

Warwickshire Shadow Health and Wellbeing Board

19 March 2013

NHS Coventry and Rugby Clinical Commissioning Group identification of local priorities: 'Everyone Counts' planning requirements

Recommendation

The Warwickshire Shadow Health and Wellbeing Board is asked to note this report and indicate its support for the 3 selected local priorities.

1.0 Key Issues

- The 'Everyone Counts' Planning Framework guidance for 2013-14 was published in late December.
- NHS Coventry and Rugby CCG was required to make a formal submission to the NHS Commissioning board on a number of areas, including its 'plan on a page' and 3 locally determined priorities
- The planning guidance required the 3 local priorities to be aligned to local health and wellbeing strategies, and to have Health and Wellbeing Board support
- Discussions with public health colleagues in both Coventry City Council and Warwickshire County Council allowed for the selection of 3 local priorities, drawn from the findings of the JSNA and health and wellbeing strategies
- The achievement of locally determined priorities will influence payments made to the CCG under the Quality Premium.

2.0 Background

2.1 On 18 December 2012, the NHS Commissioning Board published its planning framework guidance 'Everyone Counts' for the year 2013-14 with further supporting guidance for CCGs on 21 December.

2.2 Key messages from the guidance are:

- Rather than impose targets, the NHS Commissioning Board expects CCGs to develop their own local priorities through their input into the joint health and wellbeing strategies.
- With assumed liberty comes public responsibility, hence CCGs should set out real ambition in the selection of its 3 local priorities, and focus on maximising health gain for the population

- Achievement of local priorities will be taken into account in determining if CCGs should be rewarded through the Quality Premium
- The approach aims to strike a balance between local determination of priorities and the NHSCB responsibility for oversight to ensure that statutory requirements around improving quality and financial duties are being met.
- Through discussion and agreement, the CCGs and LATs will be jointly satisfied that the statutory duties to deliver the mandate and make sufficient contribution to quality improvement within allocated resources are being delivered, and that the best possible outcomes for patients are achieved within available resources.
- The assurance process for CCG plans will build on the authorisation process, which requires CCG to develop clear and credible plans.

2.3 This guidance required CCGs to make formal submissions of its plans to NHS Commissioning Board Local Area Teams (LATs) by 25 January, comprising:

- a simple summary of its commissioning plans and priorities through a 'Plan on a Page'
- a commitment to deliver on the NHS Mandate and NHS Constitution, to tackle Health Care Acquired Infections and to ensure provider CIPs are safe
- trajectories for:
 - 2 national priorities (dementia and IAPT services)
 - 3 locally determined priorities which resonate with local health and wellbeing strategies and JSNA findings
 - Activity for 4 key measures: elective FFCEs, non-elective FFCEs first outpatient attendances and A&E attendances

2.4 A representative from the LAT visited the CCG on 4 February and has signed-off the chosen local priorities and related trajectories.

3.0 'Plan on a page' and review of 2013-14 CCG commissioning plans

3.1 The CCG draft commissioning plan for 2013-14 (dating from October 2012) indicated that a refresh would take place in February 2013. A desktop review has taken place comprising:

- Comparison with commissioning plans for first wave authorised CCGs
- Gap analysis against the NHS Outcomes Framework, NHS Mandate, NHS Constitution, Everyone Counts and Quality Premium planning guidance
- Progress against the Equality Impact Assessment action plan resulting from the commissioning plan

3.2 One of the main findings of the review was that there were insufficient outcomes articulated, and that the CCG needed to develop an operating plan for 2013-14 (heavily based on 3 locality delivery plans) to ensure delivery

against the strategic aims, in order to achieve the desired outcomes. Work has already commenced to address these findings.

- 3.3 This review also identified the high priority areas to be included in the 'Plan on a page'.
- 3.4 The purpose/benefits of a 'plan on a page' are:
- Clearly and succinctly articulates the top priorities for the CCG – the 'what' needs to happen and some key outcomes/measures for success
 - Can be used to communicate with key stakeholders internally and externally and to demonstrate accountability
 - Encourages the CCG to prioritise its objectives in the context of its vision, values, strategic aims and key challenges
- 3.5 Appendix 1 shows NHS Coventry and Rugby CCG's plan on a page which has been accepted by the NHS Commissioning Board Local Area Team.
- 3.6 During the spring, it is intended to revisit the commissioning plan again with full stakeholder input, to understand how these priorities and plans could be shaped into a 3 year commissioning strategy, with a shorter list of high priority strategic aims, so that the CCG can remain focused on key deliverables.
- 3.7 It is acknowledged that once the commissioning plan refresh and further prioritisation work has been completed, the 'plan on a page' will need to be updated accordingly. In line with national policy, the plan on the page will need to emphasise more the outcomes that are anticipated.

4.0 Selection of local priorities and trajectories

- 4.1 To identify meaningful local priorities across the Coventry and Rugby CCG area, public health colleagues from Coventry and Warwickshire were asked to advise on which of the CCG outcome indicators (where the CCG's benchmarked position was less favourable) aligned well with the local health and wellbeing strategies and JSNA findings. An initial shortlist was prepared, taken from the CCG Outcomes benchmarking support packs (showing the CCG's performance relative to other CCGs against the NHS Outcomes Indicators).
- 4.2 Given the tight timescales for this piece of work, it was impossible to present proposals to formal health and wellbeing board meetings. Instead, it was agreed with public health colleagues that as long as the local priorities aligned with health and wellbeing strategies (which were developed through robust consultation with and input from key stakeholders) this would be a proxy for engagement with the Health and Wellbeing Boards. However, public health colleagues were asked to ensure that health and wellbeing board members were sighted on this work through virtual communication, and it was agreed that formal reporting and discussion at the forthcoming Health and Wellbeing board meetings would take place.

- 4.3 From these informal discussions, the shortlist was reviewed and 3 priority areas agreed upon across Coventry and Warwickshire. Further joint discussions then took place between public health specialists information analysts, contracting managers and clinical leads regarding historical performance, the feasibility for improvement, the likely health benefit, the ability to monitor progress, and the likely impact for the population. There was some further refinement after discussions with the LAT regarding the limitations of the UNIFY (on-line reporting tool).
- 4.4 Appendices 2 and 3 show the indicators selected and proposed trajectories – along with accompanying narrative.

5.0 Next steps: Operationalising the Improvements in Order to Meet the Trajectories

- 5.1 The CCG is currently developing its operating plan for 2013-14 which will detail the action (who/what/when) and expected outcomes, in relation to its various strategic priorities, including these 3 local priorities.
- 5.2 Discussions are taking place with public health and local authority commissioning colleagues within the Local Authorities about the respective contribution of the LAs and CCG in helping deliver on these targets for the benefit of the wider population.
- 5.3 A meeting to map data flows to allow monitoring and reporting arrangements across the CCG, Coventry City Council and Warwickshire County Council took place on 6 February.

6.0 Timescales

- 6.1 The CCG operating plan is due to be completed by 31.3.13 and will be approved and progress will be monitored by the CCG governing body.

7.0 Background Papers/further information

Further information on Everyone Counts Planning guidance, can be found at:
<http://www.commissioningboard.nhs.uk/everyonecounts/>

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