

BaNES, Swindon and Wiltshire Commissioning Alliance

Priorities 2019/2020



Working Together

NHS Bath and North East Somerset Clinical Commissioning Group
NHS Swindon Clinical Commissioning Group
NHS Wiltshire Clinical Commissioning Group

INTRODUCTION

Dear colleague

I am pleased to share with you this short handbook that sets out our shared strategic priorities for 2019/20.

This year we have produced our first operational plan for BaNES, Swindon and Wiltshire (BSW) Commissioning Alliance (our three CCGs). This booklet summarises the priorities that are set out in that plan.

On page 4 you will find our shared system-wide priorities that have been agreed by all the BSW partner organisations. The process of creating these priorities reflects our commitment to work together to improve health and wellbeing outcomes for our local population and aspiration to become an integrated care system by 2021.

Alongside our system-wide plans, there are some key areas of focus for each locality. You will find the local priorities for B&NES, Swindon and Wiltshire on pages 5-8. Each set of priorities has been developed to reflect place-based difference and local needs but they are all consistent with our system-wide transformation and partnership plans.

As a CCG employee, you play an important role in making sure we successfully deliver our plans for 2019/20. Our system-wide and local priorities should form part of your annual performance review and objective-setting process. If you have already had your appraisal, please make time to meet with your line-manager to discuss these priorities and how they fit with your personal work programme for the year.

With thanks and kind regards



A handwritten signature in black ink, appearing to read 'Tracey Cox', with a stylized flourish at the end.

Tracey Cox
Chief Executive

ABOUT US

- Our combined population is 934,000 people
- We work in collaboration with 3 local authorities
- Our members come from 94 GP practices and are arranged as 21 Primary Care Networks.

Working together

By working more closely together, we have:

- Developed one maternity transformation plan for BSW with joint public consultation conducted from Nov 2018 – Feb 2019
- Jointly commissioned an Integrated Urgent Care (IUC) service that incorporates NHS111, a clinical assessment service (CAS) and GP out-of-hours service
- Established the BSW Mental Health Transformation Board and begun to develop one mental health strategy for BSW.

Who we are

BSW Commissioning Alliance describes greater collaboration between BSW CCGs. BSW Partnership is all the health and care partners across BSW including:

- BSW CCGs
- B&NES, Swindon and Wiltshire Councils
- South Western Ambulance Service
- Avon and Wiltshire Mental Health Partnership
- And community providers Virgin Care and Wiltshire Health and Care.

Visit bswstp.nhs.uk for more information.

Towards an Integrated Care System (ICS)

NHS England expects all local systems to become an ICS by April 2021. An ICS is when provider and commissioning organisations work together in a shared way; sharing budgets, staff and resources where appropriate, to best meet people's needs. An ICS builds on the work that is already underway across BSW to join up services and teams.

For the first time, our three CCGs have developed a joint operational plan for 2019/20. To read the full plan, visit your staff intranet.

BSW PARTNERSHIP PRIORITIES

PRIORITY 1: IMPROVING THE HEALTH AND WELLBEING OF OUR POPULATION

- Increasing our focus on prevention and reducing inequalities
- Taking a life course approach
- Health in all Policies
- Making shared decision making with individuals regarding plans for their care the norm in BSW
- Supporting people to take more responsibility for their health and wellbeing and seeking to involve the third sector and communities in the planning, provision and delivery of care
- Using initiatives such as Making Every Contact Count & 3 Conversations to offer a strengths based approach to care support
- Engaging with stakeholders and the public about our local vision for delivering the NHS Long Term Plan and agreeing early priorities.

PRIORITY 2: DEVELOPING SUSTAINABLE COMMUNITIES

- Resilience and sustainability of primary care as Primary Care Networks develop
- Delivery of joined up efficient, and effective primary, community and social care services, appropriately scaled
- Primary Care Networks, community services and secondary care working together with an initial focus on managing frail individuals to maintain independence, reducing length of stay and preventing admission to hospital wherever appropriate
- Leveraging the efficiencies from this integrated approach to reduce care costs for all partners.

PRIORITY 3: SUSTAINABLE SECONDARY CARE SERVICES

- Acute Hospitals Alliance partners working together to address capacity issues; specialties under pressure; back office services and co-designing care pathways
- Determining where it makes sense for specialist services to be commissioned locally as part of the care pathway redesign work
- Aim to utilise Acute hospitals to their full potential for elective care.

PRIORITY 4: TRANSFORMING CARE ACROSS BSW

- Focusing on Mental Health, Maternity and Outpatient Services
- Working with partners in BNSSG and AWP to agree plans for service reconfiguration and developing plans for transformation of our mental health services in BSW to ensure parity of esteem is equal to physical health
- Concluding our consultation regarding maternity services and implementing the Better Births plans
- Rethinking our approach to 'Outpatients' Services to reflect the potential of technology and way in which the public wishes to receive care in the 21st Century and delivering ambitions set out within the NHS Long Term Plan.

PRIORITY 5: CREATING STRONG NETWORKS OF HEALTH AND CARE PROFESSIONALS TO DELIVER THE NHS LONG TERM PLAN AND BSW'S OPERATIONAL PLAN

- Reviewing our Leadership arrangements for all health and care professionals, including social care colleagues, to drive the development and implementation of BSW Five Year Strategy to deliver the NHS Long Term Plan
- Investing in leadership development, quality improvement methodology and workforce training to support service transformation
- All health and care professionals, including social care colleagues, working together across BSW to determine priority pathways for review
- All health and care professionals, including social care colleagues, leading the engagement on our joint long term plans.

PRIORITY 1 – IMPROVING THE HEALTH AND WELLBEING OF OUR POPULATION

Urgent care

- Nursing home and enhanced frailty multidisciplinary teams
- Comprehensive geriatric assessments (CGA)
- Improved advance care planning and roll out of ReSPECT
- Residential home locally commissioned service
- Medication reviews for vulnerable elderly
- High intensity user service
- Pre-hospital urgent treatment pathways review.

Community

- Community hospital review
- Review of asthma follow up to support good respiratory care
- Review of support to patients with interstitial lung disease
- Medicines optimisation including decision support tool in primary care and extension of mini-POD pilot
- Reablement review
- New care home and domiciliary care framework and brokerage service and trusted assessment
- Community equipment service
- Sharing policy consultation for social care and adult advocacy re-procurement.

Cardiovascular Disease (RightCare)

- Detection and management of hypertension and atrial fibrillation.

Children's Public Health and Preventive Developments including:

- Development of local / BSW-wide infant feeding strategy
- Refresh of early help strategy strengthening the Best Start in Life and Think Family approach
- Strengthening early help assessments
- Drug and alcohol treatment delivery model
- Integrated sexual health service
- Obesity focus, including "whole system" approach and "obesity trailblazer" bid and obesity pathway reviews
- Transformation of the wellness service
- Smoke-free NHS sites
- BSW-wide suicide and self-harm prevention plan.

PRIORITY 2 – DEVELOPING SUSTAINABLE COMMUNITIES

Mental Health and Learning Disabilities

- Mental health pathway redesign implementation
- Mental health and learning disabilities placements
- Development of 'Breathing Space'
- Mental health support to students working with universities
- Improving the physical health of people with severe mental illness
- Transition of young people to adult mental health services
- Three conversations model
- Children and adolescent mental health – addressing demand
- Transforming care for people with LD and autism.

Children and young people

- Social care demand management
- Residential care
- Out-patient therapies
- SEND inspection follow up actions.

Primary Care

- Development of Primary Care Networks
- Leadership development and resilience and sustainability (GP Forward View)
- Review of locally commissioned services
- Full business case approval of strategic estates schemes (ETTF)
- Joint planning with B&NES Council for future health infrastructure needs
- Completion of Personal Medical Services (PMS) contract review reinvestment
- Review of Improving Access pilot
- Update of B&NES Primary Care Strategy as part of BSW Primary Care Strategy development.

PRIORITY 3 – SUSTAINABLE SECONDARY CARE SERVICES

Elective demand management

- First contact practitioners for MSK patients
- Community cardiac rehabilitation service
- Development of the Community Eye Service
- Enhanced community dermatology service teledermatology
- Repatriation of sleep and ventilation service to RUH.

PRIORITY 1 – IMPROVING THE HEALTH AND WELLBEING OF OUR POPULATION

Young peoples' Mental Health

- Trailblazer scheme and waiting list management and review of self-harm admissions.

Children with complex needs

- Outcome of SEND review
- Service redesign for acute and community services.

Learning disabilities

- Improving uptake of annual health checks
- Development of specialist providers within Swindon to support repatriation programme.

Prevention

- Develop live well hub with Swindon Borough Council
- Chronic disease management programmes
- CVD
- Respiratory
- Diabetes.

PRIORITY 2 – DEVELOPING SUSTAINABLE COMMUNITIES

Primary Care Sustainability

- GP Forward View delivery plan
- Tadpole and Witchelstowe developments
- Workforce.

Mental health

- Development of crisis services including café and new crisis beds
- Development of thrive model with third sector
- Repatriation of people placed out of area.

Primary Care Networks

- Roll-out of multidisciplinary teams
- High Intensity User Service
- Frailty services (including care homes)
- End Of Life care services.

PRIORITY 3 – SUSTAINABLE SECONDARY CARE SERVICES

Outpatients

- Implement new technology in agreed specialties – Consultant Connect and I-Refer
- Implement new ways of working – PIFU
- Service reviews ophthalmology, dermatology and direct access dietician services
- Development of a new rehab model at Great Western Hospital.

PRIORITY 1 – IMPROVING THE HEALTH AND WELLBEING OF OUR POPULATION

Children

- Focus on improving outcomes and experience from pre-conception and to provide early intervention
- Pregnancy to parenthood pilots linked to local areas of higher need and deprivation.

Mental Health

- All age mental health strategy to deliver improved experience and outcomes
- Bid for national funds to support development of mental health support teams in schools
- Place of calm in Salisbury for people experiencing mental health crisis
- Pathways for people with personality disorder.

Learning Disabilities

- Better support for children, young people and adults with autism and learning disabilities in their local community.

Diabetes

- Expert education programme
- National diabetes lifestyle programme.

Respiratory

- Review community pulmonary rehabilitation

Cardiovascular disease

- Community heart failure services
- Community diagnostics
- Cardiac rehab
- Hypertension management.

PRIORITY 2 – DEVELOPING SUSTAINABLE COMMUNITIES

Primary Care Sustainability

- Alignment of local enhanced services
- Devizes and Trowbridge estate developments
- Development of workforce training hub
- Continued development of Improved Access.

Primary Care Networks (PCNs)

- Implementing Social Prescribing
- Implementing Clinical Pharmacists
- Enhancing locality working at scale through Transforming Care for Older People (TCOP) and the Primary Care Offer (PCO)
- Developing leadership for Clinical Directors and PCN Managers
- Estate strategies at PCN level.

Urgent Care

- Implement system wide improvement plan incorporating length of stay (LOS) and delayed transfer of care (DToC) plans.

End of Life

- Fast track with hospice at home.