

Item 2.4

# DEVELOPING CARDIFF AND VALE UHB'S INTEGRATED BUSINESS PLAN 2014/15-2016/17



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Bwrdd Iechyd Prifysgol  
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University Health Board

# 2013/14 PLAN UPDATE

- UHB's first 3 year Integrated Business Plan (IBP)
- Brings together plans for:
  - Service change
  - Quality
  - Performance and delivery
  - Finance
  - Workforce
  - Governance

# 2013/14 PLAN UPDATE – WHERE ARE WE NOW?

Significant progress in service change:

- Focusing on health improvements through Optimising Outcomes Policy (OOPs)
- Developing and implementing responses to national Delivery Plans
- Ongoing developments on major capital business cases
- Developing integrated services within the UHB and with partners
- Emerging outcomes from the South Wales Programme

# 2013/14 PLAN UPDATE – WHERE ARE WE NOW?

## What are we doing well?

Sepsis	Full implementation of the sepsis bundle
Mental Health	80% of patients assessed within 28 days of Part 1 of the Mental Health Measure
Stroke	95% compliance against the 4 care bundles
Finance	Remaining within the Capital Resource Limit

## What do we need to do better?

Hand hygiene	Not meeting 100% compliance
Access	Not achieving 95% waiting less than 26 weeks
Emergency Unit	Not seeing all patients within 12 hours
Vaccination	Uptake of flu vaccination amongst high risk groups below target

# 2013/14 PLAN UPDATE – WHERE ARE WE NOW?

## Summary financial position at 30 Sept 2013

	Annual budget £m	YTD Budget £m	YTD Actual £m	YTD variance £m
<b>Income</b>				
Revenue allocation	(766.546)	(365.662)	(365.662)	0.000
Income from other NHS bodies	(246.424)	(123.240)	(123.412)	(0.152)
Education Training & research	(48.507)	(25.017)	(25.058)	(0.041)
Other income	(58.806)	(27.215)	(27.561)	(0.346)
Non resource limited income	(20.064)	(10.032)	(10.032)	(0.000)
<b>Total Income</b>	<b>(1,138.347)</b>	<b>(551.186)</b>	<b>(551.725)</b>	<b>(0.539)</b>
<b>Expenditure</b>				
Pay budgets	510.832	259.157	261.851	2.694
Contractor Services	133.826	64.980	65.056	0.076
Cross border flows	146.512	74.656	74.656	0.007
Other non pay budgets	379.677	168.650	173.469	4.819
<b>Total Expenditure</b>	<b>1,170.847</b>	<b>567.436</b>	<b>575.032</b>	<b>7.596</b>
<b>Total (surplus)/deficit</b>	<b>32.500</b>	<b>16.250</b>	<b>23.307</b>	<b>7.057</b>

# 2013/14 PLAN UPDATE – WELSH GOVERNMENT FEEDBACK

*“ ..heading in the right direction. It is clear, stretching, and grounded in an honest assessment of where the organisation is now. ...main area of development for January is translating the high level ambition into a clear delivery plan..”*

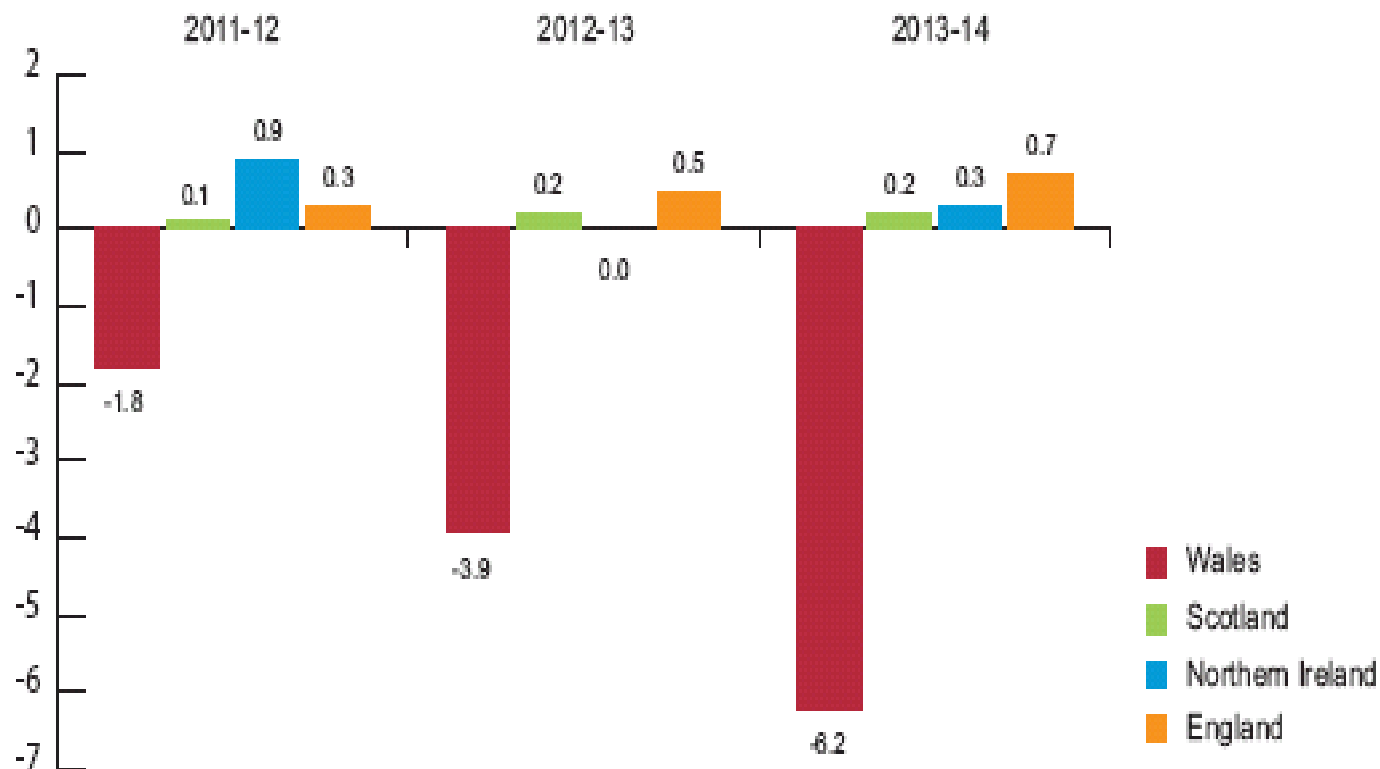
- Need to demonstrate a strong commitment to whole system working, with a planned approach to population health and strong partnerships.
- Further detail on clinical services plans, specifically steps to strengthen primary and community care, with clear milestones.
- Further detail on the CRPs, including disinvestment strategy.
- Further detail on capital programme – specifically maintenance and equipment backlog.
- Delivery timetable for targets going forward.
- Addressing statements that UHB does not have “a track record of delivery”; “poor alignment of resources with health needs”; “lack of a core clinical leadership team”.
- Delivering workforce targets, and plans for going forward.
- Evidence that the whole organisation and, where relevant, partners are signed up to the Plan.

# 2014/15 - CONTEXT

## Our Population is Changing:

- Population getting bigger
  - Last 10 years: ↑ 13%
  - Next 10 years :↑ 20% (estimate)
- ...and bigger
  - Over half adults now overweight or obese
  - Modifiable disease risk factors are everywhere
- And older
  - Last 10 years >85s: ↑ 32%
  - Next 10 years >85s: ↑ 50%

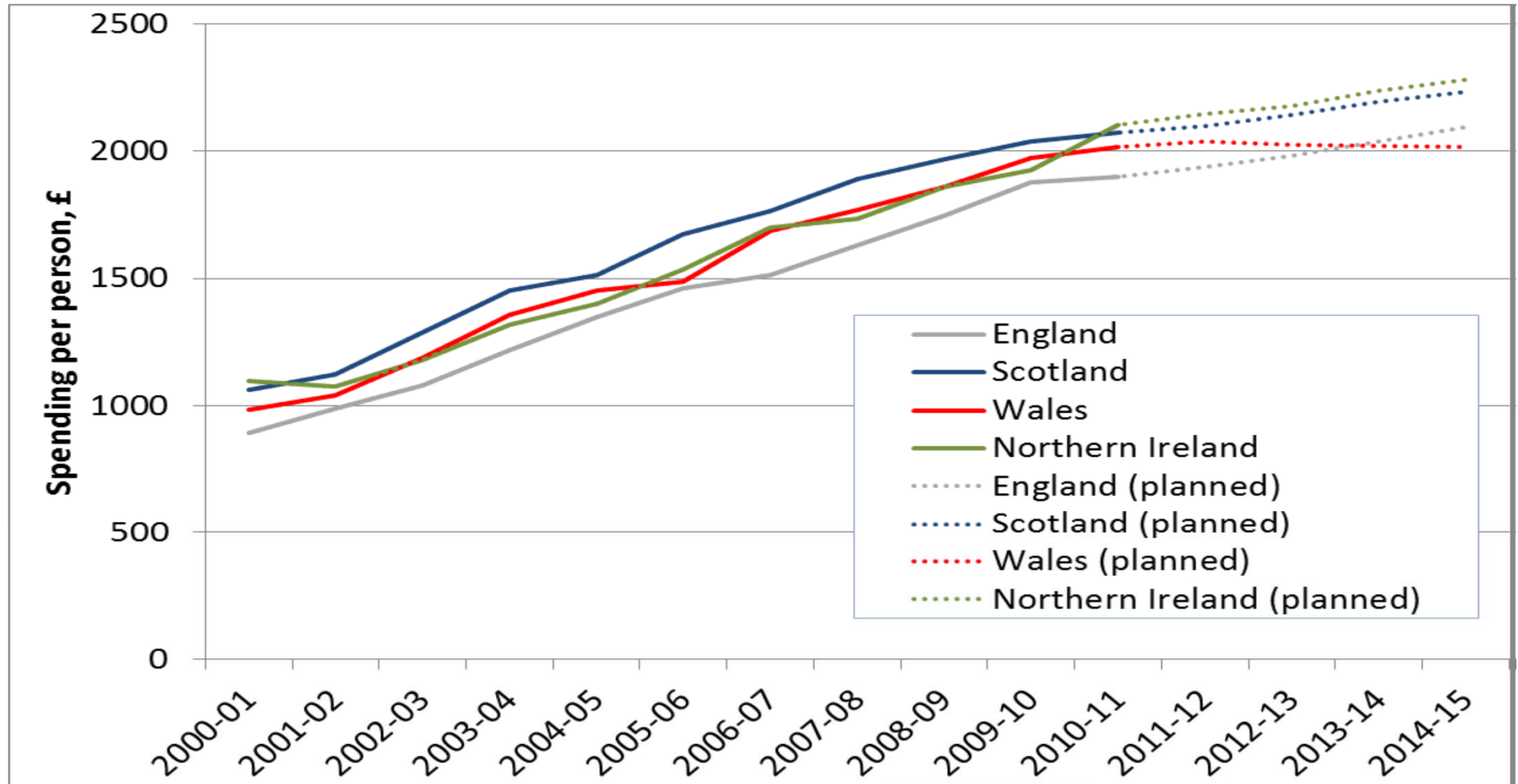
# Indicative Real-Terms Changes in NHS Revenue Budgets From 2010-11 Baseline (%)



Source: Wales Audit Office's analysis of budgets



# Projections From The NAO



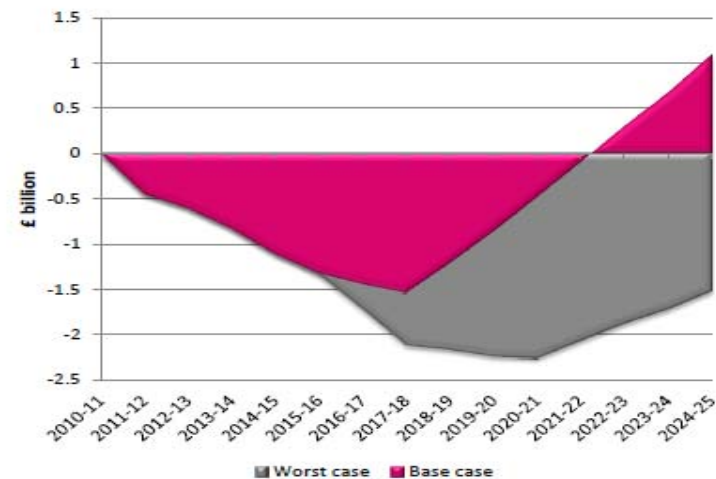
# 2014/15 CONTEXT

Ongoing economic austerity and funding gap:

## The prospects for Welsh public finances

7. The overall fiscal climate in Wales is very challenging. Figure 1 sets out two scenarios for funding for devolved public services (revenue spending through the Welsh Government's budget and locally raised Council Tax). Both draw from projections by the Institute of Fiscal Studies (2013)<sup>2</sup>. Full detail on the projections can be found in our detailed report:
- a. The base case assumes a return to real terms annual increases in public spending in 2017-18 as a result of economic growth and a real terms annual increase in council tax, in line with OBR projections. It shows revenue spending power falling by around £1.5 billion to 2017-18 before recovering to 2010-11 levels in 2022-23.
  - b. The worst case scenario assumes that low growth necessitates further reductions in public spending and slow growth in Council tax. It shows sustained reductions in spending power to 2021-22, before some recovery although levels remain below the peak in 2010-11.

Figure 1: Change in spending power for devolved services to 2025



2 IFS (2013) Scenarios for the Welsh Government budget to 2025-26

# 3 Year Integrated Business Plan

	2013/14 £m	2014/15 £m	2015/16 £m
Income	(1,088.0)	(1,097.2)	(1,099.0)
Expenditure	1120.5	1089.1	1073.9
<b>(Surplus)/Deficit</b>	<b>32.5</b>	<b>(8.1)</b>	<b>(25.1)</b>
Savings Requirement	56.7	49.2	45.0

- 2013/14 deficit is mainly non recurrent (transformational)
- IBP assumes that all deficits will need to be repaid
- IBP assumes flat cash for 2014/15 and 2015/16
- This results in a significant 3 year financial challenge

# What are we trying to deliver?

## Purpose

### Why we exist

Caring for People; keeping people well



## Vision

Where we aim to be

10 year clinical service strategy to be developed 2014/15



## Strategic Goals

1. Co-produce with staff, the public and partners to shape the best possible experience of care
2. Ensure access to care is equitable throughout Cardiff and Vale
3. Develop a commissioning plan which recognises needs, responds to changes and drives service transformation
4. Be absolutely clear about the services Cardiff and Vale will provide to its local population
5. Deliver services sustainably
6. Maximise UHB's resources to provide value for money
7. 'Maximise Cardiff': build on the links with universities/research facilities and industry within the Cardiff city region and the Vale to make UHB a global Centre for Excellence.



## Organisational Objectives

How we will deliver these goals in the next 3 years

- UHB Change Programme
- 3 Year Integrated Business Plan
- Annual Operational and Financial Plan



## Implementation Plan Actions

How we will progress these goals over the next 12 months

Each Clinical Board and Corporate Dept has performance measures and targets within the detail of the IBP 2014/15 plan

We **care** about the people we serve and the people we work with

We **trust** one another

We **respect** each other

We take **personal responsibility**

We treat people with **kindness**

We act with **integrity**



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# Plans must deliver

- Tier 1 targets
  - RTT 26/36 weeks November 2014
  - all other Tier 1 from April 2014
- Statutory requirements
- WG strategies - and specifically the condition specific and cross cutting Delivery Plans
- UHB policies and procedures

# Welsh Government Delivery Plans/Policy

Delivery Plan/Policy	Lead Clinical Board/Corporate Dept	Plan in Place or Timescale for Production
Our Healthy Future	Public Health	Yes
Creating an Active Wales	Public Health	Yes
Fairer Outcomes for All	Public Health	Yes
Tobacco Control Delivery Plan	Public Health	Yes
All Wales Obesity Plan	Public Health	Yes
Sexual Health Action Plan	PCIC	In progress
Maternity Plan	Women & Children	Yes
Cancer Delivery Plan	Medical Director	Yes
Mental Health Delivery Plan	Mental Health	Yes
Stroke Delivery Plan	Medicine	Yes
Oral Health Care Plan	Dental/PCIC	December 2013
Palliative & End of Life Care Plan	PCIC	Yes

# Welsh Government Delivery Plans/Policy

Delivery Plan/Policy	Lead Clinical Board/Corporate Dept	Plan in Place or Timescale for Production
Heart Disease Delivery Plan	Specialist Services	December 2013
Critical Care Delivery Plan	Specialist Services	December 2013
Unscheduled Care Action Plan	Medicine	Yes
Eye Care Plan	Surgery	No – timescales not set
Delivering Local Health Care	PCIC	Plan for inclusion in IBP by October 2013
Diabetes Delivery Plan	Tbc	December 2013
Setting the Direction	PCIC	Yes
Working Together Working Differently	Director of Workforce	Yes
Framework for Integrated Health and Social Care (consultation phase)	PCIC/Medicine	Response by October 2013

# Commissioning intentions (1)

- Ensure that any person listed for surgery has been offered smoking cessation and weight management support where appropriate, in line with the UHB's Optimising Outcomes Policy
- Implement care pathways/service models for diabetes, MSK, anti-coagulation, INR, dementia, falls and unscheduled care across the UHB's Clinical Boards;
- Develop and implement a local LIPs plan
- Deliver IT systems – LIMs, Welsh clinical portal etc
- Please note that NO changes should be assumed in plans relating to the South Wales Programme



## Commissioning intentions (2)

- More effectively commission services from primary care to reduce referrals/admissions into secondary care where appropriate; specifically these will include:
  - CRT delivery – support to discharge to reduce LOS, implementing palliative care pathways
  - Nursing and residential homes – reduce 999 calls through reviewing variation and support
  - Introduce practice visits to review variation in GP referrals, ambulatory sensitive conditions
  - Support reductions in secondary care follow ups through agreeing protocols with secondary care
  - Routine review of paediatric referrals
  - Improve the quality of GP referrals into secondary mental health services and improve liaison between primary care and mental health services

# Cardiff and Vale IBP 2014/15-2016/17

## Services Potentially Requiring Public Consultation or Engagement

### *Mental Health*

- Closure of 22 beds in Glan Ely ward (St David's)
- Western Vale Transfer

### *Children & Women*

- Proposed changes to WHSSC commissioned paediatric outreach care may need consultation

### *Medicine*

- Site rationalisation for Gerontology (closure of 2 wards)

### *PCIC*

- Discussion with Prison Partnership Board re service plan development
- Public Health Wales/Community Pharmacy Wales consultation on review of Emergency Hormonal Contraception to restrict to areas that have high teenage pregnancy rates (decommission service from pharmacies in certain areas)
- Independent sector for management of CHC procurement
- Commitment to undertake patient survey of the OoH Comms Hub with the CHC to inform future developments
- Consultation with Staff representatives/CHC/GPs on development of neighborhood based district Nursing Teams
- Engagement with CHC on proposal to reduce the number of sites providing ISH services

# FINALISING OUR PLAN

- 15<sup>th</sup> November – 1<sup>st</sup> draft plans submitted
- 13<sup>th</sup> December – Final draft plans submitted
- 21<sup>st</sup> January – Board approves Final Draft Plan
- 31<sup>st</sup> January – Plan submitted to Welsh Government