



Brent Community Services

Brent Community Services Five Year Strategy 2010-2014

NHS Brent Board 1st October 2009

Background

This strategy is mandated by NHS London to be completed by 1st October 2009 as part of the Business Readiness criteria.

- Deloitte were engaged for a research programme:
 - business readiness, including policy, commissioning and competitive environment, partner, revenue and growth options
 - selection of preferred organisational form for Brent Community Services
- Internal Engagement
 - Four workshops, supplemented with a survey to all staff
- External engagement with commissioners, referrers and other providers:
 - Brent PCT, Ealing PCT, Harrow PCT, Camden PCT and Westminster PCT
 - North West London NHS Trust
 - Brent Council
 - Four of the five PBC consortia in Brent
 - Barnet, Camden, Harrow & Ealing Community Services

Transforming Community Services- principles

- Quality as the organising principle for the NHS
- World Class Commissioning of community services
- Staff engagement and workforce capacity critical to success
- Any Willing PCT-accredited Provider (AWPP)
- Organisational form has extended timescale following David Nicholson letter

Financial context and CSP from NHS Brent

- Tighter economic climate
- Changes in national resource allocation
- Impact of revised Planning Assumptions 2010/11-2013/14 recently published by SHA
- Emerging pressures in 09/10 on Acute services contracts

BCS contribution to the solutions:

- Shift to lower cost setting: BCS well placed to support this
- LTC and case management: shift from Acute to Community
- Productivity from existing services
- BCS will be a proactive participant in the CSP revision and implementation in 2010/11 contracts
- BCS' strategy aligns service transformation the move from acute care and productivity improvements

Commissioners' feedback

Key priorities that BCS must deliver against:

- Respond to financial challenge
- Demonstrate improved productivity
- Responding to commissioner requirements
- Developing innovative new models and work with commissioners to transform services
- Provide clear activity and outcomes reporting
- Leverage synergies between services
- Strengthen partnerships with the Local Authority and PBC

Brent Community Services 5 Year Strategy

- Redesign and reconfigure the services
- Improve productivity and reduce cost base
- Establish strong relationships with partners in service delivery and for future organisational options
- Consolidate robust governance and clinical leadership
- Information and business intelligence capability
- Staff, patient and public engagement

Pathways groups for BCS strategy

| Healthcare for London Clinical Pathway Groups | DH TCS Segments | BCS Groups |
|---|---|------------------------------------|
| Maternity & Newborn | Services for Children & Families | Children's and Families |
| Child Health | Services for Children & Families | Children's and Families |
| Staying Healthy | Promoting Health and Well Being and Reducing Inequalities | all Groups |
| Mental Health | | |
| Acute | | |
| Planned Care | Acute Services Closer to Home | Intermediate Care |
| Long Term Conditions | Long Term Conditions | Long term conditions |
| | Rehab and Long Term Neurological Conditions | Intermediate Care |
| End of Life | End of Life Care | Part of LTCs and Intermediate Care |

BCS 5 Year Strategy is based on-

- Children's and Families
- Intermediate Care
- Long term conditions

Main strategic aims for three BCS pathway groups

- Landscape and competitive positioning
- Policy and commissioning drivers
- Strengths to build on
- Our vision for the services
- Transforming the services
- Improving productivity
- Innovation and growth opportunities
- Organisational development

Implementation

- Revision and implementation of the Annual and Organisational Development Plans for 2010/11
- “Transforming Brent Community Services” programme-progressing service, quality and productivity aspects
- Service level and organisational partnering discussions, refined to preferred organisational option for Jan 2010 PCT Board meeting
- Improving business infrastructure
- Position Brent Community Services as Provider of choice in accordance with Commissioning Strategy Plan requirement

Summary

- Quality at the heart of everything we do
- Governance and clinical leadership
- Business intelligence to support our journey
- Leadership and ambition to achieve these goals