

Excellent care close to home

## Presentation to the Joint Scrutiny Committee

- Middlesbrough Council and  
Redcar and Cleveland Council

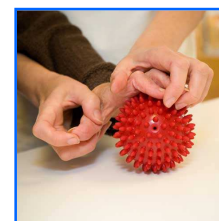
September 24<sup>th</sup>

Stephen Childs - Managing Director



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- **Overview of Middlesbrough, Redcar and Cleveland Community Services**
- **Market Place: Key Drivers**
- **Business Strategy**
- **Features of a Foundation Trust**
- **Case for a Community Foundation Trust**
- **Estimated Timeline**
- **Questions**



# An Overview of MRCCS

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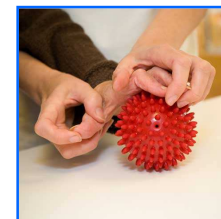
- CaPLNHS: MPCT + RCPCT = MRCCS
- Employ 1200 staff (850 wte's)
- £43m turnover
- 4 Service Lines
  - Care at Home
  - Rehabilitation and Urgent Care (Primary Care Hospitals)
  - Diagnostic and Treatment
  - Children and Families



# An Overview of MRCCS

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- Uniquely positioned to:
  - Provide personalised care
  - Provide accessible care close to home
  - Prevent hospital admissions
  - Safeguard vulnerable people
  - Deliver integrated care through partnerships



# Market Place: Key Drivers

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- Patient Choice
- Competition
- Secondary to Primary Care Shift
- Illness Prevention
- Reducing Emergency Admissions



# Business Strategy

Middlesbrough, Redcar and Cleveland  
Community Services

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Vision: **To achieve the best health and well-being in the community.**

Mission: **To provide excellent tailored care close to home.**

Strategic Aims:

***We will be renowned for our professionalism.***

***We will provide safe, clean, effective care close to home.***

***We will be a learning and teaching organisation that develops expert practice.***

***We will be a profitable business re-investing in the health and well-being of our community.***

***We will develop partnerships that support our delivery of better care.***

***We will all be empowered to grow and improve our business.***



# Business Strategy

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- **To achieve Foundation Trust status**
  - Membership opportunities (customer engagement, brand loyalty)
  - Financial flexibilities
  - Business rigour → commissioner confidence
- **To grow our business (↑ turn-over and profitability)**
  - Expand existing services under PBR
  - Enter new markets within Middlesbrough, Redcar and Cleveland
  - Expand into new geographic areas
- **To strengthen our current market position**
  - Improve quality, efficiency and strengthen patient safety (the 'MRCCS Way')
  - Consolidate and expand integration





# Features of a Foundation Trust

Middlesbrough, Redcar and Cleveland  
Community Services

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- Independent Public Benefit Corporations modelled on co-operative and mutual traditions
- Democratic organisations
- Free from central government control and strategic health authority performance management
- Providers of healthcare according to core NHS principles
- Not a means to privatisation
- Clear accountability framework





# Features of a Foundation Trust

Middlesbrough, Redcar and Cleveland  
Community Services

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- Must work in partnership ('duty in law')
- Direct their services more closely with the community
- Not required to achieve financial breakeven but must be financially viable
- Required to present annual reports and accounts to Parliament
- Subject to risk of insolvency however service provision will be protected

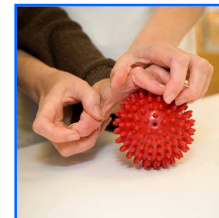


## Why a Community Foundation Trust?

Middlesbrough, Redcar and Cleveland  
Community Services

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- **Established legal entity and high value brand**
  - *Constitution tried and tested*
  - *NHS brand retained and kudos of FT status*
  - *Staff retain terms and conditions*
  - *Commissioners, public and staff have confidence*
- **Robust, competency-based approval pathway**
  - *SHA diagnostic assessment*
  - *DoH due diligence tests (for NHS Trust then FT)*
  - *Monitor's compliance and financial framework*
  - *Robust, exacting framework*



## Why a Community Foundation Trust?

Middlesbrough, Redcar and Cleveland  
Community Services

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- **Commercial freedom**
  - *Free to generate and retain surpluses and decide how to use*
  - *Borrow from commercial sources within limits set by Monitor*
  - *Restructure and modernise to increase service capacity and efficiency*
  - *Level playing field with competition*



## Why a Community Foundation Trust?

Middlesbrough, Redcar and Cleveland  
Community Services

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- **Accountable to local people who can become governors**
  - *Opportunity to connect and promote services*
  - *Commercial advantage*
  - *Local people truly influence our strategic direction*
- **Greater ownership by staff**
  - *A real say in who runs the organisation*
  - *Vested interest to make the organisation a success*
  - *Greater buy-in to CRES and quality improvement*

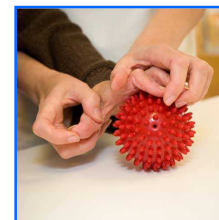


# Why a Community Foundation Trust?

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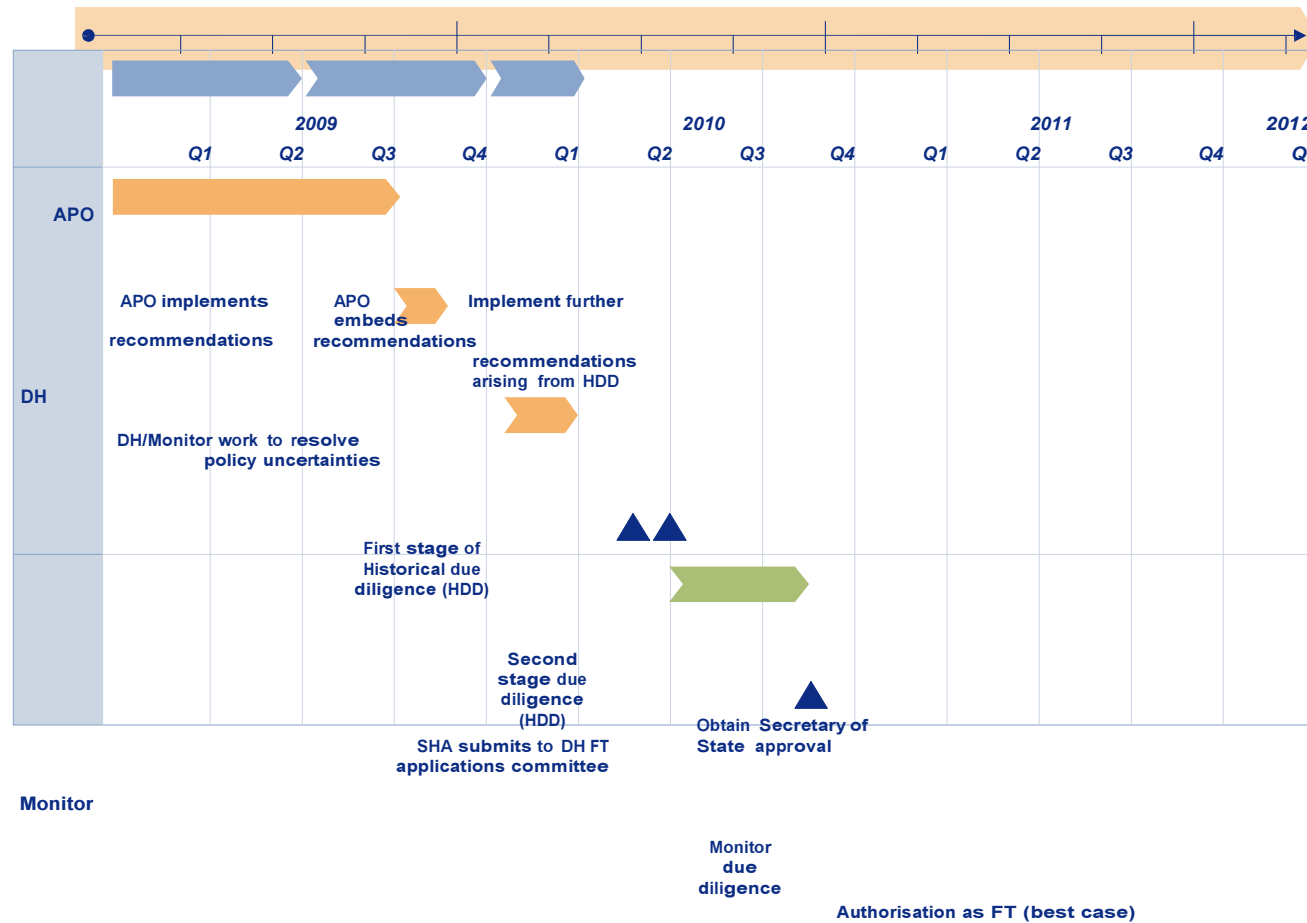
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- **Enter into legal partnerships / contracts**
  - *Formalise joint ventures e.g. LSE*
  - *Protection of a legally binding contract*
- **Assets Protected**
  - *Estate remains within public ownership*
  - *Estate owned and controlled by the CFT*
  - *Retain proceeds from asset sales*



# Potential timeline for authorisation

The timeline below suggests that MRCCS will not be in a position to be authorised as a Community FT until autumn 2010 at the earliest (15-18 months from now).



## In Summary:

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- We are convinced a CFT will lead to better care, closer to home, for local people
- We have a highly committed Board and Management Team
- We have the backing of our staff and key stakeholders
- We have demonstrated our appetite and ability to compete
- We are realistic about the challenges ahead
- **We are well placed to be the first Community Foundation Trust in England**

