



Windsor Ascot and  
Maidenhead  
Clinical Commissioning Group

NHS Berkshire  
King Edward VII Hospital  
St Leonards Road  
Windsor  
SL4 3DP

18<sup>th</sup> March 2013

Charles Waddicor  
Chief Executive  
NHS Berkshire  
57-59 Bath Road  
Reading  
RG30 2BA

Dear Charles

**Shaping the Future consultation regarding changes to services currently provided at Heatherwood Hospital.**

The Windsor, Ascot and Maidenhead CCG shadow Governing Body met on 6<sup>th</sup> March 2013 and discussed the working draft of the Shaping the Future Decision Making Business Case and the working draft of the Independent Consultation Analysis Report.

The CCG discussed in detail the proposals for change, the detailed responses and each of the draft recommendations in the Decision Making Business Case.

The Shadow Governing Body provides the following comments for consideration by the PCT Board at its meeting on 26<sup>th</sup> March 2013.

**Recommendation 1 - The Board should confirm that the process undertaken has effectively engaged the local population, stakeholders and affected groups.**

The importance of learning lessons from the consultation process to increase knowledge, awareness and involvement in the future of healthcare service provision in Windsor, Ascot and Maidenhead was raised. The Shadow GB were aware that as they take over responsibilities from April 2013 involving patients in decisions affecting their health will need to be a systematic and on-going process. Governing Body members noted the highly polarised public support for the consultation proposals, including the expressions of concerns beyond the scope of the consultation. It felt work needed to continue to explain these changes to the public before they were enacted and local community leaders should be fully engaged in the site's long term service planning process by HWPFT.

**Recommendation 4****That the Board approves the proposal to enhance the service model so that the MIU is integrated with primary care in an Urgent Care Centre.**

The Shadow Governing Body felt that this recommendation needed to be expanded to capture the changed service model from a minor injuries unit to an urgent care centre. A suggested rewording is provided below:-

That the Board approves an urgent care centre model which provides:-

- An enhanced primary care service for minor ailments as well as minor injuries
- A booked GP appointment service for patients across Bracknell, Ascot, Windsor and Maidenhead.
- Strong integration with primary care out of hours services on the same site to provide 24/7 coverage

The Shadow GB outlined a strong requirement to integrate the centre with Windsor and Maidenhead GP practices as well as those from Bracknell and Ascot to ensure continuity of primary care services for patients across the area.

The CCG noted particular comments from the Joint Overview and Scrutiny Committee on the importance of communicating effectively with the public on access routes into urgent and emergency care services. An effective communication plan will need to be implemented prior the move to ensure the public are fully aware of what emergency and urgent care services are available where, and at what times of the day. This did not just relate to the UCC but to other urgent and emergency care services accessed by WAM residents.

The CCG noted national work taking place on the definition and specification of urgent and emergency care services. Any new service will need to be consistent with emerging national definitions for different elements of urgent care.

Subject to the above points the Shadow GB supports recommendation 4 and provides the Board with assurance that it will work with the other CCGs and Unitary Authorities to ensure effective implementation, including addressing the points above on communications.

**Recommendation 5 - That the urgent care centre, including the MIU should be located at Brant's Bridge NHS clinic. This recommendation is subject to the following caveats:**

- **It is dependent on the negotiation of an appropriate lease with the owner of the facility**
- **Assurance that the future of the Brant's Bridge facility as the host of the UCC can be secured.**
- **Assurance that sufficient parking will be available**

The CCG discussed the Brant's Bridge location option for the urgent care centre. It was understood that initially a new build solution in Bracknell was proposed within the initial business case proposals, but that that was later rejected and replaced with the proposal to move to Brants Bridge. The CCG has not had information on the rationale for this decision, and would wish the NHS Berkshire Board to have assurance that there were good reasons for it.

The Governing Body noted the merits of the location of the urgent care centre in Bracknell, 2 miles from the Heatherwood site in terms of patient access and transport. It was further noted that transport was a repeated concern in the consultation and recommends a comprehensive travel plan is produced, promoted and implemented.

Subject to successful lease negotiations for the proposed building and the assurance regarding the original new build option, the Shadow Governing Body supports recommendation 5.

**Recommendation 6 - That the Board approves the proposal to close ward 8 at Heatherwood and replace it with the following range of services in East Berkshire:**

- **Eight additional stroke rehabilitation beds at Wexham Park**
- **An early supported discharge service for recovering stroke patients**
- **Community based packages of care for general medical rehabilitation**

The Shadow Governing Body noted national evidence and wide clinical support for the early discharge support service for stroke patients. The improvements this brings in quality of care for patients were evident. The CCG fully supported the proposal to implement the service in East Berkshire.

The Shadow Governing Body noted the concerns raised in the consultation by patients and the WAM OSC on providing appropriate community packages of care before the Heatherwood ward closure. The Shadow GB supported firm agreements and sufficient 'lead in' time to ensure social and community support packages were in place and the community informed before the changes were enacted.

The Shadow GB confirms support for the recommendation and can provide the Board with assurance that it will work with the other local CCGs and RBWM to ensure that appropriate community-based services are put in place prior to the closure of the ward.

Close liaison with the Unitary Authorities and all relevant providers to ensure the full package of health and social care is in place for discharged patients.

**Recommendation 7 - That the Board approves the proposal not to reopen the Ascot Birth Centre.**

The Shadow GB supported the proposal and will continue to ensure that there are clear choices for women who want to choose a midwife led birth. The CCG will work with providers to ensure that there is sufficient capacity of the right type in the system to provide for the future number of births projected.

In terms of overall assurances for the PCT Board the clinical leadership within the CCG and its members are committed to the implementation of the decisions of the PCT on 26<sup>th</sup> March from April 2013 as the statutory body who will be responsible for commissioning these services for patients of Windsor, Ascot and Maidenhead.

In terms of overall assurances for the PCT Board, the Shadow WAM CCG Board supports the recommendations given the above caveats and is committed, within the parameters outlined in this letter, to the implementation of the decisions of the PCT on 26<sup>th</sup> March from April 2013 as the statutory body who will be responsible for commissioning these services for our patients.

Yours sincerely



Adrian Hayter  
Clinical Chair  
Shadow Windsor, Ascot and Maidenhead CCG



Slough

Clinical Commissioning Group

NHS Berkshire  
King Edward VII Hospital  
St Leonards Road  
Windsor  
SL4 3DP

18<sup>th</sup> March 2013

Charles Waddicor  
Chief Executive  
NHS Berkshire  
57-59 Bath Road  
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RG30 2BA

Dear Charles

**Shaping the Future consultation regarding changes to services currently provided at Heatherwood Hospital**

The Slough CCG shadow Governing Body met on 26<sup>th</sup> February and discussed the working draft of the Shaping the Future Decision Making Business Case and the working draft of the Independent Consultation Analysis Report. The shadow Governing Body discussed the feedback from the consultation process and assessed each of the recommendations in turn. Given the numbers of Slough patients affected by the proposed changes to Maternity and Urgent Care services are minimal the discussion centred on the early supported discharge and general rehabilitation proposals.

1. The shadow Governing Body supports the three proposals for service change described in the DMBC related to the Minor Injuries Unit/Urgent Care Centre, rehabilitation services, and midwife led maternity services at Heatherwood hospital. It therefore would support approval of recommendations 4, 5, 6 and 7 within the DMBC (these are the recommendations in the DMBC which directly apply to the service changes).
2. The clinical leadership within the CCG and its members are committed to the implementation of the proposals especially in relation to early supported discharge for stroke patients and general rehabilitation services.
3. I can confirm that if the PCT Board decides to approve the proposals listed above, the CCG will actively work to ensure their implementation. I also can provide the following assurances and comments on implementation.

To reflect the feedback in the consultation we support that the name of the Urgent Care Centre should be reviewed. In particular, as national guidance emerges on the naming of the different kinds of emergency/urgent care facility to ensure greatest

public understanding of their role and function we will reflect that guidance. This will apply for all urgent and emergency care services accessed by Slough patients. In addition, an effective communication plan will need to be put in place at the time of the move to ensure the public are fully aware of what emergency and urgent care services are available where, and at what times of the day across the East Berkshire system.

**Rehabilitation implementation**

We will ensure that appropriate community and social care based services are commissioned in Slough prior to the closure of the ward if the proposals are supported by the PCT Board.

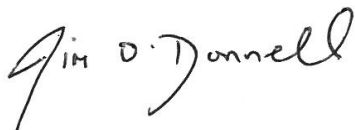
We will work closely with the Slough Unitary Authorities and all relevant providers to ensure the full package of health and social care is in place for discharged patients to ensure patients are only discharged where effective community and social care support can be provided in the home.

**Maternity implementation**

We will continue to ensure that there are clear choices for Slough women who want to choose a midwife led birth.

We will work with providers to ensure that there is sufficient capacity of the right type in the system to provide for the future projected number of births in Slough CCG.

Yours sincerely



Dr Jim O'Donnell  
Clinical Chair  
Slough CCG



# Bracknell and Ascot

## Clinical Commissioning Group

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King Edward VII Hospital  
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Windsor  
SL4 3DP

18<sup>th</sup> March 2013

Charles Waddicor  
Chief Executive  
NHS Berkshire  
57-59 Bath Road  
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RG30 2BA

Dear Charles

### **Shaping the Future consultation regarding changes to services currently provided at Heatherwood Hospital**

The Bracknell and Ascot CCG Shadow Governing Body met on 13<sup>th</sup> March and discussed the working draft of the Shaping the Future Decision Making Business Case and the working draft of the Independent Consultation Analysis Report. The Shadow Governing Body discussed the feedback from the consultation process and supported the recommendations highlighted in the draft business case. The following comments are provided for PCT Board consideration:-

**Recommendation 1 - The Board should confirm that the process undertaken has effectively engaged the local population, stakeholders and affected groups.**

The CCG reflected that the public consultation had effectively engaged the Bracknell and Ascot population with good engagement at deliberative events, focus groups and through individual and organisational responses. The Governing Body commented however that in future consultations the use of social media could be employed to greater effect.

The CCG noted that whilst the majority of respondents were negative in respect to the changes that the concerns mainly focussed on the future of the Heatherwood hospital site and recognised that the CCG needed to focus on the three substantive proposals linked to the consultation criteria as part of its deliberations.

**Recommendation 4 - That the Board approves the proposal to enhance the service model so that the MIU is integrated with primary care in an Urgent Care Centre.**

**Recommendation 5 - That the urgent care centre, including the MIU should be located at Brant's Bridge NHS clinic. This recommendation is subject to the following caveats:**

- **It is dependent on the negotiation of an appropriate lease with the owner of the facility**
- **Assurance that the future of the Brant's Bridge facility as the host of the UCC can be secured.**
- **Assurance that sufficient parking will be available**

The CCG strongly supports the above recommendations. The delivery of an Urgent Care centre in Bracknell is critical to its plans for developing primary and community care services for its population and meeting its commitments through the 'Right Care, Right Place' consultation in 2008.

The Governing Body noted feedback from the consultation on the clinical model of care for the UCC including opening hours and levels of GP support. The CCG is committed to reviewing the service offering with local people as changing services and needs dictate. We were especially mindful of the confusion in the public as to access points to urgent and emergency care services. An effective communication plan will be put in place at the time of the move to ensure the public are fully aware of what emergency and urgent care services are available where, and at what times of the day. Additionally, as national guidance emerges on the naming of the different kinds of emergency/urgent care facility to ensure greatest public understanding of their role and function - we will reflect that guidance in the new service.

The Governing Body recognises the importance of linking the Urgent Care Centre to practices in Windsor, Ascot and Maidenhead CCG to ensure continuity of service as well as those in Bracknell and Ascot.

**Recommendation 6 - That the Board approves the proposal to close ward 8 at Heatherwood and replace it with the following range of services in East Berkshire**

- **Eight additional stroke rehabilitation beds at Wexham Park**
- **An early supported discharge service for recovering stroke patients**
- **Community based packages of care for general medical rehabilitation**

The CCG supports the above recommendation. We will ensure that appropriate community and social care based services are commissioned in Bracknell and Ascot prior to the closure of the ward. The CCG are aware that discharge arrangements into community service are linked to three acute hospitals serving the CCG area.

We will work closely with the Bracknell Forest Council and the Royal Borough of Windsor and Maidenhead and all relevant providers, to ensure that safe and appropriate discharge arrangements are in place that meet individual needs, and fulfil their potential for rehabilitation.



**Recommendation 7 - That the Board approves the proposal not to reopen the Ascot Birth Centre.**

The CCG supports the above recommendation. We will continue to ensure that there are clear choices for Bracknell and Ascot women who want to choose a home, midwifery led or obstetric led birth.

We will work with providers to ensure that there is sufficient capacity of the right type in the system to provide for the future projected number of births in Bracknell and Ascot CCG.

In terms of overall assurances for the PCT Board the clinical leadership of the CCG and its members are committed to the implementation of the decisions of the PCT on 26<sup>th</sup> March from April 2013 as the statutory body who will be responsible for commissioning these services for people resident in Bracknell and Ascot CCG's catchment area.

Yours sincerely

A handwritten signature in black ink, appearing to read 'William Tong', written in a cursive style.

Dr William Tong  
Clinical Chair  
Bracknell and Ascot CCG

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15<sup>th</sup> March 2013

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Charles Waddicor  
Chief Executive  
NHS Berkshire

Dear Charles

**Shaping the Future consultation regarding changes to services currently provided at Heatherwood Hospital.**

I am writing on behalf of Chiltern CCG to confirm that we support recommendation six (quoted in the box below) in the draft Decision Making Business Case you have shared with us.

“That the Board approves the proposal to close ward 8 at Heatherwood and replace it with the following range of services in East Berkshire:

Eight additional stroke rehabilitation beds at Wexham Park

An early supported discharge service for recovering stroke patients

Community based packages of care for general medical rehabilitation”

I confirm that we have also gained assurances from our provider of acute and community services that they have adequate commissioned resources to meet the needs of South Buckinghamshire patients affected by the change.

Yours sincerely



Dr Annet Gamell  
**Chief Clinical Officer**