

Leeds CCGs - Technical Options Appraisal

A New Model of Integrated Care – Technical Options Appraisal

Introduction

Leeds has been on a journey towards the integration of community services and as a city it has made good progress over the past 2 years with changes at both a service and delivery level. The most prominent of these being the recent development of the 13 Neighbourhood Teams.

Commissioners recognised that in order to further the journey towards integration there was a need to consider the tools available to them to support the commissioning process, one of which is contracting models.

Summary and Objectives

A Technical Appraisal was commissioned to determine a preferred approach to contracting for integrated community services. The key objectives included:

- Playback of the integration journey so far;
- Explore the different tools for commissioning and contracting integrated care;
- Gain insight into how these tools are being used across the country and where relevant internationally;
- Evaluate each of the options taking into consideration the local landscape and national direction of travel;
- Identify the high level financial opportunities associated with these models;
- Appraise each option against an agreed set of criteria.

Support Provided

To deliver the appraisal we undertook the following activities:

- Co-designed with members of the Health and Care Partnership Executive a tailored approach to the appraisal that included extensive engagement to ensure buy-in to the process and the preferred contracting model;
- Built on interviews with key stakeholders and a desktop review of key strategies and plans, developed a picture of the local context for the appraisal and undertook an assessment of the local health and social care landscape;

- Undertook an extensive desktop review of contracting models and developed summaries of each including characteristics, advantages/disadvantages and key considerations for Leeds. This included developing an interactive document of case studies;
- Synthesised national evidence on the benefits and challenges associated with merging community providers;
- Facilitated a series of workshops to develop a shared understanding of the models and appraise them against an agreed set of criteria;
- Identified and described other commissioning tools that could be used by the CCGs in commissioning integrated care.

Value Delivered To Client

- Brought to the surface the challenges/opportunities with both commissioning and providing community services through multiple organisations;
- Enabled commissioners and providers to be more informed of the tools available for commissioning integrated care with an emphasis on contracting models;
- Created consensus across commissioners -- the intent to contract with a single provider for integrated care;
- Highlighted the need to crystallise the opportunity for further integration and develop a 'vision' and supporting 'joint commissioning strategy';
- Supported the realisation that if the evolution of integrated care did not happen through provider relationships then it could be enforced through procurement and contracting arrangements.