



**Oxfordshire
Clinical Commissioning Group**

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Dear colleague

Buckinghamshire, Oxfordshire & Berkshire West Sustainability and Transformation Plan

As you may be aware, proposals are being developed to improve health and care in Buckinghamshire, Oxfordshire and Berkshire West to help our communities be the healthiest they can be, while making sure that services are affordable for years to come.

The Buckinghamshire, Oxfordshire and Berkshire West five-year Sustainability and Transformation Plan (STP) will set out the challenges and opportunities facing NHS and care services across the area. It will show how we will work together to improve health and wellbeing within the funds available. Our plan is one of 44 currently being developed across the country. The Buckinghamshire, Oxfordshire and Berkshire West (BOB) STP area includes seven Clinical Commissioning Groups (CCGs), six NHS Trusts and 14 local authorities.

Our proposals have taken into account the views people and organisations gave us during local engagement activities, such as '*Your Community, Your Care*' in Buckinghamshire, the '*Big Conversation*' in Oxfordshire and '*Call to Action*' events in Berkshire West. Similar activity will continue in communities and be led by local organisations.

To help describe our thinking about the challenges, priorities and opportunities, we have developed a summary document, which I have attached to this letter.

This document is also available online <http://www.wokinghamccg.nhs.uk/publications-policies>. It is still a draft and will be developed further in the New Year.

Although the STP covers a large area, the emphasis of the majority of proposals is on what can be achieved locally.

For example:

In Buckinghamshire, through plans we have been discussing with the public and partners across Buckinghamshire for some time (most recently through our 'Your Community, Your Care' engagement activities), to prevent ill health and offer people better, more joined-up care closer to home:

- trying new ways of working with people to help them stay healthy and to manage their own health conditions better
- working with our communities, public sector partners and the voluntary sector to develop 'community hubs' in each area with the right mix of services to meet local people's needs
- offering a wider range of tests and treatment locally (such as x-rays or physiotherapy), and exploring the benefits of online consultations, so people only need to travel to hospital when absolutely necessary
- joint teams of GPs, nurses and other specialists supporting frail older people, care home residents or people with complex health needs, so that fewer people end up needing emergency care in hospital, or staying in hospital for lengthy periods.

In Oxfordshire, we embarked on 'The Big Health and Care Conversation' to ask for the public's views on how the best care can be delivered in the most effective way within available resources. Our ambition is to provide high quality care, good health outcomes and value for money for people living in the county. Oxfordshire's healthcare leaders, with doctors, nurses and patients' input, have been considering this feedback when developing options for how to make care clinically and financially sustainable for the future, across the following services:

- Maternity and children's services
- Learning disability, mental health and autism services
- Specialist advice and diagnostics (outpatient services and planned operations)
- Urgent care
- Primary care

A first phase public consultation on critical care, stroke care, reducing hospital admissions, and maternity services is scheduled to begin in early 2017.

In Berkshire West, the focus continues to be on strengthening partnership working through the Berkshire West 10 Integration Programme, a project which integrates services provided by health and social care, and the Berkshire West Accountable Care System initiative, which aims to encourage closer working between CCGs and NHS Trusts to improve services for patients. Both programmes are beginning to demonstrate the possible benefits provided by greater collaboration.

Delivering on the ambitions outlined in our Sustainability and Transformation Plan cannot be done by NHS and social care organisations alone. We need everyone to get involved. Achieving real change relies on everyone taking responsibility for their own health and wellbeing - health and care professionals, individuals, voluntary and community sector, patient groups and organisations within our communities which already make a big difference to people's lives.

As the STP is developed and discussed, we will be actively seeking your views and expertise as we work together to develop and implement it.

Yours sincerely

A handwritten signature in blue ink that reads "David Smith". The signature is fluid and cursive, with the first name "David" and the last name "Smith" clearly legible.

David Smith
Sustainability and Transformation Plan Lead
Buckinghamshire, Oxfordshire and Berkshire West &
Chief Executive, Oxfordshire Clinical Commissioning Group

Att



The Buckinghamshire, Oxfordshire and Berkshire West
Sustainability and Transformation Plan



2016



What is the Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan?

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The Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan (STP) is one of 44 local plans being developed across England, which will set out how affordable, good quality health and social care will be provided in the future.

The vision for the NHS is clearly set out in a national document called the Five Year Forward View (www.england.nhs.uk/ourwork/futurenhs) and our STP will show how we will deliver this locally.

The Five Year Forward View vision will be achieved by everyone who has a stake in health and care adapting what they do, how they think, and how they act – at both local and national levels.

As part of this, there is a growing consensus that one of the most powerful ways to achieve change is through local health and care services working together - across entire communities and pathways of care - to find ways to close the gaps between where we are now, and where we need to be in the future.

However, this is no easy task and the Buckinghamshire, Oxfordshire and Berkshire West STP is still at the very early stages of development. We have a draft plan which we submitted to NHS England at the end of October 2016 as required, and we anticipate making significant improvements to that plan over the next couple of months.

This is a summary of the main issues we will address in our STP, which covers a population of 1.8 million and has a budget of £2.5 billion. The seven NHS clinical commissioning groups who buy and pay for NHS services, the six NHS trusts who provide health and some care services, and the 14 local authorities who buy social care services, have worked, and will continue to work together to improve people's health, provide better health and care services and improve efficiency.



There are a number of challenges facing the NHS that require us to change and modernise the way in which we provide local health and care services to ensure local communities are the healthiest they can be.

There have been some big improvements in health and social care in Buckinghamshire, Oxfordshire and Berkshire West in the last ten years. People with cancer and heart conditions are experiencing better care and living longer, and people are more satisfied with their health and care services. For example, we have some of the best quality and highly regarded general practice services in the country. However, our population is growing rapidly, people's needs are changing, new treatments and technologies are being developed, the quality of care is sometimes variable, and we can do more to prevent illness. Our ambition is to be the best in everything that we do.

Over the next five years, we face the following particular challenges across our area:

- Significant increases in population due to new housing growth
- Pockets of deprivation where communities are not as healthy as they could be
- An increase in demand for services, especially for frail older people who often have more than one health and care need
- Difficulty in recruiting and retaining staff due to the high cost of living, which leads to inconsistent levels of care and unsustainable services
- Ageing NHS buildings which are not fit for modern use
- Variable access to some specialised services and other treatments
- People having to travel out of our area for specialised mental health care.

More money has been provided for the NHS, but we still estimate a gap of around £480 million in the next four years if we do nothing to help people stay healthy and modernise our services. We need to find new and better ways to meet the health and care needs of local people and do things more efficiently. This does not mean doing less for people or reducing the quality of care, but we have to provide services differently in the right place at the right time at the right cost.



We can only make improvements if we all work together. This means patients, their carers, our staff, hospitals, local councils, the NHS, universities, and a range of other organisations working in the public, private and voluntary sectors, all joining together to agree a plan to improve local health and care services in Buckinghamshire, Oxfordshire and Berkshire West.

Our plan has been developed using your feedback from local engagement activities, such as 'Your Community, Your Care' in Buckinghamshire, the 'Big Conversation' in Oxfordshire and 'Call to Action' events in Berkshire West. This engagement will continue and take place in local communities and be led by local organisations.

We have also used feedback and insights from our clinicians and staff. The Oxford Academic Health Sciences Network, which is a local partnership of NHS organisations, universities and life science companies responsible for improving health and prosperity across the region, plays an important role in helping us to work together to improve and modernise treatment and care, as well as helping our region become a better place to live and work.



Our ambition is to make sure that everyone in Buckinghamshire, Oxfordshire and Berkshire West has access to high quality health and care, regardless of where they live or which service they use.

Care should flow seamlessly from one service to the next so people don't have to tell their story twice to the various people caring for them, and health professionals should be working on a shared plan for each patient's care. Health and care services should also be available when people need it. We want these services to be available closer to home – a stay in hospital should be less frequent because health and care professionals are offering care and treatment at home, or in local clinics.

We have a number of priority areas where we know that by working together we can make a greater difference for patients in terms of improving their health and ensuring they have access to high quality, cost effective care. These priorities are:

- Improving the wellbeing of local people by helping them to stay healthy, manage their own care and identify health problems earlier
- Organising urgent and emergency care so that people are directed to the right services for treatment, such as the local pharmacy or a hospital accident and emergency department for more serious and life threatening illnesses
- Improving hospital services, for example making sure that maternity services can cope with the expected rise in births
- Enhancing the range of specialised services, such as cancer, and supporting Oxford University Hospitals NHS Foundation Trust as a centre of excellence to provide more expert services in the region
- Developing mental health services, including low and medium secure services, more specialised services for children and teenagers, and improving care for military veterans and services for mums and babies
- Integrating health and care services by bringing together health and social care staff in neighbourhoods to organise treatment and care for patients
- Working with general practice to make sure it is central to delivering and developing new ways of providing services in local areas
- Ensuring that the amount of money spent on management and administration is kept to a minimum so that more money can be invested in health and care services for local communities
- Developing our workforce, improving recruitment and increasing staff retention by developing new roles for proposed service models
- Using new technology so patients and their carers can access their medical record online and are supported to take greater responsibility for their health.

As we implement these plans over the next five years we aim to deliver the following benefits to our population:

- People will be able to get an appointment with their doctor at a convenient time
- Specialist and family doctors, community nurses, occupational therapists, physiotherapists, social workers, psychiatric nurses, psychiatrists and pharmacists will offer treatment and care in teams who work together in local neighbourhoods around the needs of patients
- Fewer people who need specialised mental health services will have to be cared for a long way from their home, families and friends
- Patients will only have to share their medical history, allergies and medication details once, regardless of whether they are in a hospital accident and emergency department or a GP surgery, and they will be able to access their medical record online
- For patients with diabetes, heart or breathing problems, technology will be able to monitor things, such as blood pressure, remotely, alerting the doctor to any problems
- As taxpayers, people can be assured that care is provided in an efficient and cost effective way.



Our STP is currently a draft plan under development and we will have an updated version to share by February 2017. Local public engagement events will continue and will be promoted via each partner organisation's website and other communication channels.

Please share your views at these events and if you have any questions or comments, please email:

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Berkshire West queries: ppiteam.berkshirewest@nhs.net

Buckinghamshire queries: ccgcomms@buckscc.gov.uk

