



**Camden**

Clinical Commissioning Group

# **Camden CCG Business Plan 2015 – 2018**

## **Year 2 2016/17**

# Eight objectives in the Business Plan

## Objectives

- A** Commission the delivery of NHS constitutional rights and pledges
- B** Improve the quality and safety of commissioned services
- C** Improve health outcomes, address inequalities and achieve parity of esteem
- D** Integrate and enable local services to deliver the right care in the right setting at the right time
- E** Work jointly with the people and patients of Camden to shape the services we commission
- F** Involve member practices and commissioning partners in key commissioning decisions
- G** Maintain financial stability and ensure sustainability through robust planning and commissioning of value-for-money services
- H** Build a high performing organisation that attracts, develops and retains a skilled and motivated workforce

## Population segment addressed



Children



Adults



Mental health



Learning disabilities

## Enablers



## Objective A

### Commission the delivery of NHS constitutional rights and pledges

#### Priorities

Ref	Priorities 16/17
PA1	Consistently achieve the NHS Constitution standards and targets for all our patients within the next 2 years and meet the requirements of the Improvement and Assessment Framework (IAF)
PA4 (NEW)	Actively contribute to the delivery of the following NCL workstreams as part of the STP

#### Initiatives

Ref	Initiatives 16/17	Accountable
A12 (previously C3.11)	System resilience -- Implement measures to ensure sustainable capacity in the health system, throughout the year, to manage operational demand in the acute sector	Chief Operating Officer
A18 (NEW)	NCL workstreams -- Actively contribute to the delivery of the NCL workstreams as part of the STP (Prevention, Health and care closer to home, Mental Health, Urgent and Emergency Care, Elective, Consolidation, Cancer, Productivity, Workforce, Digital and Estates)	Chief Operating Officer
A19 (NEW)	NHS constitutional standards and targets -- Actively address services which are not meeting NHS constitutional standards and targets and/or the Improvement and Assessment Framework	Chief Operating Officer

## Objective B

### Improve the quality and safety of commissioned services

#### Priorities

Ref	Priorities 16/17
PB5 (NEW)	Ensure quality and safety is at the heart of all our commissioning through the implementation of the Quality and Safety Strategy

#### Initiatives

Ref	Initiatives 16/17	Accountable
B9 (NEW)	Implement the Quality and Safety Strategy	Director of Quality & Clinical Effectiveness

## Objective C

### Improve health outcomes, address inequalities and achieve parity of esteem

#### Priorities

Ref	Priorities 16/17
<b>Children</b>	
PC3 (NEW)	Develop and implement service changes and initiatives aimed at prevention, wellness, early identification of needs and early intervention
PC4 (NEW)	Improve access to care to meet the needs of more children, young people and their families locally in community settings.
PC5 (NEW)	Improve outcomes through closer integration of pathways and services across health providers, education and social care
<b>Adults</b>	
PC6	Achieve early diagnosis, effective management, better outcomes and value for money of long term conditions and complex care needs
PC8	Improve early diagnosis of cancer
PC9 (NEW)	Improve early diagnosis of dementia
<b>Mental Health</b>	
PC7	Ensure value for money of mental health services commissioned are outcome focussed and ensure services meet the needs of the whole population and achieve parity of esteem
<b>Learning Disabilities</b>	
PC10 (NEW)	Enable more people with learning disabilities and/or autism to live in the community, with the right support

## Initiatives

Ref	Initiatives 16/17	Accountable
<b>CHILDREN</b>		
C2.1	<b>SEND</b> - Integrated service for children with special educational needs and disabilities – Implement the three year (Oct 14 - Oct 17) pilot under a Partnership Board with shared outcomes and financial risk	Chief Operating Officer
C2.2	<b>All Together Better</b> system-wide review – Review recommendations in light of the Local Care Strategy's strategic review to promote and improve the health and wellbeing of children and young people of Camden	Chief Operating Officer
C2.6	<b>CAMHS five-year transformation plan</b> (to Mar 2020) -- Develop and implement a transformation plan in response to NHSE guidance and Future in Mind to improve the psychological wellbeing of children	Chief Operating Officer
<b>ADULTS</b>		
C5.11	<b>Planned Care LES</b> (Locally Enhanced Services) -- Implement the new service to improve the quality and consistency with which, people with a range of long term conditions, serious mental illnesses and complex care needs are identified and proactively managed in general practices in Camden	Director of Transformation
C6 (NEW)	<b>Dementia</b> -- Continue work to exceed the current national dementia diagnosis target rate of two-thirds, in preparedness for the 2017 aspirational target of 75%	Chief Operating Officer
C3.4	<b>Cancer</b> -- Improve early diagnosis of cancer through participation in the NCL cancer workstream	Chief Operating Officer
<b>MENTAL HEALTH</b>		
C5.25	<b>Reconfiguration of mental health residential and nursing care</b> -- Explore the feasibility of reconfiguring mental health residential and nursing provision within Camden to better meet patient need locally and to ensure efficient use of resources. A needs analysis has identified that the need to increase capacity for mental health nursing care from the current nine bed provision.	Chief Operating Officer
C5.5	<b>IAPT</b> -- Re-commission IAPT	Chief Operating Officer

Ref	Initiatives 16/17	Accountable
C5.2	<b>Crisis Care and Prevention</b> -- Review and develop a more responsive and efficient urgent and emergency care mental health pathway across community, secondary and acute providers, including proposal for the South Camden Crisis house and psychiatric liaison	Chief Operating Officer
C8 (NEW)	Develop an <b>integrated mental health strategic commissioning approach</b>	Chief Operating Officer
<b>LEARNING DISABILITIES</b>		
C5.7	<b>Transforming Care</b> -- Enable more people with learning disabilities and/or autism to live in the community, with the right support	Chief Officer

## Objective D

# Integrate and enable local services to deliver the right care in the right setting at the right time

### Priorities

Ref	Priorities 16/17
PD4 (NEW)	Delivering joined up care, closer to home <ul style="list-style-type: none"><li>• More care will be delivered in the primary and community setting, including more specialist services</li><li>• Primary &amp; community services will act as one service with seamless interfaces into hospital services</li><li>• The voluntary sector will be better integrated into mainstream services</li><li>• The workforce will work flexibly to support people when and where they need help</li></ul>
PD5 (NEW)	Investing in prevention and supporting residents to look after themselves <ul style="list-style-type: none"><li>• Prevention will be embedded at every level of care, reducing the escalation of need</li><li>• Residents will be motivated and empowered to improve their health and wellbeing, and will know how to help themselves</li><li>• The system will be easy to access and navigate (with clear points of entry and referral)</li></ul>

### Initiatives

Ref	Initiatives 16/17	Accountable
D4 (NEW)	Finalise the <b>Local Care Strategy</b> and develop an implementation plan to include plans for all the enabler elements: <ul style="list-style-type: none"><li>• Quality &amp; Safety</li><li>• Workforce</li><li>• Estates</li><li>• Technology and Systems</li><li>• Leadership</li><li>• Commissioning &amp; Finance</li><li>• Engaging Residents</li></ul>	Director of Transformation



Ref	Initiatives 16/17	Accountable
D3.23	<b>Integrated MSK</b> service -- Procure an integrated MSK service through a lead provider model (part of Local Care Strategy)	Chief Operating Officer
D3.31	Support <b>General Practice service transformation</b> : including: improved access via 8-8 care; co-commissioning; PMS Review; and 100% coverage of all Local Incentive Schemes across Camden based on a new offer for practices	Chief Operating Officer
D5 (NEW)	<b>Community services prioritisation</b> -- Prioritise areas for change in community services as part of the Camden Local Care Strategy, including: a review of District Nursing and re-procurement of Whittington community health services	Chief Operating Officer
D14 (NEW)	<b>BCF Programme</b> -- Evaluate performance of 15/16 BCF schemes and consider options to amend and rationalise 2016/17 schemes in year and next year	Chief Operating Officer
D3.9	<b>CIDR</b> -- Fully implement CIDR to link together health and social care information from primary, secondary and adult social care services within Camden to provide the best possible care with increased data accuracy	Director of Sustainable Insights
D17 (NEW)	<b>Integrated personal commissioning and personal health budgets (PHB)</b> -- Review options for our health budget offer across a range of services	Chief Operating Officer

## Objective E

### Work jointly with the people and patients of Camden to shape the services we commission

#### Priorities

Ref	Priorities 16/17
PE1	Embed a standard approach within the CCG teams for planning, monitoring and reporting public and patient engagement in the CCG commissioning cycle and systematically capture patient and public views
PE3	Ensure information flows effectively between the CCG, CPPEG and PPGs to ensure the patient voice influences CCG decision making
PE4	Establish a representative citizens' panel to enhance the overview of patient and resident views

#### Initiatives

Ref	Initiatives 16/17	Accountable
E5 (NEW)	<b>Systematise engagement with CPPEG, patients and Camden residents</b> – Regular and planned schedule of meetings and events with CPPEG, patients and Camden residents to shape CCG's commissioning decisions	Assistant Director Corporate Services
E8 (NEW)	<b>Camden Citizens' Panel</b> -- Engage and collect representative views of residents around health and care in Camden. This will complement and expand on existing engagement mechanisms such as Patient Participation Groups (PPGs) to gain local input and feedback into Camden services	Director of Transformation

## Objective F

### Involve member practices and commissioning partners in key commissioning decisions

#### Priorities

Ref	Priorities 16/17
PF1	Make member practice involvement an accepted part of the CCG commissioning cycle and decision making processes
PF2	Deliver the national requirement to achieve better outcomes through work with the Local Authority and the Health and Wellbeing board (HWBB) and deliver plans at Strategic Planning Group (SPG) level

#### Initiatives

Ref	Initiatives 16/17	Accountable
F1	Involve member practices in commissioning decisions, including Locality Committees and Summits, facilitating practice visits	Assistant Director Corporate Services
F5 (NEW)	Ensure member practices are involved in decision making related to the Sustainability and Transformation Plan (STP)	Chief Officer
F8 (NEW)	Strengthen the CCG's relationship with the Health & Wellbeing Board to work together the maximise value for Camden residents	Chief Officer

## Objective G

# Maintain financial stability and ensure sustainability through robust planning and commissioning of value-for-money services

### Priorities

Ref	Priorities 16/17
PG1	Effectively plan and deliver the services to be commissioned to maximise patient value and outcomes and to meet differing population needs, at both a local and regional level as appropriate
PG4 (NEW)	Ensure financial stability for Camden CCG and achieve financial balance across NCL
PG5 (NEW)	Ensure a robust and consistent approach to commissioning to ensure we commission services which are high quality, safe, sustainable and value-for-money

### Initiatives

Ref	Initiatives 16/17	Accountable
G5 (NEW)	<b>Local financial strategy</b> -- Develop a medium-term financial strategy for Camden CCG in line with the revised financial allocation, taking into account known cost pressures, investment plans, QIPP plans, inflation and other adjustments.	Chief Finance Officer
G6 (NEW)	<b>Local commissioning operating model</b> -- strengthen processes and systems to ensure a consistent and robust approach to commissioning, including prioritisation of initiatives and services	Chief Operating Officer
G11 (NEW)	<b>NCL strategies and operating model</b> -- Work with NCL to develop a single commissioning strategy, financial strategy and operating model for NCL	Chef Officer
G12 (NEW)	<b>New contracting forms</b> -- Develop and implement the new, non-PBR, contracting forms to underpin the delivery of the STP	Chief Finance Officer

## Objective H

# Build a high performing organisation that attracts, develops and retains a skilled and motivated workforce

### Priorities

Ref	Priorities 16/17
PH5 (NEW)	Develop a single commissioning voice across NCL which represents the views of Camden CCG
PH 6 (NEW)	Lead the development of new models of care to support Camden's Local Care Strategy

### Initiatives

Ref	Initiatives 16/17	Accountable
H1	<b>Staff development</b> -- Embed a robust approach to induction, appraisal and identification of training and development needs	Assistant Director Corporate Services
H7 (NEW)	<b>Organisational development (NCL)</b> – Develop a single commissioning voice across NCL which represents the views of Camden CCG	Chief Officer
H8 (NEW)	<b>Organisation development (models of care)</b> – Lead the development of new models of care to support Camden's Local Care Strategy	Chief Officer