

Chief Executive of Bucks Health Authority: Jackie Haynes
Partnership Select Committee – 9 February 2001

Purchasing Arrangements

- In relation to a question on the best purchasing arrangements, Jackie Haynes reported that the ideal form of purchasing was 'spot purchasing' to find the placement that would meet each individual's requirements. However, this was not always possible or practical. She then referred to an example where 'block purchasing' was the best solution; 13 patients were being moved from Stoke Mandeville Hospital to a new nursing home run by Trinity Care. It was important to maintain the integrity of the group and the Health Authority had a contract with the home for a period of 5 years to ensure that they would be able to remain there on a permanent basis.

Prevention

- If there were no beds available in homes this would obviously lead to delayed discharge. However, it was important that the patient remained in hospital if they were unable to receive adequate support at home. The Health Authority were undertaking a number of initiatives to prevent older people entering hospital in the first place; once older people entered hospital this often resulted in a greater level of dependency. For example, GP's in Wendover were successfully managing older people in the community to prevent them needing to enter hospital. The Health Authority was also working with 'Elderly Persons Intermediate Care' Scheme (EPIC). Prevention was the most effective way of using resources and providing a better quality of life.

Research

- Jackie Haynes agreed to provide information to the Committee on research undertaken by the Public Health Research Unit in Oxford and an evidence based piece of work undertaken by Registrars on whether prevention improved quality of life and saved costs.

Partnerships

- Jackie Haynes expressed the importance of partnership working, particularly in two areas:-
 - reducing the inequalities of health by working with partners in the areas of transport, planning permission, local economy, housing and environment. It was important to work with other public sector organisations to provide an affordable environment to encourage people to live and work in Buckinghamshire. The main problems were:-
 - recruitment and retention of staff and national economic pressures;
 - the cost of land and property in Buckinghamshire which meant that there were fewer private providers of home/nursing home care in the local area

- improving the delivery of services. There was a good working relationship at senior level and with frontline staff. The main pressures were usually felt by middle management who had to reconcile the needs of the clients and the resources available. Strategies needed to be developed in the joint provision/commissioning of services and it was noted that in particular a Joint Commissioning Board was being set up for Learning Disabilities which would be in place by the Autumn.
- It was important to develop good working relationships with the voluntary sector. However, this was often difficult because the voluntary sector often acted as the provider of services and therefore they could not act as an advocate.
- It was also important to involve the public in decision making. Jackie Haynes gave an example of using 'Citizen's Juries'. A Citizen's Jury had been set up by the Health Authority in relation to 'Managing Back Pain' which had been very successful but had been resource intensive.

Allocation of Resources/Planning

- The Chairman referred to the comment made by 'BACH' that it would have been useful for them to be involved in planning for winter pressures. Jackie Haynes reported that resources had been allocated by Government at very short notice and arrangements had to be made quickly to submit a 'Winter Plan' which had meant there had been no time to consult other organisations. Resources had also been allocated in an ad-hoc way throughout the year which had made it difficult to plan. It would be useful if the Government could allocate one pot of resources at the beginning of the year.