

Southend-on-Sea Borough Council

Report of NHS Southend Clinical Commissioning Group
to

Health & Wellbeing Board
on

3 September 2014

Agenda
Item No.

Report prepared by: Melanie Craig, Chief Operating Officer, NHS Southend Clinical Commissioning Group

Southend Health System Strategic Plan 2014-19

1. Purpose

- 1.1. To note that the Strategic Plan submitted to NHS England did not change significantly from the version seen and approved by the Health and Wellbeing Board at its meeting on 18 June
- 1.2. To update the Health and Wellbeing Board on the development of the Strategic Plan further to the submission in June, including the requirement to resubmit the plan to NHS England in September 2014
- 1.3. To request that Health and Wellbeing Board approval of the revised plan prior to resubmission in September is delegated to a group comprising Cllr David Norman (Chair of the Health and Wellbeing Board), Rob Tinlin (SBC Chief Executive), Simon Leftley (SBC Director for People), Dr Paul Husselbee (SCCG Clinical Chief Officer), Melanie Craig (SCCG Chief Operating Officer), Jacqueline Totterdell (SUHFT Chief Executive) and Sally Morris (SEPT Chief Executive)

2. Background

- 2.1. "Everyone Counts: Planning for Patients 2014/15 to 2018/19" establishes the approach for commissioners to work with providers and partners in local government to develop strong, robust and ambitious five year plans to secure the continuity of sustainable, high quality care for all.
- 2.2. The guidance emphasises the need for an outcomes focused approach to planning, aligned to the NHS National Outcomes Framework, and for plans to reflect stretching local ambition over the five-year period.
- 2.3. The Strategic Plan is required to include:

- A long term strategic vision;
 - An assessment of the current state and current opportunities and challenges facing the system;
 - A clear set of objectives, that include the locally set outcome ambition metrics; and,
 - A series of interventions that when implemented move the health system from the current position to achieving the objectives and implementing the vision.
- 2.4. Responsibility for the development and completion of the five-year Strategic Plan sits with the Southend unit of planning, which is based around Southend-on-Sea Health and Wellbeing Board as illustrated below.



- 2.5. In addition to the Southend unit of planning, we have collaborative arrangements with commissioners and providers across south east Essex for hospital and community services and across south Essex for mental health services.

3. Development and assurance of the five-year Strategic Plan

- 3.1. The Strategic Plan (Appendix One) was submitted to NHS England in June 2014, having been developed through the Joint Executive Group (JEG) and through a series of strategic planning workshops
- 3.2. The Strategic Plan was submitted to NHS England in June 2014 in accordance with the national planning timetable, having been approved by the Health and Wellbeing Board.
- 3.3. At this time, our unit of planning committed to continuing its strategic planning activities over the next twelve months, to ensure that there is full alignment between the five-year Strategic Plan, the hospital strategic plan and the Southend health and wellbeing strategy. This work will be led by the JEG, reporting to the Health and Wellbeing Board.
- 3.4. During June 2014, CCGs were notified of NHS England's expectation that strategic plans would be refreshed and finalised in September 2014.
- 3.5. On 28 July 2014, feedback on the plan was provided to the CCG from the regional team, via the Essex local area team, as follows:

Good progress has been made although further development is now required. The 3x3 grid assessment was low for plan quality and low for plan ability to deliver. The status

remains as a reflection of the required work and it was recognised that there has been continuous improvement in the plan. It was agreed that a resubmission to the AT and region will be required end Sept with an expectation that the quality would improve to the medium rating.

- 3.6. Further direct feedback from the local area team has indicated that the following areas of the plan require development:
- Summarising the system position in terms of strategic direction, progress and outcomes (including integration pioneer programme/BCF, QIPP and primary care)
 - Demonstrating how ambitions will be delivered and sustained
 - Demonstrating clearer alignment between the system strategic vision and the six characteristics of a sustainable health system
 - Reporting the latest position in terms of finance and recovery and ensuring this is reflected throughout the plan wherever there are financial implications
 - Sign posting the thread between the strategic vision and the Joint Strategic Needs Assessment (JSNA)
 - Demonstrating clear links between the call to action feedback and system delivery
 - Demonstrating whole-system sign-up to plan via the inclusion of a signature sheet
- 3.7. Improvement of the plan in the areas described above would also serve to address gaps in the current version of the plan as identified by system stakeholder organisations; namely how acute hospital activity will be reduced, how community service activity will increase and the impact on provider organisations.
- 3.8. Further development and resubmission of the Strategic Plan is being coordinated by Southend CCG on behalf of the unit of planning.
- 3.9. The most notable changes in the revised version of the Strategic Plan will be the inclusion of summary reports against each of the transformational interventions listed in the plan.
- 3.10. These reports will describe in detail the desired end state, how this will be delivered (including timelines and milestones), and the current position and progress. Many of the schemes described will be joint schemes with system partners. This will be drawn out in the summary reports to demonstrate the whole-system approach.
- 3.11. The reports will also describe how sustainability is being built into the system change in terms of finances and resources and in terms of system behavioural and cultural change so that there will be a difference to how the system operates and commissions services beyond the life of the five-year plan.
- 3.12. The contribution and expertise of public health colleagues is being sought to better draw out the links between the system strategic vision and the JSNA, to demonstrate that the system strategic vision is borne out of, and was developed in response to, the system partners' in-depth knowledge of the health needs of the Southend-on-Sea population.

3.13. The revised version of the Strategic Plan will also include the CCG's latest financial position and plans for financial recovery, in line with the recovery plan recently submitted to NHS England.

3.14. System partners' input to the revised plan is being sought through a programme of partner engagement meetings as set out at 4.1 below.

4. System sign off and resubmission

4.1. NHS England has issued a timeline for resubmission of the Strategic Plan. The table below shows the planned schedule of activity prior to resubmission.

4.2. In order to incorporate NHS Essex area team and regional feedback into the final draft of the Strategic Plan, a final draft of the plan will not be available until 18 September.

4.3. Consequently, it is requested that Health and Wellbeing Board approval is provided via a delegated group, and that signatures from this group are included in the plan to demonstrate system ownership of the Strategic Plan.

4.4. While the Chief Executives of Southend University Hospital NHS Foundation Trust (SUHFT) and South Essex Partnership University Foundation Trust (SEPT) are non-voting members of the Health and Wellbeing Board, it is requested that they are included on the delegated group and as signatories to the Strategic Plan, as they are key partners in the plan's development and implementation.

Date	Activity
13 August	Update to JEG
11 August – 5 September	Development of revised Strategic Plan draft
1-8 September	Partnership engagement meetings and further plan development – meetings scheduled as follows: <ul style="list-style-type: none"> • Southend University Hospital NHS Foundation Trust – 2 September • Castle Point and Rochford CCG – date TBC • Southend-on-Sea Borough Council – 3 September • South Essex Partnership University NHS Foundation Trust – date TBC
3 September	Update report to Health and Wellbeing Board
8 September	Review meeting with NHS England Essex area team
12 September	Deadline for 'pre-final' submission to NHS England
No later than 19 September	NHS England Essex area team and regional feedback due
TBC late September	Final draft plan circulated to Southend Health and Wellbeing Board for approval
25 September	Final draft plan presented to Southend CCG Governing Body for approval
26 September	Deadline for formal resubmission to NHS England

5. Recommendations

- 5.1. The Health and Wellbeing Board is asked to:
- 5.2. Note that the Strategic Plan submitted to NHS England did not change significantly from the version seen and approved by the Health and Wellbeing Board at its meeting on 18 June
- 5.3. Note the updated plans for development of the Strategic Plan, including the requirement to resubmit the plan to NHS England in September 2014
- 5.4. Delegate approval of the revised plan prior to resubmission in September to a group comprising Cllr David Norman (Chair of the Health and Wellbeing Board), Rob Tinlin (SBC Chief Executive), Simon Leftley (SBC Director for People), Dr Paul Husselbee (SCCG Clinical Chief Officer), Melanie Craig (SCCG Chief Operating Officer), Jacqueline Totterdell (SUHFT Chief Executive) and Sally Morris (SEPT Chief Executive)

6. Appendices

**APPENDIX ONE - SOUTHEND HEALTH SYSTEM STRATEGIC PLAN
2014-2019 v3.1**