COMMISSIONING SUPPORT UNITS

SUPPORTING THE DELIVERY OF INTEGRATED CARE
Introduction

The NHS Long Term Plan sets out an ambitious journey for the future of health and social care provision. Clear direction on clinical priorities, a renewed focus on primary and community services and a pivotal role for digital technology will require new approaches and innovative solutions in the move towards integrated care and population health.

Commissioning Support Units (CSUs) have played an integral role in helping commissioners and providers deliver their vision for local healthcare this far. But, as the health and social care market evolves, we too are evolving to meet the rapidly changing needs of both commissioning and provider organisations.

The demands of Sustainability and Transformation Partnerships (STPs), Integrated Care Systems (ICs) and national programmes, have already brought multiple CSUs together across a broad range of projects. CSUs are working to ensure the entire English health system has seamless access to our capacity and capability to deliver the efficiencies and new models of care required for a sustainable NHS.

All 5 CSUs, who provide local and national coverage, share your NHS values and are mandated to reinvest money back into the system to reduce local pressures. As part of the NHS family, accessing CSU services is also straightforward and eliminates the timescales associated with formal procurements. Our broad portfolio of work ensures we fully understand both regional and national priorities. This delivers locally focused services as well as collaboration at scale to provide solutions that drive efficiency and improve patient services. By combining our skills and resources we help our clients overcome their greatest challenges by leveraging our knowledge, tools and access to best practice.

CSUs are ideally placed to support Primary Care Networks (PCN), acute trusts, mental health trusts, Clinical Commissioning Groups (CCGs), community providers, local authorities and Integrated Care Providers (ICP) to deliver their vision for an Integrated Care System. Read on to find out how our services can help you to achieve your goals.
Why choose CSU support

CSUs retain NHS values and knowledge while applying commercial principles to deliver value for money for healthcare systems.

We provide scalable, specialist expertise which is easy to access and is priced to offer value for money to the public sector.

We have an established track record of delivering best practice solutions for both local and national projects.

In addition to strong local knowledge and focus, almost half of all CSU business is now undertaken at a strategic, system level, providing practical experience and a focus on transformational change, service improvement and demand management.

In addition to working closely with customers and their teams, we provide local knowledge and access to an unrivalled supply chain of other partners including academia, third sector and private sector organisations. The supply chain is managed and controlled by the CSUs providing easy access to other expertise if needed.

We are part of the NHS family and reinvest all surplus resources back into the healthcare system. CSUs have invested over £134m of operating surplus back into local health economies.
CSUs supporting the journey to ICS

CSUs are already working collaboratively with health economies across a range of projects that support delivery of integrated models of care to meet the challenging needs of their populations. As you transition towards an ICS we will support you on each step of the journey - providing continuity and a trusted partner that works collaboratively to help you achieve your goals.
The CSU success story

Diverse customer base including:
- CCGs, Providers,
- Primary Care,
- Local Authorities,
- Regions and
- NHS England National Programmes

- 6,500+ skilled staff
- £500m combined turnover

Winning over 95% of all contracts awarded via the COMMISSIONING SUPPORT LEAD PROVIDER FRAMEWORK

Average customer satisfaction score

- £500m combined turnover
- £134m reinvested into the NHS

Providing access to an extensive supply chain
Our portfolio of services

CSUs have a broad skills base and deliver expertise spanning an extensive portfolio of services:
Our solutions

With over 6,500 staff operating out of our nationwide office infrastructure, we offer a diverse service portfolio including business intelligence, procurement, service transformation, contracting, finance, governance, HR, IT, clinical services and medicines optimisation.

Our true value is realised by our ability to draw on these areas of expertise in order to deliver integrated solutions that meet the exact needs of our clients. Our multidisciplinary teams are ready to provide integrated solutions spanning eight areas fundamental to delivering integrated care.

As approved suppliers on a number of frameworks used to support ICSs (including the Health Systems Support Framework and NHS SBS Consult 18 Framework), accessing our market leading services couldn’t be easier.
Transformation

Inspirational system transformation will play a fundamental role in delivering improvements in patient care while providing operational efficiencies that can be achieved through integrated working.

Our end-to-end transformation capability spans the entire change cycle. Utilising our analytical capabilities to highlight and prioritise opportunities, through to developing a case for change. We not only generate ideas that will benefit the health system we are also able to programme manage and deliver the necessary implementation. We are able to use research, evidence and evaluation when considering new care models.

We support both the integration and implementation of change by driving collaboration between system partners and providing rigour and structure to delivery. Our approach provides the flexibility to use individual service elements to focus on a specific issue within a change programme, or can be combined to deliver a full end-to-end transformation.

We can tailor our support to work with your in-house capacity, or fully manage the delivery of complex change programmes. Our multi award winning teams combine senior transformation experience, clinical expertise and practical learning delivered by extensive joint working across providers, commissioners, local authority and the third sector.

Our transformation services help to reshape system care delivery to improve health, social and economic outcomes. By combining our strengths we are uniquely placed to utilise technology, best practice, leading change tools, and population health data and intelligence to successfully assess and redesign systems, pathways and services.
Population Health Management

Adopting a Population Health Management (PHM) approach offers the potential to improve the way the NHS cares for its patients.

PHM approaches were pioneered in the United States and continue to evolve and mature throughout the world. CSUs are taking the emerging best practice and are already working with a number of health systems to help them develop a unique PHM solution that reflects their local circumstances and challenges.

We can help you to capture or locate the sources of data required for your PHM needs and create the required data linkage. We can also help to deliver the segmentation and modelling required to define cohorts and understand the potential outcomes of change.

We are passionate about turning data into intelligence and provide bespoke tools, dashboards and alerts required to make PHM an invaluable source of information for delivery of your vision.

Our solutions will ultimately support you to realise the aims of PHM for your health system and your population: better health outcomes, more efficient use of services and resources, whole population services that find ‘missing patients’ and a better health care experience, for staff and patients.

CASE STUDY: National Population Health Management Dashboard

CSU specialists, along with strategic partners, are helping to develop the National Population Health Management Dashboard for the country’s first integrated care systems. This involves combining national and local data including health, social care and wider determinants, and will help NHS England address the challenges set out in the Long Term Plan as well as enabling a single source of the truth.
Transformation and complex change are the new ‘business as usual’ in the NHS, which require new solutions, often spanning multiple geographies.

Whether it’s QIPP, efficiency, winter pressures, urgent and emergency care, mental health, elective care transformation, cancer or international GP recruitment - projects and programmes need to be managed efficiently, flexibly and dependably to make life better for patients and populations.

CSUs provide high-quality project and programme management that is mobilised quickly, delivered flexibly and at scale. We recognise and understand the complexity of the emerging health and social care sector and are experienced at working collaboratively across a range of stakeholders to support STPs, ICSs, providers and commissioners.

Our dedicated experts are deeply experienced and well trained in project management approaches including agile methodologies, PRINCE2 and MSP. Our sector expertise is wide ranging and includes integrated care, primary care, cancer, mental health, children’s health, maternity, health and justice and workforce. Our technical expertise spans analytics, clinical pathway redesign, finance, information governance, business intelligence, procurement, IT, communications and engagement.

Combining our range of advisory, technical and support services enables organisations and systems to focus on improving the quality of services and securing the best outcomes for patients. We combine our specialist skills and expertise with scale and resilience to deliver cost-effective, innovative and high-quality project and programme management solutions - which provide you with value for money, and the ability to flex resource levels without increasing your headcount.

CASE STUDY: Efficient, collaborative procurement services

CSUs collaborated to provide NHS England with procurement support across its portfolio of directly commissioned services. A ‘single front door’ operating model has saved £870,000 in procurement costs across 229 projects covering over 475 individual contracts, and a full year cash releasing savings of circa £13.5m. The use of electronic PMO systems across the partnership has also reduced the time taken to evaluate a tender by 25% - freeing up resources and reducing the cost of procurement.
Delivering System Efficiencies

At a time of unprecedented financial challenge within the NHS, the need to deliver efficiencies is a common requirement across all health systems.

Utilising our combined experience and insight of NHS organisations, our dedicated efficiency experts offer unrivalled expertise in creating and managing efficiency programmes. We are already supporting a range of organisations to meet ambitious financial targets, from analysing current Quality, Innovation, Productivity and Prevention (QIPP) schemes to developing new opportunities in order to achieve the scale of change required.

By utilising our business intelligence and service transformation expertise we work collaboratively with you to ‘stress test’ current schemes, using analytics to unpick assumptions and transformation expertise to test and develop plans. Working closely with clinical and operational leaders we also help produce a robust, evidence-based QIPP action plan that enables our clients to deliver the necessary improvements. We also continue to support the successful delivery of efficiencies by providing the ongoing analytics and insight required to ensure that delivery remains on track and that financial and clinical benefits are realised.

We provide the dedicated resource, energy and determination required to strengthen efficiency delivery plans, reduce financial risk and enable quicker implementation.

CASE STUDY: National programme to tackle CCG QIPP gaps

NHS England initially commissioned the CSUs to support 50 CCGs to bring their QIPP plans within their financial control totals and ensure plans were robust and deliverable.

The CSUs brought multidisciplinary expertise, scale and geographic reach to successfully deliver this £5.6m programme. Analytics and benchmarking support, including RightCare variation analysis, was used to identify QIPP opportunities while business case and mobilisation plan support provided rigorous assurance around the robustness and deliverability of plans.

This effective approach eventually allowed CSUs to provide over 200 CCGs with analytical research and 106 CCGs with comprehensive support.
System Development

There is significant variety in size and complexity of ICSs, PCNs and ICPs, but all have the common goal of working more collaboratively to manage finances and performance more effectively.

Commissioning Support Units offer a range of solutions that can increase the efficiency and effectiveness of developing healthcare systems.

Our solutions include:

**Back office efficiency**
CSUs are ideally placed to deliver at-scale, efficient back office services. With services spanning human resources, finance, governance, marketing, communications and engagement and IT, our work across multiple NHS customers ensures we have the people, systems and processes required to reduce costs and improve delivery.

**Capacity planning**
CSUs have experience of the practical application of a range of demand and capacity modelling techniques. We have the business intelligence skills and clinical understanding required to ensure you develop robust and realistic plans and have sufficient capacity to prevent unnecessary waits for treatment.

**Workforce planning**
CSUs offer workforce planning services that ensure you have the capacity and capabilities required to deliver your vision for integrated care. We provide flexible strategic HR solutions that seamlessly align with your organisational objectives, culture, values and ways of working.

**Options appraisal**
CSUs provide independent and unbiased support across the four stages of option appraisal: developing options, scoring the non-financial benefits, identifying the capital and revenue implications and identifying the preferred option.

**Formal collaboration and merger support**
As health systems continue to evolve, closer partnership working and organisational integration is inevitable. CSUs provide a range of services that create an effective environment for collaborative working, this includes: strategic planning, governance, people and communication.
Robust and reliable IT provision is a fundamental enabler for the delivery of integrated, effective and efficient healthcare.

CSUs have a long history of delivering comprehensive IT and GP IT solutions that ensure day to day operations run smoothly and allow clients to focus on achieving better outcomes for patients. We are already working with health economies throughout England to develop and implement digital strategies that support their vision for sustainable healthcare delivery. In this context, GP IT support runs across the provision of printers through to servers and associated IT infrastructure and security.

Our end-to-end solutions are helping clients to develop their digital strategy, deliver the required infrastructure/systems, provide ongoing user support and operate in a cyber secure environment. No matter what your challenge, or existing resource, our services can provide the capacity and expertise required to ensure you achieve your objectives.

The combined size of our operation provides economies of scale that deliver efficiency for our clients. With our wide geographic footprint, we also bring a breadth of experience in leading on, and contributing to, technical forums. This ensures we apply lessons learned and best practice across all our IT and GP IT activities.
Transformational Procurement

Delivering the vision set out in the NHS Long Term Plan will require new models of care that drive integration and deliver sustainable health and social care.

Innovative healthcare procurement will play a fundamental role in achieving excellent services for patients, better health outcomes and the required cost efficiencies. CSUs have unrivalled experience of delivering complex procurement programmes for both local health economies and large national programmes. We work strategically with clients to understand their individual objectives and then collaboratively develop and deliver the most effective procurement solutions.

We provide end-to-end procurement solutions or can support your existing activities on a modular basis spanning:

- **Market Assessment and Development**
- **Pre-Procurement Activity**
- **Procurement**
- **Any Qualified Provider (AQP)**
- **Transition Management**

CSUs are also at the cutting edge of collaborative contracting approaches with extensive experience of delivering contractual models including prime contracts, prime provider contracts and alliance contracts. These innovative approaches ensure the delivery of defined outcomes and activity levels that are fully aligned to plan.
Clinical Services

Patient expectations and financial constraints have placed an increasing pressure on the delivery of clinical services. Local health economies have never been under more pressure to increase value while simultaneously improving patient experience and outcomes.

CSUs are already providing clinical services that are improving the lives of patients and delivering efficiencies that can be reinvested into the wider healthcare system. Our range of solutions includes:

**Medicines optimisation**
Innovative medicines optimisation offers many opportunities to improve services and reduce costs. CSUs offer both strategic and operational medicines management solutions to ensure the use of medicines is optimised throughout the NHS. Our extensive portfolio of services includes primary care prescribing, secondary care prescribing, interface prescribing support, community pharmacy, care homes, local authority and education/training.

**Continuing Healthcare (CHC)**
CSUs have been at the forefront of CHC delivery from their inception. From consultancy services that deliver the expertise and capacity required to resolve specific challenges, through to fully outsourced end to end CHC service delivery, we can work collaboratively with you to achieve your objectives.

**Personal Health Budgets**
CSUs can deliver the expert guidance, practical assistance and support to ensure you meet national requirements. Our PHB support includes policy, processes, joint working, finance, contracts, risk and quality assurance, and can be tailored to meet your exact requirements. From diagnostics for service improvement, through to full PHB service provision, our solutions ensure service users have greater choice, flexibility and control, and are fully involved in decisions about their care.

**Quality and clinical governance**
CSUs are also specialists in the development and implementation of robust quality and governance systems to support the NHS Outcomes Framework, providing customers with the assurance that patients receive safe, effective care. We ensure contracts are delivered with optimum clinical, quality and safety standards, whilst simultaneously delivering the best possible value for money.

**Individual Funding Requests and Prior Approval services**
CSUs can support the development of your clinical policies and can provide a range of services to ensure that those policies and associated procedures are adhered to across your integrated care system ensuring that resources are spent on the treatments and care that will deliver the optimum benefit for your population.

**Evidence Based Reviews**
CSUs offer evidence review services enabling health systems to develop robust and defensible evidence based policies, ensuring funded healthcare interventions are clinically and cost effective and aligned to national and international best practice.
Contact us

The combined resources of five CSUs are ready to help you to deliver your vision for integrated care.

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