

Paper For Information
 Select Committee on Partnership

Winter Planning

Introduction

1. The committee has now been attended by (a) Jackie Haynes, Chief Exec. Buckinghamshire Health Authority (BHA) and (b) David Beckett, Strategy Development Manager, Partnerships & Planning of BHA, and by Jenny Hunt, Chief Officer, Aylesbury Vale CHC. The committee has therefore had a fairly comprehensive exposure to the NHS perspective on winter planning.
2. Given these facts, and the fact that the Vale of Aylesbury Primary Care Trust (PCT) comes into operation on 1 April 2001, I felt it would be useful to give the committee a briefing on the PCT and then (a shorter) briefing on two mid-Bucks experiences and lessons learnt from winter planning.

Purpose

3. The purpose of this short paper is to ...
 - a. Brief the committee on the new Vale of Aylesbury PCT and
 - b. Outline the experiences and lessons learnt, by the two mid-Bucks Primary Care Groups (PCGs), from the 2000/2001 winter planning process.

Vale of Aylesbury PCT

4. **Merging three NHS organisations** : the PCT represents a coming together of...
 - a. Ridgeway PCG
 - b. Aylesbury Vale PCG
 TOTAL 26 practices (independent contractors)
 Approx. 460 staff (GPs, nurses, receptionists, etc)
 - c. Community services from Aylesbury Vale Community Trust ¹
 TOTAL approx. 600 staff
5. **Population covered** : approx. 193,000 people. Note : this includes the population in the Thame and Chinnor areas (Oxfordshire residents).

¹ The transferred services include (a) community nurses (b) palliative care (c) child and family (d) health (e) Rehabilitation & Care (f) community dentistry (g) Thame & Buckingham community hospitals. They do not include mental health and learning disabilities.

6. **Budget** : approx £100 million.
- 7, **Governance arrangements** : the PCT will have the following governance structure ...
- a) **Board**, whose membership and purpose are ...
- (1) Six lay people (appointed by the Secretary of State)
 - (2) Five NHS professionals
 - Three clinical professionals
 - PCT Chief Executive and Director of Finance
 - (3) Purpose of the Board : to act as the guardians of the public interest.
- b) **Clinical Executive committee**, whose membership and purpose are ...
- (1) Five GPs
 - (2) Three nurses (including the Director of Nursing)
 - (3) One 'other health professional' e.g. therapist
 - (4) One social services representative
 - (5) One public health consultant
 - (6) Chief Executive
 - (7) Director of Finance
 - (8) Purpose ; to act as the "engine room" of the PCT ie, to formulate plans, devise strategies, oversee commissioning, oversee primary care development, oversee health improvement, etc.
- c) **Management team** : a relatively small team whose purpose is to manage the PCT day-to-day, to prepare plans for the Clinical Executive and Board and to implement their decisions.
8. **Overall purpose of the PCT** : like PCGs the overall purpose of the PCT is to ...
- a. Improve health and tackle inequality
 - b. Develop primary (and community) care
 - c. Commission hospital services
 - d. Deliver the NHS plan

Winter planning : progress this year

9. **Winter planning structures**
- a) **Top Level** : a country-wide committee which now (since the advent of PCGs) meets infrequently.
- b) **Mid-Bucks** : winter planning committee
- (1) Purpose : to plan, coordinate and share information
 - (2) Meets : monthly
 - (3) **Membership** :
 - PCG(s)
 - Social Services
 - Community Trust
 - Stoke Mandeville
 - Intermediate care
 - Health Authority
 - Ambulance service

- (4) Funding : the PCGs have allocated £140,000 for short term residential care placements
- c) **Delayed Discharge Group**
- (1) Purpose : to plan and coordinate the work necessary to avoid bed-blocking and promote appropriate discharges
 - (2) Meets : monthly
 - (3) Membership
 - Social services
 - Stoke Mandeville
 - PCG/Community Trust
 - Health Authority
10. **Winter Planning** : outcome ...
- a Less 'problems' in 2000/01 than in 1999/2000.
 - b But, Stoke Mandeville has been on "red alert" nearly every working day in January and February so far.
 - c These 'emergency pressures' have had a severe impact on elective surgery/waiting lists

Winter Planning : lessons learnt ...

- 11. **Year round planning** : we should not focus on 'winter' only but on emergency admissions year round.
- 12. **Growing partnership** : the triangular relationship between (a) the PCGs/community trust (b) Social Services and (c) Stoke Mandeville is stronger than ever.
- 13. **Intermediate care** : our jointly funded intermediate care project is highly successful

Health and Social Care : issues for the future

- 14. **Resources** : both health and social services are operating in an environment in which...
 - a. **Raised expectations** : expectations are rising both generally and specifically
 - b. **Ageing population** : self explanatory
 - c. **Technology** increasingly sophisticated (and expensive) technical advances
 - d. **NHS plan/badged money** : more and more of our resources are hypothecated to one or other element of the NHS plan.
 - e. **Financial strain** : the difficulty of finding money for 'basic' services
- 15. **Joint Commissioning** : health and social services have, as yet made little progress on developing joint commissioning for mental health and learning disability services.
- 16. **Attached social workers** : from the NHS point of view we have a very successful "attached social worker project" coovering the two practices in Princes Risborough. We would like to review this project and extend it.

Conclusion

17. Social services and health have made much progress in working together and tackling winter pressures and related issues.
18. There is, however, much still to do.

Shaun Brogan
Chief Executive
Ridgeway PCG and
Chief Executive designate Vale of Aylesbury PCT

15th February 2001