

Clinical Commissioning Groups (CCGs)

You are:

The Chair or member of a local Clinical Commissioning Group.

You want:

To use your budget and powers to improve the health outcomes and experiences of your local population, including people approaching the end of life.

You can start by:

1. Understanding

a. **The case for change:** As well as improving people's experience and wellbeing, well commissioned and organised end of life care means efficiency savings. It is for this reason end of life care has a dedicated QIPP (Quality, Innovation, Productivity and Prevention) workstream.

TIP: See NICE's end of life care commissioning guidance which further sets out the case for change: www.nice.org.uk/usingguidance/commissioningguides/endoflifecare

b. **Your role:** The National Commissioning Board will be monitoring your progress in accordance with the NHS Outcomes Framework, which includes an indicator for end of life care, using the Commissioning Outcomes Framework (COF). You also have a duty to involve patients, carers and representatives in your commissioning decisions.

TIP: Familiarise yourself with the NICE End of Life Care Quality Standard and the Department of Health's End of Life Care Strategy.

2. Mapping and engaging

a. Who is in my population?

TIP: Use modelling tools to find out how many people in your CCG die each year, where and from what:

www.endoflifecare-intelligence.org.uk/end_of_life_care_models/default.aspx

TIP: Encourage GPs to find the 1% on their lists likely to die within the next 12 months: www.dyingmatters.org/gp

b. What are their needs?

TIP: Look at the 16 statements included in the NICE End of Life Care Quality Standard. These were based on consultation with a number of organisations supporting people approaching the end of life and are an excellent place to start.

c. What is already being provided locally to meet these needs?

- TIP:** Set up an area-wide end of life care group and invite statutory, voluntary and independent services. This area by its very nature involves a complex combination of services so consider who is not involved and who ought to be.
- TIP:** Ask providers what their offer to you is. This is not just the services they can offer, it might be data, an understanding of the population's needs, where the gaps are, and a local memory of what has worked well or badly in the past.

3. Innovating: What currently works well? What needs aren't being met? What can we do to change this? The new structures present an opportunity to innovate – this might mean moving resources from the acute to community setting and developing the workforce.

- TIP:** Find out what the national survey of bereaved people (VOICES) says about your area. Its findings form the end of life care indicator in the NHS Outcomes Framework: www.dh.gov.uk/health/2012/07/voices
- TIP:** Use the NICE end of life care benchmarking tool to assess local service requirements, indicative costs and potential savings. Search 'CMG42' at www.nice.org.uk
- TIP:** Consider nominating a member of the CCG to be the 'End of life champion' to take a lead on this.

4. Commissioning for results:

- ➔ Higher number of people approaching the end of life identified
- ➔ Increase in number of people dying in preferred place of care
- ➔ Reduction in unnecessary emergency admissions and readmissions, and length of stay
- TIP:** Establish a dialogue with the Health & Wellbeing Board(s) to determine gaps in provision of end of life care and encourage long-term, strategic planning in this area.

5. Keeping an eye on outcomes: The targets above are a means to an end – keep an eye on whether the changes you are seeing on paper are improving people's experience in practice. We suggest five outcomes that really matter to people approaching the end of life and their carers in the Introduction Booklet.

- TIP:** Use local data from the national survey of bereaved people (VOICES) and www.elcqua.nhs.uk to monitor your progress.

Useful resources:

- ➔ *Commissioning End of Life Care: Act & Early* NCPC & National End of Life Care Programme, endorsed by Help the Hospices, Macmillan Cancer Support, Marie Curie Cancer Care and Sue Ryder. Download for free at www.tinyurl.com/AvoidA-E
- ➔ *Ten tips in commissioning end-of-life care*, NCPC Chairman and practising GP Professor Mayur Lakhani, Pulse, 11th April 2012. www.pulsetoday.co.uk
- ➔ *Commissioning person centred end of life care*, National End of Life Care Programme (To be published October 2012). www.endoflifecareforadults.nhs.uk
- ➔ *Smart guides to engagement: Guides for CCGs*, Department of Health. www.healthandcare.dh.gov.uk/smart-guides-to-engagement

