

NHS Swindon Clinical Commissioning Group Operational Resilience

Health and Wellbeing Board

8 October 2014

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Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 Residents of Swindon use the services of our health and social care community all year round but there are certain times in the year when the levels of demands increase. Swindon continues to see a growth in demand of services, particularly the use of Primary Care and A&E departments. Swindon is not alone in seeing high level of demands, this is a national picture.
- 1.2 Some of the reasons for this are well understood, for example during the winter people are more susceptible to flu and viruses, and these often effect the frail elderly, more falls and accidents occur due to the changeable weather conditions.
- 1.3 For many years commissioning and provider organisations have been required to produce winter plans ensuring there is robust and sufficient capacity to meet these expected demands and patients needs, however we now need to move towards all year round planning.
- 1.4 On 13 June 2014 NHS England, Monitor, the NHS Trust Development Agency and the Association of Directors of Adult Social Services published a joint guidance document to support planning for operational resilience during 2014/15.
- 1.5 The guidance covers both urgent and planned care and makes clear that resilience needs to be delivered while maintaining financial balance and that there can be no trade-off between finance and performance. In addition the plan must demonstrate the measures to support the changes arising from the Better Care Fund.
- 1.6 The Guidance can be found at:
<http://www.england.nhs.uk/wp-content/uploads/2014/06/op-res-cap-plan-1415.pdf>
- 1.7 This paper contains the Swindon CCG Operational Resilience Capacity Plan (ORCP) for 2014/15, designed to improve the planning of scheduled and unscheduled care for the registered population of Swindon and Shrivenham. The Operational Reliance and Capacity System plan has been collaboratively developed between health and social care partners.

Further information on the subject of this report can be obtained from Gill May, 01793 683700, gill.may@swindonccg.nhs.uk.

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- 1.8 There are a number of mandatory elements that have needed to be included; the need to build on existing work (e.g. flu planning, data sets, mapping of service etc) and to take account of and use principles from; Better Care Fund, The Social Action Fund, The Care Act 2014 and plan to ensure all is delivered in an integrated approach.
- 1.9 These plans were submitted to the Area Team at the end of September, however partners continue to complete further work around escalation planning, and demand capacity planning. **The plans are provided in appendix 1.**
- 1.10 The guidance also calls for the evolution of a System Resilience Group (SRG) a whole system network designed to bring together multiple stakeholders from across Swindon and Wiltshire. Swindon CCG has agreed with its partners Terms of Reference for this group and they can be found in the plan in the annexes. It should be noted that System Resilience Groups are not statutory bodies and as such the relevant statutory bodies will need to make final decisions regarding funding and these groups do not supersede accountabilities between organisations and their regulators.
- 1.11 Members of the SRG:
- Swindon Clinical Commissioning Group
Wiltshire Clinical Commissioning Group
Great Western Hospital NHS Foundation Trust
SEQOL
Avon & Wiltshire Mental Health Partnership
Swindon Borough Council
South West Ambulance Service NHS Foundation Trust
- 1.12 The plans have been signed off by all members of the System Resilience Group on 7th August 2014.

2. Recommendations

The Board is recommended to:

- Note the Swindon CCG Operational Resilience Capacity Plan for 2014/15 as provided.

3. Detail

- 3.1 This year's guidance sets out an even more demanding system resilience process. The plans have required detailed planning from each of the CCGs commissioned providers and the CCG itself in setting out plans against best practice guidance, with evidence to ensure local systems have undertaken

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rigorous independent analytical review of the drivers of pressure in 2013/14 to inform their planning for 2014/15.

- 3.2 Swindon CCG has commissioned this analytical review and the output of this will be used to refresh the plans in readiness for resubmission end of September.
- 3.3 The System Resilience Group enables all parts of the local health and social care system to co-develop strategies and collaboratively plan safe, efficient services for patients. On an annual basis the Swindon SRG will be responsible for recommending the approval of, updating and monitoring the Swindon System Resilience Plan and ensuring the actions it contains deliver the required level of performance improvement.
- 3.4 The key principles of the System Resilience Groups is to ensure resilience is delivered whilst maintaining financial balance, establishing year-round sustainable delivery for planned and urgent care, enable health and social care partners (including independent and voluntary) to proactively manage year round operational resilience through working together in an integrated approach and to ensure that the allocation of, and monitoring the delivery and impact of, nonrecurring monies.
- 3.5 Swindon CCG have been allocated a total of £1.2 million non-recurrent funding to support the urgent care system for 14/15. This funding is to be shared amongst local system providers and must include use of primary care, community care and mental health services as well as social services to support patients, with particular attention to be paid to ensuring that all patients who have mental health needs receive improved and swifter care.
- 3.6 As part of the planning process all organisations were requested to provide the CCG with detailed plans including the costs to implement additional capacity, new models and services of care for the winter period. Submissions have been received from GWH, SEQOL and SBC with a combined value of £10.172 million. The SRG reviewed a prioritised list of proposed schemes that would support the hospital, community, and primary care locally. This totalled just over £1 million. The CCG are waiting for the final detailed planning analysis to confirm further community capacity to support patients on discharge from hospital, before committing the remaining funds.
- 3.7 The NHS Constitution clearly states the principle that all patients have the right to access services within maximum waiting times or the NHS must take all responsible steps to offer a range of sustainable alternative providers if this is not possible. This is a legal entitlement protected by law. Meeting this target has

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been a challenge for many acute providers and in response to this additional funding allocation calculated by NHS England Area Team has been made to support the delivery of additional elective activity to improve performance on Referral to Treatment (RTT) standards. The intention is to clear the backlog of those patients waiting for surgery or assessment there by reducing the number of long wait patients are experiencing.

- 3.8 Centrally retained funding has been made available to support ambulances services, NHS 111.

4. Alternative Options

- 4.1 None.

5. Implications

Financial and Procurement Implications

- 5.1 To note Swindon CCG non recurrent allocation.

Legal and Human Rights Implications

- 5.2 Not applicable.

All other Implications

- 5.3 Ensure delivery of the NHS Constitution.

6. Consultees

- 6.1 See Terms of Reference for System Resilience Group.

7. Background Papers

<http://www.england.nhs.uk/wp-content/uploads/2014/06/op-res-cap-plan-1415.pdf>

8. Appendices

- 8.1 Swindon CCG Operational Resilience Capacity Plan.