

Report for Health Scrutiny Committee

Herefordshire PCT Commissioning update September 2008

Development of an Operational Plan for 2008/9, Overarching Commissioning Plan for 2008-13 and the World Class Commissioning Strategic Plan 2008-11

1. Context

A three year strategic plan for Herefordshire is usually commenced in October and completed and signed off by the Strategic Health Authority (SHA) in the following February. Contracts for services are then agreed and services funded in line with the direction of travel described in the document which covers all of the commissioning areas of the PCT.

This year the PCT Board agreed an early draft of a three year plan which was subsequently extended at the request of the SHA to a five year plan. The early draft was circulated to partner organisations and the final draft included amendments reflecting the comments received. This document replaced the old three years Local Delivery Plan (LDP) and is now called the PCT 5yrs Overarching Commissioning Plan. The new Commissioning Plan covering the years 2008 to 2013 is a comprehensive document covering the Trust's aims and objectives over the next five year period.

Whilst the five year Plan indicates the overall strategic direction and investment of the PCT, there is a one year Operational Delivery Plan that gives specific detail of the money to be invested in this financial year and the anticipated outcomes for the people of Herefordshire from the additional investment.

2. Influencing factors

2.1 Provider review

The PCT, Hereford Hospitals NHS Trust and Herefordshire Council have commissioned the Health Services Management Centre (HSMC) to work with them in a strategic review that will 'ensure that provider services are fit for purpose and organised in sustainable configurations which are able to both drive service improvement and deliver real efficiency'.

In order to develop a vision and agree future care pathways to ensure the provision of high quality care for the Herefordshire population and optimal use of health and social care resources providers and commissioners have been working together. Workshops have taken place to agree care models suitable for Herefordshire based on regional and national work. This will provide the long term framework for the robust commissioning of future services to deliver national and regional priorities set out in the West Midlands Strategic Health Authority's 'Investing for Health' strategic planning framework and locally determined priorities for the County.

The outcome of these workshops will also need to be taken account of in the next iteration of the final Overarching Commissioning Plan.

2.2 Darzi review

The final DARZI report, NHS Next Stage Review ¹ was published in June 2008 and followed on from the second local Staff Summit. The Commissioning Plan is being revised to take account of the national and local recommendations in its next revision. There has been further work done on developing national models of care to fit local needs in each of the eight DARZI groups

- Maternity and newborn
- Children
- Staying Healthy
- Mental Health
- Long term conditions
- End of Life

2.3 Strategic Health Authority (SHA) McKinsey review

The SHA, as part of its *Investing for Health* Strategic Framework (Project 8), and to progress development of World Class Commissioning in the region has commissioned an external agency to help analyse PCT Overarching Commissioning Plans. A tender for this work was won by McKinsey. They have already met with representatives of the PCT and fed back initial analysis of activity data and plans. From this work they have fed back to us:

- Comments on our draft 5 yrs Overarching Plan.
- A set of feedback reports presenting analysis of activity we commission benchmarked against other PCTs.

and fed back to the SHA:

- A high level overview report to the Project 8 Board, of the common areas of developmental need arising out of the analysis, and suggestions for collaborative approaches to shared learning and improving capabilities and capacity in those areas.

The key benefits from this work will be a thorough independent review of the Overarching Plans as a key component of strategic planning. This will support us in identifying areas of strength and areas requiring development.

The Integrated Director of Commissioning and two of the Integrated Commissioning Directorate staff attended the Masterclass at the end of July 2008 and the initial feedback to the PCT was very positive. Recommendations about the layout and construction of the Overarching Plan to improve its fluency have been taken on board.

2.4 World Class Commissioning guidance notes

In addition to the five years Overarching Commissioning Plan the PCT is also charged with producing a five year World Class Commissioning Strategy that is currently being drafted and needs to take account of:

- **DH - Managing the market and procurement guide** (aligned to the locally agreed COMPACT procurement code)
- **WCC Assurance Handbook** - the assurance system for world class commissioning ("commissioning assurance") is linked to the vision and competencies published in December 2007 and to resources for support and development available both nationally and locally. Together these provide a coherent programme aimed at supporting commissioners in delivering the health agenda.

¹ High Quality Care for All 2008

- **WCC Strategic Planning 'How to' Guide** - the 'how to' guide aims to help each PCT produce high-quality plans by describing the process and actions required to develop the strategic plan.
- **WCC Strategic Plan checklist** – the purpose of the strategic plan contents checklist is to provide a general guide for each PCT as it develops its strategic plan. It should be read together with the strategic planning 'how to' guide and other guidance issued by the DH and the NHS. The checklist is not meant to be prescriptive; rather, it is meant to serve as a helpful guide that the PCT can refer to for advice on what the final document should include at a minimum.
- **WCC Organisational development plan guide** - this is a tool, the first of its kind developed for the NHS, has been used with over 200 NHS organisations, challenging Boards to consider how they operate as corporate entity and in doing so enhancing Board effectiveness. This will be a separate document but should be part of the whole strategic planning process.

The Overarching Plan will feed into this even higher level World Class Commissioning Strategy. The requirements for the two plans are very different although there is some overlap and the PCT is now reviewing and refining its Plans not only in the light of nationally and locally changing aims and objectives for service provision but also reviewing the way in which these aims and objectives are reached in order to satisfy the requirements of a world class commissioning organisation. It is hoped that in the future this process will be aligned and refined and only two documents will meet the needs of the entire process.

Capturing the local and national visions

It is not possible at this stage to provide the Committee with revised Plans as all of these factors are creating a dynamic and challenging backdrop and a great deal of work is taking place to ensure this material is weaved into the Commissioning Plans and Strategy for the future. These documents will however be brought to the Committee at a later date.

3. NHS Constitution – draft for consultation

Lord Darzi completed the Next Stage Review of the NHS and launched his final report, *High Quality Care for All*, on Monday 30 June 2008.

At the same time Alan Johnson produced a draft of *The NHS Constitution* for public and stakeholder consultation. The Secretary of State for Health wants the Strategic Health Authorities to “mobilise the non-executive community of the NHS to ensure genuine local discussions”.

It is the first written NHS Constitution and describes the principles and values that drive the NHS in addition to the rights of and pledges to patients and staff together with the responsibilities which patients, public and staff owe to ensure a fair and effective NHS.

The national consultation closes on 17 October 2008. The SHA is raising the awareness of the consultation process, timelines and relevant documents with a full range of stakeholders, including all 14 Health Overview Scrutiny Committees.

The SHA is proposing to meet with the Chief Executive, a non-executive Director and a senior officer from the PCT to discuss the draft NHS Constitution and its implications and to discuss how the consultation can be taken forward locally.

Yvonne Clowsley
Head of Planning and Change
September 2008

