



Investing in Health for Worcestershire

A five year draft strategy: 2008 to 2013

Public friendly version for consultation

May 2009



1 Introduction

What is Worcestershire Primary Care Trust and what does it do?



Paul Bates
Chief Executive

Worcestershire Primary Care Trust is responsible for planning and arranging health care for over half a million people. In each of the next few years the PCT will have over £800 million of tax-payers money available to fund health improvement measures and the provision of health services. It is determined to help people in Worcestershire live longer and have a better quality of life.

The main functions of the PCT are to:

- Promote healthy lifestyles and improve the health of the population;
- Reduce health inequalities;
- Commission (buy and arrange) hospital, community, mental health and learning disability services. These services are commissioned from a range of NHS, private, independent and voluntary organisations both within and outside Worcestershire. The PCT works closely with Worcestershire County Council and commissions jointly many of the services needed by people in Worcestershire;
- Work with general practitioners (GPs) to develop primary care and to support GPs who wish to exercise a more local influence on the commissioning of services for their patients.

Our work involves arranging a massive range of services. This Strategic Plan can in no way cover all of them but merely seeks to highlight what we think are the main priorities for improvement over the next five years. There are undoubtedly some difficult financial times around the corner and we need to be sure that the health services we choose to arrange are the most appropriate and effective that we can buy on behalf of Worcestershire people. The initiatives that we outline in this Strategy are ambitious and challenging and highlight the areas that we would like to improve over the next five years.

From 1st June 2009 we are also changing our name to **NHS Worcestershire**. This is not something that we plan to spend any money on but we feel that it will better reflect our role as being responsible for arranging all of the healthcare for Worcestershire people.

We have been working on the development of this Strategic Plan for over two years now and have already considered lots of feedback from patients, the public and our stakeholders. The purpose of this summary document is to invite some further comments on what we are identifying as being important to Worcestershire that we can include in our final 5 year plan that we will finalise this summer.

2 Strategic Plan

What is the plan for?

What parts of our work does it cover?

How has the plan been developed to date?

What is our proposed vision?

What core values will be important to us?

A key part of our work to become a 'world class' commissioner of services has been the development of a 5 Year Strategic Plan. The full version is more than 150 pages long and is available on request.

It describes in more detail our strategy and goals for the next five years, outlining some of the particular areas we plan to target in order to deliver improvements. The Strategic Plan also sets out the information that we have that details the health needs of the people of Worcestershire and a series of targets and outcomes by which the PCT can be judged.

The PCT has a responsibility to plan and arrange health care and that involves a very broad range of services. This strategy cannot address them all but does seek to outline our main priorities for investment over the next five years.

This summary version of the Strategic Plan is designed to provide a broad summary of that work, an explanation of the priority areas we have selected and some of the initiatives that will be pursued.

2.1 Consultation to date

A number of initiatives have contributed to the development of the draft 5 Year Strategic Plan up to this point. Since the PCT was formed in October 2006 consulting with stakeholders and involving local people so that their views could be considered have been very important priorities. Exercises such as the 'Emerging Issues' document that was issued last summer have outlined how the PCT was planning to improve health services and these initiatives have generated feedback that has contributed to this plan.

The first draft of the Strategic Plan was developed towards the end of 2008 and partners and stakeholders were asked to provide their views on the content. This feedback has also been taken into account when developing this latest version.

2.2 Vision

Our Vision is of a County where people live longer and live better, have the support they need to adopt healthy lifestyles and have a choice of high quality services which are delivered as close to home as possible.

2.3 Our core values

We have adopted a set of core values to reflect the results of the work with local stakeholders, and to uphold the national values of the NHS. The PCT setup a programme of consultation with our staff that resulted in the following core values being adopted:

- **Everyone Counts** – services which are based on needs assessments and arranged for the benefit of the whole community;
- **Commitment to Quality** – an organisation that is patient-focused and insists on high quality care and services;
- **Improving Lives** – valuing excellence and professionalism in the everyday things that will improve the health and well-being of the people of Worcestershire;
- **Working Together** – an environment where organisational boundaries and roles do not stand in the way of what is best for local communities;
- **Respect** – valuing people as individuals and respecting their dignity.

3 Strategic Priorities

What priorities for investment have we identified?
What is the goal of investing additional resources in that area?

What initiatives are planned to deliver improvements in the priority areas?

We have identified seven Strategic Priorities that the PCT considers to be areas that are particularly important to Worcestershire. This does not mean that other areas will be neglected but is more a statement of intent to make specific and targeted improvements in particular areas.

Each of the areas chosen also has a goal. The seven strategic priorities that have currently been selected are:

Strategic Priority		Goal
1	Staying Healthy	To improve health and well-being overall, and close the gap between the health of the worst-off and best-off in Worcestershire.
2	Maternity Services	To transform services to improve choice, quality of care and the range of services for women and infants to improve health outcomes.
3	Children and Young People	To improve the mental and physical health and healthcare of Children and Young People.
4	Adult Mental Health and Well-being	To promote mental health and wellbeing through timely access to talking therapies, development of comprehensive dementia services and improvements to existing services.
5	Long Term Conditions	To improve the management, experience and outcomes of patients' with long term conditions, focusing especially on patients with cardiac disease, cancer, Chronic Obstructive Pulmonary Disorder (COPD), diabetes and stroke.
6	Falls Prevention	To reduce deaths and disability related to falls, adding life to years, and reducing emergency admissions in older people.
7	End of Life Care	To give people a choice of end of life care and improve the quality of care for of adult patients with less than one year to live, including allowing more people to die in their own homes.

Each goal has a series of performance indicators and targets that are listed in the full version of this Strategic Plan.

Each of the Strategic Priority areas also has an investment plan and in some cases an assumption that this investment will also enable the PCT to achieve some savings. This is particularly relevant for those areas that enable us to invest in helping people live healthier lifestyles now and preventing future costs of illnesses and poor health.

3.1 Initiatives

The Strategic Plan includes details of how the PCT plans to reconfigure services and to pursue various initiatives that will assist in achieving progress in the Strategic Priority area.

Staying Healthy

Goal: To improve health and well-being overall, and close the gap between the health of the worst-off and best-off in Worcestershire.	
Initiatives	
Leadership for health	<p>We will work with partner organisations and local elected members to enable them to make a full and active contribution to Staying Healthy, including through three discrete projects:</p> <ul style="list-style-type: none"> ● The Worcestershire Partnership Health Improvement Fund; ● The County Council 'One Council' Health Improvement Programme; ● The County Council Community Leadership for Health Programme.
Healthy lifestyle services	<ul style="list-style-type: none"> ● We will develop evidence based healthy lifestyle services to support healthy choices, focusing on the most disadvantaged groups: smoking cessation services, adult weight management services and pathway, Health Trainers, and alcohol brief interventions; ● We will maintain and expand, in partnership with other organisations, a series of countywide healthy lifestyles projects which have already demonstrated a positive impact: Sports Partnership, Worcestershire Walking Network, Exercise on Recommendation scheme, Worcestershire Integrated Neighbourhood Network, Healthy Schools, Tobacco Control Alliance, HeartSmart Homes; ● We will implement the national programme of health checks for 40-74 year olds and signpost those with lifestyle risk factors for vascular disease to healthy lifestyle services.
Health Information	<p>We will develop a portfolio of health information which is available and promoted to the public in a language they can understand.</p>
Training for staff	<p>We will develop a package of training and opportunities for staff from the PCT and the County Council and other employers to help them take care of their own health, and to provide advice to clients to promote healthier lifestyles.</p>

Maternity Services

Goal: To transform services to improve choice, quality of care and the range of services for women and infants to improve health outcomes

Initiatives

Pre-conception care	We will ensure that women who have pregnancy risk factors due to medical or genetic conditions receive the appropriate advice and counselling prior to conception.
Healthy Pregnancies	We will ensure that pregnant women are given advice and support to quit smoking and maintain a healthy lifestyle.
Choice of care	We will ensure that women are offered a choice of place of birth and mode of delivery, and that normal childbirth is actively promoted by: <ul style="list-style-type: none">● Improving consultant led services (with higher midwifery staffing levels) to ensure that there is adequate expertise, capacity and facilities for obstetric care, including transfer to intensive care;● Performing clinical interventions only when there are expected benefits for mother or baby;● Supporting women who chose to labour without drugs interventions;● Offering midwife led birth in a midwife led unit.
Antenatal and postnatal screening	We will offer a comprehensive range of ante-natal and neonatal screening services, in line with national guidance, to detect maternal, foetal and infant problems at an early stage.

Children & Young People

Goal: To improve the mental and physical health and healthcare of children and young people.

Initiatives

<p>Breast feeding</p>	<ul style="list-style-type: none"> ● We will implement UNICEF Baby Friendly Initiative standards across the health economy (maternity, community and training services) to ensure that breast feeding is promoted and supported as a routine part of ante-natal, birth and post-natal care. ● We will roll out a countywide breastfeeding peer support programme targeted at our deprived communities. ● We will develop a local breastfeeding friendly standard for public and private sector employers to promote and support breastfeeding for staff and all customers/clients. ● We will remodel and recommission health visiting services to focus on promotion and maintenance of breast feeding.
<p>Childhood obesity</p>	<ul style="list-style-type: none"> ● We will implement our multi-agency Childhood Obesity Strategy. ● We will remodel and recommission school nursing services to focus on prevention and assessment and management of childhood obesity. ● We will develop a childhood weight management pathway and services.
<p>Child and Adolescent Mental Health Services (CAMHs)</p>	<ul style="list-style-type: none"> ● We will review and improve CAMHs services to ensure a full range of high quality services are available, including services for children with learning disabilities and transition services for 16-19 year olds, and including urgent and emergency CAMHs services for children with the full range of mental and emotional health problems.
<p>Sexual health and teenage pregnancy</p>	<ul style="list-style-type: none"> ● We will expand sexual and reproductive health services across a variety of settings. ● We will increase coverage of the Chlamydia screening programme.
<p>Children with disabilities</p>	<ul style="list-style-type: none"> ● We will improve local services for children with disabilities.

Adult Mental Health and Well-being

Goal: To promote mental health and wellbeing through timely access to talking therapies, development of comprehensive dementia services and improvements to existing services.

Initiatives

Dementia Care	<ul style="list-style-type: none"> ● We will develop and implement a multi-agency dementia strategy for Worcestershire to improve diagnosis, early intervention and management of dementia with joint health and social care investment.
Joint commissioning for service redesign and improvement	<p>We will:</p> <ul style="list-style-type: none"> ● Expand access to psychological therapies for adults with mild to moderate anxiety; ● Ensure provision of evidence based and accessible community mental health services and extend services to older adults where they are able to benefit; ● Expand and improve perinatal psychiatry services to ensure that they are equitable across the County; ● Review services for patients with Asperger's syndrome in light of local needs; ● Review eating disorder services; ● Ensure equitable access to mainstream health services for mental health service users and people with learning disabilities; ● Establish a psychiatric liaison service to provide assessment and management of people with mental health needs presenting at Worcestershire Acute Hospitals NHS Trust.
Support for carers	<p>We will commission more effective support for carers including information, advice and respite.</p>

Long Term Conditions

Goal: To improve the management, experience and outcomes of patients' with long term conditions, focusing especially on patients with cardiac disease, cancer, Chronic Obstructive Pulmonary Disorder (COPD), diabetes and stroke.

Initiatives	
<p>Early Detection</p>	<ul style="list-style-type: none"> ● We will implement the bowel cancer screening programme and maintain and where necessary improve the quality and/ or coverage of the breast and cervical cancer and the diabetic retinopathy screening programmes. ● We will raise awareness of stroke and its symptoms and ensure prompt access to appropriate treatment. ● We will raise awareness of lung health and the symptoms of COPD, signposting those at risk and increasing access to diagnostic services.
<p>Self Management & Self care</p>	<ul style="list-style-type: none"> ● We will provide education and advice to people with long term conditions to help them self care and manage their condition, including enhancing the skills of GPs and practice nurses, using self management education programmes, particularly the Expert Patients Programme and diabetes, COPD and stroke specific structured education courses. ● We will develop a range of disease specific information which supports the agreed care pathway. ● We will offer everyone with a long term condition a personalised care plan to enable them to contribute to and participate in decisions about their care and the management of their condition. ● We will invest in a range of equipment to enable people to remain as independent as possible.
<p>Co-ordinated & personalised care</p>	<ul style="list-style-type: none"> ● We will develop and commission care based on evidence based care pathways which deliver care closer to home, improve integration between services, and ensure equity of access to services across the county. ● We will focus on cardiac disease, COPD, diabetes, stroke and long term neurological conditions. ● We will commission an integrated community based nursing service, which is flexible to patients' changing needs and accessible 24/7. ● We will provide case managers to support patients with the most complex clinical conditions, ensuring their care is coordinated, planned in advance and delivered at home wherever possible. ● We will commission a range of alternatives to hospital admission and co-ordinate access to these services via a single point of access. ● We will commission an expanded range of rehabilitation services delivered in the community, including intermediate care, cardiac, stroke and pulmonary rehabilitation.

Long Term Conditions (continued)

Co-ordinated & personalised care (Cont.)	<ul style="list-style-type: none"> ● We will offer frail, dependent patients a multidisciplinary assessment and rehabilitation programme prior to consideration of long-term care placement. ● We will increase access to Psychological therapies for patients with Long term conditions, supporting them to live with a long term condition and improve their quality of life. ● We will develop IT infrastructure to ensure timely flow of information between services to ensure a seamless care pathway.
Access to drugs and technologies	<ul style="list-style-type: none"> ● We will ensure compliance with national guidance on access to new drugs and technologies. ● We will develop local primary PCI and stroke thrombolysis services to improve management of acute myocardial infarction and stroke. ● We will invest in local radiotherapy services so that cancer patients do not have to travel long distances.
Support for carers	<ul style="list-style-type: none"> ● We will give people a choice of end of life care and improve the quality of care of patients with less than one year to live, allowing more people to die in their own homes.

Falls Prevention

Goal: To reduce deaths and disability related to falls, adding life to years, and reducing emergency admissions in older people.	
Initiatives	
Implement falls prevention services	We will develop a robust falls pathway that maximizes case finding and ensures appropriate management for patients at low, medium and high risk of falls.
Establish a robust falls pathway across the country	We will: <ul style="list-style-type: none"> ● Develop a falls coordinator led service to deliver falls prevention training to health and care home staff; ● Increase opportunities for older people to access falls specific exercise programs within the community by engaging people from health & the leisure and voluntary agencies to offer postural stability instruction (PSI).
Fractured neck of femur care	We will: <ul style="list-style-type: none"> ● Develop a Fractured neck of femur pathway across both acute hospital sites; ● Redesign hospital services received by patients who sustain a fractured hip to improve quality and speed of services, reducing the number of bed days spent in acute hospital as a result of a fracture neck of femur; ● Establish a specialist fractured neck of femur discharge team will be established which will allow for speedier discharge to patients' homes.

End of Life Care

Goal: To give people a choice of end of life care and improve the quality of care for adult patients with less than one year to live, including allowing more people to die in their own homes.

Initiatives	
Palliative care close to home	<ul style="list-style-type: none">● We will develop and implement an End of Life Strategy with provision to support patients to die at a place of their choosing.● We will develop and commission an integrated community based model of palliative care based on the Liverpool Care pathway.● We will extend the lymphoedema service.
Specialist palliative care	<ul style="list-style-type: none">● We will expand provision of hospice beds and work towards equity across the county.
Children's palliative care	<ul style="list-style-type: none">● We will develop palliative care services for children and young people.
Support for carers	<ul style="list-style-type: none">● We will provide information, advice and support for carers to help them cope before, during and after the death of a loved one, including expansion of the bereavement service.

4 Financial resources

What budget does the PCT have available?
How is this broken down into the various areas?

Worcestershire PCT has a total budget of £805.475 million available in 2009/10.

Detailed information regarding this is available in the full version of the draft Strategic plan but to summarise this is broken down:

Planned Expenditure	2009/10 Budget
Healthcare in hospitals	£436,243,000
Healthcare in the community	£124,755,000
Drugs and medicines prescribed by GPs	£92,646,000
GP and Dentistry services	£97,735,000
Public health	£7,539,000
PCT Management and other costs	£15,644,000
Earmarked reserves and developments	£25,913,000
Planned surplus	£5,000,000
Total Budget	£805,475,000

5 Timescale & Consultation

What timescale are we working to?

How do I submit comments and what is the deadline?

What are some important questions to consider?

How can you have a say?

The PCT is working towards having a final document signed off that can be submitted later this year as part of our World Class Commissioning assurance process. This is a tool that the Department of Health are using to assess how effective we are at choosing the right services for the people who live in our area and will be used to help us identify areas within which we can become more effective.

This summary version of the Strategic Plan has been developed to invite comment from the public on how our plans can be improved and further developed. The deadline for comments to be received that can be included in the next version of the Strategic Plan is **24th July 2009**.

- Does the PCT's vision accurately reflect what we should be aiming for?
- Will the core values that have been identified have a positive impact on healthcare for patients and members of the public?
- Are there any other values that should be on this list?
- Are the Strategic Priority areas right for Worcestershire?
- What other large service areas could be considered for additional improvement?
- Will the proposed initiatives deliver the planned improvements?
- What other initiatives could make an impact?
- What else should the PCT be planning to improve healthcare in Worcestershire?

Comments and feedback can either be submitted:

By email to:

pct.communications@worcspct.nhs.uk

By post to:

**Worcestershire PCT,
Wildwood, Spetchley Road,
Worcester WR5 2LG**

The consultation finishes on 24th July 2009.

If you need this document in other formats or languages, please telephone 01905 760020 or email pct.communications@worcspct.nhs.uk

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