



SHAPING
OUR FUTURE

Cornwall and the Isles of Scilly
Health and Social Care Partnership

Cornwall & Isles of Scilly System Operational Plan Overview 2019/20

11th April 2019 submission

Transformation Board

9th May 2019



Ambitious plans to reshape local health and care services

- An ambitious system plan for 2019/20, more than an aggregation of organisational plans, setting out:
 - The differences plans will make for local people informed by ongoing engagement;
 - System objectives and priorities within the context of the NHS Long Term Plan;
 - Quality and safety improvements;
 - Changes that will bring about a shift in activity from in-hospital to out of hospital services;
 - Changes to outpatient care recognising people need to be treated locally where appropriate, and travel less;
 - Redesign of pathways of care for major health problems to increase prevention and early intervention;
 - Changes and priorities for services which are evidence based.
- Five core system work programmes with clear system leadership:
 - Prevention and population health
 - Urgent and emergency care
 - Planned care
 - Integrated community care (including mental health and primary care)
 - Children and young people (One Vision Children's programme)
- Supported by enabling strategies including workforce, estates, digital and finance



Our planning approach as a system for 2019/20

- Health and care commissioners and providers collaborating;
- An agreed single set of strategic objectives to inform all plans;
- A single system operational plan narrative & summary plan:
 - An overview setting out how the system will use its overall financial resources to meet the needs of its population and what the system will deliver in 19/20;
 - reflecting joint strategic commissioning priorities and
 - underpinned by organisational operational and delivery plans
 - aligned technical submissions (activity, finance, workforce)
- Priorities and opportunities within Integrated Care Areas developed as a key feature of our approach to planning;
- Year two of the NHS System Financial Framework to support planning approach;
- System approach to demand and capacity planning, efficiencies and investment prioritisation ensuring all plans aligned;
- System efficiency programme to demonstrate explicit system improvement;
- Alignment between NHS and Council Plans for 2019/20 underpinned by an agreed financial framework.

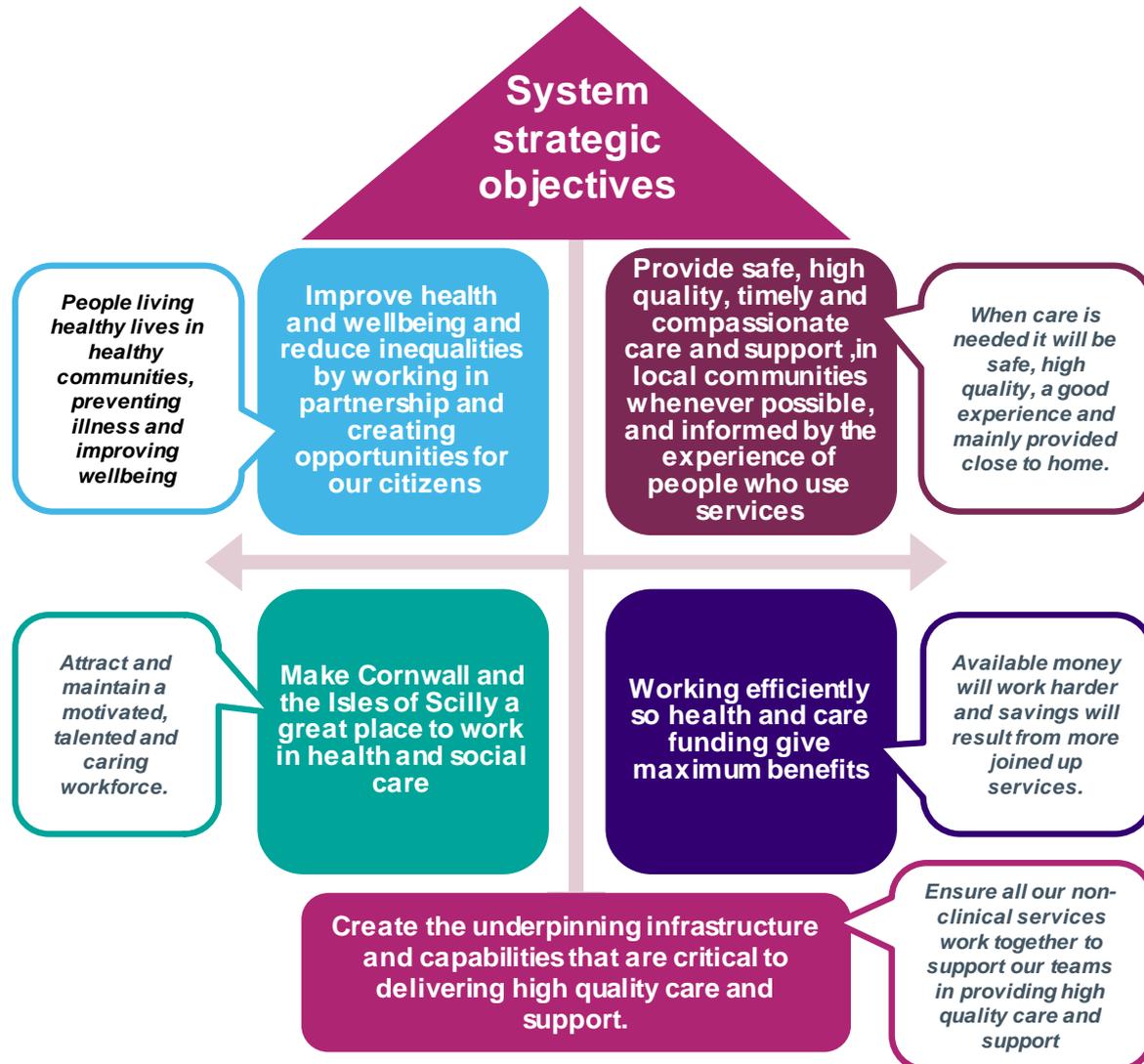


Our vision and objectives

“ We will work together to ensure the people of Cornwall and the Isles of Scilly stay as healthy as possible for as long as possible.

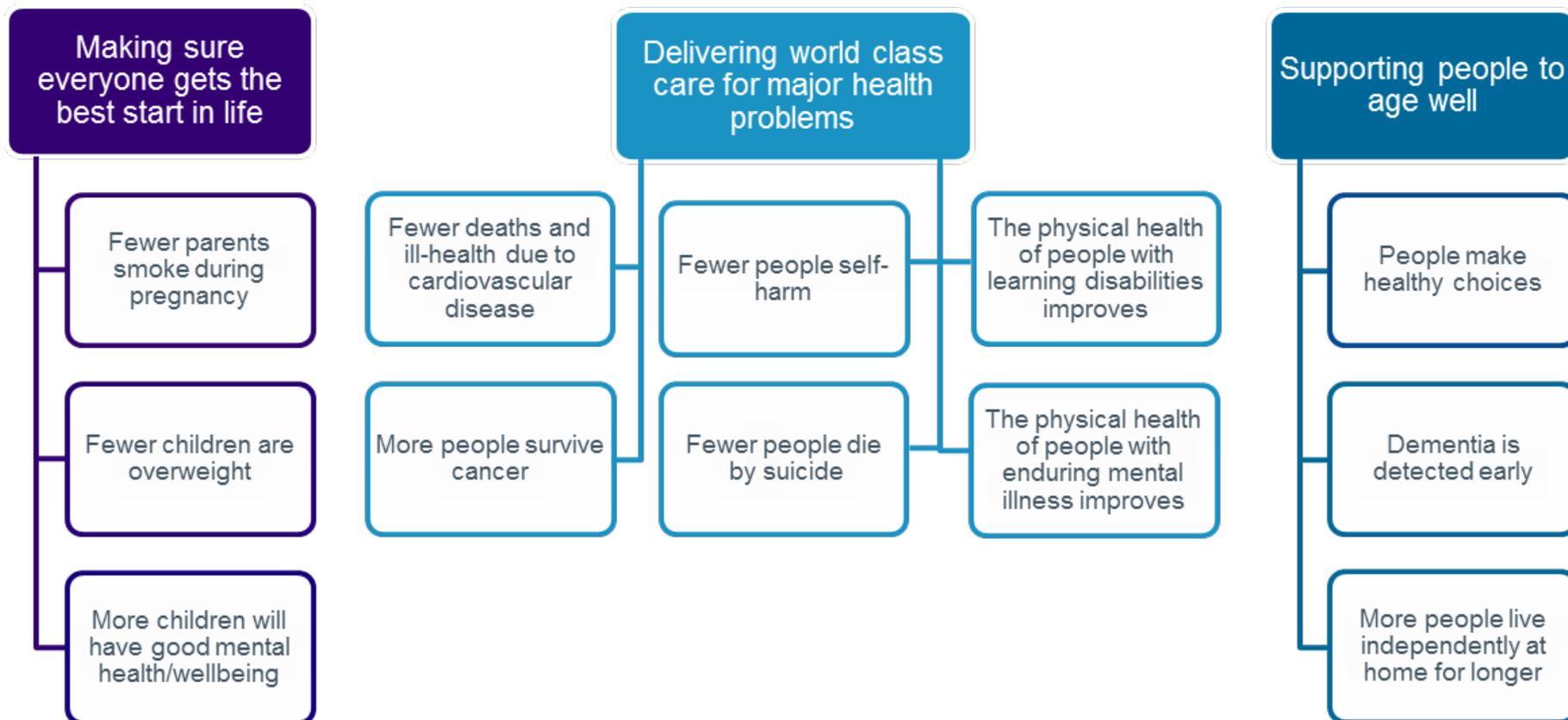
We will support people to help themselves and each other so they stay independent and well in their community.

We will provide services that everyone can be proud of and that reduce the cost overall. ”





Strategic commissioning priorities for 2019-20 aligned to the Long Term Plan



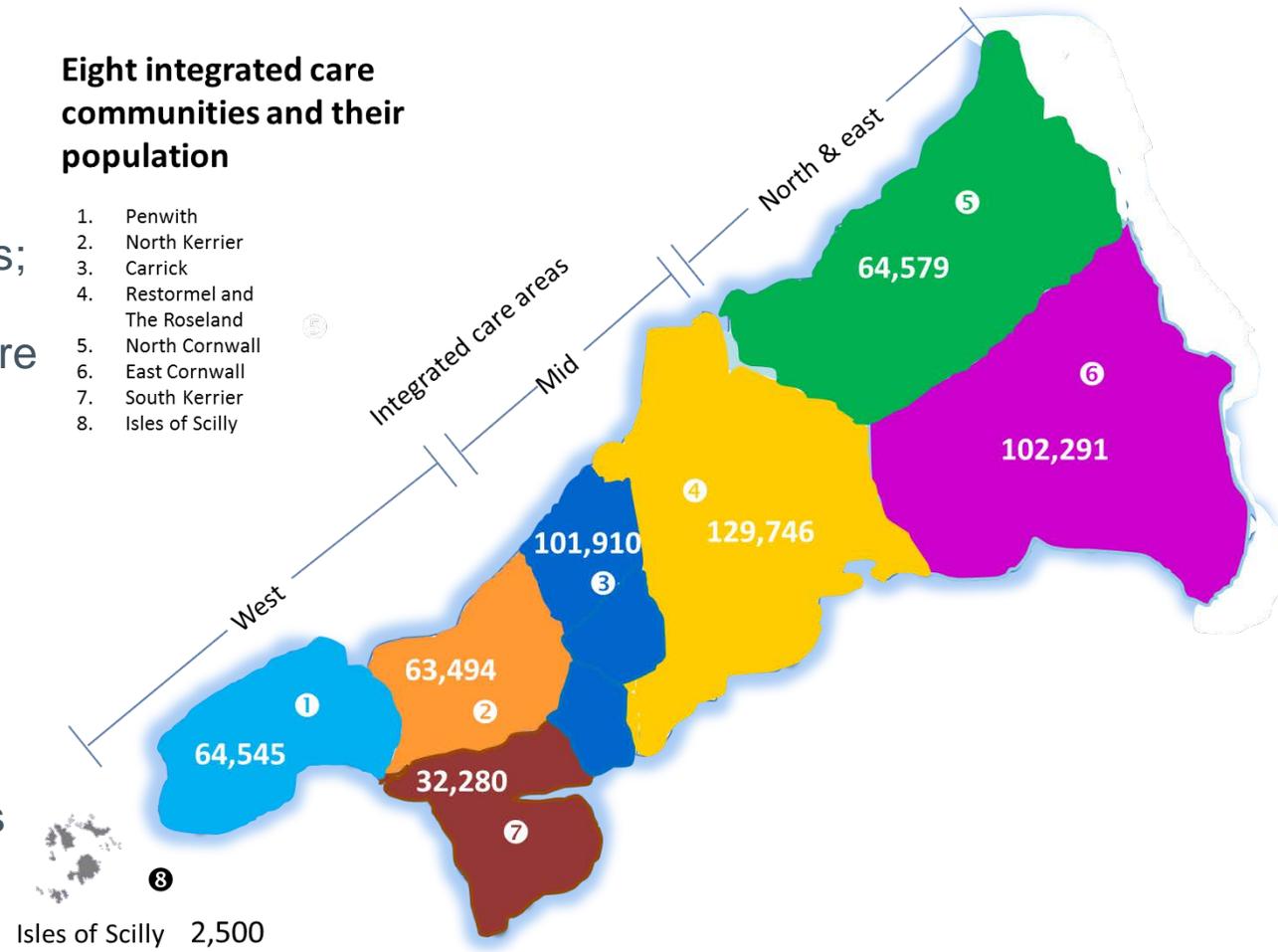


Moving to place-based population health management and locally integrated care

- Building a relationship with local people and communities;
- Delivering locally defined priorities to better meet local needs;
- Developing primary care networks;
- Redeployment of community health and social care teams around primary care networks;
- Strengthening our links with the voluntary sector.

Eight integrated care communities and their population

1. Penwith
2. North Kerrier
3. Carrick
4. Restormel and The Roseland
5. North Cornwall
6. East Cornwall
7. South Kerrier
8. Isles of Scilly





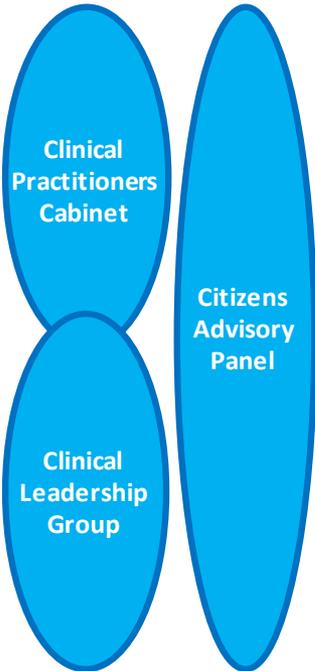
Mobilising for transformation and becoming an Integrated Care System (ICS)

Our ambition is to be endorsed as an Integrated Care System by 2020 and we are continuing to develop and mature our system working arrangements:

- A small strategic commissioning function;
- Delivering transformation through four system boards, each with dedicated executive leadership in 2019-20;
- An ICS Readiness Group, whose work will include supporting development of our Integrated Care Areas and securing delegation of commissioning of general practice services;
- Appointing an independent chair;
- Refreshing our system governance arrangements for 2019/20.

ICS system governance to support delivery in 2019/20

Clinical and Citizen Reference Groups



Local leadership, planning, design and delivery



Coordination of delivery



System Planning and Design



System Enablers



System Leadership, Co-ordination, Direction and Oversight



System Assurance and Decision Making



Key: Local Level System Level Assurance



Prevention and population health

- Influencing the wider determinants of health and wellbeing, focusing on housing and employment;
- Promoting the best start in life;
- Tackling lifestyle risks to health and wellbeing;
- Delivering the national diabetes prevention programme;
- Developing social prescribing and strengthening the resilience of the voluntary and community sector to support health and wellbeing;
- Suicide prevention;
- Preventing falls and fragility fractures;
- Detection and management of cardiovascular risk factors.
- Developing support for people to self-care adopting the NHS England universal personalised care model

In Cornwall and the Isles of Scilly

5 behaviours

Smoking
 Physical inactivity
 Unhealthy diet
 Excess alcohol
 Lack of social connections

lead to

5 diseases

Cancer
 Heart disease and stroke
 Bone and joint conditions
 Mental health conditions
 Lung disease

which cause

75%
 of deaths
 and disability



Children and young people

Key areas of focus in the plan and examples of initiatives

Improving population health by focusing on early years

- Offer support to stop smoking to all pregnant mothers at 12 week scan;
- Promote and support breast feeding;
- Work across community settings on childhood obesity.

Transforming maternity services

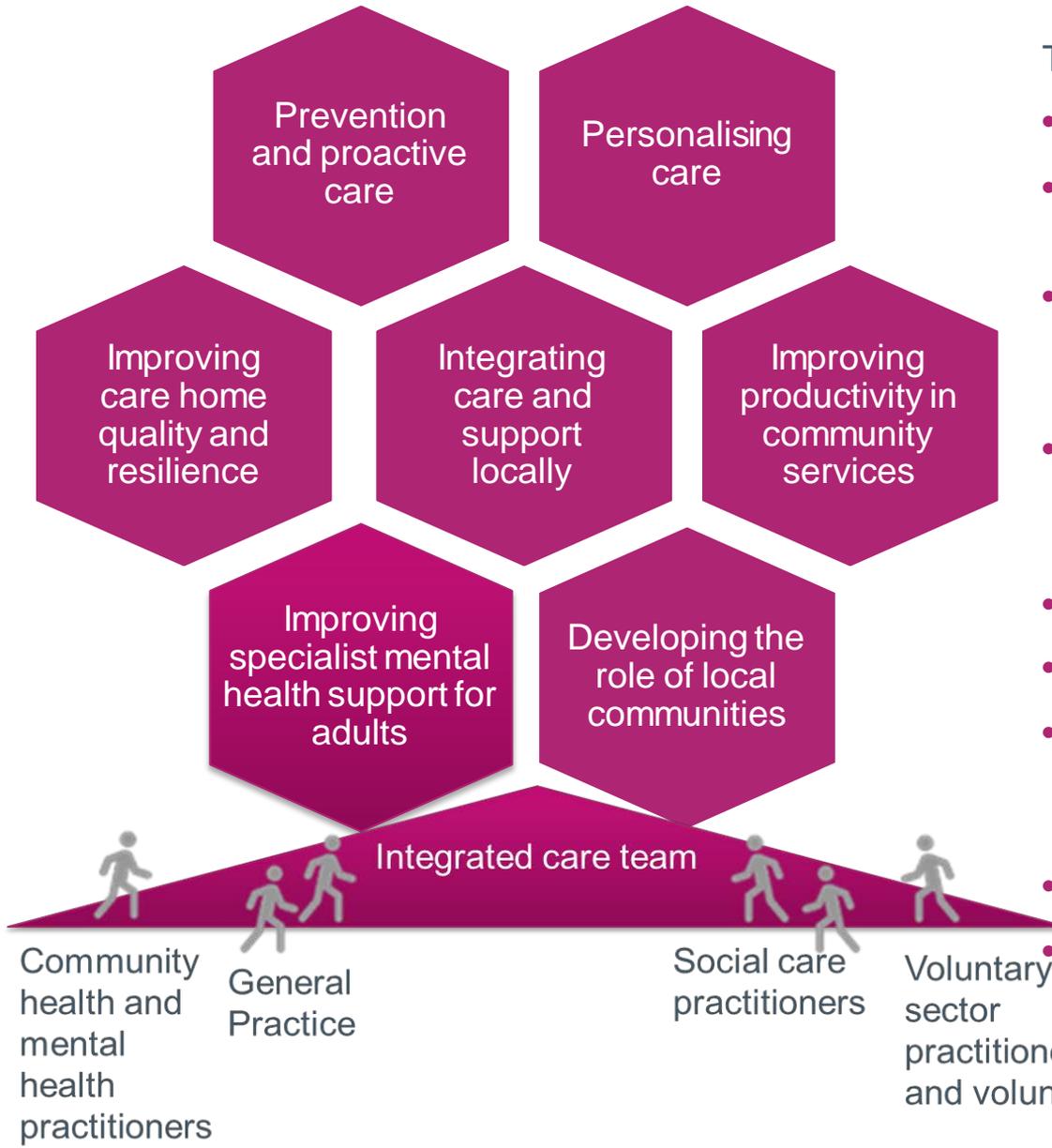
- Pilot women receiving continuity of the person caring for them during pregnancy, labour and postnatally;
- Implementing neonatal transitional care beds and cots;
- Improving access and facilities for community antenatal and postnatal care.

Transforming care and support for children and young people's mental health

- Clinical Associate Psychologists providing additional mental health support in schools;
- Opening a Tier 4 adolescent mental health unit (Sowenna) in Cornwall to care for young people experiencing a mental health crisis;
- Further improving our multi-agency response when young people experience a crisis.



Integrated community care (including mental health and primary care)



This includes:

- Improving access to GP services;
- Integrated adult health and care teams aligned to primary care networks;
- Commissioning and responding to a system diagnostic, building on the success of the Kemeneth programme;
- Integrating and redesigning rehabilitation and re-enablement services;
- Increasing social prescribing;
- Enhanced support for care homes;
- Improving diagnosis and diagnosis support for people with dementia and their carers;
- Improving end of life care;
- Expanding access to psychological therapy for people with physical long-term conditions.

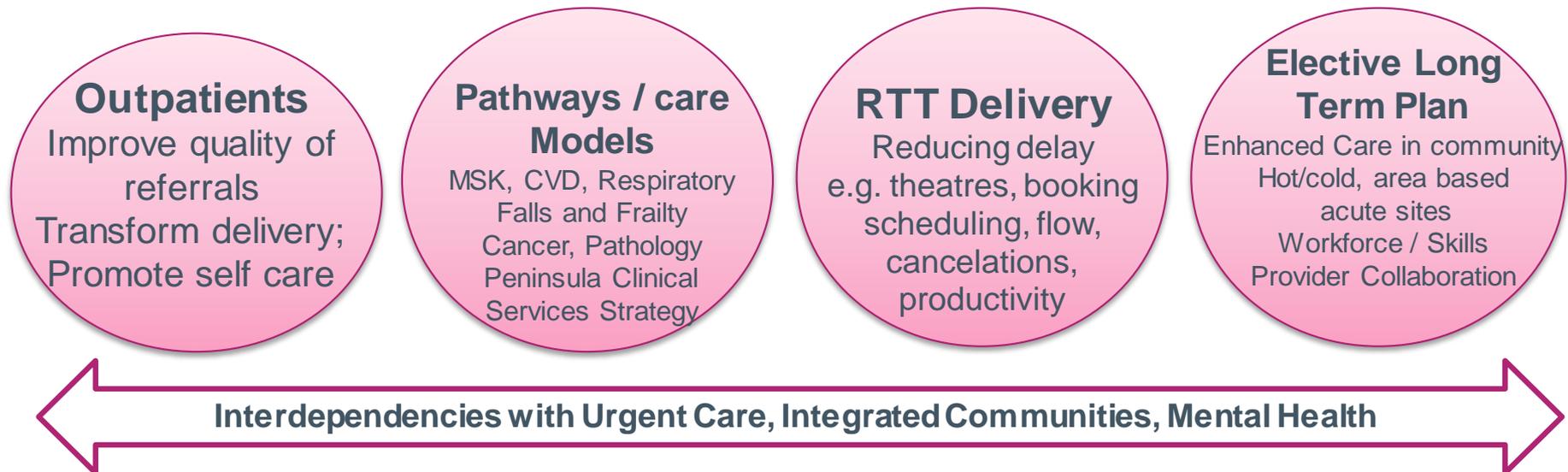


Planned Care

Ambitions:

- Improve standards across all elements, for whole population;
- Eliminate 52 week waits;
- Protect capacity in winter;
- Develop new pathways to drive more prevention and less intervention.

Transformation Elements





Planned Care

Primary actions to drive transformation

Outpatients

Improve quality of referrals
Transform Delivery;
Promote self care

- New models of placed based care, primary care specialists;
- Use technology – e-based access, virtual appointments, business intelligence;
- Patient initiated follow up and more self care;
- Whole service reviews and reset to create community base eg respiratory, dermatology;
- Increase productivity and overall accessibility.

Pathways / care Models

MSK, CVD, Respiratory
Falls and Frailty
Cancer, Pathology
Peninsula Clinical
Services Strategy

- Specific pathway programmes to improve early detection, prevent complications, offer effective intervention and after care;
- Secondary care pathway changes;
- Cornwall and Devon to work together, creating clinically led networks, and maximising specialist care available in the Peninsula.

RTT Delivery

Reducing delay
e.g. theatres, booking
scheduling, flow,
cancellations,
productivity

Specialty based work programmes

- Effective demand and capacity planning – all phases;
- Efficient booking, scheduling and tracking;
- Good patient communication;
- Planning for winter;
- Offering urgent appointments to reduce admissions;
- Provider co operation.



Urgent and emergency care

- Our Urgent and Emergency Care Plan is delivered by initiatives across all our transformation programmes



Our urgent and emergency care programme is focused on improving our response in a crisis

- Implementing NHS 111 online, NHS 111 direct booking into GP services;
- NHS 111/999 clinical validation of category 3 and 4 ambulance calls;
- Establishing Urgent Treatment Centres and enhanced urgent care in other community locations;
- Providing a high intensity user service to support people who make frequent calls to 999 and NHS 111 and attend emergency departments;
- Enhancing CORE24 psychiatric liaison.

Our enablers

Financial sustainability

- Year two of our three year financial framework ;
- Collective system management to achieve financial targets.

Transforming our estate

- Developing business cases for our successful bids to the STP capital programme:
 - A new oncology unit and state of the art MRI re-provision;
 - Improvements in optimisation at West Cornwall and St Michael's Hospital;
- Supporting the integration of services on key sites.

Enabling services

- Developing a programme of work to better support integration at the frontline.



Workforce transformation

- Increasing capacity to deliver improvements in system performance and quality standards
- Starting to build our future workforce:
 - Health and Care Academy;
 - Apprenticeships;
 - Growing our nursing workforce;
 - Recruiting clinical pharmacists;
 - First contact physiotherapists;
 - Clinical associate psychologists;
 - Community makers;
 - Social prescribing link workers.

Digital transformation

- With neighbouring areas we are a Local Health and Care Records Exemplar for integration and interoperability of systems across health and social care.