

CCG Ambition: NHS West Suffolk CCG's ambition is to deliver the highest quality health service in West Suffolk through integrated working.

NHS Constitution Principles	Health & Wellbeing Board Priorities	CCG Clinical Priorities	Transformational Change 2013/14	'End State' vision 2014/15	Approach to Risk Management	Outcomes	
<p>The NHS provides a comprehensive service, available to all.</p> <p>Access to NHS services is based on clinical need, not an individual's ability to pay.</p> <p>The NHS aspires to the highest standards of excellence and professionalism.</p> <p>NHS services must reflect the needs and preferences of patients, their families and their carers.</p> <p>The NHS is committed to working across organisational boundaries and in partnership with other organisations in the interests of patients, local communities, and the wider population.</p> <p>The NHS is committed to providing best value for taxpayers' money and the most effective, fair and sustainable use of finite resources.</p> <p>The NHS is accountable to the public, communities and patients that it serves.</p>		<p>Every child in Suffolk has the best start in life.</p> <p>Suffolk residents have access to a healthy environment and take responsibility for their own health and wellbeing.</p> <p>Older people in Suffolk have a good quality of life.</p> <p>People in Suffolk have the opportunity to improve their mental health and wellbeing.</p>	<p>The CCG, with strong clinical leadership, will continue to work closely in partnership with other stakeholders, to ensure that the significant changes to the way that services are delivered continue to provide value for money and meet the needs of the local population.</p>			<div style="border: 1px solid black; background-color: #f4a460; padding: 5px; display: inline-block;">Key Risks</div>	<p>NHS Outcomes Framework</p> <p>Domain 1: Preventing people from dying prematurely;</p> <p>Domain 2: Enhancing quality of life for people with long-term conditions;</p> <p>Domain 3: Helping people to recover from episodes of ill health or following injury;</p> <p>Domain 4: Ensuring that people have a positive experience of care; and</p> <p>Domain 5: Treating and caring for people in a safe environment; and protecting them from avoidable harm</p> <p>Social Care Outcomes Framework</p> <p>Public Health Outcomes Framework</p>
			Planned Care	<ul style="list-style-type: none"> Focus on Trauma and Orthopaedics (develop pathways for Hips, Knees, Shoulder and Carpal Tunnel); Development and implementation of new service model for Pain & Dermatology; Review and develop Diabetes service model in West Suffolk; New elective pathways and supporting services (IBS, Headache, Community Gynaecology Service etc.); Deliver Consultant led community health plans for GP's; Review appropriateness of variation, coding and demand of acute activity. 	<p>Delivery of high quality services for patients by improving access to provide services in the right place at the right time. Services will be provided closer to home. A new community model of care for Pain and Dermatology will be in place. Patients will determine the shape of our services to ensure service change is appropriate and effective.</p>	<p>Patients and Clinical Leadership: Risk: Failure to deliver patient and clinically led sustainable change leading to a lack of meaningful patient and stakeholder engagement. Mitigation: Harnessing our local service users and clinical leadership will underpin the entire CCG service redesign programme, to ensure local ownership and 'buy in' of local service change. We will work with the Suffolk Health and Well Being Board to assess local population need and Healthwatch to ensure that plans for patient and public involvement match local expectations. In addition the CCG will work with its local community reference group and health forum.</p>	
			Integrated Care	<ul style="list-style-type: none"> Establish an Urgent and Emergency Care network to deliver: whole system wide urgent care pathway review to focus on 7 day working, demand and capacity modeling, integrated crises response, pull based discharge, ACSC and AEC pathway development, and an alcohol pathway review; Implement Integrated neighbourhood team and community development supported by Risk Stratification and Comprehensive Geriatric Assessment; Implement self-management strategy including use of assistive technology and workforce development; Review and development of system wide dementia strategy; Implementation of integrated falls and bone health pathway; Development and implementation of Family Carers strategy; Implementation of stroke improvement model which includes delivery of hyper acute stroke care, early supported discharge and post-acute stroke follow-up. 	<p>The whole system will be working in an integrated way to:</p> <ul style="list-style-type: none"> Reduce avoidable admissions into an acute hospital and residential home Reduce length of stay in hospital Deliver a coordinated response to the needs of the population Supporting more people in their own home through improved out of acute hospital provision <p>The system wide dementia strategy implemented.</p>	<p>System wide working: Risk: The delivery of our QIPP plan relies upon making the best use of resources through integration of provision around the needs of the user. Mitigation: The CCG will ensure that it has a key role in developing and supporting reconfiguration in partnership to ensure safe and sustainable services for patients. The key groups include the Suffolk Health and Well Being Board, the County wide Commissioning Group (multi agency) and the CCG Governing Body and Executive</p>	
			Mental Health/ Learning Disabilities	<ul style="list-style-type: none"> Develop a dedicated Psychiatric Liaison Service with West Suffolk hospital and NSFT; Define and develop Service Specifications in support of Mental Health PbR; Development of an Age Inclusive Autism Service (county-wide); Develop system wide Dementia services (see also Integrated Care) Review of CAMHS Services and development of new model of care; Procurement of new Learning Disabilities services. 	<p>Mental Health will be seen as being everyone's business and all partners and employers will understand this. People in West Suffolk will be able to access seamless mental health provision across agencies and be able to play a part in improving their mental health and well-being. A Psychiatric Liaison Service will be established.</p>	<p>Provider performance: Risk: Providers fail to deliver core national quality standards and targets. Mitigation: West Suffolk hospital and Addenbrooke's Clinical Liaison Groups; robust contractual management; urgent care network</p>	
			Cancer/ End of Life	<ul style="list-style-type: none"> Reduce cancer emergency admissions and follow-up appointments into acute hospitals; Implement alternative cancer follow up pathways, starting with prostate cancer; Implement Electronic Palliative Care Coordination System across primary care; Provision of out of hours crisis at home service; Implement EoL training strategy and develop EoL education. 	<p>Earlier diagnosis for cancer. People in West Suffolk will be supported to have the best possible death in a place of their choice.</p>	<p>Governance and Pace: Risk: At a time of economic challenge, the CCG must navigate and influence through changing organisational structures. The scale and pace of transformation presents a significant challenge to the CCG, to deliver the planned improvements in quality in the required timescales. Mitigation: The CCG must ensure robust governance systems are in place to oversee and support the entire QIPP work programme including; an appropriate performance management and reporting framework, robust contractual management etc.</p>	
			CYP & Maternity	<ul style="list-style-type: none"> Improve LTC Management to avoid unnecessary emergency admissions (Asthma, Diabetes, Epilepsy); Improve early diagnosis and management of Eating Disorders and reduce Tier 4 referrals; Roll out PbR for Maternity services; Review Paediatric Urgent Care Pathways (Asthma, D&V, Minor Infection etc); Develop Integration of Children's Services across providers and wider health economy. 	<p>Through early intervention and preventative approaches, services will work to identify and diagnose conditions early. An age-inclusive Eating Disorder service will be in place. Community services will be in place to support children with Asthma and Epilepsy.</p>	<div style="border: 1px solid black; background-color: #f4a460; padding: 5px; display: inline-block;">Risk Management</div>	
			GP prescribing	<ul style="list-style-type: none"> Implementation of prescribing recommendations, as recommended by West Suffolk CCG Medicines Management Team; Review of prescribing of DROP-List items, i.e. drugs of low priority, poor value for money or where there are safer alternatives available; Medication reviews and optimisation for patients on complex regimes; Review of dietetic prescribing: oral nutritional supplements, gluten free foods and infant formulae. 	<p>Full review and implementation of cost-effective, safe and quality changes in prescribing completed.</p>	<p>The Governing Body Assurance Framework (GBAF) provides the CCG with a comprehensive method for the effective and focused management of risk. Through the GBAF, the CCG Governing Body gains assurance that risks are being appropriately managed throughout the organisation.</p> <p>Specifically, risks will be managed through:</p>	
			Engagement	<p>'Patient Revolution' in West Suffolk where Patient Experience is prioritised by all Boards and there is profound patient and public engagement across the local health service, including young people; GPs fully engaged in the commissioning agenda of the CCG.</p>		<p>Achieve top 10th percentile performance for Family & Friends Test across the Midlands & East region.</p>	