

Attachment 1: Health & Wellbeing Board Executive Summary

CCG Operational Plan 2015/16

12 March 2015

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1. Herefordshire's health care system faces many challenges relating to the sustainability of services in a rural county with a geographically dispersed population. Major transformation is required to deliver an improved and more efficient model of care. The CCG is collaborating closely with partners who all recognise that this needs to happen at pace and are committed to overcoming any organisational-form or estate constraints preventing the development of capable integrated public services.
 2. There has been significant progress over the year as system leaders across health and social care commissioning have linked with our main providers to agree a new approach to reshaping health and social care in the county. At the same time the CCG is ensuring that it is true to its principles of putting patients and the public at the heart of everything we do and supporting clinical leadership to guide changes that will deliver maximum benefits to patients.
 3. The CCG in 15/16 will have a strong focus on the achievement of NHS Constitutional targets and ensuring high quality care is delivered, in addition it will concentrate its work on the following priorities:
 - Delivering greater integration of care with a focus on seamless services wrapped around the individuals of all ages
 - Enhancing supportive self-management of long term conditions (including CVD and CHD)
 - Strengthening Herefordshire's urgent care system including re-procurement of services and improved system management
 4. The CCG, as a system leader has a necessarily ambitious improvement programme that is currently being delivered within the CCG programme management governance structure. The work programme is focused on 8 key areas these are:
 - Preventing ill health and improving health
 - Improving and enhancing planned care
 - Improving Urgent Care
 - Greater Integration of care (health and social care through Better Care Fund)
 - Modernising Mental Health Services
 - Developing Primary Care
 - Improving Health Outcomes for Children
 - High Quality Clinical Services
 5. Each work area has a clear set of programmes and projects designed to deliver improvements in NHS Constitution and NHS outcome measures as well as QIPP savings. Key measures of success include delivery of A&E 4 hr waits, referral to treatment times, improved cancer services, improved quality of life for those with long-term conditions, patient satisfaction with health services and emergency admissions.

6. In developing its plans for 15/16 the CCG has taken account of new local and national policy drivers. Importantly the CCG will be taking advantage of emerging opportunities that are central to our future plans, these include:
 - Co-commissioning of Primary Care – in particular, the opportunity to integrate the strategy for Primary Care with the wider Herefordshire system transformation, recognising that Primary Care clinical leadership has the potential to drive successful delivery
 - Working more closely with the Local Authority in developing our relationships with individuals and their communities, seeking to reframe this relationship to one of mutual responsibility and building our commitment to the personalisation of care
 - Five Year Forward View - responding to the questions and opportunities posed in the Five Year Forward View and the Dalton Review working closely with our provider partners to take a new approach to the challenges in our system
 - The opportunity to review the physical infrastructure through which we provide care and develop system wide solutions that are fit for purpose for the long term.

7. In delivering its work programmes the CCG will ensure that it embraces the following values in all its work:
 - Strong patient and public engagement
 - Quality care is seamlessly provided
 - Access to services is improved
 - Meaningful clinical and staff engagement
 - Operates with openness, integrity and trust

8. The system wide Transformation Programme in Herefordshire provides an opportunity to achieve alignment of priorities and effort across commissioning and providing organisations, with the potential to delivery change at scale and pace. This programme is central to the CCGs work programme. Integral to this is the CCGs and Herefordshire Councils Better Care Fund Plan with a focus on enhancing seamless integrated care focused on communities and individuals. The CCG is committed to the Health and Social Care partners system vision that states:

‘By 2020 Herefordshire system partners will provide seamless integrated care and support designed around the needs of individuals, their carers and their families.’

We want to be at the leading edge of seamless integration of care and support around individuals and their families. For patients, service users and their families this will mean that services “wrap around them”, to provide co-ordinated consistent and high quality services across organisational boundaries’.

9. The CCGs 15/16 plan also builds on its 5 year plan that was presented at the HWBB in June 2015. The CCG will continue to test and refresh its plan as Herefordshire’s Joint Health and Wellbeing strategy is re-developed. The CCG in particular is committed to playing a full part in the development of the Supportive Communities workstream of the Transformation Programme ensuring that our plans are connected and reflect the systems shared strategic priorities. Critical to this will be the focus on prevention and developing a new relationship with individuals and communities where individuals take more responsibility for their own care, and families and communities are supported to help those individuals to be as independent as possible.

10. An overview of the CCG work programme and plan is provided in the following pages. This includes:

- The CCG plan on page providing a summary of the CCG's work programme and priorities
- Summary detail of the CCC's submission to NHS England focusing on schemes and initiatives designed to deliver NHS constitution targets and improvements in outcomes

A final draft of the full plan will be submitted to NHS England at the beginning of April. This draft will take account of feedback from NHS England and other key stakeholders.