

**NHS CAMBRIDGESHIRE STRATEGIC PLAN 2009 – 2014  
CONSULTATION RESPONSE  
(Report by the Head of Democratic and Central Services)**

**1. INTRODUCTION**

- 1.1 At the Overview and Scrutiny Panel (Service Delivery) meeting in April, Members were acquainted with details of a consultation exercise being undertaken by NHS Cambridgeshire on its Strategic Plan for the period 2009 – 2014. In noting that the consultation period would end on 29<sup>th</sup> May 2009, and in advance of submitting a response to the consultation, the Panel decided to meet with a representative of NHS Cambridgeshire to discuss, in detail, the proposals contained within the Plan.
- 1.2 A Seminar was therefore arranged for all Members on 5<sup>th</sup> May 2009, when Chris Banks, Chief Executive and Rachel Glendinning, Interim Communications Specialist for NHS Cambridgeshire were present. Members received a presentation on the background to the organisation, outlining where NHS Cambridgeshire fits within the wider health service framework and its links to other health service bodies, together with details of the role of the Primary Care Trusts, the patient profile in Cambridgeshire, the current financial position of the organisation and details of the future priorities and key challenges to be pursued by NHS Cambridgeshire over the ensuing 5 year period.

**2. NHS CAMBRIDGESHIRE STRATEGIC PLAN 2009 – 2014:  
CONSULTATION RESPONSE**

- 2.1 The consultation document asked a number of questions. The Panel's response to the consultation questions are attached as **Appendix A**.
- 2.2 In addition to the views outlined within Appendix A, Members made a number of comments on the Strategic Plan and its implications for Cambridgeshire. The comments made have been proposed in accordance with the Priorities contained within the Strategic Plan.
- (a) Strategic Priority 1: Promoting Health and Preventing Disease**
- 2.3 Members would wish to place on record their concerns relating to the increasing number of homicide cases by mental health patients. The view has been expressed that some priority should be accorded to patients in this respect who have been admitted to mental health clinics and then released back into the community.
- 2.4 As a result of increased levels of demand placed upon Maternity Services, Members have expressed their view that there should be an increase in the level of midwifery staff across Cambridgeshire.

- 2.5 In terms of children and young people's health, it has been suggested that closer working with the County Council's education service should be undertaken.
- 2.6 Members have commented that there should be more promotion of cancer screening, with a view to educating the community and raising awareness of the disease, which could potentially result in a reduction of costs in the long term.

**(b) Strategic Priority 2: Older People's Health and Care**

- 2.7 Members have expressed concern over the waiting time required for Occupational Therapists to conduct assessments of need within Huntingdonshire. Some effort should be made to reduce these waiting times as the current level is deemed to be unacceptable.
- 2.8 Additionally, Members have commented upon the need to educate all NHS staff that treatment for disabled war pensioners is free to individuals that qualify.
- 2.9 Consideration should be given to the impact of patient health care upon friends and family. Adequate support services should be provided as, otherwise, it could potentially result in the deterioration of health in others, which subsequently results in further demand being placed upon the NHS.
- 2.10 Wherever possible, effective partnership working should be undertaken with key partners and agencies to promote healthy lifestyles.

**(c) Strategic Priority 3: Ensuring that Cambridgeshire has Sustainable and Affordable Health Services**

- 2.11 Whilst it has been acknowledged that the Hinchingsbrooke Next Steps Project is currently underway, Members have commented that they would not wish to see a reduction in the service levels currently offered at the Hospital. Members are however, mindful that they will have an opportunity to express their views on the future governance arrangements for Hinchingsbrooke Hospital once formal public consultation on this commences.
- 2.12 It has been reported that efforts will be made to reduce the number of operations carried out across Cambridgeshire, with a view to achieving efficiencies. Efforts will however, be made to offer patients suitable alternatives. Members have expressed the view that they would not wish to see a reduction in service levels arising from this proposal.
- 2.13 Some concern has been expressed over the number of structural changes which have taken place within the organisation over the previous few years. Members would not wish to see any further changes arising over the next few years.
- 2.14 It has been requested that due consideration should be given as to the location of the Health Centre planned for St Neots, whilst also taking into account the forthcoming development proposals for the town in the long term. A request also has been made that details of the confirmed location should be forwarded to the District Council once a decision has been made. Additionally, Members have questioned the means of funding the Health

Centre and have expressed the view that it should not have a detrimental effect upon the budget for Hinchingsbrooke Hospital nor on the Accident and Emergency Department which is available at the Hospital.

- 2.15 Having regard to the transformation of Adult Social Services which is currently being undertaken, Members have questioned whether there will be sufficient resources available to cover the outcome of the review.
- 2.16 Members have expressed the view that hygiene and cleanliness standards, together with effective infection control, must be regarded as a high priority across all NHS organisations.

**(d) Strategic Priority 4: Patient Experience and Customer Care**

- 2.18 It has been acknowledged that patients who have paid for private healthcare are being denied after-care services, such as physiotherapy, by the NHS. Members have commented that the NHS should extend their service to these patients as they have, in effect, reduced the demand placed upon the organisation by seeking healthcare in the private sector.
- 2.19 Members would wish to place on record their concerns at a lack of some care provided to patients while resident within Hospitals. The example of feeding patients who are unable to feed themselves was cited. Members have expressed the view that efforts should be made to enhance this service and have commented that staff should be more responsive to individual patient needs.
- 2.20 Members have expressed support for the PALS and LINK service, but have commented that performance monitoring mechanisms should be in place to assess whether service levels have improved as a result of comments received. Clear lines of accountability should therefore be evident.

**(e) Other Comments**

- 2.21 In addition to the comments outlined above, Members have further expressed views on the following matters:-

**(i) Risk Management**

Members have expressed disappointment at the lack of detail provided for risk management contained within the Strategic Plan. The view was expressed that efforts should be made to address potential increases in levels of cost and demand, together with potential reductions in funding. Provision also should be made for the financial and other resource implications of major incidents and/or pandemics.

Additionally, Members commented that there were no monitoring and enforcement mechanisms proposed, and that it would be difficult to measure the performance of the various services offered by NHS Cambridgeshire, which would be key for the successful delivery of the proposed Strategic Plan.

**(ii) Primary Care Services**

Some priority should be accorded to encouraging rural surgeries in order to reach out to members of the community who are unable to commute out of their residential area.

Opportunities for partnership working should be explored to enhance local community services.

The view was expressed that too much emphasis can be placed upon the Voluntary Sector (e.g. First Responders). Whilst the Voluntary Sector provides a highly valued service, consideration should be given as to the weight placed upon volunteers who carry out these duties.

**3. RECOMMENDATION**

- 3.1 The formal consultation period for the proposed Strategic Plan ended on 29<sup>th</sup> May 2009. Permission has been sought from NHS Cambridgeshire to extend the Panel's submission date to 5<sup>th</sup> June 2009. The Panel is, therefore

**RECOMMENDED**

to endorse the consultation response as outlined in Appendix A for submission to NHS Cambridgeshire, together with the comments outlined above, and to make any further comments on the Panel's response as necessary.

**BACKGROUND INFORMATION**

Minutes and Reports of the meeting of the Overview and Scrutiny Panel (Service Delivery) held on 7<sup>th</sup> April 2009.

**Contact Officer:** Miss H Ali, Democratic Services Officer  
(01480) 388006