

Health and Wellbeing Board

11 September 2020

County Durham Place Based Commissioning and Delivery Plan 2020-2025 - September 2020 update



Report of Jane Robinson, Corporate Director of Adults and Health Services, Durham County Council and Stewart Findlay, Chief Officer, NHS County Durham Clinical Commissioning Group

Electoral division affected:

Countywide

Purpose of the Report

- 1 The County Durham Placed Based Commissioning and Delivery Plan - September 2020 update (the plan) is the first update since being adopted by the Integrated Care Board and the Health and Wellbeing Board in March 2020. Partners that are covered within the plan include NHS and Local Authority commissioners, Public Health, and acute and mental health NHS providers.

Executive summary

- 2 The plan sets out the commissioning and delivery intentions of all partners represented at the Integrated Care Board and forms the health and care delivery component of the County Durham Joint Health and Wellbeing Strategy. Written in part as a response to the NHS Long Term Plan the plan encompasses 22 chapters across the life cycle and enablers, focusing on system rather than organisational goals, interventions and measures. It is not intended to replace organisational operational plans, but is a means to set out how collaborative working across the system supports the delivery of the strategy.
- 3 The September 2020 update fulfils a commitment made to the Health and Wellbeing Board to provide a twice yearly update on progress against the initiatives detailed within the plan, provides an opportunity to add new schemes where these have been adopted, and offers partners the opportunity to further explore collaborative and integrated ways of working.

- 4 Historically commissioning intentions and provider plans have been written from an individual organisational perspective without reference to the interdependence that these organisations have on the delivery of health and care services. The plan has therefore been written from a system perspective where engagement across the system considering pathways rather than organisations has been central.
- 5 The updated plan demonstrates a maturing of integration and collaboration within service areas and/or health and care pathways, and whilst not at an end state it demonstrates the steps made over a challenging period to improved system working.
- 6 The plan represents a period in time and as such further work continues on developing system plans, not least in responding to the impact of the pandemic, the restoration of services, and moving towards living with Covid-19 in the medium to long term.

Recommendation

- 7 The Health and Wellbeing Board is asked to approve the County Durham Place Based Commissioning and Delivery Plan 2020-2025 / September 2020 update.

Background

- 8 Since the plan was adopted in March 2020 the health and care system has been faced with responding to the impact of the pandemic, and whilst collaborative working across the system has been challenging it has also been a vehicle for system integration. The updated plan reflects this period accordingly.
- 9 The updated plan has followed the same format as the one previously agreed though chapter leads who have updated each chapter (or OGIM - Objectives, Goals, Initiatives, Measures) with 3 'asks';
- (a) 'BRAG' rating of the previously approved schemes
 - (b) Covid-19 recovery plans
 - (c) Development of the County Durham Outcomes Framework

'BRAG' rating

- 10 The first ask was to indicate how each of the schemes and initiatives set out within each chapter are progressing using the following format:
- Blue – complete
 - Red – not started
 - Amber – delivery concerns
 - Green – on track
- 11 Timescales for completion of each initiative are set out within the Gantt charts for each OGIM at Appendix 2, and where these have been impacted upon due to the pandemic or otherwise this is clear to see. Many schemes remain on track given the long lead in time for completion (2024/25). Additional schemes added since the first iteration of the plan are also highlighted.

Covid-19 Recovery

- 12 Each of the chapters has provided a summary of system recovery plans for their chapter area over the:
- short term (restarting society – 2020)
 - medium term (living with Covid-19 – 2021)
 - longer term (recovering – 2022)
- 13 The County Durham Health Welfare and Community Recovery Subgroup has supported the development of these plans through reviewing and providing feedback to chapter leads. This new assurance process provides an opportunity for partners to consider whether a

system view to Covid-19 recovery has been undertaken, notwithstanding the vital role that organisational recovery plans have within the restoration of services and living with Covid-19 in the longer term.

County Durham Outcomes Framework

- 14 The outcomes framework is designed to provide the Integrated Care Board with a series of high-level outcome metrics that enable a greater understanding of system performance, set within the Triple Aim. The Triple Aim of health outcomes, patient / resident experience, and service costs reflect the interdependence that one has upon the other.
- 15 During the development of the framework it was evident it is not currently possible to disaggregate service costs along each of the chapters. For instance, system costs associated with diabetes range from primary prevention to detection, through to management and the treatment of consequences, i.e. amputations. It was therefore agreed that a focus on workforce as the third aim was more appropriate, and still reflects the interdependence with outcomes and experience.
- 16 Each chapter lead was therefore asked to facilitate with relevant stakeholders the identification of no more than 3 outcomes for each of the 3 aims, which will provide the Integrated Care Board with a suit of metrics from which the performance of the system can be understood.
- 17 The development of the framework is in its infancy and further work is required to support chapters on the identification of genuine outcomes rather than activity metrics. Work is also required on understanding whether the data is available within the system, and how this can be interpreted and presented to ensure that the Integrated Care Board is provided with meaningful data to support decision making.

Conclusion

- 18 This longer-term County Durham Place Based Commissioning and Delivery Plan sets out to deliver the requirements of the Children and Social Work Act 2017, Children and Families Act 2014, Care Act 2014, the NHS Long Term Plan and other relevant policy documents. This plan will demonstrate the journey towards greater system thinking in commissioning, delivery, performance monitoring, driving efficiency and improving outcomes for the people of County Durham.

- 19 We recognise that the landscape in health and social care is rapidly changing in light of the pandemic and other previously known challenges. The plan will continue to be updated twice a year to reflect any emerging priorities within the wider context of the Joint Health and Wellbeing Strategy.

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Appendix 1: Implications

Legal Implications - Should it be necessary to amend contracts for provision of services this will follow legal guidelines for the NHS and Local Government.

Finance - A financial plan is developed annually by all partners. This will reflect the content of this plan and will follow individual organisational governance arrangements for approval.

Consultation - If any changes are proposed to services as part of this plan, then this would take place in line with the statutory obligations of DCC and the CCGs to engage and consult.

Equality and Diversity / Public Sector Equality Duty - If any changes are proposed to services as part of this plan, then this would take place in line with the statutory obligations of DCC and the CCGs to consider the impact on equality and diversity.

Climate Change - To promote carbon neutral approaches in our commissioning/delivery

Human Rights - No implications

Crime and Disorder - No implications

Staffing - No implications

Accommodation - No implications

Risk - There are risks associated with delivery of key performance targets for the NHS and Local Government. These risks will be identified and logged on the relevant risk registers for the organisations with appropriate mitigating actions identified.

Procurement - Should it be necessary to amend contracts for provision of services or carry out new procurement exercises this will follow legal guidelines for the NHS and Local Government.

**Appendix 2: County Durham Place Based Commissioning and
Delivery Plan 2020-2025 - September 2020 update**

Attached as a separate document