



Health Select Committee 20th October 2009

Report from the Director of Policy & Regeneration

For Action

Wards Affected: ALL

Implementing Healthcare for London – NHS Brent Strategic Commissioning Plan refresh and Primary Care Strategy update

1.0 Summary

1.1 NHS Brent has provided the Health Select Committee with an overview of progress in implementing *Healthcare for London*, a major part of its strategic planning of health services in the borough. In 2008/09 NHS Brent developed its Commissioning Strategy Plan, that set out a 5 year investment programme to deliver its vision of making a significant improvement to the health and well-being of the people of Brent. The plan contained the following goals:

- Goal 1: Reduce premature mortality and therefore increase life expectancy by three years by 2013
- Goal 2: Reduce the gap in life expectancy by 6 months by 2013
- Goal 3: Promote good health and prevent ill-health
- Goal 4: To improve the quality and safety of services, so that by 2013 health and social care providers commissioned by NHS Brent receive a Care Quality Commission Review Standard at least equivalent to the existing Good rating in the Annual Health Check
- Goal 5: To improve the patient experience of services, so that by 2013 health and social care providers commissioned by NHS Brent will achieve patient experience scores at least as good as the London average

1.2 Since the Commissioning Strategy Plan was signed off, the economic circumstances of the country have changed significantly and so the plan is being reviewed to ensure its goals can be delivered in a more challenging economic environment. Full details of this are included in the slides provided by NHS Brent (appendix 1, pages 20 to 26) In addition the plan needs to align with others in North West London and contribute to the strategic plan for

health in the North West London sector. It also needs to reflect the eight *Healthcare for London* pathways.

- 1.3 As well as considering the update on the Commissioning Strategy Plan, members have asked for an update on the Primary Care Strategy. There are details on the plans for primary care services contained in the slides provided by NHS Brent (appendix 1, pages 5 to 7). Members should also take the opportunity to ask for a specific update on the Stag Lane Clinic, which is expected to close in the next few months, and the future plans for GP services in the Kingsbury area.

2.0 Recommendations

- 2.1 The Health Select Committee considers the update from NHS Brent on the review of the Commissioning Strategy Plan and Primary Care Strategy and questions officers on progress and plans for health services in the borough in the light of the challenging financial position facing NHS Brent.
- 2.2 Members should also seek clarification on the position with Stag Lane Clinic and primary care services in Kingsbury.

3.0 Detail

- 3.1 NHS Brent has started to review its Commissioning Strategy Plan as a result of changes to the economic situation in the country, so that it aligns with strategic health priorities in the North West London sector and also to reflect the eight *Healthcare for London* Pathways.

- 3.2 The eight *Healthcare for London* pathways are:

- Acute care
- Planned care
- Maternity and newborn
- Children and young people
- Mental health
- Staying healthy
- Long term conditions
- End-of-life care

- 3.3 NHS Brent has provided a series of presentation slides that provide an update on progress against each of these pathways. Some of the developments, such as the acute services review, will be well known to members of the Health Select Committee. Other elements will be less familiar and so the Health Select Committee should seek explanations to any of the planned strategic changes that it is unsure of. It is important that the committee is aware of NHS Brent's strategic plans and the possible implications they can have on local services.

- 3.4 Of particular interest will be the developments in primary and community care in Brent. Members of the committee held a challenge session with officers

from the PCT on the Primary and Community Care Strategy in June 2009. The report contains information on the emerging polysystem of primary care that NHS Brent wishes to implement. Changes are also happening on the ground. The GP led health centre has opened at the Wembley Centre for Health and Care, for example.

3.5 Other recent developments include plans to close the Stag Lane Clinic in Kingsbury. This is to happen in the near future and the committee should explore what this means for the future of primary care services in that area, both in the immediate future for affected patients, and in the longer term. NHS Brent's report shows that a new locality health centre is planned for Kingsbury (and South Kilburn and Mapesbury). Members should consider how these plans are developing, when can patients expect the new services to open and the impact they will have on existing service provision.

3.6 The NHS Brent report also sets out the financial context in which its commissioning plans will have to be delivered. The base case scenario facing NHS Brent if it continues spending each year as it is now, and does nothing to save money each year (i.e. the do nothing scenario) will be a recurrent saving of £60m over three years from 2011/12 in order to maintain a sustainable financial position. Even the best case scenario projects a £45m recurrent saving over the same time period. In simple terms, NHS Brent is going to have to make some significant decisions about the services it commissions. Broad actions are included in the report:

- Provide services via a different pathway, i.e. out of the hospital and closer to home
- Prevent use of hospital services and proactively care for them outside of hospital
- Reduce demand for health services by addressing health behaviours and detecting ill health at an earlier stage through more affective screening
- Stop commissioning low value added intervention (e.g. some out-patient follow ups)
- Eliminate unnecessary and costly service overlaps (e.g. out of hours, extended hours, urgent care, A&E)

3.7 Members should ask officers from NHS Brent what the financial position facing the organisation will mean for health services in the borough. It is important that the committee contributes its views on which services should remain a priority. A challenge session to go through this in detail could be set up if members request this.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers

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