

**Report to the Hammersmith and Fulham
Governing Body
Network Plan Year 5 Proposal
10th March 2015**

1. Introduction

This paper provides the Governing Body with an overview of the process which has taken place to develop the proposal for Practices and Networks for Network Plan Year 5.

The Governing Body is being asked to:

1. Note the process which has been undertaken to develop Network Plan Year 5
2. Approve the proposed investment for Network Plan Year 5
3. Approve that the responsibility for monitoring Network Plan Year 5 should, as per previous years, be delegated to H&F CCG Finance and Performance Committee.

2. Background

- The Network Plan is a Local Incentive Scheme in Hammersmith and Fulham CCG that incentivises practices to implement change in Primary Care that leads to improved Quality Outcomes for patients, improved our financial efficiency, and contributes to the organisation-wide Quality, Innovation, Productivity and Prevention (QIPP) initiative.
- The Plan for 2015/16 builds on the delivery of the plans from the past 4 years in recognising the successes achieved and addressing areas where issues have arisen.
- The CCG needs to demonstrate that any significant investment to support Practices and Networks is defensible, demonstrates *Value for Money*, offers cost savings where appropriate, or improves the overall quality of patient care.
- A recurring theme for 2015/16 is how practices collaborate; working together and sharing best practice can demonstrably influence performance above that of a single entity in achieving QIPP targets.
- Investments to be made in 2015/16 are to support that year's scheme and represent additional funding above core General Medical Services. It cannot be assumed that the same level of support will be available in subsequent years.

3. Strategic Alignment

The Network Plan continues to be aligned to (and reinforces) the work undertaken to support the following:

- **The North West London Out of Hospital Strategy**
- **Shaping a Healthier Future for North West London**
- **Better Care Fund**
- **Whole Systems Integrated Care**

- **HFCCG Operating Plan and Commissioning Intentions**

4. Development of Network Plan Year 5

The Network Plan has been developed through a series of Internal and External meetings as detailed below:

| Date | Meeting | Attendees |
|-------------|---------------------------------------|------------------------------|
| 27/11/14 | Internal CCG Meeting | Internal staff including GPs |
| 15/01/15 | External Meeting 1 | GPs and PMs |
| 22/01/15 | External Meeting 2 | GPs |
| 05/02/15 | External Meeting 3 | GPs |
| 05/02/15 | CWHHE Investment Committee | Lay Members, GPs |
| 24/02/15 | H&F Finance and Performance Committee | GPs |
| 26/02/15 | CWHHE Investment Committee | Lay Members, GPs |
| 02/03/15 | NHSE – LIS Approval | NHSE |

The CWHHE Investment Committee first discussed Network Plan Year 5 on 5th February. They requested greater detail on; how investments will be made, the evidence base of success in previous years, detail of monitoring mechanisms and narrative regarding any overlap with areas for which other commissioners are responsible for commissioning. This was provided and, on 26th February, the CWHHE Investment Committee agreed that the proposed level of investment is appropriate for the tasks which Practices will be required to undertake for Network Plan Year 5 and that it should be submitted to the Finance and Performance Committee.

The H&F Finance and Performance Committee discussed the Network Plan Year 5 on 24th February. Each element was discussed in detail with some amendments recommended which will be built into the final guidance for Network Plan Year 5. Pending these amendments, the content of the proposed plan was agreed and it was recommended that the proposed plan should be submitted to the Governing Body for approval and that, as per previous years, the responsibility for monitoring Network Plan Year 5 should be delegated to H&F Finance and Performance Committee.

In addition to this, the development of Network Plan Year 5 has been discussed at Network Meetings and the GP membership have been invited to feedback about previous Network Plans and to make suggestions for the development of Network Plan Year 5.

The proposals have also been shared with the LMC for comments and feedback.

5. The Role of Investment

The role of investment is three-fold:

- To facilitate action and change that will enable an improvement to be made.
- A source of additional support e.g. funding secondary care consultant input into referral review.
- An incentive for achievement of QIPP requirements at a Practice level.

6. Pre-requisites for signing up to Network Plan Year 5

It is proposed that the following should be prerequisites which Practices must assure the CCG they are able to fulfil prior to signing up to deliver Network Plan Year 5.

These are as follows:

- **Attendance at Members' Meetings**
- 6 Meetings a year (incl. AGM) - Practices must attend 5
- **Attendance at monthly Network meetings and GP lead and deputy as main point of contact**
- **Practice Nurse/ HCA attendance at 3/4 Tri-borough Practice Nurse Forums**
- **Use of the local information systems available to access performance reports in order to discuss against Network Plan**
- Data Warehouse: WHYSE
- Hammersmith and Fulham Extranet

The above prerequisites have been chosen as they are key to the delivery of the Network Plan and would support Practices in being informed of CCG objectives and overarching strategy (through the members' meetings). Ensuring high attendance at these meetings will help the CCG in engaging and consulting with its membership on relevant CCG business (e.g. Primary Care Co Commissioning, Constitutional changes and service redesign opportunities to support Shaping a Healthier Future (SAHF)).

Monthly Network meetings are an opportunity for Practices to discuss performance and share best practice across all elements of Network Plan and the Tri-borough Practice Nurse Forums will be an opportunity to develop skills amongst nurses in Hammersmith and Fulham, particularly with the delivery of the new Out of Hospital Services (OOH).

If Practices fail to meet the prerequisites stated, process payments will be suspended until confirmation is received that they are meeting all required prerequisites and the eligibility of practices to participate in Network Plan Year 5 will then be considered.

7. Summary of Proposed Funding

The investment can only be justified if the net effect of spending is savings that exceed the amount spent.

This funding does not take into account hidden costs in practice time, the input of the Network Coordinators, Business Intelligence Unit and the Medicines Management teams, all of which are funded by the CCG.

A summary of the overall proposed investment and anticipated savings is found in the table below:

| Element | Savings | Investment | Payment Process |
|---|-------------------|-------------------|--|
| Network Development and Effective use of SystemOne | n/a | £217,000 | £2000 per Practice paid in Quarter 3, and £155,000 to be paid based on list size at year-end following confirmation of performance |
| Reducing the variation of referrals and improving the use of community pathways | £538,000 | £179,333 | 30% Process /70% Achievement |
| Avoiding unnecessary Non-elective admissions | £1,400,000 | £466,667 | 30% Process /70% Achievement |
| Prescribing | £800,000 | £267,000 | 100% Achievement |
| Quality | n/a | £172,152 | 100% Achievement |
| Total | £2,738,000 | £1,302,152 | |

8. Payment for Network Plan Year 5

Funding for Network Plan Year 5

Payments to be made to Practices will be made through a combination of process payments and payment based on achievement, as detailed below. This approach i.e. a combination of process and achievement payments is entirely in keeping with incentive schemes in operation with acute, community and mental health providers:

Process Payments for Network Plan Year 5

In order to support Practices in undertaking the work required for Network Plan Year 5 it is proposed that, as has occurred in previous years, Practices receive monthly process payments for the Network Plan. This funding will allow Practices to resource the time required to complete Network Plan tasks which will be explicit in the guidance.

As addressed above, Practices are required to complete reviews of their progress against Network Plan requirements on a quarterly basis. Should Practices fail to submit their review, or if it is of insufficient quality, then the Finance and Performance Committee will be asked to consider whether that Practice's process payments should be suspended for the next Quarter.

Achievement Payments for Network Plan Year 5

In addition to the process payments, funding will be available to Practices based on final achievement of CCG-set targets across the 5 elements of the Network Plan.

9. Questions for the Governing Body

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