

UPDATE ON SUSSEX CLINICALLY EFFECTIVE COMMISSIONING PROGRAMME

1. What is the Clinically Effective Commissioning Programme?

Clinically Effective Commissioning (CEC) is a Sussex and East Surrey STP initiative established in 2017, which aims to improve the effectiveness and value for money of healthcare services by ensuring that commissioning decisions across the STP are consistent, reflect best practice, are in line with the latest clinical evidence and represent the most sensible use of limited resources.

The aim of the programme is to bring a uniform systematic approach to policy review and implementation across all the CCGs in the STP to remove unwarranted variation and apply sound clinical decision making within agreed policies. This ensures equity of access, improved clinical outcomes, better patient experience and efficient demand and capacity management across the system.

To enable this to happen, all Sussex CCGs have come together as part of the CEC Programme and agreed to take a single approach to identifying, developing and agreeing areas of focus.

It should be noted that currently, although East Surrey CCG is part of the Sussex and East Surrey STP, it operates as part of the Surrey Priorities Group which is the Surrey Equivalent of the Sussex CEC programme. Commissioners are currently considering the opportunity of realigning East Surrey CCG to the Sussex CEC Programme.

2. The Sussex CEC programme of work

The programme is divided into three work streams:

1. Developing a single set of Sussex wide clinical policies for procedures that have low clinical value or where evidence demonstrates the value of having treatment thresholds
2. Introducing IT solutions to support clinical decision making
3. Improving communications and engagement around clinical policies with GPs, the acute trusts and the wider public

So far, the work of the Sussex CEC Programme has been grouped into three tranches of policies:

- **Tranche 0** - covering 79 procedures, predominantly only commissioned by exception.
- **Tranche 1** covering 12 procedures where the policies already existed across the CCG's but had different threshold criteria and so the aim was to align the policies across the STP
- **Tranche 2** covering a further 19 procedures, for which there is considerable variation in existing policies or lack of policies.

Tranches 0-2 have been ratified by all Sussex CCGs and are being implemented with acute trusts in the STP.

3. Policy Pipeline for 2018/19

For 2018/19, there is an emerging pipeline of potential new policies which is currently being scoped out. These projects are likely to be more impactful and therefore likely to require wider public and patient consultation before being considered.

4. CEC Delivery Plan

A CEC Delivery Plan for 2018/19 has been developed and approved by the CEC Programme Board in June 2018. This has been shared with the 7 CCG Governing Bodies and endorsed in their June/July meetings.

The Delivery Plan has two components:

a. A mobilisation Plan

This plan is designed to ensure that the technological and process infrastructure is in place to support effective implementation of existing and new CEC policies. This refers to rolling out clinical decision support tools in primary care and other IT-enabled system that allow commissioners and providers to ensure that the agreed policies are being adhered to.

In addition, two implementation groups (MSK and General Surgery) will focus on ensuring that the whole patient care pathway follows the evidence base supported by the Clinical Policies and treatment thresholds across Sussex.

b. The Process Review

This review has been set in motion to help ensure that the whole policy development process (from idea to full implementation) is robust, has got adequate engagement

with clinicians, STP partner organisations, patients and the wider public, and the right level of challenge is in place at all stages of the policy development and implementation.

Furthermore, an **Ethical Framework** has been developed to support decision making.

5. Changes to Governance and Patient/Public Engagement

In parallel to the Delivery Plan, work is underway to strengthen the governance and formal decision-making arrangements governing the CEC programme with a view to streamlining these and strengthening oversight and transparency of the CEC programme as a whole.

As part of this the following developments are currently underway:

- The establishment of a **Joint Committee of the CCGs** to streamline the policy approval process. A consultation with CCG Governing Bodies is currently underway around the Terms of such a committee and a decision on establishing this is underway with a decision expected by October 2018.
 - The establishment of a **Joint Health Overview and Scrutiny Committee** of the Local Authorities within the STP. This has been discussed with the Chairs of the HOSC and HASC during June with a view to considering the implications of proposed policies which may require formal consultation. The Chairs have committed to exploring how such a Joint committee could be established to ensure a single consistent formal consultation process, where this is necessary.
 - A **Communications and Engagement Group** has been established, comprising Communications and Engagement leads from across the STP area; this group will support the use of an Engagement Framework which was co-produced with patients, Voluntary and Community Sector (VCS) and Healthwatch from across the STP area. In addition, patient/carer leaders, Healthwatch and VCS representatives will be involved appropriately in the development of discrete communications and engagement plans for individual areas within Tranche 3.
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