



# Business Plan 2018/19

 Working with the people of Camden to achieve the best health for all

## 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



The Business Plan sets out the key CCG priorities for the year, taking into account the Sustainability and Transformation Plan, the Local Care Strategy and the QIPP Plan to ensure strong alignment between these plans.

# Objective A. Commission the delivery of NHS constitutional rights and pledges

## PRIORITIES

Ref	Priorities 18/19	Accountable
A1	<p>Through the NCL Joint Commissioning Committee and local CCG activity, improve the delivery of constitutional standards and pledges, where required. This includes, for University College London Hospital (UCLH), <b>achievement of remedial action plans and improvement trajectories</b> for:</p> <ul style="list-style-type: none"> <li>• cancer 62-day waits</li> <li>• the A&amp;E 4-hour standard</li> </ul> <p>and <b>maintenance of compliance of the following standards</b>:</p> <ul style="list-style-type: none"> <li>• cancer 14 day waits</li> <li>• diagnostic targets</li> <li>• improvement of specialty-specific Referral to Treatment (RTT) delivery challenges</li> </ul>	<p>SRO: Chief Operating Officer</p> <p>CRO: Dr Birgit Curtis Dr Matthew Clark (A&amp;E)</p>
A2	<p>Deliver the following priorities under the <b>Urgent and Emergency Care</b> workstream in the Sustainability and Transformation Plan (STP) and Local Care Strategy (LCS) to support the achievement of constitutional targets through managing acute demand:</p>	
A2.1	<ul style="list-style-type: none"> <li>• <b>Ambulatory Care</b> – work with UCLH to maximise the opportunities to increase ambulatory care</li> </ul>	<p>SRO: Director of Commissioning &amp; Contracting</p> <p>CRO: Dr Matthew Clark</p>

A2.2	<ul style="list-style-type: none"> <li>• <b>Simplified Discharge</b> – implement Discharge to Assess Pathways across all acute hospital sites for Camden patients to ensure patients, once medically optimised, can return home sooner and have better outcomes and experience; also resulting in reduced unnecessary acute lengths of stay and occupied bed days</li> </ul>	<p>SRO: Director of Commissioning &amp; Contracting CRO: Dr Sarah Morgan</p>
A2.3	<ul style="list-style-type: none"> <li>• <b>Admissions Avoidance (RAPIDS)</b> – enhance the use of the community Rapid Response service to avoid admissions into hospital and ensure that patients receive high quality care within their own home</li> </ul>	<p>SRO: Director of Commissioning &amp; Contracting CRO: Dr Sarah Morgan</p>
A2.4	<ul style="list-style-type: none"> <li>• <b>Falls Admission</b> – reduce falls related hospital admissions through the use of a multifactorial intervention combining regular exercise (including strength and balance), modifications to people’s homes and regular review of medications, delivered in collaboration across the local public sector organisations and with the voluntary and community sector</li> </ul>	<p>SRO: Director of Commissioning &amp; Contracting CRO: Dr Sarah Morgan</p>
A2.5	<ul style="list-style-type: none"> <li>• <b>Last Phase of Life</b> – develop enhanced end of life care in care homes through the introduction of last phase of life facilitators to work with care home staff; develop a single point of access for specialist palliative care; and address inequity in specialist palliative care provision</li> </ul>	<p>SRO: Director of Commissioning &amp; Contracting CRO: Dr Sarah Morgan</p>
A3	<p><b>Integrated Urgent Care (111/OOH)</b> – implement the Memorandum of Understanding to shift appointments from out of hours (OOH) provider to extended access services to maximise the OOH GP offer and reduce unattended appointments (DNA)</p>	<p>SRO: Director of Commissioning &amp; Contracting CRO: Dr Kevan Ritchie</p>

## Objective B. Improve the quality and safety of commissioned services

### PRIORITIES

Quality and safety is at the heart of our commissioning approaches and is embedded through Objectives A, B, C and D.

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

### PRIORITIES

Ref	Priorities 18/19	Accountable
C1	Deliver the following priorities, informed by RightCare, under the <b>Planned Care</b> workstream in the Sustainability and Transformation Plan (STP) and Local Care Strategy (LCS) to improve health outcomes	
C1.1	<ul style="list-style-type: none"><li>• <b>MSK</b> – successfully implement lead provider arrangements with associated pathway improvements</li></ul>	SRO: Director of Transformation, Planning & Delivery CRO: Dr Matthew Clark
C1.2	<ul style="list-style-type: none"><li>• <b>Dermatology</b> – implement a new model for both Camden and NCL, incorporating tele-dermatology; increase minor surgery in primary care and appropriate onward treatment</li></ul>	SRO: Director of Transformation, Planning & Delivery CRO: Dr Sarah Morgan
C1.3	<ul style="list-style-type: none"><li>• <b>Gastroenterology</b> – develop and implement new pathways, models and commissioning arrangements</li></ul>	SRO: Director of Transformation, Planning & Delivery CRO: Dr Kevan Ritchie

C1.4	<ul style="list-style-type: none"> <li>• <b>Pathology</b> – implement GP direct access pathology protocols to reduce duplication of diagnostics, and as improve diagnostic pathways in pathology</li> </ul>	<p>SRO: Director of Transformation, Planning &amp; Delivery  CRO: Dr Philip Taylor</p>
C1.5	<ul style="list-style-type: none"> <li>• <b>Urology</b> – develop and implement a new urology service model and associated pathways across all NCL CCGs and providers to reduce variation across primary and acute care</li> </ul>	<p>SRO: Director of Commissioning &amp; Contracting  CRO: Dr Sarah Morgan</p>
C1.6	<ul style="list-style-type: none"> <li>• <b>Demand Management</b> – ensure patients are appropriately referred through <ul style="list-style-type: none"> <li>- <b>CCAS Demand management</b> – extend the scope of Camden’s Clinical Assessment Service (CCAS) to receive all GP referrals and thus reduce variation and inappropriate referrals to secondary care</li> <li>- <b>PoLCE</b> – contribute to this STP initiative to strengthen current policy criteria and introduce new procedures to improve clinical effectiveness and patient outcomes</li> <li>- <b>IVF</b> – consult on the proposal to reduce to 1 cycle, in tandem with Islington CCG</li> <li>- <b>Consultant to Consultant referral (C2C)</b> – implement a programme of clinical work in tandem with UCLH to reduce inappropriate C2C referrals</li> <li>- <b>Integrated Medicine</b> – work with RLHIM to understand their provision and ensure robust clinical effectiveness is applied across all of their services</li> <li>- <b>Clinical Advice Network (CAN)</b> – contribute to this STP initiative to which will improve the quality and response times of advice and guidance and increase current levels of usage by GPs in Camden, therefore reducing inappropriate referrals to secondary care</li> </ul> </li> </ul>	<p>SRO: Director of Commissioning &amp; Contracting  CRO: Dr Kevan Ritchie</p>
C2	<p>Enable more people with learning disabilities and/or autism to live in the community, with the right support (<b>Transforming Care</b>)</p>	<p>SRO: Director of Integrated Commissioning / Director of Commissioning &amp; Contracting  CRO: Charlotte Cooley</p>
C3	<p><b>Learning disabilities health checks</b> - meet the proposed target of annual health checks for 79% of those with learning disabilities</p>	<p>SRO: Director of Integrated Commissioning / Director of Commissioning &amp; Contracting  CRO: Charlotte Cooley</p>
C4	<p>Develop a <b>future plan for Community and Primary Care</b> for how we bring together community and primary care services over the next five years, building on the principles outlined in the Local Care Strategy; this will include care for long term conditions.</p>	<p>SRO: Director of Primary Care and Community  CRO: Dr Kevan Ritchie / Dr Sarah Morgan</p>

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

## PRIORITIES

Ref	Priorities 18/19	Accountable
D1	Deliver the following <b>Local Care</b> priorities linked to the <b>Health and Care Closer to Home</b> workstream in the Sustainability and Transformation Plan (STP) and the Primary Care vision by developing Camden GP neighbourhoods to deliver the following services and outcomes	
D1.1	<ul style="list-style-type: none"> <li>• <b>Integrated Care Teams</b> – ensure primary care, community health services &amp; social care teams work together to deliver more effective care for the most complex patients; to include the alignment of services around GP neighbourhoods, the delivery of effective multi-disciplinary teams (MDTs) and achievement of significant activity shift in the system</li> </ul>	SRO: Director of Primary Care and Community CRO: Dr Sarah Morgan
D1.2	<ul style="list-style-type: none"> <li>• <b>Universal Offer</b> – successfully implement changes to the Universal Offer including changes to existing services and the introduction of new services focused on delivery of system efficiencies (services to be confirmed following approvals in February 2018)</li> </ul>	SRO: Director of Primary Care and Community CRO: Dr Kevan Ritchie
D1.3	<ul style="list-style-type: none"> <li>• <b>Neighbourhood Development and Quality Improvement Support Teams (QISTS)</b> – ensure the two Camden federations are funded and have resource in place to deliver neighbourhood priorities in 2018/19 including: delivery of neighbourhood proposed services; expansion of quality improvement work within neighbourhoods; achievement of neighbourhood clinical and financial outcome targets; and successful establishment of neighbourhood MDTs</li> </ul>	SRO: Director of Primary Care and Community CRO: Dr Kevan Ritchie

D1.4	<ul style="list-style-type: none"> <li>• <b>Primary Care Mental Health</b> – implement a primary care mental health service through the provision of multidisciplinary teams (MDTs) aligned to neighbourhoods</li> </ul>	<p>SRO: Director of Integrated Commissioning CRO: Dr Jonathan Levy</p>
D1.5	<ul style="list-style-type: none"> <li>• <b>Integrated Paediatric Services</b> – embed paediatric specialist integrated outreach clinics in primary care comprising of referral triage, integrated paediatric clinics in primary care and a monthly MDT for each Neighbourhood facilitated by a paediatrician.</li> </ul>	<p>SRO: Director of Integrated Commissioning CRO: Dr Martin Abbas</p>
D2	<p><b>PMS Review</b> – all practices to plan for transition (over five years) to deliver the agreed services based on the redistribution of PMS premium monies agreed with NHSE and LMC</p>	<p>SRO: Director of Transformation, Planning &amp; Delivery CRO: Dr Kevan Ritchie</p>
D3	<p><b>Self-care and Prevention</b> – implement the self-care action plan including: embedding self-care in the Local Care Strategy/Sustainability and Transformation Plan initiatives and existing contracts; ensuring consistency of approach across information advice services; developing a new model for Care Navigation and Social Prescribing; mapping community assets at neighbourhood level; and delivering a survey on self-care through the Citizens' Panel.</p>	<p>SRO: Director of Transformation, Planning &amp; Delivery CRO: Kathy Elliott</p>
D4	<p><b>Workforce</b> – through Camden's Community Education Providers Network (CEPN), deliver priorities which enable the health and social care workforce to meet the requirements of the population and the associated transformation agenda, including: deliver apprenticeships and traineeships, and further develop career pathways for new roles as well as retention of 'at risk' groups; deliver locally prioritised multi-disciplinary education and training; and support quality improvement activities by facilitating North Central London (NCL) networks and coordinating Quality Improvement training</p>	<p>SRO: Director of Primary Care and Community CRO: Dr Sarah Morgan</p>



D5	<p><b>Digital Strategy - Improving Interoperability of Systems within Camden Health and Care economy:</b></p> <p>Stage 1: Primary Care and Community Services system – enable GPs and CNWL services to use the same IT system (EMIS) to share real time data, referrals, prescribing and care planning</p> <p>Stage 2: Primary Care and Mental Health Services – enable GPs and C&amp;I services to use the same IT system (EMIS) to share real time data, referrals, prescribing and care planning</p> <p>Stage 3: Shared care record across the whole health economy – share real time data and population health management (extends to 2020)</p>	<p>SRO: Assistant Director of IT</p> <p>CRO: Dr Neel Gupta</p>
D6	<p><b>Estates Strategy</b> – Complete the space utilisation review to identify premises which may be under-utilised and implement plans to improve utilisation, and implement solutions for all leases due to expire</p>	<p>SRO: Director of Primary Care and Community</p> <p>CRO: Dr Kevan Ritchie</p>

## **Objective E. Work jointly with the people and patients of Camden to shape the services we commission**

### **PRIORITIES**

Working closely with patients, service users and other members of the public is an integral part of our commissioning arrangements and is embedded within the commissioning priorities in Objectives A, C and D.

## **Objective F. Involve member practices and commissioning partners in key commissioning decisions**

### **PRIORITIES**

Engaging with member practices and commissioning partners is an integral part of our commissioning arrangements and is embedded within the commissioning priorities in Objectives A, C and D.

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

### PRIORITIES

Ref	Priorities 18/19	Accountable
G1	<b>Financial Strategy and QIPP</b> – develop and implement Camden’s medium-term financial strategy in line with the revised financial allocation, taking into account cost pressures, investment plans, QIPP plans, demographic growth and other adjustments, and deliver the 18/19 QIPP Plan	SRO: Deputy Director of Finance CRO: Dr Birgit Curtis
G2	<b>New Contracting Forms</b> – through the North London Joint Commissioning Committee and Local Care Delivery Board, work with providers to further develop system incentives and options for alternative contract forms that better support the new models of care in the Local Care Strategy/Sustainability and Transformation Plan to ensure financial sustainability and achieve the relevant transformation of the health and care system	SRO: NCL Director of Acute Commissioning CRO: Dr Neel Gupta
G3	<b>Contracts Review</b> – analyse all contracts/investments listed in the Commissioned Services Register with a view to identify and realise potential savings through revision of terms of arrangements or decommissioning	SRO: Director of Transformation, Planning & Delivery CRO: Dr Neel Gupta
G4	<b>Provider Data Handling and Assurance</b> – ensure that providers are handling data in line with national guidance and making adjustments where necessary for new models of care. This will be through a long term data assurance piece which will be routinely discussed at Finance, Performance and QIPP Committee	SRO: Director of Commissioning & Contracting CRO: Dr Birgit Curtis

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

### PRIORITIES

Ref	Priorities 18/19	Accountable
H1	Embed the <b>CCG's operating model</b> , including Adults Community services and the relevant Commissioning Support Unit (CSU) teams, to ensure sufficient commissioning and contracting capacity to deliver strategic priorities, and further strengthen alignment with North Central London (NCL)	SRO: Chief Operating Officer CRO: Dr Neel Gupta
H2	Successfully <b>relocate the CCG's headquarters</b> by October 2018	SRO: NCL Director of Corporate Services CRO: Dr Neel Gupta
H3	Develop and implement an <b>organisational development plan</b> to ensure a resilient workforce measured through improved workforce indicators and the results of the staff survey	SRO: Deputy Chief Operating Officer / NCL Director of Corporate Services CRO: Dr Neel Gupta