

HSI21/016

GOVERNING BODY

Title of paper	2021/22 – Our Objectives and Operating Plan		
Agenda item	5	Date of meeting	9 June 2021
Director leads	Paul Gray, Executive Director of Strategy Roshan Patel, Chief Finance Officer		
Clinical leads	Nicola Decker, CCG Clinical Leader		
Author	Roshan Patel, Chief Finance Officer		

Purpose	For decision	<input checked="" type="checkbox"/>
	To ratify	<input type="checkbox"/>
	To discuss	<input type="checkbox"/>
	To note/receive	<input type="checkbox"/>

Link to strategic objective	The objectives of the NHS Hampshire, Southampton and Isle CCG are submitted for approval
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Executive Summary
<p>Following discussions at the Governing Body in a development session held on 19 May 2021 and at the Quality Performance and Finance Committee held on 26 May 2021, this paper summarises the key outputs, agreements and recommendations, as requested at the last meeting of the Governing Body, including:</p> <ul style="list-style-type: none"> • The four key priorities for improvements for people in Hampshire and Isle of Wight: <ul style="list-style-type: none"> ○ Reducing waiting times for planned treatment ○ Improving access to Child and Adolescent Mental Health Services ○ Improving access to and resilience of primary care ○ Agreeing targeted action to tackle inequalities in health outcomes across Hampshire and Isle of Wight • The development of CCG Objectives for 2021/2022 under five key themes: <ul style="list-style-type: none"> ○ Operational Service Delivery ○ Supporting People and Teams ○ Transforming Services ○ Strategic Planning and Engagement ○ Developing our Integrated Care System • The development of the Hampshire and Isle of Wight Operating Plan, inclusively with all NHS organisations in the Integrated Care System (ICS) and with Local Government, and supporting Financial Plan

Recommendations	<p>The Governing Body is asked to:</p> <ul style="list-style-type: none"> • Approve the NHS Hampshire, Southampton and Isle of Wight CCG Objectives for 2021/22. • Note the completion of the Hampshire and Isle of Wight Integrated Care System (ICS) Operating Plan for the first 6 months of 2021/22, noting that the specific details were reviewed by the Quality, Performance and Finance Committee on 26 May 2021.
Publication	Include on public website ✓

Please provide details on the impact of following aspects	
Equality and quality impact assessment	Equality/Quality impact assessments still to be fully in place
Patient and stakeholder engagement	Stakeholder engagement has been undertaken to bring together the aggregated ICS wide plan
Financial and resource implications / impact	Note the balanced ICS financial plan and currently identified risks.
Legal implications	None
Principal risk(s) relating to this paper	The risk of a non-complaint plan, with key risks remaining on workforce, evidence of plans to reduce health inequalities and evidence of financial risk mitigations.
Key committees / groups where evidence supporting this paper has been considered.	ICS Chief Executive Officers, ICS Finance Directors, ICS Workforce group, Planned Care board, ICP System meetings.

2021/22 Our Objectives and Operating Plan

NHS Hampshire Southampton and Isle of Wight CCG
Governing Body
June 2021

Four key priorities for improvements for people in Hampshire and Isle of Wight

Four key priorities have been identified which will be a key focus in 2021/22:

**Reducing waiting times
for planned treatment for
people in Hampshire and
Isle of Wight**

**Improving access to
Child and Adolescent
Mental Health Services
in Hampshire and Isle of
Wight**

**Improving access to and
resilience of primary
care in Hampshire and
Isle of Wight**

**Agreeing targeted action
to tackle inequalities in
health outcomes across
Hampshire and Isle of
Wight**

CCG Objectives have been developed for 2021/2022



Hampshire, Southampton and
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Clinical Commissioning Group

- The initial **objectives of Hampshire, Southampton and Isle of Wight CCG for 2021/22** are set out overleaf.
- The objectives reflect the role and contribution that will be made by Hampshire, Southampton and Isle of Wight CCG **in support of the implementation of the Hampshire and Isle of Wight whole system operational plan.**
- Work is now underway to ensure alignment of teams in the CCG around the delivery of our objectives. This includes cascading individual objectives, developing and managing implementation of workplans to deliver the objectives, and finalisation of an internal business plan to support management and **monitoring of delivery against these objectives.**
- These objectives reflect the focus for 2021/22. During 2021/22 the Hampshire & Isle of Wight Health and Care System Strategy will be refreshed, describing **a five year strategic plan to improve health outcomes and health services for residents** in Hampshire and Isle of Wight.

1 Operational Service Delivery

- a) Deliver the Covid-19 vaccine programme for people in Hampshire & Isle of Wight
- b) Accelerate restoration of elective and cancer care services in Hampshire & Isle of Wight
- c) Manage increasing demand on mental health services in Hampshire & Isle of Wight, with a particular focus on CAMHS
- d) Expand primary care capacity to improve access & local health outcomes for people in Hampshire & Isle of Wight
- e) Continue the transformation of community and urgent & emergency care services in Hampshire & Isle of Wight
- f) Prepare for winter 2021/22, ensuring sufficient capacity to meet demand

2 Supporting people and teams

- a) Support the health & wellbeing of NHS staff in HIOW, looking after our people, helping them to recover and supporting workforce inclusion
- b) Accelerate workforce transformation: embedding new ways of working, growing the NHS workforce for the future
- c) Build the ICS team and functions, with the culture, ways of working & capabilities needed. Re-align CCG, STP and CSU people to support new ways of working – in places, provider alliances and across the Integrated Care System
- d) Support & equip leaders, enhancing talent management in Primary Care Networks, places, provider collaboratives & across the system as a whole

3 Transforming services

- a) Agree & implement next phase of our plans to deliver sustainable health & care for the Isle of Wight population
- b) Progress the Hampshire Together programme, and begin public consultation on the new hospital programme
- c) Accelerate digital transformation to improve efficiency and effectiveness of NHS services
- d) Agree and begin to implement priority actions to tackle inequalities, which have been exacerbated by Covid-19
- e) Establish a service improvement approach which reduces unwarranted variation and leads to improved outcomes, experience & efficiency
- f) Agree and begin implementation of a plan to extend the partnerships between NHS, local government and other agencies to enhance our ability to meet the needs of the population

4 Strategic planning and engagement

- a) Agree an operational plan for the NHS in Hampshire & Isle of Wight for April – Sept 2021
- b) Refresh our strategic plan for Hampshire & Isle of Wight, and the agreed system priorities to deliver improvements in health services and health outcomes
- c) Develop & begin implementation of further community and patient engagement for Hampshire & Isle of Wight to transform how we involve our communities in our work
- d) Develop a robust financial strategy & capital plan that underpins our system strategy & leads to financial sustainability in Hampshire & Isle of Wight

5 Developing our Integrated Care System

- a) Design the Hampshire & Isle of Wight Integrated Care System architecture needed to enable partners to work together effectively, responsive to local needs & able to deliver change at scale, including place based partnerships, and provider collaboratives.
- b) Manage the transition to the new model & statutory Integrated Care System body by April 2022 (subject to legislation)
- c) Ensure the ongoing development of the culture and ways of working needed in the ICS to ensure success
- d) Develop and agree a framework for collectively managing and distributing financial resources in the Integrated Care System
- e) Develop arrangements to oversee & assure quality, operational and financial performance within the system.
- f) Agree and begin implementation of a plan to build the digital & data infrastructure & business intelligence needed to support strategic decision making & performance assurance.

National Planning Guidance was issued in March 2021 and required an operating plan for the first 6 months of the year responding to national priorities

- **The national priorities** for the NHS for the first 6 months of 2021/22 are to:
 - Deliver the NHS Covid-19 vaccination programme and continue to meet the needs of patients with Covid-19.
 - Building on what we have learned during the pandemic to transform the delivery of services, including maternity, elective, cancer care and mental health
 - Expanding primary care capacity to improve access, local health outcomes and address health inequalities.
 - Transforming community and urgent and emergency care to prevent inappropriate attendance at Emergency Departments, improve timely admission and reduce length of stay.
 - Supporting the health and wellbeing of staff and taking action on recruitment and retention.
 - Working collaboratively across systems to deliver on these priorities.
 - Mental health and the community strategic development funding (SDF) for 2-hour crisis response services – full year plan.

Hampshire and Isle of Wight Operational Plan has been developed inclusively with all NHS organisations in the Integrated Care System and with Local Government

- Our process and progress to date has involved wide representation and **inputs from all organisations and relevant teams**
- Our ICS submitted a **strong draft narrative**, activity and performance submissions and have submitted a **compliant financial plan** albeit with some risks to be mitigated.
- **Further work** in progress since the draft submission ahead of the final to 3rd June submission (final submission deadline)
- Finance, workforce, activity and performance leads are supporting this including **aggregation** provided by individual NHS organisations.
- Our work now focuses on the operational delivery of recovery of NHS services for the first half of this year and embedding transformational restoration for the second half of the year.

The Financial Plan



Finance submission was submitted on 6th May.

- A balanced ICS level plan was submitted with two organisations with a deficit plan Solent and IoW NHS Trust and the two CCGs reporting small surplus plans.
- The plan includes circa £44m of Elective Recovery Fund income in plans.
- Within our combined financial position, we have circa £45m efficiency ask mainly articulated in the form of planned efficiencies and on the hospital discharge programme funding. We are in direct supportive discussions
- Our next phase of work within the system will focus on planning for the second half of year and mainstreaming the essential post pandemic services in our financial plan for final first six months of 21/22.

	Value (£m)
Organisation	Surplus / (Deficit)
Solent	(1.5)
IOW	(3.0)
UHS	0.0
PHU	0.0
HHFT	0.0
Southern	0.0
SCAS	0.0
Provider Total	(4.6)
Hants, Soton & IOW	2.9
Portsmouth	1.7
CCG Total	4.6
Total	0.0

Recommendations



Hampshire, Southampton and
Isle of Wight
Clinical Commissioning Group

- The Governing Body is asked to approve the **CCG Objectives for 2021/22**
- The Governing Body is asked to note the completion of the **Hampshire and Isle of Wight Integrated Care System Operating Plan** for the first 6 months of 2021/22 noting that the specific details were reviewed by the Quality, Performance and Finance Committee on the 26 May 2021