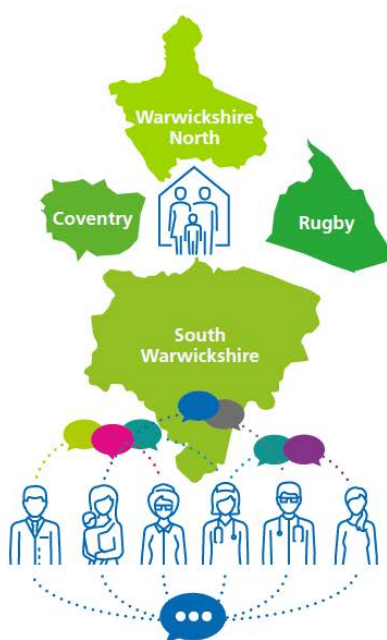


DRAFT **Commissioning Intentions 2019/20**



Our System



Our Place



Our Plan

Contents

1. Our System page 3

2. Our Place page 6

3. Our Plan page 8

SECTION 1: Our System

As we look forward, we recognise that 2019/20 will be a critical year for the CCG and the Coventry and Warwickshire health and care system.

Through the formation of the Coventry and Warwickshire Better Health, Better Care, Better Value (BHBCBV) Partnership and the subsequent development of the BHBCBV Programme, Commissioner and Provider organisations from across the Coventry and Warwickshire system have firmly recognised that if we are going to deliver the best possible outcomes for our population within the resources available to us:

- We cannot keep doing things the way that we have always done them; and
- Greater collaboration between organisations (be that between Commissioners, between Providers or between Commissioners and Providers) will be needed to improve services and manage resources.

In July 2018, both the Coventry and Warwickshire Health and Wellbeing Boards, as the Coventry and Warwickshire Place Forum, agreed a Concordat which sets out the principles of how organisations in Coventry and Warwickshire will work together over the coming years.

Prioritising prevention: We will tackle the causes of health-related problems to reduce the impact of ill-health on people's lives, their families and communities. We will seek to address the root causes of problems, listening to local people's priorities and acting on their concerns.

Strengthening communities: We will support strong and stable communities. We will listen to residents to understand what they want from the services we provide and encourage them to lead change themselves where possible.

Co-ordinating services: We will work together to design services which take account of the complexity of people's lives and their over-lapping health and social needs. We will focus on the best way to achieve good outcomes for people, reducing the number of interactions people have with our services and avoiding multiple interventions from different providers.

Sharing responsibility: We value the distinct contributions made by all the organisations that are part of this Concordat. We will maintain partnerships between the public sector, voluntary and community sector, local businesses and residents, recognising that we share a responsibility to transform the health and well-being of our communities. We will pool resources, budgets and accountabilities where it will improve services for the public.

The emphasis on collaboration that is written through both the BHBCBV and the Concordat, sits in alignment with the latest NHS Planning Guidance which focuses strongly on the development of Integrated Care Systems (ICSs). The anticipated benefits of moving towards ICSs are set out in full in the Planning Guidance – locally there is consensus across Commissioner and Provider organisations that our direction of travel in 2019/20 will be towards the development of an ICS in Coventry and Warwickshire.

Strategic Intentions for 2019/20

During 2019/20 the Coventry and Warwickshire system will need to put in place the key components of an ICS whilst all organisations continue to implement their existing strategies to support delivery of the BHBCBV Programme.

As a CCG we will navigate our way through the next 18 months on the basis of the three key principles:

1. Finish what we have started

2019/20 is the final year of our 'Translating our 2020 Vision into Reality' strategy. The key drivers for the strategy are still relevant and many are aligned to national priorities and/or the BHBCBV Programme. We will continue to deliver priorities aligned to the 4 cornerstones; our strategy and associated delivery plans will remain the focal point for our work.

2. Redefine our business as usual by starting to act as a strategic commissioner

Over the course of our 'Translating our 2020 Vision into Reality' strategy we have already begun to change the way that we commission. Our Out of Hospital and Rise contracts have been delivered through an outcomes based approach that moves us away from commissioning volume and activity to commissioning improved outcomes for defined groups of people or populations, as well as focusing on health inequalities within the population. This approach, which is driven through engagement with our population to understand what outcomes matter most and are meaningful to them, will be the process adopted by the future strategic commissioning function for all commissioning programmes and projects. Engagement with Providers over the coming months will support us to determine how we will sequence the development of new contracts based on outcomes.

From our own experience and that of other areas nationally, we recognise that successful outcomes based commissioning is only possible if appropriate contracting and payment mechanisms are in place that encourage and reinforce shared accountability for delivery of the identified outcomes across Providers engaged under a contract. With this in mind, the future strategic commissioning function will need to consider how contracting and payment approaches change in tandem with the approach to commissioning.

Over the coming months, we will work with other Coventry and Warwickshire Commissioners to define and articulate the role of a strategic commissioner in more detail and we will then test this with Providers. What we recognise here and now is that functions and tasks which Commissioners have undertaken historically will not be undertaken by a strategic commissioner and may sit with Providers in the future.

Our 'Systematic Approach to Quality' is our established quality oversight and improvement framework. It sets out the approach that we have taken up to this point in time in pursuit of our goal of improving quality of care for our population. During 2019/20 we will need to determine how we will deliver a different approach to quality assurance and improvement in the future to reflect outcomes based commissioning.

Finally, we will pave the way for a seamless transition to a new system wide strategy. In 2014 the three Coventry and Warwickshire CCGs developed and approved 'Transformational Change, Transforming Lives: Coventry and Warwickshire CCGs' Strategic Plan'. This strategic plan underpins 'Translating our 2020 Vision into Reality' and the BHBCBV Programme. Although the plan ends in March 2019 its' priorities are strongly embedded in plans that run beyond that date.

During 2019/20 we have the opportunity to assess what we have achieved and what we want to focus on post-2020 across Coventry and Warwickshire. We expect that the new system strategy will build on the vision and principles of the Coventry and Warwickshire Place Forum Concordat and will, no doubt, be more about how the strategic commissioner leverages the benefits of the ICS and the new approach to commissioning than new priorities; we do, however, need to use this opportunity to engage our communities; mobilise our clinical workforce and refocus where we need to.

3. Facilitate Provider collaboration

Providers in the future will need to find new ways of working with each other and other system partners to successfully deliver the outcomes identified by the strategic commissioner. Our Out of Hospital experience tells us that the best way of working out what this means is to work on practical examples. We are therefore going to use 2019/20 to support our Providers in combination with delivering the priorities identified under the 4 cornerstones of our strategy (see **Section 3**). Our focus will be on the interface between primary and secondary care – whether that be acute and/or mental health services. We will work on key pathways where we have the opportunity to reduce variation, deliver value and provide a more co-ordinated, integrated experience for patients by bringing clinicians together across the pathway.

We recognise that in order to transition and develop their role within a future ICS, Providers will need to consider their current state against the future competencies and capabilities required. During 2019/20 we will work with our Providers to help them to understand what may be expected of them in

the future and how they may need to adapt and develop to successfully deliver outcomes based contracts.

We know that a range of different underpinning enablers – including ICT (Information and Communication Technology) and estate infrastructure – will be needed to support increased integrated working between Providers. With this in mind, delivery of our Primary Care Estates, Primary Care Workforce and GP ICT strategies will continue to be an area of focus in 2019/20.

SECTION 2: Our Place

At the July Coventry and Warwickshire Place Forum it was agreed that the Coventry and Warwickshire system would be made up of 4 places (including south Warwickshire). Understanding the needs of these 4 diverse places that will make up the future Coventry and Warwickshire ICS will be a critical part of the role of a strategic commissioner, with the new place-based Joint Strategic Needs Assessments (JSNAs) that will be delivered over the coming 18 month period being a key resource for the strategic commissioning function. Insight will also continue to be strongly driven through engagement. With this in mind, in the coming months we intend to take the opportunity to reflect on the outputs of the multiple engagement exercises that have been undertaken over the first two years of our strategy and what they tell us about our population's aspirations and priorities.

Although we know that the geographic footprint on which the strategic commissioner will commission services in future will vary – from region, to system, to place – based on what will get the best results in terms of improving experience, access and outcomes for people, we expect that most services will be delivered locally, managed locally and planned locally so that they reflect the diverse needs of the 4 places.

In line with existing strategies at both system and organisational level, our ambition is for change to happen as close to people and communities as possible, putting the person at the centre of all that we do. As part of their evolving role within the ICS, Providers will have a crucial role to play in place based service planning and delivery. Not only will they need to establish strong and effective partnerships amongst themselves, with local GP practices being a key partner in every place, they will also need to consider how they will work with communities – seeing the people who they will deliver services to as assets and partners. The participation of councillors, voluntary, community and social enterprise organisations and many others in local partnerships will be essential if we are to improve the health of our communities by tackling the wider issues that can affect health, ranging from alcohol and diet, to poverty, housing quality, leisure services and employment.

During 2019/20 we want to work closely with Providers to support them to develop their vision for how a place based partnership will come together in south Warwickshire. We foresee a critical role for the existing South Warwickshire Health and Wellbeing Partnership within this process.

Challenges

As we develop our commissioning intentions for 2019/20, we know that the challenges facing both our system and our place in the coming years are considerable. Medical advancements have enabled people to live longer, better quality lives. This is great news for individuals, families and communities. It also means that our services need to be able to respond to increased demand, whilst at the same time improving outcomes, quality and patient experience, and reducing health inequalities.

The existing JSNA highlights a number of priority areas for our population. Intentions across the four cornerstones of our strategy (as set out in **Section 3**) seek to address these priorities:

A growing population

Our population is expected to grow by 5.4% between 2018 and 2035, with the Warwick and Stratford-on-Avon District Local Plans setting a combined housing requirement of circa. 31,000 new dwellings. Up to 2035 the rate of growth of our populations aged 65 plus and 85 plus will be significantly higher than that of both Coventry and Warwickshire and England.

An ageing population

Our population is ageing and more people are living for longer with long term medical conditions. South Warwickshire currently has approximately 8,400 people aged over 85, this number is expected to almost double to 15,800 by 2035. During the same period the over 65 group is expected to grow by 30% from 58,700 to 76,100.

Mental wellbeing

Within south Warwickshire there are an estimated 26,000 people aged 16-74 and around 2,700 people under 16 with a common mental health problem such as depression or anxiety. Over 2,200 people in south

Warwickshire have a severe and enduring mental health illness, many of whom experience inequalities in access to health service which need to be addressed.

Suicide rates in Warwick and Stratford districts have increased in recent years and are now above the national average. Rates are highest among middle-aged men. Health and care professionals need to be alert to individual risks and confident in addressing the issue of mental health, alongside activities to promote mental health and mental health friendly services and communities.

Long term limiting illnesses

In 2011 nearly 16,000 south Warwickshire residents reported that they had long term limiting illnesses that “limited their activities a lot”. This is projected to increase to over 27,000 by 2037, with the greatest percentage increase projected to occur in Stratford-upon-Avon (82%).

Dementia

The growing, ageing population will lead to more people living with dementia and more carers supporting those individuals. Providing people with a timely diagnosis and appropriate support is key to enabling individuals to remain independent and maintain a good quality of life. Some dementias can be prevented and reducing circulatory risk factors can reduce the risk of developing dementia in later life.

Carers

The growth of the elderly population will result in a rise in the number of unpaid carers. In 2011 there were an estimated 27,000 unpaid carers in south Warwickshire, of whom 5,000 provided 50 plus hours of care a week. By 2020, nationally 10.6 million people will take on a new caring role for a disabled, older or seriously ill relative or friend. It is anticipated that the number of older people in need of care and support will start to outstrip the number of working age family members able to provide it.

Learning disability

The total number of people with a learning disability in Warwickshire is estimated to be 8,933, with the largest number (2,216 estimated) living in Warwick District. The number of people with a learning disability is predicted to rise with the largest increase being in the over 65 group (18% from 2013 to 2021). People with learning difficulties often experience poorer physical health outcomes and can need support to access appropriate health services.

Children and young people

The health and wellbeing of children in south Warwickshire is generally good and above the England average. However, we know we need to do more to support childrens’ mental health and wellbeing; 75% of mental health problems are established by the age of 24. Support for vulnerable young people – particularly Looked after Children, those with a safeguarding referral and those requiring support from mental health services, needs to be prioritised. Ensuring that these children receive the support that they require as soon as possible, will increase their chances of achieving their potential in education and establishing effective relationships with family, friends and the wider community.

Homelessness

The number of recorded rough sleepers in Warwickshire has increased by 20% from 2016 with the majority sleeping rough within south Warwickshire. Rough sleepers and the hidden homelessness experience significant mental health risk factors and often face barriers to accessing routine and specialist care. In addition, multiple health needs and fragmented care can lead to poor patient experience, increased urgent and emergency care needs and worse health outcomes.

SECTION 3: Our Plan

Our strategy 'Translating our 2020 Vision into Reality' was adopted by the CCG's Governing Body in January 2016. The strategy was developed through engagement with our key stakeholders (our Member Practices, Warwickshire County Council, local health partners including South Warwickshire NHS Foundation Trust and Coventry and Warwickshire Partnership NHS Trust and patients and members of the public) and, as highlighted in **Section 1**, it continues to be the focal point for our work.

In the two and a half years since the strategy was published significant progress has been made to deliver the commitments that we set out under each of the 4 cornerstones. This **Section** provides an overview of our key achievements up to this point in time and then sets out our intentions for 2019/20 as we seek to deliver our strategic intention to finish what we started.

Out of Hospital Cornerstone

Our strategy commitments:

- To **prevent** negative lifestyle choices.
- To **respond** 24/7 in a co-ordinated way.
- To **innovate** the Provider market.

Personalisation Cornerstone

Our strategy commitments:

- To **support** a personalised approach.
- To **align** resources to deliver better care.
- To **transform** commissioning arrangements for vulnerable groups.

Specialist Provision Cornerstone

Our strategy commitments:

- To increase **confidence** of service users.
- To **accelerate** integrated working.
- To **centralise** expertise to improve outcomes.

Delivering Today

Our strategy commitments:

- To **listen** to patients and the public.
- To **drive** the best outcomes for our population.
- To **assure** quality and performance.

KEY ACHIEVEMENTS

Out of Hospital Cornerstone



General Practice

National Patient Survey results and Care Quality Commission inspections have recognised the excellent work that our 33 Member Practices do. Looking to the future, in the spring of 2017 just over 2,500 people shared their views with us on how general practice works now and how it might work differently in the future. At the same time, we published our plan Transforming General Practice Together. The plan recognises the challenges facing general practice and describes how we are working with our Member Practices to develop a new model of general practice in south Warwickshire.



Out of Hospital Transformation

In November 2017 we awarded a new contract to NHS South Warwickshire Foundation Trust to work with partners to transform the way that a range of out of hospital services are delivered in south Warwickshire, based on achieving the outcomes that our population told us matter most to them.



Fit for Frailty Project

Working with our Member Practices and Age UK, we have focused on improving the health and wellbeing of people aged over 75 living in south Warwickshire, by supporting them to maintain their independence and equipping them to better manage any conditions that they are living with at home.



Social Prescribing

We have supported our Member Practices to try out different ways of connecting their patients with sources of support within their communities - recently securing a grant from Stratford Town Trust to expand a successful early intervention programme, co-designed by the national mental health charity Mind, which provides support to people who are experiencing mild to moderate mental health problems.



Diabetes

With support from the national Diabetes Transformation Fund, we are leading and supporting a range of different work aimed at improving the quality of care available to people living with diabetes and prediabetics. In the last year alone, we have launched a Diabetes Clinical Network, increased the number of hospital-based clinics for footcare and improved access to education courses.

KEY ACHIEVEMENTS

Personalisation Cornerstone



Rise (Children and Young People's Emotional Wellbeing and Mental Health Services)

Over 750 young people, parents and professionals contributed to a Coventry and Warwickshire wide project to redesign the way that these services are delivered in our area. Based on this work, a new service launched in 2017. Through the service website young people and their families can access a huge range of self-help materials including the new Dimensions tool - a web-based app that helps people to connect with relevant advice, support and local interventions.



Transforming Care Programme

We were one of the first areas in England to develop a transforming care partnership. Working with other local CCGs and Local Authorities, we set out our plan to enable people with learning disabilities to get support closer to their homes. One of our first steps was to set up an Intensive Community Support Team who focus on supporting people in their communities.



Personal Health Budgets

In the spring of 2016 we published our offer for Personal Health Budgets. Recognising the potential that PHBs have to give people more choice and control over the money spent on meeting their health and wellbeing needs, we have recently expanded our Quality Team to include a dedicated PHB Nurse who will focus on supporting more people in south Warwickshire to be able to take up a PHB.



Mental Health Service Pilots

We have worked with a number of our Member Practices and the charities Rethink and Mind to pilot different approaches to support people who go to their GP with symptoms of common mental health problems. Nearly 200 people were referred into one of the pilot services in 2016/17.



KEY ACHIEVEMENTS

Specialist Provision Cornerstone



Planned Care

We have focused on a number of different areas (including musculoskeletal (MSK), ophthalmology and dermatology services) to look at how changing the way that these services are delivered could deliver better outcomes for patients. Engagement with patients and the public and clinical professionals has helped to shape our thinking.



Local Maternity System Transformation

Working with other local CCGs, we have published our Local Maternity System Plan, the overall aim of which is to ensure that mothers and babies in Coventry and Warwickshire receive the best quality of care and achieve the best outcomes. To help shape what the system will look like in the future, we have started to talk to parents and carers about their experiences of care before, during and after birth.



Cancer

We have been working with other CCGs in Coventry and Warwickshire to develop our local response to the National Cancer Strategy. In 2017 we were successful in securing support from Macmillan Cancer Support to recruit a Programme Manager who is now leading the implementation of the 'Living With and Beyond Cancer' programme.



Stroke Services

Working with other local CCGs and key stakeholders (including local hospitals, a dedicated patient advisory group and the Stroke Association), we have engaged with our population on our proposals for how stroke services may look different in Coventry and Warwickshire in the future in response to national and regional guidance.



KEY ACHIEVEMENTS

Delivering Today Cornerstone



Systematic Approach to Quality

We have set out a clear framework for how we will work with Providers of services to improve patient safety, patient experience and clinical outcomes.



HaveYour Say Day

From Alcester to Shipston, we have got out and about across south Warwickshire to talk to our population about our plans and work programmes and to hear their thoughts and concerns.



Outcomes Based Commissioning

We are embedding an outcomes based approach commissioning - meaning that when we plan and buy services we are increasingly working collaboratively with local people and Providers to define what outcomes are most important to people who use services and what kind of support could achieve these.



Better Health, Better Care, Better Value Partnership

Through the partnership we are working with other organisations from across the local health and care system to seize opportunities to make changes which benefit our population by working together.



Contract Negotiations

Since our strategy was published, we have successfully completed two rounds of contract negotiations within the mandated national timeframes.



Finance

We have faced an increasingly challenging financial environment as demand for services continues to grow faster than funding is increasing. Over the first two years of our strategy, we have been successful in securing significant national transformational funding across a range of work programmes, including over £2.7m to support general practice through the Estates and Technology Transformation Fund.

Out of Hospital Cornerstone – Intentions for 2019/20

Our strategy commitments:

- To **prevent** negative lifestyle choices.
- To **respond** 24/7 in a co-ordinated way.
- To **innovate** the Provider market.

INTENTION	ACTION	IMPACT
In 2019/20, we will...	To deliver this intention, we will...	By March 2020, we will have...
Continue working with our Member Practices to focus on the sustainability of general practice here and now, and how general practice in south Warwickshire will transform over time to remain sustainable for the future.	<ul style="list-style-type: none"> • Lead and/or support the implementation of a broad range of work programmes (as set out in our plan 'Transforming general practice together') which align to the pillars of the General Practice Forward View: Investment; Workforce; Workload; Practice infrastructure; and Care redesign. 	<ul style="list-style-type: none"> • Made demonstrable progress on the delivery of our General Practice Forward View Plan 'Transforming general practice together' as evidenced in reporting to the CCG's Primary Care Committee and onwards to the Governing Body. • Been able to demonstrate to our stakeholders and our population how our Member Practices have benefited from the opportunities flowing from the General Practice Forward View.
Continue to focus on the development of the GP Networks (groupings of CCG Member Practices) established in 2018/19 as the foundation for future Out of Hospital service delivery models.	<ul style="list-style-type: none"> • Continue to Chair and participate in the local All GP Network meeting, which brings together the Chairs/nominated representatives of each GP Network. • Continue to track the progress of the action plans that the GP Networks have set for themselves through the All GP Network meeting, as applicable. • Through the General Practice Investment Proposal process established in 2018/19, continue to consider requests from the GP Networks to provide resource support and/or other identified input to proposed projects which address priorities that they have identified. • Continue to support the development of the relationship between the GP Networks and the Out of Hospital Place Based Teams. • Continue to develop future 	<ul style="list-style-type: none"> • Embedded the GP Networks. • Been able to demonstrate the benefits that the GP Networks have delivered – this may, for example, be by delivering services that satisfy a local need, providing organisational resilience for general practice or improving patient experience.

	system leaders from within general practice by expanding the local General Practice Leadership and Development Programme commenced in 2018/19.	
Work in partnership with our Member Practices, the other Coventry and Warwickshire CCGs, South Warwickshire NHS Foundation Trust and the wider training and education system (including the Local Workforce Action Board, Health Education England and the local Training Hub) to deliver the Coventry and Warwickshire Primary Care Workforce Strategy.	<ul style="list-style-type: none"> • Continue to Chair and participate in the South Warwickshire Local Workforce Group. • Co-ordinate activities at a Coventry and Warwickshire level where applicable – for example, the deployment of relevant national funding e.g. Practice Manager Development funding. • Seek to take maximum advantage of relevant funding opportunities as they become available. • Work with our Member Practices to increase the number of staff working in new roles in general practice (clinical pharmacists, Advanced Clinical Practitioners, apprentices, etc.), including by participating in relevant national schemes. • Work with the local Training Hub to deliver quality training for staff working in general practice in south Warwickshire based on the Learning Needs Analysis completed in 2018/19. • Enhance the skill set of the local general practice workforce in specific areas – including frailty, end of life and Mental Health, including dementia. • Work with South Warwickshire NHS Foundation Trust to introduce ‘blended’ roles working across general practice and the Out Hospital Transformation Programme. • Focus on general practice workforce recruitment and retention, including through implementing both national and bespoke local approaches. 	<ul style="list-style-type: none"> • Made demonstrable progress on the delivery of the Primary Care Workforce Strategy as evidenced in reporting to the CCG’s Primary Care Committee and onwards to the Governing Body.
Make progress to deliver a robust, resilient, accessible, secure and high performing GP ICT infrastructure that provides the platform to enable and	<ul style="list-style-type: none"> • Deliver the key trajectories and milestones identified in the GP ICT Strategy. • Deploy funding secured through 	<ul style="list-style-type: none"> • Made demonstrable progress on the delivery of the GPICT Strategy as evidenced in reporting to the CCG’s Primary Care Committee

deliver the transformation of general practice locally; to deliver integrated person centred care; to support new ways of working and to put us in the best position to seize on future opportunities.	the national Estates and Technology Transformation Fund to support general practice with new software, hardware and enhanced support offers.	and onwards to the Governing Body. <ul style="list-style-type: none"> Delivered a range of benefits identified within the GP ICT Strategy including improved efficiency in general practice, increased integration between general practice and other parts of the system and improved patient care and outcomes. Improved cyber security for general practice.
Continue to implement our Primary Care Estates Strategy.	<ul style="list-style-type: none"> Provide input and support to progress relevant schemes (new development or improvement) identified with the Estates Strategy. Continue to engage with Warwick and Stratford-on-Avon District Councils to secure developer funding contributions as appropriate (either via Section 106 planning obligations or the Community Infrastructure Levy). 	<ul style="list-style-type: none"> Made demonstrable progress on the delivery of the Primary Care Estates Strategy as evidenced in reporting to the CCG's Primary Care Committee and onwards to the Governing Body.
Continue to improve access to general practice services during the evening on weekdays and at weekends.	<ul style="list-style-type: none"> Continue to manage the extended access contract awarded in 2018/19 against the agreed Service Development and Improvement Plan. 	<ul style="list-style-type: none"> Maintained 100% population coverage of extended access. Been able to demonstrate consistent delivery of the seven core requirements for extended access identified by NHS England.
Working closely with South Warwickshire NHS Foundation Trust, continue to support the the implementation of the Coventry and Warwickshire Out of Hospital Transformation Programme in south Warwickshire, driving service redesign and the improvement of patient outcomes, especially at the level of the 6 'neighbourhoods' identified by the Programme within south Warwickshire.	<ul style="list-style-type: none"> Support the implementation of the year 2 pathways – chronic obstructive pulmonary disease (COPD) and heart failure. Support the ongoing delivery and evaluation of the year 1 pathways – frailty, end of life and diabetes. Fully implement 6 Placed Based Teams. Continue to support the development of the relationship between the GP Networks and the Place Based Teams. 	<ul style="list-style-type: none"> Demonstrated that milestones within the 2 year transformation plan commenced in 2018/19 have been delivered, putting us in a position to focus on delivery of the Programme outcomes from 2020/21 onwards.
Continue to focus on diabetes.	<ul style="list-style-type: none"> Continue to participate in the Coventry and Warwickshire Diabetes Transformation Group. Continue to facilitate and participate in the South Warwickshire Diabetes Clinical Network. Ensure that the NHS Diabetes Prevention Programme is rolled 	<ul style="list-style-type: none"> Diagnosed a greater proportion of people with diabetes at an earlier stage meaning that they experience the health benefits associated with early treatment and control of their condition. Improved quality of life and outcomes for people living with diabetes in south Warwickshire

	<p>out and available to all eligible patients registered with a CCG Member Practice.</p> <ul style="list-style-type: none"> • Support our Member Practices to be able to manage patients at risk of and living with diabetes in general practice, including by enabling professionals working in general practice to access education, training and relevant resources. • Ensure that people at risk of and living with diabetes in south Warwickshire are able to access high quality education and self-care resources, including the Diabetes Education and Self-Management for Ongoing and Newly Diagnosed (DESMOND) education programme. • Evaluate the outcomes associated with education and self-care interventions implemented locally. • Focus on maintaining a 100% participation rate in relation to the National Diabetes Audit. 	<p>and reduced the adverse consequences of diabetes.</p> <ul style="list-style-type: none"> • Empowered people at risk of and living with diabetes in south Warwickshire through education, as demonstrated through patient feedback. • Increased the likelihood that people living with diabetes will have their general diabetes care in a general practice setting, avoiding the need to be referred into a hospital setting.
Continue to focus on dementia.	<ul style="list-style-type: none"> • Evaluate the pilot dementia diagnosis and management in general practice service commenced in 2016/17. • Produce an evaluation report which includes recommendations for future commissioning arrangements. • Work with system partners including the Third Sector to provide a more co-ordinated offer of support for people living with dementia and their carers. • Promote dementia friendly environments within healthcare settings. 	<ul style="list-style-type: none"> • Reduced unmet need among people living with dementia and their carers through improving timely diagnosis and access to post-diagnosis care and support. • Decided whether to commission a substantive diagnosis and management service in general practice based on the outputs of the evaluation of the pilot service.
Continue to work with our Member Practices to support general practice in referral management.	<ul style="list-style-type: none"> • Monitor the GP Connect scheme commenced in 2018/19. • Complete 12 month evaluation of GP Connect and determine future commissioning arrangements. • Expand 'Consultant Connect' (as the key component within our advice and guidance offer to our Member Practices) beyond the 8 clinical specialties included in 	<ul style="list-style-type: none"> • Improved the consistency of referral quality. • Reduced unwarranted variation in the levels of intervention across the CCG. • Promoted a change in culture around referral processes.

	2018/19.	
--	----------	--

Existing plans and strategies that will support delivery of these intentions.	<p>NHS South Warwickshire CCG General Practice Forward View Plan ('Transforming General Practice Together')</p> <p>Coventry and Warwickshire Primary Care Workforce Strategy</p> <p>NHS South Warwickshire CCG GP ICT Strategy</p> <p>Coventry and Warwickshire Better Health, Better Care, Better Value Plan</p>
--	---

Personalisation Cornerstone – Intentions for 2019/20

Our strategy commitments:

- To **support** a personalised approach.
- To **align** resources to deliver better care.
- To **transform** commissioning arrangements for vulnerable groups.

INTENTION	ACTION	IMPACT
In 2019/20, we will...	To deliver this intention, we will...	By March 2020, we will have...
Continue to evolve our approach to person centred assessment and review, including by expanding our Personal Health Budget (PHB) offer beyond the nationally defined priority groups.	<ul style="list-style-type: none"> • Continue to embed standard operational processes established in 2018/19 following the creation of new dedicated roles within the CCG Quality Team. • Initially, focus on engaging with individuals who became eligible to receive NHS Continuing Healthcare (CHC) funding through the standard process (versus fast track) who have a domiciliary (home) care package. • Expand focus to individuals in receipt of S117 funding and learning disability joint packages during the year. 	<ul style="list-style-type: none"> • Implemented more PHBs across the year versus 2018/19.
Continue to improve access to Children and Young People's Emotional Wellbeing and Mental Health services.	<ul style="list-style-type: none"> • Continue to manage the Rise contract through the governance approach established in 2017/18. • Continue to monitor and support progress against the mobilisation plan. • Continue to monitor and support progress against the outcomes framework and associated indicators. • Continue to monitor and support progress against service Key Performance Indicators, including national performance indicators. 	<ul style="list-style-type: none"> • Demonstrated that milestones and trajectories within mobilisation plan commenced in 2017/18 have been delivered, putting us in a position to focus on delivery of the contract outcomes from 2020/21 onwards.
Improve the response that our system is able to offer to children presenting in mental health crisis.	<ul style="list-style-type: none"> • Deliver actions within the Coventry and Warwickshire Children in Crisis Multi-Agency Action Plan. 	<ul style="list-style-type: none"> • Increased the likelihood that children presenting in crisis are offered alternatives to presenting at Accident and Emergency. • Reduced the number of tier 4

		<p>inpatient admissions versus 2018/19.</p> <ul style="list-style-type: none"> Reduced the average length of admission to tier 4 versus 2018/19.
Pilot outreach support for children, young people and families waiting for an autism spectrum disorder (ASD) diagnosis and those who have recently been diagnosed with ASD.	<ul style="list-style-type: none"> Monitor impact of pilot service. 	<ul style="list-style-type: none"> Determined on-going commissioning arrangements based on evaluation of the pilot service.
Increase access to specialist perinatal mental health services.	<ul style="list-style-type: none"> Expand the capacity and capability of the Perinatal Mental Health Team to provide an evidence-based multidisciplinary service for women with moderate–severe/complex perinatal mental ill health. 	<ul style="list-style-type: none"> Supported an additional 222 women per year (an increase of 30% on current numbers) across the Coventry and Warwickshire CCGs.
Improve access to and quality of comprehensive annual health checks for people with severe and enduring mental illness and provision of appropriate follow-up support.	<ul style="list-style-type: none"> Implement new pathways for delivery of health checks and health promotion initiatives which are tailored to individuals and make use of community assets. Ensure that provision incorporates personalised care planning to enable services and support to be tailored and to empower patients to improve their health and wellbeing. 	<ul style="list-style-type: none"> Improved accessibility of community-based support and health outcomes for people with severe and enduring mental illness.
Continue to implement our local mental health Commissioning for Quality and Innovation (CQUIN) goals to improve case management and acute mental health admission avoidance.	<ul style="list-style-type: none"> Maintain the reduction of Accident and Emergency (A&E) attendances of 20% for the year 1 cohort of patients. Identify a new cohort for year 2 (at least 25-30 people), who could benefit from psychosocial interventions and reduce attendances to A&E of this cohort by 20%. Continue work to provide better, targeted, more appropriate support to frequent attendees at A&E. Ensure that the Trust have a plan in place to mainstream this work by quarter 4. 	<ul style="list-style-type: none"> Reduced avoidable mental health admissions. Increased the use of care coordinators. Improved discharge planning for patients.
Continue transforming care for people with learning disabilities and/or autism who display behaviour that challenges (including mental health) by implementing 'Transforming Care for People with Learning Disabilities', the joint plan developed through the Arden	<ul style="list-style-type: none"> Continue to deliver the Arden Transforming Care programme with a focus on admission avoidance, accelerating discharge and ensuring commissioned services are meeting need. Work with regional commissioners to jointly 	<ul style="list-style-type: none"> Made demonstrable progress to deliver the key trajectories and milestones identified in the Transforming Care plan.

and Solihull Transforming Care Partnership.	<p>commission services and redesign care pathways, including complex care and forensic rehabilitation services and services for people with autism.</p> <ul style="list-style-type: none"> • Continue to focus on eliminating out of area placements – both through repatriating patients who are placed in other areas or in NHS England commissioned inpatient beds back to south Warwickshire, in line with their wishes and treatment pathways and through working with Providers to ensure that there is clarity regarding expectation in relation to making new out of area placements. 	
Continue to develop joint commissioning arrangements for people with learning disabilities across Coventry and Warwickshire.	<ul style="list-style-type: none"> • Further develop integrated commissioning intentions across the Coventry and Warwickshire footprint and West Midlands as appropriate; coordinated through the integrated commissioning function (hosted by Warwickshire County Council). • Implement the recommendations of the collaborative review of learning disability services provided by Coventry and Warwickshire Partnership Trust. • Develop an integrated plan for the re-commissioning of short break services and day services. 	<ul style="list-style-type: none"> • Improved the integrated commissioning pathway; including for young people in transition. • Improved the quality of provision people with learning disabilities by integrating health and social care support around individuals.
Continue to focus on improving health outcomes for people with learning disabilities.	<ul style="list-style-type: none"> • Deliver actions identified in the sub-regional health improvement action plan. • Continue to focus on increasing the uptake of annual health checks in general practice. • Implement the STOMP (Stop Over Medication of People with a learning disability, autism or both with psychotropic medicines) agenda. • Continue to support the review of deaths of people with learning disabilities. 	<ul style="list-style-type: none"> • Improved health outcomes for people with learning disabilities. • Reduced premature mortality of people with learning disabilities and/or autism.
Require relevant Providers to improve transparency on service costs, performance and activity.	<ul style="list-style-type: none"> • Review the outputs of the simulation modelling completed in 2018/19. • Identify and address any information gaps. 	<ul style="list-style-type: none"> • Increased Commissioner understanding of patterns of capacity and demand across local mental health and emotional wellbeing services, leading to improved service

		planning.
Continue to ensure that robust arrangements are in place to understand the needs of and deliver high quality services for Children Looked After (CLA).	<ul style="list-style-type: none"> • Ensure that the CCG (through a designated nurse) is systematically involved in the selection of placements prior to a child being transferred and is able to confirm that the proposed placement meets the needs of the child. • Monitor relevant providers on an on-going basis to ensure that CLA, once placed, receive well co-ordinated care that meets their needs. 	<ul style="list-style-type: none"> • Made demonstrable progress in relation to the delivery of this intention.
Work with Warwickshire County Council and other system partners to progress the implementation of the 2016-2020 Warwickshire Suicide Prevention Strategy.	<ul style="list-style-type: none"> • Monitor the Safe Haven pilot service commenced in February 2019 to understand the impact on suicide prevention. • Expand the existing suicide prevention campaign ('It Takes Balls to Talk') to reach additional community assets such as barbers and workplaces. • Deliver evidence based mental health awareness and suicide prevention training to non-mental health professionals, including social care, general practice, Accident and Emergency, Job Centre and Citizens Advice Bureau staff. • Develop a network of champions and train the trainers within healthcare settings to drive an ambition towards zero suicide. • Review every death from suicide reported as a serious incident using a robust root-cause analysis approach. 	<ul style="list-style-type: none"> • Reduction in deaths by suicide to support the national ambition of a 10% overall reduction (versus 2016/17 levels) by 2020/21.
Work with Warwickshire County Council and other system partners to progress the implementation of the 2017-2020 Joint Adult Carers Strategy.	<ul style="list-style-type: none"> • Continue to participate in the Warwickshire Carers Strategy Delivery Board. 	<ul style="list-style-type: none"> • Made demonstrable progress to deliver the six strategic objectives identified in the Carers Strategy.
Work with system partners to improve access to routine health services for people experiencing homelessness, with a particular focus on addressing the needs of those who are experiencing mental health problems.	<ul style="list-style-type: none"> • Support the implementation of outreach mental health provision. • Seek to reduce barriers to accessing general practice services. 	<ul style="list-style-type: none"> • Improved co-ordination of care between mental health, substance misuse and housing-related support and outreach services.
Support system wide activities to promote mental health and wellbeing in support of the	<ul style="list-style-type: none"> • Through the implementation of our Primary Care Workforce Strategy and the Out of Hospital 	<ul style="list-style-type: none"> • Driven forward the development of a more preventative approach to supporting people with

<p>'Prevention Concordat for Better Mental Health'.</p>	<p>Transformation Programme, improve the knowledge, skills and confidence of the local workforce to identify and respond to the mental health and wellbeing needs of patients.</p> <ul style="list-style-type: none"> • Continue to provide support and input to social prescribing initiatives which promote wellbeing and provide support to those facing mental health challenges. • Engage with people with lived experience of mental ill-health to inform service development. • Develop workplace health and wellbeing initiatives for our own workforce. 	<p>mental health needs, that enables early intervention and is delivered through an integrated approach centred on general practice provision.</p>
---	---	--

<p>Existing plans and strategies that will support delivery of these intentions.</p>	<p>Transforming Care for People with Learning Disabilities Warwickshire Suicide Prevention Strategy 2016-2020 Joint Adult Carers Strategy 2017-2020 Coventry and Warwickshire Better Health, Better Care, Better Value Plan</p>
---	--

Specialist Provision Cornerstone – Intentions for 2019/20

Our strategy commitments:

- To increase **confidence** of service users.
- To **accelerate** integrated working.
- To **centralise** expertise to improve outcomes.

INTENTION	ACTION	IMPACT
In 2019/20, we will...	To deliver this intention, we will...	By March 2020, we will have...
Continue to work with Commissioner and Provider partners from across the system to deliver the recommendations in the National Maternity Review 'Better Births' and the West Midlands Neonatal Review through the implementation of the Coventry and Warwickshire Local Maternity System Transformation Plan.	<ul style="list-style-type: none"> • Deliver the key trajectories and milestones identified in the LMS Plan in relation to the three identified work streams. 	<ul style="list-style-type: none"> • Made demonstrable progress to deliver the vision outlined in the LMS Plan: to improve health outcomes for mothers and babies in Coventry and Warwickshire through a healthy pregnancy and safe birth in the preferred place, supported by a known midwife.
Continue to work with Commissioner partners from across the system through the Maternity and Children's Strategic Commissioning Programme Board to progress the Coventry and Warwickshire Maternity, Children and Young People Transformation Programme.	<ul style="list-style-type: none"> • Complete development of an overarching outcomes framework. • Work with system partners to develop care models which will most effectively deliver the identified outcomes. 	<ul style="list-style-type: none"> • Identified and developed appropriate contractual mechanisms.
In line with our third strategic intention (see page4) continue to work with South Warwickshire NHS Foundation Trust and our Member Practices to systematically redesign key planned care pathways of care where we have the opportunity to reduce variation, reduce cost and provide a more co-ordinated, integrated experience for patients by bring clinicians together across the pathway.	<ul style="list-style-type: none"> • Continue to apply the systematic approach established in 2018/19 to additional prioritised pathways – with review incorporating all elements of the pathway from pre-referral through assessment and diagnosis to specific operation and procedure interventions, and subsequent follow-up. 	<ul style="list-style-type: none"> • Supported increased collaborative working between general practice and secondary care clinicians. • Made demonstrable progress to deliver a range of other benefits identified in the project initiation document.
Continue to progress the transformation programme commenced in 2018/19 in relation to planned care services, including cancer services.	<ul style="list-style-type: none"> • Implement a new outcomes based planned care contract in a phased approach in line with the contract mobilisation plan. 	<ul style="list-style-type: none"> • Implemented a new outcomes based contract.
Working with Commissioner and Provider partners from across the system, continue to focus on transforming the Urgent and	<ul style="list-style-type: none"> • Continue to be an active member of the Coventry and Warwickshire Accident and Emergency Delivery Board, the 	<ul style="list-style-type: none"> • Made it easier for people to understand the U&EC system and consequently to access the right service according to their

<p>Emergency Care System to enable people to get to the right care at the lowest appropriate level starting with self-care, whenever they need it.</p>	<p>Planned Care Board and other joint programmes within the Coventry and Warwickshire system.</p> <ul style="list-style-type: none"> • Continue to use our communication channels to support national and regional 'Choose Well' and NHS 111. marketing campaigns. • Continue to promote the 'Ask NHS' app as a potential alternative to calling NHS111. • Continue to support the implementation of the Coventry and Warwickshire Out of Hospital Programme to reduce the reliance of identified high risk patient groups on urgent and emergency care over time, including through access to rapid response community services via an integrated single point of access (iSPA). • Continue to focus on integration across the health and care system, including through the delivery of key trajectories and milestones identified in Warwickshire Cares Better Together (the local Better Care Fund plan). • Continue to work with system partners to address Delayed Transfers of Care (DTOC) performance. • In the management of the extended access contract awarded in 2018/19, continue to achieve 100% population coverage of extended access, with focus on the delivery of the core requirement relating to effective access to wider whole system services. • Continue to focus on delivery of relevant NHS Constitution standards (Accident and Emergency waiting times, etc.). • Work with West Midlands Ambulance Service to redesign the contract form to align to new objectives determined at a regional level. 	<p>need.</p> <ul style="list-style-type: none"> • Reduced the extent to which identified high risk patient groups rely on urgent and emergency care and enabled these patients to receive treatment and care closer to home. • Ensured that our population is able to access a range of services which will prevent hospital admissions, facilitate early discharge, improve patient safety and improve patient choice.
<p>Continue to work with Commissioner</p>	<ul style="list-style-type: none"> • Work with NHS England to 	<ul style="list-style-type: none"> • Ensured that fully integrated,

partners from across the system through the Coventry and Warwickshire Stroke Programme Board to redesign and improve stroke services in Coventry and Warwickshire.	<p>conclude the required assurance process.</p> <ul style="list-style-type: none"> • Following on from the prior pre-consultation process, undertake a full public consultation. • Develop a detailed implementation plan based on outputs of the consultation. 	<p>end-to-end NHS stroke services are commissioned across Coventry and Warwickshire, in line with the Midlands and East 2012 stroke specification.</p> <ul style="list-style-type: none"> • Implemented a consistent service model and standardised levels of care across the local health economy. • Delivered a range of benefits for patients as identified in the associated business case.
Work in partnership with the Coventry and Warwickshire Cancer Group to drive delivery of the National Cancer Strategy and recommendations from the cancer task force	<ul style="list-style-type: none"> • Contribute to the development and implementation of the Cancer Group's identified work programmes which span: Prevention, screening and early diagnosis; Demand and capacity; and Living with and beyond cancer. 	<ul style="list-style-type: none"> • Contributed to progressing the delivery of the work programmes, as evidenced in reporting to the Cancer Group and onwards to the Better Health, Better Care, Better Value Board.
Continue to provide our population with increased choice and control over their care by ensuring that national requirements relating to the NHS e-Referral Service (e-RS) are delivered locally.	<ul style="list-style-type: none"> • Continue to monitor utilisation of the e-RS system. • Continue to support and engage with our Member Practices and Providers around the e-RS agenda. • Continue to monitor Appointment Slot Issues (ASI's) to ensure our Providers are working too the national target of no more than 4% ASIs. • Continue to encourage our local Providers to publish all appropriate services to e-RS with the overall aim of achieving one referral method/route. 	<ul style="list-style-type: none"> • Empowered more patients to make appointments themselves with a Provider of their choice at a time and date convenient to themselves through e-RS.

Existing plans and strategies that will support delivery of these intentions.	<p>Coventry and Warwickshire Local Maternity System Transformation Plan</p> <p>Warwickshire Cares Better Together</p> <p>Coventry and Warwickshire Better Health, Better Care, Better Value Plan</p>
--	--

Delivering Today – Intentions for 2019/20

Our strategy commitments:

- To **listen** to patients and the public.
- To **drive** the best outcomes for our population.
- To **assure** quality and performance.

INTENTION	ACTION	IMPACT
In 2019/20, we will...	To deliver this intention, we will...	By March 2020, we will have...
Continue to use a range of communication and engagement channels and opportunities through the year – working closely with partners across Coventry and Warwickshire to maximise opportunities to engage with our population and the meaningfulness of that engagement.	<ul style="list-style-type: none"> • Work with our system partners, including South Warwickshire NHS Foundation Trust, to consider how we can increase the quality, quantity and appropriateness of public and patient engagement. • Develop a digital communications strategy. • Implement the Communication and Engagement guidelines developed and published in 2018/19. • Continue to develop our relationships with the Third and Public Sector including through the Warwickshire Third and Public Sector Partnership Group. • Continue to develop our relationships with local business and industry partners. • Continue to develop our relationship with local radio station Welcombe Radio. 	<ul style="list-style-type: none"> • Made demonstrable progress on the delivery of the objectives outlined in our Communication and Engagement Guidelines, as evidenced in reporting to the CCG's Clinical Quality and Governance Committee and onwards to the Governing Body. • A digital communications strategy.
Continue to focus on the robust management of Provider contracts in order to drive the delivery of local and national performance and quality standards across all contracts.	<ul style="list-style-type: none"> • Continue to performance manage all Provider contracts in line with well-established approaches. • Seek to ensure that patient rights under the NHS Constitution are upheld through continued focus on the delivery of NHS Constitution standards. • Produce regular reporting which captures the outcomes of on-going contract management. • Continue to monitor patient and GP feedback on services. • Continue to monitor the use of staffing resources in order to ensure commissioned services are 	<ul style="list-style-type: none"> • Regular reporting to the CCG's Performance and Clinical Quality and Governance Committees, and onwards to the Governing Body.

	<p>safe, sustainable and productive.</p> <ul style="list-style-type: none"> Continue to monitor any Care Quality Commission (CQC) action plans. 	
Continue to deliver financial balance in line with our financial strategy in order to allow sustainable transformational change to happen.	<ul style="list-style-type: none"> Maintain positive relationships with our system partners and seize on opportunities to work in partnership to deliver effective and efficient change to the healthcare system and improve health outcomes for the population of south Warwickshire. 	<ul style="list-style-type: none"> Delivered financial balance. Delivered a range of strategic deliverables, as evidenced in reporting to the Governing Body.
Deliver projects identified within the CCG's Quality, Innovation, Productivity and Prevention (QIPP) programme, achieving identified milestones in line with individual project plans.	<ul style="list-style-type: none"> On-going management of the QIPP programme via the Project Management Office function. Maintain regular reporting in line with agreed governance processes. 	<ul style="list-style-type: none"> Successfully implemented projects within the QIPP programme leading to delivery of the overall QIPP finance target.
Continue to manage the Out of Hospital contract through the governance approach established in 2018/19.	<ul style="list-style-type: none"> Focus on assuring delivery of the key trajectories and milestones identified in the year 2 transformation plan. Align Fit for Frailty and Additional GP Support to Nursing Home contract outcomes to the wider Out of Hospital Programme in order to inform future contracting mechanisms. Review other potential opportunities to align contracts where there is demonstrable alignment to the principles and outcomes of the Out of Hospital Programme. 	<ul style="list-style-type: none"> Been able to demonstrate that milestones within the 2 year transformation plan commenced in 2018/19 have been delivered, putting us in a position to focus on delivery of the contract outcomes from 2020/21 onwards.
Support the Coventry and Warwickshire 'Year of Wellbeing'.	<ul style="list-style-type: none"> Develop a wellbeing charter through the CCG staff forum. Progress the development of any new human resources policies required to address the charter. Develop our relationships with local business and industry partners, identifying opportunities to provide support or input to the development of their wellbeing strategies. 	<ul style="list-style-type: none"> Developed a CCG wellbeing charter and delivered a range of initiatives in support of the charter.
Continue to demonstrate that we make decisions based on evidence and best practice.	<ul style="list-style-type: none"> Make effective use of the 'Disinvestment and Decommissioning Policy'. Continue to review our portfolio of commissioning policies through the Coventry and Warwickshire Policy Development Group. 	<ul style="list-style-type: none"> Maintained a culture of evidence based commissioning and decision making.

Existing plans and strategies that will support delivery of these intentions.	NHS South Warwickshire CCG Communication and Engagement Guidelines NHS South Warwickshire CCG Systematic Approach to Quality Coventry and Warwickshire Better Health, Better Care, Better Value Plan
--	--