

SUNDERLAND CLINICAL COMMISSIONING GROUP'S OPERATIONAL PLAN

Report of the Chief Officer, Sunderland Clinical Commissioning Group

1.0 Purpose of the Report

The purpose of this report is to apprise the Health and Wellbeing Board of the first draft of Sunderland Clinical Commissioning Group's (SCCG) Operational Plan.

2.0 Background

- 2.1 NHS Planning guidance, *Delivering the Forward View: NHS Shared Planning Guidance 2016/17 – 2020/21*, published in December 2015 signalled the requirement to develop **two** separate but interconnected **plans**:
- a five year, place based '**Sustainability and Transformation Plan**' (STP) which covers the planning footprint of Northumberland, Tyne and Wear (NTW) and has to be co-designed and co-produced by a range of stakeholders; and
 - a one year organisational **Operational Plan**, which is **year one** of the five year STP.
- 2.2 The STP is an umbrella plan holding underneath it a number of delivery plans on different geographic footprints, including individual organisational Operational Plans. It must focus on three challenges - closing the health and wellbeing gap; closing the care and quality gap; and closing the finance and efficiency gap.
- 2.3 The STP has central money attached. The Spending Review provided additional dedicated funding to drive sustainable transformation in patient experience and health outcomes over the longer term; a Sustainability and Transformation Fund (STF) of £8.4 billion by 2021.
- 2.4 The focus of this report is SCCG's Operational Plan submitted to NHS England on 08 February in draft which included a narrative plan as well as finance and activity templates.
- 2.5 Appended is SCCG's Plan on a Page (POAP) which is a high level overview of its plan and ambitions to deliver transformational changes over the next three years.

3.0 Operational Plan - Overview

- 3.1 The CCG undertook a comprehensive review of its transformation programmes for 2015/16 taking progress to date over the two years of the existing five year plan into account.
- 3.2 The development of the *first* draft of the Operational Plan has also been informed by the requirements of the national planning guidance, NHS England's Five Year Forward View and national ambitions for transformation in a number of clinical priorities including mental health, dementia, learning disabilities, cancer, maternity and diabetes.
- 3.3 The plan needs to demonstrate delivery of the **nine national 'must-dos'** for every local system, including amongst others: maintaining and improving quality and safety for patients through delivery of NHS Constitutional Standards; how we will address the sustainability and quality of general practice including workload and workforce issues; and describe the impact of our planned transformation on activity and finance.
- 3.4 The CCG will continue with some of the priorities identified in 2015/16 in order to conclude the transformation. For example, **Out of Hospital** in 2016/17 (year 3 of this transformation) is about mainstreaming the delivery of the model of care following design and implementation in 2015/16.
- 3.5 Much reform and investment has already happened in **mental health** services but it is recognised that the focus in 2016/17 needs to be on **children and young children** through the implementation of the transformation plan.
- 3.6 Focus needs to be retained on **learning disabilities** as well to ensure people do not stay in hospital when they do not need to. A strategy for general practice in Sunderland has been developed and in 2016/17 building capacity in the workforce is a priority to ensure sustainability.
- 3.7 Additional priorities for 2016/17 onwards include:
 - **Ensuring a safe and sustainable model of acute care** – City Hospitals Sunderland NHS Foundation Trust and South Tyneside NHS Foundation Trust, together with SCCG and South Tyneside CCG, are considering how they can work together across a wider footprint for some services. The initial service areas under consideration are stroke and 24 hour emergency surgical services. The drivers behind this alliance include workforce pressures, financial challenges and clinical agreement on the need for change to ensure high quality, safe and sustainable services.

- **Ensuring safe and sustainable services to improve outcomes in maternity and early years** – although a transformation plan for children and young people’s mental health for 2016/17 onwards has been developed, it is recognised that the development of a joint strategy and commissioning approach for children’s services has not progressed in 2015/16 as planned. During 2016/17 the CCG will continue to work with Sunderland City Council and partners to develop a joint strategy and commissioning plan to support improved outcomes for children and young people including those with special educational needs and disability.

Benchmarking against peer CCGs in England, maternity and early years are identified as areas where health outcomes can be improved, for example the percentage of low birth weight babies in Sunderland, smoking at time of delivery with higher spend on A&E in early years. Further work is needed to scope this mindful too of the recently published national maternity review.

- **Develop and implement an urgent care strategy for the residents of Sunderland** – we have undertaken significant reform across the city during the last two years completing the implementation of our previous urgent care strategy. We are now reviewing the effectiveness of our current urgent care system across the city in light of recent national guidance, the establishment of the North East Urgent and Emergency Vanguard and use of services by the population of Sunderland.
- **Develop and implement a local strategy to transform care and improve outcomes for people in Sunderland at risk of or affected by cancer from prevention to end of life** – we know that cancer is the condition that leads to more early deaths in Sunderland compared to England. We acknowledge that to significantly improve health outcomes we need a different approach to transform and improve care for patients at risk or affected by cancer. A local plan is needed to deliver the recommendations of the national cancer strategy and adopt a population based approach.
- **Develop and implement a local strategy to improve outcomes for people at risk of or living with cardiovascular disease from prevention to end of life** – from benchmarking SCCG against peer CCGs in England, cardiovascular disease is an area where health outcomes can be significantly improved; 32% of early deaths in Sunderland are due to cardiovascular diseases. This is at the early stages of being scoped.
- **Implement a whole system approach to prevention to increase healthy life expectancy and make every contact count** – Whilst prevention continues to be built into CCG transformation programmes, there is broad consensus that the development of a sustained ‘**whole systems approach**’ across Sunderland, with co-ordinated policies and actions across all ‘opportunities’ within health and social care settings, is required in order to tackle the prevention and self-care agenda effectively.

It is envisaged that this work stream would fall within the work of the STP to be delivered by all partners.

3.8 This first draft of the CCG's transformation programme for 2016/17 to 2018/19 will undergo further refinement in the coming weeks prior to final submission on 11 April acknowledging that some of the priorities are in the early stages of being scoped and require further work.

4.0 Next Steps

- To continue to refine and develop the Plan in preparation for the final submission on 11 April taking on board feedback and recommendations from NHS England (NHSE), Health Education North East (HENE) and NHS Improvement (NHSI) following the first submission on 08 February and on-going contract negotiations with providers.
- To re-submit the plan on 02 March and again on 11 April.
- To engage with our member practices through our localities.

5.0 Recommendations

The Health and Wellbeing Board is asked to note the contents of the report and the appended draft POAP.

Glossary of Terms

CCG	Clinical Commissioning Group
HENE	Health Education North East
NHSE	NHS England
NHSI	NHS Improvement
POAP	Plan on a Page
STF	Sustainability and Transformation Plan
STP	Sustainability and Transformation Fund