

APPENDIX

Brent Primary Care Trust

Brent PCT Strategic Plan Development

Background

In common with all other Primary Care Trusts across England, Brent Primary Care Trust (PCT) has been required by the Department of Health to develop a Strategic Plan covering the next five years. Strategic planning is seen as core business for the PCT. During this process the PCT will need to work with its population and partners to prioritise their long term local goals for improving health and reducing health inequalities.

The strategic plan is intended to tell the end-to-end story about how the PCT will move from assessing the needs of its population to delivering services that will drive improvements in health outcomes. It will reflect the local priorities agreed with the population and partners over a five year period. The plan will be refreshed annually and re-written every three years to ensure that it continues to reflect changing health needs, priorities and resources.

The overarching strategic plan will be underpinned by:

- A long term financial plan setting out activity and finance over the next five years
- An organisational development plan setting out how the PCT will align itself to deliver against its strategic objectives over the next five years
- An annual operating plan setting out the details of the key deliverables and implementation plans over the next year

Successful delivery of improved health outcomes will depend on partnership working. Aligning and agreeing strategic priorities with public, patients, clinicians, local government and other partners is essential for guaranteeing successful joint delivery.

The strategic plan is a means of communication internally to the PCT, and externally to the PCT's partners. The main audiences for the strategic plan are the PCT, Strategic Health Authority, local government, clinicians and providers. The strategic plan is not intended for the wider public and patients, and the PCT will need to consider alternative methods of communicating their priorities to their population.

The PCT will need to work within the clinical vision that will be described through the Next Stage Review (NSR) and within London, will need to set out how the PCT will implement the drive to improved quality of care and development of services that will deliver better health outcomes that have been adopted as part of the consultation for Healthcare for London.

Developing the Strategic Plan for Brent

The strategic plan will need to cover the PCT's current context, vision, goals, initiatives, initiative implementation plans, risks to manage, in-year monitoring of initiatives, how success will be measured and who will be accountable for delivery.

It will be important that the strategic plan is based upon the partnership work that has been undertaken, and that all opportunities are used to involve key stakeholders at every stage of its development. The project plan that has been developed recognises these needs and incorporates them into the overall staged planning process.

Stage 1 Understand context	Stage 2 Develop vision	Stage 3 Develop prioritisation criteria & goals	Stage 4 Develop strategic initiatives	Stage 5 Plan for delivery
Collect 2007/08 baseline activity Review existing agreements JSNA Health & Wellbeing strategy LAA Apply DH datapack Map provider landscape Understand drivers for change	Articulate coherent 5 year vision Test alignment with local population & clinicians & partners	Use vision to develop robust prioritisation criteria Use criteria to develop a focused number of goals Test alignment with local population, clinicians, partners	Develop a focused number of initiatives that underpin delivery of goals Ensure initiatives are priorities & clearly defined Test alignment with local population, clinicians & partners	Create a detailed execution plan for each initiative
CONTEXT	VISION	GOALS	INITIATIVES OVERALL IMPACT	RISK MGT ORGANISATION PROVIDER REQUIREMENTS

As the above table demonstrates, testing the alignment of proposals with the local population, clinicians and partners is a critical part of each stage of the process. Following this testing the PCT will refine the outcomes to reflect the feedback received.

The PCT is currently developing a stakeholder engagement plan to ensure that the outcomes from all past engagement exercises are captured and reflected as appropriate and that key stakeholders are included in the development of the strategic plan moving forwards.

The PCT is planning large stakeholder events at critical stages of the development of the plan with the first planned for July to review the proposed vision and goals, the second in early September to review the proposed initiatives and the third planned for October to consider feedback from NHS London (the strategic health authority) in relation to the draft plan.

In addition, the PCT plans to involve a number of other groups and stakeholders within the community over the summer period.

Timescales

The first draft of the PCT's Strategic Plan has to be submitted to NHS London by the end of September 2008. NHS London will comment on the draft in October and the final version of the Strategic Plan requires formal sign off by the PCT Board and submission to NHS London by the end of November 2008.

Clearly, working to these timescales will be challenging but given the amount of partnership work that has already been undertaken through development of the Joint Strategic Needs Assessment and the Local Area Agreements, will not be unachievable.

Links with World Class Commissioning and Comprehensive Area Assessments

The development and subsequent delivery of the PCT's Strategic Plan is one component of the commissioning assurance framework being implemented by the Department of Health across all Strategic Health Authorities and PCTs of England.

For PCTs, the assurance framework consists of three elements:

Outcomes: PCTs will align their strategic priorities with the key outcomes they will deliver for their population and will be assessed in relation to rate of improvement for each of these outcomes

Competencies: Assurance will focus on progress against 11 organisational competencies assessed in a number of ways including 360 degree assessments; strategic documents and patient / clinician feedback and surveys.

Governance: Assurance will focus on 3 elements Strategy (through delivery of the Strategic Plan); Finance and Board.

In future the outcomes of the annual assessments will feed in to the overall Comprehensive Area Assessment for Brent.

Conclusion

Development of the Strategic Plan for Brent PCT offers a number of challenges in relation to timescales. However the plan will be built upon the partnership working that has already been undertaken in the development of the Joint Strategic Needs Assessment and offers a real opportunity to develop and agree a five year strategy that addresses the health needs of the Brent community and prioritises initiatives and investment to address these health needs. This will be closely aligned with the implantation across London of the outcome of Healthcare for London and will help ensure that this implementation is undertaken in a way that benefits local residents.

The alignment of the priorities across partners will be critical to the overall success of implementation. The PCT plans to work with partners to develop the plan and the initiatives. Undertaking this work now will provide a good foundation for the future development of Comprehensive Area Assessments.