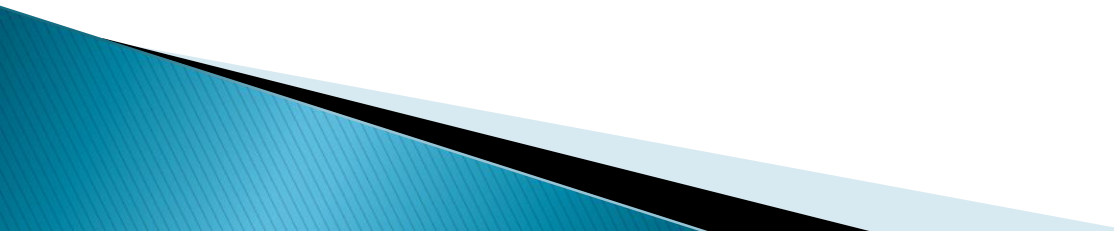


APPENDIX 2

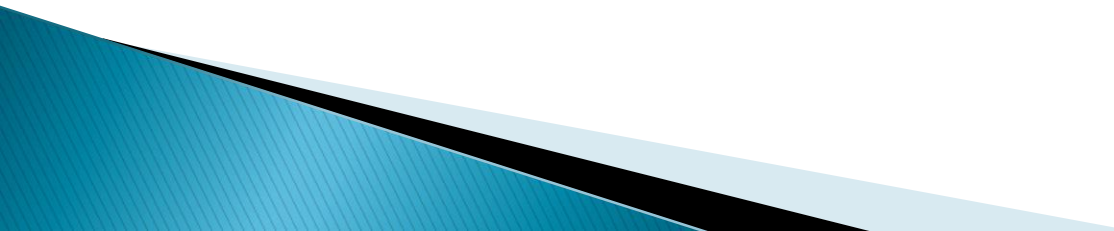
Care Closer to Home Review

20 September 2019

Background

- ▶ **November 2014:** CC2H Business Case designed to ‘transform the delivery of physical, mental health and social care services across North East Essex over the next 7 to 10 years’
 - ▶ **March 2015:** NEECCG and ECC commence procurement to co-commission the 7–10 year CC2H contract
 - ▶ **April 2016:** 7(+3) year £240m (*over 7 yrs*) contract awarded to Anglian Community Enterprise (ACE) CIC
 - ▶ **Summer 2019:** Tripartite agreement to review the ‘fitness for purpose’ of the CC2H contract, as currently cast
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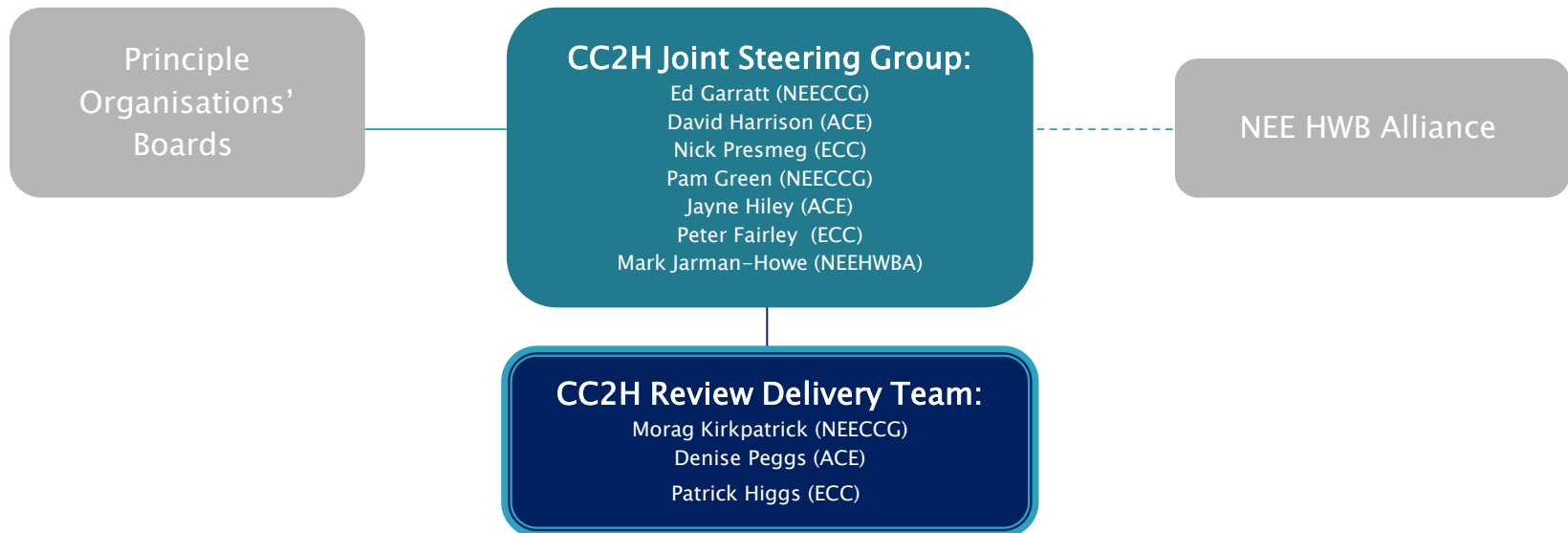
Rationale for Review

- ▶ 2019/20 represents mid point of the CC2H contract
 - ▶ Reinvigorating community health services is core to the delivery of the *NHS Long Term Plan*, and, with funding to back it up, this represents a radical change in the strategic assumptions that have, to date, underpinned CC2H
 - ▶ The *NHS Long Term Plan* is not looking for more of the same; whilst several features of CC2H anticipated the developing NHS landscape, the systemic approach to risk-bearing, and the introduction of Primary Care Networks, around which the *NHS Long Term Plan* expects community services to be increasingly organised, are potentially game-changing when considering the continuing fitness for purpose of CC2H
 - ▶ The formulation, development and mobilisation during 2019/20 of the recently-endorsed *NEE Community Model* could have significant implications for the way community (physical and mental) health and well-being services in North-East Essex are run, none of which is enabled, nor indeed, was originally contemplated in CC2H
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Review Objectives

- ▶ To identify what has worked well and what not so well, and why, under the existing CC2H contract from the perspectives first, of NEECCG and ECC (*qua* commissioners) and second, of ACE (*qua* lead provider);
- ▶ In the light of 1. above, and the goal of reinvigorating community health and well-being services identified in the *NHS Long Term Plan* and, in the context of the emerging NEE Community Model (including PCNs), to consider:
 - What, if any, modifications to the nature and/or scope of CC2H service requirements (including outcomes) should be made to render CC2H fit for future purpose for NEE; and
 - What, if any, modifications to ACE's service, operating, commercial and/or organisational model should be made to render CC2H fit for future purpose for NEE
- ▶ In the light of 2. above, to determine whether such modifications are acceptable to all three counterparties to the current CC2H contract and, if they are, to determine whether such modifications can be effectively and lawfully introduced by way of variation to the current CC2H contract between the three counterparties.
- ▶ If the co-commissioners, acting in their sole discretion, determine that modifications they believe are necessary can only be achieved via a new sourcing exercise, then they shall pursue such exercise, in accordance with relevant procurement law, enabled by both commissioners exercising Authority Voluntary early termination of the current CC2H contract. All extant rights and obligations of the three parties under the existing CC2H contract will remain intact in the light of such Authority Voluntary termination.
- ▶ In the light of the above, to determine what, if any, adverse consequential impact any modifications to the CC2H contract has on ACE's ability to discharge other NHS contract obligations and, if significant, to mitigate such adverse consequences.

Project Governance



Timeline

July '19

August

September

October

November

December

January '20

February

March

PID Sign Off

KLOE Agreed

Engagement Activities

CC2H Strategy Impact Assessment

CC2H Contract Impact Assessment

Commissioning Model Recommendation

Provider Model Recommendation

Options Appraisal

Key Lines of Enquiry: Looking Back

KLOE 1:01 Strategic Scope, Commissioning & Intent

- ▶ To what extent did the CC2H procurement reflect the aims of the CC2H strategy

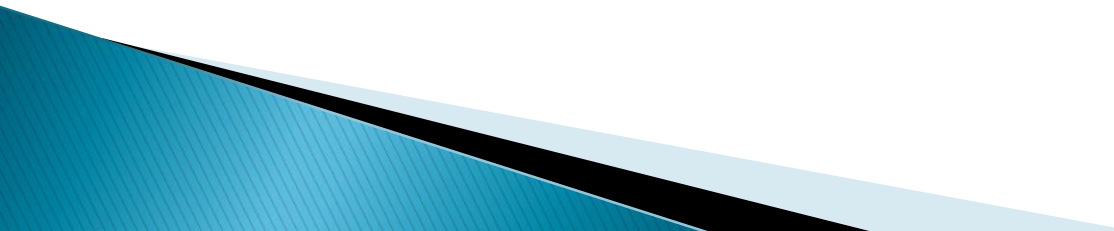
KLOE 1:02 Bid Proposal

- ▶ To what extent did the bid meet the aims of the CC2H strategy

KLOE 1:03 Contractual Performance & Impact

- ▶ How have the CC2H services performed, both in terms of contractual performance and impact on individuals and the system
- ▶ What has influenced that performance, both internally and externally; and how does the contract benchmark against other community services

KLOE 1:04 CC2H Overarching Model Features

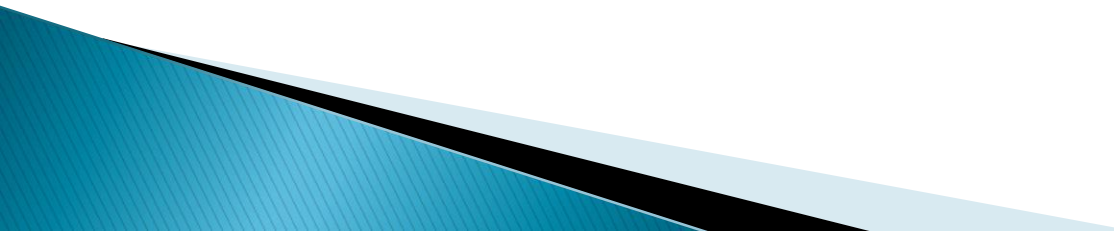
- ▶ To what extent have the intended 'features' of CC2H been delivered through procurement and contract delivery
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Key Lines of Enquiry: Looking Forward

KLOE 2:01 National Context

- ▶ How do the priorities of the NHS LTP; learning from elsewhere; a greater focus on prevention and a population health approach need to be reflected in CC2H services in the future

KLOE 2.02: Local Context

- ▶ How will CC2H services need to work as part of the Community Model of Care and alongside Primary Care Networks and the new Urgent Treatment Services
 - ▶ What do members of the public and strategic partners (including NEE HWB Alliance and Suffolk & NEE ICS) want for community health and wellbeing services in the future
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Communication & Engagement

Engagement Activities will run for a period of 8 weeks from mid September:

Public Engagement

Public engagement activities will focus on the *Look Forward* element of the view. A range of engagement activities will create feedback opportunities in public places (e.g. inflatapods) and via established networking opportunities, including via Local councillors and MPs

Service User Engagement

Targeted service-user experience will be sought from known users of the CC2H services. Service-users will be asked to feedback both their experience of accessing a service and how they would like to see those services improved in the future. A letter will be sent (by ACE) to an agreed sample of CC2H service recipients who will be provided with postal, telephone and on-line ways in which to feedback. All of which will be directed to Healthwatch Essex.

Partners and Front-Line Staff

Health and Care partners and front-line staff (delivering CC2H services) will be asked to share their views via semi-structured interviews. These interviews will be undertaken on behalf of the CC2H Review by Healthwatch Essex