



Bedford Borough Health and Care Transformation Officer Group Place Based Plan, 2019 to 2024

v8

Introduction

This plan sets out our shared ambition for the transformation of health and care services in Bedford Borough, focusing on the local opportunities and challenges that require a partnership approach. 2019/20 will be the foundation year for the plan and SMART actions will be agreed for year 1, alongside medium term objectives for years 2 to 5. This plan is intended to be a living document and the longer term ambitions will be clarified as we engage with our partners and our communities. The Bedford Borough Health and Care Transformation Officer Group is responsible for delivery of the plan.

This is the local contribution to the long term plan for the Bedfordshire Luton & Milton Keynes Integrated Care System (BLMK ICS). This plan formalises the objectives of our transitional 2018/19 place-based plan, reflecting our local ambitions as well as the priorities of the [NHS Long Term plan](#).

We understand that health and wellbeing are determined by more than just the quality and accessibility of healthcare services, and through this plan and our Joint Health and Wellbeing Strategy we will promote healthy behaviours and address wider determinants of health, such as education, housing, transport and employment.

People of all ages and backgrounds have a right to good health and wellbeing. We will take a whole life course approach, with equal emphasis on improving physical and mental health, and a focus on reducing health inequalities.

There are a number of local partnership groups and plans in place with related objectives (see Appendix 1). This plan does not replace or replicate those plans. Instead it draws out those issues that require a strategic partnership approach; identifies key actions being delivered elsewhere in the system for monitoring; and highlights those issues that the Bedford Borough partners agree can be more effectively addressed through a BLMK ICS-wide approach.

Growth and sustainability in BLMK

Demographic change

The BLMK population is 938,000 and this is expected to grow by more than 15% by 2035 to 1,081,000. The makeup of the population is changing, and over the same period the number of people aged 85 and over is expected to double, from 18,400 to 36,700.

BLMK falls within the Oxford-Cambridge Arc, which could bring as many as 1 million new homes to the Arc by 2050. Current population projections do not account for this growth, and BLMK partners are working together to ensure the appropriate local infrastructure is in place to meet the needs of these new communities.

Demand for our health services is increasing – around 10% more people come to our Emergency Departments every year and more people than ever are being admitted to hospital.

The financial challenge

The NHS in England is set to receive an additional £20.5bn by 2023/24. Despite a funding increase of 6.1% for BLMK in 2019/20, system savings of £84m are required to meet the forecast increase in demand for health services.

The workforce challenge

We need ensure that we are able to recruit and retain sufficient numbers of doctors, nurses and other health and care professionals. Around 25% of GPs in BLMK are eligible for retirement in the next five years. Recruitment of specialist consultants is becoming increasingly difficult and fewer nurses are coming into the profession. We also need to address challenges within the care market. Promoting market sustainability, as well as recruiting and retaining a skilled and capable workforce is key to ensuring that as many people as possible can be supported to remain independent and at home for longer.

Health and wellbeing in Bedford Borough

1. Wider determinants and health behaviours



171,600 people live in Bedford Borough, and **1 in 3** in Bedford and Kempston towns are from minority ethnic groups



The population is expected to **increase to 200,000** by 2035, and the number of over 85s will **double to 36,000**



An estimated **13,500** children (**31%**) live in **poverty**, after housing costs are taken into account



More than **6,700 households** are in **fuel poverty**, which means they find it too costly to heat their homes properly



1 in 5 Reception children are **overweight or obese**, rising to **1 in 3** children in Year 6, and **2 in 3** adults



The proportion of children achieving a **good level of development** by the end of Reception has increased to **69.6%**



1 in 4 adults do less than 30 minutes of **physical activity** a week



15% of adults are current **smokers**, rising to **26%** among routine and manual workers and **40%** among those with a serious mental health condition



The **employment rate** is **12** percentage points worse for those with a long term condition, **70** points worse for those with a learning disability and **74** points worse for those in contact with secondary mental health services



44% of adult social care users have as much **social contact** as they would like. For adult carers its **31%**

Health and wellbeing in Bedford Borough

2. Healthcare and health outcomes



Life expectancy for men is **79.9 years**, for women it's **83.2 years**. Healthy life expectancy shows that residents live **17 to 18 years in poor health**



The **life expectancy gap** between the least and most deprived areas is **11 years** for men and **7 years** for women



Demand for child and adolescent mental health services is growing, and hospital admissions as a result of **self-harm** in 10 to 24 year olds have **risen by 30%** in 5 years



1 in 10 children do not receive their second dose of the **measles, mumps and rubella** vaccine



2,419 adults received an NHS Health Check in 2018/19 but there were only 3 referrals to the specialist Stop Smoking service and 3 referrals to weight management



By the age of 65 most people have **two or more long term conditions** (including mental health conditions), but people from the most deprived neighbourhoods develop them **10 years earlier**



More than **10,000** adults have **diabetes** and the number is rising. **55%** of adults with type 2 diabetes receive all **8 care processes** and **34%** achieve **treatment targets** for blood glucose, blood pressure and cholesterol



The most common **cancers** are **prostate, breast and colorectal**. According to NHS RightCare, 1 year survival for **lung cancer** is **significantly worse** for Bedfordshire CCG than similar CCGs



In May 2019 there were **1,275** adults aged over 65 with diagnosed dementia. The true prevalence is thought to be more than 2,000 as dementia is under-diagnosed



Year-on-year reductions in **preventable deaths** have **stalled**, and this appears to be driven by **increases** in preventable **cardiovascular** and **respiratory** deaths

Our ambition for transforming health and care in Bedford Borough

Our ambition:

Bedford Borough residents are able to live healthy, thriving lives.

Health and Care services in Bedford Borough are high quality, good value and designed around people's needs.

Residents, service users and carers are active and equal partners in their health and care.

We will:

1. Improve health and reduce health inequalities for people in Bedford Borough
2. Enhance the quality of care received by residents
3. Transform the experience of delivering care for our health and care professionals
4. Deliver sustainable high value services, ensuring the Bedford Borough pound is spent wisely

Our priorities:

1. Understanding our communities – what matters to them, how they use services now and how that will change in the future
2. Supporting people to live healthy, thriving lives
3. Transforming health and care for our communities – designing care around people

The role of the Health and Care Transformation Officer Group

Purpose of the group

- To work together to achieve our shared ambition for Bedford Borough by delivering the transformation objectives of our place-based plan (to 'focus')
- To advocate for the issues that Bedford Borough partners agree can be addressed more effectively through a collaborative approach with other BLMK ICS partners, and where appropriate participate in BLMK-wide plans and work programmes (to 'collaborate')
- To identify and monitor progress against key actions being delivered in other forums that will contribute towards our shared ambition (to 'monitor')

Bedford Borough Health and Care Transformation Officer Group Member Organisations

- Bedford Borough Council (responsible for the provision of local government services, including adult social care, children's social care and public health)
- Bedfordshire Clinical Commissioning Group (responsible for planning and commissioning local health services)
- Bedford Hospital NHS Trust (the local acute hospital trust)
- East London NHS Foundation Trust (the local community and mental health services provider, with children's community health services subcontracted to Cambridgeshire Community Services NHS Trust)
- Primary Care Networks (groups of GP practices working together, serving populations of 30,000 to 50,000)

Governance

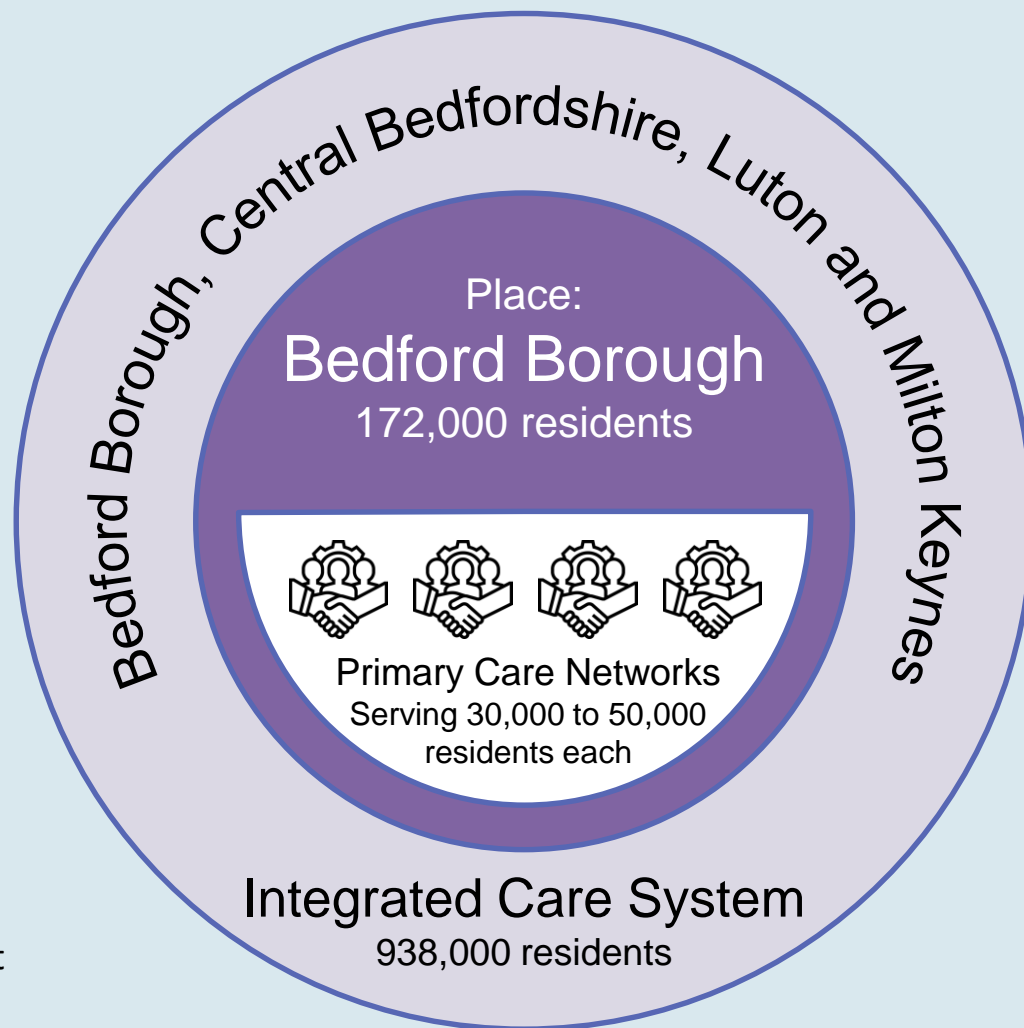
- The Health and Care Transformation Officer Group reports to the Bedford Borough Health and Wellbeing Board
- The Group has no formal decision making powers and members are responsible for ensuring that decisions are taken through their appropriate organisational governance processes

Resources

- The work of the Health and Care Transformation Officer Group will be undertaken within existing resources. External funding opportunities will be sought where relevant.

Primary Care Networks – the building blocks of the Integrated Care System

- Primary Care Networks (PCNs) are groups of GP practices that have come together to serve populations of around 30,000 to 50,000 people. The final configuration of the PCNs is subject to local agreement.
- GPs will work closely with specialists from community, mental health, social care and voluntary services, as well as residents, to understand local needs and ensure that health and care services are organised around the needs of individuals.
- Place will support the development of the PCNs, and will perform those tasks which are best done at Place.
- The Integrated Care System will support the Place and the PCNs, only performing those tasks which cannot be performed at Place or PCN level.



Our priorities for Bedford Borough

Our plan has three high level priorities:

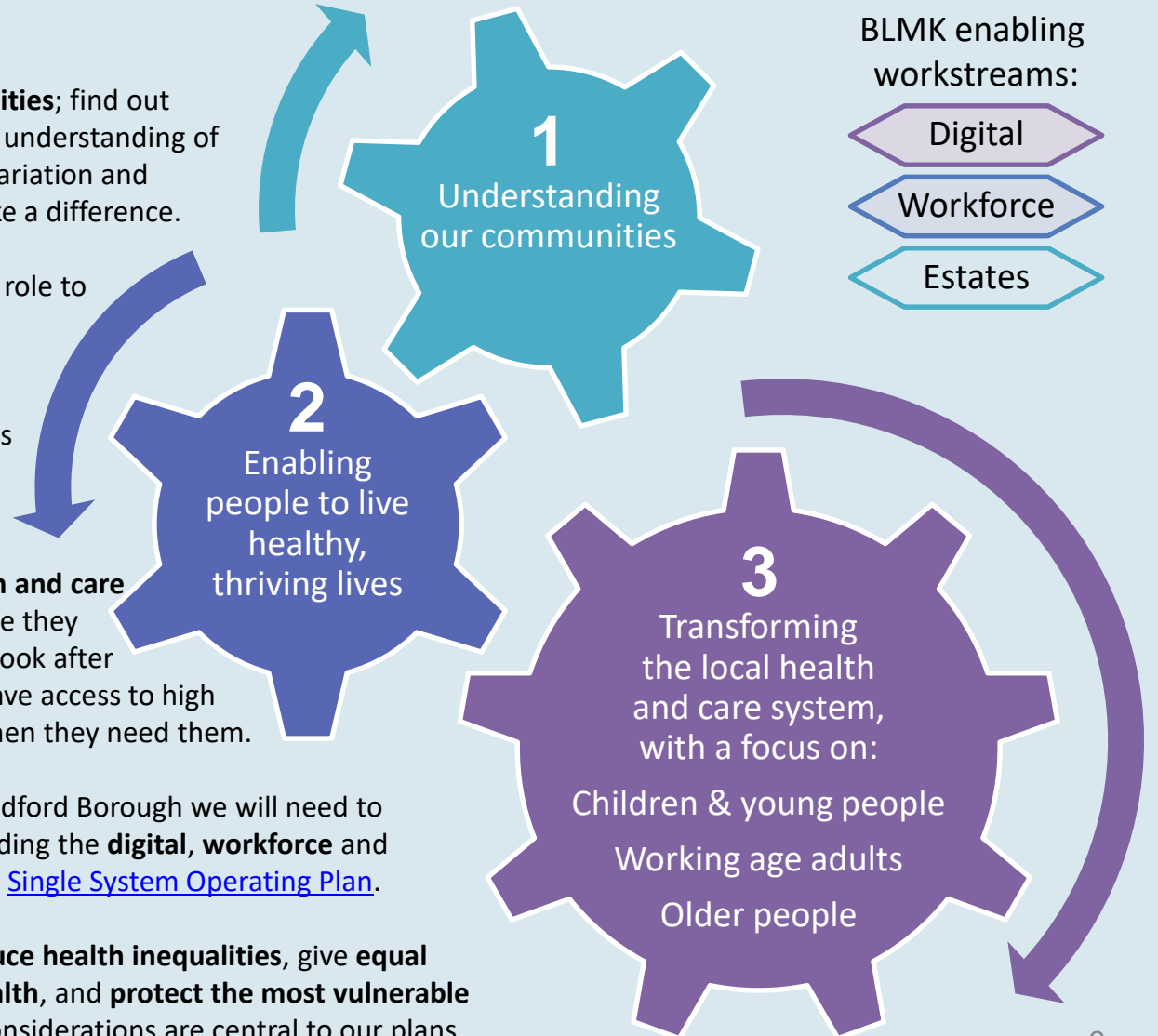
First, we must **understand our communities**; find out what matters to them, and improve our understanding of what drives poor health, unwarranted variation and demand for services so that we can make a difference.

Second, we recognise that we all have a role to play in **enabling people to live healthy, thriving lives**. This includes prioritising prevention in all our services, but also measures to address wider determinants of health such as encouraging inclusive employment practices.

Third, we will **transform the local health and care system**; working with residents to ensure they have the knowledge and confidence to look after their own health where possible, and have access to high quality local health and care services when they need them.

In order to achieve our ambitions for Bedford Borough we will need to engage with BLMK-wide initiatives including the **digital, workforce** and **estates** programmes as described in the [Single System Operating Plan](#).

In everything we do we will seek to **reduce health inequalities**, give **equal prominence to mental and physical health**, and **protect the most vulnerable from abuse** by ensuring safeguarding considerations are central to our plans.



Our priorities for Bedford Borough

Short Term *Year 1*

- Engage with communities to understand what is important to them and co-produce solutions (F)
- Develop a better understanding of the factors driving demand growth in the local health and care system (F)
- Use the Joint Strategic Needs Assessment process to understand our population health and wellbeing needs and our community assets (F)
- Work with the BLMK ICS team to produce population growth and service demand forecasts (C)
- Continuously review the system capacity plan for Bedford Borough (M)
- Combine and analyse primary care and secondary care data to ensure that long term conditions strategies reflect local population needs (M)
- Undertake an all ages mental health needs assessment (M)

Medium Term *Years 2-5*

- Continue to engage with communities to understand what is important to them and co-produce solutions
- Undertake an all ages needs assessment for people with learning disabilities and autism
- Undertake an all ages carers' needs assessment
- Undertake analysis to understand the local drivers of health inequalities



Our priorities for Bedford Borough

Short Term Year 1

- Work collaboratively to implement the [Population Health Framework for Healthcare Providers](#) (F), including actions to:
 - Improve community health and reduce inequalities by acting as an [anchor institution](#)
 - Prioritise prevention and health improvement and promote a healthy environment for service users and the workforce
- Increase referrals to local behaviour change services, with particular focus on pregnant women and people with long term physical and mental health conditions (F)
- Increase the uptake of routine screening, immunisations and NHS Health Checks by addressing unwarranted variation and inequalities (F)
- Oversee local delivery of the BLMK Suicide Prevention Plan (C)
- Ensure professionals make timely referrals to Early Help and social care services (M)
- Increase the number of looked after children who receive annual health and dental checks (M)
- Increase the opportunities for Community Wellbeing Champions to prevent and delay the onset of health and care needs for as long as possible by using a community assets and strengths based approach (M)
- Ensure PCN Community Wellbeing Champions (social prescribing link workers) are aligned to the Bedford Borough Community Referral Service (social prescribing service) (M)
- Increase the number of annual physical health checks completed for people with severe mental illness (M)
- Address the wider determinants of health by delivering the objectives of the Joint Health and Wellbeing Strategy (M)

Medium Term Years 2-5

- Continue to address the wider determinants of health by delivering the objectives of the Joint Health and Wellbeing Strategy
- Support a 'whole systems' approach to reducing childhood obesity
- Increase the number of annual physical health checks completed for people with learning disabilities
- Support communities to engage in local action to help themselves and others stay well by developing a social movement programme
- Develop and implement a self-care strategy to enable individuals and families to stay well and look after their own health
- Initiate smoking cessation programmes in secondary care, including maternity and mental health
- Develop an action plan to reduce health inequalities



Our priorities for Bedford Borough

Short Term Year 1

- Oversee development of the PCNs, including(F):
 - Delivery of PCN services including extended hours and shared roles (clinical pharmacist and social prescribing link worker)
 - Sharing of information and services between practices
 - Increased use of population health management tools to inform new care models and deliver service improvements
- Work with the voluntary sector (F) to:
 - Ensure a collaborative and intuitive approach to improve outcomes and enable early help for people, including carers, to maintain independence and to live in their own homes
 - Anticipate and prevent carer breakdown
- Work together to address the immediate pressures facing the local health and care system, including winter pressures (M)
- Support the development of the hospital to meet the growing demand for acute services including the merger with the L&D hospital, ensuring that these services are provided locally wherever possible (M)
- Support the development of a 'Same day Emergency Admissions Unit' to prevent unnecessary hospital admissions (M)
- Oversee the A&E Delivery Board Plan and ensure its delivery (M)
- Evaluate the impact of proactive identification and management of high intensity users (M)
- Evaluate the GP Online Consultations pilot (M)
- Improve the sharing of the SystmOne patient record between partner organisations (M)
- Ensure personalisation is central to service transformation (M)
- Oversee the primary care hub development programme (M)
- Continue to link NHS 111 to primary care services to ensure patients can be directly booked into appropriate services (M)

Medium Term Years 2-5

- Implement the anticipated PCN Access Model
- Develop and implement a suite of population health management activities at PCN and place, targeting a range of population groups
- Contribute to BLMK-wide workforce planning, ensuring we have the right mix of people, skills and experience



Our priorities for Bedford Borough

Short Term Year 1

- Oversee local implementation of the BLMK Local Maternity System plan to improve safety, choice and personalisation of services (C), including:
 - Ensuring the new perinatal mental health service is effective and embedded within the perinatal mental health pathway
- Oversee local implementation of the BLMK Children and Young People Commissioning Strategy (C), including:
 - Ensuring coordinated multi-disciplinary support for more vulnerable children and families with complex needs, with an adverse childhood experience and trauma-informed approach
- Oversee local implementation of the Urgent Care Strategy for Children and Young People (C), including:
 - Redevelopment and expansion of the children's A&E service
- Ensure the forthcoming school-based mental health workforce is integrated effectively with school nursing and primary care services (C)
- Oversee improvements to the eating disorders pathway (M)
- Embed the [KOOOTH](#) online counselling and emotional wellbeing platform and promote via schools and other frontline professionals (M)
- Expand services and provide faster access to community and crisis mental health services for children and young people (M)
- Support the work of the Special Educational Needs and Disabilities (SEND) Improvement Board in delivery of the SEND Joint Action Plan (M), including:
 - Improving outcomes for children with autism
 - Improving access to speech and language therapy
 - Continue to develop and promote the [Local Offer](#) website

Medium Term Years 2-5

- Evaluate the impact of the [KOOOTH](#) platform on service use and young people's wellbeing
- Oversee Year 2 implementation of the BLMK Children and Young People Strategy
- Address the findings of the learning disabilities and autism needs assessment for children and young people
- Consider the need for mental health inpatient provision for adolescents closer to home



Our priorities for Bedford Borough

Short Term

Year 1

- Reduce unwarranted variation in treatment and outcomes for cardiovascular disease, diabetes and respiratory disease (F)
- Contribute to the development of a BLMK-wide strategy for patients with long term conditions (C)
- Work with the BLMK Cancer Board to implement best practice pathways for Breast, Lung, Colorectal and Urology services, including 7 day access to diagnostic services (C)
- Prevention Programme and the Diabetes Treatment & Care Programme (M)
- Implement the Five Year Forward View for Mental Health (M), including:
 - Development and implementation of a plan to improve mental health crisis care including faster access to community and crisis mental health services for adults
 - Integration of mental health and psychological support with services for people with long terms conditions
- Address the causes of poor health and preventable death in adults with a learning disability and/or autism (M)
- Continue under the Transforming Care Programme to improve health and care services for people with learning disabilities, autism and/or behaviours which may be complex in nature, so that more people can live in the community, with the right support, close to home (M)
- Redesign outpatient services to increase access in primary care settings, for example teledermatology (M)
- Evaluate and re-design the care pathways for long term conditions and musculoskeletal conditions (M)

Medium Term

Years 2-5

- Continue to work with the BLMK Cancer Board to improve pathways and outcomes
- Support more people with physical and mental long term conditions, learning disabilities and autism into employment through apprenticeship schemes
- Improve access to health and care services for people who are homeless or rough sleeping or at risk

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Transforming health and care for working age adults

Our priorities for Bedford Borough

Short Term Year 1

- Ensure that interventions that support older people with frailty and disabilities to remain independent are integral to the Primary Care Network model (F)
- Implement year 1 of Falls and Fragility Fracture Prevention Strategy (F)
- Participate in the BLMK-wide stroke services review (C)
- Implement and evaluate a range of interventions in care homes (M) including:
 - Review the impact of the Enhanced Care in Care Homes Programme
 - Deliver and evaluate Care Home Hydration project
 - Establish care home manager networks and care home nurse networks
 - Review WiFi and SystemOne access in Care Homes
 - Evaluate the Remote Monitoring in Care Homes pilot
 - Establish care home champions for dementia and end of life care
- Improve digital links with the hospital to enable shared care, prevention of admissions and effective discharge (M)
- Increase the local detection rate for dementia (M)
- Work with the Fire and Rescue Service to ensure people with dementia and their carers remain safe (M)
- Embed the Compassionate Communities initiative and increase the number of end of life Advanced Care Plans completed (M)
- Accelerate the roll out of Personal Health Budgets to give people greater choice and control over how care is planned and delivered, with particular emphasis on Section 117 aftercare for individuals with mental health needs (M)

Medium Term Years 2-5

- Continue to implement the Falls and Fragility Fracture Prevention Strategy
- Continue to transform community services, embedding new pathways and strengthening existing services, through the joint contract between the Council and the CCG
- Deliver the End of Life Strategy, including:
 - An education programme to improve workforce skills and competencies
 - Improved communication through the Electronic Palliative Care Coordination System, Advanced Care Planning and Do Not Attempt Cardio-pulmonary Resuscitation orders



Appendix 1. Related plans and strategies

Related plans and strategies (1)

Plan or Strategy	Vision / ambition	Accountable to
Bedford Borough Joint Health and Wellbeing Strategy 2018-2023	Residents are able to live healthy and independent lives, in strong and safe communities, with easy access to high quality and efficient public services when they need them.	Bedford Borough Health and Wellbeing Board
Children, Young People and their Families Plan 2016 to 2020	To give all children and young people, including those with special educational needs and disabilities, firm foundations in life, through a strong network of family, carers, friends, schools and wider communities, with the earliest support and best education that can be offered throughout their lifetime.	Bedford Borough Health and Wellbeing Board
Better Care Fund Narrative Plan 2017-2019	All adults are able to live healthy, safe lives, and are provided with the opportunities to realise their full potential; and all adults have the support they require to lead healthy and independent lives and receive timely access to high quality, appropriate health and social care	Bedford Borough Health and Wellbeing Board
Bedfordshire CCG and Bedford Borough Out of Hospital Strategy 2017/18 to 2022/23	Our vision is for the people of Bedford Borough to have access to good quality, safe, local health and social care across its towns and rural areas.	Bedford Borough Health and Wellbeing Board
Bedford Borough Joint Special Educational Needs and Disabilities Strategy 2019-2022	Children with special educational needs and disabilities achieve well and fulfil their potential in their early years, at school and college, through transition to adulthood, have equal life chances and lead happy, healthy and fulfilled lives.	Bedford Borough Health and Wellbeing Board
Bedford Borough Children's Services Strategy 2019-2022	Putting children, young people and families at the heart of everything we do.	Bedford Borough Executive
Bedford Borough Early Years Strategy 2018-2021	We are committed to putting the needs of children and families at the centre of everything we do. We believe that working together with families, communities and partner agencies in an integrated way will deliver high quality early years services which will meet the needs of all our children. Bedford's youngest children deserve the best start and we will put quality at the heart of our services.	Bedford Borough Executive
Bedford Borough Early Help and Intervention Strategy 2018-2021	Our shared vision is to give all children and young people firm foundations in life, through a strong network of family, friends and communities, with the earliest and best support that can be offered to build capacity and resilience.	Bedford Borough Executive
Looked After Children and Care Leavers Strategy 2019-2022	It is the vision of Bedford Borough Council for all of our children and young people to be provided with a safe and dependable foundation from which they can grow and achieve.	Bedford Borough Executive

Related plans and strategies (2)

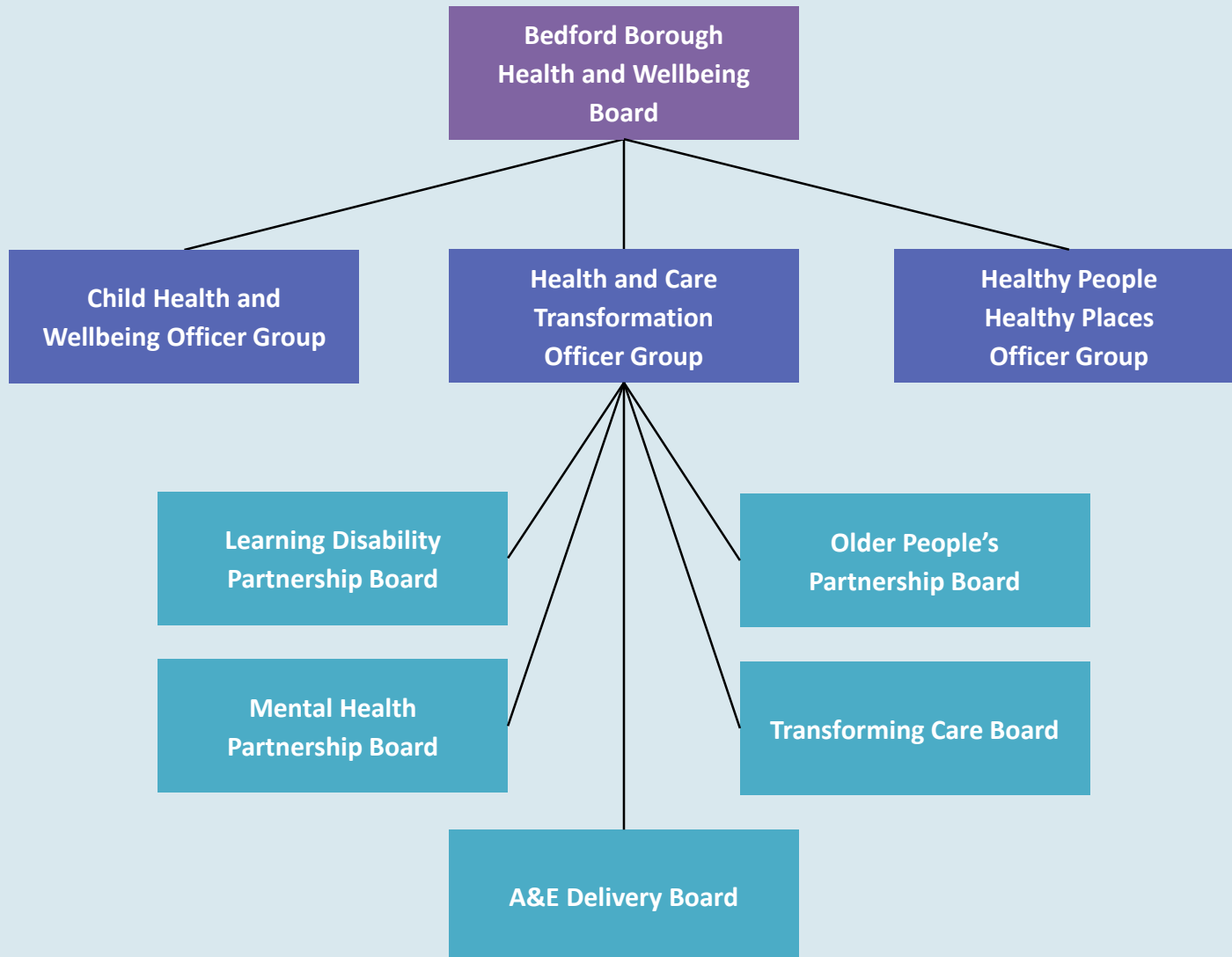
Plan or Strategy	Vision / ambition	Accountable to
Bedford Borough Council Adult Services Directorate Plan 2018-2021	A Borough where people, particularly the most vulnerable are able to lead happy, independent lives and fulfil their potential. Bedford Borough Council is committed to maintaining safe and effective services for individuals, their carer's, older people, those with frailty and those with disability and special needs. The Directorate is central to the delivery of this ambition.	Bedford Borough Executive
Adult Services Market Position Statement 2018	This Market Position Statement is intended to help identify what the current and future demand for care and support looks like and to act as a starting point for discussions between the Council and service providers.	Bedford Borough Executive
Care and Support Accommodation Strategy	This strategy forms part of an overarching Care and Support Accommodation Strategy and has been developed to ensure that it is deliverable within the resources available to the Council. However, this strategy is a working strategy and may be reviewed during its lifetime to meet needs and changes within Bedford Borough.	Bedford Borough Executive
Homelessness Strategy 2016-2021	The Homelessness Strategy has 3 fundamental themes. These are: - 1. Prevention - the prevention of homelessness. 2. Support - the provision of effective support to people who are homeless or those at risk of homelessness. 3. Supply - to ensure that there is sufficient supply of accommodation for those at risk of homelessness and those who are homeless.	Bedford Borough Executive
Bedford Borough Council Strategy to tackle the causes and effects of Domestic Abuse 2017-2020	The overall vision of the strategy is to create a society in Bedford Borough where domestic abuse is not tolerated, and to reduce the level and impact of incidents in the Council area. This strategy provides a framework with shared definitions, understanding and action points. It will allow agencies to co-ordinate and collaborate to ensure that women and children and all those affected by domestic abuse will receive better protection and support and challenge and prevent incidents.	Bedford Borough Executive
Learning Disabilities Accommodation Strategy 2017-2022	A key aim in producing this document is to enable people who have a Learning Disability to have choice and control, to live as independently as possible as part of the community, to live in the right home for them with the right support, and to be healthy and safe.	Bedford Borough Executive
Mental Health Accommodation Strategy 2018-2023	This strategy sets out the Council's aims in meeting the accommodation needs of people with mental health needs. The strategy considers the role housing, health and social care provision has to play in an integrated approach to providing access to accommodation that is sustainable, affordable, addresses the needs of those with a mental health illness and supports the wellbeing of the Bedford Borough community.	Bedford Borough Executive
Preparing for Adulthood Protocol	It is our vision to give all Bedford Borough young people with special educational needs and/or disabilities the best chance to lead fulfilling and meaningful lives as they move in to adulthood. We recognise that to achieve this we need effective joint working across partner agencies and we need to ensure that young people and their parents/carers are at the heart of the process.	Bedford Borough Executive
Older Persons Accommodation Strategy 2018-2023	There remains an emphasis on sustaining people at home for as long as possible and where possible for the provision of extra care housing to accommodate the forecast increase in demand. It is important to ensure the suitability of accommodation and to consider preventative means to enable Older Persons to live independently for as long as is feasible.	Bedford Borough Executive

Related plans and strategies (3)

Plan or Strategy	Vision / ambition	Accountable to
Safeguarding Adults Multi Agency Policy and Procedures	This multi-agency guidance has been compiled for the Safeguarding Adults Board. Its purpose is to enable all agencies to achieve consistent and robust arrangements for safeguarding people with care and support needs and to implement effective safeguarding plans which minimise risks of harm and adopt a zero tolerance approach to abuse, maltreatment and neglect . It is everybody’s responsibility to report abuse wherever it is seen, suspected or reported. Safeguarding is a vital part of our responsibilities. It is more than just adult protection; it is about protecting the safety, independence and wellbeing of people with care and support needs.	Safeguarding Partnership Board
BLMK ICS Single Operating Plan	We are working together to improve the health and wellbeing of the people living in Bedfordshire, Luton and Milton Keynes, and are responsible for making sure people get the information, support and access to services they need to live healthy lives for as long as possible.	Bedford Borough Health and Wellbeing Board
BLMK Commissioning Intentions 2019/20	This document provides the context for constructive engagement with providers, partners and other stakeholders with a view to achieving the shared goal of improved patient outcomes and service improvement within the fixed resources available.	Bedfordshire CCG Governing Body
BLMK Local Transformation Plan – Mental and Emotional Wellbeing 2018/19	BLMK is committed to the ongoing transformation of children and young persons’ mental health services and we are committed to improving access to quality services for children and young people and those who care for them.	Bedfordshire CCG Governing Body
Bedford Hospital Trust 3 Year Plan, 2019-2021	Our Vision is to provide excellent hospital and integrated care services to the people of Bedfordshire.	Bedford Hospital Trust Board
Bedfordshire CCG Operational Plan 2019-20	<p>As a CCG our key ambitions are:</p> <ul style="list-style-type: none"> - Securing additional years of life for people with treatable mental and physical health conditions through self-care, prevention and early detection; - Improving the health-related quality of life of our residents with one or more long term condition, including mental health conditions; - Reducing the amount of time people spend avoidably in hospital through better and more cohesive care in the community, outside of hospital; - Increasing the number of people having a positive experience of hospital care; - Increasing the number of people with mental and physical conditions having a positive experience of care outside hospital, in general practice and in the community. 	Bedfordshire CCG Governing Body

Appendix 2.
Bedford Borough Health and Care
Transformation Officer Group Governance

Bedford Borough Health and Care Transformation Officer Group Governance



Appendix 3.
Year 1 implementation plan with SMART actions

Year 1 Implementation Plan - SMART action log

1 – Understanding our communities

Objective	Action	Anticipated Outcome (KPIs where available)	Nominated Lead(s)	Target Date	RAG	Current status
Engage with communities to understand what is important to them and co-produce solutions	1.1. Lead the Bedford Borough element of the Building Healthier Partnerships (BHP), involving a local community and the voluntary sector	Greater coherence and sustainability of the role of voluntary sector within ICS programmes	Muriel Scott	March 2020	G	The BHP steering group met for the first time in July and agreed that the project will focus on a 'natural community' in each 'place'.
Develop a better understanding of the factors driving demand growth in the local health and care system	1.2. Receive a report from the A&E Delivery Board on the findings and learning from the System Assessment Days; consider the next steps and implications for partner organisations	Better understanding of the characteristics of patients attending A&E and recommendations for improving the urgent care pathway	Stephen Conroy	Oct 2019	G	The System Assessment Day was held in May, with subsequent review and feedback sessions. An evaluation report was produced in July.
Use the Joint Strategic Needs Assessment process to understand our population health and wellbeing needs and our community assets	1.3. Receive a report from the Public Health team on the findings from the JSNA Annual Summary	Partners have a clearer understanding of the wider health and wellbeing needs of the local population	Muriel Scott	Oct 2019	G	The annual JSNA summary was presented at the June Health and Wellbeing Board meeting.

Red: Significant issues are preventing progress
Green: The action is progressing satisfactorily

Amber: Issues have been identified but these are being managed
Blue: The action has been completed or closed

Year 1 Implementation Plan - SMART action log

2 – Enabling people to live healthy, thriving lives

Objective	Action	Anticipated Outcome (KPIs where available)	Nominated Lead(s)	Target Date	RAG	Current status
Work collaboratively to implement the Population Health Framework for Healthcare Providers	2.1. Convene a workshop with local healthcare providers to review the framework and agree areas for action.	Improved health and wellbeing for staff, patients and local communities. Specific outcomes will be dependent on agreed actions	Stephen Conroy, Paul Calaminus	Oct 2019	G	
Increase referrals to local behaviour change services	2.2. Implement a revised maternal healthy weight service	Increase uptake of the maternal healthy weight service and improve outcomes for mothers and babies	Muriel Scott, Stephen Conroy	March 2020	G	
Increase referrals to local behaviour change services	2.3. Ensure pathways to behaviour change services are considered as part of PCN development	PCN- and practice-level data will enable focused actions to be developed	Muriel Scott, Roshan Jayalath, Mike Thompson	Jan 2020	G	
Increase referrals to local behaviour change services	2.4. Receive an update on the work to increase the proportion of patients with severe mental illness who have received a physical health check	Increased proportion of people with severe mental illness have a recorded annual physical health check	Roshan Jayalath, Paul Calaminus	Nov 2019	G	
Increase the uptake of routine screening, immunisations and NHS Health Checks by addressing unwarranted variation and inequalities	2.5. Produce PCN-level profiles for screening, immunisations and NHS Health Checks to inform a meeting with the Clinical Directors	PCN- and practice-level data will enable focused actions to be developed	Muriel Scott, Roshan Jayalath	Nov 2019	G	
Oversee local delivery of the BLMK Suicide Prevention Plan	2.6. Invite the BLMK Suicide Prevention lead to present the Plan and consider the implications and actions for Bedford Borough partners	To reduce the rate of suicides in line with national and local ambitions	Muriel Scott	Oct 2019	G	

Red: Significant issues are preventing progress
Green: The action is progressing satisfactorily

Amber: Issues have been identified but these are being managed
Blue: The action has been completed or closed

Year 1 Implementation Plan - SMART action log

3a – Transforming the local health and care system

Objective	Action	Anticipated Outcome (KPIs where available)	Nominated Lead(s)	Target Date	RAG	Current status
Oversee development of the Primary Care Networks	3a.1. Deliver PCN services including extended hours and shared roles: clinical pharmacist and social prescribing link worker	From 1 July 2019 PCNs to be agreed and delivering services including extended hours; and Practices able to claim 100% reimbursement for additional Social Prescribers and 70% for additional Clinical Pharmacists.	Roshan Jayalath, Mike Thompson	July 2019	A	PCN configuration still to be agreed. Reimbursable role claims are being received.
Oversee development of the Primary Care Networks	3a.2. Develop sharing of information and services	Appropriate data / information sharing agreements to be in place by July 2019. Further development of information / record sharing to be started by October 2019.	Roshan Jayalath, Mike Thompson	July 2019	G	Data / information sharing agreements are in place and work is being agreed through the Information Sharing Phase 1 Programme to support further development.
Oversee development of the Primary Care Networks	3a.3. Increase the use of population health management tools, including population segmentation, to inform new care models and deliver service improvements	PCNs are able to access population health data which is used to segment their populations and identify population cohorts for service improvements	Muriel Scott, Roshan Jayalath, Mike Thompson	March 2020	G	All PCNs have access to basic population segmentation. Other PHM tools are being developed through the BCCG and BLMK PHM groups.
Work with the voluntary sector to: ensure a collaborative and intuitive approach to improve outcomes and enable early help for people, including carers to maintain independence and to live in their own homes; also, to anticipate and prevent carer breakdown	3a.4. Increase the signposting of community assets through web based and use of Directory of Services. Increase and support further pilot areas for Local Area Coordination with current provider, and nurture links across third sector agencies .	Early help offer is more widely understood, those on the fringe of care services are supported through an asset based approach in the community to address concerns and to receive support at the earliest opportunity, preventing escalation of needs arising and promoting maintenance of independence.	Kate Walker	Ongoing - review March 2020	G	

Red: Significant issues are preventing progress
Green: The action is progressing satisfactorily

Amber: Issues have been identified but these are being managed
Blue: The action has been completed or closed

Year 1 Implementation Plan - SMART action log

3b – Transforming health and care for children and young people

Objective	Action	Anticipated Outcome (KPIs where available)	Nominated Lead(s)	Target Date	RAG	Current status
Oversee local implementation of the BLMK Local Maternity System plan to improve safety, choice and personalisation of services	3b.1. Seek an update on the new perinatal mental health service to ensure that it is effective and embedded within the perinatal mental health pathway	New mothers in Bedford Borough have timely access to specialist perinatal mental health support when required	Paul Calaminus	Dec 2019	G	
Ensure the forthcoming school-based mental health workforce is integrated effectively with school nursing and primary care services	3b.2. Ensure the forthcoming Mental Health School Team “MHST” is fully aligned to the CAMHS School Teams and compliments the existing pathways and relationships within the school nursing clusters by adopting a whole systems approach	Vulnerable young people presenting at risk of exclusion within mainstream schools receive dedicated, assertive emotional health support in school settings to minimise exclusions, therefore increasing educational and wellbeing outcomes among this high-risk group	Paul Calaminus	March 2020	G	
Oversee local implementation of the BLMK Children and Young People Commissioning Strategy	3b.3. Seek an update on the Strategy and how it will ensure a coordinated multi-disciplinary support for more vulnerable children and families with complex needs, with an adverse childhood experience and trauma-informed approach	Vulnerable children and families with complex needs are able to access co-ordinated, trauma informed support	Mike Thompson	Dec 2019	G	
Oversee local implementation of the Urgent Care Strategy for Children and Young People	3b.4. Receive a presentation on the Urgent Care Strategy for Children and Young people and consider the implications and actions for Bedford Borough partners	Specific outcomes will depend on the aims of the strategy	Mike Thompson	Oct 2019	G	Presentation confirmed for the October 2019 meeting.

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Green: The action is progressing satisfactorily

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Blue: The action has been completed or closed

Year 1 Implementation Plan - SMART action log

3c – Transforming health and care for working age adults

Objective	Action	Anticipated Outcome (KPIs where available)	Nominated Lead(s)	Target Date	RAG	Current status
Reduce unwarranted variation in treatment and outcomes for cardiovascular disease, diabetes and respiratory disease	3c.1. Seek an update from the BLMK CVD lead on local variation and implement actions within PCNs to address this	Reduced variation and reduced inequalities in cardiovascular diagnosis and treatment standards	Roshan Jayalath, Mike Thompson, Muriel Scott	March 2020	G	
Reduce unwarranted variation in treatment and outcomes for cardiovascular disease, diabetes and respiratory disease	3c.2. Seek an update on the implementation of Improving Access to Psychological Therapies (IAPT) in long term condition management	Access to IAPT will improve self-efficacy and long term condition management	Mike Thompson, Paul Calaminus	March 2020	G	
Contribute to the development of a BLMK-wide strategy for patients with long term conditions	3c.3. Receive and contribute to an early draft of the BLMK Long Term Conditions Strategy	The needs and priorities of Bedford Borough residents are addressed in the BLMK-wide strategy	Mike Thompson	Dec 2020	G	
Work with the BLMK Cancer Board to implement best practice pathways for Breast, Lung, Colorectal and Urology services	3c.4. Receive a presentation from the BLMK Cancer lead on the plans for cancer pathways and consider the implications and actions for Bedford Borough partners	Specific outcomes will depend on the detail of the BLMK-wide cancer plans	Stephen Conroy	Dec 2020	G	

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Green: The action is progressing satisfactorily

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Blue: The action has been completed or closed

Year 1 Implementation Plan - SMART action log

3d – Transforming health and care for older people

Objective	Action	Anticipated Outcome (KPIs where available)	Nominated Lead(s)	Target Date	RAG	Current status
Ensure that interventions that support older people with frailty and disabilities to remain independent are integral to the Primary Care Network model	<p>3d.1. Multi-disciplinary approach to be taken by all partners (health and social care) to support out of hospital care and support</p> <p>Reablement and Rehabilitation Services firmly co- located and first choice principle at discharge where appropriate</p> <p>Focus on wellbeing and preventative approaches and where possible self care principles as a priority</p>	<p>‘Discharge to assess’ model at BHT implemented, supported by health and social care community services</p> <p>Out of hospital activities to reduce non elective admission for frail and elderly people from care homes and own homes.</p>	Kate Walker	Ongoing - review March 2020	G	
Implement year 1 of Falls and Fragility Fracture Prevention Strategy	3d.2. Receive an update on the falls and Fragility Fracture Prevention Strategy and consider the implications and actions for Bedford Borough partners	Specific outcomes will depend on the aims of the strategy	Mike Thompson	March 2020	G	
Participate in the BLMK-wide stroke services review	3d.3. Participate in the BLMK-wide stroke services review	The needs and priorities of Bedford Borough residents are addressed in the BLMK-wide strategy	Mike Thompson	Dec 2019	G	

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