

Strategic Objectives

1. Introduction

The purpose of this paper is to present the strategic objectives for the Greater Nottingham Clinical Commissioning Partnership for approval by the CCGs' Governing Bodies.

2. Background Information

This version of the objectives is the culmination of a series of work undertaken during 2018.

An initial draft was shared with the Greater Nottingham Joint Commissioning Committee (GNJCC) in June 2018, which:

- Synthesised the four CCGs' previous strategic aims;
- Incorporated feedback from an early GNJCC development session in March 2018; and
- Took account of key strategic themes explored by the Executive Management Team during a 'time out' session in April 2018.

At its June meeting, the GNJCC endorsed the approach and the direction of travel and asked that further work be done to develop the objectives.

Over the summer period, a series of meetings and engagement sessions were held with a broad cross section of staff, either at team meetings or at separate events. These helped to develop the strategic aims further, in particular the 'What do we mean by this?' column. It also gave opportunity for staff to consider the objectives in relation to their own work.

A dedicated GNJCC development session was held on 29 August 2018, where members of the GNJCC considered the latest version of the strategic objectives and helped to shape and refine them further. The GNJCC also took the opportunity to consider its role in best supporting the delivery of the objectives.

At the GNJCC meeting on 26th September, the committee endorsed the objectives and recommended Governing Bodies to approve them.

3. Proposed Strategic Objectives

The version contained overleaf, whilst still traceable to the original version, is a more mature and robust document as a result of the broad range of input received. Based on feedback from the August GNJCC development session, one objective (previously objective 4: "bringing care closer to home...") has been subsumed into the other three objectives' "what do we mean by this?" statements. Another (objective 1: quality) has been reshaped and clarified.

Whilst there is always room to iteratively refine and improve any set of strategic objectives, the GNJCC development session also highlighted the need to be actively using the document to inform decisions and operations in a timely manner.

Once approved, work will continue to define the measures and assurance mechanisms against each objective.

4. Recommendation

Each Greater Nottingham CCG Governing Body is asked to:

- **APPROVE:** the strategic objectives for adoption across the Greater Nottingham Clinical Commissioning Partnership.

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STRATEGIC AIM *(our overarching strategic intention)*

A1

To deliver health and care system sustainability via a new model of care for Greater Nottingham

STRATEGIC OBJECTIVES *(what we will deliver by achieving our strategic aim)*

Strategic Aim

What do we mean by this?

O1

Achieve defined standards of quality across all commissioned services

- We will define expected quality standards for each commissioned service including: safety, effectiveness, efficiency, timeliness, equity and patient-centredness
- We will develop and implement quality assurance frameworks that enable measurement of national and locally defined standards, and appropriate intervention where standards are not met or are at risk of deterioration
- We will use value based commissioning to incentivise providers to meet or exceed the defined standards
- We will actively seek out the patient voice to inform our decision making
- We will ensure patient experience, patient outcomes and shared decision making are at the core of what we do
- We will make evidence informed decisions in the best interests of our patients

O2

Improve health outcomes and healthy life expectancy

- We will actively seek to improve the overall health and wellbeing of our local population through prevention and ensuring best practice management of long term conditions to increase healthy life expectancy (as currently measured) by three years within available resource
- We will move services into community settings where there is a benefit in both quality and value terms
- We will prioritise interventions making sure the right patients are seen by the right provider, in the right setting and at the right time
- We will help and encourage our population to help themselves through self-management and self-care

O3

Reduce health inequalities

- We will clearly define the differential physical and mental health needs of the population of Greater Nottingham
- We will use incentives to support providers to develop and deliver services to meet the differential needs of our population
- We will target initiatives at under-engaged populations and those with the worst health
- We will ensure mental health is treated on a par with physical health
- We will improve access to services for our population
- We will bring care close to home, through sustainable, locally based services with shared values
- We will improve the cultural competency of our staff, clinicians and services
- We will seek to add social value to our decision making wherever possible
- We will improve the range and quality of care offered outside hospital

ENABLING FUNCTIONS *(what we will need to put in place in order to achieve our aim and objectives)*

No	Enabling Function	What do we mean by this? (examples)
E1	Organise ourselves appropriately for the future	<ul style="list-style-type: none">- We will achieve financial balance- We will actively engage with local people and partners and work collectively as a health system to achieve our strategic objectives- We will prepare for and transition to a strategic and tactical commissioning model- We will focus on areas of poor outcome and reduce variation
E2	Embed a strong organisational culture and competency	<ul style="list-style-type: none">- We will develop of a culture of strong leadership and empowered staff (taking responsibility, willing to be accountable and working with confidence)- We will be clear of our role and our objectives- We will encourage and invest in the professional development of our workforce- We will foster a strong team spirit and pride in the organisation- We will encourage strong relationships between clinical and professional staff to work together on strategic aims