

Agenda Item: 8.0

<p>Governing Body <i>held in public</i></p>	<p>Report Date of Meeting: 16th May 2019</p>
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Report Title	Strategy Development Approach 2019/20		
Report Author	Presented By	Responsible Director	
Geraint Davies Director System Commissioning	Geraint Davies Director System Commissioning Dr Sarah Whiteman Medical Director Anne Murray Chief Nurse	Geraint Davies Director System Commissioning Signature: Geraint Davies	
Purpose for presenting report	This report outlines the proposals for the CCG's strategy development for 2018-2020 to support the delivery of response to the NHS Long Term Plan issued in January 2019.		
Action Required:	For approval		
Approval Route:	Executive Team meeting 1 st May 2019		
Further Assurance:	No		
Which Strategic Objectives does this report provide evidence for?			Please Tick √
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.			√
Implications/Assessments	Yes	No	N/A
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?			√
Key Risks	Failure to develop a strategy to support the delivery of high quality, cost effective and sustainable services for the population of BLMK.		

	Failure to develop and deliver a BLMK plan to support the implementation of the aims and objectives of the NHS Long Term Plan by the Autumn of 2019.
Executive Summary	<p>Following the publication of the NHS Long Term Plan in January 2019 and the establishment of the BLMK Executive Commissioning Collaborative covering the three CCGs of Bedfordshire, Luton and Milton Keynes, the Executive Team have considered the approach for the development of our strategy for the next 5 years. It has been agreed by the Executive Team and the three Clinical Chairs that the aims and objectives of the NHS Long Term Plan would provide the basis for the development and implementation of the BLMK commissioning strategy. In addition, the BLMK ICS has undertaken work to develop/implement a strategy in response to the NHS Five Year Forward View Plan and the BLMK Commissioning Collaborative strategy would build on this work.</p> <p>This paper indicates the way forward regarding the development of the BLMK Commissioning Collaborative 5 year strategy, namely the commissioning strategy of Bedfordshire, Luton and Milton Keynes CCGs and the key workstreams to be delivered at Scale.</p>

Introduction

Following the publication of the NHS Long Term Plan in January 2019 and the establishment of the BLMK Executive Team Commissioning Collaborative covering the three CCGs of Bedfordshire, Luton and Milton Keynes, the Executive Team have considered the approach for the development of our strategy for the next 5 years.

It has been agreed by the Executive Team and the three Clinical Chairs that aims and objectives of the NHS Long Term Plan, published in January 2019, would provide the basis for the development and implementation of the BLMK Commissioning strategy. In addition, the BLMK ICS has undertaken work to develop/implement a strategy in response to the NHS Five Year Forward View Plan and the BLMK Commissioning Collaborative strategy would build on this work.

This paper indicates the way forward regarding the development of the BLMK Commissioning Collaborative 5 year strategy, namely the commissioning strategy of Bedfordshire, Luton and Milton Keynes CCGs, and the key workstreams to be delivered at scale. The Governing Body is requested to:

- Review the contents and propose potential changes to the proposed approach;
- Agree the proposed approach to the development of the 5 year commissioning strategy for the BLMK Commissioning Collaborative;
- Agree the approach to the development of the supporting strategies highlighted in the paper;
- Agree that that the proposed approach would form the commissioning strategy for Bedfordshire, Luton and Milton Keynes CCGs;
- Agree that monthly update reports would be provided to Governing Bodies on the development of the commissioning collaborative 5 year strategy and regular updates on the development of the key workstreams at scale highlighted in this paper.

Proposed way approach for Commissioning Collaborative 5 year strategy

Aim - The NHS Long Term Plan requires all ICS/STPs to produce their local plan to deliver on its aims and objectives by the autumn of 2019. Therefore, it is proposed that the aims and objectives of the NHS Long Term Plan form the basis of the Commissioning Collaborative Strategy. This is because we are required to deliver on the aims and objectives of the NHS Long Term Plan and this proposed approach will provide the focus and clarity for our system partners on the strategic aims of the Commissioning Collaborative and also the basis for the ICS Strategy moving forward. The Commissioning Collaborative Strategy will need to be developed from the “bottom up” recognising the different needs of our communities, based on population health needs analysis, whilst at the same time, taking opportunities to operate within a common framework, and importantly tackle some important issues “at scale”, in order to deliver a sustainable healthcare system into the future.

Proposed Key Actions

- In conjunction with ICS partners undertake a gap analysis of the existing 5 work programmes (P1 – P5) of the ICS plan against the aims of NHS Long Term Plan. Deadline end of April 2019.
- Develop in conjunction with the ICS partners and workstream programme SROs revised plans to meet the areas identified via the gap analysis. Deadline end of May 2019.
- Undertake engagement with the three Governing Bodies on the draft themes/objectives from the proposed workstreams to address the aims and objectives of the NHS Long Term Plan. Deadline end of August 2019.
- Undertake engagement with the ICS stakeholders on the proposed workstreams to address the aims and objectives of the NHS Long Term Plan. Deadline August 2019.
- In conjunction with the ICS partners develop and agree a draft ICS 5 year plan based on the points above. Deadline end of September 2019.
- Discuss and agree the finalised Commissioning Collaborative and ICS 5 year plans in response to the NHS Long Term Plan end October 2019 with NHSE/I. (This deadline may need to be reviewed in line with NHS guidance).
- Develop and deliver a citizen/patient/public engagement process regarding the NHS Long Term Plan and the BLMK ICS local plan. Deadline end of September 2019.

SRO for Commissioning Collaborative – Geraint Davies

Key Workstreams to be delivered at Scale

The following workstreams are proposed to be delivered at scale across BLMK Commissioning Collaborative as follows:

Personalisation

Aim – to ensure that personalised care is the basis of the approach for the development of strategies to meet the health and social care needs of the 1 million people within BLMK. Personalised Care means people have a choice and control over the way their care is planned and delivered, based on “what matters” to them and their individual, strengths, needs, and preferences. The NHS Long Term Plan makes personalised care the business as usual across the health and care system. BLMK is

a demonstrator site and is striving to ensure implementation of the comprehensive model across all clinical pathways and, therefore, will include personalisation within all clinical strategies.

Proposed Key Actions

- Evaluate year 1 achievements of Demonstrator site work. Deadline end of May 2019.
- Present position and forward plan to stakeholder forums. Deadline end of April 2019.
- Gain agreement and sign off for year 2 memorandum of understanding by all partners. Deadline end of May 2019.
- Review Programme Board to include wider stakeholder group and effective governance. Deadline end of May 2019.
- Identify QIPP opportunities within programme and align with Project Management approach. Deadline end of June 2019.
- Identify and report improved patient outcomes as part of programme evaluation, which is reflective of BLMK system. Deadline end of June 2019.
- Identify focused ongoing support from NHSE programme team. Deadline end of June 2019.
- Ensure priority areas are identified and programme is embedded within other workstreams. Deadline end of August 2019.

Key linking workstreams – All clinical strategies and associated workstreams.
SRO for the Commissioning Collaborative – Anne Murray

Development of a Primary Care and Out of Hospital Strategy for BLMK

Aim – to deliver a model(s) for primary and out of hospital care services, including Primary Care Home (PCH), which meet the population based healthcare needs at place within BLMK. It is important that the proposed model(s) take into account the variation regarding place based population healthcare needs.

Joint SROs for the Commissioning Collaborative – Dr Sarah Whiteman & Geraint Davies

Key linking workstreams – Estates, Workforce, Digital and Sustainable Secondary Care.

Proposed Key Actions

- In conjunction with the COOs, ICS Primary Care Clinical Lead and Medical Director undertake a review of the existing primary care programme of the ICS plan against the aims and objectives of the NHS Long Term Plan. Deadline end of April 2019.
- In light of this review, propose and agree revisions to the existing primary care programme of the ICS. Deadline end of May 2019.
- Agree the elements of the proposed primary care strategy to be delivered at “Place”, “Locality” and “Scale”. Deadline end of May 2019.
- Development/mobilisation of proposed primary model(s) to be delivered at place, locality and scale. Deadline June 2019.
- Undertake population health needs analysis at locality, place and scale to support the development of model(s) for primary and out of hospital service provision. Deadline end of June 2019.

- Undertake review of the outcome of the programme primary care workforce supported by PA Consulting to support the development of model(s) for primary and out of hospital service provision. Deadline end of June 2019.
- Undertake engagement with the three Governing Bodies and the respective Primary Care Network Leads on the proposed/current primary care model(s) and strategy. Commencing May 2019 and completion October end of August 2019.
- Undertake engagement with the ICS stakeholders on the proposed primary care model(s) and strategy to address the aims and objectives of the NHS Long Term Plan. Commencing May 2019 and completion end October 2019.
- In conjunction with the ICS incorporate the agreed primary care strategy into the draft ICS 5 year plan based on the points above. Deadline end of September 2019.
- Discuss and agree the finalised Commissioning Collaborative and ICS 5 year plans in response to the NHS Long Term Plan end October 2019.

Joint SRO Commissioning Collaborative – Dr Sarah Whiteman & Geraint Davies
To support the development of the Primary and Out of Hospital care CCG strategy we have established a task and finish working group chaired by Dr Nina Pearson and it meets on a monthly basis commencing April 2019.

Refresh the stroke review

Aim – refresh the stroke review undertaken in 2016 to implement the agreed service model for the 1 million population of BLMK following the GIRFT review to be completed in June 2019.

Key linking workstreams – Workforce, Community Rehabilitation/Social Care and Sustainable Secondary Care.

Proposed Key Actions

- Approach to undertaking the stroke refresh agreed following engagement with ICS stakeholders and Governing Bodies. Deadline end of May 2019.
- Data requirements to support the refresh review. Deadline end of May 2019.
- GIRFT review of stroke services completed. Deadline end of June 2019.
- Outcome of GIRFT review and data requirements, highlighted in the above two points, reviewed and recommendations on the proposed service model agreed. Deadline end of August 2019.
- Stroke Refresh completed. Deadline end of September 2019.
- In conjunction with the ICS incorporate the outcome of the Stroke Refresh into the draft ICS 5 year plan based on the points above. Deadline end of September 2019.
- Service changes agreed in line with the outcome of the refresh review. Deadline end of September 2019.
- Service changes implemented in line with the outcome of the stroke refresh review. Deadline April 2020.

Joint SRO Commissioning Collaborative – Dr Sarah Whiteman & Geraint Davies

Development of a Cancer Strategy for BLMK

Aim – to deliver cancer services for the 1 million population of BLMK in line with national standards and recognised good practice, that is clinically safe/effective and is cost effective. Ensuring that the whole healthcare system from primary, secondary

and tertiary care provides the right care in the right place at the right time and that constitutional standards are delivered.

Key linking workstreams – Primary Care/Out of Hospital, Prevention, Workforce and Sustainable Secondary Care.

Proposed Key Actions

- Approach to undertaking the Cancer Strategy agreed following engagement with ICS stakeholders and Governing Bodies. Deadline end of May 2019.
- Cancer Strategy completed. Deadline end of September 2019.
- In conjunction with the ICS incorporate the outcome of the Cancer Strategy into the draft ICS 5 year plan based on the points above. Deadline end of September 2019.

Joint SRO Commissioning Collaborative – Anne Murray & Geraint Davies

Development of Mental Health, Learning Disabilities & Autism Strategies

Aim – to deliver safe and effective separate strategies for mental health, learning disabilities and autism services for the 1 million population of BLMK in line with national standards and recognised good practice, that is clinically safe/effective and is cost effective. Ensuring that the whole healthcare system from primary, secondary and tertiary care provides the right care in the right place at the right time.

Key linking workstreams – Primary Care/Out of Hospital and Workforce.

Proposed Key Actions

- Approach to undertaking the development of the separate strategies for Mental Health, Learning Disabilities and Autism agreed following engagement with ICS stakeholders and Governing Bodies. Deadline end of March 2019.
- Mental Health Strategy completed. Deadline end of September 2019.
- Learning Disabilities Strategy completed. Deadline end of September 2019.
- Autism Strategy completed. Deadline end of September 2019.
- In conjunction with the ICS incorporate the outcome of the Mental Health, Learning Disabilities and Autism Strategies into the draft ICS 5 year plan based on the points above. Deadline end of September 2019.

Joint SRO Commissioning Collaborative – Anne Murray & Nicky Poulain

Development of Children and Young People Strategy

Aim – to deliver safe and effective children and young people services for the 1 million population of BLMK in line with national standards and recognised good practice, that is clinically safe/effective and is cost effective. Ensuring that the whole healthcare system from primary, secondary and tertiary care provides the right care in the right place at the right time.

Key linking workstreams – Primary Care/Out of Hospital and Workforce.

Proposed Key Actions

- Approach to undertaking the Children and Young People Strategy agreed following engagement with ICS stakeholders and Governing Bodies. Deadline end of March 2019.
- Mental Health Strategy completed. Deadline end of September 2019.
- In conjunction with the ICS incorporate the outcome of the Children and Young People Strategy into the draft ICS 5 year plan based on the points above. Deadline end of September 2019.

Joint SRO Commissioning Collaborative – Anne Murray

Review of maternity services

Aim – to deliver safe and effective maternity services for the 1 million population of BLMK in line with national standards and recognised good practice, that is clinically safe/effective and is cost effective. Ensuring that the whole healthcare system from primary, secondary and tertiary care provides the right care in the right place at the right time.

Key linking workstreams – Primary Care, Out of Hospital, Sustainable Secondary Care, Prevention and Workforce.

Proposed Key Actions

- Approach to undertaking the review of maternity services agreed following engagement with ICS stakeholders and Governing Bodies. Deadline end of March 2019.
- Review of maternity services completed. Deadline end of September 2019.
- In conjunction with the ICS incorporate the outcome of the review of maternity services into the draft ICS 5 year plan based on the points above. Deadline end of September 2019.

Joint SRO Commissioning Collaborative – Anne Murray

ICS Programme 5 Re-Engineering

Aim – to ensure that the governance processes of the ICS Programme 5 and the wider ICS programmes are fit for purpose and deliver the “one truth” for the BLMK health and social care system and that agreed plans are delivered to proposed timescales. In addition, that the agreed plans/programmes of the ICS plan are in line with the Commissioning Collaborative and CCGs commissioning intentions and 5 year strategic aims.

Key linking workstreams – Commissioning Collaborative 5 year strategy and commissioning intentions.

Proposed Key Actions

- In conjunction with the ICS review and propose revised governance arrangements for programme 5 and the wider ICS. Deadline end of February 2019.

- Undertake engagement and agreement with the CCG Governing Bodies and wider ICS stakeholders on the proposed revised governance arrangements in the light of the outcome of the above bullet point. Deadline end March 2019.
- In conjunction with the ICS, implement the revised ICS governance arrangements. Deadline end of April 2019.

SRO Commissioning Collaborative – Geraint Davies

Wayforward.

The respective SROs would undertake the development of the respective strategies and associated workstreams in the light of the agreed areas highlighted above.

Director of System Commissioning would provide regular update reports to the Executive Team and the CCG Governing Bodies on the delivery of the strategies and their associated workstreams throughout 2019/20.

The agreed approach highlighted in this paper would be communicated to the CCG staff and wider stakeholders.

The Governing Body is asked to review and approve the recommendations highlighted below:

- Review the contents and propose potential changes to the proposed approach;
- Agree the proposed approach to the development of the 5 year commissioning strategy for the BLMK Commissioning Collaborative;
- Agree the approach to the development of the supporting strategies highlighted in the paper;
- Agree that that the proposed approach would form the commissioning strategy for Bedfordshire, Luton and Milton Keynes CCGs;
- Agree that monthly update reports would be provided to Governing Bodies on the development of the commissioning collaborative 5 year strategy and regular updates on the development of the key workstreams at scale highlighted in this paper.

Geraint Davies
Director of System Commissioning
May 2019