

## HEALTH AND WELLBEING BOARD

2 JULY 2019

### MEDWAY, NORTH AND WEST KENT CCGS OPERATING PLAN 2019/2020

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#### Summary

As a Medway, North and West Kent footprint system, we have developed a single operating plan for 2019/20. This has helped deliver the consistency in planning aspired to in the Medway, North and West Kent (MNWK) Planning Approach (submitted to February 2019 Governing Body at Medway CCG).

The attached document has been adjusted to reflect local feedback from across Kent and Medway and national feedback from regulatory partners. Formal feedback is still to be received following 4 April 2019 submission and thus in-year amendment may be required.

The plan documents the key developments for 2019/20: Local Care, Outpatient Transformation and the development of Primary Care Networks, Integrated Care Partnerships and Integrated Care Systems.

The Health and Adult Social Care Overview and Scrutiny Committee considered the operating plan on 18 June 2019. The comments of this Committee are set out in section 3 of the report.

#### 1. Budget and Policy Framework

1.1 Section 26 (14Z11) of the Health and Social Care Act 2012 places a statutory obligation on CCGs to give a copy of their Operational Plan to the Health and Wellbeing Board.

#### 2. Background

2.1 The four CCGs in Medway, North and West Kent (NHS Dartford, Gravesham and Swanley (DGS), NHS Medway, NHS Swale and NHS West Kent (WK) –

known as MNWK) are the commissioners of local healthcare services serving 1.155m people with a combined budget of just over £1.5 billion. This covers mainly primary care, community, mental health, acute hospital and ambulance services.

2.2 The Medway, North and West Kent health and care system includes:

- Four CCGs working together with CCG membership of 160 GP practices.
- Three acute trusts – Medway Foundation Trust (MFT), Maidstone and Tunbridge Wells NHS Trust (MTW) and Dartford and Gravesham NHS Trust (DGT).
- Two mental health trusts – Kent and Medway NHS and Social Care Partnership Trust (KMPT) for adult services and North East London Foundation Trust (NELFT) for children and young people services.
- Three community health providers – Kent Community Health NHS Foundation Trust (KCHFT), Medway Community Health CIC (MCH) and Virgin Care.
- Two county/unitary councils – Kent County Council (KCC) and Medway Council.
- Seven district councils – Maidstone, Tonbridge and Malling, Sevenoaks, Tunbridge Wells, Dartford, Gravesham and Swale.

2.3 The purpose of this operating plan is to set out MNWK's commissioning intentions and plans for 2019/20 as part of the Kent and Medway Sustainability and Transformation Partnership (STP). Its main objectives include:

- To provide a narrative on all key priorities and deliverables for 19/20
- To provide triangulating commentary on activity, finance and system improvements
- To align with NHS 10yr plan and STP operating plan
- To represent the first year of the 5 year plans requested by Autumn '19
- To start illustrating the ways in which systems will need to work together as Integrated Care Partnerships.

2.4 The document is written is to exemplify the consistency in approach and planning across the four CCGs in MNWK and commentary applies to all CCGs unless stated otherwise. Where local variation inevitably arises this will be managed in the text through section headers.

### **3. Health and Adult Social Care Overview and Scrutiny Committee – 18 June 2019**

3.1 The Operating Plan was considered by the Health and Adult and Social Care Overview and Scrutiny Committee on 18 June 2019 and the discussion was as follows:

3.2 The NHS Medway Clinical Commissioning Group (CCG) representatives acknowledged that there were a significant number of acronyms that had

been used without explanation in the Operating Plan and undertook that consideration would be given to this when producing future plans. In response to a Member question, they also undertook to establish why the Operating Plan had not been presented to the Committee in draft form.

- 3.3 The Operating Plan covered all services provided by the CCG. The Plan covered four CCG areas, including Medway. It was anticipated that this would help to ensure consistency of approach across CCGs as they moved towards an integrated care system and a single strategic commissioner. The Plan had been submitted to NHS England on 4 April 2019 with no formal feedback having yet been received. The contents of the Plans were now being communicated to ensure that CCG staff and health providers were aware of its contents. Monitoring was being undertaken against the commitments included in the Plan and delivery plans developed where these were not already in place. There was a focus on developing a local five year response to the NHS Long Term Plan. This was due to be submitted to NHS England in the Autumn. The outcomes of the Operating Plan would be factored into these longer term plans.
- 3.4 A Member asked whether the pseudonymization [a process by which personally identifiable information is replaced by one or more artificial identifiers] described within the Operating Plan would lead to data no longer being useful. The Member was also concerned that there appeared to be fewer actions in the Plan specific to Medway than to West Kent, in view of the level of health inequality in Medway. The Member also voiced concern about existing priorities being consumed by the development of a five year plan and asked about the development of Care Navigators in Medway.
- 3.5 The CCG representatives advised that 2019/20 was the first year of a five year plan and that all priorities contained in the Operating Plan were still valid. It was considered that the pseudonymization being used had not made the data meaningless. It had not been the intention for the Plan to any way suggest that there was less need for services in Medway than in other areas. They agreed further work was needed in relation to tackling health inequalities, given that some inequalities were increasing locally. It was envisaged that the development of the local Five Year Plan and work with Public Health, would be catalysts to addressing this. It was considered that Care Navigators would have significant impact on the local health system and patient access to services. The Assistant Director – Adult Social Care, said that the Council was working jointly with the CCG to procure community care navigation services. Care Navigators are currently based at Medway Maritime hospital and also work in the local community. The Navigators would support people to be connected to other services in the local community. EU funding had been obtained, through Public Health, to deliver social prescribing services with a network of local practitioners being developed. This workforce would be based within Medway Council and work collaboratively with the existing care navigators.
- 3.6 A Committee Member said that planning by the CCG had previously been found to be a weakness by inspectors. Acknowledging that there had not been a recent inspection, the Member asked whether planning was now considered to be more of a strength. The Members remained concerned that

the Operating Plan did not sufficiently highlight the need for services in Medway and considered that this could contribute to services moving away from Medway.

- 3.7 The CCG representatives considered that planning had improved and agreed that in some ways, service provision in Medway did warrant particular attention. In response to a Member concern that health planning appeared to be focusing on elderly and frail patients rather than on deprived areas. Medway had a younger population than the England average that had higher levels of morbidity. The Committee was advised that the term elderly and frail was misleading as frailty could also affect younger people. Frailty could be considered in the planning process in a way that does not lead to a reduced focus on deprivation.
- 3.8 In response to a Member question, the Committee was provided a brief explanation of the Medway Model. This set out how care services were arranged in Medway with the principle being to base services in geographical localities surrounding GP hubs in three localities and 7 sub-hubs in Medway.
- 3.9 The Committee considered and commented on the Operating Plan, as set out in this report and Appendix 1 and requested that a written update be provided on the development of the Healthy Living Centres.

#### **4. Risk management**

- 4.1 The operational risks to delivery will be managed through the CCGs' risk management processes. In Medway, these are reported through the CCG's Commissioning Committee which is responsible for the assurance on the delivery of the operating plan.

#### **5. Consultation**

- 5.1 Engaging patients and understanding their views and needs will be instrumental to the success of the delivery of this plan. Engagement will be based around individual plans within the overall operating plan.

#### **6. Financial implications**

- 6.1 The CCGs' financial plans have been developed in line with the Operating Plan.

#### **7. Legal implications**

- 7.1 Section 26 (14Z11 and 14Z12) of the Health and Social Care Act 2012 places a statutory obligation on CCGs to give a copy of their Operational Plan or revisions thereof to the Health and Wellbeing Board.
- 7.2 Under section 26 (14Z13) of the Health and Social Care Act 2012, the CCG must involve the Health and Wellbeing Board in the preparation or revision of their plans. The Board must comment on whether it thinks the CCG Commissioning Plan takes account of the Joint Health and Wellbeing Strategy (JHWBS) and may send its views to NHS England. The CCG is also required

to include a statement of the final opinion of the Health and Wellbeing Board upon publication of their Commissioning Plans.

- 7.3 The duties listed in 7.1 and 7.2 will be discharged through consideration of the report at the Health and Wellbeing Board.
- 7.4 Provision for health scrutiny is made in the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. The report is within the remit of the Health and Adult Social Care Overview and Scrutiny Committee, which can scrutinise any matter relating to the planning, provision and operation of the health service in Medway. This Committee considered the operating plan on 18 June 2019 and its comments are set out in section 3 of the report.

## **8. Recommendations**

- 8.1 The Health and Wellbeing Board is asked to:
- 8.1.1 consider the comments of the Health and Adult Social Care Overview and Scrutiny Committee set out at section 3 of the report; and
- 8.1.2 consider and comment on the plan as set out in this report and Appendix 1.

### **Lead officer contact**

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### **Appendices**

Appendix 1 – MNWK Operating Plan 2019/20 (please note that the Appendices A to E of Appendix 1 may be found by using the following weblink:

<https://democracy.medway.gov.uk/mglssueHistoryHome.aspx?Ild=26095>)

Appendix 2 – Glossary of Acronyms

### **Background Papers**

None