



WECCG Board
Thursday 23 May 2019
Strategic Goals

1. Our current strategic objectives – as agreed by the Board in May 2017

Commission high quality and safe care

Meaning

Making quality and safe care the cornerstone of current work and further improvement, ensuring patient experience and perspective is maintained when evidencing whether it has been achieved.

Deliver sustainable health and care service transformation towards a more locally based integrated care services

Meaning

Delivering sustainable health and care that is local for our communities.

Ensure that local people are at the heart of all that we do – working in partnership to support individuals and communities in taking personal responsibility for their own good health and wellbeing

Meaning

Local people should attest to a feeling of being central in our commissioning decisions, with WECCG ensuring it is joined-up across the health community to facilitate and ensure local people are central to what we do.

Continue to develop as a leading commissioning organisation of quality health and care services.

Meaning

Access evidence based data to plan and commission services that will provide the best possible outcomes, whilst ensuring public money is used wisely.

Continue to collaborate with our partners building effective partnerships that will support and underpin how we work as an integrated community

Meaning

To demonstrate our partnerships are productive, as one NHS.

2. Our key priorities (taken from the Operating Plan 2019/20)

As an integrated system

- Meeting people's health and social care needs in a joined-up way in their local neighbourhoods and transforming
- Adopting a shared approach to treating people when they are ill - prioritising those with the highest levels of need and reducing variations in care
- Placing equal value and emphasis on people's mental and physical health and wellbeing
- Driving the cultural and behavioural change to achieve the service transformation and improvements we need
- Ensuring we have the workforce, technology, contract and payment mechanisms in place to support our strategy and service delivery
- Joining up services where it makes sense to do so , so the patients see no distinction between the services being provided.

As a CCG

- Delivering primary and community service integration through the development of our neighbourhood model into Primary Care Networks
- Managing demand away from our acute hospitals by circa 5% NELS and 9.63% attendances in 17/18 (against a 15/16 baseline) through high impact pathways and new models of care
- Achieve our financial control totals for 2019/20 through our transformational change programmes
- Improve delivery of the ED 4 hour constitutional standard to deliver and maintain 95% during 17/18
- Support Princess Alexandra Hospital Trust (PAHT) in continuing to improving its services and build a business case for a new hospital

3. The STP's ambition, strategy and priorities

STP Ambition

To make changes that improve the quality of care and health and wellbeing outcomes for our population, and ensure we have a skilled and motivated workforce in place to deliver these changes. This in turn will result in a sustainable health and care system.

The STP's strategy

The STP's Integrated Health & Care strategy has objectives for its population, staff and system.

Population

Reduce the difference in healthy life expectancy between people with and without mental illness and learning disabilities

Minimise the risk of developing long-term conditions (especially cancer, cardiovascular disease, respiratory disease and diabetes)

Optimally manage every individual with a diagnosed long-term condition/need

Halve the number of people developing more than one long-term condition within ten years

Increase the proportion of people who have confidence in managing their own health

Increase the proportion of people who are cared for at home or in their local community

Increase the number of people who die in their place of choice, according to their wishes, free from avoidable distress and suffering

Staff

Increase the proportion of staff who feel they are motivated, have the right skills, and are empowered to use them

All staff understand our vision and their role in delivering it

Attract and retain the required number of staff with the right skills

System

Close the funding and efficiency gap

Reduce unwarranted clinical variation across our system

Reduce non-elective hospital admissions and A&E attendances by 20-25 per cent*

Reduce elective activity by 20 per cent*

Reduce occupied bed days*

Meet all national performance targets e.g. A&E performance, RTT, cancer targets and extended access

*Against the projected 'do nothing' position set out in the medium term financial plan

4. Our vision and values – taken from our communications strategy November 2018

Our vision

West Essex people are enjoying healthy and independent lives and have access to the best possible care and support when they need it.

Our values (or principles) – what we believe in

- Patients come first
- Providing the best possible care for all
- Honesty and respect

We express our values by

✓ **Being people oriented**

- *welcoming everyone, and treating them equally and fairly with politeness and respect;*
- *listening to and valuing people's views and opinions; and*
- *putting the public and patients at the centre of everything we do.*

✓ **Being professional**

- *doing a good job and generating loyalty and trust by demonstrating high standards of appearance and behaviour and practicing sound judgement, principles and ethics;*
- *striving for continuous improvement through listening, learning and acting on what's needed, and innovating; and*
- *not being afraid to challenge 'the norm' and having a 'can do' attitude to providing safe, effective and value-for-money services tailored to the needs of local people.*

✓ **Being open and honest**

- *having integrity;*
- *working transparently; and*
- *accountable for the decisions we make.*

5. Our goals (proposed)

These goals outline the path to achieving our vision. They are each underpinned by objectives – some typical ones are included below – to measure the progress or change needed to achieve the goals.

We will commission the best possible care and support for all.

Ensure the care we commission is of the highest quality and safe

Provide better access to health services

Improve health outcomes and address inequalities

Achieve the best possible value from the money we spend

Maintain financial stability and sustainability

We will consider and involve local residents and our key partners in what we do

Achieve high levels of patient satisfaction

Support individuals and communities in taking responsibility for their own good health and wellbeing

Involve our partners and member practices in key decisions

We will integrate and enable local health and care services - through the integrated care partnership (ICP) - to deliver the right care in the place at the right time, with the right people

Deliver primary and community service integration through the development of our neighbourhood model into Primary Care Networks

Place an equal value and emphasis on people's mental and physical health and wellbeing

Manage demand away from our acute hospitals through high impact pathways and new models of care

Ensure technology, contract and payment mechanisms are in place to enable and support integration and service delivery

Attract, develop and retain a skilled and motivated workforce to deliver a high performing, and consistent, quality of service

We will strive for continuous improvement

Embed a culture of always seeking to do things better. Eliminate inefficiencies or processes that do not work well.

Be responsive, agile, bold and courageous; open to change.

Give staff the freedom to innovate and come forward with ideas that could make a real difference.