



Northumberland County Council

A

HEALTH AND WELLBEING BOARD

Date: 13 June 2019

NHS Northumberland Clinical Commissioning Group delivery of Joint Health and Wellbeing Strategy 2018-2028

Report of: Siobhan Brown on behalf of NHS Northumberland Clinical Commissioning Group.

Cabinet Member: Councillor Veronica Jones, Adult Well Being & Health

Purpose of report

This report outlines how the NHS Northumberland Clinical Commissioning Group (CCG) Operational Plan 2019/20 supports the delivery of the Joint Health and Wellbeing Strategy (JHWS) 2018-2028.

Background

The overall aim of the JHWS is to maximise the wellbeing and health of Northumberland residents and reduce inequalities; success of the JHWS overall will be measured by the high level indicators of improvements in life expectancy, healthy life expectancy and a reduction in the life and healthy life expectancy gaps between the most and least deprived communities.

There are four themes in the JHWS:

- Giving children and young people the best start in life
- Empowering people and communities
- Tackling some of the wider determinants of health
- Adopting a whole system approach to health and care

Improving mental wellbeing/resilience, supporting people with long term conditions and exploiting digital technology are cross-cutting themes.

The commissioning plans of Northumberland County Council, NHS Northumberland CCG and NHS England (NHSE) are expected to have been informed by and contribute to delivery of the JHWS.

The NHS Northumberland CCG Operational Plan 2019/20 was approved by the CCG Governing Body in March 2019. The Operational Plan builds on the previous 2 year plan (2017/19) and was developed in line with NHS Operational Planning and Contracting Guidance published in January 2019. Specifically the Operational Plan was updated to

reflect the short term deliverables in the NHS Long Term Plan 2019/29 and the JHWS both published in January 2019.

The following sections provide specific examples of how the NHS Northumberland CCG Operational Plan 19/20 supports delivery of the four themes in the JHWS. In Appendix 1 we provide example of some existing metrics that the CCG regularly monitors and which can support measurement of progress towards achieving the overall outcome for each theme.

Key points

Giving children and young people the best start in life

The CCG aims to commission and develop services that enable children and young people to be physically, emotionally and mentally robust and healthy; to be safe from harm; for them to know where to access help, to receive help from the right people and for young people to be heard and listened to and their worries addressed.

Key areas of focus for 2019/20 include:

- Establish a new Mental Health Support Team to develop models of early intervention for mild to moderate mental health issues, such as exam stress, behavioural difficulties or friendship issues, as well as providing help to staff within school and college settings
- Improve transition, working with multi-agency partners to improve transition planning, particularly the role of GPs as the 'lead professional' for children and young people with complex needs as they move into adulthood.
- Develop with key partners an all age Autism strategy to improve the local offer to children and their families and carers.
- Ensure that oral health improvement is considered as a component of all commissioned services for children.
- Continue to strengthen the joint commissioning arrangements between the CCG and Local Authority for considering and agreeing the provision for children with Special Educational Needs and Disabilities (SEND).
- Improve access through reduced waiting times to specialist NHS children and young people's mental health services including services for children with ADHD
- Continue to work as part of the Northumberland, Tyne and Wear and North Durham Local Maternity System to deliver the maternity strategy in line the national 'Better Births' transformational report to ensure that women, babies and families are able to access the services they need and choose, in the community, as close to home as possible.

Empowering people and communities

Through involvement and co-production, the CCG aims to develop new care models which change the relationship with the public, patients and communities, providing information, advice and support that facilitates self-management, shared decision making, and access to care navigation and social prescribing in line with personalised care agenda.

Key areas of focus for 2019/20 include:

- Continue to implement care navigation and social prescribing initiatives, which offer support to people and communities to improve their wellbeing by combating social isolation; providing opportunities for volunteering; acting as a gateway to advice, information, and services; and re-connecting people and communities.

- Support patients to manage their health needs including the review and further roll out of Shared Decision Making initially for patients with arthritis but also consider other conditions where there are relevant and effective support groups
- Develop an Urgent Care Strategy through engagement and listening, to understand what matters to local people and develop a set of principles to inform the design of future services.
- Commission a new integrated clinical pharmacy workforce, supporting risk stratified medication review on patients with multiple medicines, and encouraging shared decision making to maximise outcomes for patients whilst reducing the risks from medication errors.
- Continue to transform community services with a key principle to ensure realistic medicine approaches: personalised care, tailored to individual circumstances and preferences, reducing unwanted and unnecessary intervention, reducing harm and waste; offering alternatives to traditional medical interventions through social prescribing and health coaching.
- Implement Community Paramedic pilot in Berwick and review other similar teams, aiming to build closer relationships with patients, local community teams and GP practices, as well as providing a more responsive and effective service.
- Implement Primary care networks bringing together a range of health and social care professionals to work together to provide enhanced personalised and preventative care for their local community.
- Increase use of digital technology to support people to live healthier lives and use care services less, such as a tele-dermatology pilot aiming to reduce unnecessary outpatient appointments, and use of Apps for Atrial Fibrillation (AF) and Chronic Obstructive Pulmonary Disease (COPD) to support patients to better manage their health condition.
- Continue to implement the NHS Diabetes Prevention Programme, including screening people at high risk of diabetes, and promoting the programme to the public.

Tackling some of the wider determinants of health

As part of our ambition to improve life expectancy and reduce health inequalities, the CCG is working with partners to ensure services are integrated with those of the voluntary sector, community sector and the local authority in order to address the wider causes of poor health.

Key areas of focus for 2019/20 include:

- Ensure appropriate transport arrangements are in place to meet patient needs across health and social care, including a review of transport for renal patients and those attending hospital services for non-urgent appointments or requiring hospital discharge.
- Review provision of emergency ambulance transport to reduce handover delays at A&E
- Continue to work with partners to develop programmes that focus on safe, hazard free and warm housing, to reduce the risk of accidents and falls, as well as prevent major cardiovascular and respiratory hospitalisations, and winter deaths.
- Improve links with colleagues in education, helping improve understanding of their priorities (and those of health professionals by them) through presentation in various school settings
- Improving and ensuring appropriate access to services to meet the differing needs of our communities, including rural and disadvantaged groups, through use of risk stratification and population segmentation approaches to understand what, how and where services should be delivered.

- Embed 'Making Every Contact Count' (MECC) in provider contracts and job specifications and MECC training in mandatory workforce training programmes, and develop MECC champions.
- Focus on increasing screening rates for cancer as a part of the NHS England's strategy to detect cancer early. There are marked socioeconomic inequalities in cancer screening uptake and also adults with learning disabilities have lower uptake of cancer screening than adults without learning disabilities.
- Develop an expansion plan for the local offer for Personal Health Budgets, including people with complex needs, people with a learning disability and long term conditions.

Adopting a whole system approach to health and care

The CCG is working to shift its commissioning towards an outcomes based approach and the development of new Models of Care that embed population health based approaches in their ethos.

Key areas of focus for 2019/20 include:

- Continue to transform community services with a key principle to promote population health, through supporting independence, promoting wellbeing and preventing ill health.
- Continue to implement our cancer transformation plan focusing on cancer as a system, addressing all elements from prevention, screening, diagnosis, treatment through to survivorship and palliative care.
- Work with partners to understand the health and well-being issues facing people in the last 1000 days of life, and ensure that care for individuals is person-centred, coordinated, provided with dignity and they are able to die in the place of their choice
- Implement the Joint Musculoskeletal and Pain Service (JMAPS) the overarching outcome of which is to emphasise self-management to minimise the proportion of patients requiring intervention or onward referral, followed by robust triage and referral on to a treatment pathway and secondary care provider of choice if required.
- Implement a patient-centred, holistic and whole system approach to medicines, in partnership between the patient and the clinical professional, supporting patients to get the best possible outcomes from their medicines, reducing waste, improving patient safety and supporting individuals to take ownership of their treatment.
- Deliver urgent care services across the county in community and primary care facilities providing appropriate access to urgent care for the local population 24/7, in line population health needs.
- Ensure simple to access integrated care pathways, delivered as close to home as possible, provided across a full range of care settings, enabling good choices by patients and clinicians. Focussing on a range of conditions and client groups in 2019 such as heart failure, respiratory, diabetes, urgent care, children, mental health and people with learning disabilities.
- Continue to develop an integrated life span approach which encompasses support for the mental health condition alongside the persons physical health care and social care needs and increasing investment in mental health services in line with the overall increase in the CCG allocation as required by the NHS Mental Health Investment Standard.
- Work as part of the Northumberland System Transformation Board to connect the health and social care system to deliver care focused on an outcomes framework, enabling a shift from secondary to primary and community care, in the best interests of the person.
- Continue to align commissioning arrangements across the CCG and Local Authority and pool budgets as appropriate to facilitate whole systems working.

Recommendations

The Health and Wellbeing Board is asked to consider the report, noting the programmes of work planned by the CCG in its 19/20 Operational Plan that will support delivery of the themes and outcomes in the JHWS, and provide comment.

Implications

| | |
|--|--|
| Policy | The CCG Operational Plan and JHWS are consistent with the health needs of Northumberland and local and national policy and strategy. |
| Finance and value for money | The aims of the CCG Operational Plan and the JHWS are to improve health and wellbeing so that in the longer term, demand on health and social care can be managed within financial constraints. |
| Legal | The development the JHWS is a statutory function of the HWB. It is a requirement that the CCG Operational Plan is informed by and contributes to delivery of the JHWS. |
| Procurement | The HWB is strategic in nature and does not need to be involved directly in any procurement activities. |
| Human Resources | NA |
| Property | NA |
| Equalities (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> | Reducing inequalities is a core component of CCG Operational Plan and the JHWS. Each individual project in the CCG Operational Plan will have a Quality and Equality Impact Assessment undertaken as part of project initiation. |
| Risk Assessment | Each individual project in the CCG Operational Plan will have a risk log with associated mitigations as part of the standard project documentation. |
| Crime & Disorder | The JHWS may have some impact on reducing crime where those outputs relating to the wider determinants also link with crime. |
| Customer Consideration | The JWBS has been informed by stakeholder engagement which in turn as informed the CCG Operational Plan. |
| Carbon reduction | The CCG Operational Plan and JHWS should not promote activities which contribute to the carbon footprint. |
| Wards | All |

Background papers:

The full NHS Northumberland CCG Operational Plan 2019/20 can be provided to members on request.

Report sign off.

Authors must ensure that officers and members have agreed the content of the report:

| | initials |
|--|----------|
| Monitoring Officer/Legal | N/A |
| Executive Director of Finance & S151 Officer | N/A |
| Relevant Executive Director | CMC |
| Chief Executive | |
| Portfolio Holder(s) | VJ |

Author and Contact Details

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Appendix 1

Existing CCG metrics linked to JHWS themes

| Metric | RAG rating | Peer Group | All CCGs | Notes |
|---|-------------------------------|---|--|--|
| Giving children and young people the best start in life | | | | |
| Maternal smoking rates | Amber | 8/11 peer group | 146/195 all CCGs | 2016 data |
| Obesity rates in children | Amber | 9/11 | 103/195 | 2016/7 |
| Neonatal mortality and stillbirths | Amber | 7/11 | 140/195 | 2016 |
| Women's experience of maternity services | Amber | 5/11 | 103/195 | 2018 |
| Choice in maternity | Amber | 4/11 | 76/195 | |
| Access to Children and Young Peoples Services | Green | | | March 2019 98.8% seen within 12 weeks |
| Access to Early Intervention in Psychosis service | Green | | | 83% of children seen within 2 weeks (2018) |
| Empowering people and communities | | | | |
| LD register completeness | Green | 1/11 | 21/195 | |
| Tackling some of the wider determinants of health | | | | |
| Primary care access | Green | 1/11 | 1/195 | GP Survey |
| High quality acute care | Green | 1/11 | 1/195 | Survey based |
| High quality primary care | Green | 4/11 | 19/195 | Survey based |
| E referral choose and book | Green | | | 100% referrals into hospital done electronically |
| Online consultations primary care | Green | 2/11 | 22/195 | |
| Adopting a whole system approach to health and care | | | | |
| One year survival from cancer | Amber | 6/11 | 96/195 | |
| DTOC | Green | 2/11 | 14/195 | |
| Examples of developing Whole System Metrics from System Transformation Board | | | | |
| ACO Integration Metrics | Total bed days | Emergency admissions in 100 days prior to death | Avoidable hospital admissions | Co-ordinated care – experience |
| | Patient health status (EQ-5D) | Permanent admissions to a care home (65+) | Ability to manage own condition - experience | Patients at risk of avoidable admission |