

# South Warwickshire Clinical Commissioning Group



## Commissioning Intentions 2017-2018



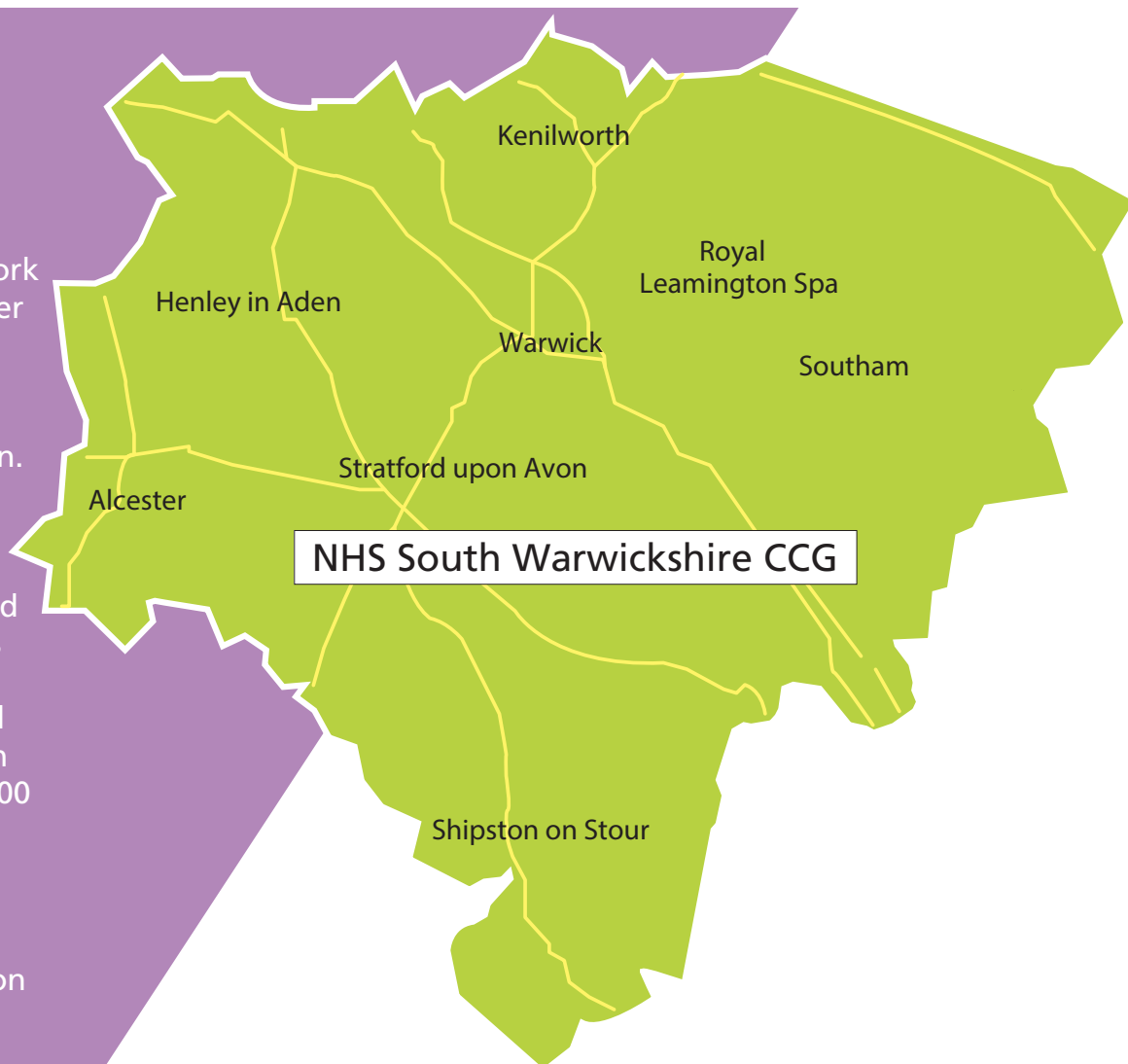
Translating our **2020** vision into reality

# Introduction

2017 - 2018 sees NHS South Warwickshire Clinical Commissioning Group (the CCG) move into year two of its five year strategy Translating our 2020 vision into reality: 2016 - 2020 Strategic Plan.

Much has been achieved over the last 12 months but the CCG recognises that much more work is required to deliver the desired transformational change as laid out in our strategic plan.

NHS South Warwickshire CCG was established in April 2013 and is today made up of 36 GP practices and covers a population of just under 278,000 people across a geographical area that includes the Warwick and Stratford-upon-Avon districts.



The CCG ambition of “better healthcare for everyone” is best described in our Strategic Plan under the four key cornerstones:



## Cornerstone 1 - Out of Hospital

Out of hospital services are seen as the lynch pin of the health and social care system. Part of our strategic direction is to develop integrated, seamless services to ensure patient care can be provided in the most appropriate setting, as close to home as possible and to avoid inappropriate hospital admission.

Our stakeholders tell us that, all too often, services are not joined up and that navigating the system is difficult. They also tell us there is duplication and that they have to tell their stories to professionals many times over.

Therefore in order to ensure that there is the capacity and capability to deal with growing demand, we will commission our out of hospital services in a way that supports integration.



## Cornerstone 3 - Specialist Provision

Driving the capacity and capability of the Out of Hospital system will ensure that south Warwickshire’s most expensive and limited resource is used as efficiently as possible, so as to care for our increasing population with existing capacity.

Within our Specialist Provision programme, we want to assure ourselves and our population that the services that are available locally are able to deliver the best outcomes in the most cost effective ways.



## Cornerstone 2 - Personalisation

Delivering person-centred care is central to what and how we commission over the next five years.

The CCG recognises that there are some groups of individuals that would benefit from a focused, accelerated approach, so that they have the opportunity to utilise Personal Health Budgets or Integrated Personal Commissioning Budgets (which bring health and social care budgets together).

The CCG also recognises both the strategic and operational opportunities that increased personalisation brings, and in order to seize upon this opportunity we will need to transform the nature of our commissioning arrangements. Our ambition is for the CCG to move to jointly commissioned arrangements with Warwickshire County Council in relation to services for children and for adults with a learning disability and/or a long term mental health condition.

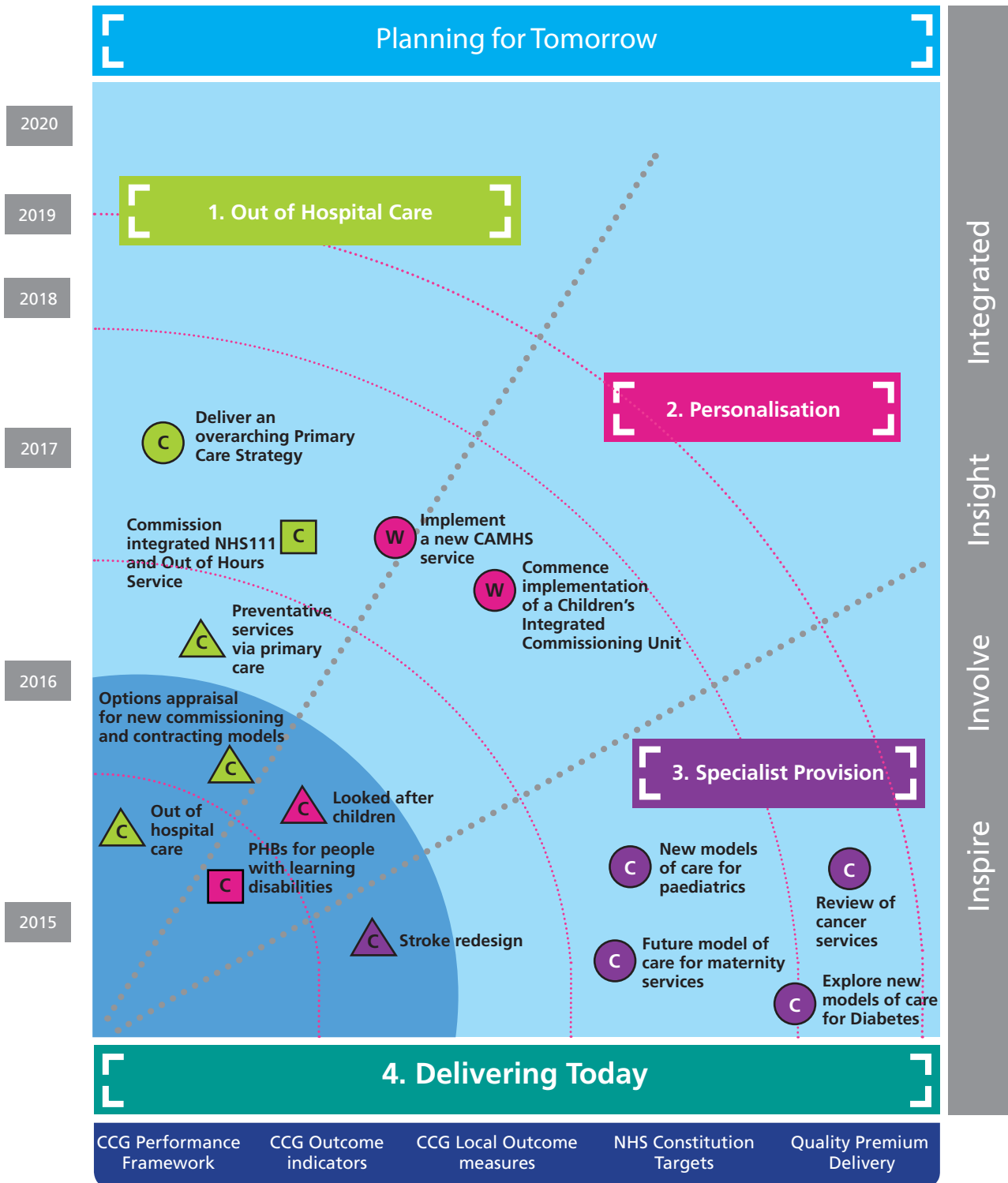


## Cornerstone 4 - Delivering Today

As a CCG we will continue to make sure that the standards and processes are in place to ensure the timely access to care that patients rightly expect and are entitled to receive. This is set out in the NHS Constitution and Outcomes Framework.

We seek to deliver continuous improvement in quality and patient outcomes and to drive and embed improvements in safe and compassionate care for all patients, but particularly for the most vulnerable groups within our society.

# Strategic Plan



C = Clinical Commissioning Group led initiative

W = Warwickshire County Council led initiative

▲ - ongoing

■ - completed

[www.southwarwickshireccg.nhs.uk](http://www.southwarwickshireccg.nhs.uk)



# Context

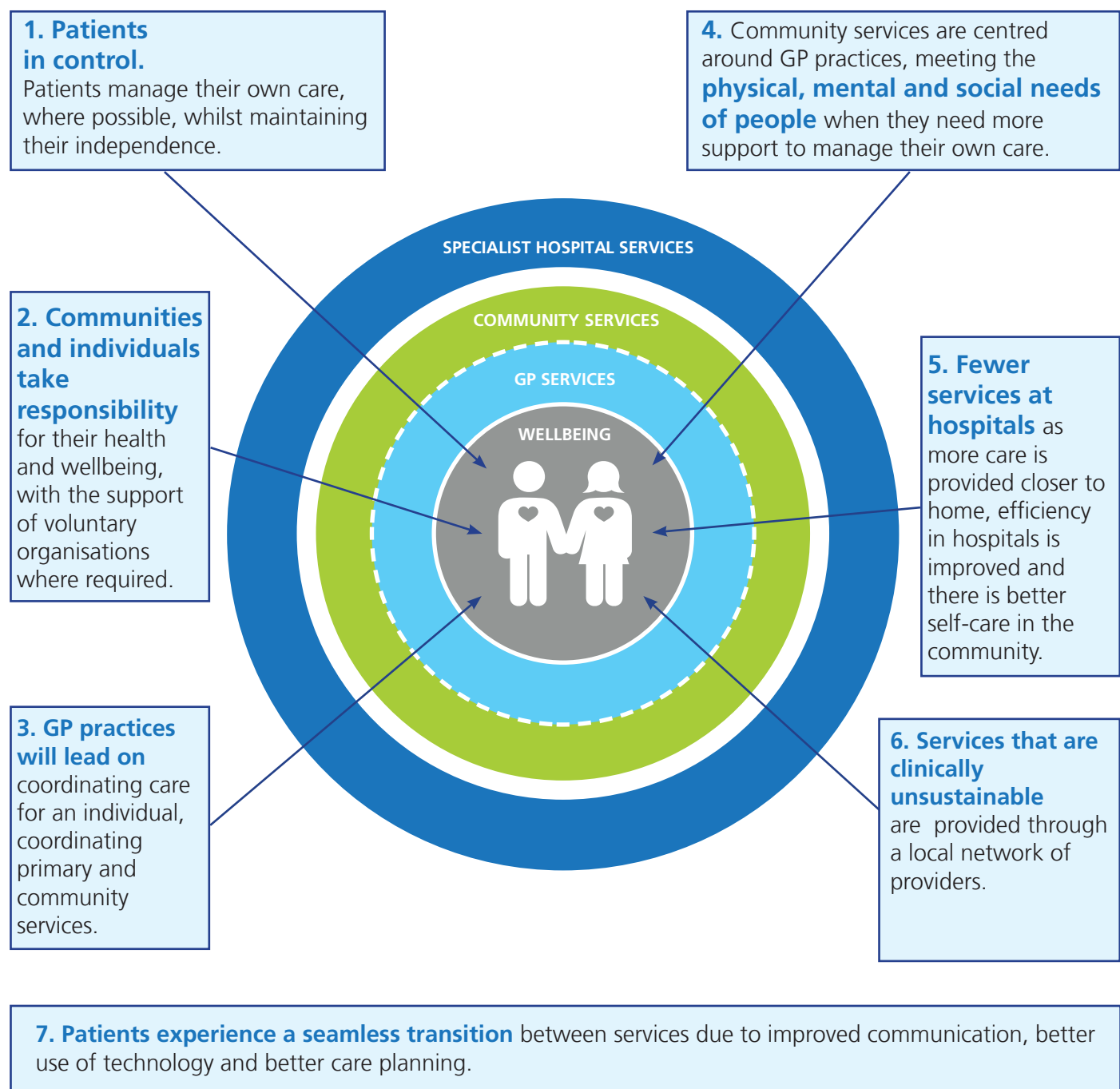
The CCG of course does not work in isolation and national, regional and local policy and demands have influenced our latest commissioning intentions.

**a) Locally** we continue to face the challenge of increasing demand and financial constraint. We are lucky to live and work in a high performing local health economy with both primary (GPs) and secondary (hospital) care recognised nationally for delivery. We know from our colleagues at Warwickshire County Council Public Health via the Joint Strategic Needs Assessment (JSNA) and the Health and Wellbeing Board priorities that we face the following challenges:-

**b) Regionally** across Coventry and Warwickshire, there is a consistent and shared vision<sup>1</sup> with the other two local CCGs (Coventry and Rugby CCG and Warwickshire North CCG) for person centred care. This vision has been in place since 2014 and the CCG strategic plan and cornerstones very much align to this vision.



# Our shared vision across Coventry & Warwickshire



Transformational change: Transforming Lives<sup>1</sup>

Coventry & Warwickshire Clinical Commissioning Groups Strategic Plan 2014-2019

**c) Nationally**, NHS planning guidance, **Delivering the Forward View: NHS planning guidance 2016/17 - 2020/21<sup>2</sup>**, has also reinforced a regional approach and our shared vision is central to the Coventry and Warwickshire Sustainability and Transformation Plans (STP).

The Coventry and Warwickshire STP aims to achieve a sustainable, person centric system where people are enabled to stay well, empowered to self-care and receive the right treatment in the right setting when they need it.

The STP footprints are not statutory bodies, but collective discussion forums which aim to bring together leaders from NHS providers, NHS Clinical Commissioning Groups (CCGs), Local Authorities, and other health and care services, to support the delivery of improved health and care based on the needs of local populations. They do not replace existing local bodies, or change local accountabilities or strategic plans already consulted on, but instead will strengthen local relationships enabling care to be improved across the 'footprint' through the implementation of the STP starting in Autumn 2016.

By working collaboratively across the STP we will bring together our thinking, planning, resources and capabilities. We will act as an integrated system that is jointly accountable for the health, quality and spend in our care system. This will result in a prioritisation of plans from all the key organisations in Coventry and Warwickshire in order for us to deliver the locally (or previously) consulted strategies (or strategic plans) and requirements of the Five Year Forward View and three other new key **national** publications.

**These are :**

- **Five Year Forward View for Mental Health<sup>3</sup>**
- **General Practice Forward View<sup>4</sup>**
- **Better Births<sup>5</sup>**

To deliver the Five Year Forward View we need to be able to achieve the 'Triple Aim.'

**The triple aim means focusing on:**



## To deliver these aims we need our future care model to be unrestricted by services and organisations.

As commissioners and providers we will respond to the needs of our community by creating a new model of care which is simpler, and much more patient-focused, with services designed around three key areas: planned care, preventative care and urgent care.

The commissioning intentions for 2017/18 not only progresses our current local strategy, but puts in place the building blocks for a simplified system in Coventry and Warwickshire. This means we will not only be addressing the triple aim for our local population but we will be contributing to the sustainability and transformation of the Coventry and Warwickshire system.

We want the providers with whom we purchase services to support us to:

### Reduce the health and wellbeing gap through:

- ✓ A renewed focus and commitment to radically upgrade primary and secondary prevention services;
- ✓ The provision of support to individuals to enable them to care for their own health and well-being;
- ✓ Promoting independence and encouraging individuals to take decisions which empower people to care for themselves;
- ✓ Align, share and pool our resources to improve outcomes for our communities;
- ✓ Streamline service delivery, simplifying pathways to ensure people are supported to get to the right service;
- ✓ Invest in the workforce so that they can be more autonomous, more flexible and be released from organisational boundaries to focus on well-designed, personalised high quality care.

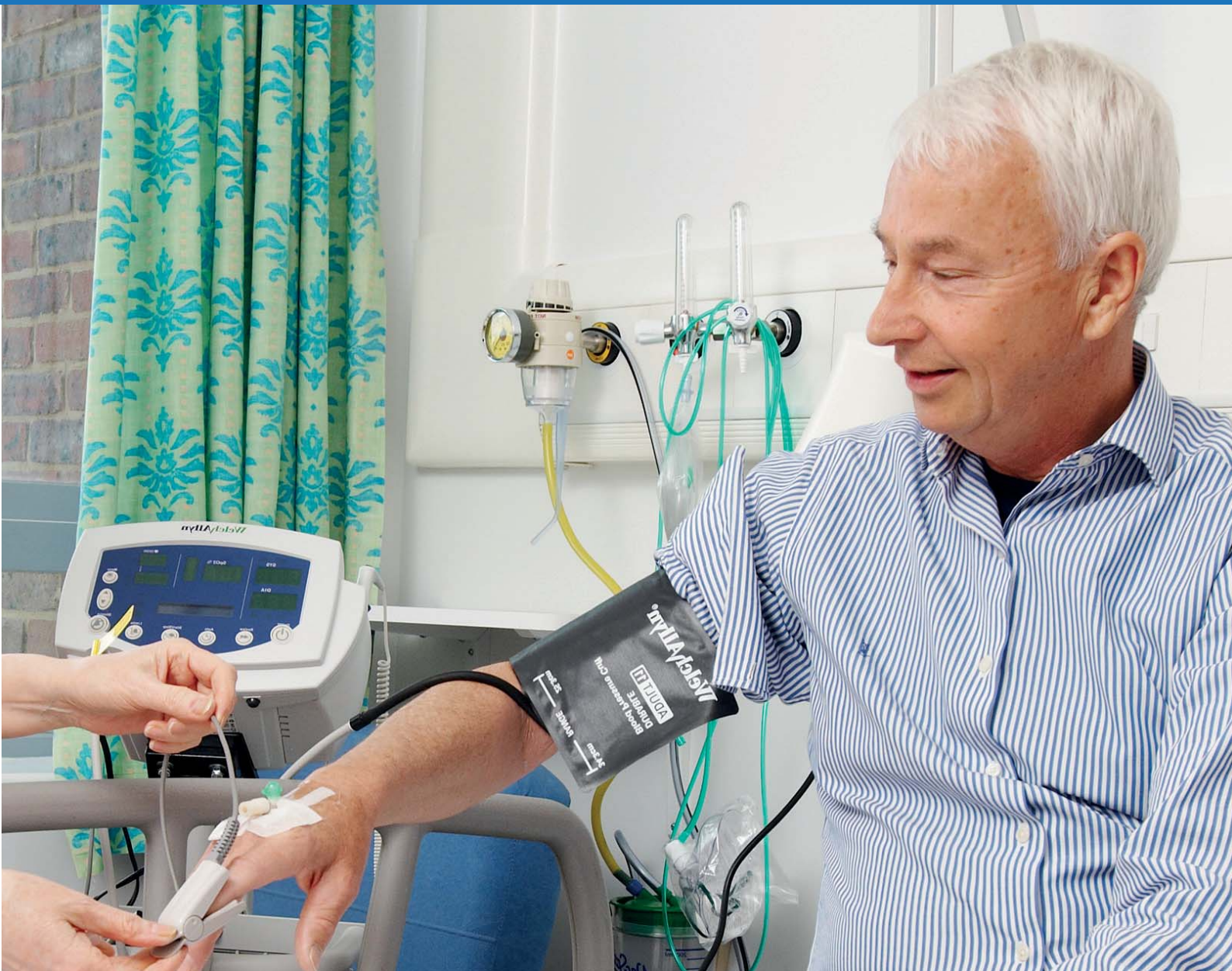


### Reduce the care and quality gap by:

- ✓ Working with us to reshape primary care to ensure its stability and enable it to work effectively in a more integrated system;
- ✓ Developing proactive, responsive and integrated community services;
- ✓ Operating at scale, across organisations and acting as one system that maximises the people, buildings and financial resources across our whole footprint;
- ✓ Bridging the current inequality gap by providing consistent, high quality access across the community.










### Address the finance and efficiency gap by:




- ✓ Utilising existing resources more effectively through a shared approach, integrating contracts and developing further levers that require the system to pull together as one;
- ✓ Investing in technology, organisational development and cultural change to ensure more people are cared for in their own home, to proactively plan care for people rather than reacting to unplanned crises;
- ✓ Using a wider skill mix to release our most expensive resource, clinical time, to deliver better care in the community with teams with a range of skills co-ordinating care in a place-based approach.

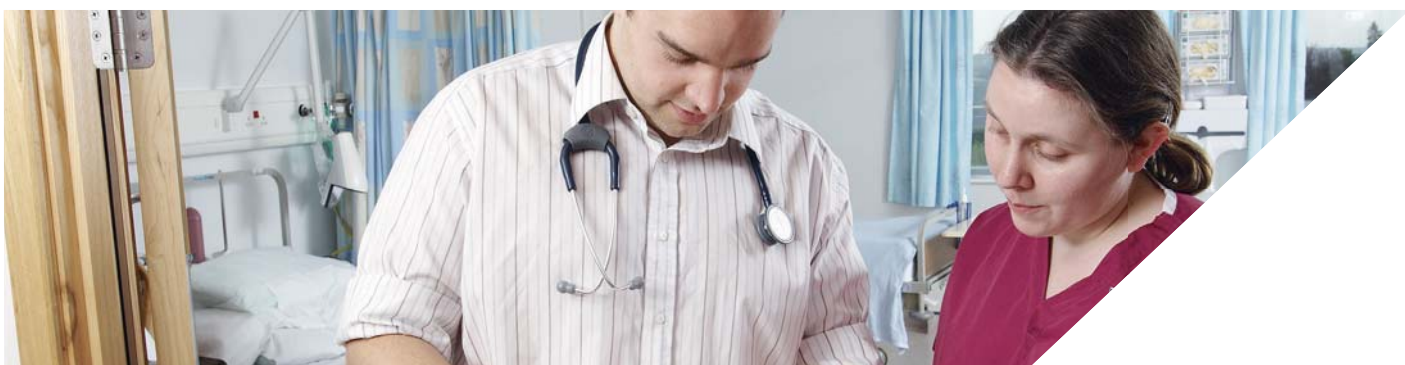


# So how does this all fit together?

The table below best summarises how all of the local, regional and national initiatives come together and provide the framework in which the CCG operates.

CCG Strategic Plan - Cornerstones	Joint Strategic Needs Assessment	Health and Wellbeing Board	Delivering the Forward View - NHS Planning Guidance			FYFV Mental Health	General Practice Forward View
							
<b>Out of Hospital</b>							
Prevention	X	X	X			X	X
Primary Care at Scale		X		X	X	X	X
Out of Hospital Service		X		X	X	X	X
<b>Personalisation</b>							
Personal/Integrated Health Budgets		X	X	X	X	X	
Mental Health	X	X	X	X	X		
- CAMHS Redesign	X			X	X	X	
- Crisis Concordat			X	X	X	X	
- Increased activity delivered from Primary Care			X	X	X	X	X
Learning Disabilities	X	X	X				
- Transforming Care			X	X	X		
- Collaborative Commissioning		X	X	X	X		

CCG Strategic Plan - Cornerstones	Joint Strategic Needs Assessment	Health and Wellbeing Board	Delivering the Forward View - NHS Planning Guidance			FYFV Mental Health	General Practice Forward View
							
<b>Specialist Provision</b>							
- Stroke	x		x			x	
- Musculoskeletal				x	x		
- Cancer	x		x	x	x	x	
<b>Delivering Today</b>							
- Financial sustainability					x		
- Quality and safety		x		x		x	x
- Warwickshire Cares Better Together/STP		x	x	x	x		x
- Collaborative Childrens Commissioning with WCC, Warwickshire North CCG and Coventry & Rugby CCG	x	x	x	x	x	x	
- Improved information governance to allow the sharing of appropriate information to improve patient care		x	x	x	x	x	x



# Next Steps

The following pages reflect our commissioning intentions.

## These are based on the following:-

1. A review of local, regional and national priorities and plans;
2. An understanding of the needs of local population;
3. And finally on the ambitions of the CCG to transform the health and care economy to ensure it is fit for the future.

Initial discussions have been held with CCG staff, GP member practices, patients via the Public and Patient Participation Group (3PG) and local key stakeholders have helped shape this view.

We request that you review these intentions and provide feedback via the form at the back of this document. This can be submitted electronically or via the post. Your views are important to us and we look forward to receiving them.

### NHS South Warwickshire Clinical Commissioning Group

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<sup>1</sup> Transformational Change; Transforming Lives 2014-19 <http://www.southwarwickshireccg.nhs.uk/About-Us/Publications-and-Policies>

<sup>2</sup> <https://www.england.nhs.uk/wp-content/uploads/2015/12/planning-guid-16-17-20-21.pdf>

<sup>3</sup> <https://www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final.pdf>

<sup>4</sup> <https://www.england.nhs.uk/wp-content/uploads/2016/04/gpfv.pdf>

<sup>5</sup> <https://www.england.nhs.uk/wp-content/uploads/2016/02/national-maternity-review-report.pdf>



# Out of Hospital

Out of hospital services are seen as the lynch pin of the health and social care system. Part of our strategic direction is to develop integrated, seamless services to ensure patient care can be provided in the most appropriate setting, as close to home as possible and to avoid inappropriate hospital admission.

We will	2017-18	Requirements	Deliverables; what can you expect to see?
Make prevention the job of everyone	Implement a new approach to delivering preventative services via primary care (GP practices) using performance data, new payment and contract forms.	<p>GP practices participating in the Fit for Frailty programme (implemented in 2016-17) deliver Module 1 (Prevention and Early Intervention), including maximising uptake of universal screening/immunisation programmes.</p> <p>Monitor the performance of GP practices participating in the Fit for Frailty programme against identified Key Performance Indicators.</p> <p>Evaluate social prescribing model pilot programmes in partnership with Public Health.</p> <p>Explore greater use of navigators/digital technology to support patients to navigate the health and care system.</p>	<p>Increase in people being referred to lifestyle services from primary care.</p> <p>Increase in people self-referring to lifestyle services.</p> <p>Increased uptake of universal screening/immunisation programmes in south Warwickshire.</p> <p>An evaluation report on social prescribing, including recommendations.</p>
Commission person centred outcomes for our most complex group of people	Implement an integrated out of hospital solution for the top 15% of the population	<p>Work collaboratively with NHS Coventry and Rugby CCG, NHS Warwickshire North CCG and service providers who are members of the Sustainability and Transformation Plan group to develop a potential service model.</p> <p>Providers to respond and be operationally ready for systems changes that may occur as part of this process by quarter 2 2017/18.</p> <p>Implement actions from the End Of Life Improvement Plan.</p>	<p>An approved outcomes framework for out of hospital services.</p> <p>A new contract in place for out of hospital services.</p> <p>An implementation plan for delivery of the End of Life Improvement Plan.</p>



We will	2017-18	Requirements	Deliverables; what can you expect to see?
<p>Make sure that primary care maintains its status as the lynchpin of care delivery in south Warwickshire.</p>	<p>Develop and implement a new contract offer for primary care (General Practice).</p>	<p>Engage with CCG GP Member Practices to develop an outcomes based model to better address the needs of our population.</p> <p>Engage with our population to understand what they want and expect from primary care both now and in the future.</p>	<p>A new outcomes based contract model developed for implementation in 2018/19.</p> <p>An independent report that enables us to understand the key requirements of primary care from the perspective of our Member Practices and population.</p>
	<p>Seek to improve uptake of "enhanced" service offers (locally commissioned services and national Enhanced Services) by Member Practices.</p>	<p>Engage with our Member Practices to understand barriers to uptake.</p> <p>Develop an action plan based on the outcomes of this engagement.</p>	<p>A action plan which identifies barriers and actions that we will take to overcome these.</p>
	<p>Appraise the viability of commissioning a primary care led dementia diagnosis and management service.</p>	<p>Monitor pilot project (due to commence November 2016 and conclude November 2017).</p> <p>Complete evaluation of the pilot project.</p> <p>The Coventry and Warwickshire Partnership Trust (CWPT) Memory Assessment Service will be required to provide support and advice to GP practices participating in the pilot.</p>	<p>An evaluation report identifying the outcomes of the pilot project, including the impact on diagnosis rates.</p> <p>A business case, including recommendations for future commissioning.</p> <p>Any variations required to the contract with CWPT are identified and implemented.</p>



We will	2017-18	Requirements	Deliverables; what can you expect to see?
	<p>Deliver a Primary Care Estates Strategy which is aligned with the CCG's 2016-2020 strategy and the vision of NHS England's General Practice Forward View.</p>	<p>Develop the outline Primary Care Estates Strategy to include a full financial appraisal.</p> <p>Continue to engage with Member Practices in locality groups to develop plans for locality footprints within south Warwickshire.</p> <p>To support planning, work with Public Health to create an asset map for each locality footprint.</p> <p>Continue to engage with Warwick and Stratford-on-Avon District Councils in relation to the introduction of the Community Infrastructure Levy.</p> <p>Collaborative working with NHS England (West Midlands) to support the progress of schemes prioritised for funding through the Estates and Technology Transformation Fund (ETTF).</p>	<p>Complete Primary Care Estates Strategy, including asset map for each locality and full financial appraisal.</p> <p>ETTF schemes progress through due diligence stage.</p> <p>Contributions are passed from the District Council to the CCG (via the Community Infrastructure Levy) to support projects identified in the Primary Care Estates Strategy.</p>
	<p>Deliver an overarching Primary Care Strategy for south Warwickshire building on the work undertaken in 2016/17 to develop an outline Primary Care Estates Strategy.</p>	<p>Undertake a co-production process with the aim of understanding what our population wants and expects from primary care both now and in the future.</p> <p>Engage with Member Practices to ensure that they are able to shape the strategy.</p> <p>Develop a primary care workforce plan.</p>	<p>An engagement report capturing feedback from our Member Practices and population.</p> <p>Complete Primary Care Strategy, including workforce plan.</p>
	<p>Work with Member Practices to respond to the opportunities presented by the General Practice Forward View work programmes.</p>	<p>Collaborative working with CCG GP Member Practices, the Local Medical Committee and South Warwickshire GP Federation.</p> <p>Development of business cases/bid documents.</p>	<p>Bids/business cases are submitted to NHS England.</p>

We will	2017-18	Requirements	Deliverables; what can you expect to see?
	Monitor and evaluate the primary care mental health service pilot project.	<p>Monitor pilot project (due to commence September 2016 and conclude September 2017).</p> <p>Complete evaluation of the pilot project.</p>	<p>An evaluation report identifying the outcomes of the pilot project.</p> <p>A business case, including recommendations for future commissioning.</p>
Join up parts of the urgent care system that need to respond to our population 24/7	Roll out Electronic Palliative Care Co-ordination Systems across all Member Practices to support timely information sharing between primary care and Out of Hours (OOH) and NHS 111	Develop and implement roll out plan, including education and training for practices.	<p>System launched across all practices.</p> <p>Monitoring of uptake and usage on-going.</p>
	Contribute to the implementation of the West Midlands Urgent and Emergency Care Network.	<p>Develop a local action plan aligned to the vision of the West Midlands Urgent and Emergency Care Network and which addresses the need to effectively join up Providers.</p> <p>As part of the development of this plan, identify gaps in terms of being able to offer an urgent response to our population.</p>	<p>Local action plan agreed.</p> <p>Monitoring of delivery against the action plan is on-going.</p>
	Deliver actions identified in the Mental Health Crisis Concordat action plan.	On-going monitoring of progress against plan.	Actions identified for 2017/18 are delivered.

# Personalisation

The CCG recognises that there are some groups of individuals that would benefit from a focused, accelerated approach, so that they have the opportunity to utilise Personal Health Budgets or Integrated Personal Commissioning Budgets (which bring health and social care budgets together). The CCG also recognises both the strategic and operational opportunities.

that increased personalisation brings, and in order to seize upon this opportunity we will need to transform the nature of our commissioning arrangements.

We will	2017-18	Requirements	Deliverables; what can you expect to see?
Make sure we have the systems and processes to provide Personal Health Budgets (PHBs)	Ensure that people included in the CCG offer for a PHB who want to achieve a personalised approach with a PHB are able to do so.	On-going audit and monitoring of implemented PHBs.  Work with Providers to respond to the requirements of the national roll out of PHBs.	Raised visibility of PHBs via regular internal reporting.
Give our population the best start in life by using our collective resources most effectively	Implement a new Child and Adolescent Mental Health Service (CAMHS).	Work with Providers to support the delivery of a new CAMHS service specification and outcomes.  Providers to respond and be operationally ready for systems changes that may occur as part of this process by quarter 2/3 2017-18.  Put in place joint commissioning arrangements.	New CAMHS service in place.  Warwickshire County Council to become the Lead Commissioner on our behalf.
	Ensure robust arrangements are in place to understand the needs of and deliver high quality services to Looked After Children (LAC).	Providers will need to provide us with assurance that Looked After Children receive well co-ordinated care that meets their needs.  On-going monitoring of relevant Providers.	Regular reporting through the CCG's governance structures.

We will	2017-18	Requirements	Deliverables; what can you expect to see?
	Commence implementation of the new Children's Integrated Commissioning Unit, which will bring together teams from across the Local Authority and 3 CCGs (South Warwickshire, Warwickshire North and Coventry and Rugby).	<p>Develop the governance and commissioning infrastructure required for the new Children's Integrated Commissioning Unit (CICU).</p> <p>CICU to develop a plan to integrate 0 to 25 services to address transition within universal services and drive personalisation.</p> <p>Providers will need to provide us with assurance that they have reviewed transition pathways in light of NICE guidance published in February 2016. Good transition should include a named worker managing expectations and providing advice on accessing adult health services.</p>	<p>Secure aligned budgets between commissioners through a formal process (i.e. Section 75 agreement).</p> <p>Governance structure is agreed and in place.</p> <p>Integration plan in place.</p>
	Develop a new eating disorder service for children and young people.	<p>Review current service provision.</p> <p>Commission a new service model which is compliant with the published guidance "Access and Waiting Time Standard for Children and Young People with an Eating Disorder".</p>	New service in place.
	Appraise options for the development of an All Age Neuro Developmental pathway to support the diagnosis of people with autism and attention deficit hyperactivity disorder (ADHD).	Undertake options appraisal on potential service delivery models.	Options appraisal completed and recommendations identified
Change our commissioning arrangements for mental health and learning disability services to allow a personalised approach	Work with Warwickshire County Council to review the options for a joint commissioning approach to learning disability.	Undertake options appraisal on joint commissioning models.	Options appraisal completed and recommendations identified



We will	2017-18	Requirements	Deliverables; what can you expect to see?
	Develop an action that identifies commissioning priorities arising from the Joint Health and Social Care Learning Disability Self-Assessment Framework.	Work with CCG GP Member Practices and Providers to implement the Coventry and Warwickshire wide action plan.	<p>Actions identified for 2017/18 are delivered.</p> <p>Increased numbers of people with learning disabilities identified and included on the General Practice learning disabilities 'health check' registers.</p> <p>Increased % of people with learning disabilities have an annual health check from their GP practice and receive an associated care plan.</p>
	Continue transforming care for people with learning disabilities - implement phase 2 of "Transforming Care for People with Learning Disabilities".	Repatriation of patients who are currently placed in other areas and/or in NHS England commissioned inpatient beds, back to south Warwickshire.	A reduction in the number of people placed in other areas away from south Warwickshire and commissioned inpatient beds.
	Work with relevant partner organisations to implement the requirements of the Five Year Forward View for Mental Health for 2017/18.	<p>Develop action plan.</p> <p>On-going monitoring of progress against plan.</p>	Actions identified for 2017/18 are delivered.
	Support Warwickshire County Council with the implementation of "Shared Lives" (to support adults with additional needs including a learning disability or mental health issues).	Work with Warwickshire County Council to develop the business case for "Shared Lives".	A business case, including recommendations for future commissioning.
Work to transform the environment to empower patients	Support an options appraisal to establish a Centre of Excellence for Veterans Support in Warwickshire.	Work with partners to develop an options appraisal.	Options appraisal completed and recommendations identified.

# Specialist Provision

Driving the capacity and capability of the Out of Hospital system will ensure that south Warwickshire’s most expensive and limited resource is used as efficiently as possible, so as to care for our increasing population within existing capacity.

Within our Specialist Provision programme, we want to assure ourselves and our population that the services that are available locally are able to deliver the best outcomes in the most cost effective ways.

We will	2017-18	Requirements	Deliverables; what can you expect to see?
<p>Ensure that our population knows what choices are available to them and that they have the information available to make those choices</p>	<p>Ensure that our population has access to up to date information to enable them to make choices about their own care and treatment.</p> <p>Ensure choice is considered for new models of care for all client groups.</p>	<p>GPs and other referrers have access to relevant information to help and support patients to make choices.</p> <p>Increase utilisation of NHS e-Referral Service (e-RS).</p> <p>Implement actions identified through the NHS England “Securing meaningful choice for patients: CCG planning and improvement guide” self-assessment tool.</p> <p>Co-produce information to support choice with the CCG’s Public and Patient Participation Group (PPPG).</p> <p>Work with GPs/referrers who are low users of e-RS to understand barriers and develop action plans to increase utilisation.</p> <p>Undertake an engagement exercise with patients on an identified care pathway to test whether patients fully understood the choices available to them before entering that pathway and whether their expectations as to how treatment will benefit them are well-informed.</p>	<p>% increase in utilisation of NHS e-Referral service.</p> <p>Action plans in place for GPs/referrers who are low users of e-RS.</p> <p>Systems and processes in place which promote and measure awareness of choice.</p> <p>Co-produced information available to our population.</p> <p>On-going monitoring of Providers.</p> <p>Engagement exercise completed.</p>

We will	2017-18	Requirements	Deliverables; what can you expect to see?
<p>Encourage our providers to develop new partnerships and ways of working in order for them to adapt to the changing landscape, within the context of the Sustainability and Transformation Plan</p>	<p>As part of the Sustainability and Transformation Planning process, support and contribute to the development of a new Coventry and Warwickshire model for Paediatric and Maternity services.</p>	<p>Review the National Maternity Review’s “Better Births: Improving outcomes of maternity services in England” and work with local partners to identify gaps and implement a range of actions in response.</p> <p>Develop an options appraisal.</p>	<p>Options appraisal for future commissioning arrangements completed.</p> <p>Options identified enable us to meet the requirements of Better Births and incorporates standards for paediatric and neo-natal care.</p>
	<p>Explore new models of care for Diabetes.</p>	<p>Engage with key stakeholders and the public.</p> <p>Establish a Clinical Network for diabetes in south Warwickshire</p> <p>Develop an outcomes framework for diabetes.</p> <p>Develop an options appraisal on service delivery models.</p>	<p>Options appraisal for future commissioning arrangements completed.</p>
<p>Specify the outcomes we want for key elective specialities to support providers deliver the right level of care and best outcomes</p>	<p>As part of the Sustainability and Transformation Planning process, be part of a Coventry and Warwickshire wide approach to the review of Musculoskeletal (MSK) services.</p>	<p>Engage with key stakeholders and the public.</p> <p>Develop an action plan that delivers improvements in the short, medium and long term.</p>	<p>Action plan developed, with regular reporting in place.</p>
	<p>Develop a work programme to address the findings of “Right Care” and other benchmarking (e.g. Commissioning for Value).</p>	<p>Key areas for consideration will include cancer and gynaecology.</p> <p>Engage with key stakeholders and the public.</p>	<p>Work programme in place and being tracked.</p>

We will	2017-18	Requirements	Deliverables; what can you expect to see?
Centralise services where there is evidence that will provide better clinical outcomes for our population	Commission improved Coventry and Warwickshire wide stroke services to meet the national stroke service specifications.	<p>Engage with key stakeholders and the public.</p> <p>Progress through NHS England assurance process and obtain approval to proceed.</p> <p>Providers will need to be able to respond and deliver the agreed service specification.</p>	New service in place May 2018.



# Delivering Today

As a CCG we will continue to make sure that the standards and processes are in place to ensure the timely access to care that patients rightly expect and are entitled to receive. This is set out in the NHS Constitution and Outcomes Framework.

We seek to deliver continuous improvement in quality and patient outcomes and to drive and embed improvements in safe and compassionate care for all patients, but particularly for the most vulnerable groups within our society.

We will	2017-18	Requirements	Deliverables; what can you expect to see?
Continue to seek the views of, listen to and drive our relationship with patients, partners and communities	<p>Continue to increase the number of CCG Health Champions.</p> <p>Develop and implement a clear communication plan for Health Champions.</p> <p>Continue to increase the co-design of communication channels.</p> <p>Review and recommend new ways to capture and utilise feedback.</p>	<p>Work with partners and providers to increase the quality, quantity and appropriateness of public and patient engagement.</p> <p>Produce and implement action plans across identified areas.</p> <p>Develop relationships with our key local business/industry partners.</p> <p>Introduce a new feedback system.</p>	<p>Continue to increase the Health Champions database, with appropriate representation to reflect the population.</p> <p>Co-design 10% of all published information for patients and the public.</p> <p>New feedback system is in place.</p> <p>Database in place identifying key business/industry partners.</p>
Continue to develop the people, processes and reporting that we have in place to oversee the quality of the services delivered to the population of south Warwickshire and drive continuous improvement in terms of patient safety, clinical effectiveness and patient experience	Manage the delivery of local and national performance and quality targets across all contracts.	Regular reporting which captures the outcomes of ongoing monitoring.	Regular reporting to the CCG's Performance Committee and the Governing Body.



We will	2017-18	Requirements	Deliverables; what can you expect to see?
<p>Continue to develop the people, processes and reporting that we have in place to oversee the quality of the services delivered to the population of south Warwickshire and drive continuous improvement in terms of patient safety, clinical effectiveness and patient experience</p>	<p>Monitor the Homecare and Supported Living Framework with Warwickshire County Council</p>	<p>Regular reporting established, including feedback from service users and GPs.</p>	<p>Regular reporting to the CCG’s Performance Committee, Clinical Quality and Governance Committee and the Governing Body.</p>
	<p>Monitor the Care Home Framework with Warwickshire County Council.</p>		
	<p>Monitor and deliver the shared quality model for nursing and residential homes with Warwickshire County Council.</p>		
	<p>Monitor and evaluate the new Integrated NHS111 and Out of Hours (OOH) service.</p>	<p>Ongoing monitoring. Regular reporting established.</p>	<p>Regular reporting.</p>
	<p>GPs to undertake e-learning on autism.</p>	<p>Promote e-learning module and provide supporting information to our GP practices.</p>	<p>Reported training completion. GP feedback on the training.</p>
	<p>Support the development of a Coventry and Warwickshire wide Accident and Emergency Board.</p>	<p>Wind up existing System Resilience Group.  Coventry and Warwickshire wide A&amp;E Board established, with all relevant governance processes in place.</p>	<p>Implementation of the national Accident and Emergency Improvement Plan.</p>

We will	2017-18	Requirements	Deliverables; what can you expect to see?
Provide the financial stability and contractual flexibility to deliver the CCG strategy	Continue to deliver financial balance to allow sustainable transformational change.	Work with partners and Providers to identify opportunities to deliver effective and efficient change to the healthcare system and improve health outcomes for the population of south Warwickshire.	Financial balance. Strategic deliverables achieved.
Embrace the technology changes required to improve our efficiency and patient experience	Take forward priorities identified in the Local Digital Roadmap (Information Technology strategy) in collaboration with partners and Providers.	Implement the Universal Capabilities Delivery Plan, which will track progress in 10 key areas identified by NHS England.	Actions identified for 2017/18 are delivered.



A close-up photograph of a man with a friendly smile, wearing a grey pinstriped suit jacket, a white shirt, and a grey tie. He is wearing a blue lanyard with 'NHS' printed on it. He is holding a pen in his right hand and a piece of paper in his left hand. The background is blurred, suggesting an office or public space.

# Glossary



Term	Abbreviation	Definition
Annual Business Plan Delivery Group	ABP	Written document that describes in detail how a business is going to achieve its goals.
Arden and Greater East Midlands Commissioning Support Unit	AGCSU	Arden and Greater East Midlands Commissioning Support Unit provide the required support to the CCG to assist them to deliver the Annual Plan.
Attention Deficit and Hyperactivity Disorder	ADHD	ADHD is a developmental disorder. The behavioural problems associated with ADHD can also cause problems such as difficulties with relationships and social interactions.
Adult Mental Health Acute Team	AMHAT	AMHAT offers a psychiatric and risk assessment service in acute healthcare settings, like the Accident and Emergency (A&E) department or wards of local hospitals.
Any Qualified Provider	AQP	Under AQP, any provider assessed as meeting rigorous quality requirements who can deliver services to NHS prices, under the NHS Standard Contract is able to deliver the service. Providers have no volume guarantees and patients will decide which providers to be referred to on the basis of quality. It is seen as a means of securing innovative services in line with patient preferences.
Business Case	B Case	A Business Case is the reasoning for initiating a project or task. Often presented in a well-structured written document.
Brought Forward	B/F	When a meeting or event is moved to an earlier date or time.
Business Continuity Plan	BCP	This is a plan to continue operations if a place of business is affected by different levels of disaster.
Child and Adolescent Mental Health Services	CAMHS	These are specialist NHS services. They offer assessment and treatment to children and young people with emotional, behavioural or mental health difficulties.
Clinical Commissioning Group	CCG	CCGs were created following the Health and Social Care Act in 2012, and replaced Primary Care Trusts on 1 April 2013.
Chief Finance Officer	CFO	The senior manager responsible for overseeing the financial activities of an entire organisation.
Contractual Quality Reporting System	CQRS	This is a systematic approach that provides assurance to the CCG in terms of the quality of services commissioned.
Commissioning for Quality and Innovation	CQUIN	Payment framework that enables commissioners to reward excellence, by linking a proportion of a healthcare providers' income to the achievement of local quality improvement goals.
NHS Coventry and Rugby Clinical Commissioning Group	CRCCG	Responsible for planning, organising and buying NHS-funded healthcare for around 450,000 people in the Coventry and Rugby areas.
Customer Relationship Management	CRM	The CRM manager is the key contact who manages the contract between the CCG and Arden and GEM CSU

<b>Commissioning Support Units</b>	CSU	Introduced to take on important functions in the new NHS structure. They support clinical commissioning groups by providing business intelligence, health and clinical procurement services, as well as communications and back-office administrative functions, including contract management and engagement.
<b>End of Life</b>	EOL	Support for people who are in the last months or years of their life.
<b>Emergency Preparedness Resilience and Response</b>	EPRR	The NHS needs to plan for, and respond to, a wide range of incidents and emergencies that could affect health or patient care. This programme of work is referred to in the health community as EPRR.
<b>Executive Team</b>	Exec	A team of individuals at the highest level of organisational management who have the day-to-day responsibilities of managing an organisation. This group is made up of GPs and CCG officers.
<b>Funded Nursing Care</b>	FNC	Introduced in October 2001, is the funding provided by the NHS to care homes providing nursing, to support the provision of nursing care by a registered nurse for those assessed as eligible.
<b>Financial Recovery Board</b>	FRB	A CCG Committee with the responsibility to deliver financial balance.
<b>Governing Body</b>	G Body	A group of people who formulate the policy and direct the affairs of the CCG. This group consists of Lay Members, representatives from local partner organisations, GPs and CCG Officers. Meetings and papers are open to the public.
<b>General Medical Services i.e. GP contract</b>	GMS	The term used to describe the range of healthcare that is provided by GPs as part of the NHS.
<b>Health and Safety</b>	H&S	Regulations and procedures intended to prevent accident or injury in workplaces or public environments.
<b>Health and Overview Scrutiny Committee</b>	HOSC	Sitting within WCC Overview and Scrutiny is part of the process of checks and balances that ensures the Council is delivering on its promises. This also includes how health services are delivering in Warwickshire.
<b>Health and Wellbeing Board</b>	HWB	Statutory bodies introduced in England under the Health and Social Care Act 2012. According to the Act, each upper-tier local authority in England is required to form a health and wellbeing board as a committee of that authority.
<b>Improving Access to Psychological Therapies</b>	IAPT	An NHS programme rolling out services across England offering interventions approved by the National Institute of Health and Clinical Excellence (NICE) for treating people with depression and anxiety disorders.
<b>Information Governance</b>	IG	The set of multi-disciplinary structures, policies, procedures, processes and controls implemented to manage information.
<b>Invitation to Tender</b>	ITT	This is part of the procurement process and is a procedure for generating competing offers from different bidders looking to obtain an award of business activity in works, supply, or service contracts.
<b>Joint Strategic Needs Assessment</b>	JSNA	Defined as 'a systematic method for reviewing the health and wellbeing needs of a population, leading to agreed commissioning priorities that will improve the health and wellbeing outcomes and reduce inequalities'.



<b>Key Performance Indicators</b>	KPI	These are a type of performance measurement. KPIs evaluate the success of an organisation or of a particular activity in which it engages.
<b>Looked After Children</b>	LAC	The term covers children that are being looked after by the local authority. They might have been placed in care voluntarily by parents struggling to cope. Or, children's services may have intervened because a child was at significant risk of harm.
<b>Learning Disability</b>	LD	A condition giving rise to learning difficulties, especially when not associated with physical disability.
<b>Local Enhanced Services</b>	LES	This is a local level contract that allows the CCG to commission services from primary care in response to local needs and priorities.
<b>Members Council</b>	M Council	This is a monthly meeting where all GP practices in south Warwickshire meet to discuss commissioning activity.
<b>Make Every Contact Count</b>	MECC	Encourages conversations based on behaviour change methodologies (ranging from brief advice, to more advanced behaviour change techniques), empowering healthier lifestyle choices and exploring the wider social determinants that influence our health.
<b>Mental Health</b>	MH	A person's condition with regard to their psychological and emotional wellbeing.
<b>Non-elective admissions</b>	NEL	Another term for unplanned admissions to hospital.
<b>NHS England</b>	NHSE	NHS England leads the National Health Service (NHS) in England. They set the priorities and direction of the NHS and encourage and inform the national debate to improve health and care.
<b>The National Institute for Health and Care Excellence</b>	NICE	NICE was set up in 1999 as the National Institute for Clinical Excellence, a special health authority, to reduce variation in the availability and quality of NHS treatments and care.
<b>GP Out of Hours</b>	OOH	The NHS pledges to provide services at a time that's convenient for patients. Outside normal surgery hours they can still phone their GP practice, but will usually be directed to an out-of-hours service. The out-of-hours period is from 6.30pm to 8.00am on weekdays and all day at weekends and on bank holidays.
<b>Payment by results</b>	PbR	PbR is the payment system in England under which commissioners pay healthcare providers for each patient seen or treated, taking into account the complexity of the patient's healthcare needs.
<b>Personal Health Budgets</b>	PHBs	A personal health budget is a set amount of money to spend on the support and services that will meet your assessed health and wellbeing needs, as agreed between you (or if you do not have the capacity to make decisions yourself, a representative acting on your behalf, for example someone to whom you have given a power of attorney) and your local NHS team. It can be provided in a number of ways – including direct payments – to suit each person.
<b>Practice-level Patient Participation Groups</b>	PPGs	Patient Participation Groups are set up to develop a positive and constructive relationship between patients, the Practice and the community it serves.

<b>Public and Patient Participation Group</b>	PPPG or 3PG	South Warwickshire Public and Patient Participation Group (PPPG) has been set up to include a member of each existing practice-level Patient Reference Group. This group brings together the views of the groups they are representing in one place so that the CCG will get a feel for patient opinion throughout south Warwickshire.
<b>Pre-Qualification Questionnaire</b>	PQQ	This is part of the procurement process and is a procedure for assessing a potential provider's financial and legal status before they go to respond to an ITT.
<b>Practice-level Patient Reference Groups</b>	PRGs	This is a virtual PPG.
<b>Quality, Innovation, Productivity and Prevention</b>	QIPP	This is a national, regional and local level programme designed to support clinical teams and NHS organisations to improve the quality of care they deliver while making efficiency savings that can be reinvested into the NHS.
<b>Quality Outcomes Framework</b>	QOF	The QOF is the annual reward and incentive programme detailing GP practice achievement results. It rewards practices for the provision of quality care and helps standardise improvement in the delivery of primary medical services.
<b>Referral to Treatment</b>	RTT	A term for a standard for delivery of care in the NHS that no patient should wait longer than 18 weeks from referral to the start of his or her first definitive treatment (for non-malignant conditions).
<b>Senior Management Team</b>	SMT	The senior team of officers within the CCG.
<b>System Resilience Group</b>	SRG	A cross organisational senior leaders group, responsible for ensuring the urgent care system works effectively.
<b>Sustainability and Transformation Plan</b>	STP	NHS organisations are required to produce individual operational plans for 2016/17. In addition, every health and care system will work together to produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision. The STP for this area covers Coventry and Warwickshire.
<b>South Warwickshire NHS Foundation Trust</b>	SWFT	South Warwickshire NHS Foundation Trust (SWFT) provides the hospital services to the population of south Warwickshire from four hospitals. They also deliver out-of-hospital community services to the whole of Warwickshire serving a population of more than half a million from various clinics.
<b>Warwickshire Cares - Better Together</b>	WCBT	Warwickshire version of the Better Care Fund. The scheme joins up health and social care services across Warwickshire. Better Together is the local name for the national Better Care Fund which outlines how the county will share health and county council budgets to transform services for older people to offer the right care, in the right place at the right time.
<b>Warwickshire County Council</b>	WCC	Warwickshire County Council provides a range of council services to the population of Warwickshire. It is the largest employer in Warwickshire, employing some 18,000 people with a total spend of over £670m.



better healthcare for everyone

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