

Agenda Item: 14

<p><b>Governing Body Meeting</b> <i>Held in Public</i></p>	<p><b>Report</b> Date of Meeting: 5 July 2018</p>
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<b>Report Title</b>	Setting Strategic Objectives		
<b>Report Author</b>	<b>Presented By</b>	<b>Responsible Director</b>	
Janet Young, Governance & Risk Manager	Jane Meggitt, Director of Governance, Risk & Corporate Services.	Jane Meggitt, Director of Governance, Risk & Corporate Services. <i>Jane Meggitt</i>	
<b>Purpose for presenting report</b>	This report sets out the proposed strategic objectives for 2018/19 discussed at the Governing Body Development session and approved by the Executive Committee.		
<b>Action Required:</b>	(i) Approve and ratify the 2018/19 Strategic Objectives. (ii) Note the on-going work to identify priority goals and any strategic risks.		
<b>Approval Route:</b>	Directors Meeting 29 May Governing Body Development Session 7 June Executive Committee 28 June 2018		
<b>Further Assurance:</b>			
<b>Which Strategic Objectives does this report provide evidence for?</b>			<b>Please Tick</b> ✓
We will commission high quality, safe and sustainable models of care that deliver effective clinical outcomes and patient experience using evidence based decisions and best practice			
We will ensure that there is a financially sustainable and affordable healthcare system in Bedfordshire.			
We will lead, engage and operate as an effective place based and STP wide system partner to achieve greater integration of care delivery.			
We will support local people and stakeholders to have an influence on services we commission to ensure our decisions are informed and shaped by local views and insights.			
We will operate and manage our Governing Body to the highest standards of accountability and transparency.			✓
<b>Implications/Assessments</b>	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Have any financial implications been signed off by the Chief Finance Officer?			✓
Have any quality implications been signed off by the Director of Nursing & Quality?			✓
Have any privacy implications been signed off by the Head of Information Governance?			✓
Have any conflicts of interest implications been signed off by the Corporate Office?			✓
Have any public engagement implications been signed off by the Head of Communications & Engagement?			✓

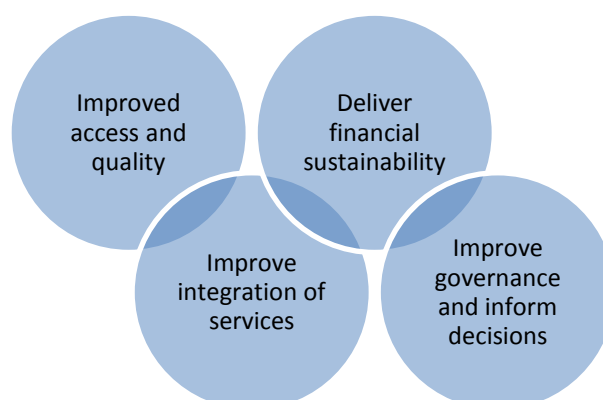
Has an Equality Impact Assessment been carried out?			✓
<b>Key Risks</b>	<p>The Governing Body should set out a statement of intent on how the CCG interprets key national policies. The statement of intent takes the form of strategic objectives.</p> <p>Clear business objectives need to be identified before an effective system of internal control can be established. Without clear objectives we will be unable to identify and evaluate the risks that threaten the achievement of our objectives and design and operate a system of internal control to manage those risks.</p>		
<b>Executive Summary</b>	<p>This paper looks at the revision of the CCG's strategic objectives and the associated principal goals that are vital to their delivery.</p> <p>Once the strategic objectives and principal goals have been agreed and assigned to an Executive Director, work will commence immediately to populate a Governing Body Assurance Framework with the risks to the achievement of the goals. The GBAF is the risk management tool that will enable the Governing Body to receive assurance on their mitigation.</p>		

## 1.0 Background

- 1.1 Each year the CCG must agree a set of strategic objectives that set out our aims for the coming year. Our objectives last year focussed on commissioning high quality, safe and sustainable models of care; Ensuring that there is a financially sustainable and affordable healthcare; Engaging and operating as an effective place based and STP wide system partner; Supporting local people and stakeholders to have an influence on services we commission; and operating and managing our Governing Body to the highest standards of accountability and transparency.
- 1.2 Underpinning those objectives, some principal goals were identified as statements on how these objectives would be achieved.
- 1.3 Our new objectives for 2018/19 build on those from last year, and the principal goals have an increased focus on an Integrated Care System approach.

## 2.0 Priority Areas

- 2.1 In 2017, the Executive Directors set four key priority areas for the CCG. These priority areas remain for 2018/19 and are set out below:-



### 3.0 Strategic Objectives

- 3.1 In order to ensure our strategic objectives remain appropriate and aligned to the CCG’s vision and priorities, revised objectives were first discussed at the Director’s Meeting on the 29 May. It was agreed that the strategic objectives should be taken to the Governing Body Development Session on 7 June.
- 3.2 At this session, the changing strategic landscape and the CCG’s corporate agenda setting were discussed in detail which aided the review of the strategic objectives.
- 3.3 The outcome of the discussion was:
- The inclusion of the requirement to support delivery of the partial control total
  - Not to have an overall objective for Workforce but to weave any corporate agenda into priority goals
  - Emphasis that the CCG is an outcomes led organisation
  - Emphasis on integration
  - Emphasis on delivery.
  - Emphasis on improved access
  - “Place base” and “At Scale” to be explained in Plain English.

The request was to keep the wording of the overarching objectives to a minimum but to go into greater detail within the principal goals on how these will be achieved

- 3.4 The strategic objectives have therefore been revised as follows:-

<b>Priority Area: Improved Access &amp; Quality</b>	<b>Priority Area: Deliver financial sustainability</b>	<b>Priority Area: Improve integration of services</b>	<b>Priority Area: Improve governance and inform decisions.</b>	
<b>Objective:</b> <i>We will commission high quality, safe and sustainable models of care that deliver effective clinical outcomes and patient experience using evidence based decisions and best practice.</i>	<b>Objective:</b> <i>We will ensure that there is a financially sustainable and affordable healthcare system in Bedfordshire.</i>	<b>Objective:</b> <i>We will engage with both local councils and also our partners across the wider health economy working on plans to strengthen primary care, improve outcomes and integrate services for the populations we serve.</i>	<b>Objective:</b> <i>We will support local people and stakeholders to have an influence on services we commission to ensure our decisions are informed and shaped by local views and insights.</i>	<b>Objective:</b> <i>We will govern with transparency, comply with best practice and meet our statutory obligations.</i>

### 4.0 Priority Goals

- 4.1 The 2018/19 strategic priority goals have been captured by the Governance Team to better reflect progress on the transition towards integrated care across the system, Workforce priorities, and to capture the agreed strategic

priorities set by the Accountable Officer. Appendix A sets out the on-going work to identify strategic priority goals for 2018/19.

## **5.0 Next Steps**

5.1 Subject to Governing Body approval the amended strategic objectives, goals and risks will form the basis of the Governing Body Assurance Framework for 2018/19. A first draft of the GBAF will be presented to the Audit Committee in August who will report assurance to the Governing Body that the risks to the achievement of our strategic objectives are being managed.

## **6.0 Recommendation**

6.1 The Governing Body is asked to

(i) Approve and ratify the 2018/19 Strategic Objectives.

(ii) Note the on-going work to identify priority goals and any strategic risks.

<b>Priority Area: Improved Access &amp; Quality</b>	<b>Priority Area: Deliver financial sustainability</b>	<b>Priority Area: Improve integration of services</b>	<b>Priority Area: Improve governance and inform decisions.</b>	
<p><b>Objective:</b> <i>We will commission high quality, safe and sustainable models of care that deliver effective clinical outcomes and patient experience using evidence based decisions and best practice.</i></p> <p><b>This will be achieved through:</b></p> <p>Ensuring effective commissioning arrangements are in place to drive up quality in services; and safety and performance issues are identified early</p> <p>Improving the quality of care by ensuring our workforce has the right numbers, skills, values and behaviours to meet the needs of patients. Agree where additional capacity is needed in the light of organisational priorities and resource constraints.</p> <p>We will assist providers to develop a culture where learning from patient safety incidents and from patient experience is embedded in everyday practice.</p>	<p><b>Objective:</b> <i>We will ensure that there is a financially sustainable and affordable healthcare system in Bedfordshire.</i></p> <p><b>This will be achieved through:</b></p> <p>Ensuring the CCG stays within the set revenue and capital resource limits set by NHS England.</p> <p>Supporting the delivery of the partial control total for the overall integrated care system.</p> <p>Securing the financial control total through improved productivity and strong financial control.</p> <p>Adherence to strict financial discipline and sound financial governance.</p> <p>Ensuring that the CCG has in place robust and reliable financial systems to support informed decision making by clinical commissioners</p>	<p><b>Objective:</b> <i>We will engage with both local councils and also our partners across the wider health economy working on plans to strengthen primary care, improve outcomes and integrate services for the populations we serve.</i></p> <p><b>This will be achieved through:</b></p> <p>Ensuring we deliver on the system-wide transformation programmes to improve planned care, complex care, urgent &amp; emergency services, and mental health.</p> <p>Developing a strong robust system and clinical leadership structure for an integrated workforce approach to bring together partners and providers across all sectors to create an environment of collaboration, monitoring and continuous improvement.</p> <p>Continued implementation of our agreed primary care transformation strategy recognising primary care as the foundation of our Integrated Care System.</p> <p>Implementation of the NHS' national priorities (including the</p>	<p><b>Objective:</b> <i>We will support local people and stakeholders to have an influence on services we commission to ensure our decisions are informed and shaped by local views and insights.</i></p> <p><b>This will be achieved through:</b></p> <p>Improving communications and engagement with staff, GP members, patients, carers and the public in order that commissioning meets the needs of local people and local health services are tailored to those who most need them.</p> <p>Increasing awareness and understanding amongst patients and the public about local health and care services in Bedfordshire.</p> <p>Promoting and embedding communications and engagement standards and best practice amongst CCG staff, supporting them to deliver key priorities including achieving QIPP targets and implementing new models of care.</p> <p>Maintaining continuous dialogue with the public to ensure that the local population is aware of</p>	<p><b>Objective:</b> <i>We will govern with transparency, comply with best practice and meet our statutory obligations.</i></p> <p><b>This will be achieved through:</b></p> <p>Working to the Joint Accountable Officer and leadership team, streamlining and strengthening commissioning leadership arrangements to deliver better outcomes for the people of Bedfordshire.</p> <p>Ensure the GB and its committees has the appropriate balance of skills, experience, independence and knowledge to discharge their duties effectively.</p> <p>Ensure members of the GB and committee are appointed and remunerated appropriately.</p> <p>Ensuring decisions are made transparently, honestly and with a duty of candour.</p> <p>Ensure that people are treated ethically, equitably and legally. This includes taking a zero-tolerance approach towards managing bullying and discrimination.</p>

<p>Promote safe, evidence based and cost-effective prescribing while supporting prescribers to optimise patients' medications.</p> <p>Ensuring our winter plans meet specific priorities as well as ensuring preparedness to meet the expected increase in demand on the health and social care system over the winter months.</p> <p>Improving outcomes for children and adults with mental health needs.</p>		<p>NHS Five Year Forward View and GP Forward View) Further strengthening relationships with our main providers, acknowledging our respective pressures and the incentives in the system that can currently mitigate against a system rather than individual organisational approach.</p> <p>Strengthening plans to transfer the responsibility for the core commissioning of GP services from NHS England to the CCG.</p>	<p>service developments and how it can influence healthcare.</p>	<p>Ensure the CCG strengthens the contribution of member practices to the CCG. Agree clear accountabilities and reporting structures with other institutional stakeholders.</p>
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**Bedfordshire**  
Clinical Commissioning Group