
Select Committee on Health and Adult Social Care - 15th January 2009

Report from the Managing Director of Community Services. Dudley PCT

Developing provider services in the PCT

Purpose of Report

The purpose of the paper is to brief the Overview and Scrutiny Committee on progress on identifying the best organisational form for the safe and effective delivery of Dudley PCT provided Community Services from April 2009.

Background

In 2005 Government strategy document "Commissioning a patient led NHS" stated that Primary Care Trusts should become Commissioning Organisations and that directly provided services should be clearly separated from the PCT. The initial drive was for separation to be established by April 2008 but this was then amended to April 2009

In the summer of 2008 Dudley PCT undertook a tendering process to recruit an external company to provide expert guidance and support for the Community Services Directorate Senior Management Team in undertaking an option appraisal which would inform the decision making of the PCT Board on what organisational form the separated community services should take.

It was agreed that form needed to follow function so time was given to exploring the functions of the organisation in terms of both management and direct service delivery.

Key elements of this work are;

- Establishing the vision and values, mission statements and strategic objectives for community services
- Market analysis
- Strategic Alignment
- Service reviews
- Organisational form options
- Patient and Public Engagement
- Stakeholder engagement
- Staff engagement
- Implementation planning
- Reporting

Position by 31st December 2008

Much of this work has been completed and initial feedback has been given to the Managing Director, the senior management team and the Community Services Provider Committee has received a briefing paper. The final Executive Report will be presented to the Community Services Provider Committee on 23rd January 2009 and then to the PCT Board on 29th January 2009.

- 5 core organisational forms have been tested against a set of criteria to identify those which would best fit with Dudley PCT and enable a fit for purpose organisation to be established.
- Vision, values, mission statements and strategic objectives have been drafted and have been discussed at the staff stakeholder event. The challenge will be to reflect what was heard into this work whilst maintaining clarity of the purpose of each.
- Public engagement has occurred through 10 focus groups. This work will need to be embedded and continued as an ongoing function for the future organisation whatever form it takes
- Senior stakeholders in the PCT and partner organisations have met with personnel from Mouchel to discuss issues from their perspectives.
- Community service directorate managers, heads of service and staff and staff side reps have been involved at various events over the last 2 months.
- 10 priority services for review have been identified and the review process has commenced.
- Wider consultation may be required as we progress service reviews and explore ways of improving services for the population of Dudley

Next Steps

The directorate management team will use the report as the basis for discussions with colleagues to progress work streams. There are some key processes that need to be followed which include;

- Presenting the report to the Community Services Provider Committee for discussion, agreement and ratification of preferred organisational form for recommendation to PCT Board
- Presenting the report and recommendations to PCT Board.
- PCT Board will need to agree and ratify organisational form.
- The overview and scrutiny committee need to be informed of the process we have been undertaking and likely next steps.
- Discussion will need to be had on whether the recommended Organisational Form is perceived as a final destination or as a step on a journey. Future intentions will need to be agreed with the PCT and SHA by October 09. This decision may trigger the need for more formal consultation both internally with staff and externally with partners and other stakeholders.
- Community Services Provider Committee will need to transform into a full Board with appropriate governance structures and sub-committees established.
- Service reviews will need to be continued
- Patient and public engagement will need to become embedded.
- Staff engagement will continue with Human Resources and staff side involvement if future issues relating to employment unfold.
- Clinical Leadership needs to be reviewed and developed to ensure clinical quality drives the future development of services

Finance

Financial separation will need to occur with appropriate overheads identified
New contracts need to be agreed and signed off by March 31st 2009

Law

The organisational form will have to be within agreed legal entities outline above.

Equality Impact

There is no expected impact as this change effects current employees only. There will be no change of employer and so no requirement for TUPE arrangements.

If this is to be the first step in a journey then the impact of employer changes, terms and conditions and pension rights would be explored in conjunction with our Human Resource Business Partners and Staff Side Representatives.

Recommendation

It is recommended that:-

- *The Overview and Scrutiny Committee receive this report for information.*
- *That the Managing Director for Dudley PCT Community Services be invited to future meetings to brief the committee on progress and ensure more formal consultation is commenced if required.*



.....
Kimara Sharpe
Director of Community Engagement and Primary Care

Contact Officer: Kimara Sharpe
Telephone: 01384 366261
Email: kimara.sharpe@dudley.nhs.uk