

Health and Care Portsmouth - your views on next steps

This document sets out what is happening with the development of our Health and Care Portsmouth operating model and - at the end - invites comments and feedback from you – our Portsmouth Health and Well Being partners.

Operating model - next steps

As outlined to you last summer, NHS Portsmouth CCG (PCCG) and Portsmouth City Council (PCC) is progressing work to integrate key functions, to help deliver the wider city partnership that is Health & Care Portsmouth.

In recent years we have already achieved a great deal, building a very advanced **integrated way of working** under the Health & Care Portsmouth banner. For example, PCCG and PCC have in the past year:

- integrated roles and teams for adult's & children's strategic and operational functions
- closely aligned teams for Public Health, pending the substantive appointment of a Director of Public Health dedicated to Portsmouth
- changed our ways of financial planning and management so they are more closely aligned than ever before
- and we have integrated teams for key functions such as HR, complaints and, in September, communications and engagement

In our response to the pandemic we have seen the **benefits of this integration**, in particular:

- how we have responded to and supported the response to the epidemic in the care sector, to testing, to the supply of PPE and infection control support
- in our rapid establishment of community support, alongside the voluntary sector and HIVE Portsmouth to support the most vulnerable people to access food, medicines and welfare support
- in our pragmatic handling of the covid-19 funding and grants, ensuring it got to the services and people who needed it
- how we quickly redeployed CCG and Council staff across a range of health and local authority functions and;
- how the whole range of our business as usual switched rapidly to new and often very testing ways of working

There is a strong commitment to continuing the Health & Care Portsmouth approach into the future. As we strengthen the integration between PCCG and PCC we have also been considering how we then work across the local Portsmouth and South East Hampshire (PSEH) system, as well as more strategically across Hampshire and the Isle of Wight (HIOW) and in particular the developing Integrated Care System (ICS).

We are working together with the CCGs in HIOW to achieve this, as they also think about their own operating models. Through working with their Boards and working groups, by March our partner CCGs had arrived at a preferred model of operating that intended to establish delivery at 3 levels:

- at a HIOW level focused on functions such as strategic commissioning, planning, prioritisation and financial strategy (ICS);
- at a 'place' level based on the 3 Local Authorities of Hampshire, Southampton and the Isle of Wight, building these in partnership with each LA and;
- at the level of the developing Integrated Care Partnerships based predominantly on acute hospital catchment areas (ICP)

As part of establishing this operating model, the Hampshire and Isle of Wight Partnership of CCGs, Southampton City CCG and West Hampshire CCG will be considering proposals to form a single CCG for Hampshire, Isle of Wight and Southampton (excluding Portsmouth).

NHS England (NHSE), which has been part of these discussions, has been clear throughout that CCGs in HIOW are expected to reach an agreement and implement a model of working together. NHSE has been supportive of a configuration of CCGs that includes the integrated model we have in Health & Care Portsmouth. However, they have also been clear that they expect a single shared Accountable Officer (AO) for commissioning across HIOW, and that this AO would also be the chief executive officer (now appointed) of the HIOW Integrated Care System.

NHS Portsmouth CCG's Governing Board met in March to review the outcomes of these discussions and any implications for the development of the Health & Care Portsmouth operating model. In particular, the Board discussed the NHSE expectation of a single AO for the HIOW CCGs, because this conflicted with our previously stated intent that the chief executive of Portsmouth City Council take on the functions of the AO of NHS Portsmouth CCG.

NHS Portsmouth CCG Governing Board agreed:

- it remains strongly **committed to further integrated working** with Portsmouth City Council under the executive leadership of the PCC Chief Executive, clinical leadership of the CCG and elected leadership of the Council
- that **retaining NHS Portsmouth CCG as a legal entity**, with its Board, associated dedicated functions and resources - and based within the city - was the more significant priority and we would thus **not be proposing a merger with other HIOW CCGs**
- that it would support the **delegation of CCG functions to the PCC chief executive officer** to lead and continue delivery and development of Health & Care Portsmouth, including the further integration of executive roles across PCCG and PCC
- to **propose the appointment of a shared CCG AO** with other CCG(s) in HIOW for strategic commissioning across HIOW and as the chief executive officer of the HIOW ICS and;
- to continue to work with partners in Health & Care Portsmouth and the PSEH Integrated Care Partnership to **agree arrangements to deliver system working** at PSEH level

Consultation and engagement

NHS Portsmouth CCG is undertaking consultation and engagement to seek the views of member practices (for which this represents a formal constitutional change), staff, you - our Portsmouth Health and Well Being partners and other partners in order to understand the impact of the model. This consultation and engagement will run from July to September 2020 with the PCCG Governing Board receiving any feedback and considering any revisions to the model in October. As with previous proposals regarding the Health and Care Portsmouth operating model we also intend to bring the amendment to the proposals to the Portsmouth Health & Wellbeing Board.

Depending on that decision, there may be a series of technical changes needed to the PCCG's constitution as well as a legal and HR process regarding the AO role, delegation of functions to the CEO of PCC and NHSE approval. The aim will be to have new arrangements in place for April 2021, in line with the timeline for establishing the start of the HIOW ICS.

In conclusion, a Health & Care Portsmouth operating model led by the PCC CEO directing both PCCG and PCC functions remains our intended long term plan. We will continue to work closely with partners both in the HIOW ICS and also the PSEH ICP - as these also continue to develop how they operate - in order to determine how each of these different tiers work together.

Hearing from you

The views of our Health and Well Being Board partners in the City is important in ensuring our arrangements and work remain appropriate and relevant to deliver our common aspirations and aims for Portsmouth.

Therefore we would welcome your questions, feedback and in particular your views regarding what is important to you as we move forward in developing our operating model.

Dr Linda Collie, Clinical Leader, Dr Elizabeth Fellows, our Clinical Chair and other members of our Governing Board would be very happy to discuss with you individually our plans should you find this useful.

All feedback received prior to **Friday 18th September 2020** will be summarised and considered in October when our Governing Board plans to formally consider the amendment to our operating model. As stated above we will also schedule time on the next agenda of the Health and Well Being Board to discuss this as a group and feedback from that will be presented to our Governing Board.

Any questions, requests for one on one conversations and feedback on the proposals should be sent to pccg.engage@nhs.net

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