

TRUST BOARD

Date of Meeting: 06/09/2011	Agenda Item No: 5.2	Enclosure: 4
Intended Outcome:		
For noting ✓	For information	For decision
Title of Report: Clinical Strategy Development - Update		
<p>Aims: To update the Trust Board on the process of the development of the Trust's Clinical Strategy.</p>		
<p>Executive Summary:</p> <p>The Trust, in partnership with locality commissioning GPs, began the design of the clinical strategy in late 2010/ early 2011. It was determined that to support this process across the health economy that the services of Deloitte/Finnamore would be commissioned.</p> <p>Finnamore have specifically focussed on clinical engagement and ownership, with Deloitte focusing upon the financial and turnaround aspects across the economy.</p> <p>The Deloitte Finnamore activities had a series of agreed high level and more detailed outputs. The activities have reached varying degrees of completion and it is anticipated that the final elements of the work will be concluded in the coming weeks.</p> <p>Overview of key areas for consideration or noting:</p> <ul style="list-style-type: none"> ▪ Analysis of historic data is largely completed ▪ Comparative cost analysis is yet to be completed, economy wide turnaround workstreams have been developed although are yet to be fully completed ▪ Significant progress has been made in clinical engagement and development of the clinical strategy although some key decisions remain outstanding 		
Specific implications and links to the Trust's Strategic Aims:		
Ensure we provide high quality, safe and effective care for all our patients including meeting essential standards of safety and quality as set out by the CQC		✓
Develop a viable integrated clinical strategy for secondary care services which is sustainable and affordable		✓
Develop a new healthcare facility in West Cumbria that is fit for the 21st century		✓
Achieve sustainable financial balance through the delivery of the Trust's internal Cost Improvement Programme, securing a viable contract income from our GP commissioners and contributing to the system wide cost reductions		✓
To develop and implement a successful merger or acquisition plan that enables the Trust to become part of an existing NHS Foundation Trust		✓
Recommendations: To note the contents of the report.		
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CLINICAL STRATEGY UPDATE SEPTEMBER 2011
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1. OVERVIEW

Clinical and managerial staff from the Trust, GP's and managerial staff from the PCT/Commissioning Groups began the development of the clinical strategy in late 2010/ early 2011.

Following initial drafting it was identified that further detailed collaborative work would be required to conclude the strategy development. To support this process the Trust and PCT jointly appointed Deloitte and Finnamore to work across the economy. The activities to be undertaken; to be managed by an economy wide board, had three broad themes, each with a specific intention as reflected within the table below.

High Level Objective	Aim of High Level Objective	Outputs
Providing a shared and agreed position on the historic activity and financials, specifically with regards to the impact of Closer to Home and the Trusts cost base	To reached a shared agreement on past performance positions	Activity broadly concluded key messages to be agreed for dissemination to all stakeholders
Providing a view on the current relative costs of providing the services currently commissioned against a selection of appropriate peers. To develop costed and deliverable economy wide cost reduction plans across 4 workstream areas	To agree reasonable cost of service delivery to inform contracting process and support economy wide efficiency opportunities.	Relative cost data yet to be concluded. Four economy wide workstreams identified and activity started across repatriation, planned care, non urgent care and diagnostics.
Providing the detailed operational work up of the future clinical strategy and associated costings.	Closing off the service distribution, clinical sustainability and affordability issues into the future.	Significant ground work and engagement across specific clinical pathways has been undertaken and the organisations are now better placed to make the critical decisions that are required to conclude the clinical strategy. Affordability position yet to be finalised.

2. **ENGAGEMENT IN DEVELOPING THE OUTPUTS**

Clinical representatives from both the Trust and PCT have been heavily involved in all aspects of the commissioned work and it is this engagement which has substantially moved the clinical discussions forward to their current

state. Working closely together has allowed greater appreciation of the complex requirements specifically around the care pathways for:

- Emergency Care
- Paediatrics
- Anaesthetics provision
- Obstetrics and
- Planned care

Whilst there remains a significant amount of detailed operational development to conclude all aspects of the clinical strategy, the economy is now in a better position to have clarity on the views of both commissioners and providers in terms of the shape of future provision. Within each of the areas highlighted above there do remain some significant economy wide decisions to be made, specifically around delivery of the specific care pathways across North Cumbria.

3. **MOVING FORWARD**

As the table indicates the elements of work are in various stages of completion with aspects of each area yet to be concluded.

It is anticipated that these activities will be concluded within the coming weeks and the communication of the outputs to internal and external stakeholders will follow shortly, after the conclusion of the activities. The conclusion of the activities will be managed through the economy wide board which meets on a weekly basis and which is jointly chaired by the Medical Directors of the Trust and PCT.

4. **RECOMMENDATIONS**

The Board are asked to note the contents of the report.

Alistair Mulvey
DIRECTOR OF FINANCE /DEPUTY CHIEF EXECUTIVE