



## HOSC/12/11

<b>Committee</b>	Health Overview and Scrutiny
<b>Date</b>	21 April 2011
<b>Report by</b>	Dr Gary Sweeney, Chairman of North Essex Local Medical Committee

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### NORTH & SOUTH ESSEX LOCAL MEDICAL COMMITTEES LIMITED

#### REPORT TO THE ESSEX HEALTH OVERVIEW & SCRUTINY COMMITTEE (HOSC) Meeting Thursday 21<sup>st</sup> April 2011 09:30am at County Hall, Chelmsford

##### **The Development of GP Commissioning Consortia in Essex**

The Government set out its intentions for the future of commissioning in the White Paper “Equity and Excellence: Liberating the NHS” and the supporting document “Equity and Excellence: Commissioning for Patients”.

Since the publication of these documents, GPs in Essex, like their colleagues elsewhere in the country, have begun to consider what the proposals will mean for them and how best they can prepare for the changes that lie ahead.

Discussions have taken place between practices/clusters, PCTs and the LMCs about the future structures that will need to be put in place to support GP commissioning and, in the transition, how best GPs can work with PCTs to facilitate a phased transfer of commissioning responsibilities.

A brief overview of the current position in Essex is given below. Six GP Clusters in Essex have so far achieved “Pathfinder” status and further details are provided later in the report.

##### Mid Essex

A GP Consortia Development Working Group was established to act as a focal point for taking forward the development of GP led commissioning in Mid Essex. The Working Group, which was facilitated by North Essex LMC, met on a number of occasions culminating in the production of a report detailing its proposals and recommendations.

Members of the Working Group supported the idea of a large consortium covering the whole of Mid Essex, supported by a locality sub-committee structure. The number and boundaries of localities needed further discussion and agreement with practices and clusters. Any structure will need to recognise and support innovations that were already taking place, eg. hard budget pilot run by Essex GP Commissioning (EGPC), which has now achieved Pathfinder status.



In the interim the Working Group agreed that transitional GP leadership arrangements needed to be in place no later than 1<sup>st</sup> April 2011. An election/selection process is currently being run by North Essex LMC to determine the eight GPs who will act as members of the Mid Essex GP Shadow Commissioning Consortium.

### North East Essex

All practices in the PCT area were previously participating in PBC which was based on the two distinct localities of Colchester and Tendring. The structure was well established and effective. The two locality commissioning groups have successfully influenced commissioning decisions and have achieved freed up resources for reinvestment in services.

Practices agreed that the existing locality structure should continue and should underpin a consortium covering the whole of North East Essex. This has subsequently been agreed with the PCT. Elections of GPs and practice staff to serve as members of the new consortium have taken place (conducted on their behalf by North Essex LMC) and the transitional leadership therefore has a mandate from colleagues.

North East Essex GP Commissioning Group has recently achieved Pathfinder status.

### South East Essex

Five PBC clusters currently cover the whole of the area. A number of meetings have been held between representatives of the existing clusters and South Essex LMC to discuss transitional GP leadership and future commissioning arrangements.

It has subsequently been agreed that nine GPs from the existing five clusters should form a Clinical Executive Consortium Board (CECB). The CECB and a number of the PCT's existing Directors will also form the Clinical Executive Committee of the PCT which, during the transition, will have a key role in agreeing the PCT's direction of travel and overseeing the transfer of commissioning responsibility to GP consortia.

The current cluster leads will form the initial CECB with elections to confirm a mandate from GPs planned for six months time.

One of the existing clusters, Fortis Health, has achieved Pathfinder status.

### South West Essex

Discussions are still ongoing in South West Essex to agree a consortia structure that has the support of the GP community and that covers the whole of the PCT area.

Under previous PBC arrangements, thirteen clusters were in existence, all of which were at different stages of development. The financial challenges facing this particular PCT are significant and in the short term this is inevitably likely to dictate the extent and the pace at which responsibility for commissioning budgets transfers to GP consortia.

Significant developments so far include:-

- The formation of a reconstituted PCT Clinical Executive Committee (CEC). Six GPs have now been elected to serve as members of the CEC following a selection/election process that, in part, involved South Essex LMC.
- South West Essex Federation of GPs and South Essex Managed Care Consortium have both recently been granted Pathfinder status.



## West Essex

PBC in West Essex is well established. It consists of three GP clusters covering the localities of Epping, Harlow and Uttlesford. Existing clusters have experience of managing PBC budgets, effectively introducing service redesign and engagement in the delivery of financial efficiencies.

GPs in the area have agreed that this locality based arrangement should continue and underpin a formal consortium covering the whole of West Essex. Initially the existing cluster leads will act as the transitional GP leadership whilst discussions continue with practices/clusters to agree the final commissioning structure and leadership arrangements. North Essex LMC will in due course (probably about six months) conduct an election/selection process to determine the GP leadership.

## GP Consortia Pathfinders in Essex

The Government has established a rolling programme of Pathfinders which started in December 2010 and which will work up to the period from April 2012 when consortia will start to be formally established.

GP Consortia Pathfinders in Essex are as follows:-

	Practices	Population
<b>North Essex</b>		
Essex GP Commissioning (EGPC)	7	70,000
North East Essex GP Commissioning Group	44	324,184
West Essex Commissioning Consortium	39	288,000
<b>Total</b>	<b>90</b>	<b>682,184</b>
<b>South Essex</b>		
Fortis Health	12	78,409
South Essex Managed Care	10	51,268
South West Essex Federation of GPs	34	179,170
<b>Total</b>	<b>56</b>	<b>308,847</b>

Pathfinders in North Essex currently cover 66% of practices and 70% of the population and in South Essex 38% of practices and 39% of the population.

The Shadow NHS Commissioning Board will produce and publish an analysis of the findings of the Pathfinder programme. Pathfinders in the programme will be:-

- Testing out design concepts for GP commissioning and exploring how best emerging consortia will be able to undertake their future functions.
- Exploring how consortia can develop effective relationships with constituent practices and local government, patient groups and secondary care clinicians.
- Embedding and reinforcing the importance of engagement with patients and the public.
- Exploring how consortia can best commission services at different demographic levels.
- Demonstrating how clinical leadership of commissioning can improve care.
- Exploring good practice in governance arrangements.
- Designing their new organisational structures and exploring how best to secure the skills and expertise they need.
- Taking on increasing delegated responsibility from PCTs.
- Sharing learning across the GP community.

**March 2011**