Towards a healthier future
A ten year vision for healthcare across NHS South Central

Progress towards achieving the vision - one year on

June 2009

Longer lives, healthier lives • Responding to the needs of local people • Best care available to all

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NHS South Central
Dear colleague,

In May 2008 the Strategic Health Authority published, on behalf of NHS South Central, a vision for healthcare for the region aimed at ensuring the NHS rises to meet the challenges the NHS is facing over the next decade. The vision – Towards a Healthier Future, set out 12 ambitions for the local NHS to achieve, all with the central aim of improving the quality of patient care in terms of outcome, patient experience and safety. The challenges the ambitions aim to address include an ageing population, rising expectations, and more expensive treatment and technology. Since the vision was published the global economic outlook has worsened and the need to stay ahead of these challenges grows even greater. The issues we face mean that those working at every level in healthcare need to plan ahead to ensure high quality care is available to all.

Following publication of the NHS South Central vision Lord Ara Darzi published the document entitled, High Quality Care for All, an enabling strategy for regional visions. High Quality Care for All highlighted areas where national changes are needed to help local NHS organisations do what they do best – deliver outstanding healthcare to their patients.

At a regional and local level there have also been many areas where work towards implementing the vision has begun. I fully recognise that real change for the benefit of patients and staff can only be achieved through the commitment and innovation of staff in every discipline and through working with partner organisation in the public, private and third sector.

This document includes highlights of just some of the work that has taken place over the past year to achieve our ambitions at SHA level and at local level. We anticipate that the pace of change will continue and I look forward to reporting further progress towards our ambitions in 2010.

Yours faithfully

Jim Easton
Chief Executive
Towards a healthier future
A ten year vision for healthcare across NHS South Central

10,000 local people
160 front line clinicians
10 months
8 Clinical Pathway Groups
One vision for healthcare

Towards a healthier future
South Central Strategic Health Authority (SHA)

Since the publication of Towards a Healthier Future the SHA has been looking at how it carries out its functions to better support clinical change out in the region. The SHA is now part way through a change process which is reshaping the SHA into a clinically driven organisation.

Eight Clinical Directors from the South Central region have been appointed to be the clinical lead for the eight pathways identified in the Next Stage Review:

- Staying Healthy
- Maternity and Newborn
- Children and Young People
- Planned Care
- Acute Care
- Long Term Conditions
- Mental Health
- End of Life Care

In addition to these programme two more will focus on the strategic issues of the Southern Programme for IT implementation and system reform.

All SHA activity is being focussed on contributing towards the delivery of the recommendations by clinicians in Towards a Healthier Future including achieving the twelve ambitions in the vision.
Ambition 1:

We will maximise the potential for health by ensuring that risk of illness is regularly and systematically evaluated for all in order to identify the need for preventative care.

One year on

Helping people lead healthier lives is a key theme of the NHS South Central vision. The SHA is leading the way with a number of initiatives to provide opportunities for people to make positive health changes.

- A £12m vascular health inequalities programme has been implemented across the South Central region.
- The SHA has been working with PCTs to implement the national vascular checks programme.
- The SHA is supporting the roll out of NHS LifeCheck.
- Bowel cancer screening has been implemented across the region.
- The SHA is leading on the introduction of Abdominal Aortic Aneurysm screening programme.
- The SHA is promoting and developing new integrated alcohol services with a focus on identification and brief advice packages for hazardous and harmful drinkers.
- There has been successful promotion of the Health Trainer model, in particular for offenders.
Ambition 2:
We will ensure that every clinical or social care encounter provides an opportunity for prevention as well as treatment.

One year on

There have been a number of successes to date on building prevention opportunities into health and social care encounters. The SHA is leading on:

- Working with medical directors to implement preventive services in all trusts.
- A Public Health Education and Training Strategy that has invested in training in prevention for the wider workforce in the NHS, local government and education.
- Supporting expansion of falls services for the elderly.
- Ensuring that safeguarding arrangements for children are effective and robust.
- Data sharing between A&E departments and Crime and Disorder Partnerships to identify causes of violence.
- Promoting well-being component of occupational health services in the NHS.
- A range of initiatives as part of the children and young people programme to focus attention on children and young people and the potential for prevention.
Ambition 3:
We will encourage patients to be partners in their care, taking responsibility for their own health and treatment with the guidance and help of professionals.

One year on
In the spirit of learning best practice from other sectors, the SHA is working with the Department of Health South East Social Care team to learn the lessons from work on personalisation of social care to see how the NHS can improve in this area.

Ambition 4:
We will commission services that are based on the best evidence and practice to ensure high quality care and good outcomes for patients.

One year on
A new PCT Collaborative Operating Model for the South Central region has been developed to share learning, capacity and develop new expertise.

The SHA is:
- Overseeing implementation of the Richard’s Review and reviewing operation of the Priorities Forum.
- Implementing a knowledge management strategy for the SHA.
- Undertaking a review of research governance that includes an assessment of how research priorities are linked to service needs and how that link can be strengthened.
- In addition the SHA has specified the requirement for a Quality Observatory for South Central.
Ambition 5:
We will engage the public in decision-making about priorities in healthcare provision. This may result in legitimate geographical variations in services.

One year on

- The SHA has been actively seeking the views of local people through the largest market research exercise of its kind in the NHS. Every six months over 10,000 local people are interviewed on issues relating to the local NHS so that local organisations have robust and reliable data on attitudes and perceptions towards NHS services.

  This research is already being used to help inform policy decisions in areas such as dentistry, GP access, privacy and dignity. It is also being used to establish public panels in each health economy providing people with an opportunity to influence decision making in the local NHS.

- The SHA carried out the first public consultation under the Water Act 2003 to decide whether to add fluoride to the water supply in Southampton – an area with unacceptably high levels of dental decay.

  Following the consultation the SHA Board made the decision in February 2009 to instruct the water company to add fluoride to the water supply. Since the decision many others parts of the country are now looking to follow suit.
Ambition 6:
We will offer real choice to patients within the framework of services we commission. We will support patients in exercising choice by providing better access to clinical and other information to help them make decisions that will achieve the best care and outcome for them.

One year on

- Across NHS South Central all health economies have been involved in an extensive social marketing exercise aimed at addressing demand for urgent care and helping patients navigate through the health system.

- To ensure patients are provided with as much choice as possible a competition strategy has been developed for top priorities for all PCTs.

- In Slough a Social Enterprise, sponsored by the SHA, has been established. The SHA is working with the organisation to ensure it develops into a more competitive organisation.

- In Milton Keynes a new website has been launched for people with diabetes. The aim of the website is to provide easy to understand information in a single place so that people living with the disease can make more informed choices about their care.
Ambition 7:
We will ensure that all healthcare settings are safe and clean and offer a high standard of personalised care.

One year on
Since the development of the vision the SHA has co-ordinated the development of the NHS South Central Patient Safety Federation (PSF), a federation which is owned and funded by member organisations.

The PSF is a new way to collectively address the safety issues being faced by each organisation and includes two Patient Safety Champions to act as ambassadors for the work. As part of this work a South Central wide Patient Safety Strategy has now been adopted.

We have also been keen to ensure services are shaped around the needs of patients and services users. We have initiated a Strategic Experience Based Design project looking at capturing the views of patients and using them to influence how services are delivered.

Ambition 8:
We will ensure that patients have access to services through a single point and that they are not left alone to manage their care; they will have a key professional assigned to coordinate their care and to help them navigate seamlessly through the care system.

One year on
To date no significant achievements have been made towards this ambition. It is anticipated that with the appointment of Clinical Directors for each of the clinical programmes work in this area will progress during 2009/10.
Ambition 9:

We will ensure that patients have access to continuously improving services and to the most appropriately skilled clinicians, who have the right skills and techniques, at the right time for them to receive the best care, regardless of where they

One year on

To help achieve this ambition we have implemented a clinical assurance process to ensure that improvement support is available when significant variation is identified in clinical standards. This has led to a pilot in one health economy to improve care and outcomes across the end-to-end pathway for diabetic patients.

Another significant area of activity has been the SHA role in developing training programmes to help improve the capability of front line staff so that they stay ahead of changes in practice. Training programmes include:

- The Leadership for Health Improvement Programme.
- Consultant Nurse and AHP training in specific pathways such as Emergency Care; Neurological rehabilitation with an emphasis on stroke; Mental health; and Midwives.
- Piloting the new role of Ward Managers Assistant to allow Ward Managers more time to provide leadership and mentoring on the ward.

The SHA has also designed and delivered a comprehensive service improvement skills capability building programme (SISK) across NHS South Central. So far over 300 delegates from all healthcare organisations have been involved from lean awareness training days to master classes by internationally known experts.

Considerable energy is being invested in building the leadership capacity and capability across the local NHS. Over 3,500 NHS South Central staff from Chief Executive to Foundation Doctors are currently involved in SHA sponsored leadership development.

A Talent Management Strategy has also been developed by the SHA which includes programmes at four levels to ensure a robust talent pipeline. At the same time over 400 staff form part of a growing leadership development faculty.

A research and evaluation function has also been developed to address fundamental questions concerning the value of leadership development in healthcare.
Significant local investment has been made over recent years in reducing waiting times for patients. As a result the local NHS achieved the 18 week target ten months ahead of the national target. The average wait for patients is now just 9-10 weeks for patients who need to be admitted for treatment in hospital.

Across the region we are now striving to go further than the national requirements and extend the 18 week guarantee to all services, for example, physiotherapy and speech and language services.

The SHA has sought to ensure that improvements in waiting times are sustainable through improved working practice. The SHA has coordinated a ‘lean’ clinical service redesign programme across all health economies looking at 24 end-to-end care pathways. Local people who have recently received NHS treatment and care are noticing the improvements in waiting times; our most recent public perception research shows a 7% increase in patient satisfaction with the time patients waited for treatment when compared to last year.

Improved access to GP services, a priority issue highlighted by the public through our market research, is also being addressed with almost 70% of GP practices in the region now opening extended hours.
Ambition 11:
We will minimise our carbon footprint and actively promote the sustainable use of resources by ourselves and our partners in the community.

One year on

Looking at how the NHS can minimise its impact on the environment, the SHA has been encouraging the adoption of new technology and working practices which are not only beneficial to the environment but also the patient.

The SHA has:

- Stimulated debate and a high response rate to the consultation on carbon reduction strategy.
- Organised a carbon reduction conference with trusts and PCTs in South Central to look at how the issue is being tackled in the NHS.
- Developed an active group within the SHA developing “green” initiatives and promoting sustainable ways of working.
- Actively promoted remote working and undertaking an audit of meetings in Newbury to minimise travel.
- Played an active part in the Work Wise initiative.
Ambition 12: 
We will ensure that we consider in advance the impact of what we do on all sections of the community and work to minimise the health effects of disadvantage.

One year on

The SHA has:

- Implemented a health inequalities programme including tackling vascular inequalities.
- Continued work on smoking to address access to illicit tobacco as well as provision of smoking cessation advice.
- Partnership work with GOSE and support for Local Area Agreements (LAAs).
- Support for social marketing approaches in deprived communities helping to better understand the health needs of patients and the public in these communities.
- Contributed towards the development of the Health Trainer scheme to help build a network of health activists from local communities who are better placed to share their learning and advice with their peers.
The NHS Constitution
the NHS belongs to us all

What is it?
The NHS Constitution brings together, for the first time, the principles, values, rights and responsibilities that determine the way that the NHS acts and makes decisions. It is designed to secure and renew our commitment to the enduring principles of the NHS, making sure that healthcare services continue to be relevant to the needs of patients, the public and staff in the 21st century.

How will it help?
As new health challenges arise – such as obesity and the consequences of people living longer – the NHS must continue to change to meet the needs of its staff, patients and the public. But the foundations on which the NHS was built must be protected – and remain constant. By setting these out clearly in the NHS Constitution, we can all have confidence that the NHS can provide a high-quality health service now and for future generations.

Who is it for?
The NHS belongs to us all – staff, patients and the public. The NHS Constitution sets out what everyone can expect from the NHS – and what we can all do to help it to work more effectively.

What does it do?
The NHS Constitution sets out clearly what everyone can expect from the NHS – staff, patients and the public. But it also explains the responsibilities that each of us have to make the very best of limited resources and improve our own health and well-being. The NHS Constitution confirms that the NHS belongs to us all.

How was it created?
The NHS is made up of all the different people who use and deliver its services. The NHS Constitution has been created after a wide consultation, research and discussions with staff, patients, members of the public and health service experts. It will be renewed every ten years to make sure that it continues to meet everyone’s needs.

Visit www.nhs.uk/aboutnhs/constitution