



# **NHS Brent WCC Approach 2009/10**

**Board Meeting**

**July 30<sup>th</sup> 2009**

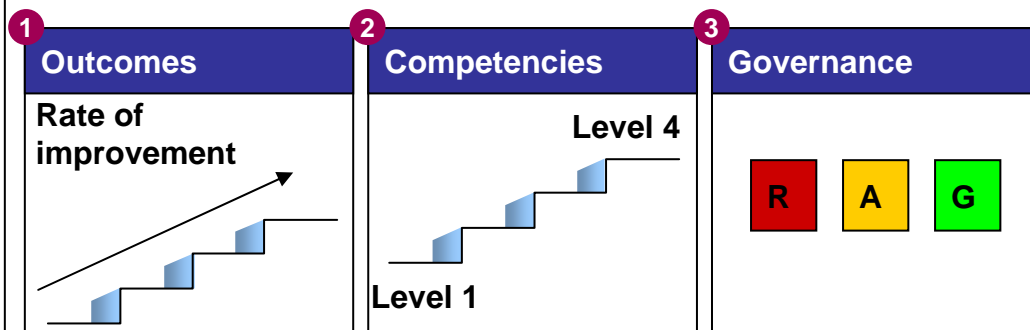
# The principles, framework and high-level process will be maintained

## The principles of the commissioning assurance process will remain

- **Transparent** – A clear assessment methodology with clear descriptions of incentives and interventions and how these can be applied
- **Standardised** – 1 nationally consistent system managed locally by the SHAs
- **Relative** – Recognising the starting point of different organisations and focusing on improvement
- **Flexible** – So that the framework can adjust over time as PCTs improve, and to support local innovation
- **Challenging** – Matching or exceeding the rigour Monitor applies to Foundation Trusts
- **Developmental** – Focusing on supporting improvement as PCTs move towards world class
- **Incentivised** – With clear incentives for PCTs that show improvement and interventions for those that do not
- **Proportionate** – Focusing on the key indicators of performance and capabilities rather than being on all-encompassing audit
- **Consistent** – With the developing NHS Performance Regime

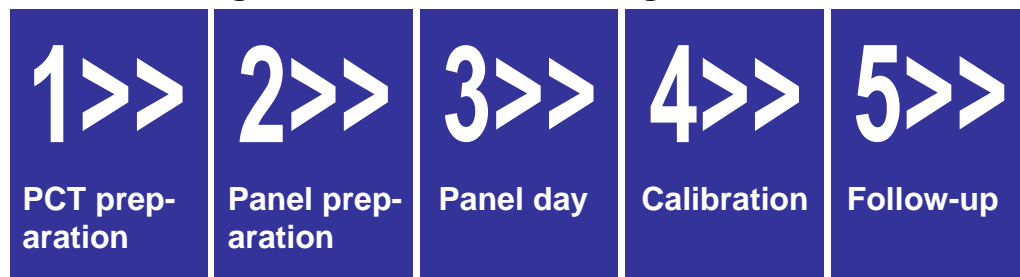
## The commissioning assurance framework will be retained, although the focus on outcomes will increase

### PCTs will be assessed across 3 elements



## The five-phase commissioning assurance process will continue, although the timings will be extended

### Commissioning assurance will have 5 stages



## Summary of probable changes

### Main changes

The system will be revised and updated with a number of changes including:

#### Outcomes

- Greater guidance for choosing outcomes
- Potentially introduce stretch targets
- NHS Brent may need to select an additional outcome to replace local outcome as this may now be too similar to revised mandatory Health Inequalities outcome

#### Competencies

- Clarify criteria where needed to provide increased focus on e.g. Quality, PBC, patient satisfaction, decommissioning and choice
- Improve alignment between supporting evidence
- Introduce competency 11 (Ensuring Efficient & Effective Spend)

#### Governance

- Strengthen and clarify criteria and co-develop a streamlined financial template

### Timing

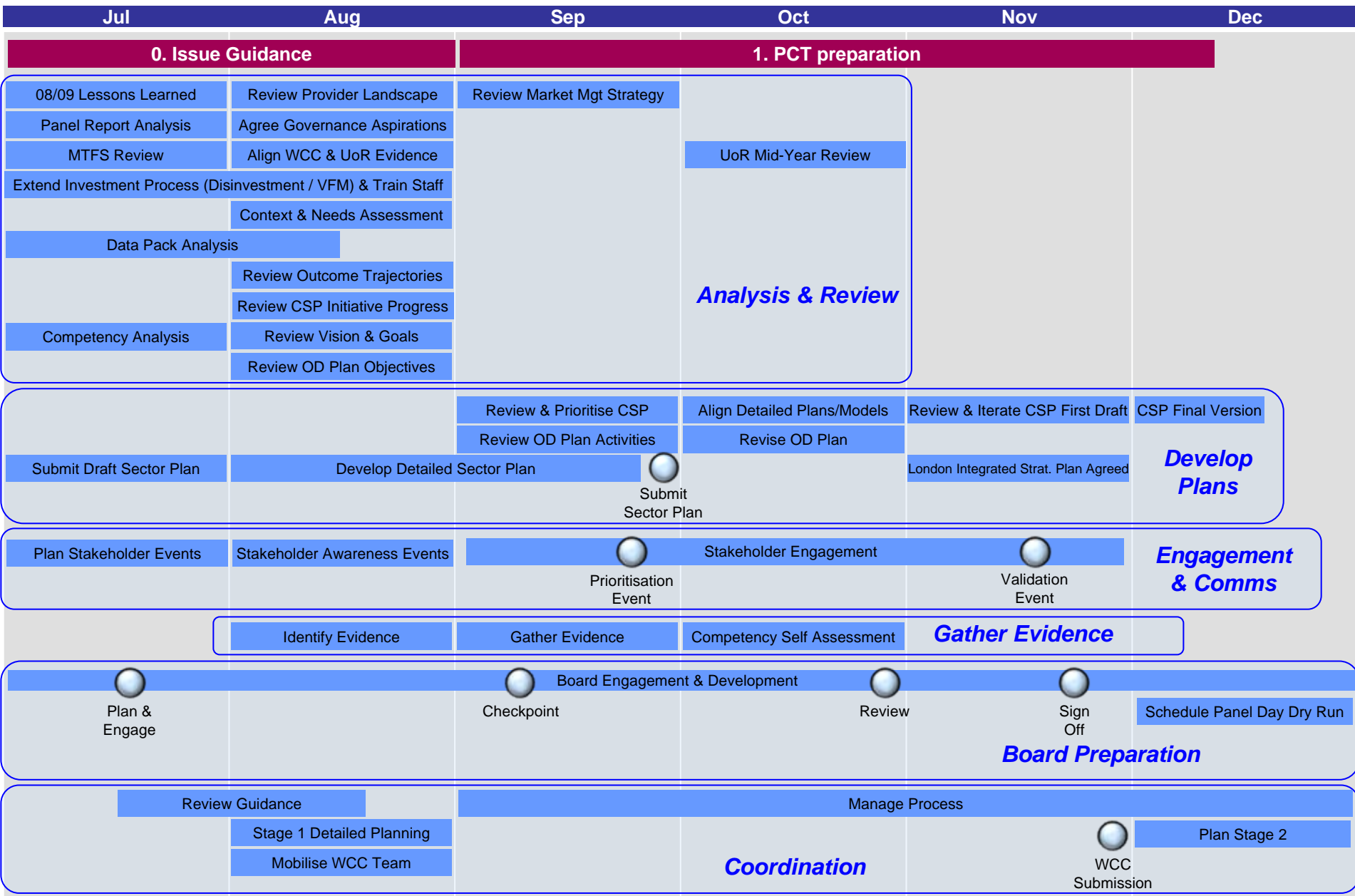
The timetable will move to align with the Audit Commission. For 2009/10 this means the following:

- September to December 2009 – PCT preparation  
**NOTE – Submission deadline is likely to be November 29<sup>th</sup>**
- January to March 2010 – Panel preparation (analytical phase)
- April to May 2010 – panel days
- June/July 2010 – calibration and publication of results

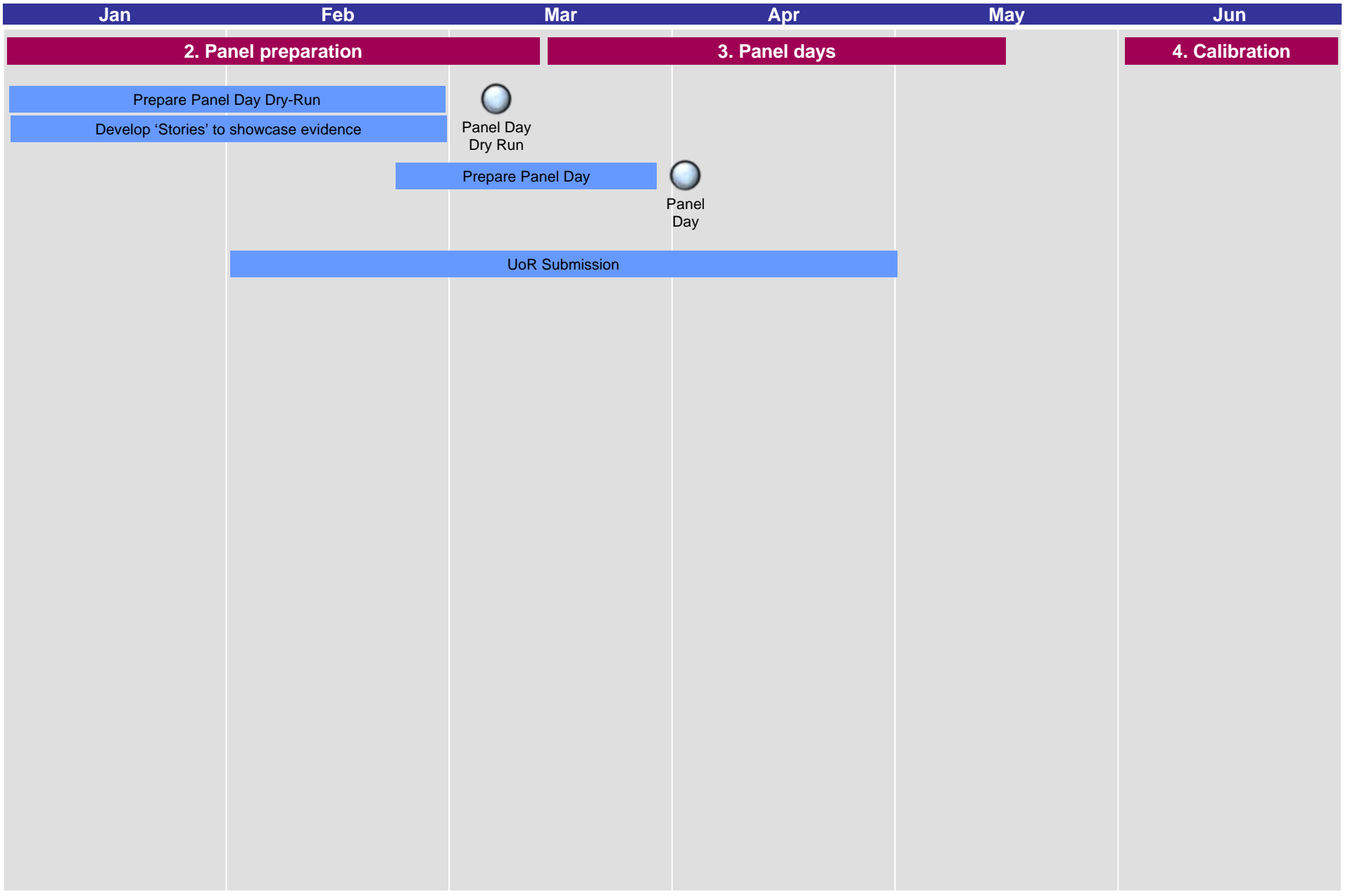
## Proposed Approach for NHS Brent

- WCC is seen as a guide and an assurance framework that is based on a consistent and proven approach to the normal cycle of strategic planning and organisational development processes for a PCT
- Our strategic planning, financial planning and detailed implementation planning are aligned to the Audit Commission process and timelines to develop a seamless single process drawing on the same activity, information sources and evidence
- There are a number of ongoing or planned strands of activity and other inputs focussed on planning, reflection and self-assessment that will form a good basis for the PCT Preparation stage between September and December and therefore provide a much stronger and earlier starting position
- This year's plans will need to reflect the current economic climate while remaining committed to our goals and alignment between strategic and financial plans will therefore be even more critical
- A cross-directorate team is mobilised to build on and align these strands to develop a coordinated and informed approach to forward planning that takes the WCC process as guidance and draws together the range of activity currently underway or planned
- Initial plans and approaches are agreed and progressed prior to the launch of the full WCC guidance to ensure we start the process early and are not dependent on the publication of the guidance which may not be available until September

# Overview Plan – Stages 0 and 1 – Activities Prior to WCC Submission



# Overview Plan – Stage 2 – Activities Following WCC Submission



## Stage 1 workstream summaries

### Analysis & Review Workstream

Inputs	Activities	Outputs
<ul style="list-style-type: none"> <li>• 2008/09 CSP</li> <li>• 2008/09 OD Plan</li> <li>• 2008/09 Panel Report</li> <li>• Competency aspirations</li> <li>• Revised WCC Assurance Framework</li> <li>• Audit Commission UoR guidance</li> <li>• Data packs</li> </ul>	<ul style="list-style-type: none"> <li>• 08/09 Lessons Learned</li> <li>• Review Provider Landscape</li> <li>• Review Market Mgt Strategy</li> <li>• Panel Report Analysis</li> <li>• Agree Governance Aspirations</li> <li>• MTFS Review</li> <li>• Align WCC &amp; UoR Evidence</li> <li>• UoR Mid-Year Review</li> <li>• Extend Investment Process (Disinvestment / VFM) &amp; Train Staff</li> <li>• Context &amp; Needs Assessment</li> <li>• Data Pack Analysis</li> <li>• Review Outcome Trajectories</li> <li>• Review CSP Initiative Progress</li> <li>• Competency Analysis</li> <li>• Review Vision &amp; Goals</li> <li>• Review OD Plan Objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Revised assessment of Provider Landscape</li> <li>• Market Management Strategy</li> <li>• Revised Competency Aspirations</li> <li>• Governance Aspirations</li> <li>• Revised MTFS</li> <li>• Aligned process for managing WCC and UoR evidence</li> <li>• Revised investment process supporting Competency 11</li> <li>• Revised Context &amp; Needs Assessment</li> <li>• Benchmarked positions against all WCC Outcomes and Financial measures</li> <li>• Proposed additional Outcome</li> <li>• Status of CSP Initiatives against original CSP Plan</li> <li>• Competency evidence 'machine'</li> <li>• Revised Vision &amp; Goals</li> <li>• Revised OD Plan Objectives</li> </ul>

## Stage 1 workstream summaries

### Develop Plans Workstream

Inputs	Activities	Outputs
<ul style="list-style-type: none"> <li>• Revised assessment of Provider Landscape</li> <li>• Market Management Strategy</li> <li>• Revised MTFS</li> <li>• Revised Context &amp; Needs Assessment</li> <li>• Benchmarked positions against all WCC Outcomes and Financial measures</li> <li>• Proposed additional Outcome</li> <li>• Revised Vision &amp; Goals</li> <li>• Revised OD Plan Objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Review &amp; Prioritise CSP</li> <li>• Align Detailed Plans/Models</li> <li>• Review &amp; Iterate CSP First Draft</li> <li>• CSP Final Version</li> <li>• Review OD Plan Activities</li> <li>• Revise OD Plan</li> <li>• Submit Draft Sector Plan</li> <li>• Develop Detailed Sector Plan</li> <li>• London Integrated Strat. Plan Agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed CSP and supporting documentation</li> <li>• Completed Financial Template aligned to CSP</li> <li>• Agreed OD Plan and supporting documentation</li> <li>• Sector Plan aligned to CSP</li> </ul>

### Engagement & Comms Workstream

Inputs	Activities	Outputs
<ul style="list-style-type: none"> <li>• Revised assessment of Provider Landscape</li> <li>• Market Management Strategy</li> <li>• Revised MTFS</li> <li>• Revised Context &amp; Needs Assessment</li> <li>• Benchmarked positions against all WCC Outcomes and Financial measures</li> <li>• Proposed additional Outcome</li> <li>• Revised Vision &amp; Goals</li> <li>• Stakeholder Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Plan Stakeholder Events</li> <li>• Stakeholder Awareness Events</li> <li>• Prioritisation Event</li> <li>• Stakeholder Engagement</li> <li>• Validation Event</li> </ul>	<ul style="list-style-type: none"> <li>• Significant majority of stakeholders understand the current position of the PCT, recognise and endorse the approaches being taken to deliver health improvements for Brent and have contributed to setting the goals and defining plans for delivering those goals</li> </ul>

## Stage 1 workstream summaries

### Gather Evidence Workstream

Inputs	Activities	Outputs
<ul style="list-style-type: none"> <li>• Revised Competency Aspirations</li> <li>• Governance Aspirations</li> <li>• Aligned process for managing WCC and UoR evidence</li> <li>• Revised investment process supporting Competency 11</li> <li>• Competency evidence 'machine'</li> </ul>	<ul style="list-style-type: none"> <li>• Identify Evidence</li> <li>• Gather Evidence</li> <li>• Competency Self Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Competency self-assessment</li> <li>• Sufficient evidence to support self-assessment scores for competencies and aspirations for Governance scores</li> <li>• Draft 'stories' for further development in Stage 2</li> </ul>

### Board Preparation Workstream

Inputs	Activities	Outputs
<ul style="list-style-type: none"> <li>• Draft and final submission materials</li> <li>• Stage Plans</li> <li>• Competency Aspirations</li> <li>• Governance Aspirations</li> </ul>	<ul style="list-style-type: none"> <li>• Board Engagement &amp; Development</li> <li>• Checkpoint &amp; Review Meetings</li> <li>• Sign-off of submission</li> <li>• Schedule Panel Day Dry-Run</li> </ul>	<ul style="list-style-type: none"> <li>• Signed off submission</li> <li>• Panel Day Dry-Run scheduled</li> <li>• Board ready for Stage 2 activities</li> </ul>

### Coordination Workstream

Inputs	Activities	Outputs
<ul style="list-style-type: none"> <li>• Publication of the revised WCC Assurance Framework for 2009/10</li> <li>• Publication of process guidance for 2009/10 including required documentation and submission timelines</li> <li>• Publication of content guidance</li> <li>• 2008/09 submission</li> </ul>	<ul style="list-style-type: none"> <li>• Review Guidance</li> <li>• Stage 1 Detailed Planning</li> <li>• Mobilise WCC Team</li> <li>• Manage Process</li> <li>• Plan Stage 2</li> <li>• WCC Submission</li> </ul>	<ul style="list-style-type: none"> <li>• Stage Plans for each stage of the WCC process</li> <li>• Assurance, monitoring and status reporting of the process</li> <li>• Full Submission of all WCC documentation and supporting evidence</li> </ul>

## Risk Log

Risk Description	Likelihood	Impact	Score	Owner	Mitigating Actions
The Swine Flu pandemic escalates to the extent that key staff are unable to complete activities or provide support to the WCC process	4	4	16	Thirza Sawtell	<ul style="list-style-type: none"> <li>Establish and maintain contact with the pandemic planning team to understand which staff members are likely to be called on</li> <li>Identify alternative resources to complete key activities</li> <li>Be prepared to scale down plans to reflect the loss of resource based on a prioritisation of activity</li> </ul>
Sufficient resources are not available or do not join the organisation in time to complete all the work identified as required	4	4	16	Thirza Sawtell	<ul style="list-style-type: none"> <li>Assign all activity to named resources at EMT workshop in August</li> <li>Identify any gaps or over-stretched resources and consider buying in skills / capacity</li> <li>Monitor likely start dates of new joiners and consider assigning activities to them in advance</li> </ul>
WCC is perceived by stakeholders and / or staff as an additional separate activity and not part of the role and annual cycle of the PCT and its partners	4	3	12	Thirza Sawtell	<ul style="list-style-type: none"> <li>Present WCC as an embedded process to all staff and stakeholders throughout the early engagement and planning activities in July and August</li> </ul>
Publication of detailed guidance and confirmation of proposed changes from DH and the SHA is significantly delayed	3	3	9	Bevis Sydney	<ul style="list-style-type: none"> <li>Commence our own planning and delivery activities based on assumptions regarding guidance and changes</li> <li>Maintain contact with SHA to ensure we are aware of any delays and informed in advance of any unexpected changes</li> </ul>
Timescales and process for Sector Plan and London Integrated Strategic Plan disrupt rather than support the WCC process for NHS Brent	3	3	9	Mark Easton	<ul style="list-style-type: none"> <li>Seek to understand how the SHA will want the plans to integrate and inform each other and plan accordingly</li> <li>Identify the dependencies and associated timescales and manage these</li> </ul>