



Excellence in Health

Developing
our Strategic
Framework

www.glospect.nhs.uk

Introduction

The people of Gloucestershire deserve a Primary Care Trust that is ambitious in pursuit of excellence in health – making sure that services are sensitive to the needs of the individual, are accessible and are focused on encouraging and maintaining independence.

It is important to us that people’s experiences of the NHS meet their expectations. We must also ensure that as well as delivering high quality care and treatment, services represent value for money.

We have been working to develop a Strategic Framework for the next three years (2008/11), which captures these important principles. This Framework, which has also been referred to as the ‘NHS Offer,’ sets out our aims and objectives over this period and describes how we will invest our resources.

In developing the Strategic Framework, we were keen to involve local partners, our staff and the public in helping us to plan for the future and to make sure our plans are truly shaped by the people who use and care about local NHS services.

In setting out our plans we have taken the following into account:

- The health needs of the people of Gloucestershire
- The views of the people of Gloucestershire
- Targets and standards set nationally, which aim to improve care across the country, not just in Gloucestershire.

We also have to consider how much money we have available for services, the need to provide safe services so we don’t put patients at risk and what buildings (facilities) we have to provide care.

This document sets out how we aim to improve services for local people taking these things into account.

Involving you

In September 2007, we arranged a series of workshop style meetings (called ‘Offer Conversations’) for local partners, patient representatives and our staff.

These workshops helped us to make sure that our views on priorities were consistent with local needs and expectations. They also helped us to develop ideas about how best to meet, and wherever possible, exceed national and local targets for the benefit of our patients.

At the same time we launched an on-line questionnaire which was widely advertised through the media, our website and in letters to local partners.

Over 500 people had given their views by December 2007, including representatives from service user and carer groups.

Three themes were used to help guide our conversations. These were:

- Improved access and safer services
- Care closer to home (Right services, Right place) and;
- Improving health, well-being and creating equality in life expectancy.

The following key findings reflect what we heard:

Improved access and safer services

- Quality and safety issues, a choice of providers and advice from GP were the most influential factors when making choices re non urgent surgery
- Top 3 priorities for increased investment by the PCT:
 - Joint replacement (max 8 week wait)
 - Access to therapy services (max 2 week wait)
 - Cataract surgery (max 4 week wait).

Care closer to home (Right services, Right place)

- One named professional to coordinate services across health and social care would achieve the biggest impact for people with long term conditions
- Mental illness: A greater share of spending should be directed towards prevention and early intervention
- There was support for greater investment in 24/7 district/community nursing
- Preference for location of end of life care (top 3):
 - At home
 - In a hospice
 - In a community hospital
- Planned and regular respite and greater respect and recognition for being a carer would make the most positive difference to the lives of carers.

Improving health, well-being and creating equality in life expectancy

- Increasing physical activity and reducing mental stress are priorities
- There is a preference for the PCT to redistribute spending to reduce health inequalities across the county
- Two thirds of respondents were comfortable with the concept of access to non-urgent surgery only if service users can demonstrate an attempt to quit smoking
- Three quarters of respondents supported spending on helping people to make lifestyle changes rather than reliance upon increased prescribing to reduce cholesterol
- Tackling alcohol and drug misuse, improving diet and increasing levels of physical activity are priorities for improving the health and well-being of young people.

Other priorities for increased investment identified by people taking part in the 'Offer' conversation included:

- Access to NHS dentistry and orthodontics
- Reduced waiting times for hearing aid repairs.

What's been happening nationally?

NHS 'Next Stage' Review led by Professor Lord Darzi

In 2007, the Department of Health launched the NHS 'Next Stage' Review: 'Our NHS, Our Future'.

The review, led by Professor Lord Darzi of Denham, aims to take stock of progress in improving the quality of care in recent years and to make proposals for the future.

The 'Next Stage' Review is not expected to produce its final recommendations until June 2008 and the proposals outlined in our Strategic Framework will need to be looked at again in light of the national recommendations.

However, Lord Darzi has already produced a first (interim) report in October 2007, which set out the main themes of the review. These are that care should be:

FAIR

available to all equally, taking full account of personal circumstances and diversity.

PERSONALISED

personalised to the needs and wants of each individual, especially the most vulnerable and those in greatest need, providing access to services at the time and place of their choice.

EFFECTIVE

providing quality outcomes for patients (i.e. the results or benefits of treatment) that are among the best in the world.

SAFE

as safe as it possibly can be, giving patients and the public the confidence they need in the care they receive.

Immediate priorities highlighted in the interim report include improvements in access to primary care services (e.g. services provided in GP surgeries) and further steps to improve patient safety.

NHS Operating Framework

These priorities are reflected in the NHS Operating Framework, which sets out in more detail the national priorities for the NHS in the next financial year (i.e. 1 April 2008 to 31 March 2009).

The key national objectives include the following:

- Improving cleanliness and reducing hospital acquired infections
- Achieving a maximum 18 week wait from GP referral to hospital treatment and improving access to GP services
- Keeping adults and children well, improving their health and reducing inequalities (i.e. making sure that health services and opportunities for healthy living are available to all)
- Improving patient experience, staff satisfaction and engagement and;
- Preparing to respond in a state of emergency, such as an outbreak of pandemic flu.

The PCT is also committed to improving mental health services – in particular identifying and meeting the needs of service users at an early stage and responding quickly to those people reaching crisis point. We must also plan effectively for an ageing population by developing services for older people and carer support.

In developing this Strategic Framework, we have fully considered the NHS Operating Framework.

Improving Health in Gloucestershire

Health Improvement and Community Well-being Strategy for Gloucestershire

We are working closely with local partners in Gloucestershire to develop a 'Health Improvement and Community Well-being Strategy' for the county.

This strategy will aim to help tackle health inequalities (i.e. making sure that health services and opportunities for healthy living are available to all) and aims to achieve significant improvements in health and well-being over a 10 year period.

Health Improvement can only be achieved through carefully co-ordinated action by a wide variety of organisations, groups and individuals i.e. not just those with a clear health or social care label, such as GPs, hospital nurses and doctors and social workers.

Equally important are other agencies and groups involved in education, transport, urban and rural planning, housing, environmental health and policing. This includes voluntary and community organisations.

Key priority areas for improving health

In considering national and local priorities, including the NHS Offer 'conversations', the following is a summary of areas where the PCT propose to focus on in improving health for local people:

Three areas where we do well, but could do much better:

- Smoking cessation (helping people to give up smoking)
- Falls prevention (reducing the likelihood of older people falling, injuring themselves and often requiring hospital treatment)
- Health inequalities – more work on active ageing, keeping people warm and well, infant mortality (child death rates) and life expectancy.

Three areas where real change (a 'step' change) is needed:

- Alcohol misuse
- Obesity
- Realising the potential of our workforce – as advocates and by developing a healthy workplace.

Three areas where we need to do more work:

- Impact of climate change
- Understanding the impacts of demographic change
- Making the most of working in partnership.

Commitments for Improving Services in Gloucestershire

Three Themes

As described in the section called 'Involving You,' we have set out our commitments for the future around three themes, these are:

- Improved access and safer services
- Care closer to home (Right services, Right place)
- Improving health, well-being and creating equality in life expectancy.

The themes are designed to be in tune with national policy with an increased emphasis on improving health, preventing ill health and reducing health inequalities, development of more services in places that are closer to people's communities and homes and improvements in access to all services.

There is also a strong emphasis on patient safety and the developing themes from the current NHS 'Next Stage' Review (see the 'What's happening nationally' section).

Many of the commitments have come about from working with staff, partners and the public as part of the NHS Offer 'Conversations'.

Summary of commitments for improvement

Key: NP = National Priority; O = Offer; LP = Local Priority

Improved access and safer services

- Improve patient safety for people in Gloucestershire by investing in additional measures to ensure further reductions in Hospital Acquired Infections NP
- By the end of June 2008, achieve a maximum waiting time of 18 weeks for 90% of people requiring an elective (planned) hospital admission NP
- By the end of March 2009, reduce waiting times for children waiting for community therapy services (Physiotherapy, Occupational Therapy, Speech and Language Therapy) to a maximum of 2 weeks Offer
- By the end of March 2009, reduce waiting times for Podiatry, and all therapy services provided in a community setting for adults to a maximum of 2 weeks Offer
- By the end of March 2009, reduce waiting times for joint replacements (hips and knees) to a maximum of 8 weeks Offer
- By the end of March 2009, reduce waiting times for cataracts to a maximum of 4 weeks and invest in treatments for Age Related Macular Degeneration (AMD) Offer
- Improve access to Dentistry in Gloucestershire by investing in additional capacity in the PCT's Dental Services and in General Dentistry Services (GDS) Offer
- Improve access to continence services across the county to achieve a standard of assessment and delivery of continence aids within 24 hours of referral Offer
- By the end of March 2009, reduce the waiting time for assessment for a wheelchair to a maximum of 2 weeks Offer
- By the end of March 2009, reduce the waiting time for assessment and fitting of hearing aids to a maximum of 4 weeks and ensure timely follow up appointments Offer
- Secure national targets for ambulance response times through further investment in local services NP
- Improve access to GP services through investment NP
- Invest in increased access to specialist cancer services, including PET Scanning (Position Emission Tomography – these scans together with CT scans help to increase knowledge about the size of tumours and how active they are) and review pathways across cancer services in Gloucestershire NP
- Maintain existing standards for access to cancer services and increase access to Breast and Bowel Screening in line with national targets NP
- Increase choice for people requiring planned care through the development in late 2008 of additional Independent Sector capacity in Gloucestershire NP
- Improve access to the Specialist Child and Adolescent Mental Health Service (CAMHS) to meet need and improve outcomes for children and young people. Improve access to Tiers 1, 2 and 3 CAMHS across Gloucestershire with an emphasis on early intervention and prevention NP + Offer
- Implement NICE (National Institute for Clinical Excellence) recommendations to ensure that people in Gloucestershire have access to a range of proven and new treatments and interventions NP
- Increase capacity in the Youth Offending Service to address gaps in service and to ensure equity of access across the county LP
- Invest in the extension of the national eligibility criteria for Continuing Health Care to allow more people to receive NHS funded care. NP

Care closer to home

- Improve services in the community for people with Long Term Conditions by providing a range of community based services, including specialist nursing services supporting people with Diabetes, Respiratory Disease, Wound Management, and other conditions LP
- Improve community based services supporting Older People with Mental Health needs by investing in Day Services, Liaison Nursing and a range of support for Carers LP
- Support more people to receive end of life care in the setting of their choice by improving community based services in partnership with specialist providers of end of life care Offer
- Develop a range of specialist services in Gloucestershire to enable people to receive care locally, rather than being referred out of county. Specific services: Acquired Brain Injury, Eating Disorders, Specialist Mental Health placements LP
- Continue to develop community based services to enable more people to receive care in community settings across Gloucestershire, avoiding the need for an emergency admission LP
- Improve Out of Hours services by ensuring improved availability of appropriately skilled staff based in community nursing teams (i.e. District Nurses), in Minor Injury Units and in Primary Care (GP) services across Gloucestershire. LP

Improving health, well-being and creating equality in life expectancy

- Improve access to primary care based Psychological Therapy Services across the county NP
- Improve community based services supporting Older People with Mental Health needs by investing in Day Services, Liaison Nursing and a range of support for Carers Offer + LP
- Improve access to a range of services for people with Mental Health needs, in particular Early Intervention services for adults, Crisis Resolution and a telephone helpline for people who self harm NP LP
- Invest in services to address the impacts and recurrence of alcohol abuse in adults and young people LP
- Improve Prison Health Services through additional investment in dentistry, treatment for drug addiction and psychiatry LP
- Additional investment in sexual health screening services for Chlamydia to allow the roll out of the programme focusing on hard to reach and at risk groups and communities NP
- Develop specialist services to address obesity in adults and young people across the county – including implementation of NICE (National Institute for Clinical Excellence) guidelines, supporting people in primary care settings NP + LP
- Provide free Nicotine Replacement Therapy to all potential quitters LP
- Develop a network of Health Trainers to work with people across Gloucestershire to improve their overall health LP
- Invest in schemes to support the prevention and to address the impacts of Domestic Violence, in partnership with other local organisations LP
- Improve falls prevention services, including providing free of charge monitors to support people who are at risk of falling LP
- Invest in 'telecare' for people across Gloucestershire, allowing people who are eligible to receive appropriate support free of charge LP
- Invest in a number of schemes to support Carers across Gloucestershire, consistent with the Carers' Strategy Offer
- Develop the PCT as an "Exemplar Employer" to attract and retain staff with the best skills and experience possible LP
- Improve public engagement and increase opportunities for local people to influence decision taking through the development of a network of community based facilitators drawn from the voluntary and non-statutory sector. In particular, focusing on hard to reach groups. NP + LP

Next Steps

Two feedback events will be held in January 2008 to give us an opportunity to present the commitments in this framework.

One meeting will be for people who have been involved in the 'Offer Conversations' and one will be for PCT staff and GPs.

The final version of the Strategic Framework will be presented to the PCT Board at the end of January 2008 for approval and then submission to NHS South West.

Published: January 2008.

For further copies, please telephone 0845 658 3807.