

This paper is being submitted to the Governing Body for amendment and/or approval as appropriate. It should not be regarded, or published, as CCG Policy until formally agreed at the Governing Body meeting, which the press and public are entitled to attend.

Public Governing Body Meeting – 16 June 2015

Title:	Summarised Operational Plan 2015/16	Author:	Stuart Mallett, Planning & Commissioning Business Analyst
Number:	PGB-15-65a	Executive Director:	Janet Soo-Chung, Interim Deputy CEO & Director of Strategy and Primary Care
Which of the risks on the Risk Register or Board Assurance Framework does this paper address?		BAF13: The current configuration of services in Northamptonshire is not sustainable for the future, leading to the potential for financial deficits and poor quality services	
Which Committee has this paper been presented to previously?		N/A	
Governing Body Action Required			
<input type="checkbox"/>	For Approval / Decision	<input type="checkbox"/>	For Review
<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>	To Receive Update

Executive Summary

The NHS Nene CCG Summarised Operational Plan 2015/16 constitutes a key document in our strategy for communication of the plan to CCG staff and stakeholders.

This document provides an outward-facing summary, for publication on our website and circulation to members, stakeholders and staff. It will also be made available at engagement events.

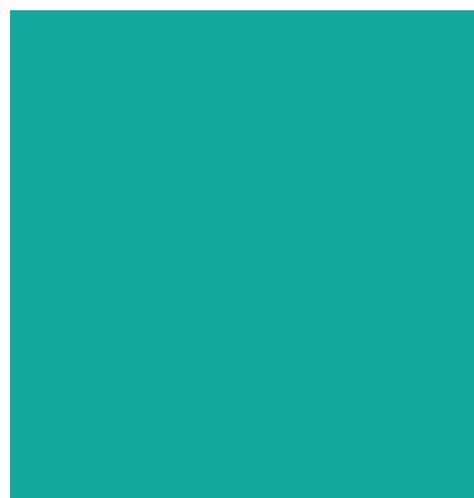
CCG staff will receive a link to enable access to the full Operational Plan with navigation capability to sections that may be of particular interest. Stakeholders may access the full document via our website.

Recommendations

To receive the NHS Nene CCG Summarised Operational Plan 2015/16 and note the strategy for communication of the plan to CCG staff and stakeholders.



NHS Nene Clinical Commissioning Group Summarised Operational Plan 2015/2016



Shaping the future of healthcare services in Northamptonshire

NHS Nene Clinical Commissioning Group (CCG) comprises 68 GP practices in our part of Northamptonshire. We are responsible for both planning NHS care, and working with local health care providers, to ensure that services meet the needs of all our patients.

At present, healthcare services in Northamptonshire are not sufficiently joined up and do not deliver the best outcomes for patients. If we do nothing, the situation will worsen: we will have old-fashioned models of care that do not attract the best staff to work here and services that may become increasingly overstretched and inefficient.

There is a need to urgently address these problems and ensure we always deliver a safe, high quality, efficient service. We must place far greater emphasis on keeping people healthy and well in order to lead longer, more illness-free lives: preventing rather than treating illness. We also need to do far more to help those with mental illness.

We know that not all of our local healthcare services are sufficiently addressing patient needs. Patient, carer and public feedback has suggested to Nene CCG, local patient representative bodies and charities that services are difficult to navigate and integration between different providers is poor. Some services could work better together and there is a lot of variation in both quality of care and access to care throughout Northamptonshire.

Our challenges

In 2014/15 we delivered a surplus of £500k. Our current financial management forecasts a surplus of £3.7m by the end of the financial year 2015/16.

However, if we don't continue to change the way we plan and deliver services in Northamptonshire - through developing more integrated efficient and effective health and social care models - then we will face a projected funding shortfall of £81.3m by 2018/19. This equates to a required saving of approximately £1 in every £8 currently spent.

There are opportunities to improve the quality of services for our patients whilst improving efficiency, lowering costs and providing more care outside of hospital. We need to reshape our services to put patients at the centre of all we do and to better meet the health and social care needs of the future.

Northamptonshire's health and social care organisations face bigger challenges than ever before as we strive to improve health and wellbeing and improve outcomes at a time of ever increasing demand on services.

Demand for healthcare in Northamptonshire is generated in three main ways:

- > *Increases to and changes in population*
Over recent decades, the quality of NHS services has improved and, as a result, so has the nation's health. People are living longer and although projected numbers of people with long term conditions is set to reduce, the number of people with multiple long term conditions is increasing
- > *Poor lifestyle choices*
Significant contributory factors to ill-health are linked to lifestyle choices in terms of smoking, diet, exercise and alcohol consumption
- > *Advances in clinical care*
Future services must adapt to incorporate the latest research and knowledge around procedures, technologies and therapies that will best improve patient care. The introduction of new technology is helping us detect, treat and manage conditions, whilst helping with more effective rehabilitation and long term management, but it comes at a cost.

Our priorities

The six priorities listed below have been identified for the period between April 2015 and March 2016. They correspond to the national targets set out in NHS England's *Five Year Forward View* and will help us tackle the challenges that we are experiencing throughout our local health services.

Integrated Care Closer to Home

Conversations with people in Northamptonshire have confirmed their wish to stay healthy and independent for longer and to receive more care out of hospital and closer to home.

This is reflected in our work with Northamptonshire County Council to bring health and social care funding together through the Better Care Fund - the £3.8 billion Government fund announced in June 2013 to support transformation and integration of health and social care services and to ensure local people receive better care. The Better Care Fund is a pooled budget that focuses resources on social care and community services for the benefit of Northamptonshire's population.

Central to this aim is the need to move away from models of care that view people as being passive recipients of a service to a model that engages people in a partnership with their care professionals, carers, family and community. The purpose of our Integrated Care Closer to Home Programme is, in the short term, to oversee the development and delivery of a comprehensive range of transformation schemes to provide integrated health and social care services in the community, reducing non elective admissions, delayed transfers of care and admissions to long term residential and nursing care. In the medium to longer term the programme will seek to commission an integrated Intermediate Care Service.

The programme of work for 2015/16 consists of three key areas:

- > Community Case Management
- > Crisis intervention and admission avoidance
- > Discharge and intermediate care

General Practice development

Our aim is to ensure that people in Northamptonshire receive the right care in the right place the first time, delivered by those with the right skills.

Given that nine out of ten patients use GP services as their first point of contact, it makes sense to look at how healthcare outside hospitals can be improved, and emphasises that our 68 practices must deliver high quality, efficient and accessible health services.

We are working to develop better integrated, higher quality, more flexible and responsive services that provide people with improved access to the most appropriate urgent services for their needs across primary, community and secondary care every day of the week.

Our vision for a Healthier Northamptonshire will see practices developing more effective

partnerships and team working across organisational and professional boundaries, as a means of increasing the effectiveness of the services. In Northamptonshire we have three emerging GP federations (groups of practices coordinating services) and the development of Lakeside surgery in Corby, selected as a Multi-speciality Community Provider (MCP) and one of NHS England's national *Five Year Forward View* 'vanguard' sites. These will become regional focal points for a wider range of care in the community.

Improving Urgent and Intermediate Care

We are working to reduce Accident and Emergency attendance by expanding the services that are available in the community to treat people closer to home.

Our focus for 2015/16 has been to significantly improve the patient discharge services in both of our hospitals to ensure that once their treatment is completed patients return home safely and without unnecessary delay.

Adult Mental Health and services for people with learning disabilities

Our priority for 2015 has been the integration of well-being services in partnership with Northamptonshire County Council and care for people closer to home.

We plan to commission seven 'health and wellbeing locality advice centres' to provide signposting and short-term prevention services aimed at enhancing health and wellbeing. There will be a continual focus on keeping people out of hospital.

Other areas of focus are:

- > Providing support for patients with long-term conditions and Mental Health needs, including support for Carers
- > Developing Dementia step-down facilities
- > Effective collaboration with our hospitals
- > Supporting People with Learning Disabilities and/or Autism whose behaviours challenge to receive safe, least restrictive care closer to home
- > Alcohol and Substance Misuse

Children and Young People

A particular focus of concern is the waiting times, behavioural and neurological developmental delays and disorders such as Autism Spectrum or Attention Deficit Hyperactivity (ASD & ADHD) disorders, which are currently between 8 and 18 months for assessment in Northamptonshire.

Two specific areas that we have identified for development are the Northamptonshire Rapid Response service 'Catch22' and the specialist children's community health service.

Prevention and Wellbeing

Together with Northamptonshire Health & Wellbeing Board we have identified a shared vision that,

by 2016 our County will be recognised as a national centre of excellence in the quality of its health, social care and commitment to wellbeing.

Areas of focus include the promotion of breastfeeding, increased flu vaccination uptake, reduced obesity (particularly childhood obesity), alcohol and substance misuse, smoking cessation and the development of the Mental Health employment/Recovery Network

The Healthier Northamptonshire Programme

Improvements in our priority areas will assist us to deliver objectives set within '*Healthier Northamptonshire*', the programme established in 2014 to review how our GP services, hospitals, social care, prevention and wellbeing services are delivered throughout the County and to identify opportunities for improvement.

The Healthier Northamptonshire Programme vision is to deliver:

- > '*Better Health*' - supporting people to live longer, healthier, happier lives by providing support and care when needed;
- > '*Better Care*' - providing high quality responsive and accessible services centred around the patient and their families and;
- > '*Better Value*' - providing care in the most efficient way to guarantee long term sustainability.

Quality at the heart of everything we plan and do

Our view, and our belief, is that every person deserves a quality and safe experience wherever they are cared for in NHS services, and we will work with and support our service providers to continually improve in order to fulfil this ambition.

Patients and their carers judge services by varying criteria including good clinical care and outcomes, effective and efficient access to services and some choice in the location and care they are given. What is often not discussed, and is now being highlighted by various inquiries and reports, is the delivery of what can be termed basic care but is fundamental to the patient and carer experience. To be treated as an individual and to be properly communicated with in a respectful and listening manner is simple and necessary. Patients want to be sure their voice is heard and that they and their carers are at the centre of decisions made about them.

We take responsibility for quality assurance by holding providers to account for delivery of contractual obligations and quality standards. We also take responsibility for working closely with providers, and their regulators, to ensure service delivery continually improves and they have in place processes to drive this continual quality improvement. We have introduced a number of countywide forums, such as the patient safety forum, the tissue viability forum, the strategic health safeguarding forum and the infection, prevention and control committee, to ensure that learning and improvement is shared across the health economy.

Our overarching strategic quality goals for 2015/16 are:

Compliance with National NHS Constitution Expectations and key planning requirements, ie response to Francis, Berwick and Winterbourne View; improved patient safety and experience; compassion in practice; greater staff satisfaction and nurse revalidation; progress towards seven day services and; ensured compliance with statutory safeguarding requirements.

Delivery of Local Quality Improvement Objectives, i.e. those linked to service changes around stroke; cancer; integrated care closer to home and; clinical collaboration.

Shaping the future of healthcare in Northamptonshire - some of the improvements we've already made

Improving Urgent and Intermediate Care

> *Hospital discharge and transfer of care*

In order to increase efficiency across the system Nene CCG established a Complex Discharge "Command and Control Centre". The control centre, based at St Mary's Hospital Kettering has been in operation since 9 March 2015 and is already achieving significant reductions in those patients awaiting safe discharge from our hospitals.

> *NHS 111 and the GP Out of Hours services*

These services are intended to direct people to the right care first time including self-care where appropriate - as well as improving access to urgent care.

We are currently reviewing these services, identifying opportunities for improvements and greater efficiency.

Adult Mental Health and services for people with learning disabilities

> *The development of Mental Health liaison services with our local hospitals.*

This has required a huge transformational shift within mental health services moving patients from specialist care into the primary care. Work has been undertaken to improve primary care capacity and this will need to continue.

General progress across a number of key areas under Northamptonshire's 'improving health outcomes'

- > We have seen reductions in the potential years of life lost from causes considered amenable to healthcare
- > We have seen measured improvements in the quality of life for people with one or more long-term condition
- > We are improving dementia diagnosis rates
- > We are seeing reductions in the proportion of people reporting poor experience of inpatient care, and GP and Out of Hours services
- > We maintain a level of zero tolerance of MRSA and continue to seek reductions in the incidence of *Clostridium Difficile* infection (a bacterial infection that can affect the digestive system)

Involving local people – listening to the community, patients and carers in Northamptonshire

We recognise it is essential to not only work collaboratively with other health and social care decision makers and our practices but also with local people and active community groups with whom we share a common purpose - involving everybody in improving the health and well-being of the people of Northamptonshire.

Throughout the rest of 2015 we will be creating opportunities for local people and community groups to be involved and get their voices heard as we look to shape an improved health system.

How you can get involved [\[Nene contact details\]](#)

Some 'infographics' to be added in

