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Northumberland County Council

HEALTH AND WELLBEING BOARD

Date: 12 September 2019

NHS Long Term Plan / North East North Cumbria Integrated Care System Update

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

Cabinet Member:

Purpose of report

This report provides an overview of the national NHS Long Term Plan (LTP) Implementation Framework and the process to develop the North East North Cumbria (NENC) Integrated Care System (ICS) 5 year strategic plan.

Background

In June 2019, NHS England (NHSE) and NHS Improvement (NHSI) jointly published the NHS LTP Implementation Framework which:

- Sets out the approach Sustainability and Transformation Partnerships (STPs) / ICSs should use to create their five-year strategic plans.
- Focuses on what the NHS needs to deliver from now to 2023/24 based on the commitments set out in the NHS LTP published in January 2019.
- For the majority of commitments systems can phase and prioritise their activity across 5 years, however, for a smaller number of areas NHSE have set national expectations on pace of delivery.
- System plans will be aggregated, brought together with additional national activity and published as part of a national implementation plan by the end of 2019.
- Some LTP commitments are critical foundations to wider change. All systems must deliver on these foundational commitments for both service transformation (Chapter 2) and system development (Chapter 3) in line with nationally defined timetables or trajectories
- Systems will have substantial freedoms to respond to local need, prioritise, and define their pace of delivery for the majority of commitments (Chapters 4 and 5), but will need to plan to meet the end points the LTP has set.
- System plans should prioritise actions that will help improve the quality of, and access to, care for their local populations, with a focus on reducing local health inequalities and unwarranted variation.
- Ensuring that we back our staff (Chapter 6) and develop a digitised NHS (Chapter 7) will also be at the heart of local plans.
- National and regional support to systems is signposted throughout, alongside a number of nationally delivered activities to support local implementation.

Key points

Development of the 5 year strategic plan

Each STP/ICS is asked to develop a 5 year strategic plan for delivery of the LTP through to 2023/24 covering:

- **System Narrative Plan:** to describe how systems will deliver the required transformation activities to enable the necessary improvements for patients and communities as set out in the LTP.
- **System Delivery Plan:** to set the plan for delivery of finance, workforce and activity, providing an aggregate system delivery expectation and setting the basis for 2020/21 operational plans for providers and CCGs. The system delivery plan will also cover the LTP 'Foundational Commitments' and targets set out in the LTP.

The system delivery plan will be a single integrated finance, activity and workforce plan. Whilst the focus is at ICS level, the plan will be built up from 'place' (organisation-level) and Integrated Care Partnership (ICP). Plans are to be fully aligned across organisations within each system.

A set of metrics is currently being developed against which the ICS will be held to account for delivery of the LTP.

The priority areas that are included as LTP Foundational Commitments and against which all systems must deliver in line with nationally defined timetables or trajectories are:

- Transformed 'Out of Hospital Care' and fully integrated community based care
- Reducing pressure on emergency hospital services
- Giving people more control over their own health and more personalised care
- Digitally enabling primary care and outpatient care
- Better care for major health conditions: Improving cancer outcomes
- Better care for major health conditions: Improving mental health services
- Better care for major health conditions: Shorter waits for planned care
- Increasing the focus on population health

Levels of Planning

Northumberland CCG is currently nearing the end of quarter 2 delivery of its 2019/20 Operational Plan.

In line with national planning guidance, the CCG is also contributing to the development of the NENC ICS plan. The NENC ICS plan includes all providers, commissioners and councils serving a population of circa 3.3 million people, and will be focussed on a small number of 'at scale' functions and workstreams that deliver added value to the system. Whilst there is a genuine added value to working as part of a single ICS, it is important to note that the vast majority of services will continue to be commissioned, planned and delivered locally.

In addition, within the NENC ICS, four Integrated Care Partnerships (ICPs) have been developed (North Cumbria, North, Central, South). The CCG is in the North ICP which comprises:

- 3 CCGs: Northumberland, North Tyneside, Newcastle Gateshead
- 3 FTs: Northumbria, Newcastle, Gateshead
- 4 Councils: Northumberland, North Tyneside, Newcastle, Gateshead

The North ICP builds on a long history of partnership working and collaboration across health and social care, which has seen positive results greater than any individual organisation could have achieved alone. The North ICP is still growing and developing, and is starting to understand what working together as a system might offer in facing the challenges ahead, and delivering additional benefits for the people living in each of the local authority and CCG areas.

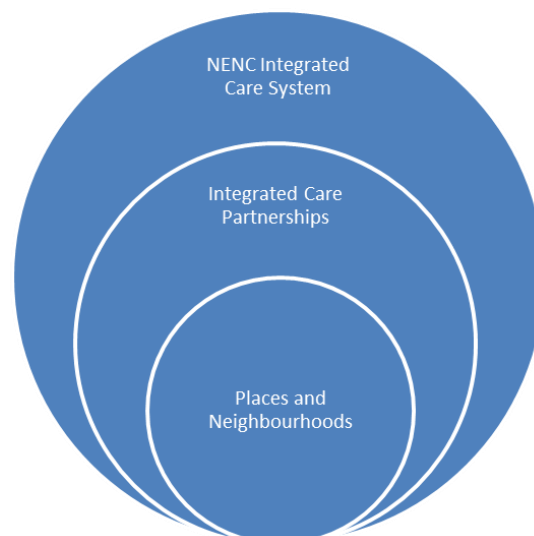
Local ICP priorities are being developed in collaboration with partners. Key areas that have been identified so far for consideration include:

- Health, Wealth and Wellbeing
 - Creating and generating greater Social Value by supporting the industrial strategy of each of the Local Authority areas by addressing issues related to workforce, employment and skills
 - Climate change and sustainability
 - Action on Prevention and focus on population health
- Clinical Strategy and delivery of the Long Term Plan requirements
 - Driving up performance where there are known issues across the North ICP
 - Identification of clinical areas where collaboration at ICP will add value to existing place based or ICS level implementation
- Local integration at place
 - Development of Primary Care Networks – building excellent relationships with community partners
 - Place based integration across Health and Social Care
 - Integrated provider system

Recognising the pre-eminence of place based working, the ICP is proceeding on the principle that work undertaken at an ICP level will be driven from individual place based agendas.

Figure 1 shows the three levels of planning, with the CCG leading on operational planning at place/neighbourhood, whilst also being a major contributor to other system level planning.

Figure 1: Levels of planning in NCNE



Planning requirements and progress to date

Following publication of the LTP implementation framework in June, the CCG has been working with partners across Northumberland to firstly develop plans for delivery of the LTP commitments at place level, focussing on understanding the key objectives, goals, initiatives and milestones that will enable delivery through 2023/24; and then secondly reviewing these with partners across the ICP North to consider which areas of transformation and delivery would benefit from a collaborative and 'at scale' approach at ICP level to maximise benefits to patients and their carers / families, and impact on population health, reducing inequalities and unwarranted variation.

Six key workstreams have also been established at NENC ICS level and the CCG and partners have been contributing to the development of the vision and 'at scale' objectives for these workstreams, which will in turn be supported by delivery at ICP and place level. The six ICS workstreams are:

- Prevention and Population Health Management
- Optimising Health Services
- Mental Health
- Learning Disability
- Digitally enabled care
- Workforce

As required by the LTP Implementation Framework, the CCG and provider colleagues are currently preparing finance, activity and workforce trajectories, with supporting technical narrative which outlines the rationale for the figures and any built-in assumptions (e.g. population growth). These must align at ICP and ICS level.

The deadline for submission of the first draft of the ICS 5 year Strategic Plan, including System Narrative and System Delivery Plan, is 27 September 2019, with the final plan to be agreed by 15 November 2019. These plans will be shared with the Health and Wellbeing Board when available.

Figure 2 outlines the planning timetable for the development of the 5 year strategic plan.

Figure 2: Planning timeline

Milestone	Date
Interim People Plan published	3 June 2019
Publication of the Long Term Plan Implementation Framework	June 2019
Main technical and supporting guidance issued	July 2019
Initial system planning submission	By 27 September 2019
Regionally-led assurance	30 September – 18 October
Regional review and national Executive review	21 October – 2 November
System plans agreed with system leads and regional teams	By 15 November 2019
Further operational and technical guidance issued	December 2019
Publication of the national implementation programme for the Long Term Plan	December 2019
First submission of draft operational plans	Early February 2020
Final submission of operational plans	By end March 2020

Recommendations

The Health and Wellbeing Board is asked to consider the information provided on the NHS LTP Implementation Framework and the process for development of the NENC ICS 5 year strategic plan and provide comment.

Implications

Policy	The NENC ICS 5 year strategic plan is consistent with the health needs of Northumberland and local and national policy and strategy.
Finance and value for money	Key aims of the NENC ICS 5 year strategic plan 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. The NENC ICS plan will also be informed by and contribute to the 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 NENC ICS 5 year strategic plan. Each of the individual projects associated with the 5 year strategic plan and its workstreams will have a Quality and Equality Impact Assessment undertaken as part of project initiation.
Risk Assessment	Each individual project associated with the NENC ICS 5 year strategic plan and its workstreams will have a risk log with associated mitigations as part of the standard project documentation.
Crime & Disorder	The NENC ICS 5 year strategic plan may have some impact on reducing crime where those outputs relating to the wider determinants also link with crime.
Customer Consideration	The NENC ICS 5 year strategic plan has been informed by stakeholder engagement.
Carbon reduction	The NENC ICS 5 year strategic plan should not promote activities which contribute to the carbon

	footprint.
Wards	All

Background papers:

The final version of the NENC ICS 5 year strategic plan can be shared in November following national submission.

Report sign off.

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

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Monitoring Officer/Legal	Liam Henry
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