

NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
OPERATIONAL PLANNING 2019/20

Date of the meeting	16/01/2019
Author	R Kendall - Head of Assurance and Engagement
Sponsoring Board member	S Hunter - Chief Finance Officer
Purpose of Report	The purpose of this paper is to provide the Governing Body with an overview of the approach and progress made in developing the Integrated Care System Operational Plan and refresh of the individual organisations operational plans.
Recommendation	The Governing Body is asked to note the report.
Stakeholder Engagement	Planning leads and lead managers from across Dorset Integrated Care System (ICS) to develop content for both the ICS operational plan narrative document and planning templates.
Previous GB / Committee/s, Dates	N/A

Monitoring and Assurance Summary

This report links to the following Strategic Objectives	<ul style="list-style-type: none"> • Prevention at Scale • Integrated Community and Primary Care Services • One Acute Network • Digitally Enabled Dorset • Leading and Working Differently 		
	Yes [e.g. ✓]	Any action required?	
		Yes Detail in report	No
All three Domains of Quality (Safety, Quality, Patient Experience)	✓		✓
Board Assurance Framework Risk Register	✓		✓
Budgetary Impact	✓		✓
Legal/Regulatory	✓		✓
People/Staff	✓		✓
Financial/Value for Money/Sustainability	✓		✓
Information Management & Technology	✓		✓
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
I confirm that I have considered the implications of this report on each of the matters above, as indicated	✓		

Initials: RJK

1. Introduction

- 1.1 NHS England published *Preparing for 2019/20 Operational Planning and Contracting* on the 21 December 2018, which set out the joint planning approach to be taken by providers and commissioners.
- 1.2 The purpose of this paper is to provide members with an overview of the:
- national planning requirements for 2019/20;
 - approach to the development of the ICS operational planning; and
 - timetable for its development and sign off.

2. Report

National Planning Requirements 2019/20

- 2.1 The first part of the national planning guidance *Preparing for 2019/20 Operational Planning and Contracting* was published on 21 December 2018, with key areas to note are as follows:
- all STPs/ICSs will produce a system operating plan for 2019/20 (informed by individual organisation level operational plans) comprising a system overview and system data aggregation, which will have two elements as follows:
 - an overview setting out how the system will use its financial resources to meet the needs of its population and what the system will deliver in 2019/20 (including specialist and direct commissioning). In addition, underlying activity assumptions, capacity, efficiency and workforce plans, transformation objectives (including clinical and provider strategy), risks to delivery and mitigations; and
 - a system data aggregation (activity, workforce, finance, contracting), demonstrating how all individual organisational plans align to the system plan.
 - full financial framework including allocations are still awaited, however, **system control totals** will be to be set which will be the sum of the individual organisation control totals- there will be the opportunity to propose net-neutral changes;
 - **payment reform and national tariffs**- subject to consultation, the uplift in national tariff will be set at 3.8% and will include agenda for chance pay awards. Propose to make the maternity pathway tariffs non-mandatory, but it is expected these prices are to be used for contracting in 2019/20;
 - **financial framework for CCGs**- revising the formulae which determines allocations to include population needs indices, mental health and learning disabilities services, unmet need and inequalities.
 - as with 2018/19 CCGs will not be required to contribute to a national risk reserve, or to spend any element of their recurrent allocation non-recurrently;
 - CCGs must deliver the Mental Health Investment Standard;
 - CCGs are asked to deliver a 20% real terms reduction against their 2017/18 running cost allocation in 2020/21, adjusted for the recent pay award;
 - continued investment in primary care, with additional investment of £1.50/ head (recurrently) to develop and maintain primary care networks to achieve the 100% coverage by 30 June 2019;

- **Productivity and efficiency-** minimum 1.1% efficiency savings for NHS;
 - focus on staff productivity and use of technologies;
 - delivery of robust estates strategy;
 - NHS RightCare programme- cardiovascular and respiratory conditions and one other non-national pathway;
 - medicines management opportunities;
 - implementation of the published 'Evidence-Based Interventions: Consultation response';
 - robust provider efficiency plans to include GIRFT and Lord Carter reviews;
- **NHS Standard Contract-** in development for consultation, includes changes to sanctions for 52 wk breaches- £2,500 per organisation; final version to be published February 2019;
- **CQUINS, Quality Premiums, and Maternity Incentive Scheme-** CQUINS and prescribed specialist services schemes will be reduced by 50% to 1.25% (with increase in tariff uplift). CQUIN guidance is still awaited but it will focus on small indicators aligned to the long-term plan;

Quality Premiums will be similar to 2018/19, with significant incentive for non-elective demand management and clinical quality indicators. Gateway criteria to be simplified, awaiting publication of guidance;

Maternity Incentive Scheme to continue, providers will be required to meet all the 10 safety actions to earn the incentive.

- **Workforce-** providers are expected to update their workforce plans to reflect the latest projections of supply and retention, taking into account the supply of staff from Europe and beyond, pay reforms and expected reductions in agency and locum use.
- **Data and technologies-** from April 2019 NHS Digital will mandate that providers should submit all commissioning datasets to the Secondary Uses Service (SUS+). Support uptake of NHS App, enabling more people to manage their interactions with the health service digitally.

Approach to ICS Operating Plan 2019/20

2.2 The approach to the development of the ICS operating plan is as follows:

- system wide planning group re-established and meeting regularly to develop the narrative (see table 1 overleaf), with fortnightly planning meetings in place;
- finance plan is being coordinated by the CCG, with templates completed at organisational level then aggregated through national tool- efficiency, approaches and assumption to be led through the Finance Directors meetings schedule for January 19;
- activity is being coordinated through the CCG and templates completed at organisational level and aggregated through the national templates, and overseen through the Data Quality Working Group (DQWG) which has BI representation from each organisation;
- draft ICS operational plan to be developed from CCG operational plan;
- provider operational plans to be refreshed in line with national planning guidance and ICS operational plan.

Table 1: System Wide Planning Group Members

Name	Organisation
Mark Orchard	Poole Hospital
Nicola Plumb	Dorset HealthCare
Chris Hearn	Dorset HealthCare
Rebecca King	Dorset County Hospital
Nick Johnson	Dorset County Hospital
Sandy Edington	Royal Bournemouth Hospital
Michael Gravelle	Dorset CCG
Nikki Rowland	Dorset CCG
Bex Kendall	Dorset CCG
Jane Horne	Public Health Dorset and Local Authority

2.3 The timeline for delivery of the ICS Operational Plan 2019/20 is as follows:

Action	Date
14 January 2019	Provider and Commissioner activity focused
17 January 2019	2019/20 National Tariff section 118 starts
7 February 2019	Draft ICS operational plan to OFRG for comments
By 1 February 2019	STP/ICS net neutral control total changes agree by regional teams
12 February 2019	Draft organisational operating plans submission 2019/20 Workforce Plan submissions
19 February 2019	Draft system operating plan to SLT prior to organisations comments/ sign off
19 February 2019	Draft aggregate system 2019/20 operating plan and system operational plan narrative submission
19 February to 1 March 2019	Draft system operating plan organisations comments
22 February 2019	2019/20 NHS Standard Contract published
5 March 2019	Contract/ plan alignment submission
7 March 2019	Draft system operational plan to OFRG
21 March 2019	Deadline for 2019/20 contract signature ICS Operating Plan for final sign off at SLT
By 25 March 2019	STP/ICS net neutral control total changes agreed by regional teams
4 April 2019	Final 2019/20 organisation operating plan submission
11 April 2019	Final aggregate system 2019/20 operating plan and system operational plan narrative submission

Progress to date

- 2.4 The system wide planning group have had an initial meeting and progress is as follows:
- agreed the approach and draft structure for ICS operational plan;
 - initial draft ICS operational plan is being developed;
 - activity plans are in development, in line with agreed proposal following OFRG on 6 December 2018 - aggregate ambition for flat activity, although for some service areas activity plans need to reflect the service expectations i.e. diagnostics and media campaigns have had significant impacts on growth into the service for cancer including then impact Dermatology.

Next Steps

- 2.5 The next steps for the development of the ICS operational plan and provider refreshed operational plans are as follows:
- draft ICS operational plan narrative to be share with planning leads on 11 January for initial comments/ feedback;
 - finance leads to provide the high-level expenditure, run rate projections to support identifying the overall financial gap and what mitigations can be identified;
 - finance directors meeting in January 2019 to review the planning guidance, allocations and control totals to develop the financial framework;
 - activity plans to be developed in line with paragraph 2.4;
 - finance plans to be developed in line with paragraph 2.2;
 - development of financial framework to include prioritisation of ICS funding streams which will be supported by a facilitated Future Focus Finance Best Possible Value programme, schedule to commence in February 2019;
 - provider and ICS operational plan to be refreshed from local priorities in January 2019 with full draft plans being refreshed for February 2019 in line timetable and full national and technical guidance (once received- January 2019) referred to in paragraph 2.3;
 - final sign off of ICS and provider operational plans by end of March 2019.

3. Conclusion

- 3.1 The Governing Body is asked to **note** the paper and the next steps in the development of the ICS operational plan and refresh of the provider operational plan.

Author's name and Title : Rebecca Kendall, Head of Assurance and Engagement

Date : 2 January 2019

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APPENDICES	
Appendix 1	Preparing for 2019/20 Operational Planning and Contracting