



Strategic Plan 2011-2015

Contents	page
Foreword	3
Our mission, vision and core values	4
Where we are now	5
Aims, objectives and outcomes	7

Foreword

Welcome to the London Pathway's strategic plan for 2011 to 2015. This, our first strategic plan, describes how we plan to develop over the next five years. We are a new charity, focused on improving the quality of health services for the most excluded in British society. This plan presents our core mission and values, and sets out short and long-term objectives for the London Pathway's development. It also briefly summarises where we have got to in developing our model of health services for homeless people.

It is our intention that the delivery of strategic objectives set out in this plan should contribute to an increase in the average age of death for single homeless people and rough sleepers in the UK, and a transformation in the attitudes of NHS staff to homeless people across the country. By 2015 we want to see measurable improvements in health outcomes for homeless people.

These are challenging times for everyone interested in the future of our health service. The London Pathway will work tirelessly over the next four years to champion health services for homeless people, as an integral part of our comprehensive universal health service.



Professor Aidan Halligan
Chairman

Our mission and vision**Mission**

To transform the quality of healthcare experienced by rough sleepers and single homeless people across the UK, by developing and sharing the best models of compassionate care; building on these models to improve health service provision for other multiply excluded groups; and so improve health outcomes for the most marginalised in British society.

Vision

Providing compassionate, patient-centred, integrated care to the most vulnerable people, addressing health needs alongside other problems, will lead to substantial improvements in their health and contribute to their return to mainstream society.

We will:

- help our patients onto more positive life paths by enabling them to overcome their mental and physical health problems
- engage with our patients' critical health problems at the same time as working to resolve the underlying causes of their ill-health, including their homelessness
- share our learning and ethos with all those committed to our vision
- work with others providing relevant services in the public and voluntary sector
- develop standards of healthcare for multiply excluded groups that are the equivalent of, and respected as those of MacMillan Cancer Support

Our values

We believe:

- compassion and kindness must be defining characteristics of any service claiming to improve health outcomes
- our client group – homeless people and other multiply excluded groups – need fully integrated, patient-centred services. This requires different professionals and agencies to work together to co-ordinate care, and address all the problems, health or otherwise, in a patient's life – including their lack of somewhere to live
- the most vulnerable in society deserve the highest standards of professional and medical care and medical professionals should never seek to avoid the most difficult cases or problems
- our clients are individuals able to take control and make decisions about their own care and lives, and are able to change
- in the NHS and its values – the London Pathway's purpose is to transform the way NHS services are delivered to homeless people, not to replace those services
- in valuing staff delivering the London Pathway's services: caring for sometimes challenging and often damaged patients demands exceptional staff who themselves need the best possible support
- in evidence based practice. We are committed to openness, to continually monitoring our practice, to evaluating our results, to learning from others and actively developing the research base to improve understanding of social exclusion medicine
- people with experience of homelessness should be part of our organisation – expert advisors and staff – they will ensure we never lose touch with the real issues our patients have to deal with

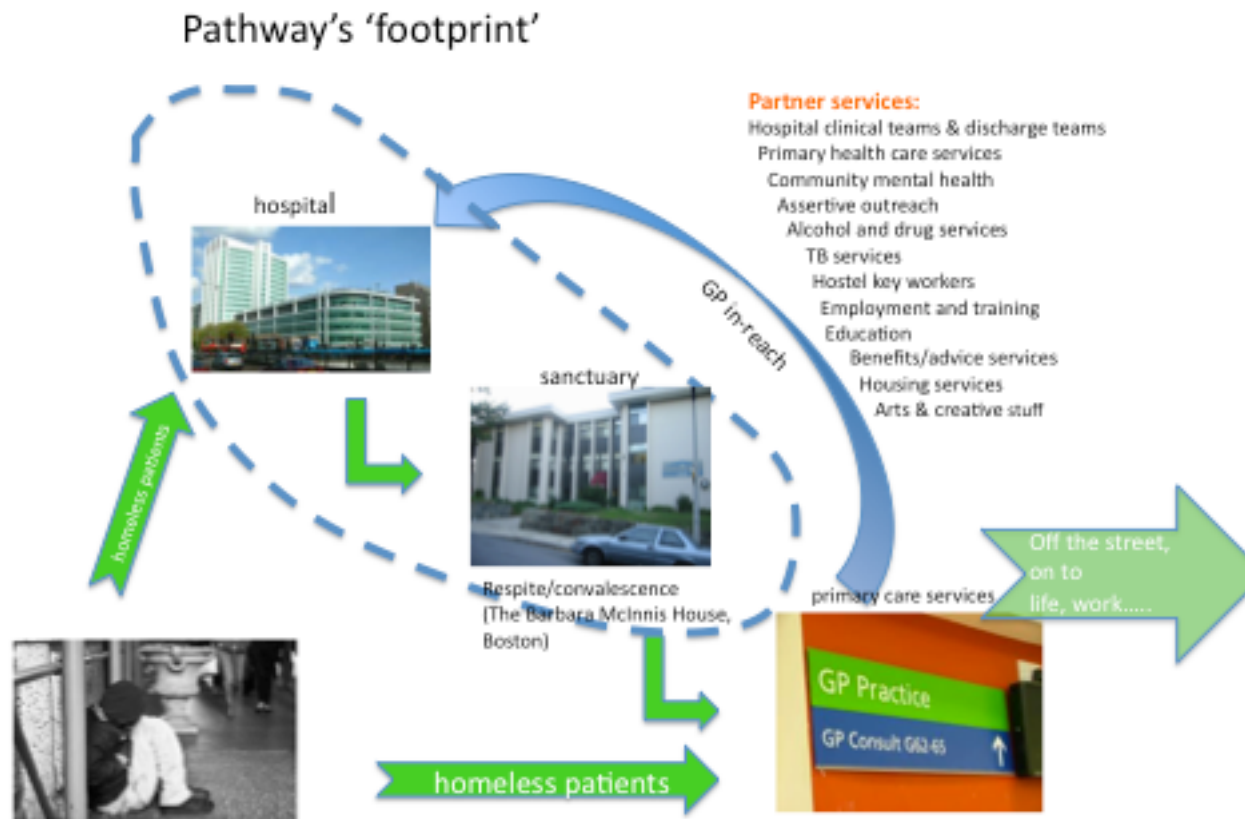
Where we are now?

Since work started on developing the London Pathway in 2008 we have:

- run our core service supporting homeless patients in UCLH for 18 months, and secured its funding until 2013
- worked with more than 500 homeless patients at UCLH
- recruited the first UCLH funded Homeless Health Nurse Practitioner
- launched the London Pathway as a charity (in November 2010) with an experienced, high-profile board of trustees
- recruited a small team of the highest calibre who also model our core values
- won the 2010 Andy Ludlow Homelessness Award
- in partnership with St Mungo's, developed a detailed service specification and financial model for London Pathway respite care 'sanctuary' – convalescent or 'home' care for the homeless
- started work to take the London Pathway to two more hospitals (the Royal London and Brighton)
- secured significant funding from the Health Foundation and London Housing Foundation
- developed relationships with key agencies and partnerships working on homelessness across London, and a strong reputation with professionals working on social exclusion medicine
- supported the launch of a new Faculty of Homeless Health, in partnership with the new College of Medicine, and drafted professional standards for health services for homeless people
- actively sought advice from homeless people about our plans and our first formerly homeless people have been recruited to work with us as trainee Care Navigators

Part 3

The London Pathway at a glance



Values: compassion, kindness, & high quality care

Aims, objectives and outcomes

Over the next five years the London Pathway must become:

- a recognised leader in the field of health care for homeless people and other multiply excluded groups
- an organisation that puts service users at its centre
- an agent of change working within and alongside the NHS and other services
- the leader of a growing cohort of dedicated, specialist professional health workers putting compassion at the heart of their practice
- the promoter of the highest clinical standards for homeless healthcare

For the purposes of this plan we have identified five strategic aims:

1. To consolidate our initial services
2. To evaluate, refine and improve our service models
3. To share and spread our services and learning
4. To expand the range of services operating under the London Pathway
5. To build and maintain a strong core organisation

On the following pages we give more explanation of each of these aims, set out a series of objectives that will help us deliver them, and identify the outcomes we plan to achieve by 2015 (or sooner).

Part 4

Aim 1: to consolidate our initial services

We are funded to provide the core London Pathway service at UCLH until the end of financial year 2012/13, and we expect to launch at least two further models of the service in 2011. To prove our value it is vital that these services continue to be of the highest clinical and ethical quality, and that we generate as much evidence about our impact as possible.

Objectives

- We will ensure London Pathway standard services are embedded in UCLH, Barts and the Royal London and Brighton and Sussex University hospitals
- We will work to prove that the London Pathway model improves outcomes for our client groups and represents value for money for the NHS
- We will improve service quality for homeless patients in general by developing widely agreed London Pathway clinical standards
- We will support London Pathway Homeless Healthcare Nurse Practitioners by developing a clinical support network

Outcomes

- Our first three hospitals will be hosting their own tailored London Pathway model with a GP led ward round, specialist nursing support and Care Navigators by the end of 2012
- We will have completed a NIHR funded, controlled trial of London Pathway implementation in two sites by the end of 2012
- By 2012 we will have a compelling business case for NHS investment in services meeting London Pathway standards
- We will have published and promote London Pathway clinical standards by the end of 2011
- From April 2011, with support from the Health Foundation, we will apply 'continuous improvements' methods to monitor improved outcomes for homeless patients
- By 2012, developed and launched a clinical support network for our nurse practitioners
- By 2015 we will be supporting at least 25 Homeless Health Nurse Practitioners

Part 4

Aim 2: to evaluate, refine and improve our services and the London Pathway model

We have embedded in the London Pathway a commitment to continuous evaluation, open learning, and improvement

Objectives

- We will improve relationships centred around homeless patients during and after a hospital admission
- We will continue to refine and improve the London Pathway model
- We will continuously evaluate our work, learning and generating experience on which to build

Outcomes

- In partnership with the Health Foundation we will have published a comprehensive evaluation of our successes and failures in changing the dynamics of care around homeless patients at UCLH by summer 2013
- We will have published the results of the NIHR funded two-hospital controlled trial by mid 2013
- We will publish an annual review of our services and outcomes

Part 4

Aim 3: to share and spread our services and learning

One way to deliver our core purpose, of improving standards of healthcare for homeless people and other multiply excluded groups, is to rapidly share what we are learning, to develop expertise and a track record in evaluating health services for excluded groups, and to support others in delivering to our standards. Over the next five years we must build our research capacity and reputation, and become expert in disseminating learning and using it to change and improve services. We must also become expert at improving the practice of staff who are not our own direct employees.

Objectives

- We will convince at least five further hospitals in London and beyond of the value of London Pathway services so that they commission needs analysis work and service planning
- We will develop our processes for accrediting London Pathway services to a recognised nation standard
- We will develop our research strategy during 2011, and begin to develop strong academic partnerships
- The London Pathway model and brand will have earned national recognition for improving care for homeless people

Outcomes

- By 2012 we will have conducted at least five needs analysis exercises in five different hospitals
- By 2015 at least ten acute hospitals in London and three beyond will be offering accredited London Pathway services
- We will have a funded collaborative research programme in place by the end of 2012
- By 2015 our brand will be synonymous with compassionate high quality health care for homeless people

Part 4

Aim 4: to expand our services to demonstrate complete 'pathway' and to begin developing parallel models for other multiply excluded groups

We know that the current services we offer are not sufficient to address fully the range of issues that confront our patients. We have identified a particular problem of lack of residential provision for a sub-set of chronically ill homeless patients. We plan to establish London Pathway respite care 'sanctuaries' as one part of the answer to this, coupled with the exploration of the US derived 'housing first' approach – for some patients, being discharged to a hostel is not the best option. We also need to operate and evaluate the impact of our Care Navigator patient follow-up services and develop the right training and support programmes for them.

Objectives

- We will consolidate the follow-up components of a 'full' London Pathway service
- We will secure funding and commission physical construction of our first sanctuary development in London
- We will identify sites and partners for subsequent sanctuaries
- We will develop our approach to improving care for homeless patients in A&E
- We will pilot a 'housing first' discharge model, placing homeless patients in permanent housing on discharge from hospital, and evaluate its impact
- We will secure funding to support a continuous training programme for Care Navigators
- We will identify partners who will start to help improve healthcare quality for other multiply excluded groups, for example disadvantaged, excluded young people, refugees and sex workers

Outcomes

- By 2015 we will follow-up at least 50% of patients after discharge from hospital
- We will have opened the first London Pathway 'sanctuary' by 2015 and other sanctuaries will be in construction
- By 2015 we will routinely be involved with A&E to ensure at least 50% of homeless patients not admitted are connected to relevant community services
- By 2013 robust evidence of the appropriateness of the 'housing first' model will have been published and disseminated widely
- By 2015 we will have trained at least 30 formerly homeless people to work as Care Navigators and many will be working in hospitals
- Standards for the first London Pathway style services for other excluded groups will be developed by 2014

Part 4

Aim 5: to build and maintain a strong organisation

The London Pathway does not want to become a large organisation providing direct services. Rather our ambition is to develop, prove, promote and share our approach and the standards that define it. We will accredit other practitioners or institutions who deliver London Pathway standard services. Usually our practitioners will be NHS employees, although we may need to become the employer of our Care Navigators. To deliver this strategic plan we need to build a small but appropriately staffed core organisation underpinned by a realistic business model that secures our financial position.

Objectives

- We will secure development finance to support delivery of the first two years of this plan
- We will develop and test our business model sufficient to convince new investors (NHS or philanthropic) that we deliver value for money and a strong return on investment
- We will agree an initial staff structure for the London Pathway organisation and regularly review it as we grow
- We will investigate and test options for the employment of London Pathway Care Navigators
- We will develop and agree a fund raising and marketing strategy
- We will develop a branded accreditation and support service for participating hospitals and other NHS institutions
- We will develop and implement relevant policies and procedures in line with best practice in charitable governance

Outcomes

- By the end of 2012 significant investment secured to guarantee solvency, including sufficient operating reserves to ensure London Pathway's ongoing existence, and support a core administrative operation
- By 2013 our business model will be generating sufficient revenues to fund at least 50% of our core operation
- Initial structure agreed in 2011 with subsequent at least annual reviews thereafter
- By 2014 London Pathway trained Care Navigators will have become established paid employees in our partner hospitals
- By the end of 2012 London Pathway will be a recognised brand synonymous with top quality healthcare for homeless people
- We will have inspected and accredited three hospital based London Pathway services by the end of 2013
- We will be a well-run charity demonstrated by unqualified audit reports



London Pathway
5th Floor East,
250 Euston Road
London NW1 2PG
www.londonpathway.org.uk

Company limited by guarantee, registered charity no: 1138741

For more information about our work contact our chief executive: alex.bax@londonpathway.org.uk

© London Pathway 2011