

BRIEFING FOR STAKEHOLDERS

Update on specialised commissioning

The purpose of this briefing is to update you about some developments in the commissioning of specialised services.

As some of our key stakeholders, you will be aware of the challenges facing specialised commissioning, in particular the significant financial difficulties we are facing.

The number of staff involved in specialised commissioning has significantly reduced since 2012/13, whilst the range of services included within the specialised commissioning portfolio has increased by almost two-fold. The task of moving from between 10 and 152 different ways of commissioning services, to a single consistent national model, has been immense.

Staff across the team have worked extremely hard under these challenging circumstances, however it is clear that we need to make some immediate improvements to the way in which we commission these services in order to put specialised commissioning on a stronger footing for the future.

NHS England's Executive Team is committed to supporting specialised commissioning at this challenging time and is putting additional resources in place to support the existing team, drawing on the wealth of skills and expertise from across the organisation. This will involve around 50 additional individuals, identified for the unique contribution they will be able to make, temporarily taking up posts within the team.

There will be seven distinct workstreams with a particular focus on financial control in 2014-15 and planning for the 2015-16 commissioning round. I will head up this internal team, which is working to a three-month timetable. Progress will be reviewed on a weekly basis.

The seven workstreams are:

Workstream 1 – **Strategic Projects**, headed up by Ann Sutton, Director of Commissioning (Corporate). **This team will ensure continuation of our most complex and highly specialised programmes such as Proton Beam Therapy, and ensure delivery of a prioritisation framework for 2015/16.**

Workstream 2 – **Strategy**, headed up by Michael Macdonnell, Head of Strategy. This team will develop a financial sustainability strategy for specialised commissioning, **and make recommendations about how the range of specialised services and commissioning models should change.**

Workstream 3 - **Clinically Driven Change**, headed up by James Palmer, Clinical Director, Specialised Services. This team will ensure that our programmes continue to be clinically led, driving forward programmes that deliver clinical benefit alongside efficiency

improvements. **They will also be responsible for ensuring a sustainable approach to the commissioning of cancer drugs.**

Workstream 4 - **Operational Leadership**, headed up by Cathy Edwards, Director of Commissioning in South Yorkshire & Bassetlaw Area Team. This team will be the engine room of specialised commissioning, ensuring all programmes are properly led, working collaboratively with our area teams and stakeholders. **They will have overall responsibility for our QIPP programme**, and will develop recommendations on the future shape of the specialised commissioning infrastructure. This team will also include a communications and engagement function, dedicated to ensuring that all stakeholders, including NHS England staff, are well informed; and will also support the work of the Specialised Commissioning Oversight Group (SCOG) and the Patient and Public Voice Assurance Group (PPV AG).

Workstream 5 - **Commercial and Technical Delivery**, headed up by Peter Huskinson, Director of Commissioning in Leicestershire & Lincolnshire Area Team. This team will ensure specialised commissioning manages its provider market in a highly effective, mature way, through well planned and rigorous procurement and contracting programmes, supported by building capacity and embedding best practice across area teams.

Workstream 6 - **Strong Financial Control**, headed up by Rachel Hardy, Regional Director of Finance in Midlands & East. This team will ensure specialised commissioning has strong financial leadership and focus across all of its programmes. It will also carry out specific technical pieces of work on area teams' financial baselines, and will provide support to the Clinical Priorities Advisory Group (CPAG).

Workstream 7 – **Analytics**, headed up by Ming Tang, Director, Data and Information Management Systems. This team will ensure specialised commissioning is supported by good data and intelligence, building capacity and capability across area teams and commissioning support units (CSUs), as well as moving towards much greater standardisation of informatics processes.

We are committed to keeping all of our stakeholders informed about the progress of this work and are in the process of developing a communications and engagement plan to support this important programme.

I look forward to updating you about progress as we move forward.



Dr Paul Watson
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NHS England