

# Herefordshire Health-Care Consortium Work Plan (to September 2011)

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## Overview

This work plan was developed during the first month that Herefordshire Health-Care Consortium (HHCC) was formally a subcommittee of the PCT Board. It was intended to set out the key programmes of work that would be undertaken by the clinical commissioning consortium between April and September 2011. Over the last six months significant changes have been made to national policy as a result of the NHS Future Forum and the Government response to this listening exercise. This in combination with more details of the authorisation process and the future financial envelope available to support the running costs of clinical consortium has led to this work plan becoming outdated. These changes have meant that many of the objectives and timescales within this work plan have required alteration or adjustment. On a positive note HHCC has achieved all of the objectives set out in the work plan that have not been subject to any changes. Overall the national policy changes that have occurred over the six month will require the development of a new work plan that is more aligned to the latest national requirements.

During September and October Herefordshire Health-Care Commissioners will be developing a new work plan that will be based on the Clinical Commissioning Diagnostic Tool that has been released by the NHS National Leadership Council. In line with the Diagnostic Tool this work plan will have the following focus areas:

- Clinical Focus and Added Value
- Engagement with Patients/Communities
- Clear and Credible Plan
- Capacity and Capability
- Collaborative Arrangements
- Leadership Capacity and Capability

This governance framework has been designed to make certain the clinical commissioning groups have the necessary skills and capacity to continue to commission high quality health services that patients need. It will also ensure that the CCC's have developed and are implementing credible plans to ensure the financial sustainability of the health economy and deliver the QIPP objectives in this and future financial years.

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## Planned Activity for May – Sep 2011

The tables below outline the key activities which will be undertaken in during the period May – Sep 2011. Below is a key for the lead(s) identified in each table.

### Key

AW – Andy Watts	SC – Simon Collings
MP – Marcia Pert	AN – Andrew Nash
JD – Jo Davidson	ATS – Alison Talbot-Smith
SG - Sam Ghazawy	RBP – Richard Bevan-Pearson
SD – Sue Doheny	PE – Paul Edwards
IT – Iain Tait	SCa – Steve Carter
AB – Andy Black	LJ – Lin Jonsberg

*Please note: Leads may be subject to change until transition team has been fully aligned and final work plan has been agreed*

### Organisational Development

Development Area	Key Activities	Lead(s)	Due Date	Status
Governance	Consult on draft constitution and finalise	AW/SC	Jun (now Oct 11)	Target moved due to changes nationally
	Develop and implement accountability framework	MP/SC	Jun (now Oct 11)	Target moved due to changes nationally
	Develop standard performance report and process	AN	Jun (now Oct 11)	Target moved due to changes nationally
	Agree KPI's and outcome measures with PCT Board	AW/MP	Jun (now Oct 11)	Target moved due to changes nationally
	Develop and implement improvement plan which targets areas of NESH underperformance (Red flags)	CCC	Jul	Complete
	Develop and populate risk register	SC/LJ	Jul	Complete
	Align risk register with board assurance framework	SC/LJ	Sep	On target

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Development Area	Key Activities	Lead(s)	Due Date	Status
	Develop and implement risk treatment plan	SC/LJ	Sep	On target
	Cluster review of CCC alignment and OD progress	Paul Maubach	Ongoing	Complete
<b>Policy Management</b>	<p>Ensure that CCC operates within PCT policy framework which includes the following policy areas:</p> <ul style="list-style-type: none"> <li>• Clinical Quality</li> <li>• Finance</li> <li>• HR</li> <li>• Estates and Carbon Management</li> <li>• Health and Safety</li> <li>• Information Governance</li> </ul>	MP	Aug	Complete
<b>Finance and Information</b>	Finalise CCC budgets and running cost envelope projections to 2013/14	MP/CP	now Oct 11	Target moved due to changes nationally
	Finalise Scheme of Delegation	MP/SC	now Oct 11	Target moved due to changes nationally
	Establish list of authorised signatories	MP	now Oct 11	Target moved due to changes nationally
	Develop long term sustainability model	MP	Sep	On target
<b>Staff structures and development</b>	Develop and band job descriptions for transition team	PM/MP/SM	May	Complete
	Align transition team	SP/MP/JD	now Oct 11	Target moved due to changes nationally
	Agree objectives	AW/MP	now Oct 11	Target moved due to changes nationally
	GP Consortium Away day	AW/MP	June	Complete

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Development Area	Key Activities	Lead(s)	Due Date	Status
<b>Strategy Development</b>	Develop and Implement CCC strategy portfolio including: <ul style="list-style-type: none"> <li>• Commissioning Strategy</li> <li>• Market management strategy</li> <li>• MTFMS</li> <li>• Communication Strategy (which aligns with HPS and WVNHS Communication strategies)</li> <li>• ICT and IG Strategy</li> <li>• OD Strategy</li> </ul>	AW/MP/J D/ Cluster	Sep	On target

## Clinically led service development

Development Area	Activities	Lead(s)	Due Date	Status
<b>Care pathways</b>	Review and Monitor through Wye Valley NHS Trust contract the implementation of five care pathways: <ul style="list-style-type: none"> <li>• Stroke</li> <li>• Diabetes</li> <li>• COPD</li> <li>• Lower Back Pain</li> <li>• Older People</li> </ul>	CCC	Sep	On target
	Undertake Care pathway mapping in: <ul style="list-style-type: none"> <li>• Midwifery</li> </ul>	IT	Sep	On target
	<ul style="list-style-type: none"> <li>• Health visiting</li> <li>• Dementia</li> </ul>	IT IT	Sep Sep	On target On target

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Development Area	Activities	Lead(s)	Due Date	Status
	Identify further areas for service reviews	SG/PE	Aug	On target
	Develop and implement service specifications	SG	Sep	On target
<b>QIPP Delivery</b>	Develop QIPP Contingency plans	AW/MP	Jul	Complete
	Undertake QIPP impact assessment and benefits realisation	MP	Aug	Complete
	Develop QIPP Plans for 2012/13	AW/MP	Sep	On target
<b>Patient Safety and Quality assurance</b>	Develop and implement CQUIN Scheme 2012/13	SG/SD	Sep	On target
	Design and implement quality improvement plan	SD	Sep	On target
<b>Clinical networks</b>	Develop Clinical expertise network	SG/IT	Sep	On target
	Establish special interest groups	SG/IT	Sep	On target
	Develop NHSCB and NICE working arrangements	SG/IT	Sep	On target

## Partnership Working

Development Area	Activities	Lead(s)	Due Date	Status
<b>Needs assessment</b>	Support the development of JSNA	ATS	Aug	Complete
	Work with H&WBB on equality assessment	ATS	Aug	Complete
	Identify key health care commissioning priorities	ATS	Aug	Complete
	Design and implement a prioritisation of investment process	ATS	Aug	Complete
	Develop investment/disinvestment plan	ATS	Aug	Complete
<b>Stakeholder Engagement</b>	Develop stakeholder register	AW/RBP/EM	Sep	On target
	Utilise customer segmentation intelligence to develop effective	AW/RBP/EM	Sep	On target

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Development Area	Activities	Lead(s)	Due Date	Status
	engagement methodologies			
	Design and implement a stakeholder engagement plan	AW/RBP	Sep	On target
	Develop CCC internet and intranet sites	CCC/RBP	Jul	Complete
	Engage stakeholders in 2012/13 planning cycle	AW/RBP	Jul	Complete
<b>Business planning</b>	Agree joint working arrangements with Peoples directorate and align structures	MP/JD	Jun	Complete
	Develop a business operating model for health and social care	MP/JD	now Oct 11	Target moved due to changes nationally
	Map business process across health and social care	MP/JD	Jun (now Oct 11)	Target moved due to changes nationally
	Develop cluster working arrangements	AW/MP	Ongoing	Complete
	Support the development of the H&WBB	AW	Ongoing	Complete
	Contribute to the development of the JCP	MP	Sep	Complete
<b>Joint working</b>	Support the implementation of the older peoples plan	AW/MP	Sep	On target
	Support the implementation of the social care recovery plan	MP	Sep	On target
	Align CCC change programme with Rising to the Challenge	SC	now Oct 11	Target moved due to changes nationally
	Deliver OD Phase 2 savings targets and NHS Management Cost	MP/JD	TBC	Complete

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Development Area	Activities	Lead(s)	Due Date	Status
	Savings			
	Work with the People Directorate to develop a plan for accelerating the delivery personalisation and personal budgets	MP/JD	now Oct 11	Target moved due to changes nationally

## Commissioning and procurement

The development of commissioning and procurement functions will be undertaken with the HPS Corporate Services Directorate as part of a wider development of a HPS Commissioning Framework.

Development Area	Activities	Lead(s)	Due Date	Status
<b>Contracting</b>	Develop provider contract portfolio	AB/PE/AN/SCa	Jun	Complete
	Implement contract monitoring process	AB/PE/AN/SCa	Jun	Complete
	Agree contracting protocols with providers	AB/PE/AN/SCa	Jun	Complete
	Finalise 2012/13 Commissioning intentions	AB/AW/AN/SCa	Sep	On target
	Continue to develop contracting models with Healthcare Commissioning Services and the Information Centre for Health and Social Care	AB/PE/AN	Sep	On target
<b>Market Development</b>	Develop Market position statement	AB/PE/SCa	now Oct 11	Target moved due to changes nationally
	Develop Supply and Demand model for 2012/13	AB/AN/SCa	now Oct 11	Target moved due to

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Development Area	Activities	Lead(s)	Due Date	Status
				changes nationally
	Work with public, private and third sector providers to design and implement a new modular commissioning framework	AB/PE/AN/SCa	now Oct 11	Target moved due to changes nationally
	Involve private, independent and voluntary sector in the planning and development of health care services	AB/PE/AN/SCa	now Oct 11	Target moved due to changes nationally
	Implement a framework to support the development of alternative models of provision for such as social enterprises, private sector companies and civil society organisations	AB/PE/AN/SCa	Sep	On target
	Further develop the referrals management process	AB/PE	Aug	On target
	Develop locality provider profiles	AB/PE/SCa	Sep	On target
	Assess accessibility and choice of health care services at a locality level	AB/PE	Aug	On target
	Develop locality improvement plans	AB/PE	Sep	On target
<b>Provider relationship management</b>	Provider engagement plan	AW/AB/PE/RBP	now Oct 11	Target moved due to changes nationally
	Provider development plan	AW/AB/PE	now Oct 11	Target moved due to changes nationally
	Provider performance management framework	AB/PE/AN	now Oct	Target



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			11	moved due to changes nationally
	Innovation scheme	AB/PE/AN	now Oct 11	Target moved due to changes nationally