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| <b>MEETING:</b>         | <b>HEALTH AND WELLBEING BOARD</b> |
| <b>DATE:</b>            | <b>20 MARCH 2012</b>              |
| <b>TITLE OF REPORT:</b> | <b>LOCAL NHS PLANNING</b>         |

## Wards Affected

County-wide

## Purpose

The purpose of this report is to outline and update the Health and Well-being Board (HWBB) on the Herefordshire Healthcare Commissioning Consortia Operational Plan (HHCC) and the PCT Cluster Integrated System Plan. It outlines how these plans:

- are intended to inform, support and link into the Health and Wellbeing Board's principles and vision;
- the content and process of the PCT Cluster integrated system plan (ISP);
- links to Herefordshire's JSNA;
- the process followed in developing the plans, and how it will relate to other strategies across Herefordshire Public Services; and
- the plan's importance in ensuring the HHCC achieves authorisation and guides delivery over the next 12 months

## Recommendation(s)

**THAT:**

- (a) The board endorses the CCG operational plan,**
- (b) Agrees to an update of progress against the plan, and associated authorisation timelines in September to come to the Health and Wellbeing Board; and**
- (c) Notes the PCT Cluster Systems Plan planning process and its submission**

## Key Points Summary

- Herefordshire faces a number of specific health challenges related to a largely rural, sparsely populated geography and a relatively underdeveloped provider market transforming the Herefordshire Local Health Economy to put the patient and the public at the centre will therefore depend on realising efficiencies and providing better quality of care

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Further information on the subject of this report is available from  
Mike Emery – 01432 344 344

- Resilient partnership working and sustainable clinical networks will be crucial in achieving the vision and strategic objectives; these have been informed by both local health needs analysis provided by the JSNA and national, regional and local priorities.
- To ensure that the HHCC is clear concerning its major priorities for 12/13, it has developed its operational plan for 12/13. This describes the HHCC vision and objectives; it links to other key strategic documents and its organisational development milestones during this transitory year of 12/13. The operational plan has also been developed in a way that demonstrates alignment with local plans and priorities i.e. JSNA and Adults Strategy, as well as national and regional priorities e.g. Dementia and pressure ulcers.
- The operational plan is a central element of the strategic and planning framework that will support the delivery of improved outcomes for the residents of Herefordshire, particularly in regard to the continued development patient/clinical pathways that are a pivotal aspect of the desired transformational change in Herefordshire's Health and Social Care system.
- This plan is an important part of the CCG authorisation process; it is central to outlining the important timelines and milestones over the next year, to ensure the HHCC is in a position to take on its full responsibilities in April 2013. It outlines HHCC's key priorities/values and outcomes it aims to deliver, alongside the financial and quality challenges it faces in 2012/13.
- This plan has also been requested by the PCT Cluster, with an emphasis on ensuring the HHCC is paying adherence to the NHS operating framework, and is aligned to the PCT Cluster integrated system plan. The PCT Cluster will be reviewing the HHCC Operational Plan in March.
- The PCT Cluster System Plan, covers all of West Mercia (Shropshire, Telford and Wrekin, Worcestershire and Herefordshire), it outlines the clusters priorities for the coming year, including; its financial and quality challenges, the QIPP programme, and the transitory timetables around the HHCC and National Commissioning Board for 12/13/14. The plan was submitted to the SHA on the 9<sup>th</sup> March; the SHA will be reviewing the plan in March.
- Both plans state the financial challenge that Herefordshire faces in 12/13 across the health and social care system i.e. cost improvements (including QIPP) of £30 million plus across the whole system. This is alongside the desired aim of improving health outcomes and services, as well as responding to some key quality and performance challenges, for example improved CDiff rates, elimination of pressure ulcers, desire to ensure patient experience/satisfaction increases and a focus on maternity services.

## **How will your report meet the vision and guiding principles of the HWBB?**

- The CCG operational plan is designed to support the delivery of the HWBB vision, as well as aligning to national and regional priorities.
- The CCG will be key in commissioning services aimed to deliver improved outcomes for Herefordshire residents and in particular, the HWBB overall outcome of reducing the difference in healthy life expectancy in Herefordshire. The CCG continued work around the care pathways will be central to supporting the delivery of the HWBB vision.

## **Reasons for Recommendations**

- The Health and Wellbeing Board is a primary stakeholder in Herefordshire's Health and Social Care economy; it is responsible for delivering Herefordshire's Joint Health and Wellbeing

strategy and its JSNA (*Understanding Herefordshire*). It will therefore need to assure itself that the local authority and the CCG (with its PCT partners) is commissioning services in line with its vision and principles, and it support the delivery of the HWBB intended vision and principles around resilience, reducing health inequalities and emotional and physical health improvements.

## Introduction and Background

- HHCC's vision is to develop a '*high quality, sustainable and integrated Herefordshire health economy with the public and patients at the heart of everything we do*'. Its strategic objectives are listed below.



- A draft summary of the plan –is attached in appendix 1.
- The West Mercia PCT Cluster ISP is the key forward looking plan for the West Mercia Health Economy. It describes the key strategic healthcare challenges faced within the West Mercia Cluster, it describes the four 'big bets' that will be areas of focus: Primary Care; Urgent Care; 'Making the ordinary extraordinary'; and Planned care. The focus of the document, considering the short life-span of the cluster is around its unique role in developing capacity and capability for transformational change.
- The ISP also highlights how the Clusters QIPP investment strategy will enable transformational cultural and behavioural change which impacts positively on the public's experience of local NHS services. The plan has been written in collaboration with CCGs, and will form the basis of strategic discussions with local health and well-being boards, local authorities, providers and other stakeholders. Appendix 3 – outlines the strategic linkages, between the JSNA, System Plan and HHCC operational plan.
- Both plans provide details of the key risks that Herefordshire will face in delivering the intended quality improvements and transformational change, along with details and milestones related to the key cost savings and quality improvement plans. As well as defining how commissioners will work with and performance manage providers to ensure savings and

quality improvements are delivered, alongside how the programmes and projects described in the plan will be managed and monitored. Appendix 3 lists the key cost savings and quality improvement programmes for 2012/13 for Herefordshire.

- The full plans include a high level of detail, and are over 100 pages long each; full draft copies are available on request. It is intended that a more public-friendly version of these plans will be compiled in the coming two months, after sign-off by the SHA, PCT cluster and HHCC board.
- The HWBB have received reports on the JSNA over the last 6 months, and a recent presentation on the purpose and intention of the PCT Cluster plan; these are all interlinked to the HHCC plan.

## Key Considerations

- The HHCC operational plan and PCT Cluster system plan are vital components of the health and social planning framework; they will guide and inform commissioning plans and intentions over the next 12 months, and will support Clinical commissioners in their work over the coming year. HWBB members need to assure themselves that the plans support and align to its priorities and will assist in responding to the JSNA recommendations.

## Community Impact

- Engagement events with Clinicians, residents over the last year have feed into the development of the plan. The HHCC plan will need to support and align to the Joint Health and Wellbeing strategy, going forward to ensure it supports the delivery of improved health outcomes. One of the CCGs central values is putting '*patients and residents at the heart of everything it does*'; key to this will be robust community engagement over the coming years, as it develops future plans.

## Equality and Human Rights

- The CCG operational plan outlines the HHCC's commitment to Equality, diversity and human rights it states, it will;
  - Ensure PSED and consideration of vulnerable groups is embedded within our Commissioning cycle;
  - Continue to contributing as members of West Mercia and SHA forums on PSED aiming to identify good practice and ways to support work;
  - Work locally with other Hereford Public Services as a member of Equality and Diversity Forum;
  - Embed it as a key element of its governance processes and values;
  - Ensure that all providers comply with PSED and that it forms part of contract schedules; and
  - Make certain that Quality and Equality Impact Assessment are undertaken on QIPP schemes and programmes

## Financial Implications

- The plans outline the significant challenges faced by the Health and Social Care System as a whole. In particular, it outlines £10m QIPP plans of the HHCC and the intended year-end

financial position of the Consortia.

## **Consultees**

- The HHCC plan has been developed with board members and Commissioners in Herefordshire Public Services. PCT Cluster colleagues have been engaged, also, with the development of the CCG plan. The ISP has been presented to Herefordshire's Countywide QIPP Board and shared with colleagues across Herefordshire Public Services

## **Appendices**

- Appendix 1 – Draft HHCC Summary Plan
- Appendix 2 - Plan links
- Appendix 3 – QIPP Plans

## **Background Papers**

- CCG Operational Plan 12/13;
- West Mercia PCT Cluster Integrated system plan; and
- NHS Operating Framework.