

**Health and Wellbeing Board – 21st March 2019**

**Report of the Director of Commissioning – Dudley Clinical Commissioning Group**

**NHS Long Term Plan and CCG Draft Operational Plan 2019/20**

**Purpose**

1. To consider the NHS Long Term Plan and Dudley CCG's Draft Operational Plan for 2019/20.

**Recommendations**

2. That in accordance with the NHS Act 2006, the Board considers whether the CCG's Draft Operational Plan has taken proper account of the Joint Health and Wellbeing Strategy.

That the Board considers the areas identified requiring partnership working.

**Background**

3. The Long Term Plan for the NHS, published in January 2019, sets out the health service's vision and strategy for the next decade. Alongside the Long Term Plan, NHS England also published operational planning and contracting guidance for 2019/20, representing the first year of the Long Term Plan. This report sets out the key elements of the Long Term Plan and the CCG's Draft Operational Plan. The latter will not be finalised until the CCG's contracts for 2019/20 have been agreed. It will be considered by the CCG Board on 28 March 2019.

**The NHS Long Term Plan**

4. The main features of the Long Term Plan are:-
  - A new service model for the 21<sup>st</sup> century
    - boosting 'out-of-hospital' care and dissolving the historic primary-community health services divide
    - reducing pressure on emergency hospital services
    - giving people more control over their own health and more personalized care when they need it
    - making digitally-enabled primary and outpatient care mainstream
    - focusing increasingly in local NHS organizations on population health
  - More NHS action on prevention and health inequalities
  - Further progress on care quality and outcomes
  - NHS staff receiving the backing they need

- Digitally-enabled care going mainstream across the NHS
- Taxpayers' investment being used to maximum effect

In addition, the Long Term Plan states that all Sustainability and Transformation Plan (STP) areas – in our case the Black Country and West Birmingham – will become Integrated Care Systems (ICSs) by April 2021. This will involve commissioners and providers working collaboratively to deliver service change and achieve collective financial balance. This will involve the establishment of a single commissioning function to serve the Black Country and West Birmingham system.

### **CCG Draft Operational Plan 2019/2**

5. The CCG's Draft Operational Plan for 2019/20 has been written to reflect the requirements of the Long Term Plan and specific guidance published for year 1 of the Long Term Plan period. In addition, it has been drafted to take account of the Joint Health and Wellbeing Strategy.

There are a specific set of issues to be addressed for 2019/20 including:-

- Cancer
- Planned care
- Urgent and emergency care
- Mental health
- Learning disability and autism
- Personalisation
- Data and technology
- Workforce

The draft plan is attached as Appendix 1. The main feature of our activity for 2019/20 is the further development of our local model of care to be delivered by the Multi-Speciality Community Provider (MCP) and the mobilization of the associated contract. It is anticipated that this will commence on 1 April 2020. It is worth noting that the MCP will meet most of the Long Term Plan's requirements on primary care and community services. This is shown in the table at Appendix 2.

As the Board will recall, the MCP will hold a 10 year contract linked to the delivery of a set of health outcomes. In addition, it will carry out a number of activities similar to those carried out by the CCG. This means that some staffing resource will transfer to the new organization, including clinical leadership capacity. As a result, the CCG will be redesigning its own organizational and governance arrangements, whilst preparing for the transition to the proposed ICS arrangements.

## **Joint Health and Wellbeing Strategy**

6. The Operational Plan takes account of the Joint Health and Wellbeing Strategy in a number of ways, in particular the development of a new care model based around integrated care, preventative action, the empowerment of people and communities, and the delivery of health and care outcomes, meets the four principles below:
  - I. A new relationship with communities
    - The Plan identifies a number of actions where continued community engagement will take place
  - II. A shift to prevention
    - The Integrated Plus locality Link Officers arrange for social care or voluntary services to address the issues of the patients who most frequently present in primary care or hospital, in order to reduce demand.
  - III. A stronger focus on joining up health and care services.
    - Community Response Teams work alongside residential and nursing home providers to improve long term care planning and support to people in care homes at a point of crisis.
  - IV. A stronger focus on what the strategy has achieved.
    - We have a clear MCP Outcomes Framework, which addresses the Joint Health and Wellbeing Strategy's three goals of promoting healthy weight, reducing the impact of poverty and reducing loneliness and isolation, as well as other specific actions enumerated in the Operational Plan. This will enable the CCG and partners to focus on performance.

## **Partnership Working**

7. The plan identifies a number of areas where the CCG will need to work in partnership to deliver both its own objectives and meet the requirements of the Joint Health and Wellbeing Strategy. Examples of these are given below:

### **a) Health inequalities**

- Responding to the recommendations of the Director of Public Health and addressing the issue of school readiness
- Ensuring our commissioned maternity services tackle the issues of smoking cessation and breast feeding
- Supporting the Community Wealth Commission to create the conditions for inclusive economic growth
- Developing targets to reduce health inequalities and monitoring performance on these

### **b) New care model – Dudley Multi-Specialty Community Provider (MCP)**

- Completing our joint procurement with the Council and mobilizing the contract
- Ensuring that new services to support older people are effective and extending the service model to meet the needs of children and young people.

### **c) Community engagement**

- Ensuring we work together to do this in a manner consistent with the principle set out in the Joint Health and Wellbeing Strategy.

**d) Better Care Fund (BCF)**

- Continuing the process of integrating health and adult social care services through the BCF and meeting the required targets.
- Ensuring that the BCF is used to best effect in supporting the urgent care system, preventing unnecessary admissions and facilitating timely discharge of patients from hospital.

**e) Mental health**

- Implementing our joint mental health strategy.
- Meeting our ambition of zero suicides and meeting the “parity of esteem” requirements.

**f) Learning disabilities and autism**

- Renewing our focus on the needs of people with autism
- Implementing the strategy to reduce the number of people requiring inpatient care through our new community services
- Addressing physical health needs

**g) Children, Young People and Families (CYP)**

- Developing a new care model for implementation by the MCP
- Maintaining our focus on emotional health and wellbeing

**h) Safeguarding**

- Playing our full part in revised safeguarding arrangements

**i) Workforce, data, technology and business intelligence**

- Ensuring our plans for these activities are aligned across partners to provide the enabling mechanisms to deliver our collective priorities

**j) Future commissioning infrastructure**

- Ensuring we have appropriate place based arrangements to deliver the services
- needed to meet the needs of local people as we develop this part of an Integrated Care System (ICS) for the Black Country

**Finance**

8. The Plan has been constructed on the basis of the CCG’s budget of £504.6m for 2019/20, compared to £480.1m for 2018/19. The CCG is required to achieve a surplus of £11.7m.

At the time of preparing this report, the CCG is in the process of agreeing contracts for 2019/20 in line with this plan.

## **Law**

9. The NHS Act 2006 requires CCGs to produce a commissioning plan and consult the Health and Wellbeing Board on whether it takes proper account of the Joint Health and Wellbeing Strategy.

## **Equality Impact**

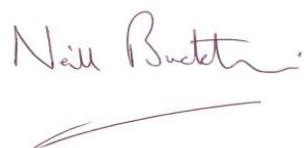
10. The plan identifies a number of actions to address issues relating to equalities, including health inequalities identified by the Director of Public Health.

## **Human Resources/Transformation**

11. There are no human resources or transformation implications.

## **Commercial Implications**

12. There are no commercial implications.



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## **List of Background Papers**

*None.*