



The Buckinghamshire, Oxfordshire and Berkshire West  
Sustainability and Transformation Plan



2016



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The Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan (STP) is one of 44 local plans being developed across England, which will set out how affordable, good quality health and social care will be provided in the future.

The vision for the NHS is clearly set out in a national document called the Five Year Forward View ([www.england.nhs.uk/ourwork/futurenhs](http://www.england.nhs.uk/ourwork/futurenhs)) and our STP will show how we will deliver this locally.

The Five Year Forward View vision will be achieved by everyone who has a stake in health and care adapting what they do, how they think, and how they act – at both local and national levels.

As part of this, there is a growing consensus that one of the most powerful ways to achieve change is through local health and care services working together - across entire communities and pathways of care - to find ways to close the gaps between where we are now, and where we need to be in the future.

However, this is no easy task and the Buckinghamshire, Oxfordshire and Berkshire West STP is still at the very early stages of development. We have a draft plan which we submitted to NHS England at the end of October 2016 as required, and we anticipate making significant improvements to that plan over the next couple of months.

This is a summary of the main issues we will address in our STP, which covers a population of 1.8 million and has a budget of £2.5 billion. The seven NHS clinical commissioning groups who buy and pay for NHS services, the six NHS trusts who provide health and some care services, and the 14 local authorities who buy social care services, have worked, and will continue to work together to improve people's health, provide better health and care services and improve efficiency.



There are a number of challenges facing the NHS that require us to change and modernise the way in which we provide local health and care services to ensure local communities are the healthiest they can be.

There have been some big improvements in health and social care in Buckinghamshire, Oxfordshire and Berkshire West in the last ten years. People with cancer and heart conditions are experiencing better care and living longer, and people are more satisfied with their health and care services. For example, we have some of the best quality and highly regarded general practice services in the country. However, our population is growing rapidly, people's needs are changing, new treatments and technologies are being developed, the quality of care is sometimes variable, and we can do more to prevent illness. Our ambition is to be the best in everything that we do.

### **Over the next five years, we face the following particular challenges across our area:**

- Significant increases in population due to new housing growth
- Pockets of deprivation where communities are not as healthy as they could be
- An increase in demand for services, especially for frail older people who often have more than one health and care need
- Difficulty in recruiting and retaining staff due to the high cost of living, which leads to inconsistent levels of care and unsustainable services
- Ageing NHS buildings which are not fit for modern use
- Variable access to some specialised services and other treatments
- People having to travel out of our area for specialised mental health care.

More money has been provided for the NHS, but we still estimate a gap of around £480 million in the next four years if we do nothing to help people stay healthy and modernise our services. We need to find new and better ways to meet the health and care needs of local people and do things more efficiently. This does not mean doing less for people or reducing the quality of care, but we have to provide services differently in the right place at the right time at the right cost.



We can only make improvements if we all work together. This means patients, their carers, our staff, hospitals, local councils, the NHS, universities, and a range of other organisations working in the public, private and voluntary sectors, all joining together to agree a plan to improve local health and care services in Buckinghamshire, Oxfordshire and Berkshire West.

Our plan has been developed using your feedback from local engagement activities, such as 'Your Community, Your Care' in Buckinghamshire, the 'Big Conversation' in Oxfordshire and 'Call to Action' events in Berkshire West. This engagement will continue and take place in local communities and be led by local organisations.

We have also used feedback and insights from our clinicians and staff. The Oxford Academic Health Sciences Network, which is a local partnership of NHS organisations, universities and life science companies responsible for improving health and prosperity across the region, plays an important role in helping us to work together to improve and modernise treatment and care, as well as helping our region become a better place to live and work.



Our ambition is to make sure that everyone in Buckinghamshire, Oxfordshire and Berkshire West has access to high quality health and care, regardless of where they live or which service they use.

Care should flow seamlessly from one service to the next so people don't have to tell their story twice to the various people caring for them, and health professionals should be working on a shared plan for each patient's care. Health and care services should also be available when people need it. We want these services to be available closer to home – a stay in hospital should be less frequent because health and care professionals are offering care and treatment at home, or in local clinics.

We have a number of priority areas where we know that by working together we can make a greater difference for patients in terms of improving their health and ensuring they have access to high quality, cost effective care. These priorities are:

- Improving the wellbeing of local people by helping them to stay healthy, manage their own care and identify health problems earlier
- Organising urgent and emergency care so that people are directed to the right services for treatment, such as the local pharmacy or a hospital accident and emergency department for more serious and life threatening illnesses
- Improving hospital services, for example making sure that maternity services can cope with the expected rise in births
- Enhancing the range of specialised services, such as cancer, and supporting Oxford University Hospitals NHS Foundation Trust as a centre of excellence to provide more expert services in the region
- Developing mental health services, including low and medium secure services, more specialised services for children and teenagers, and improving care for military veterans and services for mums and babies
- Integrating health and care services by bringing together health and social care staff in neighbourhoods to organise treatment and care for patients
- Working with general practice to make sure it is central to delivering and developing new ways of providing services in local areas
- Ensuring that the amount of money spent on management and administration is kept to a minimum so that more money can be invested in health and care services for local communities
- Developing our workforce, improving recruitment and increasing staff retention by developing new roles for proposed service models
- Using new technology so patients and their carers can access their medical record online and are supported to take greater responsibility for their health.



As we implement these plans over the next five years we aim to deliver the following benefits to our population:

- People will be able to get an appointment with their doctor at a convenient time
- Specialist and family doctors, community nurses, occupational therapists, physiotherapists, social workers, psychiatric nurses, psychiatrists and pharmacists will offer treatment and care in teams who work together in local neighbourhoods around the needs of patients
- Fewer people who need specialised mental health services will have to be cared for a long way from their home, families and friends
- Patients will only have to share their medical history, allergies and medication details once, regardless of whether they are in a hospital accident and emergency department or a GP surgery, and they will be able to access their medical record online
- For patients with diabetes, heart or breathing problems, technology will be able to monitor things, such as blood pressure, remotely, alerting the doctor to any problems
- As taxpayers, people can be assured that care is provided in an efficient and cost effective way.



Our STP is currently a draft plan under development and we will have an updated version to share by February 2017. Local public engagement events will continue and will be promoted via each partner organisation's website and other communication channels.

Please share your views at these events and if you have any questions or comments, please email:

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