

Wiltshire Council

Health and Wellbeing Board

20 March 2014

Children's Community Health Services in Wiltshire

Executive Summary

Children's community health services in Wiltshire are delivered by five separate organisations. At the CCG Governing Body meeting on 28th January, it was agreed that the CCG and the Council should undertake a joint project to re-commission children's community health services and bring all services under a single contract/ provider.

Proposal(s)

It is recommended that the Board notes the paper.

Reason for Proposal

The proposal for re-commissioning children's community health services as a joint project between the CCG and the Council has been made to ensure that there is more equitable support across the County with the potential for more effective joint work between GPs, Wiltshire Council and health providers to improve the health and wellbeing of Wiltshire's children and young people.

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Children's Community Health Services in Wiltshire

Purpose of Report

1. To update the Health and Wellbeing Board on proposals for re-commissioning children's community health services in Wiltshire, alongside paper 9b which provides an update on information from government about the transfer of commissioning responsibilities for public health for under 5s (Health Visiting) to local authorities in 2015.

Background

2. Children's community health services in Wiltshire are delivered by five separate organisations. The biggest single contract is with Great Western Hospital – with an approximate value of £8M. Wiltshire PCT transferred its children's community health services to Great Western Hospitals NHS Foundation Trust in 2011 as part of the national Transforming Community Services initiative. This transfer took place on the basis that Great Western would 'host' the services whilst longer term plans were made. The contract has been extended and will now end on 31 March 2015.
3. There are some key drivers for bringing services together in a single organisation:
 - The NHS Mandate for 2014-15 which has a focus on improving support for children with disabilities and complex health needs;
 - The forthcoming Children and Families Bill which contains new statutory duties for CCGs around children with disabilities, complex health needs and special educational needs;
 - The national agenda to improve safeguarding which places increased focus on CCGs to quality assure safeguarding practice by its providers, including the requirement for a number of Designated Doctor roles, usually undertaken by Consultant Paediatricians;
 - The focus on improving early intervention which is part of the role of many professionals working in different parts of children's community health services.
4. Re-commissioning children's community health services so that there is a single contract/provider could lead to more equitable support across the county for children and families, easier access to services and the potential for improved joint work between GPs, Wiltshire Council and other partners to improve the health and wellbeing of Wiltshire's children and young people.

Procurement options

5. Four procurement options were considered by the CCG's Governing Body on 28 January. These were:
 - Option 1 – Tender only for children's community health services provided by Great Western Hospital.
 - Option 2 – Tender for children's community health services provided by both Sirona and Great Western Hospital.
 - Option 3 – Tender for services provided by Great Western, and for community paediatricians and children's community nursing provided by Sirona, and for children's community nursing provided by Salisbury Foundation Trust.
 - Option 4 – Tender for all children's community health services provided by Great Western, Sirona, Salisbury District Hospital, Royal United Bath and Swindon Borough Council.

The Governing Body also considered the level of risk related to each of the four options.

6. Following discussion at the CCG Governing Body, it was agreed that the CCG should look at Option 4. There are specific risks related to this option – including getting clarity about NHS Wiltshire CCG funding for some services (where these are part of block contracts with acute trusts) and the fact that some staff providing Occupational Therapy, Physiotherapy and Children's Community Nursing are shared with other CCGs. However, the CCG Governing Body considered that the advantages of having a single provider outweigh these risks.

Main Considerations

Joint commissioning with Wiltshire Council

7. The CCG and Wiltshire Council have agreed that the re-commissioning of children's community health services should be a joint commissioning project between the two organisations. There are a number of reasons for undertaking the re-commissioning of children's community health services as a joint project with Wiltshire Council:
 - Wiltshire's Children's Trust Commissioning Executive (effectively a Joint Commissioning Board) has an agreed Children and Young People's Plan 2012 – 2015 and a number of strategies, such as the Early Help Strategy, that could have an impact on how children's community health services are delivered. The Council and the CCG are key partners in delivering the Plan and associated strategies. The focus in the Children and Young People's Plan is on early intervention, narrowing inequality gaps and promoting healthy lifestyles.
 - The service specifications for children's community health services need to set out how each specific service will work alongside children's services that are either directly provided or commissioned by the Council. This will

avoid any duplication or lack of clarity in pathways to provide the right help and support for children and young people.

- Responsibility for commissioning of the School Nursing Service currently provided by Great Western already sits with Wiltshire Council.
 - Responsibility for commissioning the Health Visiting Service currently provided by Great Western will move to Wiltshire Council in October 2015.
 - NHS Wiltshire CCG and Wiltshire Council already have a joint contract for the Speech and Language Therapy Service currently provided by Great Western.
 - Wiltshire Council Children's Services also has a contract with the Occupational Therapy Service provided by the Royal United Hospital to support the Council at tribunals for children with special educational needs.
8. Public health staff from NHS England (who currently have responsibility for the Health Visiting Service) and from the council (who commission the School Nursing Service) will also be involved in the project.

Timetable and resources for re-commissioning of children's community health services

9. The re-commissioning of children's community health services is a separate project in its own right – there are no significant links with the Community Transformation Project which has a focus on meeting the needs of older people. The largest contract for children's community health services is with Great Western Hospitals NHS Foundation Trust. This contract is now due to end on 31 March 2015. To meet the requirement to have a new contract in place for the full range of children's community health services by 1 April 2015, a summary procurement timetable has been produced. It should be acknowledged that the timescale is very tight.
10. The re-commissioning of children's community health services is a large and complex project that will require a dedicated Project Manager for at least three days a week from March 2014 to the end of March 2015. The role of the Project Manager will be to set out a detailed plan for the work, ensure that all timescales are met and that key people are booked well in advance to attend briefings, events and undertake the evaluation of bids. The Project Manager will need to have extensive experience of commissioning within Children's Services (preferably across health and the local authority). There will continue to be a role for a Project Manager once the contract is awarded as it is likely there will be staffing, premises, finance and IT issues to resolve in bringing together services currently sitting with five separate providers.
11. The CCG and the Council have agreed that the NHS Commissioning Support Unit will provide procurement advice and support.
12. The Council's Commissioning Team, under the direction of the joint commissioning lead for Children's Services, will ensure that service specifications are updated (using expertise from a range of people). Input

will be needed from Executive Directors of the CCG and GPs and partners to ensure that the specifications are appropriately focused on improving health outcomes for children and young people.

Governance

13. A project Steering Group has been established to oversee the work, chaired by the Director of Children's Services but with senior representation from the CCG. The Steering Group will meet monthly throughout the project and will report regularly to the CCG Governing Body, the Health and Wellbeing Board, the Children's Trust Commissioning Executive and the joint Transformation Board.

Financial Implications

14. It is proposed that children's community health services are re-commissioned within the existing financial envelope. Funding for the interim Project Manager will be shared between the CCG and the Council.

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