

Health Scrutiny Panel – Meeting held on Tuesday, 20th January, 2015.

Present:- Councillors Pantelic (Chair), Bains, Cheema, Chohan (until 7.38pm), Davis, M Holledge, Rana and Strutton (Vice-Chair)

Apologies for Absence:- Councillor Dhillon and Colin Pill

PART I

42. Declarations of Interest

No declarations were made.

43. Minutes of the Last Meeting held on 19th November 2014

Resolved – That the minutes of the last meeting held on 19th November 2014 be approved as a correct record.

44. Member Questions

There were no questions from Members.

45. Update on Frimley Park Hospital NHS FT acquisition of Heatherwood & Wexham Park Hospitals NHS FT

Sir Andrew Morris, Chief Executive of Frimley Health NHS Foundation Trust, updated the Panel on the progress of the integration of the Trust following the acquisition of Heatherwood and Wexham Park Hospitals. Members were informed that good progress had been made on delivering the implementation plan, which can be summarised as follows:

- Governance arrangements – the Trust had a single Board of Directors with a dedicated operations director for each site. The clinical and corporate governance structures built upon the successful approach adopted at Frimley Park, with modifications to ensure there was adequate focus on the different needs for improvement on each site. The Panel were also assured that the Trust was committed to working with partners, including the Council on the wider health and social care system.
- Accident & Emergency – the Trust had narrowly missed the headline 4-hour Accident & Emergency (A&E) waiting time target during October-December at 94.6%, however, A&E departments had experienced significant additional demand since Christmas with performance falling to circa 90%. A number of steps had been taken in response and whilst there were significant challenges, the Trust had not declared a major incident and was better placed than many hospitals elsewhere.

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- Development – planning was well underway for the £25m investment in a new emergency department at Wexham Park and it was hoped that work would start on site early in 2016. The Trust were also investing £10m on upgrading maternity facilities; £2m on new car parking spaces for both staff and visitors; and a further £6m on a new roof and addressing the general maintenance backlog.
- Staffing and recruitment – Managers were actively engaging staff at the Wexham Park and Heatherwood sites on the integration and improvement process. Improving staff motivation was a key objective for the Trust as it was felt that happy staff delivered better care. An active recruitment process had successfully recruited 3 more A&E consultants and work was underway to reduce agency staffing for nurses. The Trust was seeking to recruit 50 new nurses from the Philippines as part of this process.

In summary, the Panel were informed that the Trust aimed to improve care and services for patients in the Borough through a clear vision and plan for transformation and that good progress had been made since the acquisition on 1st October 2014.

Members asked a number of questions and discussed a range of issues which can be summarised as follows:

- A question was raised about how the Trust would address the issue of the ageing population. The cost of hospital care was very high and the Trust recognised the need to work with partners such as the Council and Clinical Commissioning Group on integrated care where more people could be better supported in their own homes and the community.
- A Member asked for further information about the plans to address long-standing car parking problems at the Wexham Park site. Sir Andrew responded that the Trust had approved £2m for 577 additional car parking spaces to be used for staff, patients and visitors. Work was expected to begin in February, subject to planning permission being granted, and it was anticipated that this investment would significantly relieve parking pressures around the hospital site.
- The Panel asked about a number of staffing matters including morale and recruitment. Sir Andrew stated that senior leaders had spent considerable time talking to staff at Wexham Park who had been very receptive to the positive vision for the future. A programme to set out the values and behaviours expected by the Trust had been rolled out.
- In relation to recruitment, Members queried the need to recruit nurses from abroad and asked about the steps being taken to retain trainee nurses. The Panel were informed that the recruitment of trained nurses from abroad was one part of a broader strategy to reduce the number of agency nurses and increase the stability of the nurse

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workforce, which was over 1,300. The Trust was committed to retaining more nurses by offering jobs and career development opportunities. The Trust had recruited nurses from the Philippines in the past and it had proved successful given the high quality of their training and the levels of commitment they had demonstrated.

- The Panel asked whether changes to commissioning arrangements would lead to improved services. It was responded that the six CCGs that commission service from Frimley Health would work together to drive improvements whilst ensuring local focus on the quality of local services. Sir Andrew gave a number of specific examples such as vascular services and chemotherapy where it was envisaged local people would see benefits from the new arrangements.
- Members asked how long the Trust felt it would take to make the necessary improvements to services. Sir Andrew highlighted that mortality outcomes were already comparable between Wexham Park and Frimley hospitals, but that the transition plan would seek to improve the patient experience and increase the consultant delivered offer.
- The provision of home care and impacts of the Better Care Fund were discussed. Sir Andrew acknowledged the significant challenges in moving patients from hospital into appropriate care environments. The Trust worked with a number of local authorities and whilst it was noted that the position in Slough was better than in a number of other neighbouring areas, there was an opportunity to make further improvements and partnership working was key to achieve this objective.

The Chair thanked Sir Andrew for the update and welcomed the progress being made since the acquisition.

Resolved – That the update be noted.

(Councillor Chohan left the meeting)

46. Public Engagement in GP Out of Hours

The Panel received a report from representatives from Slough Clinical Commissioning Group (CCG) on the proposed move of the GP Out of Hours Service from the Herschel Medical Centre to Wexham Park Hospital.

The service operated between 6.30pm to 8am on weekdays and from 6.30pm on Friday to 8am on Monday as well as Bank Holidays. The Panel were informed that the number of patients supported by the service had reduced since the introduction of NHS 111 and this trend was likely to continue following the opening of the new Urgent Care Centre in Bracknell. The potential benefits of the move included improved patient experience, integration of urgent care services and ensuring A&E patients saw the most

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appropriate clinician for their circumstances. A public consultation exercise indicated that 64% of respondents supported the proposals.

Members asked a number of questions about the proposal including whether there was sufficient capacity to deal with patients being redirected from A&E to Out of Hours given the co-location on the Wexham Park site. The CCG reassured the Panel that sufficient provision was in place to meet the expected outcomes for the service. A member of the Panel queried whether the new service would put further pressure on car parking at the site, and it was responded that

Following a discussion about the consultation, which had generated a relatively low response to questionnaires, Members suggested a number of ways to strengthen the process and capture feedback on the service following relocation. The CCG confirmed that there would be continuous engagement with service users.

Resolved –

- (a) That the Panel the proposed move of GP Out of Hours services from Herschel Medical Centre to Wexham Park Hospital be endorsed.
- (b) That a progress report be considered at a future meeting setting out the impacts of the move and patient feedback

47. Better Care Fund Plan 2015/16

The Assistant Director, Adult Social Care updated the Panel on the progress of the Better Care Fund (BCF). The BCF plan would create a health and social care pooled budget between the Council and the Clinical Commissioning Group (CCG) which brought together services for adults to improve service integration and outcomes.

The final BCF plan for Slough had agreed a pooled budget of £8.762m for 2015/16, of which the Council contribution would be £694k. The pooled budget was a relatively small proportion of local public spending on adult social care but involved new ways of working. Alignment of spending on shared priorities between partners would therefore be important, particularly in the context of significant budget reductions overall for adult social care. BCF delivery would focus on proactive care; a single point of access into integrated care services; and strengthening community capacity and the Panel were updated on the progress made against each of these priority areas. The key challenges included balancing rising demands on the system against ongoing financial pressures.

The Panel asked a number of questions and discussed a range of issues including the funding position and the Single Point of Access for professionals to help identify the right service for their clients. In relation to proactive care, which involved targeting support at the most vulnerable and those who were the most at risk of ill health, Members asked about the identification process

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for vulnerable people. They were informed that social care already had a good understanding about their clients and a risk assessment tool was used with GPs to identify people at risk who may need a care plan or proactive support. Work was underway with GPs to improve the 'inter operability' of systems and record keeping and an Integrated Care Team pilot.

The Panel noted the update and agreed to receive a further update in June 2015.

Resolved –

- (a) That the current progress and future planned activity in relation to the Better Care Fund Plan 2015/16 be noted.
- (b) That the Panel receive a further BCF update at the meeting in June 2015.

48. Forward Work Programme

The Panel considered the Work Programme and the following changes were agreed:

- Better Care Fund update to be added in June 2015.
- Update on the Implementation of the Care Act 2014 to be moved from March to June 2015.
- Carers Strategy to be moved from March to June 2015.
- Mental Health Crisis Care Concordat to be added to March agenda.
- Cancer Services to be moved from un-programmed to March meeting.
- Berkshire Healthcare NHS Foundation Trust Quality Account 2014/15 to be confirmed for the March meeting.

Resolved – That the current work programme for 2014/15 be noted, subject to the amendments noted above.

49. Attendance Record

Resolved – That the record of Members' attendance in 2014/15 be noted.

50. Date of Next Meeting - 23rd March 2015

The date of the next meeting was confirmed as 23rd March 2015.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.36 pm)