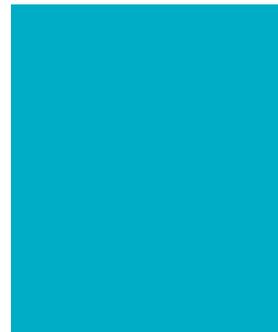
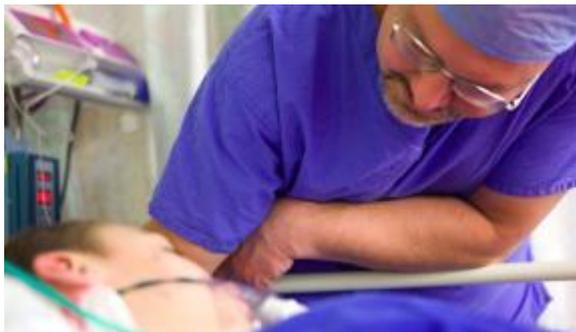
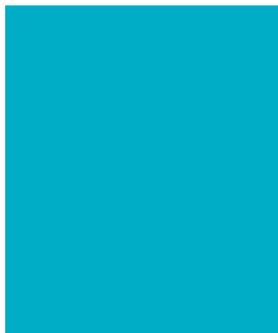
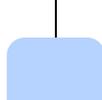
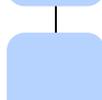


# Support for Strategic and Operational Planning



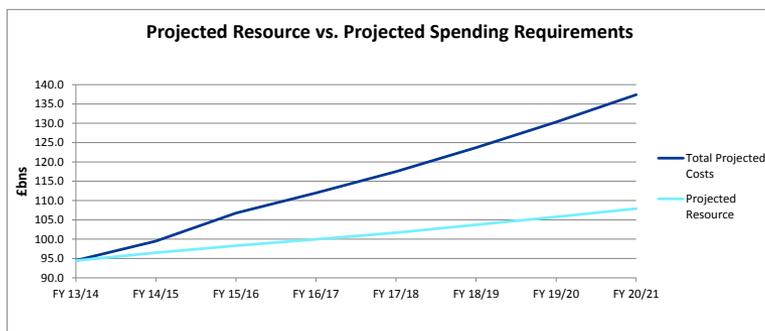
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-  **Introduction**
-  Support for Strategic and Operational Planning
-  Information Packs
-  'Any town' and evidence based interventions
-  Learning Collaborative
-  Strategic Planning Workshops
-  Local Support
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## The NHS is facing an unprecedented challenge

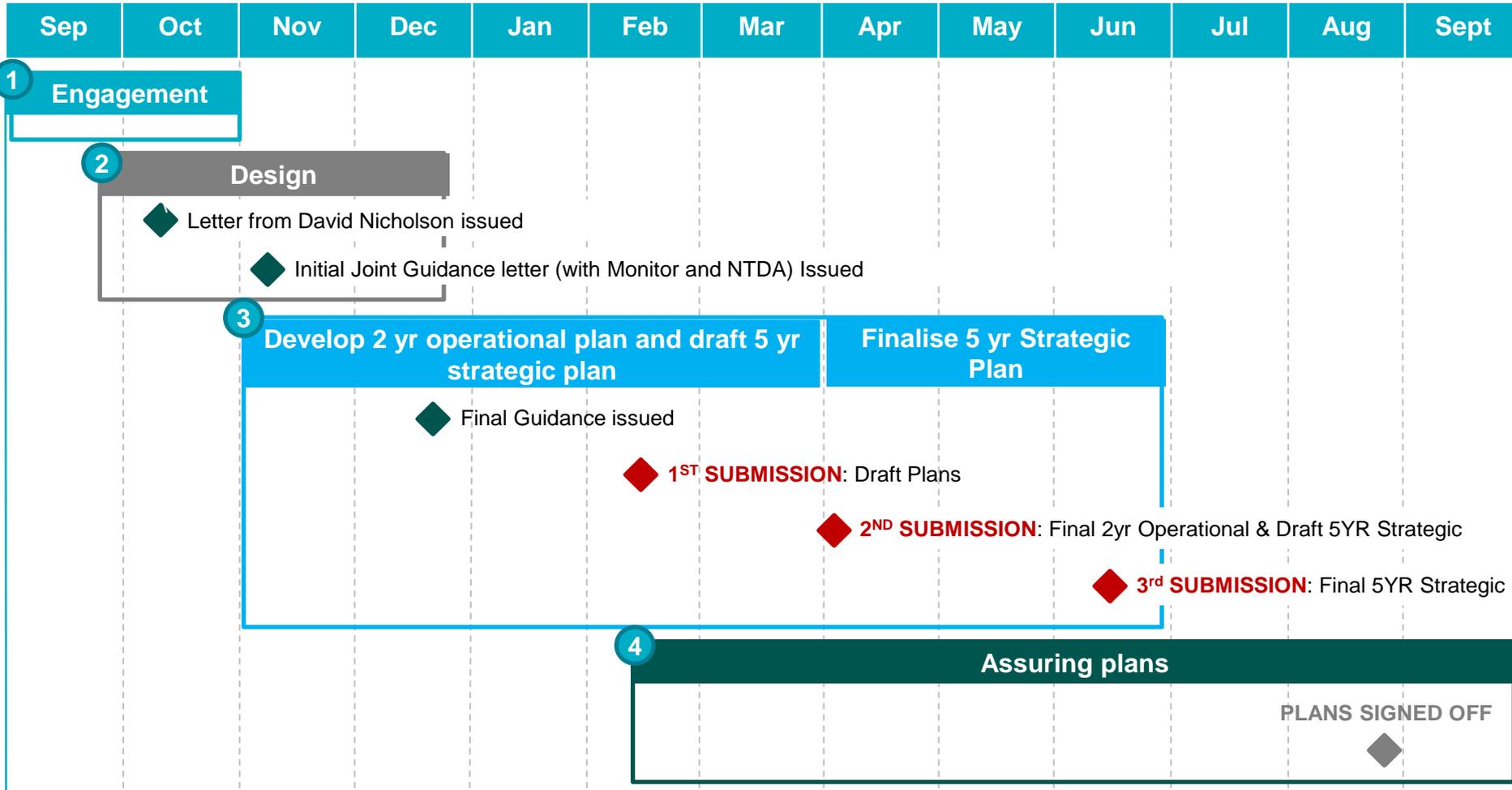
- *A Call to Action* forecasts a financial gap of £30bn by 2020/21
- The affordability challenges in 2014/15 and 2015/16 are real and urgent



## The planning process needed to change to address this challenge. Key changes are:

- **Five year** strategic plans, within which are **two year** operating plans
- Plans explicit in dealing with the financial **gap** and **risk and mitigation** strategies
- Plans submitted end **March 2014**, opportunity to refresh years 3 to 5 in **June 2014**
- Process **aligned** with partners, including all NHS commissioners, providers and local authorities
- Local ambitions for **outcomes**
- CCGs to **choose footprint** for Health & Social Care planning
- £1.1bn **transformation fund** created in 14/15
- Stratified **support** programme.

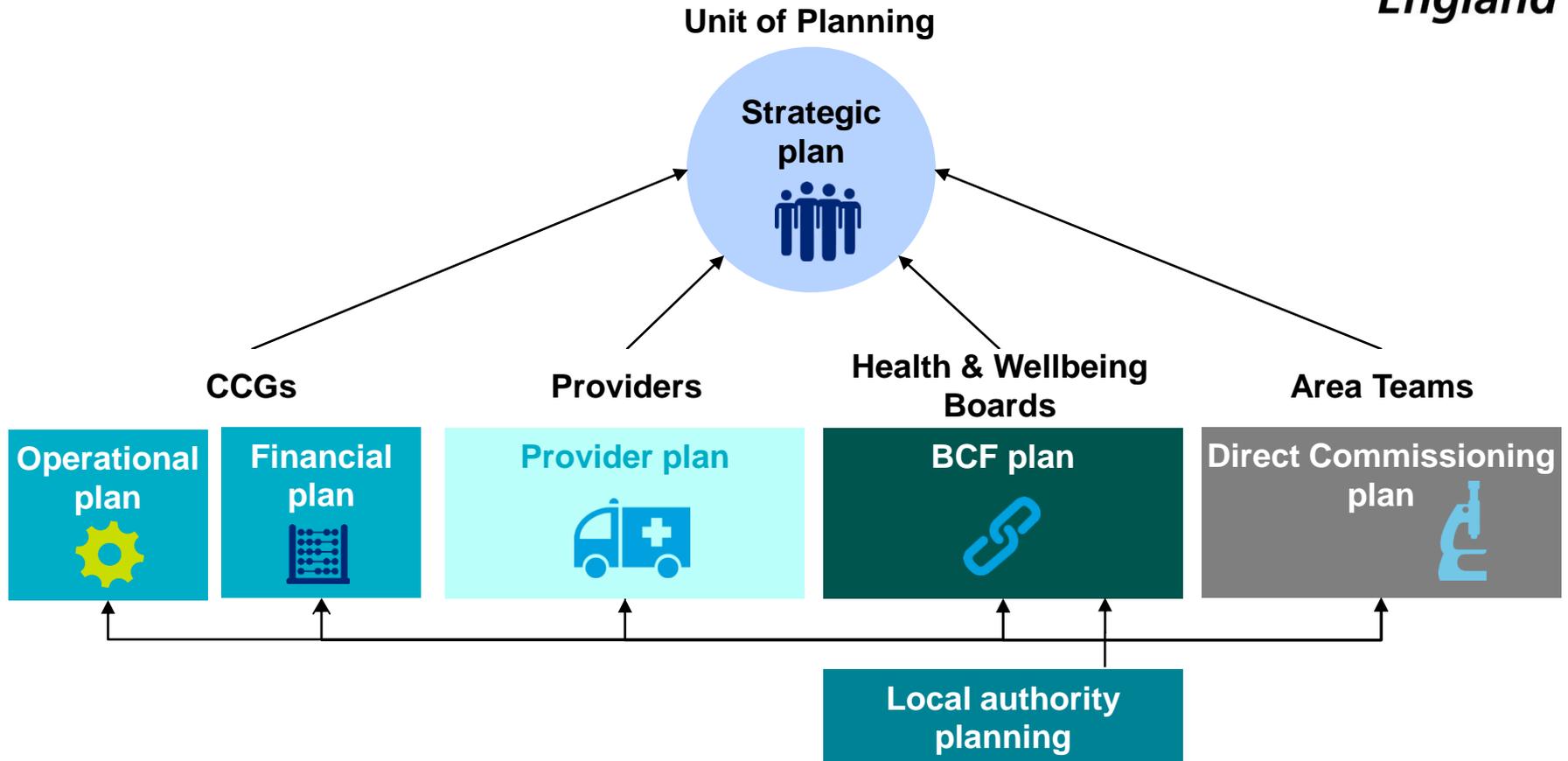
# What is the planning timeline?



## How have local health economies organised themselves?

- Health economies have aligned themselves into Units of Planning
- Units of Planning include the following partners: CCGs, Area Teams (ATs), providers, Health and Wellbeing Boards (HWBs), and local authorities
- Strategic priorities will be identified, and strategic plans completed, at this level, and plans will be owned by and signed up to by the whole economy
- Health economies will create and own five year strategic plans for their area. These will be completed at Unit of Planning level and need a collaborative approach across local partners
- These will be supported by a number of operational and financial plans at CCG, provider and Area Team level, and also aligned with the H&SC integration plan at HWB level

# Strategic and Operational Planning Objectives



The Strategic plan will be owned and signed up to by whole health economy. It includes:

- 'Plan on a page'
- Signposted key lines of enquiry return
- Improvement against the 7 outcomes

# What is contained in these outputs?

Plan	Produced by	Timeframe	Description
 <p><b>Strategic</b></p>	Unit of Planning	5 year	Strategic plan owned and signed up to by whole health economy. Includes: <ul style="list-style-type: none"> <li>• ‘Plan on a page’</li> <li>• Signposted key lines of enquiry return</li> <li>• Improvement against the 7 outcomes</li> </ul>
 <p><b>Operational</b></p>	CCG	2 year	Operational metrics supporting the strategic plan
 <p><b>Financial</b></p>	CCG	2 and 5 year	Financial metrics supporting the strategic plan
 <p><b>BCF</b></p>	HWB	2 year	Plan outlining the approach to integrating health and social care for the purposes of the Better Care Fund within a local area
 <p><b>Direct Commissioning</b></p>	NHS England Area Teams	2 and 5 year	Area Teams plans for delivery of Directly Commissioned services, including supporting financial metrics



Introduction



**Support for Strategic and Operational Planning**



Information Packs



'Any town' and evidence based interventions



Learning Collaborative



Strategic Planning Workshops



Local Support



Outcome ambitions practical how-to guide

# What support will be made available?

A range of resources and support will be made available to commissioners to support the planning process. The more bespoke support will be coordinated via Area Teams and aimed at supporting Units of Planning to develop the 5 year plans.





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Support for Strategic and Operational Planning



**Information Packs**



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A framework for the data and information to support the preparation of strategic and operational plans has been developed. This is based around the five distinct products to support:

## **Outcome planning, data / information is available in:**

- **CCGs Outcomes tool**: this provides interactive access to detailed analysis of NHS outcomes and other relevant indicators at a CCG level.
- **Level of Ambitions atlas**: this provides a range of baseline and time series data that CCGs and Local Authorities (LAs) will want to explore when developing their own levels of ambition. This atlas also includes baseline data at LA level for the Better Care Fund indicators.
- **Local Authority Outcome Information Packs**: this pack brings together information from the three outcomes frameworks at a local authority level.

## **Strategic planning, data / information is available in:**

- **Commissioning for Value packs and atlas**: these provide a comprehensive data pack to support effective commissioning for value and clearly show CCGs 'where to look' as a first stage to identify real opportunities to improve outcomes and increase value for local populations.

## **Operational planning, data / information is available in:**

- **Operational planning atlas**: this provides outcomes, activity and performance operational data for CCGs. It enables comparison of position locally, regionally, nationally, as well as with similar CCGs.

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- Introduction
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- Strategic Planning Workshops
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# 1 | Any town in context of *A Call to Action*



**NHS England has set out *A Call to Action* to the public, patients, staff, and politicians to help the NHS meet current quality challenges, future demand and tackle the funding gap through honest and realistic debate.**

## Objectives of *A Call to Action*

- It sets out the challenges facing the NHS (rising demand, new technology, patient expectations, funding gap), and how we must change to overcome these challenges

## What is being asked of local health systems

- To provide locally owned, outcome focused, sustainable plans, developed and co-signed in partnership with the wider health and social care economy that address the challenges identified in a Call to Action
- This is a five year strategic planning exercise, within which is a two year operational plan

## How Any town will support this

- By providing examples – This document contains case studies of opportunities for improvement, that could be included within the five-year strategic planning process
- By providing data analysis – data and analysis showing the opportunities for improvement, with quantified clinical and financial impact is provided to help health economies understand if the intervention is appropriate for them

## What it is

- ✓ A set of evidence-based interventions that could be applied in a local health economy
- ✓ An indication of how quality and finance will be affected through the impact of the interventions

## What it isn't

- ✗ A collectively exhaustive list of interventions that will fill the financial gap
- ✗ A provider-side reconfiguration tool

## Additional interventions

- Throughout the process we have also seen additional interventions we were unable to model the full impact of. These additional interventions are shared in the further information guide and provide additional support and references to commissioners.

## 2 | Any town: The three scenarios

We know there is no such thing as an average CCG. To help understand the impact different interventions will have in different settings, we have created three scenario CCGs: Urban CCG, Suburban CCG and Rural CCG. There is a version of Any town for each scenario CCG.

 **Urban CCG**

 Younger demographic

 Lower average prevalence of LTCs

 Higher levels of deprivation

 **Rural CCG**

 Older demographic

 Lower average prevalence of most LTCs

 Higher levels of deprivation

 **Suburban CCG**

 Same age demographic

 Higher average prevalence of LTCs

 Higher levels of deprivation

### 8 High Impact Interventions

- A set of evidence-based interventions that could be applied in a local health economy
- Selected for their high impact and robust evidence of real-world impacts delivered

#### ***Selection criteria:***

1. Fully impact assessed for financial and quality impact
2. Contribute to the financial and quality challenges articulated in this report
3. Have a clear narrative to guide implementation
4. Scalable across a broad population group

### 12 Early Adopter Interventions

- Promising ideas which may offer commissioners further benefits
- They have not yet been widely adopted or fully impact assessed

#### ***Selection criteria:***

1. The intervention is innovative and cutting edge
2. There are demonstrated quality impacts
3. It appears likely to be either cost-neutral or cost-saving
4. It has a clear narrative and is appropriate for wide scale adoption by commissioners

To select these interventions we have reviewed:

- **Over 270** self-reported case studies of healthcare interventions currently being implemented by CCGs around the country
- **Over 100** additional examples of interventions provided by NHS stakeholders
- **A wide range** of material from academic reviews and third sector organisations



Introduction



Support for Strategic and Operational Planning



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**Learning Collaborative**



Strategic Planning Workshops



Local Support



Outcome ambitions practical how-to guide

The Learning Collaborative includes the Learning Exchange, a case study pin board and networks to support CCGs and Area Teams to share best practice among themselves.

## Learning Exchange

The learning exchange covers the following areas:

- Effective integrated operational and strategic planning for collaborative commissioning; Better Care Fund, Developing and sharing a clinically led vision and strategy; Business model development; Operational Delivery Plans, Programme budgeting, Understanding future local health needs to improve health outcomes and reduce health inequalities/ variations in access to services and health outcomes, Using information and data effectively to inform planning for commissioning; Transparent outcome measurement in planning.

## Networks

- A planning networking space has been set up on the NHS Community England site, this can have as many forums as needed which may include BCF, Finance, Planning, etc. Documents can be uploaded to this space which is accessed via invitation and log in only.

## Case Studies

- From the best practice webinars we will also share these as **best practice case studies** and / or as **video shorts**
- CCGs and ATs will be able to upload their own case studies and we will also make available specific best practice case studies from the planning and *Call to Action* work streams

## The Learning Exchange

Over 300 individual offers have been made to share skills and knowledge through the learning exchange in topics ranging from co-commissioning to urgent care improvement. The best practice exchange will leverage these and other examples of best practice to increase skills across a range of participants

# Learning Collaborative: Webinars and Learning Events

As part of the Learning Collaborative there will also be a programme of webinars and learning events on key topics across three broad areas of:

- **Best practice sharing**
- **Strategic planning – injecting thought leadership**
- **Technical aspects of planning and delivery**

## Webinar session topics will include

- Integrating with social care and the Better Care Fund
- Reconfiguration and service change
- Technical webinars on the planning process , assurance and submissions
- Investments in primary care and community health
- Primary care strategic planning
- Improving contracting methods and performance management
- Improving urgent care
- Early discharge

## Learning Events

To be delivered in February and March

- Strategic Planning – Delivering the challenge set out in *The NHS Belongs to the People: a call to action*,
- Incentives, levers and contractual models to deliver change (e.g. integration pioneers)

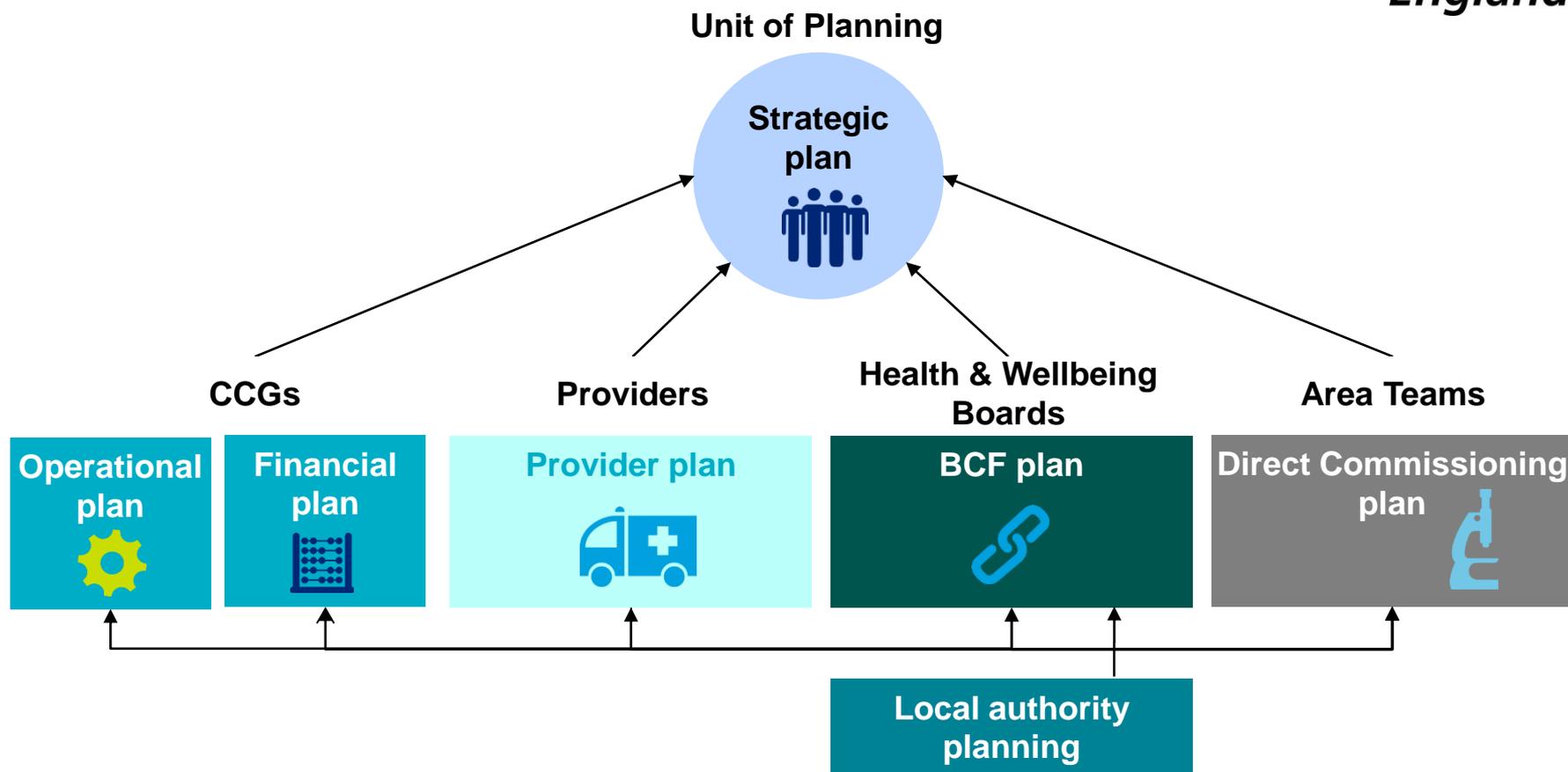
## Attendees

- Attendees from **Area Teams, CCGs and LAs**
- Speakers from **CCGs / Area Teams , LAs** who would like to share their experience and examples of delivery, excellence and
- Technical and expert speakers – **national/local subject matter experts** e.g. planning submissions, assurance of plans



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- These local workshops are designed to kick-start the strategic planning discussions across local partners and to build local relationships and agree expectations and responsibilities to develop the strategic plans
- They will provide practical and technical advice about translating a strategy into a financial and operating plan, support joint ways of working through enabling partners to agree their strategic vision, Better Care Fund priorities and consider local governance arrangements for strategic and operational planning.
- We know that many CCGs and Area Teams have already begun discussions on a strategic planning unit basis, building on existing partnership arrangements with LAs and providers.
- For those areas that would benefit from initiating wider partnership discussions, on a strategic planning footprint, or strengthening existing discussions, we have developed materials and outline agendas for workshops to be organised locally.
- Area Teams will support the coordination and delivery of the workshops at local level and CSUs will be important partners in delivering and aligning support.



## Principles and assumptions

- The workshops are aimed at Unit of Planning partners to kick-off local discussions about developing their strategic plans
- Workshop dates should be determined locally to fit with local discussions, and will be coordinated and supported by Area Teams
- In order to complete both workshop sessions within the limited timeframe available, some Units of Planning may decide to share a session
- Materials, agendas and outcomes have been developed centrally, following piloting, for Units of Planning to use
- Area Teams will be provided with resources to secure venues and external facilitation, where this is needed

## Day 1- Laying the foundations and Establishing the Strategic Plan

- To take place in December or January, in the early stages of the planning process
- This workshop would focus on:
  - An overview of the planning process and expectations of Strategic Planning partners, establishing 'rules of engagement' and prioritisation for strategic planning
  - Building and strengthening local links between teams and tackling joint working issues
  - Establishing the basic rules, guidelines and ways of working of the Unit of Planning team
  - Technical discussions re completing the planning submissions and responsibilities of all partners to achieve this
  - Leveraging in the wider support programme elements, such as Better Care Fund, Any town and Information Packs
  - Consider what further support might be needed to support local partners through planning and delivery

## Day 2 - Challenges and Assurance for Strategic Plans

- To take place in February or March, once planning is fully underway and draft operational templates and final BCF templates have been submitted
- This workshop would focus on practical implementation, the identification of any barriers to progress, and the resolution, if possible, of any problems
- The session will also serve as a useful opportunity to provide challenge to strategic plans and an early extra level of assurance
- Areas who are evidently making less progress than others can be identified for additional support
- This session will provide an opportunity to broach topics and discuss potential problems in a supportive and collaborative environment



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**Local Support**



Outcome ambitions practical how-to guide

Some CCGs, ATs and Units of Planning may benefit from bespoke support in key areas, to meet their needs and local priorities. NHS England has been working with CSUs and external providers to give an early signal of the types of support that commissioners may need to support planning.

As a partner in Units of Planning, Area Teams will have a funding resource to contribute to the commissioning of local support targeted at local priorities for strategic and operational planning. Discussions with CCGs and wider partners should inform where this support is best aimed.

### Signpost existing frameworks for external provider support

To enable accessible and visible local support, we will signal to commissioners and CSUs from where and how they can commission external providers of support to meet their local needs and priorities.

#### A. Support from CSUs

- CSUs have been asked to discuss additional support and expertise needed for planning with CCGs and ATs as early as possible
- CCGs can choose which CSU they commission support from and what this may include above normal SLA arrangements
- Details of CSUs and the services they offer will be made available

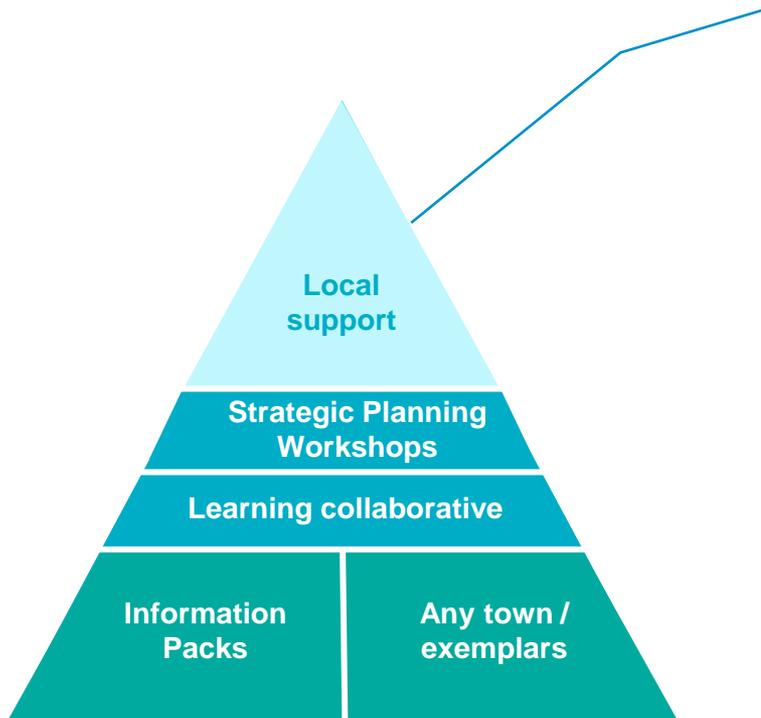
#### B. Support from CSUs and their external partners

- CSUs are reviewing their external partnership arrangements to ensure they are in a position to support CCGs and ATs, with some elements of support already in progress such as PPI and support for specialised commissioning
- CCGs and ATs can commission additional support via their CSUs that can include external partners where specialist skills are needed

#### C. Support commissioned from external providers

- CCGs and ATs could commission support directly from external providers. A number of framework agreements are already in place to enable this.
- We will signpost this option to CCGs and ATs with supporting information about how they might procure it.
- This support will be sign-posted for commissioners via existing framework agreements in a communication in December and be available via a searchable online Directory of Support from January 2013.

There will be two core elements to the local support provided:



1

## A 'universal offer' to all Units of Planning

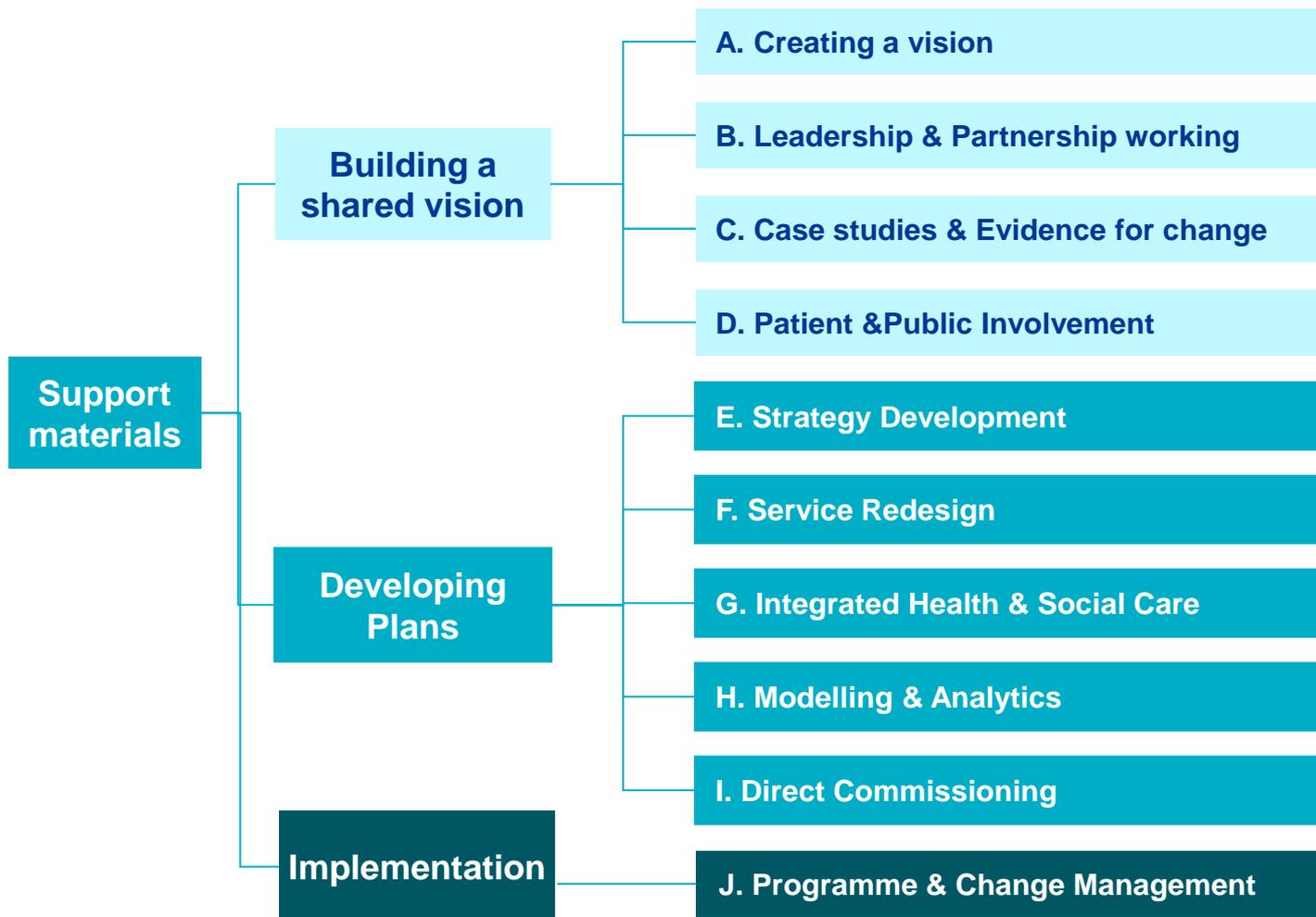
- Funding will be allocated based on a population basis for Units of Planning, as a contribution from NHS England Area Teams to support strategic planning
- CCGs and Area Teams will be able to choose the most appropriate support from a 'menu' of services around key support topics.
- Area Teams can help to manage and coordination much of the support to enable economies of scale
- Units of Planning will be able to commission support via CSUs on specific areas, or directly from commercial (and other) providers which we will also signal from existing frameworks such as ConsultancyONE
- Area Teams should commence early discussions with CCGs and CSUs about the priorities to support strategic planning
- NHS England's full online, searchable Directory of Support will be launched in January

2

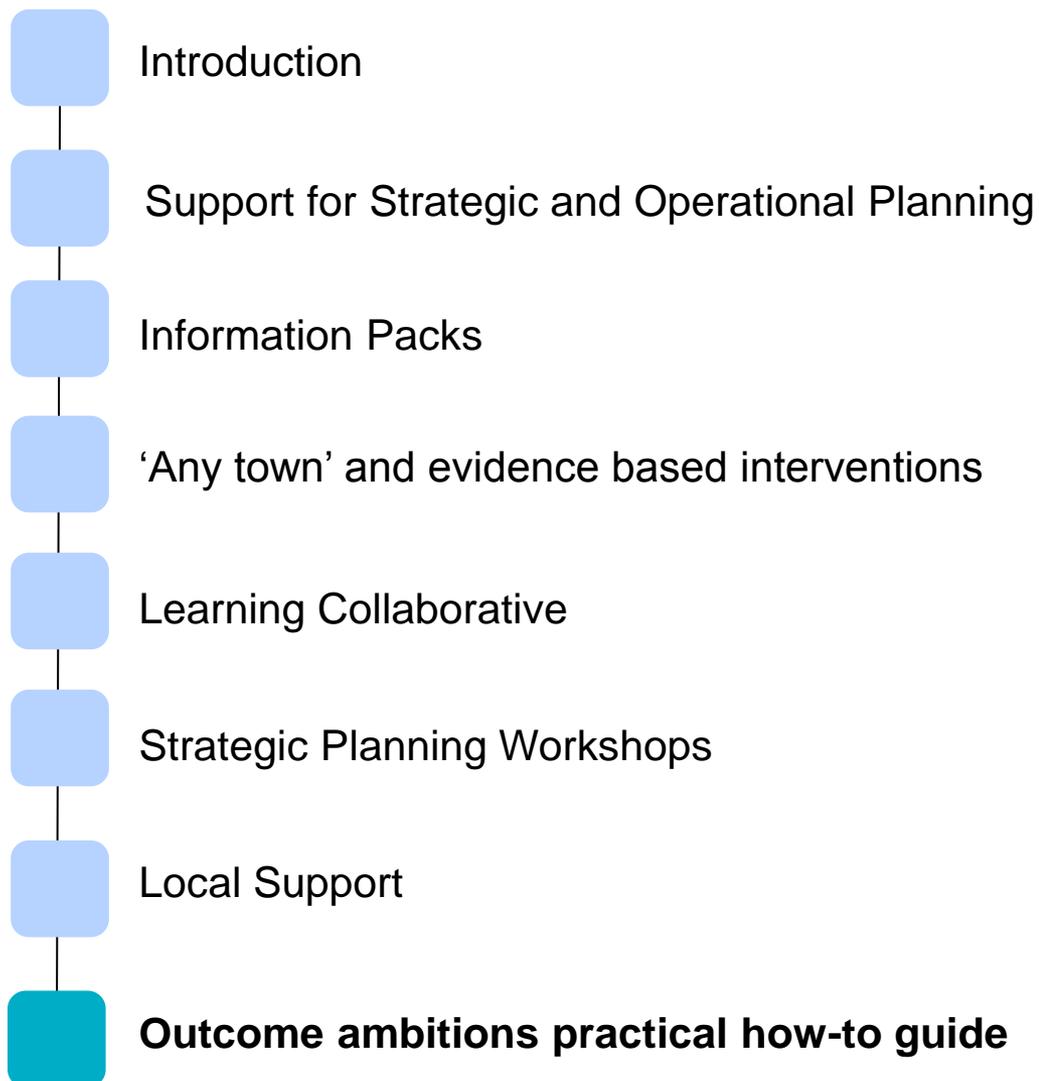
## Intensive support to challenged health and social care economies in partnership with Monitor, NTDA, LGA

- The most challenged economies will be identified through discussions with regional and Area Teams, informed by a quantitative risk stratification process
- Area Teams and partners in Monitor and NTDA will lead the work to identify the support requirement. Support will then be procured through either the ConsultancyONE framework locally, or via CSUs and their partners

# Types of local support identified as priorities areas



Units of Planning are likely to have differing needs in their local support priorities. These are some of the key areas identified in discussion with CCGs and ATs. Strategic planning partners, should have early discussions with CSUs about the support needs and from where these should best be secured.

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## Setting five year ambitions for improving outcomes – A how-to guide for commissioners

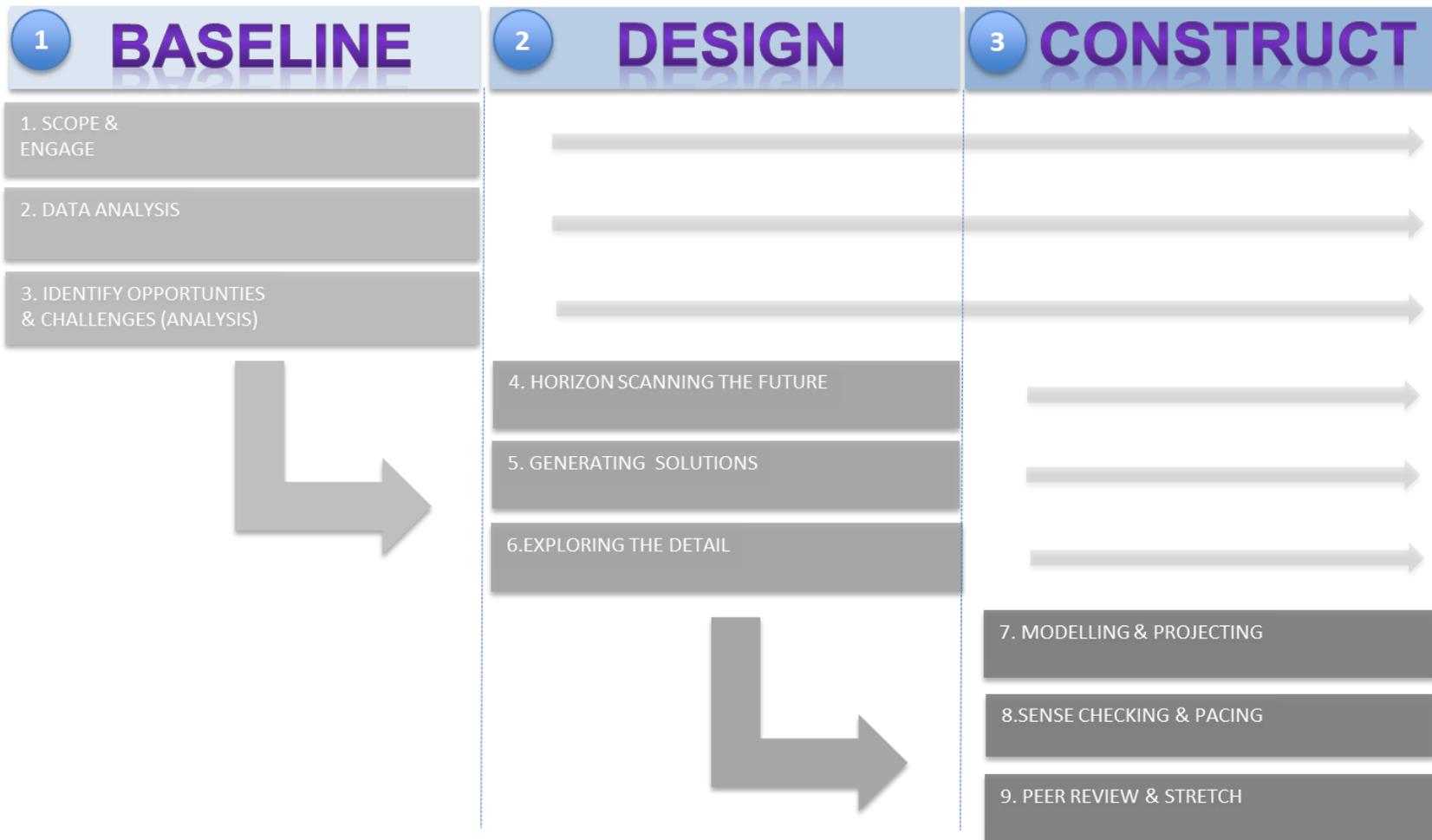


- *Everyone Counts: Planning for Patients 2014/15 to 2018/19* asks that commissioners develop five year strategic plans centred on a set of **seven 'outcome ambitions'**. Over the next six months local commissioners will be required to submit plans and quantifiable ambitions for each of the seven overarching outcomes, articulating the benefit they are aiming to deliver for their community.
- To support all commissioners with this task, the *NHS Commissioning Assembly's Quality Working Group* and *NHS England's national team* have worked with a number of CCGs and Area Teams to generate a practical 'how-to' guide.
- Using their insights, this short guide sets out key practical steps and insights to support commissioners to put outcomes at the heart of their plans.

Download from the planning guidance webpage on the [NHS England website](#)

# Outcome ambitions practical how-to guide

The guide sets out a framework with a number of potential steps and insights from local commissioners that other commissioners may find useful when setting their own five year outcome ambitions



# Outcome ambitions practical how-to guide

The guide also signposts to and explains how a number of the support resources (i.e. information packs and Any town) set out in this pack can also be used to support commissioners with the specific task of setting of five-year outcome ambitions

What is it?	How does it help you?	Where can I find?
CCG Outcomes Tool	<p>An interactive analytical outcomes tool that enables local commissioners to:</p> <ul style="list-style-type: none"> <li>View their outcomes baseline data and access the source data</li> <li>Compare to other similar CCGs (either individually or clustered together to generate aggregated unit of planning level data)</li> <li>Drill down into some more granular level data (e.g. disease prevalence rates for PYLL and practice level data for patient experience)</li> </ul> <p>(* The Atlas is in the same format as the CCG outcomes Tool, but the data included is exclusively for the purposes of developing quantifiable outcomes ambitions)</p>	<p><a href="http://www.england.nhs.uk/resources/resources-for-ccgs/ccg-out-tool/">http://www.england.nhs.uk/resources/resources-for-ccgs/ccg-out-tool/</a></p> <hr/> <p>[Interactive level of ambition atlas] Signposted from the <i>Everyone counts</i> planning guidance <a href="#">NHS England</a> webpage</p>
Levels of Ambition atlas*		
Commissioning for Value packs	<p>Commissioning for Value packs provide a bespoke package of practical support to CCGs. The aim is to help CCGs prioritise improvements to influence their strategic planning. All CGG packs, further information and detailed case studies showing the impact of this work are available on the <a href="#">right care website</a></p>	<p><a href="http://www.networks.nhs.uk/nhs-networks/health-investment-network/commissioning-for-value-1">http://www.networks.nhs.uk/nhs-networks/health-investment-network/commissioning-for-value-1</a></p>
NHS Outcomes Framework – 5 domains resources	<p>Webpages to support local commissioners design new service models to improve outcomes. These pages include key ‘areas of action’ local commissioners may wish to consider and best practice case studies shared by Area Teams &amp; CCGs (which will be continually updated). In early 2014 there will also be lists of high impact interventions for each domain (signposted to supporting material) made available</p>	<p><a href="http://www.england.nhs.uk/resources/resources-for-ccgs/out-frwrk/">http://www.england.nhs.uk/resources/resources-for-ccgs/out-frwrk/</a></p>
Preventing Premature mortality resource tool	<p>A resource to support NHS commissioners in setting their ambition on: <i>reducing potential years of life lost (PYLL) from causes amenable to healthcare</i>. It provides advice on the comparative benefits (and costs where known) of implementing a range of clinical interventions that would have a high impact on reducing premature mortality. The content and functionality (as a browseable web tool) will continue to evolve.</p>	<p>[PDF version] Signposted from the <i>Everyone counts</i> planning guidance <a href="#">NHS England</a> webpage</p>
Better Care Fund support pack	<p>A resource to support local clinical commissioners and local authorities to act together to develop their Better Care Fund plans. This information will be useful in the context of developing a 5 year plan for improving the outcome on: <i>Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services</i></p>	<p>[PDF version] Signposted from the <i>Everyone counts</i> planning guidance <a href="#">NHS England</a> webpage</p>
NHS Evidence	<p>NICE Evidence Services are a suite of services that provide internet access to high quality authoritative evidence and best practice. The services cover health, social care and public health evidence. Evidence Services aim to help professionals make better and quicker evidence based decisions.</p>	<p><a href="https://www.evidence.nhs.uk/">https://www.evidence.nhs.uk/</a></p>
Anytown CCG resources	<p>NHS England have developed a number of resources for both identifying and assessing the impact of exemplar high impact interventions. You will be able to use these resources as guides for how you might go about identifying and modelling the impact of the high impact interventions against both the outcome ambition measures and your financial resource allocation</p>	<p>[PDF version] Signposted from the <i>Everyone counts</i> planning guidance <a href="#">NHS England</a> webpage</p>