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## Inter Island Public Health Forum & Mechanisms for joint working



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## Introduction

- Background to our role in Gibraltar
- Background to Commissioning
- Island Commissioning
- World Class Commissioning
- Gibraltar approach
- Benefits for joint working
- Key challenges ahead

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## Background to our role

- Support the Commissioning process for GHA
- Specialist Services to the UK under the Sponsored Patients Programme
  - ⇒ Oncology
  - ⇒ Cardiology
  - ⇒ Paeds
- Performance Management of Providers
- Support the RHA with UK DoH

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## Definition of Commissioning

Commissioning – the process (including the participation of service users and the local community) of assessing need, defining priorities and choices, allocating resources, deciding on how services will be best delivered, planning and developing services and monitoring and evaluating the delivery and effectiveness of services.

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## Why world class?

worldclasscommissioning



World-class commissioning is a statement of intent aimed at raising ambitions and dramatically transforming the way we work

*Adding life to years and years to life*

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## Vision: World class commissioning will deliver

worldclasscommissioning

- Better health and well being for all
  - People stay healthier for longer – “adding life to years.”
  - People live longer and health inequalities are dramatically reduced – “...and years to life”
- Better care for all
  - Services are of the best clinical quality and evidence based
  - People exercise choice and control over the services that they access so they become more personalised.
- Better value for all
  - Informed investment decisions
  - To work across organisational boundaries to maximise effective care.

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## How is it different?

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- Strategic
- Long-term
- Outcome-driven
- Evidence-based
- Partnership-focused
- Clinically led
- Highly professional

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## How will it be delivered?

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- WCC will be delivered within the local community
- PCTs lead the program in England & GHA in Gibraltar
- Clinical engagement and innovation will drive improved outcomes
- Partnership & individual relationships is the key to success

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## What are the competencies?

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1. Locally lead in England by PCT's
2. Working closely with community partners
  - e.g. GP's, LA's, Voluntary Sector, Trusts
3. Engaging with community, patients & stakeholders
4. Engaging clinicians & other health professionals
5. Managing knowledge and assessing need
6. Prioritising investment (recurring & non recurring)
  - Evolving models of care
    - Shorter lengths of stay in hospital
    - Home Care (Chemo / Renal)
    - Improvements through self management

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## What are the competencies?

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7. Reviewing the market (alternative providers – best fit)
8. Promoting innovation and improvement
9. Securing & improving procurement skills
10. Managing the local health system
11. Making sound financial investments
12. Building & sharing internally & externally

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## Support and Development

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**SHARE**  
Early adopters learning spread  
Creation of a commissioning community

**LEARN**  
Development assessment  
Development/training

**BUY**  
Tools to support contracting

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## The Commissioning Cycle

Identifying health needs of population and monitor these continuously

Build in selfcare and preventative approaches

Design and implement access routes and manage demand (especially unscheduled care)

Continuously improve patient pathway design and be clear about outcomes required

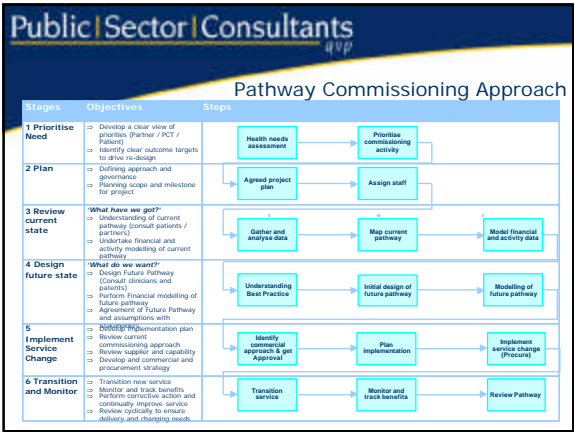
Prepare specifications and continuously refine these or just specify outcomes

Commission providers i.e. Manage tender process, negotiate and contract providers

Manage and monitor contract to ensure outcomes are delivered and terms are complied with

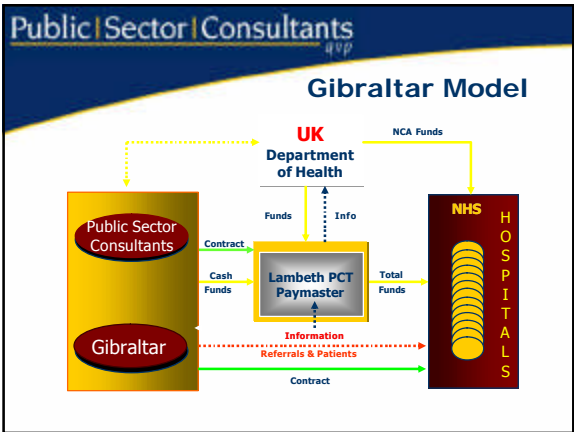
Gather outcome data so that we learn from experience and feed this back into the identification of needs/pathways design stage

**The Commissioning Cycle**



### Public Sector Consultants Gibraltar Approach

- Each Island has similar logistical problems
  - ⇒ Attracting & Retaining Staff
  - ⇒ Isolation
  - ⇒ Transportation
  - ⇒ Expertise
- Own Political, financial & Judicial Jurisdictions
- UK Crown Dependencies?
- Multi cultural yet English Speaking
- Strong links with the UK, the NHS & Spain
- Health Issues (use of drugs, alcohol, smoking)
- Demographics – e.g. ageing populations
- Financial pressures & constraints (diseconomies of scale)



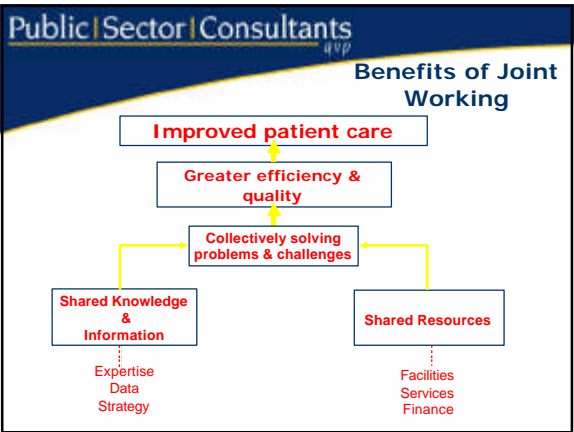
### Public Sector Consultants Gibraltar Commissioning Model

- Contract with 9 Trusts
- Agreed Commissioning Plan
- Annual Contracts
- Monthly Monitoring
- Regular meetings & reporting
- Clinical Involvement
- Agreed Patient Pathways
  - ⇒ Patient Escorts
  - ⇒ Accommodation
  - ⇒ Patient Representation

### Public Sector Consultants Gibraltar HA Commissioning Plan

Great Ormond Street Hospital
Guys & St Thomas's FT
Imperial (formerly Hammersmith & St Mary's)
University Hospitals Leicester
Moorfields Hospital
Royal Brompton
Royal Marsden FT
South London & the Maudsley FT
UCLH FT

£3m



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## Ways of Collaborating

**Needs Political Direction to enable this!**

- **Shared Forum**  
⇒ This conference
- **Shared Information**  
⇒ Benchmarking data
- **Shared Services**  
⇒ Clinical & non clinical services
- **Shared Expertise**  
⇒ Clinical Expertise
- **Shared Knowledge & Intelligence**  
⇒ Externally (e.g. UK)  
⇒ Internally (between islands)
- **Shared Finance & Capital**  
⇒ Shared Investment for new developments
- **Shared Staff**  
⇒ Joint Appointments  
⇒ Staff Rotation

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## Why collaborate?

- Working in Isolation not an option
- Increased specialisation  
⇒ Staff recruitment & retention difficulties  
⇒ Cost
- Financial constraints / benefits
- Shared / Common goals
- Shared knowledge & information
- Greater influence & power
  
- Technology – *easier to communicate*

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## Benefits to Gibraltar

- Guaranteed access to services of top UK teaching hospitals or specialist centres
- Guaranteed Services – (*Cancer Care*)
- Improved quality standards (*wait lists, outcomes, clinical governance*)
- Stability & certainty for the Trusts / Hospitals & Gibraltar through effective planning
- Greater Efficiency & VFM
- Improved support services  
⇒ Patient accommodation / escort services  
⇒ Visiting Services to Gibraltar  
⇒ Training & Education  
⇒ Telemedicine  
⇒ Patient & Clinical Representation
- Improved relationships through partnership
- Improved Sharing of information
- Regular monitoring information
- Staff Rotation opportunities

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## The challenges ahead

- Need for more joint working as healthcare becomes more specialised – more choices with providers
- Need to develop existing & new networks
- Review & define pathways to look at improving care
- Develop more market management, **BUT** be aware of the logistical, structural and organisational relationships & politics (CREDIT CRUNCH)
- Greater need for expertise & to keep pace with world wide developments in health care

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## Thank You

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