

WORKING
together

To deliver your NHS
for our communities



**NHS Horsham and Mid Sussex Clinical
Commissioning Group**

And

NHS Crawley Clinical Commissioning Group

**SECURING THE FUTURE OF OUR NHS
‘5 COMMUNITIES PLAN’**

Engagement Report – Phase 1

CONTENTS

1. INTRODUCTION

2. PRE-ENGAGEMENT ACTIVITY

- 2.1 CCG Commissioning Patient Reference Groups
- 2.1 CCG's Stakeholder Lists
- 2.3 Partnership Communications Working Group
- 2.4 Stakeholder Engagement Working Group

3. ENGAGEMENT ACTIVITY

- 3.1 Public Events
 - 3.1.1 Q&A's
 - 3.1.2 Workshop
 - 3.1.3 Post Meeting Activity
- 3.2 Outreach Engagement
- 3.3 Online Survey

4. ENGAGEMENT FEEDBACK

- 4.1 Public Events – Horsham, Burgess Hill, East Grinstead, Haywards Heath and Crawley
- 4.2 Out Reach Engagement
 - 4.2.1 Broadbridge Health Leisure Centre
 - 4.2.2 The Pavillion Leisure Centre
 - 4.2.3 Age UK Horsham Tuesday Club

5 ACKNOWLEDGEMENTS



1. INTRODUCTION

This report is a culmination of the pre-engagement and engagement work undertaken for the 5 Communities Plan since spring 2014 and should be read in conjunction with Five Communities Survey, Report on the Responses: July to October 2014.

NHS Horsham and Mid Sussex Clinical Commissioning Group (CCG) and Crawley Clinical Commissioning Group (CCG) are working together to ensure they have the financial sustainability of local NHS services now and in the future and have the capacity to deal with our growing and aging population. Both CCGs have produced individual Strategic Service Delivery Plans (SSDPs) which detail how the above may be achieved and ensure better value for patients for each health-pound spent which is fundamental when funding is fixed and the population's needs are increasing.

Following the CCGs' commitment and passion for patient engagement they wanted to ensure that patients, partners and local communities were involved from the outset to influence the design of health and social care services around the needs of individuals as well as the wider population. To guarantee that the proposals with SSDPs were as public friendly as possible an Executive Summary combining both SSDPs was written and titled 'The 5 Communities Plan'.

The 5 Communities plan analyses the current and future needs of the local population, reviews current GP services and community care, including both Horsham and Crawley hospitals and care delivered in people's homes. Ultimately the plan will be used to help design the future of health care across the five communities of, Burgess Hill, Crawley, East Grinstead, Horsham and Haywards Heath. It aims to ensure that the CCGs and its partners are making the best use of money and facilities available and planning for a robust future of services, staff and buildings over the next 10 – 30 years.

2. PRE-ENGAGEMENT ACTIVITY

2.1 CCG Commissioning Patient Reference Groups

The draft joint Executive Summary along with the proposed Engagement Plan was presented to both CCG Commissioning Patient Reference Groups (CPRGs – critical friend assuring the Governing Body of effective patient engagement through CCG commissioning) jointly on 27 May 2014 by Steve Williams, Programme Director. The purpose of the event was for CPRG members to comment on how user friendly the document was and be assured that the Engagement Plan was robust, effective and included all communities especially the hard to reach.

2.2 CCGs Stakeholder Lists

An exercise was undertaken to ensure that the CCGs' stakeholder lists included as many community, voluntary and statutory organisations local to the area as possible where included so that all sectors of the community could be reached.



2.3 Partnership Communications Working Group:

To ensure that our local authority partners were kept fully abreast of the project, Communications Leads from all district, town and County Councils were invited to sit on the above working group. It was agreed at the first meeting that any communication received relating to the 5 Communities Plan would be cascaded to all members of their organisation.

2.4 Stakeholder Engagement Working Group

To assist the CCGs in cascading the 5 Communities Plan messages, as far and wide as possible to the larger community, voluntary and statutory organisations, especially those who represented the harder to reach communities within the County, were invited to sit on the above. Member organisations included West Sussex Healthwatch, Carers Support, local Councils for Voluntary Services, Friends Families and Travellers, Openhouse (organisation supporting the homeless) as well all provider Trusts.

3. ENGAGEMENT ACTIVITY

The three main engagement activities within the Engagement Plan were:

- Public Events
- Outreach Engagement
- Online Survey

3.1 Public Events

Throughout the summer a series of 5 public events were held across the county. The aim was to explain the role of the CCGs, introduce the 5 Communities Plan, explain why it was necessary, what had been done so far, what was next and most importantly seek the views of attendees on whether they considered the plan would work for them and their communities.

To allow the public maximum opportunity to attend, the events were held on different days during the week and different times throughout the day, including 1 evening event. The programme and format for each event was the same, with time being devoted to a Question and Answer session. Question slips were provided for those that due to time constraints could not be answered on the day.

A large advertising campaign was undertaken, which highlighted all events, and included:

- Press Releases / Articles published in local newspapers
- 300 Posters sent to all GP surgeries, Pharmacies and other public outlets
- A total of 1,750 flyers were used for the above also handed out to members of public in locations such as Crawley Hospital foyer, town centres, Horsham market and in particular East Grinstead town centre.
- A total of 855 invites were sent out many of which were forwarded onto other organisations, networks and clients. Hard copy invites were sent to those people who did not have access to a computer.



Below is a brief summary of each of the events:

Burgess Hill – Wednesday 16 July 2014, 13.30 – 17.00 – St Andrews Community Centre

25 people attended and although the numbers were quite low, this was not unexpected as the turnaround time for advertising had been quite short and the area is smaller compared to Crawley and Horsham. The audience included members of the public, and representatives and volunteers from organisations such as Age UK West Sussex, Gypsy and Traveller Community, Mid Sussex Older Peoples Council, local councillors and representatives from local GP Patient Participation Groups. A total of 11 questions were received on the day and 9 submitted via the question slips.

Crawley – Tuesday 29 July 2014 – 9.30 – 13.00, Charis Centre, Crawley

66 people attended who were very vocal and displayed genuine passion and interest in Crawley Hospital. They consisted of a variety of ages and ethnicity and were members of the public, from organisations such as the British Red Cross, Age UK West Sussex, Horsham Society, League of Friends, representatives from local GP Patient Participation Groups, representatives from West Green Residents Forum and many residents from Crawley and surrounding areas. A total of 19 questions were received on the day and 30 submitted via the question slips.

Horsham – Thursday 31 July 2014 – 17.30 – 21.00, Drill Hall, Horsham

57 people attended who were of varying of age and ethnicity and were members of the public, from organisations such as East Grinstead Sports Club, Haywards Heath League of Friends, Horsham & Crawley Counselling Group, Healthwatch West Sussex, Horsham Labour Party and representatives from local GP Patient Participation Groups. A total of 11 questions were received on the day and 30 submitted via the question slips.

East Grinstead - Tuesday 23 September 2014, 6.00pm – 9.30pm, Meridian Hall

131 people attended, the majority of which were residents and patients from Moatfield, Judges Close and Ship Street GP surgeries. Organisation representatives included East Grinstead Council for Voluntary Services, Queen Victoria Hospital NHS Trust, East Grinstead Sports Club, and Age UK West Sussex. A total of 11 questions were received on the day.

Haywards Heath - Thursday 25 September 2014, 14.30 – 18.00, St Wilfrid's Hall

38 people attended and though this was relatively small compared to previous events all were vocal and engaged. There were residents from the local area as well as from organisations such as Independent Lives, Care in Haywards Heath, Bluebird Community Transport and many representatives from local GP surgery Patient Participation Groups such as Cuckfield and Newton surgeries. A total of 9 questions were taken on the day and none via the question slips.



3.1.1 Q&As

Throughout the five events a total of 130 questions were received and responded to. A full list of Q&As pertaining to each event form an Appendix to each of the events reports as well as being available on the 5 Communities website www.5communitieswestsussex.nhs.uk. All invitees were informed of their availability and those who provided contact details on the question slips were additionally contacted directly with their answer.

3.1.2 Workshop Material

To gather people's views on the plans a questionnaire was developed by KMCS in consultation with the CCG and used for the one hour workshop session at each meeting. Attendees were asked to work in groups and complete the 'Will the Five Communities plan work for you?' questionnaire collectively.

The questionnaire used for the Crawley event Workshop session slightly differed from that used at other events. It was felt that the questions needed to be based more on Crawley specific services including a direct question about Crawley Hospital. Additional copies of the survey were included for each delegate which attendees were encouraged to pass onto friends and family for completing and returning via the Freepost address.

3.1.3 Post Meeting Activity

After each event a report was produced outlining proceedings and Appendices included:

- Invitation List
- Presentations
- Question and Answers
- Verbatim feedback from 'Will the Five Communities Plan work for you?'

A press release was issued highlighting availability of the report and the main themes emerging from what people had said about the Plan. All invitees were made aware of its availability and were able to request a hard copy should they not have access to the internet.

The reports were received very favourably with many commenting that it was refreshing to see that feedback on what people had said was being given and their views / opinions taken into consideration. Numerous requests for each report were received, mainly from people who had been unable to attend any of the public events but still wanted to know the outcome.

Following each meeting a 'You Told Us' poster was produced, this highlighted the main themes captured during the Workshop sessions. As well as promoting and distributing the poster via the normal channels it was also used as promotional material at the next meeting so that attendees could visually see what people's views were on the plans at previous meetings.



3.2 Outreach Engagement

To gather further opinion outreach engagement was undertaken. All community, voluntary and neighbourhood forums listed on the CCG stakeholder list were provided with the opportunity to have a CCG representative attend and present on the plans and contribute to the conversation. Additionally CCG engagement staff attended local health / leisure centres and events to capture views as below:

Date	Organisation	Town
30/08/2014	Crawley Mela Festival	Crawley
04/09/2014	Broadbridge Heath Leisure Centre	Horsham
05/09/2014	Crawley Boxing Club	Crawley
07/09/2014	West Green Neighbourhood Forum	Crawley
11/09/2014	The Pavillion Leisure Centre	Horsham
23/09/2014	Age UK Horsham 'Tuesday Club'	Horsham
16/10/2014	Denne Neighbourhood Council	Horsham
20/10/2014	Young Crawley	Crawley
29/09/2014	K2 Leisure Centre	Crawley
31/10/2014	Dolphins Leisure Centre	Haywards Heath

3.3 Online Survey

The survey was developed by South East Commissioning Support Unit on behalf of the two clinical commissioning groups and is a series of fixed questions. There were 12 questions which covered the plans and seven questions which monitor who responded to the survey. Availability of the online survey was included within all correspondence as well as the opportunity to complete via hard copy. The survey was open for three months from July 2014 to the end of October 2014 during which time 299 people responded, 248 online and 51 via hard copy. Full results of the survey are available in the South East Commissioning Support Unit report '5 Communities Survey, Report On The Responses', July – October 2014.

4 ENGAGEMENT FEEDBACK

4.1 Public Events – Horsham, Burgess Hill, East Grinstead and Haywards Heath

When asked 'What can we do to help empower people to stay fit and healthy?' 40 individual comments were received and the common opinion was:

- Better information and advice on health and wellbeing, including diet and exercise needed to be available in GP practices and other outlets including schools, with education on how to maintain a healthy lifestyle starting at a young age*"Leaflets with bullet points, to identify the main key factors to improving health and wellbeing, targeted at young people as they have influences over their future, family and peers"*

- GPs and other health professionals taking a more proactive role in people's health and wellbeing by setting patient goals for reducing alcohol, reducing weight and stopping smoking for example.
- Work with Councils to ensure people have access to facilities to maintain their health such as cycle paths, dog walking areas, gyms, which if not free are affordable*"Promote cycling, walking and provide better facilities ... Make it Free ... Incentives, more you use it cheaper it becomes"*

When asked 'What do you currently do take care of yourself?' 39 individual comments were received and the common theme was:

- Eating and sleeping well, not smoking, limited or no alcohol and keeping both mind and body active*"I've become more active by joining community based organisations ...I attend the 50+ Club at Broadbridge Heath ... I enjoy life ...I enjoy the company of friends and relatives"*.
- Looking after oneself by taking prescribed medication and having their own supply of shop bought medication such as cough medicines and pain killers.

When asked 'Will services working better together, and adopting a hub and spoke approach improve care in your area?' 32 individual comments were received and the common opinion was:

- Yes, especially if delivered in a similar way to the MSK service, are accessible, GPs and other health professionals are aware of what is available, good communication between all parties and a robust infrastructure to support a service that is fully inclusive for all *"Hospitals need better connections to community based services. There needs to be clear pathways, known criteria and mapping of where it all is so to ensure that patients are sent to the right services first time... Yes, if the doctors' personal understanding of the patients' needs is taken into account when using this structure such as mobility, urgency, family situation and cost to patient ie. Transport costs"*.

When asked 'Will these plans be right for your service or organisation?' 23 individual comments were received and the common opinion was:

- Yes as long as the services were consistently of high quality with regular review, better use of services provided by voluntary and community organisations and awareness of such services available in the community*"Yes but services need to be consistently of high quality and meeting the need of the patient with constant review from a wide range of patients feeding back to ensure this...Review early, keeping patients informed about progress and being honest if not working"*



- Services such as chiropody, podiatry and hearing aids etc. could be delivered closer to home within settings where people congregate such as Mosques and community centres.

When asked ‘would extended hours at GP practices improve access for families?’

36 individual comments were received with the majority saying:

- Yes, as it would allow better access to working people however there was concern that GP and surgery staff were already overworked and it was sometimes difficult to get an appointment as is. Therefore there needed to be sufficient workforce in place to support it. Extended hours could possibly allow for delivery of other services but again current pressures on staff and facilities needed to be considered*“Extended hours would allow for more specialised services ie. Cholesterol / Asthma reviews. There could be links to ‘life-coaching and alternative therapies/services as well as links to community projects; however there is already difficulty obtaining an appointment”.*

When asked ‘what do you think of the plans to improve GP practices buildings and facilities?’ 29 individual comments were received the general opinion was:

- They were in favour of them as this would ensure better utilisation of NHS buildings, however when planning, access via public transport and car parking needed to be a key factor as it is critical to the patient. Improvements to GP practices buildings would improve staff morale and working conditions and could allow for more services.
- Differing opinion was *“Whilst we acknowledge that amalgamation of practices under one roof would bring savings, we would prefer surgeries to remain as standalone units but placed in better locations ... Needs to have full options appraisal as could undermine the provision of general practice if core functions are removed”*

When asked ‘what do you think of our plans for making better use community hospitals?’ 38 individual comments were received the general opinion was:

- They were good as it would make best use of redundant space, provide additional services such as a Walk in Centre which could reduce pressure on GPs and A&E services, and enhance integrated working with social care and voluntary sector partners.....*“We feel that community hospitals are a vital cog in the machinery ...Good, they are completely necessary and we need to ensure smarter use of community hospitals”*



When asked ‘what services would you prioritise to be added to your community hospital?’ 37 individual comments were received with the common themes being:

- Health and Wellbeing Clinics, specialist services for young, frail and elderly such as, psychiatric, physiotherapy, cardiovascular, as well as services provided by the voluntary sector such as Age UK, MIND etc. who can assist the patient. Again emphasis was given on the importance of services being local and accessible to the patient” *A community wing should be made available at Queen Victoria Hospital which would mean local people could visit more easily. As it stands, when elderly people are shunted off to Haywards Heath or Redhill it quite often means the remaining family members cannot visit.....Ophthalmology services could be included within the plans as current patients have to travel to Brighton Assessment Unit”.*

When asked ‘would you like to see GP practices offering a greater range of services?’ 42 individual comments were received many of which said:

- Yes such as Skype, texting, remote diagnostics, telephone triage appointments, making better use of existing communication technology and utilising reception staff skills more effectively, all of which could reduce current pressure on GPs. Some felt that GPs were already working to full capacity and more services would mean more work however this could be alleviated by providing services that are nurse led for example minor injuries.

When asked ‘will the plans meet the needs of your local community’ 21 individual comments were received the majority of which in summary were:

- In favour of the overall plan but location, access, funding and the inclusion of working closely with the voluntary sector was crucial to its overall success. They were in favour of utilising empty space in NHS buildings as well as making better use of other venues”*Yes especially if other venue such as Elderly clubs, local shops which are empty could offer community clinic or several different services that share resources and offer different rotation. Works well for rural villages and volunteers often have an important role in staffing this type of service”*

4.1 Public Events – Crawley

As stated in 3.1.2 the Workshop Material for the Crawley event differed from other events, it was more Crawley focussed and comprised of two Workshop Sessions, whereby people commented on the topics which were important to them as local patients. Feedback was as follows:



Workshop 1 – Do the Plans:

- **‘Support you and your families to use local services?’** – From the 16 individual comments received over half of them related to the importance of good access to GP services whilst other comments were the need of clarity around where services would be delivered from*“Transition likely to cause fear and uncertainty for patients and staff – need clear communication to communities in many formats.....Services closer to home will encourage people to seek help – access times are equally important”.*
- **‘Provide the right services that you and your community need to provide more care in your local communities?’** – From the 9 individual responses received feedback focussed on the need for the plan to ensure that an appropriately skilled sufficient workforce was in place with good communication between all parties. Utilising the services of the voluntary sector could assist this*“The Red Cross and voluntary drivers can assist in taking people home and settling them in”.*
- **‘What further ideas do you have to strengthen the plan?’** – From 15 individual comments received the majority suggested that the plan needed to be communicated to the wider community in a more user friendly format. The CCGs needed to work with local community and voluntary organisations, including Neighbourhood Forums and patients groups to relay the message*“Stronger communication options eg. ‘drop boxes’ in public places / community and support groups”.Talk to older peopleGo to children and young people’s organisations”.*

Workshop 2 – Local Services

- **Do our plans for Crawley Hospital meet with your approval?** – From the 10 individual responses 90% were positive, for example*“more convenient than other hospitals, public transport good and people have confidence in this hospital”.* There were some reservations about the plan being in such early stages and how previous plans had not been accomplished*“we remember MPs and talk of Pease Pottage so hard to know what’s going on”.* People recognised the advantages to the patient by providing more services under one roof but did not want to lose its identity as a hospital*“Is Hospital the right word? More of a community resource”.*
- **What other services do you think can be safely delivered from Crawley Hospital?** – From the numerous services listed the common 10 were:
 - Cataract day surgery
 - Routine scans
 - Midwife led birthing centre for mothers expecting 2nd and 3rd babies including ante natal clinic



- Chemotherapy
 - Simple Fractures and Orthopaedic Services
 - Social Care and Voluntary Service Organisation
 - Hub model for care of the elderly - 'one stop' shop for care and assessment
 - Mental Health support services open up to wider community
 - Health and Wellbeing Services
 - Community Pharmacy
- **What services would you like to see delivered by GP practices and community care services?** – Though there were reservations noted regarding GPs already being overstretched and recruitment was already difficult, from the numerous services listed the common themes were:
 - Counselling services
 - Physiotherapy
 - 24/7 service – Urgent Treatment Centre / Clinical Assessment Unit
 - Lymphedema Care – instead of St George's
 - Post-Operative Care including removal of sutures and wound dressings
 - Minor Operations
 - Memory Assessment
 - Annual Health checks
 - **How can we ensure that local people use local services appropriately?** – From the 11 responses received it was evident that people thought that better information and promotion of services via leaflets in public places such as libraries, supermarkets and Health and Wellbeing hubs would educate people in using local NHS services correctly. A 'door to door' approach was also suggested *"Promoting all services via a leaflet to every household"*

4.2 Out Reach Engagement

Feedback from the engagement activity at Crawley Mela Festival, Crawley Boxing Club, West Green Neighbourhood Forum, Young Crawley, K2 and the Dolphins Leisure Centre was via the 'What do you think?' questionnaire. For analysis purposes of the feedback from these questionnaires has been included within the online survey responses. Feedback from the other events was given via in-depth interviews 'headline' comments are as follows:

4.2.1 Broadbridge Heath Leisure Centre:

Female Horsham resident – *"I receive excellent service from the surgery and can always get an appointment because they have a dedicated duty doctor who has a free day with no appointments booked previously. I cannot praise Redhill Hospital enough, and the maternity is also excellent. I do have serious concerns about the amount of housing*



developments across the area and how hospitals and GPs will cope with the influx of new residents; we definitely need a new hospital and more GP surgeries.”

Female Horsham resident – *“I really do believe we should operate an insurance system like America and that insurance is must for anybody entering the UK. I have paid national insurance contributions for 35 years but have gone private on many occasions because I could not get an appointment. The NHS is fantastic for emergencies and also once you have been referred, however it is so difficult and getting harder to be referred. Referrals need to be easier and you should get to see the right person first time within a short time frame.”*

Female Horsham resident – *“I have a daughter who has learning difficulties and I am very happy with the care and support she receives. Although I am happy with local NHS services, I have concerns regarding appointment waiting times at my GP surgery. Both my partner and I use the facilities at the Leisure Centre regularly to try and keep ourselves fit and healthy even though my partner is paralysed down one side.”*

Female Horsham Resident – *“I am very happy with the service I receive at my GP surgery, all other GP surgeries should learn from them and their system.”*

Female Horsham Resident - *“I am concerned about what I have been reading in the papers regarding the proposed move of GP surgeries from the town to the Leisure Centre. One practice moving to Broadbridge Heath is a very good idea but all three seems ludicrous. Elderly people like to see the same doctor each time who knows their condition, a move such as this would make it difficult, I already have to wait over 10 days for an appointment and I fear this could get worse.”*

Male Broadbridge Heath Resident – *“Whatever happens there has to be A&E facilities at either Crawley or Horsham Hospitals. It is ridiculous that patients should have to travel all the way Redhill.”*

Male Horsham Roffey Resident - *“I am okay with the service I receive at present, however if the proposed relocation went ahead it would cause me a lot of inconvenience. At this moment I just use my bus pass to get to my surgery. I don't believe there are any bad GPs, there are some that know more or different things than others and I appreciate that certain people like to see the same GP but sometimes it is good to see another as they may have a different diagnosis, recommend a different course of treatment or medication.”*

Male Broadbridge Heath Resident – *“I do not particularly care where my GP is located; I cycle everywhere so it is irrelevant to me.”*



4.2.2. The Pavilion Leisure Centre:

Female Horsham Resident – *“As an ex-hospital and community pharmacy I understand the difficulties patients have being referred and re-referred etc. and therefore a ‘one-stop’ shop would be great, however there are so many services available that nobody knows about, promotion and information on such services is key if they are to be successful. Taking more services into the community and patients home is excellent but again only if patients know that they are available.”*

Female Horsham Resident – *“I have real concerns that with our aging and growing population there will simply not be enough GPs to cope or hospital services available. I do not have any answers and even though the NHS is always promoting ways to keep us healthy people’s conditions continue to rise. I think the misuse of NHS services and patients ever increasing expectations of services has really started to have an impact overall.”*

Male Horsham Resident – *“I am very pleased with the service at my surgery and have no complaints. What does concern me is the distance we have to travel to access Accident & Emergency; both are situated miles from Horsham yet we have a hospital on our door step”.*

Female Horsham Resident – *“I work at XXXXX Surgery and am so pleased that you are out asking people what they think of current and future services. There definitely should be more of this and who better to tell you about services and influence future services than those receiving them.”*

Female Crawley Resident – *“We need more GPs, everybody you speak to complains that it takes forever to get even get through to the surgery because they are so busy and when you do it is difficult to get an appointment. I would like to see more GP surgeries though maybe this is not the problem and we need more GPs in the surgeries. Perhaps people should be made aware of the pressure on doctors then maybe they would be more reluctant to make appointments before trying to use an alternative like their pharmacy.”*

4.2.3 Age UK Horsham Tuesday Club

Due to the setting it was not appropriate to use the ‘What do you think?’ questionnaire and members of the Tuesday Club welcomed the opportunity to speak freely amongst themselves and share their views on the plans. Much praise was given to the plan, especially the proposals for better utilisation of both Horsham and Crawley hospitals. The idea of taking more services into the community and away from hospital settings was commended as long as they were accessible, especially for those living in more rural areas. Certain members shared how their fear of being elderly, located in an remote area and not being able to access NHS services readily had resulted in them relocated into the town.



When asked how they kept themselves fit and well the majority agreed that it was crucial to keep both mind and body healthy, especially following the bereavement of a loved one. Social activities such as attending the Tuesday Club was vital for those living alone however they needed to be affordable and accessible to all. Other activities they were involved in away from the club included walking, playing cards, socialising with friends and family and generally enjoying life.

In general all were content with the services they received from their GPs however felt that referrals to other services could be quicker and easier and that one stop shops for certain conditions would alleviate being bounced back and forth within the system.

5. ACKNOWLEDGEMENTS

NHS Horsham and Mid Sussex and NHS Crawley Clinical Commissioning Groups would like to thank all those who have given their time, support and contribution over the past months and have assisted us greatly in the early stages of planning our future local NHS services and look forward to continue working with them during the next stage.



