

HEALTH AND WELLBEING BOARD		AGENDA ITEM No. 6
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NHS 5 YEAR STRATEGIC PLANNING 2014 - 2019

R E C O M M E N D A T I O N S	
FROM : Harper Brown, Director of Commissioning	Deadline date: N/A
The Board is asked to note this update on the development of the 5 Year Strategic Plan.	

1. PURPOSE

- 1.1 In November 2013 national guidance was issued requiring local health economies to produce 5 Year Strategic Plans for their local health economies. Cambridgeshire and Peterborough Clinical Commissioning Group (C&P CCG) was tasked, by NHS England, Monitor, the NHS Trust Development Authority (the national partners), with leading the development of a long term strategy and plan for services covering a five year period from 2014 to 2019 for Cambridgeshire & Peterborough. This paper provides an update on the process underway to develop this plan.
- 1.2 This report is for the Board to consider under its terms of reference No. 2.1 'to bring together the leaders of health and social care commissioners to develop common and shared approaches to improving the health and wellbeing of the community'.

2. BACKGROUND

- 2.1 The national partners wrote to all CCGs in November 2013 stating the following:

“The NHS faces an unprecedented level of future pressure....In order to respond to these significant challenges the NHS is likely to have to change; all parties - CCGs, foundation and non-foundation trusts - need to play a leading role. They must develop and implement bold and transformative long-term strategies and plans for their services, otherwise many will become financially unsustainable and the safety and quality of patient care will decline.”

- 2.2 The letter highlighted the following drivers for change:

- *ageing population*
- *increase in long-term conditions*
- *rising costs*
- *rising public expectations*
- *challenging financial environment*

2.3 As a result, the CCG is required to lead the production of a Strategic 5 Year Plan setting out a vision for the next five years and detailing the changes that need to take place within the system to deliver this vision by the end of 2018/19.

2.4 In addition, all provider organisations are required to produce their own plans for the same five year period and the CCG has a system leadership role to play, to ensure that the plans are coordinated and that the system works together to deliver the shared goal.

3. VISION, VALUES AND PRINCIPLES

3.1 CCG vision and values

3.1.1 The CCG's plan will reflect the CCG's vision and values. The CCG's vision is to be *'led locally by clinicians in partnership with their communities, commissioning quality services that ensure value for money and the best possible outcomes for those that use them'*.

3.1.2 The CCG's values are as follows:

- Patient focused: Our population, patients and their families are at the centre of our thoughts and actions, we will commission care tailored to their needs.
- Quality driven: We will constantly strive to be the best we can be as individuals and as an organisation and we will ensure that this is reflected in our commissioning decisions.
- Work locally: Through our Local Commissioning Groups working within their communities.
- Excellent: Our aim is to be an excellent organisation for our communities, clinicians and our staff.

3.2 Cambridgeshire and Peterborough Health and Social Care System vision and principles

3.2.1 The Cambridgeshire and Peterborough Health and Social Care system has agreed a vision and set of principles by all organisations will work together over the next five years. The vision is as follows:

- As a health and social care system in Cambridgeshire and Peterborough, we will operate in an integrated way, putting people's' best interests at the heart of all decision-making to achieve the best care outcomes for patients, their carers and the population. By working together in an open and transparent way, we, as commissioners and providers of care, aim to maximise the wellbeing of the population and provide the safest, highest quality care outcomes for residents and patients in our system. We aspire to commission and provide the safest, highest quality care and best service

experience within the resources available. We will seek to maximise the amount of care provided outside hospital as close to the person's home as possible.

3.2.2 The principles are set out below:

- Organise services around the person's clinical needs and not around organisational and professional specialties
- Integrate care to maximise continuity and safety for people across separate facilities and organisations
- Expand the geographic/population reach for specialties to ensure clinical and financial sustainability
- Measure costs and outcomes for each person and where possible, develop local pricing to reflect local costs
- Build enabling information flows and IT platforms to maximise efficiency and continuity of care
- Work together effectively, openly and transparently in best interests of individual's and public
- Maximise focus on prevention and anticipatory care to avoid unnecessary admissions and costs
- Allocate resources across time, place and person in way that maximises sustainability and reduces inequalities

4. EXTERNAL SUPPORT

4.1 The Cambridgeshire and Peterborough system has been identified by NHS England, Monitor and NHS Trust Development Authority (the national partners) as one of 11 challenged health economies. As a result additional support from external advisors will be provided to the system from April to June 2014.

4.2 The objective of the work of the external support team is to:

- Enable commissioners and providers in the local health economy to submit robust and deliverable strategic plans in June which clearly set out how the anticipated challenges will be met
- Facilitate commissioners and providers to develop full implementation plans for the change that is required
- Provide the national partners with confidence that the capacity is in place to deliver the plans, and outlines any areas of risk or where further support may be required

4.3 The CCG and provider organisations within the system remain responsible for producing robust and aligned strategic plans. The external support team will provide additional capacity and support to the whole health economy in producing these plans.

4.4 The external support team will be appointed by the end of March and will begin a programme of work of around 10 weeks across four workstreams as follows:

- A diagnosis of supply and demand
- Solutions development and options analysis
- Plan development
- Critical friend input/ facilitation of implementation plan development

4.5 The external support team will report to a system-wide team chaired by Andrew Reed, NHS England's Area Director for East Anglia. The external team will build on the existing work already underway.

5. PROCESS

5.1 A first draft of the 5 Year Strategic Plan was submitted to the NHS England East Anglia Area Team on 14th February 2014. The next draft will be submitted on 4th April 2014. The final version of the 5 Year Strategic Plan is due to be submitted by 20th June 2014.

5.2 The intention is to strengthen the next draft for the 4th April with a clear clinical and public engagement plan for phase 1 and beyond. The final plan will also ensure clear linkage to the Health & Wellbeing Board Strategy and strengthened engagement of key stakeholders. It will include reference to primary care and set out the financial and clinical case for change. The 4th April draft will be the baseline for the external support team to work from.

6. THEMES

6.1 Themes covered in the 5 Year Plan include the following:

- Financial sustainability and stability
- Improving quality of services
- Improving health outcomes
- Ensuring capacity meets demand

7. GOVERNANCE

7.1 The Chief Executive's Group for the Cambridgeshire and Peterborough Health Economy is overseeing the production of each organisation's strategic plans. This group meets on a monthly basis. On 30th April this group will host an 'Away Day' where more detailed system-wide strategic planning will take place.

7.2 A system-wide operational group has been established to enable planning across the system to take place in a coordinated way.

7.3 Within the CCG a team are meeting regularly to develop the CCG's plan. This team will ensure that the 5 Year Plan ties in with the 2 Year Operational Plan.

8. RECOMMENDATION

8.1 Members of the Health and Wellbeing Board are asked to note this update on the development of the 5 Year Strategic Plan.