

Impact report 2020

NHS Clinical
Commissioners

The independent collective voice
of clinical commissioners



NHS Clinical Commissioners:

MEMBER LED MEMBER DRIVEN

NHS Clinical Commissioners (NHSCC) is the only independent membership organisation for clinical commissioners in England and is widely recognised as the national, credible voice of local clinical commissioning. We influence key decision makers on your behalf on the issues that matter most to you; something which is all the more important as we work to retain the strengths of clinical commissioning in the new integrated health landscape.

Our work ensures that clinical commissioners have the support and guidance they need to be system leaders and drive improvements for their local populations. We do this by:

Providing a voice – giving members an independent and strong collective voice, and national representation in the debate on the future of the health service.

Supporting – providing information via regular bulletins and publications, and hosting webinars and workshops on topical themes.

Networking – giving members safe spaces to share learning, solve problems and engage with other organisations.

Throughout this year we have been working with you, listening to your needs and responding with demonstrable action that gives you full value from your NHSCC membership.

The current context

The NHS Long Term Plan, published in January 2019, has significant implications for clinical commissioning and leadership. We know that clinical commissioning remains at the heart of good decision making within the NHS and enables clinical leaders to make the best possible decisions for patients in their areas.

From the word go, we have been engaged at the most senior level, unpacking what the plan means for CCGs, for the future of clinical commissioning, and how we ensure that all the positives around commissioning are retained in order to ensure the right decisions are made for patients.

We are proud that we have engaged our members at every stage, proving that by being member led and member driven we can ensure your views and concerns are fed directly back to the centre and considered properly.

We have been able to see where we have effected change to plans, proposals and guidance on behalf of members over the past 12 months and will continue to do so as the NHS landscape changes. We want to ensure that we remain the voice of clinical commissioners as the integrated care system (ICS) model emerges and comes into being, as well as influencing the development of primary care networks (PCNs) to ensure their success.

At the same time, we continue to provide the support you have come to expect, as well as offering more. We are helping members refocus their finite financial resources by lowering our membership fees again this year by a further 10 per cent. The NHS Confederation, of which NHS Clinical Commissioners is part, will also see changes in 2020 that will offer increased benefits to our members.



Dr Graham Jackson
Chair
NHS Clinical Commissioners



Julie Wood
Chief Executive
NHS Clinical Commissioners

VOICE

NHSCC gives our members an independent and strong collective voice. We are firmly established as the credible go-to voice for clinical commissioners, speaking out with authority on your behalf at the national level.

Last year, you told us you were concerned that the voice of commissioners was being diminished in the move towards more integrated health and care. Here are some of the ways we have continued to give you a voice:

GROWING MEMBERSHIP

NHSCC has retained its level of membership and brought on board new CCG members, all while reducing membership fees. We are providing thought leadership on the future direction and value of clinical commissioning, based on feedback from our members.

RELATIONSHIPS

Our strong relationships mean that our influence reaches the most senior leaders at NHS England and NHS Improvement, the Department for Health and Social Care, MPs and Peers, as well as other influential figures in health policy, allowing us to influence strategies such as the NHS People Plan.

INFLUENCING

We worked with you to gather a detailed national response to NHS England and NHS Improvement's proposals for legislative change to support integration, without diluting the CCG role. We directly influenced the proposals around



local accountability, simplifying procurement and the formation of joint committees, which were presented to the government in October 2019. The proposals are due to become law in 2020.

POSITIONING

Based on your feedback, we developed a position statement on public health commissioning, asking for local authorities to retain these responsibilities while working jointly with CCGs. The government subsequently recommended that: 'the NHS work[s] much more closely with local authorities on public health so that commissioning is more joined-up and prevention is embedded into a wider range of health services.'

COLLABORATING

Our Mental Health Commissioners' Network and National Ambulance Commissioners' Network have worked to influence NHS England and NHS Improvement to ensure

that ambulances and mental health were included in the NHS Long Term Plan, and that additional funding was available to make sure they provide the best care for patients.

MEDIA

As well as influencing in private, we also made sure your collective voice was heard in the media, providing commentary and background information to news outlets including the BBC, ITV, The Times, Health Service Journal, British Medical Journal, and many others.



Support

NHSCC works hard to support you to deliver the best health and health outcomes for the populations you serve.

CCG MERGERS

On CCG mergers, we have ensured that member needs have been met, including being instrumental in amending NHS England and NHS Improvement application timelines and elements of the mergers policy. We have worked with NHS England and NHS Improvement to influence the overall programme and deliver six learning events and webinars. We developed a discussion guide with the Local Government Association (LGA) to support CCGs when discussing mergers with their local government colleagues. Our Focus on CCG Mergers bulletin keeps members informed and our HR and OD forum has shared tools to improve staff wellbeing following mergers.

PAY

Following feedback from members, we benchmarked pay levels for very senior managers (VSM), producing resources to help support HR staff in CCGs when setting VSM pay.

LIOTHYRONINE PRICE

You told us that significant increases in the price of the thyroid drug liothyronine have affected your ability to prescribe the drug for patients who have been initiated in secondary care. We have raised this with NHS England and NHS Improvement and the Department of Health and Social Care. Using evidence from our members, NHS England has successfully negotiated some



price reductions directly with the pharmaceutical companies, and we are actively involved in other ways to continue focusing on this.

LIOTHYRONINE GUIDELINES

You raised concerns that the recent national guidelines for low value medicines do not provide enough clarity on when liothyronine can be prescribed, and by whom. As part of the medicines optimisation oversight group, we contributed to the recent regional medicines optimisation committees' guidance on liothyronine. This provided extra detail and national support for local decision making and engagement with patients, clinicians and specialists.

EVIDENCE-BASED INTERVENTIONS

We partnered with NHS England and NHS Improvement, NICE and the Academy of Medical Royal Colleges to launch the Evidence-Based Interventions (EBI) Programme in

April 2019, which seeks to reduce referrals for 17 surgical interventions that should not routinely be commissioned or only commissioned in certain circumstances. We have supported this through events and webinars, and our EBI reference group enables members to discuss any challenges, share good practice, and help develop future proposals.



network

One of the benefits of NHSCC membership is that we facilitate peer-to-peer learning in safe spaces where members can share learning, solve problems and engage with other organisations.

DECENTRALISING EVENTS

You told us that you wanted our events to be less London-centric. In the past year, one in four of our events have taken place outside of the capital, including Manchester, Sheffield, Leeds, Birmingham and Saffron Walden. One in three of our events took place online.

HIGH-PROFILE SPEAKERS

We continue to secure high-profile national speakers for our events, giving you access that you may not otherwise have. Highlights from 2019/20 include Simon Stevens, chief executive of the NHS; Prerana Issar, the NHS's first chief people officer; Jonathan Marron, director general of community and social care at the Department of Health and Social Care; Claire Murdoch, NHS England's national mental health director; and Ruth May, chief nursing officer for England.

MEMBER NETWORKING

Our two member dinners have provided an excellent opportunity to network with your peers in an informal setting, as well as with senior national figures such as Julian Kelly, NHS England and NHS Improvement's chief financial officer; and Amanda Pritchard, NHS England and NHS Improvement's chief operating officer.



INTERNATIONAL LEARNING

We have worked with international partners to host events to share experiences and good practice from different health systems. Events included the 2nd Annual Urgent and Emergency Mental Health Care Global Summit, in partnership with RI International (USA), and Collaborative Working in the NHS – Sharing Learning from New Zealand, South Tyneside, Cardiff and Beyond.

NHS CONFEDERATION BENEFITS

As part of the NHS Confederation, NHSCC members had access to free or reduced rate tickets for NHS Confederation events, including the NHS Confederation annual conference and exhibition, the NHS Confederation's annual debate, and the Mental Health Network annual conference and exhibition.

STAYING RELEVANT

We have been working to transition our member network offering to ensure that it is relevant, useful and effective for our members in the changing NHS landscape, including steps to enable us to be even more reactive to policy developments.



future plans

Coming up for 2020–21: **MORE SUPPORT MORE BENEFITS LESS COST**

➔ **CLINICAL COMMISSIONING LEADERSHIP**

You told us that you need to see an offer of support that provides clinical commissioning leaders with a space to inform, collaborate and influence new NHS systems. We will be launching a new NHSCC clinical commissioning leadership offer for our members to provide a voice and give more support to clinical leaders in the newly integrated NHS systems.

➔ **CLINICAL COMMISSIONING IN AN ICS**

We will be influencing the future of clinical commissioning, for example by producing a high-profile think piece informed by members on the role of clinical commissioning in an ICS. We are also looking to share examples of streamlined commissioning arrangements to support you as your organisations evolve.

➔ **INTEGRATED WORKING**

The NHS Confederation is changing to reflect the way in which its members are increasingly working, i.e. in a more integrated and collaborative way. NHSCC is part of the NHS Confederation and we are working with our colleagues in the Confederation on an integrated member offer that goes right across the organisation and will represent the whole of the NHS, making us the only membership organisation to do so. We will provide a wider range of support for all members while retaining distinct

support for each constituent group, be they clinical commissioners, PCNs, ICSs, mental health systems or acute and community members.

➔ **NHS CONFEDEXPO**

A benefit of your membership will be the chance to attend the first NHS ConfedExpo event, which combines the NHS Confederation's annual conference with the Health and Care Innovation Expo, to create one of the biggest health and care events in the UK. We are heavily involved in programme development to make sure that there are sessions and workshops relevant to you. As a free event there is a wide range of opportunities for a much larger pool of CCG staff to benefit from. Find out more at www.ConfedExpo.org

➔ **PCN AND ICS NETWORKS**

We will continue to represent our members by playing a significant role in establishing the NHS Confederation's PCN and ICS networks, ensuring the clinical commissioning voice feeds into how both of those networks develop and the support offers they provide for members.

➔ **ONLINE AND REGIONAL EVENTS**

We aim to increase the number of online events we run for members and look at live streaming other events, so more members can participate without leaving their desks. This includes continuing to support our members through the mergers process, with more regional events planned this year aimed at CCGs planning or considering a merger by April 2021.

➔ **WORKING WITH THE LGA**

Our influencing work on behalf of members continues with our work with LGA colleagues on subsidiarity; ensuring the right decisions are taken at the right levels within the NHS. This includes holding a summit with the LGA, and NHSCC members are actively involved in the work to shape it. We are also continuing to explore how members are taking a population health management approach and sharing best practice to benefit populations in the long term.

➔ **IMPROVING CLINICAL PRACTICE**

We continue to look at where clinical practice can be improved and made efficient for members through our medicines work, our low priority prescribing work, and through influencing the evidence-based intervention project.

➔ **CELEBRATING SUCCESSES**

In 2020 we will be launching the NHSCC Delivering Transformation Through Clinical Commissioning Awards, celebrating the successes of our members.



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NHS CONFEDERATION

