


Agenda Item: 8.0

<p><i>Governing Body</i> <i>held in public</i></p>	<p><i>Report</i> Date of Meeting:</p>
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Report Title	NHS Long Term Plan Implementation Framework & Gap Analysis		
Report Authors	Presented By	Responsible Director	
Penny Emerson – Programme Director BLMK Alison Joyner – Associate Director of Strategy & Planning – MKCCG Liz Cox - Deputy Chief Finance Officer – LCCG	Geraint Davies	Geraint Davies – Director of System Commissioning Bedfordshire, Luton and Milton Keynes CCGs Signature: 	
Purpose for presenting report	This report sets out an update for the Board/Governing Body on the longer term operational planning requirements		
Action Required:	For noting and information		
Approval Route:	Officers Planning Group		
Further Assurance:	Ongoing updates with be provided during the course of the development of the LTP response process		
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	That the deadline for submission is missed, mitigated via project plan and gated deliverables monitored via officers planning group
Executive Summary	<p>The 'places' in BLMK: Bedford Borough, Central Bedfordshire, Luton and Milton Keynes are each developing detailed delivery plans for 2019/2020. These will also support, and will be a foundation for, the development of the BLMK ICS wide response to the NHS Long Term Plan¹ (LTP) which was published by NHS England in January this year. It provides the framework for longer term service redesign to reduce pressure across the NHS and improve care access and quality. In response, local systems, via either their constituent Sustainability & Transformation Partnership (STP) or Integrated Care System (ICS), are required to develop and agree local response plans by September 2019. Within BLMK ICS work is underway to achieve this and given the distinct nature of the four places making up BLMK, it has been agreed that a key element of the structure and shape of the response will be built up from local priorities and plans and closely tied into JSNA's & Health & Wellbeing Strategies.</p>

¹ NHS England: NHS Long Term Plan, January 2019.

Subject: NHS Long Term Plan Implementation Framework & Gap Analysis

Meeting: Board/Governing Body

Date of Meetings: Bedfordshire 18th July 2019
Luton CCG ~~xxx~~ July 2019
MK CCG 23rd July 2019

Report of: Geraint Davies – Director of System Commissioning
Bedfordshire, Luton and Milton Keynes CCGs
Alison Joyner – Associate Director of Strategy & Planning – MKCCG
Liz Cox - Deputy Chief Finance Officer – LCCG
Penny Emerson – Programme Director BLMK

Is this document:

Commercially Sensitive	N
For the Public or Private Agenda	Public
To be publically available via the CCG Website	Y

1. SUMMARY

This paper sets out an update for the Board/Governing Body on the following longer term operational planning requirements:-

- the publication of the Long Term Plan Implementation Framework by NHS England;
- a summary of the relevant CCG baseline position (Gap Analysis) against the deliverables & commitments outlined in the NHS Long Term Plan and
- progress in the development of BLMK ICS response to the Long Term Plan.

2. RECOMMENDATION

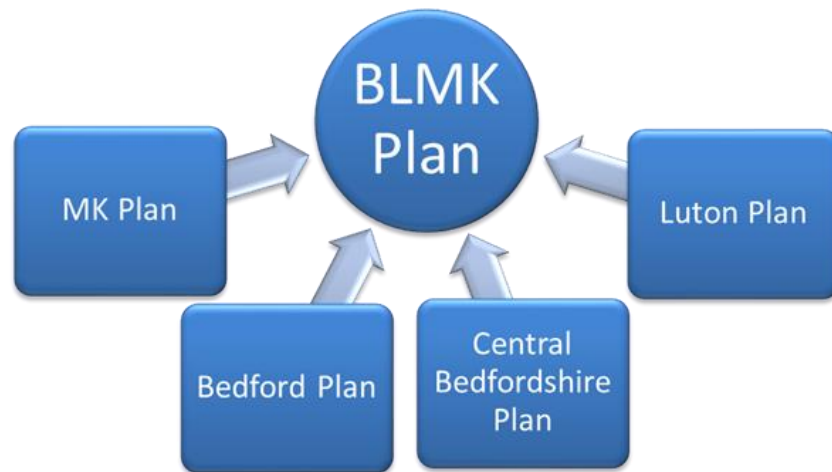
The BOARD/GOVERNING BODY is asked to:-

- Note the overall framework within which the Long Term Plan response needs to be prepared as outlined in Section 4.
- Receive the Indicative CCG Gap Analysis Summary as outlined in Section 5.
- Note the initial steps and timeframes for developing the ICS response to Long Term Plan by September 2019, as set out in Section 6

3. BACKGROUND

The 'places' in BLMK: Bedford Borough, Central Bedfordshire, Luton and Milton Keynes are each developing detailed delivery plans for 2019/2020. These will also support, and will be a foundation

for, the development of the BLMK ICS wide response to the NHS Long Term Plan² (LTP) which was published by NHS England in January this year. It provides the framework for longer term service redesign to reduce pressure across the NHS and improve care access and quality. In response, local systems, via either their constituent Sustainability & Transformation Partnership (STP) or Integrated Care System (ICS), are required to develop and agree local response plans by September 2019. Within BLMK ICS work is underway to achieve this and given the distinct nature of the four places making up BLMK, it has been agreed that a key element of the structure and shape of the response will be built up from local priorities and plans and closely tied into JSNA's & Health & Wellbeing Strategies.



This approach will enable us to develop an ICS wide longer term plan, which will be agreed by September 2019 and the emerging plan will be shared with relevant 'place' Health & Wellbeing Boards as set out in the diagram below. Broad timescales for completion of the Long Term Plan for BLMK ICS are set out below and it is expected that these will be co-produced and signed-off by Transformation Boards in Bedford & Luton and the Integration Board for Milton Keynes and will be delivered and monitored at local level.

² NHS England: NHS Long Term Plan, January 2019.



4. LTP IMPLEMENTATION FRAMEWORK

The NHS Long Term Plan Implementation Framework³ (the implementation framework) has now been published, providing further guidance and detailed timeframes for delivery. It requires system partners to create fully signed off five-year strategic plans by November 2019 covering the period 2019/20 to 2023/24. The Implementation Framework sits alongside NHS England's recently published briefing 'Designing integrated care systems (ICSs) in England'⁴. This section provides a brief overview of the implementation framework.

Key Points

- 1st submission to NHS England is due on 27th September, with a final submission due on 15th November.
- The plan needs to cover the period 2019/20 to 2023/24. These plans should be based on realistic workforce assumptions and deliver the commitments in the long term plan
- There will be two parts to the submission requirement;
 - A Strategy Delivery Plan (narrative, plus trajectories for delivery in some areas)
 - Supporting technical appendices including detailed template returns for workforce, finance and activity.
- The national bodies will use the aggregate assumptions within system plans to inform a national implementation plan to be published by the end of December.
- The implementation framework makes clear that each system plan will be unique as systems will have substantial freedoms to respond to local need and prioritise the pace of delivery for the majority of commitments.

³ NHS England: NHS Long Term Plan Implementation Framework, June 2019.

⁴ NHS England: Designing Integrated Care Systems (ICS) in England, June 2019

- However, it also states that some commitments are 'critical foundations' for service transformation and system development and that systems will need to demonstrate plans for organisational financial recovery.
- The implementation framework clearly asks systems to demonstrate how they will progress against the maturity matrix to become a 'developing ICS' in addition to delivering the commitments in the long term plan. It is anticipated that all systems will show how they will reach the 'mature' level by April 2021.
- Plans should set out capital investment priorities for capital budgets being agreed through the forthcoming Spending Review.
- System plans should expect to be developed in conjunction with Local Authorities and with consideration of the need to integrate with relevant Local Authority services.
- Some funding will be allocated on a fair shares basis, other funding will be targeted (either based on need or through a bidding process to be an early implementer).
- The National Patient Safety Strategy is being published in summer 2019 and our system plan is expected to respond to that.
- A range of headline metrics have been developed for monitoring delivery.

5. BASELINE POSITION (GAP ANALYSIS)

An initial review of the ambitions and deliverables outlined throughout the NHS LTP has been undertaken to inform the wider development of the individual 'place' elements, and to provide a BLMK baseline position from which the plan submission can respond. Current or planned initiatives and service changes, which potentially demonstrate local delivery against those listed in the plan, have now been captured in detailed and consistent form for each of the 4 Places. These have been identified and assessed through discussions with lead commissioners; local partners and shared with providers. Additionally comparison against BLMK Joint CCG Commissioning Intentions for 2019/20 and priorities being pursued by the ICS work streams have also been used to determine the baseline position.

For ease, an indicative summary of the CCG level Gap Analysis at is shown in Appendix A, These are currently being finalised for each of the BLMK CCGs and will be available shortly. This level of detail will now be used to inform the detailed development of the LTP response, and will provide a focus for a further level of engagement during July & August. An aggregated summary of all four Gap Analyses will be included in the final LTP response.

6. BLMK ICS RESPONSE – PROGRESS & NEXT STEPS

Requirements & Key Dates

ICS Systems are required to submit plans for delivery through to 2023/24. Initial plans will be submitted by 27th September 2019, with a final submission to follow by 15th November 2019. These plans will require two elements: a strategy delivery plan that sets out what will be delivered over the next five years, with a set of supporting technical material that underpins this delivery (e.g. workforce and activity plans).

In line with the new operating model, these plans will need to be agreed with regional teams, and will also need to demonstrate how plans have been clinically-led and developed with full engagement of local stakeholders.

Milestone	Date
Publication of the long term plan implementation framework	June 2019
Main technical and supporting guidance issued	July 2019
Initial system planning submission	End of September 2019
System plans agreed with system leads and regional teams	Mid November 2019
Further operational and technical guidance issued	December 2019
Publication of the national implementation programme for the long term plan	December 2019
First submission of draft operational plans	Early February 2020
Final submission of operational plans	By end March 2020

Engagement

Local Healthwatches' were funded by NHS England (via National Healthwatch) to engage with the public during the spring, around the aims and ambitions of the NHS LTP. This is with a view that feedback from the public, patients and service users will be used to inform the response plan. This engagement has fallen into two parts:-:

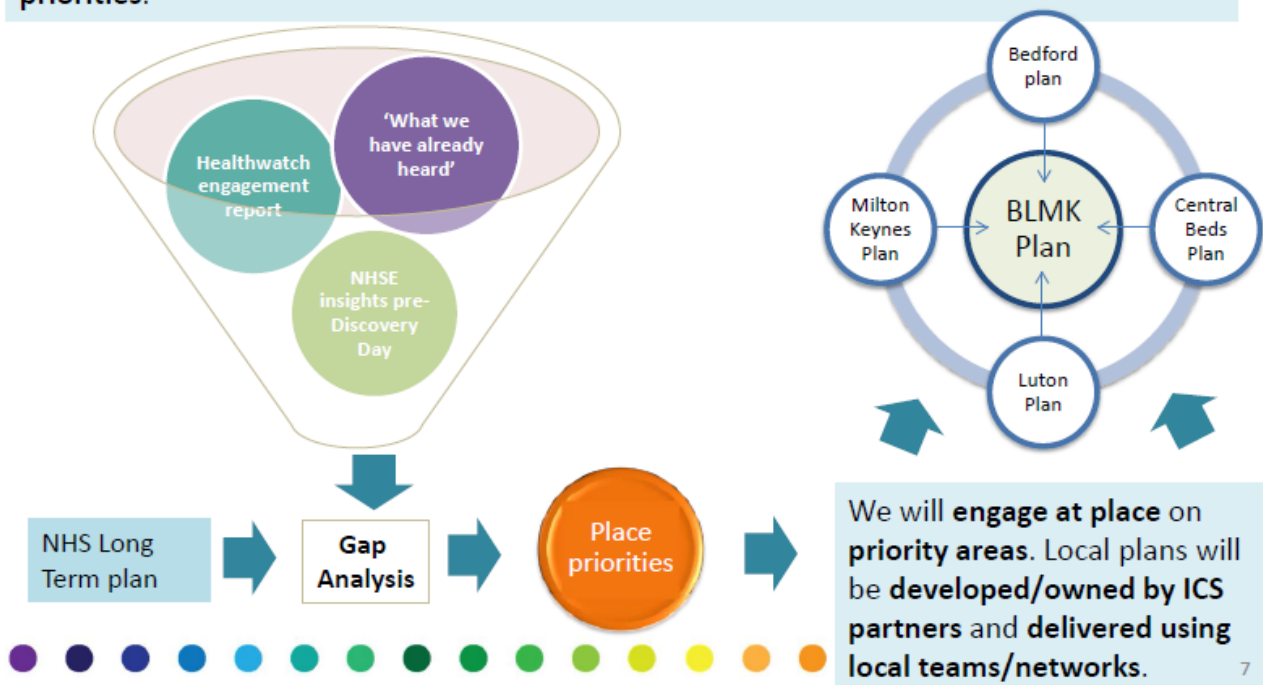
- encourage local people to complete 250 surveys online, with the option of a general and condition specific survey.
- run two focus groups with a minimum of 10 attendees, one with a general focus about the Long Term Plan, and one around a specific condition relating to the Long Term plan.

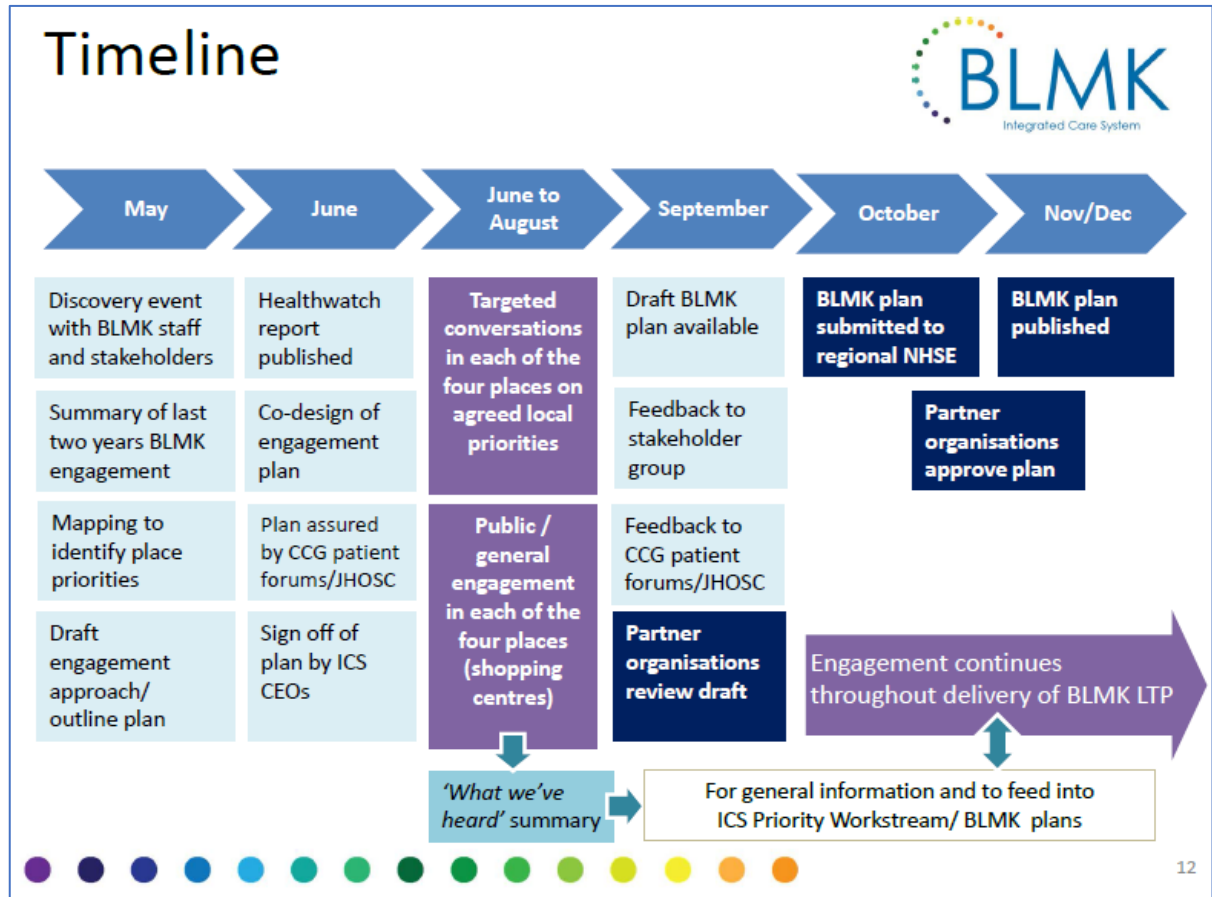
Following agreement across the BLMK ICS Healthwatch, partners agreed to run focus groups covering two specific conditions and priorities across the system, namely Mental Health and Cancer. A report containing the key messages from this engagement is due to be published in early July. Further additional engagement is also being organised across BLMK via Comms & Engagement leads, following discussion and agreement on the local approach which emerged from an initial engagement event held on 13th May. A summary of the approach is illustrated below

Engagement approach



Our BLMK health and wellbeing long term plan will be **informed and co-designed** by those living in this area and focus on **what matters 'at place'** for our populations as well as **local priorities**.





Governance

The process for sign off of the BLMK ICS LTP response is as follows:

1. Development of the LTP response will be led via the Planning Officers Group chaired by the Director of System Commissioning and ICS
2. A framework for the structure of our response has been developed by system planning leads for each of the CCGs and ICS and will be reviewed initially via the Planning Officers Group.
3. This will be approved via the Commissioning Collaborative Executive Committee, following socialisation at CEOs group and Transformation /Integration Boards for information.
4. Iterative draft LTP plans will be reviewed via the Planning Officers Group in line with the gated review dates highlighted in the LTP development project plan and socialised via the transformation and integration boards, CCG Governing Body meetings and CEO Group meetings.
5. Iterative drafts will also be shared with NHSE Regional colleagues in line with gated review dates highlighted in LTP development project plan.
6. Final sign off will be at Collaborative Commissioning Executive Meeting on behalf of NHS partners, following completion of the above process.

Appendix A

[See attached powerpoint slides]

Response to the NHS Long Term Plan

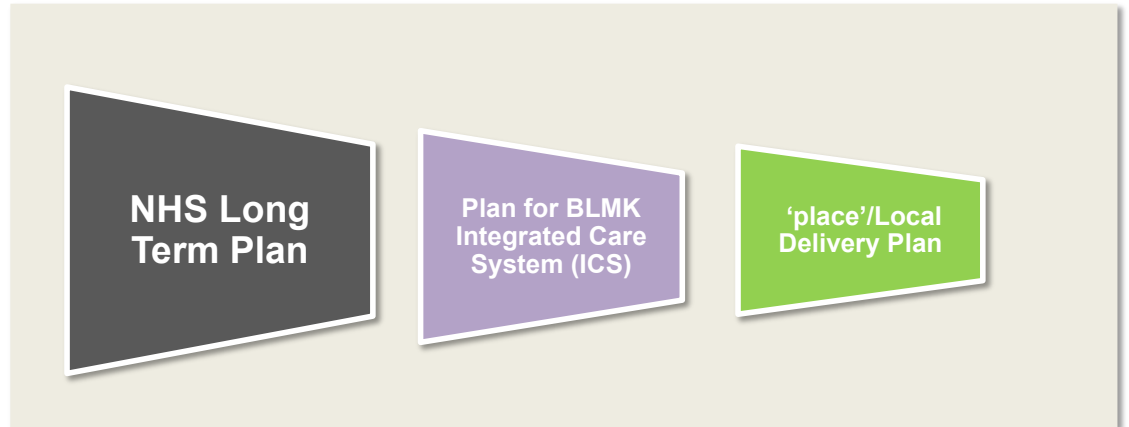
Gap Analysis Summary

Indicative Example only

July 2019






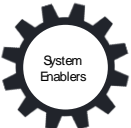


Strategic Context



Where are we starting from? – A Snapshot

Indicative Example Only

NHS 5 Year Long Term Plan	 Healthy communities and prevention	 Primary, & Out of Hospital Care	 Maternity, children and young people	 Major Health Conditions	 New Models of Care	 System Enablers
Lifelong Wellbeing' – out 10 year Health & Wellbeing Strategy	Starting Well para 2.10 Smoke-free Pregnancy Pathway para 2.23 reduce Health Inequalities		para 2.28 Continuity of Care model Maternity para 2.29 Specialist pregnancy Smoking Cessation para 3.10 Implement LMS Transformation Plan	para 3.9 50% reduction in Stillbirth, Maternal Mortality & SBI by 2025 para 3.38 Offer Cancer Genome Sequencing para 3.39 HPV Vaccinations for boys	para 1.9 Establish Primary Care Networks, with community MDT teams para 2.37 NHS to commission 3 rd Sector to support vulnerable groups para 5.26 Deploy Population Health Mgt solutions to support ICS (including at PCN level)	Deliver Digitally Enabled Primary & Outpatient Care Comprehensive Workforce Implementation Plan Robust Investment Planning for NHS (including blending H&SC Budgets)
	Living Well para 2.9 NHS Funded Smoking Cessation para 2.11 Universal Smoking Cessation Offer Specialist MH para 2.14 Primary Care Weight Mgt (Diabetes/Hypert) para 2.21 Reduce Air Pollution NHS Action para 3.54 Implement HPV screening	para 1.26 Implement Urgent Treatment Model of Care para 1.30 Same Day Emergency Care para 2.30 Increase in Health Checks for people with MH para 1.41 Roll out of Personal Health Budgets para 1.38 NHS Personalised Care model	para 3.26 Boost Investment in YPs Eating Disorder services para 3.27 Support for children in MH Crisis para 3.28 Embed MH Support in school/college para 3.29 new services for children with complex needs	para 3.59 Cancer Rapid Diagnostic Centres para 2.15 Diabetes Prevention Program para 2.17 Very Low Calorie Diets - Type 2 para 2.20 Alcohol Care Teams in hospital para 3.52 Increase proportion of cancers diagnosed at Stage 1 & 2 para 3.56 Extend Lung Health Checks pilots		
	Ageing Well para 1.20 Better support for people with Dementia	para 1.8 Improve Crisis Response Services para 1.15 Enhanced Health in Care Homes para 1.34 Getting people home without delay para 1.42 Personalise & improve EOL care		para 2.16 Diabetes Foot Care provision		

What are our key priorities from NHS Long Term Plan?

