

# 10cc Planning & Commissioning

## The West Yorkshire Strategy

### Introduction

The NHS is facing an unprecedented level of financial challenge and increasing levels of demand for care. The ageing population, an epidemic of long-term conditions, increasing public expectations, a greater drive for personalisation, and rising costs within resource constrained environments are threatening the sustainability, safety and quality of the health and care system.

Within this context, CCGs are moving away from historic incremental one year planning to developing ambitious five year strategic plans supported by two year detailed operational plans. This shift responds to the recent planning guidance which sets out how NHS England propose that the NHS's budget is invested so as to drive continuous improvement and to make high quality care for all, now and for future generations a reality.

This guidance encourages working across bigger footprints, to create sustainable health and care systems to address whole populations needs. In response to this the ten Clinical Commissioning Groups of West Yorkshire and Harrogate and Rural District CCG agreed to plan and commission specific health services collectively, in collaboration with other public bodies.

### Programme Summary and Objectives

We supported 10cc to mobilise and initiate a programme of work to collaboratively plan and commission health services on a West Yorkshire footprint. The strategic aims of the programme are described below:

- To identify opportunities for the planning and commissioning of services on a West Yorkshire footprint;
- To articulate the future commissioning intentions for strategic service design for these opportunities and their expected impact on quality, outcomes and sustainability, for inclusion in 10CC five year strategic plans – “A West Yorkshire Chapter”;
- To design and implement a strategic programme of work that delivers against the agreed intentions and ensures that the expected benefits are realised for the population of West Yorkshire.

Four clinical pathways were agreed as the initial priority areas to consider for strategic planning across West Yorkshire, specifically, **Cancer Services, Paediatrics, Urgent/Emergency Care, and Stroke.**

### Support Provided

We mobilised a core team to lead key activities that supported delivery of the programme. These are described below:

**Designed robust governance arrangements:** A programme governance structure was designed, underpinned by a programme management methodology based on good practice.

**Constructed an approach to opportunity identification and development:** A rapid engagement exercise was designed that enabled input from a broad range of commissioners and providers over a short period of time.

**Facilitated task and finish working groups:** We analysed and presented performance data to help identify opportunities for collaboration. Through effective facilitation these were then scoped and refined. The potential benefits to the system were also identified.

**Developed “Cases for Change”:** Technical documents were developed that consolidated and synthesised the outputs of the working groups. This was drawn upon to author the West Yorkshire chapter and shape the next phase of the programme.

**Drafted a West Yorkshire Chapter:** A West Yorkshire chapter was authored. A full and abridged version of this document was produced, the latter for inclusion in Units of Planning five year strategic plans.

**Planned and mobilised the next phase:** We worked with key stakeholders to shape the activities in the next phase and to describe the capacity and capability requirements. This activity emphasised further engagement with a broader group of stakeholders to validate the opportunities and co-produce the changes that were required.

### Value Delivered To Client

In addition to delivering the detailed Cases for Change, West Yorkshire Chapter, and extensive project documentation, we added value by gaining consensus across commissioners and providers on the priority areas of strategic focus for collaboration, supported by an evidence base.

Our support was delivered at pace, to a high standard in challenging time-scales. We took stakeholders on a journey that we co-designed with them and they owned.