Development of Oxfordshire Clinical Commissioning Group’s Strategic Objectives

Public Engagement Report
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1. Introduction

Oxfordshire Clinical Commissioning Group (OCCG) funds and buys health services on behalf of everyone living in Oxfordshire. To do this successfully OCCG need to work with local people, Oxfordshire GPs, hospital clinicians, community healthcare and other partners including local government and the voluntary sector.

The following report looks at public engagement on the national ‘Call to Action’ programme and the development of a strategic plan for OCCG.

2. Background

2.1. National – A Call to Action

NHS England introduced a national ‘Call to Action’ programme of engagement that aimed to give everyone the opportunity to discuss the future of health and care provision in England. The engagement aimed to be patient and public-centred through hundreds of local, regional and national events, as well as through online and digital resources. It aimed to produce meaningful views, data and information that Clinical Commissioning Groups (CCGs) could use to develop their three to five year commissioning plans setting out their commitments to patients and how services will improve.

Each CCG was asked to undertake the local engagement within their area.

2.2. Local – Development of OCCG strategic objectives

OCCG has a provisional direction and focus for its three to five year Strategic Plan. This includes seven proposed objectives which it believes will help tackle the challenges faced by the NHS locally and to achieve a vision of a healthier Oxfordshire. The plan is consistent with the issues and themes in the NHS England publication ‘A Call to Action’ which describes the challenges faced by the NHS as a whole. At its heart, it is about harnessing the opportunity OCCG has, as a clinically led organisation to improve the quality and the effectiveness of NHS services in Oxfordshire.

The seven objectives proposed include:

1. Clinicians and patients working together to redesign how we deliver care
2. Reducing health inequalities by tackling the causes of poor health
3. Outcomes based commissioning
4. Commissioning patient-centred high quality care
5. Promoting integrated care through joint working
6. Supporting people to manage their own health
7. More care delivered locally
At the same time as supporting the national ‘Call to Action’ programme, OCCG needed to gather feedback on these seven proposed strategic objectives for Oxfordshire.

2.3. The challenges ahead

It is important to set the scene locally. Healthcare is becoming more expensive. New technologies, new drugs and new treatments extend the range of services that the NHS is able to deliver, but may also increase costs. Coupled with the increasing demand for services, this means that the cost of providing services to meet the future needs of the population of Oxfordshire will continue to rise.

OCCG’s main challenges in the next five years:

- Maintaining the quality and safety of health services
- Ensuring health services develop to meet the changing needs of our population – particularly the increasing number of older people and the increasing number of people with more than one long term condition
- Reducing the overall costs of our healthcare system by £20m a year
- Identifying and driving out wastage

Financially, OCCG has a baseline income of £597.8m for 2013/14, this equates to £856 per head of population and is the lowest of any baseline income of any CCG in England. The increased demand for services in the current financial year is likely to be c£12m above what the CCG can afford and this increased demand for services will continue. OCCG will receive an additional £4.7m of funding in 2014/15 and an additional £5.4m in 2015/16. However, despite this there will still be a projected gap between spending (if nothing changes) and funding available of almost £200m by 2020/21.

In view of the financial challenge that is facing Oxfordshire, detailed above, improvements such as better performance management, reducing length of stay for patients in hospital, wage freezes or better procurement practices all have a role to play in keeping health spending at affordable levels. However, these measures have been used for a number of years and there is a limit to how much more can be achieved without damaging the quality or safety of services.

A fundamentally different Oxfordshire health service is now needed, one capable of meeting future health needs with broadly the same resources.

3. Purpose of the public engagement

The purpose of the public engagement was to gather feedback on the proposed strategic objectives outlined above and support the ‘Call to Action’ programme of work. The public were invited to feedback and suggest ways in which OCCG could improve the quality and effectiveness of NHS services locally and address the financial challenges currently faced.
During the engagement activity, which was undertaken from 1 November 2013 to 7 January 2014, OCCG aimed to gather feedback on three key areas:

1. Whether the seven proposed objectives would help:
   - OCCG maintain financial stability
   - OCCG build a local NHS that is excellent for the future
   - To improve the quality of NHS care in Oxfordshire

2. Do the public have any suggestions as to how, OCCG can:
   - Maintain financial stability
   - Build a local NHS that is excellent for the future
   - Improve the quality of NHS care in Oxfordshire

3. Can the public identify any barriers to OCCG delivering the seven objectives?

In addition to this we also asked the public to comment on the national ‘A Call to Action’, asking:

1. How can health and care services support people to take more responsibility for their own health?
2. Mobile, smartphone, computer technology are now part of life. Please give us your views on how the NHS and care services could better use this type of technology?
3. Thinking about health and care services, what three things would make the biggest difference in improving patient experience?

4. Process and Methodology

The engagement was undertaken through a series of public events, discussed at various stakeholder meetings, as part of an on-going dialogue and an online/ hard-copy survey was available on Talking Health. An online discussion forum and an online mini poll were also made available. Individuals also had the opportunity for direct feedback via email, phone, or freepost.

Seven public events were held around the county, aligned to the CCGs localities:

- Wantage (38 attendees)
- Oxford (47 attendees)
- Banbury (46 attendees)
- Bicester (27 attendees)
- Crowmarsh (68 attendees)
- Witney (46 attendees)
- Oxford – Panel Question and Answer session (80 attendees)
In addition to the public meetings, the strategic objectives and ‘A Call to Action’ was also discussed at various stakeholder meetings, as part of an on-going dialogue:

- Health and Wellbeing Board
- Health Overview and Scrutiny Committee
- Better Mental Health Partnership Board
- Cherwell District Council Committee meeting
- Community Partnership Network
- Six patient Locality Forums

In total 352 people attended the public meetings. 135 people responded to the online survey and 11 written responses were received.

The events and online survey were promoted in the following ways:

- Through all local media (TV, radio and print)
- Community websites
- Posters advertising the event were circulated to:
  - GP practices
  - Pharmacies
  - Libraries
- Schools News to head teachers in Oxfordshire’s primary and secondary schools
- Voluntary sector organisations were notified of the events via Oxfordshire Community and Voluntary Action (OCVA)
- Colleges of further education and the Universities were alsocontacted
- A social media campaign was used to engage with over 4800 followers of OCCG’s Twitter and Facebook pages
- OCCG staff, and staff and Foundation Trust members at Oxford Universities Hospital’s Trust and Oxford Health were notified via email and through the staff intranet
- ‘Round and about’ magazine publicised the engagement events and survey to 24,630 households across the south of the county
- Carers Oxfordshire publicised the engagement events and online survey in their magazine which is delivered to 8,320 households across Oxfordshire
- Voluntary organisations such Autism Oxford, Carers Oxfordshire, Parent Voice, MIND, Restore, Age UK circulated the information to their service users/members and Carers
- Specific community/special interest groups were approached for their feedback, including My Life My Choice, Oxfordshire Unlimited, Patient Participation Groups (PPGs), the faith forum in Cherwell, Polish communities, Youth Parliament, good
neighbourhood schemes, mother and baby groups, sports centres, community associations, parish councils and town councils

- Partner organisations including all the district councils, Oxfordshire County Council (OCC) and Oxford City Council were asked to promote the events to their staff and on their website
- Local businesses were asked to promote the events, including BMW and Unipart

5. Key Findings

Common themes emerged throughout the engagement and in the detail of the survey responses. The key themes are outlined below. Further detail can be seen in the appendices of this report.

- A need for greater education on the types of health services that exist and what they should be used for, to inform correct use and prevent inappropriate/expensive use of A&E. Particular reference was made to increasing awareness of NHS 111.

- Improve communication between the NHS and the public, using a wide variety of formats and reaching communities through a variety of groups, including the voluntary sector, as we also need to reach those that do not regularly use the NHS.

- Use innovation and technology, both to benefit patient care and to create greater efficiencies within the NHS. This includes things such as social media, mobile technology, electronic patient records and telehealth.

- More and better integration between care organisations and especially across patient-facing teams/staff ‘on the ground’ so that patients benefit from a more joined up service and efficiencies are achieved.

- Invest in more prevention activities and public health campaigns to ensure costly health conditions are minimised and a healthy population is encouraged.

- Greater patient and public involvement to redesign how we deliver care, including using feedback from patients currently using services and complaints/patient data.

- A need to change attitudes and empower patients to take control and ownership of their own health. In addition a need to change the belief that hospital is the only place where professionals can be seen.

- Support for care closer to home, both making use of community hospitals and to have specialists or routine tests available from local GP surgeries rather than outpatients clinics. A note of caution was also expressed however regarding vulnerable and elderly patients and that this must not reduce quality of care.
A need for greater financial transparency and clear plans to manage costs within the local and national NHS. There was also a call for the NHS to be more open about the cost of different NHS services used by patients.

- Reduce waste across the NHS, with common reference made to administrative and costly external consultants. A review of all departments within the NHS was suggested by many respondents to remove waste and repetitive procedures.

- Concern and confusion surrounding Outcomes Based Commissioning (OBC). In particular there was confusion regarding what OBC would look like for patients using services and concern OBC contracts would negatively impact both patients and the voluntary sector.

6. Next Steps

The themes and feedback identified in this engagement report will be fully considered in further developing the five year strategy for OCCG and its strategic operating plan. The feedback from this report will inform the work for each of the six localities within OCCG. In addition this engagement report will help to further inform and develop current programmes of work, such as the Older People’s Programme, NHS 111, and Oxfordshire’s Health & Wellbeing Strategy.

The report will also be shared with NHS England.

This engagement report will be shared with those that participated in the engagement activity. The report will also be made available on OCCG’s Talking Health website at:

https://consult.oxfordshireccg.nhs.uk/consult.ti/5yrstrat/consultationHome

To request a hard copy of this report, please email ccsu.talkinghealth@nhs.net or phone 01865 334638

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