



**Meeting:** Children and Young People's Strategic Partnership

**Date:** 15 December 2008

**Report Title:** NHS Haringey Strategic Plan 2008-13

**Report of:** Penny Thompson, Interim Deputy Chief Executive, NHS Haringey

**Summary**

The aim of the Strategic Plan is to tell the end to end story about how NHS Haringey will move from assessing the needs of our population to commissioning services that will drive improvements in health outcomes.

**Recommendations**

That the CYPSP note the strategic direction and change of name from Haringey Teaching PCT to NHS Haringey.

**Financial/Legal Comments**

The Strategic Plan reflects Commissioning Investment Plan 2008-11 priorities and investments.

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## Introduction to Strategic Plan

Last year NHS London introduced a new Commissioning Regime which included the development for the first time of a medium term Commissioning Strategy Plan which covered the period 2007-12. The Commissioning Strategy Plan informed a number of key developments last year including the Commissioning Investment plan, the content of which discussed with partners and other stakeholders in May 08.

This year all PCTs are required in the context of World Class Commissioning Assurance to develop a medium term Strategic Plan. The Strategic Plan replaces the Commissioning Strategy Plan but is similar in scope and purpose. The aim of the Strategic Plan is to tell the end to end story about how we will move from assessing the needs of our population to commissioning services that will drive improvements in health outcomes.

The Strategic Plan sets the direction for the development of 10 other strategic documents which make up the governance aspect of World Class Commissioning Assurance and includes an Organisational Development Plan and Stakeholder Engagement Strategy. The following paper sets out a summary of the Strategic Plan.

## Strategic Plan Executive Summary

Our overarching aim is to work with our partners and local people, to ensure that everyone in Haringey, young or old, has the best possible chance of a long happy and healthy life.

Over the next 5 years we will focus our energies on achieving 5 local goals to be delivered through 13 strategic initiatives which we believe will have the most significant impact on achieving these strategic objectives in the medium term and which closely reflects the needs of our population, the achievement of core quality and outcomes and takes into account what is important to our stakeholders. In summary these are:

No	Goal	No	Initiatives
1	Guided by and learning from individuals and communities we will use innovative, holistic and empowering strategies to engage local people in their own health and wellbeing	1	Growing Healthy Communities – community health trainers, social marketing and wellbeing network.
2	We will ensure that all children and young people in Haringey are safe and have the best possible chance of a healthy start	2	Maternity – improving early access
		3	Early Years – working through children's centres to safeguard and promote health
		4	School Age Children - working through extended schools to safeguard and promote health

		5	Implementing Aiming High for Disabled Children
3	We will commission mental health and wellbeing services that are timely, effective, culturally appropriate, provided in the least stigmatising environment and as close to home as possible	6	Improving Children and Young People's mental health and well being
		7	Increasing Access to Psychological Therapies (IAPT) for adults
		8	Developing a more effective model of care through collaborative commissioning.
4	We will commission an equitable, fully integrated approach to preventing and managing long term conditions	9	Preventing Long Term Conditions – smoking, alcohol, weight management and vascular checks
		10	Long Term Conditions management - integrated approach through networked primary care model
		11	Improving Rehabilitation and Intermediate Care
		12	Improving End of Life Care
5	We will implement World Class Primary Care and by doing so address the fundamental inequalities in the quality of and access to primary care in Haringey.	13	World Class Primary Care – improving quality and access

We will measure our success against 10 key outcomes as well as a range of other success metrics. Our 10 key outcome measures for World Class Commissioning are:

- Life expectancy
- Health inequalities
- Primary care access
- Childhood immunisation
- Teenage pregnancy
- Crisis resolution
- Smoking quitters
- CVD mortality
- Cancer mortality
- Diabetic retinopathy screening

In developing our local goals, initiatives and key outcome measures we considered our context in particular the needs of our population and the inequalities that exist, the views of our stakeholders and our performance against key outcomes and targets. We also considered the key factors in our

ability to deliver change in the future including our current providers and our finance and activity position.

Our local goals and initiatives need to be seen in conjunction with our shared priorities and plans in our north central sector Collaborative Commissioning Initiatives which are focused on cancer, stroke, renal services, maternity, TB and trauma. Together these form a tiered approach to implementing Healthcare for London from our local focus on prevention and care closer to home linking to our outward looking approach to collaborative work and reshaping acute services through the Barnet Enfield and Haringey Clinical Strategy and implementing Healthcare for London priorities. Our local priorities fit with our sector priorities, putting in place key elements of primary and community based care needed for the successful implementation of changes in acute care, for example.

We have a good track record of delivering improvements and we have achieved financial turn around so that we are now in a position to invest in a coherent way in the changes we want to see in out of hospital services.

We believe that to secure the best possible services for patients from available resources we need to support the development of a good range of strong, effective and responsive health provider organisations locally. In addition to working with existing providers to ensure that they are able to deliver demonstrably clinically effective, high quality, value for money services we are planning to support a range of new service providers, particularly in areas where it is assessed that current providers do not have a particular interest or expertise or where current service provision is assessed as poor quality or value for money. We believe that 'contestability' is an important vehicle for securing best value and expect it to play an increasing part in how we seek to maximise health benefits from our commissioning spending.

The following diagram pulls together the key elements of our Strategic Plan.

The full final version is available on request and will shortly be available on our website.

**Our Vision**  
Figure 3

**Our goals and 10 outcome measures**

**Our initiatives**

**Our sector initiatives**

**Our enablers**

**Our values and principles**

**Long, happy, healthy lives in Haringey**

<p><b>Goals</b></p> <p>Healthy communities</p> <p>Safe, healthy starts for all children and young people</p> <p>Good mental health well being for all</p> <p>Preventing and managing long term conditions in adults</p> <p>World class primary care</p>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Life expectancy</li> <li>• Health inequalities</li> <li>• Primary care access</li> <li>• Childhood immunisation</li> <li>• Teenage pregnancy</li> <li>• Crisis resolution</li> <li>• Smoking quitters</li> <li>• CVD mortality</li> <li>• Cancer mortality</li> <li>• Diabetic retinopathy</li> </ul>
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**Healthy Communities**

Guided by and learning from individuals and communities we will use innovative, holistic and empowering strategies to engage local people in their own health and wellbeing including - community health trainers, community health checks, Wellbeing Network and social marketing

<p><b>Safe, healthy starts for all children &amp; young people</b></p> <p><b>Maternity</b> – early access</p> <p><b>Early years</b> working though children’s centres</p> <p><b>School age children</b> working though extended schools</p> <p><b>Aiming high for Disabled Children</b></p>	<p><b>Good mental health &amp; well being for everyone</b></p> <p><b>Children and Young People’s mental health</b></p> <p><b>Increasing Access to Psychological Therapies</b></p> <p><b>Developing effective model of care</b></p>	<p><b>Preventing and managing adult long term conditions</b></p> <p><b>Prevention</b> – smoking, alcohol, and weight management</p> <p><b>Integrated management of LTCs</b> through networked primary care model</p> <p><b>Rehab &amp; Intermediate care</b></p> <p><b>End of Life Care</b></p>
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**World class primary care**

Improving quality and access to primary care through, clinically led Neighbourhood Development Planning, extended hours, PMS contract renegotiation, improved primary care ICT

**Collaborative Commissioning Initiatives** – Stroke, Renal, Trauma, Cancer, TB, Maternity

**Developing people, improving systems, embedding culture**

<p><b>Healthcare for London Principles</b></p> <p>Individual needs and choices</p> <p>Localise where possible centralise where necessary</p> <p>Integrated partnership working maximising skills of workforce</p> <p>Prevention better than cure</p> <p>Addressing health inequalities</p>	<p><b>Our Values</b></p> <p>Patient experience at the heart</p> <p>Working together</p> <p>Accountable listening engaged</p> <p>Clinical best practice</p> <p>Equitable</p> <p>Quality, value and effectiveness</p> <p>Sustainable</p>
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