

Warwickshire Shadow Health and Wellbeing Board

24 September 2012

Arden Commissioning Support service

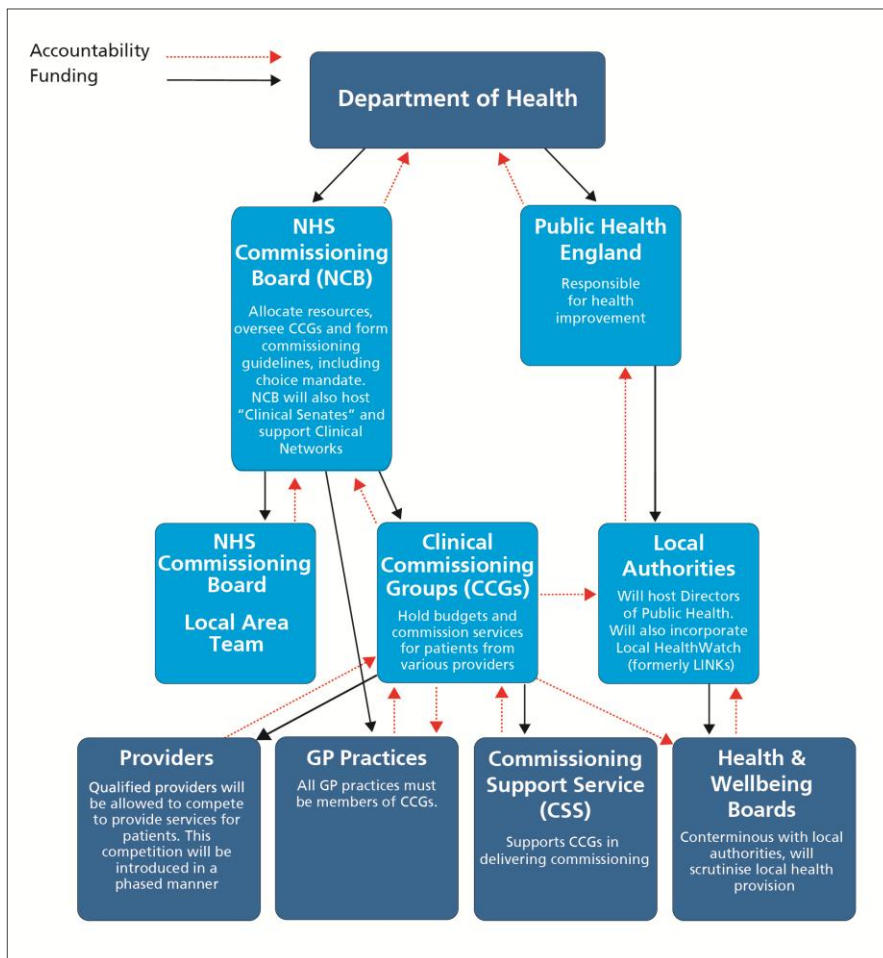
Recommendation

That the Warwickshire Shadow Health and Wellbeing Board notes the report on the Arden Commissioning Support Unit.

1. Introduction

1.1 In 2012/13 the new commissioning landscape has continued to develop as set out below.

Fig.1



1.2 The Arden Commissioning Support Unit (CSU) was established in September 2011. It now serves 6 CCGs and a population of 1.4million covering Worcestershire, Warwickshire and Coventry. In its early stages the Arden CSU acted as a 'holding bay' for the majority of commissioning staff ahead of their transfer to the NCB and CCGs. With clarity on the architecture of these new organisations and the functions that they would deliver, it was possible to develop structures in June 2012 and commence the HR transition process in July 2012. This process will be completed by the end October 2012 and it will be at this point that the newly formed CCGs and refined CSU will be fully formed and ready to take on fully their responsibilities in shadow form ahead of March 2013.

2.0 The Arden Commissioning Support Unit

2.1 Our aim is to:

“Support Commissioners to realise their vision for health and health services”

2.2 The CSU is delivering services in the following areas:

- Business Intelligence and IT support
- Service Redesign and Innovation
- Procurement and Performance
- Person Centred Commissioning
- Specialist Corporate - HR, Comms, Governance and project support
- Finance

2.3 With 270 people currently part of the CSU, staff have been and will continue to be fully involved in the development of the Service such that it can operate hosted by the NCB from April 2013. Our values have been developed with staff and are the underpinning principles for how we will behave and the way in which we will interact with our customers.

2.4 The Arden CSS values are outlined below:

- Patients at our heart
- Appreciating others
- Customer focused
- Transform and Innovate

2.5 The on-going success of the Arden CSU will depend on its ability to develop as a standalone business with a strong interdependency with its customers so it will be important to align our vision and values with those of our customers.

2.6 Our value proposition to Customers is:

- **ONE FRONT DOOR** - We understand the complexity of the Health systems and the need for easy accessibility to a range of support

- **CLOSE-** We bring knowledge and understanding of our customers and the context in which they are commissioning
- **THOUGHT LEADERSHIP** - We are forward thinking and innovative-providing professional expertise
- **COLLABORATION** - We recognise the value of collaboration to improve outcomes and are committed to work in partnership.

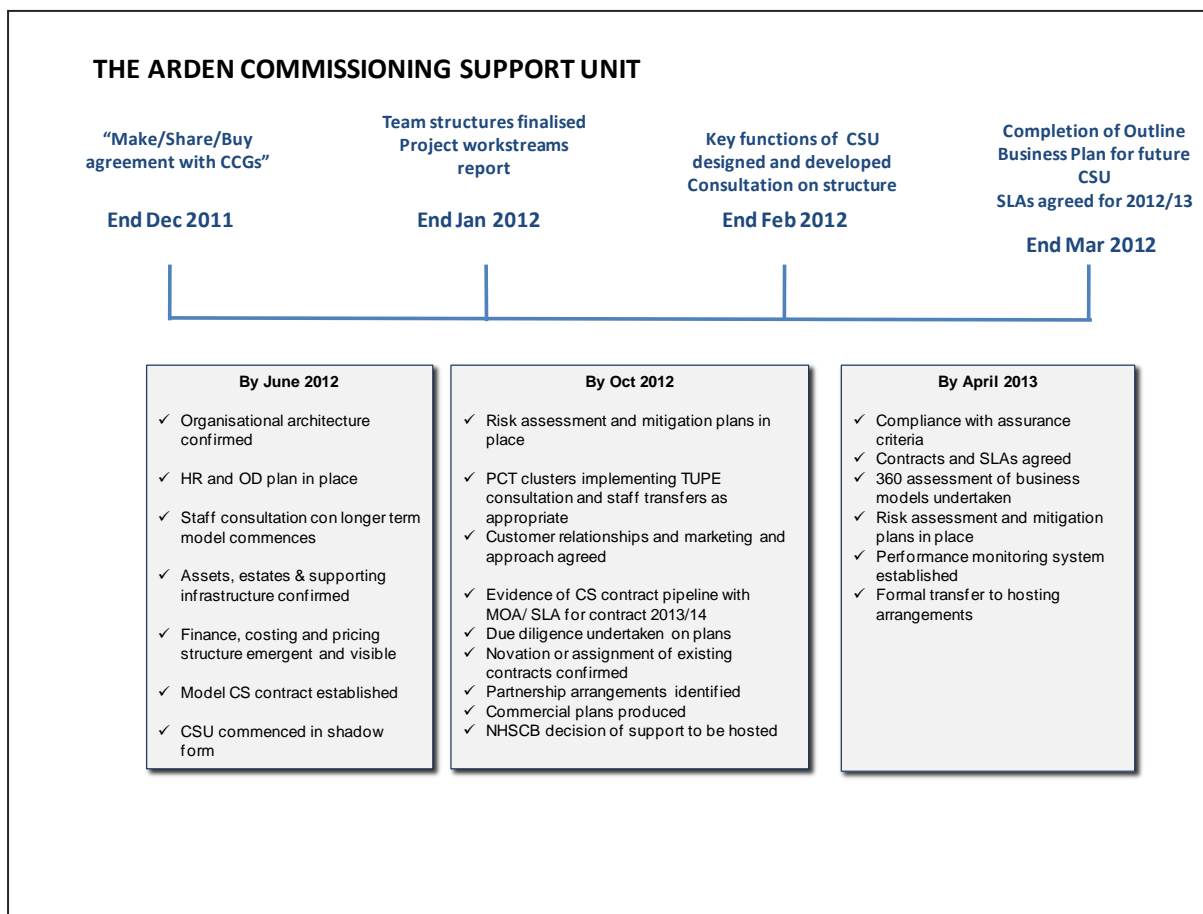
- 2.7 During 2012/13 we have been working closely with our CCG customers in Arden and latterly also in Worcestershire as commissioning partners to understand their support needs across the commissioning cycle and in the development of a solution focused approach. In designing the CSU we have recognised their specific needs and wants but we have also challenged existing functions and looked forward to the skills and competences that will be required in the future.
- 2.8 Our commitments to customers have also underpinned the design of the CSU to ensure agility and flexibility with end to end support available and a strong interface at all levels with clinical commissioners. A move away from hierarchical structures to self-empowered teams, aims to deliver greater productivity and innovation.
- 2.9 The CSU has been operating in shadow form since April 2012 at arm's length from the Arden Cluster supporting Commissioners in preparing for authorisation and developing Commissioning Intentions for 2013/14. An interim Leadership team has been in place since June and following the appointment of a substantive Managing Director, a substantive Leadership team will be in place by October 2012.
- 2.10 A significant amount of work has been undertaken in designing the service model to reflect the aspirations of Equity and Excellence, the requirements and priorities of Clinical Commissioning groups and the CSU strategy to provide effective and responsive end to end commissioning support through a one front door model of delivery. The proposed model operates on a modular configuration reflecting standardised services which will be provided to all customers and which are potentially able to be delivered at scale on a larger footprint e.g. business intelligence, and differentiated services delivered on a local basis which are tailored to the make/share/buy profile of each customers and the local partnership arrangements.
- 2.11 As a boutique provider of professional support, the Arden CSU will focus its activities within its current footprint and the surrounding areas but will also target growth in supporting other public sector/non NHS organisations on the patch. The intention will be to provide a comprehensive package of support to CCGs and to offer specific services and products to other NHS and non NHS organisations across a wider geography.
- 2.12 We will build an organisation with a strong culture of performance and of service and this will be evident in our values, organisational design and processes. Individual performance and corporate performance will be critical

to our success and embedded through the development of a balanced scorecard with clear KPIs , 360 degree appraisal aswell as the development of processes for continuous learning and improvement.

- 2.13 Our unpinning premise is where we provide or source supporting corporate or back office functions for our clients, we too will be users of those services. We will have assured ourselves of their appropriateness and quality and unless there are drivers for alternative solutions to match our business model or future organisational form, a generic arrangement will underpin our stability.
- 2.14 Partnering is a fundamental strategic platform of the Arden CSU and which, we believe differentiates it as a service from other CSUs. Agreement in principle has been reached with Coventry City Council and Warwickshire County Council that we will develop joint solutions to CCG commissioning support. This has been articulated as part of our prospectus. The strategic intent is to build on our organisational values and commitment to social value and seek to improve greater local collaboration by providing services outside of the current footprint and closer to local communities

3.0 The Arden CSU development timeline

3.1 The high level development timeline is set out below :



3.2 All key functions have been delegated to the Arden CSU from July 2012 so that the CSU can fully support its CCGs across the portfolio of commissioning activities. Responsibility for all staff in these functions rests with the Managing Director of the Arden CSU.

3.3 The detailed forward timeline which sets out the activities required to prepare the CSU for transfer to the NCB for April 2013 is set out below.

September 2012	<ul style="list-style-type: none"> • Formally commence support to Worcestershire CCGs • Recruit to Leadership team • Implement internal and external comms • MOU for 2013 – 2015/16 in place with all CCGs
October 2012	<ul style="list-style-type: none"> • HR transition complete for Arden Locality • SLAs for 2013/14 scoped • Arrangements for 2013/14 commissioning round agreed • Marketing strategy developed • Service Improvement plans in place • Novation of contracts commenced • Licence to operate received
November 2012	<ul style="list-style-type: none"> • Launch of shadow CSU internal and external (see comms plan) • Staff development plans in place • Stakeholder engagement completed • Staff Performance framework introduced • HR transition in Worcestershire Locality complete • Individual CCG offers prepared • CSU due diligence completed
December 2012	<ul style="list-style-type: none"> • Recruitment to CSU complete • Mobilisation process commence • HQ identified and business case developed • IP business case submitted

	<ul style="list-style-type: none"> • Supplier arrangements agreed and signed off
January 2013	<ul style="list-style-type: none"> • SLAs for 2013/14 –agreed • Policies in place • Checkpoint 5 completed • Infrastructure in place • 2013/14 budgets agreed with business units
February 2013	<ul style="list-style-type: none"> • Mobilisation continues • Agreements with NCB in place
March 2013	<ul style="list-style-type: none"> • Transfer of CSU to NCB • Launch of Arden CSU • Asset transfer completed

	Name	Contact Information
Report Author	Rachel Pearce – Managing Director Arden CSU	01926 493491 ext 426