Strategic Plan 2009-2014
Summary

Health in South West Essex
A Golden Opportunity
Summary
Providing healthcare for over 420,000 people, NHS South West Essex is the local leader of the NHS. Whether you need emergency treatment in hospital, a routine visit to your GP or help and advice on how to look after your own health – NHS South West Essex buys those services on behalf of local people.

We have ambitious plans to ensure the entire population served by us is amongst the healthiest and best cared for in the country. However, we face some real challenges in achieving that vision with a 10 year gap in life expectancy between the wealthiest and the most deprived in our community and a significant number of people on track to avoidable illness which will affect their quality of life unless they choose to change their lifestyle.

We know our population is less diverse than in many other parts of the country but the predictions show that diversity is increasing and that the population is set to grow as major plans to develop the Thames Gateway start to become a reality.

We also need to ensure services are of the right quality and in the right place – many of our premises are not suitable for delivering 21st century healthcare, not enough people can make an appointment with their GP or dentist when they need to and we know from asking patients and the public that we need to improve the experience by providing better choice, higher standards, faster treatment and ensure all patients are treated with dignity and respect.

We also know we need to make services work better across the public sector working closely with our partners and with those who provide health services on behalf of our community. All of this is set in the context of delivering better value for money as spending on health reflects the changes in the global economy. We will aim to do this by ensuring more people have better health and where care is needed it is provided as close to home as possible. This means improving the range and quality of primary and community care.

This five year strategy maps out how we aim to achieve our vision over the next five years. It is backed up by a more detailed operational plan which will be refreshed every year.
The Plan

We asked the public and our partners what mattered most to them when it comes to improving health and local healthcare and helping us to achieve our vision. These ideas have been grouped into four core objectives. We will:

- Commission accessible and personalised services
- Tackle health inequalities and improve aspiration and wellbeing
- Ensure safe, effective services
- Develop our people and improve our systems

For each of these objectives we have identified priority outcomes which reflect the priorities of our strategic health authority, NHS East of England and those set by the Department of Health.

To deliver these we have created four strategic programmes which fit closely with our objectives:

- Access to quality primary, community and dental care
- Prevention and screening
- Patient experience, safety and quality
- Integrated care pathways

The four programmes provide the focus to deliver our Clinical Pathway integrated workstreams. Our Organisational Development Plan ensures we have the right people and the right systems to support our programmes and to ensure we become World Class Commissioners of health services.

Our integrated workstreams are as follows:

- Staying Healthy
- Planned Care
- Mental Health
- Maternity, newborn and children’s health
- End of life
- Unplanned care
- Long term conditions

Each workstream has clear, measurable goals which can be used to demonstrate progress against our targets.
Strategic Plan 2009-2014 Summary

FOR THE ENTIRE POPULATION SERVED BY NHS SOUTH WEST ESSEX TO BECOME ONE OF THE HEALTHIEST AND BEST CARED FOR IN THE COUNTRY.

VISION

OBJECTIVES

Inequalities, aspiration and wellbeing.
Safe and effective services.
Accessible personalised services.
Developing our people and systems.

1. Improve patient experience
2. Reduce health inequalities
3. Improve life expectancy
4. Reduce smoking during pregnancy
5. Increase the proportion of children who complete MMR immunisation by 2nd birthday.
6. Reduce childhood obesity
7. Increase the number of smokers who quit.
8. Reduce mortality caused by cancer.
9. Reduce the number of alcohol related admissions.
10. Commission safe health services.
11. Improve services for those with long term conditions.
12. Improve GP access.
13. Improve access to dentistry.
14. Improve access to psychological therapies.

This is covered by establishing our World Class Commissioning Development Plan.

PRIORITY: CORE OUTCOMES

DELIVERED THROUGH EACH OF OUR STRATEGIC PROGRAMMES

Screening and Prevention Strategic Programme.
Patient Experience, Quality and Safety Strategic Programme.
Improving Access to Primary and Community Care Strategic Programme.
Organisational Development Programme.

Integrated Care Pathways Strategic Programme.

Focusing on our key areas of concern

STAYING HEALTHY
ACUTE PLANNED CARE & OUT OF HOSPITAL PLANNED CARE
MENTAL HEALTH, DRUG & ALCOHOL AND LEARNING DISABILITIES
CHILDREN AND MATERNITY
END OF LIFE CARE
UNPLANNED CARE
LONG TERM CONDITIONS
Access to Quality Primary, Community and Dental Care

Ensuring that people’s first point of contact with the NHS provides high quality, integrated services is the aim of this strategic programme.

We have identified hotspots where we need more GPs – with 80% of the shortage in Thurrock and Basildon. We are developing plans to improve access in these areas and also to ensure across the whole of the area we share the good practice of high performing GPs and provide support to those who need to improve their performance.

We will also be providing health improvement, immunisation and screening programmes – aimed at those areas with greatest need to reduce health inequalities. For people with long term health conditions such as diabetes we will be improving the way we provide care making it easier and more streamlined.

In addition, we will be changing the way community services such as district nursing are provided.
**Prevention and Screening**

We want to build on our success in helping people to live healthier lives by reducing the number of people who smoke and by preventing illness through immunisation and screening programmes. Children and young people will be one of our key focuses – aiming to give them an early start on the road to wellbeing through a single point of access with 12 Child Health Promotion teams based in Brentwood, Billericay, Basildon and Thurrock.

**Patient Experience, Quality and Safety**

Patient’s impressions of their local health service are not as good as we want them to be. Patient experience is linked to the quality of care and access to services which means improving performance and ensuring safe, high quality care by ensuring we reduce hospital mortality rates, for example. Our key contracts – with hospitals and mental health providers, will have three components.
Integrated Care Pathways

Better integration of care can deliver better quality for individual patients and service users and provide better value for the community. Integrated care means GPs, nurses, therapists, pharmacists, social care, ambulance services, hospital clinicians, schools and others working together to design services around the needs of individuals and communities.

Over the next five years we will focus on every care pathway to ensure it delivers high quality care and makes sense for the patients who use it and the health service staff who provide it. In the first 18 months we will concentrate on the following as a priority:

- Cancer
- Chronic Obstructive Pulmonary Disease
- Diabetes
- Stroke
- Chronic Heart Disease
- Maternity and Reproductive Health
- Mental Health
- End of Life

We will commission services that transcend the traditional boundaries of care – ensuring services are in the right place at the right time.

Tier 0

Our vision begins with helping people to make healthier choices which will make a big impact on reducing health inequalities and increasing life expectancy. We will provide the right support so people can manage their own health and healthcare with easily accessible community lifestyle modification services, health promotion and prevention programmes.

Tier 1

On an average day the majority of all patients contact takes place in the ‘high street of health’ at dentists, pharmacists, optometrists and GPs – with 68% in GP practices. We will provide modern and effective services that are closer to home, deliver a wide range of services, offer early interventions to help people stay well and reduce the need for hospital admissions.
Strategic Framework

A) Delivery infrastructure
- Shifting care to community
- Integrated
- Transparent
- In the right location

B) Service Scope
- Preventative
- Integrated
- Efficient
- At the right level

Primary

1) GP surgeries in fit-for-purpose premises offering a broad scope of services
2) Health centres with community and extended services including social care
3) Community hospitals including outpatients, diagnostics, beds social care etc

C) Resources
- Our public – consulted and involved
- Our partners – engaged and leveraged
- Our staff – capable, professional, empowered
- Our finances – fully funded expenditure and capital

D) Processes
World class commissioning to drive superior, integrated healthcare services through best-in-class provider bodies
- Right care, right place, right time
- Superior quality and productivity
- Prioritised outcomes through defined care pathways.

5) Tertiary
4) Secondary
Tier 2

We will develop virtual wards based in purpose built health centres covering a population of between 25,000 and 40,000 people. These will have fully integrated multi-disciplinary teams and will evolve to include social services and other agencies. The 13 health centres spread across the area will have the following:

- Large multi partner GP practices
- Dentists
- Resource centre
- Community services
- Healthy living and wellbeing
- Community outpatients
- Diagnostics
- Community outpatients

Tier 3

Brentwood Community Hospital, which opened in 2008, is the first of our planned community hospitals enabling people to have care closer to their homes. Community hospitals will provide:

- Diagnostics including X-ray, ultrasound, MRI/CT
- Assessment and treatment centres providing services such as anticoagulation, transfusions, chemotherapy, dialysis
- Acute outreach outpatients such as community midwifery
- Intermediate care beds for those who are too unwell to be at home but not in need of acute hospital care
- Dental services
- Out of hours and minor injuries – more accessible to the public than A&E and allowing specialist staff in A&E to concentrate on those with serious and life threatening conditions

Tier 4

We will continue to work with hospitals to ensure services are safe, high quality and quickly accessible. We will focus future contracts on a joint five year work plan.

Tier 5

Sometimes patients need highly specialised care from leading organisations in their fields. We will look to ensure outreach clinics can be delivered locally offering exceptional standards of care.
Organisational Development

Since our creation in 2006 we have seen our performance against our key targets improve – often at the top of the East of England league table despite the many challenges we face. However, the advent of World Class Commissioning needs a step change in performance for all NHS organisations.

Our staff survey and our first World Class Commissioning panel assessment showed we needed to focus on developing our people and improve our systems to become World Class Commissioners. We have identified the gaps we need to fill and looked at how we can close those gaps by building the service in house, buying the service in from consultants or other providers and sharing with other parts of the NHS or local partners.

We have also agreed which of the world class competencies we want to excel in over a period of 18 months, three years and five years:

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<tr>
<th>World Class Ambition</th>
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<tbody>
<tr>
<td>Leadership</td>
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<td>Collaborative working</td>
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<td>Engage Public and Patients</td>
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<td>Engage and collaborate with clinicians</td>
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<td>Knowledge and information to assess needs</td>
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<td>Prioritise investment to meet need</td>
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<td>Promote improvement and innovation</td>
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<td>Expert in procurement</td>
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<td>Manage the local health system</td>
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**Outcome Measures**

Our performance over the next five years will be measured against the following outcomes:

- Improved patient experience
- Reduced difference in life expectancy
- Reduced health inequalities
- Reduced number of women smoking in pregnancy
- Increased rate of 2 year old immunisation
- Enhanced access to primary care
- Increased access to NHS dentistry
- Increased numbers being screened for cancer
- Safer health services
- Reduced childhood obesity
- Reduced number of alcohol related admissions
- Reduced number of people smoking
- Improved care for those living with long term conditions
- Increased number of people allowed to die at home
- Improved care for those with mental health problems

Our centrally co-ordinated programme management office will ensure we deliver our Strategic Plan, our Operational Plan and ensure our workstreams are delivered through clear matrix management.

In addition to monitoring progress and managing performance the Programme Management Office will also ensure we have strong governance, identify and manage our risks.

Our organisation development plan will also ensure we have the right capability and capacity within our team to deliver against our challenging agenda through our Talent and Leadership Plan.

**Market Management**

We are seeking to develop the range and quality of service providers including attracting new entrants to the market by using techniques already used by the private and regeneration sectors and will market test our services over a five year period.
**Sustainability**

Our estate is one of the largest and most complex in the region. In planning new services we need to ensure we comply with government targets and allocate resources that will improve the environment, enhance the local community and manage more efficiently to deliver savings.

This includes the use of sophisticated IT systems where we are already making significant progress.

**Finance**

The following diagram shows planned inflation, growth, investments and disinvestments over the next five years.

**Over the next five years we will be commissioning:**

- New generation community hospital at Grays
- Grays and Basildon equitable Access Health Centres
- Rapid response ambulance
- Extended access to GP surgeries
- Increased specialist commissioning
- More GPs in better quality premises
- Improved access to treatment and health advice from pharmacists
- Increased access to dentistry

**Forecast 5 year Financial Outlook**
**Conclusion**

Over the last 18 months we have been through considerable change and transformed our organisation.

The advent of practice based commissioning gives us the unique opportunity to ensure clinicians are at the heart of delivering services of the highest quality to meet the needs of the South West Essex population. We believe this is a golden and exciting opportunity to make a real difference to the most deprived in our population.

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**Further information**

A full copy of our five year strategic plan can be downloaded from our website [www.swessex.nhs.uk](http://www.swessex.nhs.uk).

If you need a hard copy or a version in an alternative format please contact us by:

- **e-mail:** info@swessex.nhs.uk
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