

# Adult Community Services re-procurement

## Presentation from NHS High Weald Lewes Havens Clinical Commissioning Group and Sussex Community NHS Trust

### Context

NHS High Weald Lewes Havens Clinical Commissioning Group (CCG) has undertaken a procurement exercise in order to transform local community services as part of a strategic vision for the provision of health and social care for the future. Excellent community services are essential to any high performing local health economy, but nowhere more so than in High Weald, Lewes, and the Havens, where patients requiring acute hospital care are required to travel outside of the CCG area. Integration between hospital and out of hospital services is of paramount importance to support natural geographical patient flows and to optimise patient care.

The CCG vision, entitled 'the Green Triangle' set out to bring services closer to home, delivering integrated packages of care which achieve the best health outcomes for the patient and keeping them out of acute hospital settings wherever possible. It suggests that to meet the needs of an ageing population with increasing health and social care needs, services can better support patients if they are genuinely designed to meet the needs of the local population, and fully integrated with all the hospitals that patients use.

This vision was informed by local and national drivers, the strategic context, which led to the design of a framework and objectives by the CCG, with input from patients, local clinicians, and examples of national good practice. In this context, the procurement of community services is a major piece of the CCG's strategy.

This also fits within a broader context of the *East Sussex Better Together Programme* (ESBT) through which the CCG is working with East Sussex County Council and the other two East Sussex CCGs on a programme of service transformation to better integrate delivery of health and social care and to develop new models of provision. These developing models have critically informed the service requirements the CCG has sought through this programme.

### History

Given the pivotal role of community services in delivering the CCGs strategic vision, a range of discussions were held with the current provider to secure the level of transformation of services required. Ultimately the discussions failed to secure the level of engagement required from the provider. Following

discussions with the CCGs wider membership the CCG decided to serve notice on the contract in order to engage with a range of providers (including the incumbent) to discuss how services could be delivered differently and more effectively.

To inform these discussions, and better understand the issues behind the challenges to effective delivery of community services, a quality review of the current community services was undertaken by the CCG. It was found that though the current service has dedicated staff, providing good quality direct patient care, the service model within which they work is fragmented and does not fully integrate with primary, secondary and community care. Systems such as information technology, workforce, quality and governance specific to community services require improvement to improve flexibility and responsiveness and identify shortages and gaps to enable early intervention.

A market engagement in the summer of 2014 made it clear there was a range of providers who could potentially provide services to HWLH and in so doing could bring real innovation to service design and delivery. Therefore, given there was every indication that current services would benefit from a whole service transformation; and there were likely to be alternative options for delivery available to the CCG, the decision was taken to undertake a full procurement of services.

Most importantly the transforming community services project has been clinically led from the outset and continues to be so; and has benefited from comprehensive, extensive and on-going patient and public involvement (PPI). By undertaking a competitive dialogue procurement process, a range of stakeholders, including patients and local GPs, were able to engage in discussions with potential providers to build a clearer picture of what the optimum service would look like; and how this could be delivered. This dialogue included formal presentations and subsequent questions and answers, as well as more informal 'break out' discussions with CCG subject matter experts which focussed on specific aspects of delivery such as Primary Care interface, adult social care, Information and Technology, Finance, and patient engagement.

### **Procurement process**

The outcome of the procurement process demonstrated a clear result with a preferred bid identified. The preferred bid was from the Sussex Community NHS Trust (SCT) presented as the Sussex Alliance. The preferred bid scored the strongest or joint strongest across the board for all criteria. The outcome was recommended to the Governing Body who agreed the recommendation.

## Improving adult community services in High Weald Lewes Havens

SCT will be providing the following services from 1<sup>st</sup> November:

- District/community nursing.
- Minor injuries and illness units.
- End of life care.
- Intermediate care beds.
- Specialist nursing.
- Community diagnostics.
- Community dietetic.
- Community heart failure.
- Community neurological rehabilitation.
- Community occupational therapy.
- Community respiratory service.
- Continence.
- Speech and language therapy.
- Tissue viability service.

SCT has created Sussex Healthcare Alliance to bring together a number of local providers to work collaboratively to improve outcomes for the people of HWLH and to create more seamless pathways between primary, community and acute services.

The Alliance Steering Group will be led by SCT and contains representatives from Brighton and Sussex University Hospitals NHS Trust, Maidstone and Tunbridge Wells NHS Trust, Brighton & Hove Integrated Care Service (BICS), Queen Victoria Hospital NHS Foundation Trust, Age UK East Sussex, Sussex Partnership NHS Foundation Trust and East Sussex County Council.

Improving adult community health services is wholly aligned to the East Sussex Better Together (ESBT) programme, which SCT has joined as a stakeholder and provider.

SCT is excited to be providing adult community services in High Weald Lewes Havens and is working together with its staff, partners and other health and social care organisations. Joining the ESBT programme will help SCT to transform services to better meet local needs and deliver better outcomes.

Initially safe transfer of services is of paramount importance as well as providing clarity and support for staff. SCT is committed to increase staffing levels and to use technology to free up more time to spend on direct patient care.

SCT and BICS are working closely with local GPs to develop communities of practice to bring primary and community care closer together.

This commitment and focus aims to improve patient outcomes and experience

of care.

## Sussex Community NHS Trust

Sussex Community NHS Trust (SCT) was awarded the contract to provide adult community services from 1<sup>st</sup> November 2015 by NHS High Weald Lewes Havens Clinical Commissioning Group (CCG) in June. Contracts were signed by both NHS organisations in July.

### Who are SCT and what do they do?

SCT was formed in October 2010 and is the main NHS provider of community health and care across adults and children's services in West Sussex and Brighton & Hove. And from the 1<sup>st</sup> November 2015 will be providing adult community services in the High Weald Lewes Havens area of East Sussex.

90% of NHS care is provided in the community by GPs and by community health and care providers like SCT who care for people in a range of settings:

- Mainly in peoples' own homes i.e. community/district nursing.
- Community hospitals, urgent treatment centres, minor injury units, child development centres and other locations.
- In care homes, GP surgeries and acute hospitals.

Across the age range SCT cares for some of the most vulnerable people:

- Babies, young children and mothers through its healthy child programme including health visiting.
- Young people and adults with long-term conditions e.g. diabetes, asthma and heart failure with support from specialist doctors, nurses and therapists.
- Multi-agency and multidisciplinary community teams caring for the frail elderly and for people at the end of their lives e.g. proactive care in West Sussex and the Palliative Care Partnership with The Martlets in Brighton & Hove.

SCT employs around 4,500 staff including community and specialist nurses, therapists, healthcare assistants and support staff. It also has over 550 vibrant volunteers.

Currently in East Sussex SCT provides Chailey Heritage Clinical Services, Abdominal Aortic Aneurysm (AAA) screening, Chronic Fatigue Syndrome/ME Service and Sussex Rehabilitation Centre out-patient service.

Quality of care is its top priority and provides high quality medical, nursing and therapeutic care to more than 8,000 people a day. Its vision is to deliver:

***excellent care at the heart of the community.***

## Recent achievements

In March 2015 the health and social care regulator, the Care Quality Commission (CQC), rated SCT services overall as **Good**, following its inspection of the trust in December 2014. This provides confidence to local communities that SCT services are safe, caring, effective, responsive and well-led.

For the second year running SCT secured the *Health Service Journal* 120 Best Places to Work in the NHS.

SCT is also on track to be authorised as an independent community NHS foundation trust in 2016 and is expected to move to the Monitor phase towards the end of 2015. Monitor is the sector regulator for health services in England.

## Presentation to the HOSC

HWLH CCG and SCT are jointly presenting to the committee and will cover:

- Geographical area and services included in this procurement.
- The need to undertake the procurement process.
- How and when.
- Engagement.
- What it means to our patients/community.
- Introduction to SCT – who they are, what they do.
- Working together.
- Improving services.

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