



Lewisham

Clinical Commissioning Group

Contact us

For a full copy of our Annual Report and Accounts please view www.lewishamccg.nhs.uk or contact lesley.aitken@nhs.net / 020 7206 3360

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Annual Report Summary 2014



Who we are

Lewisham Clinical Commissioning Group (Lewisham CCG) is a membership organisation made up of the GP practices in the borough.

Our aim is to secure the best possible health and care services for everybody in Lewisham, to reduce health inequalities and improve health outcomes.

We use what we know about the health needs of our population to plan how and where to provide care, which we commission (pay for) from providers.

We work in partnership with organisations in the borough and in neighbouring areas so that local people have high quality, safe health services, which are good value for money.

Message from chair

Welcome to the first annual review, which looks back at our first year in operation and our plans and priorities for improving health and health services in Lewisham.

Our key priority is to improve both overall health and the quality of health care our residents experience when they use local health services.

We have developed a clear vision – to deliver better health, best care and best value for everybody in Lewisham. This vision underpins everything we do.

Dr Marc Rowland
Chair, NHS Lewisham CCG



What we do

We plan, monitor and commission most of the health services you will use as a Lewisham resident. These include:



hospital care (for example, out-patient appointments and routine operations)



rehabilitation services
(for example, physiotherapy)



services to support people with 'Fully Funded NHS Continuing Healthcare' (for example, people with learning disabilities or who are physically frail)



urgent and emergency care (A&E) and urgent care centres



community health services
(for example, district nursing)



services for people with mental health conditions

In doing this we aim to:

- make sure health services in Lewisham are of a high quality
- work with the local community to plan and improve services
- have a good working relationship with the people who deliver your care and other organisations responsible for local services

Our vision for Lewisham

Our aim is simple – we want to work with our communities, hospitals, community teams, GPs and other primary care staff who provide care locally so that Lewisham people experience the best care possible and live longer, healthier, happy lives.

We will work to make sure that all Lewisham residents receive high-quality, safe and accessible health services and that, over time, we narrow the gap in life expectancy between the richest and poorest people.

As we make plans, carry them out and monitor them we aim for:

- **Better health** – to reduce preventable ill health and health inequalities. We commission a wide range of advice, support and care to make healthy living easier.
- **Best care** – to ensure that all commissioned services are high quality, safe, evidence based and provide a positive patient experience. To shift the focus of support and care to prevention, self-care and planned care in the community.
- **Best value** – to commission services which are integrated and sustainable so that they are high quality, effective and value for money.

Our vision and values

Lewisham people are at the centre of this vision and at the centre of everything we do.



Working in partnership

We work closely with Lewisham people and other organisations, to make the best plans for Lewisham people, and to coordinate local health and care services.

As members of the Lewisham Health and Wellbeing Board, a statutory committee of the London Borough of Lewisham, we jointly plan how best

to coordinate health, social care and voluntary sector services to meet the local health and care needs of our residents.

The Board brings together representatives from health sector, the Council, voluntary and community groups, along with patient and public representation provided through Healthwatch.

We have contracts with a range of health service providers, including NHS and voluntary sector organisations. We monitor how well these services are being delivered to meet the needs of our patients.

The CCG also works in partnership with NHS England, a national body which supports CCGs, and directly commissions primary care services (GPs, dentists, pharmacists and opticians), and specialised services for example, renal, transplant and some cancer services.

Joint commissioning

We share some commissioning staff teams with Lewisham Council, covering mental health services, services for older adults, physical disabilities and some children's services.

The Public Health team at the London Borough of Lewisham give us information on the health needs of our population, and we also work closely with them on healthy living priorities such as smoking, poor nutrition and alcohol.



We work closely with our neighbouring CCGs in south east London and NHS England, particularly where people from our boroughs may go to the same hospitals and where services may be changed or reorganised.

We have begun work to integrate health and social care services in a number of areas and will contribute £19.7m of our funding to the Lewisham Better Care Fund in 2015/16. This will deliver better outcomes in partnership with the London Borough of Lewisham for the adult population, particularly those with long term conditions or those with frailty.

Local services

Lewisham and Greenwich NHS Trust provide services from both University Hospital Lewisham and the Queen Elizabeth Hospital in Woolwich, as well as from Lewisham community settings. They are the main provider of community and hospital services for our patients. King's College Hospital and Guy's Hospital and St Thomas' Hospital are other significant local hospitals for Lewisham patients. Mental health services are mainly provided by the South London and Maudsley NHS Foundation Trust.

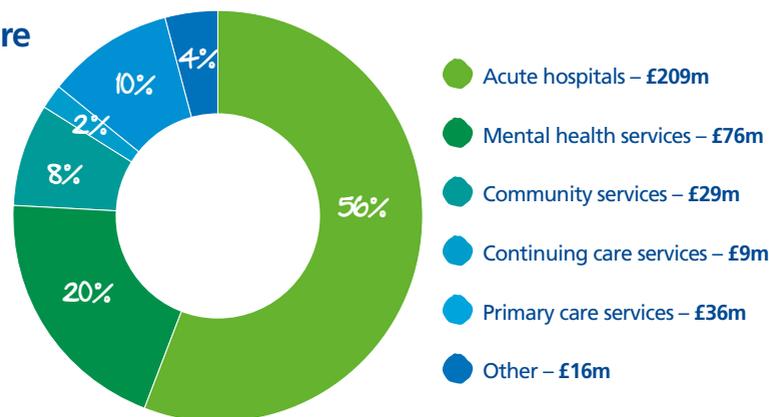
We are currently working with other CCGs in south east London, NHS England, local providers, councils and people to develop a five year plan to ensure high quality and safe services that are both clinically and financially sustainable into the future. More information on these emerging plans can be found at www.lewishamccg.nhs.uk/get-involved/improving-south-east-Londons-health-services-together.



How we spent the money

NHS Lewisham CCG has been allocated £375 million of taxpayers' money this year to spend on commissioning healthcare services. We spent the money on patient care in hospitals and in the community, on prescribing and other services for Lewisham patients.

Expenditure by area 2013/14



We achieved all our statutory financial duties and performance targets in 2013/14. These included:

- maintaining spending within our resource limits
- ensuring value for money
- delivering a surplus of £3.7m (1% of revenue resource limit)
- maintaining cash spending within a set maximum value
- ensuring cash balances less than £250k at year end
- managing administration costs within £25 per head of population
- paying 95% of invoices within 30 days

Local health challenges

We use in depth knowledge to understand the make-up, and health and wellbeing of Lewisham people. This allows us to plan and buy the best health services. Some of the health challenges we face locally include:

- Life expectancy for both men and women is lower than in the rest of London and England, although the gap between Lewisham and England is reducing.
- Almost 20% of people have more than two long term conditions. These are health problems, for example diabetes and heart disease, which cannot be cured, but can be managed by medicines or other treatments.
- The main causes of death are cancer, circulatory disease and respiratory disease. This is similar to many other parts of the country. Compared with London as a whole, men and women are more likely to die prematurely (under the age of 75) from these conditions.
- 21% of the population smoke.
- A third of adults are overweight or obese.
- Over 40% of children aged 10-11, and nearly 25% of 4-5 year olds are obese / overweight.
- Alcohol related harm is increasing.
- Around 25% of the population experience a mental health problem in any one year.
- More than 30, 000 residents are thought to have undiagnosed high blood pressure.
- One in four HIV infections is diagnosed late when treatment is less effective.

Equality and fairness

We aim to reduce the health gaps between Lewisham and England by 10% over the next five years and tackle health inequalities in the borough.

Our goal is for care that is:

- proactive, planned, and focused on early detection, diagnosis and intervention
- personalised, considering the person not just their condition
- enabling people to confidently manage their health

Our priorities

Looking at the main health needs and trends in Lewisham, listening to feedback from local people, and engaging with our partners, we identified three key areas of strategic focus for our first year:

- helping people to live healthy lifestyles
- supporting and caring for frail and vulnerable people with dignity, compassion and respect
- helping people with long term conditions to manage their health

We know that as well as looking at what we do, we need to consider how we do things – identifying how we can do things better to make best use of our resources and deliver best value as well as best care.

Our progress against goals

We made significant progress against our eight commissioning priorities in 2013/14. Below are some examples of how we have done this.

Commissioning Priority	Achievements
Promoting preventative health initiatives	<p>We developed stop smoking, immunisation and health check toolkits and support packs for GPs to promote preventative health to their patients.</p> <p>We improved uptake of the MMR vaccination for 2 year olds by 10%, making us one of the most improved CCGs in London.</p> <p>We worked with pharmacies throughout the borough to improve the uptake of vitamin D, enrolling over 5,500 pregnant women, new mothers and infants in the Healthy Start Vitamin D scheme.</p>
Reducing emergency hospital admissions for frail elderly people	<p>Seven in 10 at-risk patients over 65 received the flu vaccination, a 3% improvement on the previous year.</p> <p>We tested a falls prevention programme in a nursing home to address repeat emergency admissions from falls, which has shown a reduction in hospital admissions for these patients.</p> <p>Our medicines optimisation project has brought together health and social care professionals to jointly support older people to manage their medicines safely and effectively.</p>
Supporting patients with long term conditions to stay well	<p>We developed a pilot to help GPs identify patients with long term conditions who were at risk of an emergency hospital admission, who were then supported by health and social care teams to stay well.</p>

Diabetes Community Champions	We commissioned Diabetes UK to deliver a Community Champions programme to improve diabetes care in Lewisham, reaching over 1,000 Lewisham residents.
3Rs: Register, Recall & Review	The 3Rs initiative was introduced to support early diagnosis and management of diabetes, helping patients to manage their condition and stay well.
Mental health	We commissioned the MindCare service, which provides advice and advocacy to Lewisham residents who have been diagnosed with dementia.
Redesigning dementia care	Following engagement with service users, carers and others with an interest in dementia care, we redesigned local dementia services to support early diagnosis, immediate professional support, and enable people with dementia and their carers to live well.
Improving access to primary care	We supported 38 out of 41 GP practices to review access arrangements, and successfully bid for funding from Health Education South London to support telephone triage/consultation training for GP practices.
Effective winter planning – winter sees additional pressures on services, and careful planning is needed to ensure that services continue to run smoothly and can cope with demand.	Working with partners across the borough, we allocated £1m to support schemes to help prevent hospital admissions and support early discharge from Lewisham Hospital, and ran a public awareness campaign, reminding people to only use A&E for serious and life-threatening emergencies.
Integrated care – working together across health, social care and the voluntary sector to provide coordinated services that support health and wellbeing.	We have worked with health, social care and voluntary sector partners, to support people at the first point of contact with health and social care services, to access information and advice, and services that promote wellbeing and early treatment.

Our five year plan

Building on what we have learnt from discussions with patients, the public, our partners, and the achievements of our first year, we have developed detailed plans for our eight priority areas. For more information on how patients have been involved in our planning read on to page 17. Below are some examples, to read more go to www.lewishamccg.nhs.uk/about-us/our-plans.

Priority Areas	Initiatives
Helping people to improve their health	Working closely with our partners across the NHS we will support GPs to provide a range of services that support healthy living including; stop smoking, weight management, drug and alcohol support, sexual health, and cancer screening.
Maternity and children's care	We will work with our NHS partners to improve maternity services, giving mothers more support, choice and control over their care from pregnancy to birth, and better access to midwifery services. Working with the Lewisham Children's Partnership, we will improve services for children and young people, developing ways to reduce repeat visits to A&E and hospital stays.
Frail older people	We will put in place better ways of supporting frail older people and their carers to stay well, avoid hospital admission, and access the help they need to remain independent.
Supporting people with long term conditions	We will work with healthcare providers, patients and carers to promote early diagnosis and improve support for people with long term conditions and their carers. Everyone with a long term condition will be offered a personalised care plan.

Mental health	We will work with South London and Maudsley NHS Foundation Trust (SLaM), patients and their carers, to provide services that are safe and effective for people with mental illness. We will make sure we have the right support in the community to help them stay safe and well.
Primary care	We will improve practice systems to make it easier for people to make a GP appointment and to manage their care online. We will make sure that medicines prescribed are clinically appropriate and reflect national guidelines.
Urgent care	We will work with the public, health providers and other clinical commissioning groups in south east London to review and improve emergency, urgent and out of hours services so that they provide good-quality, affordable care.
Integrated adult care	We will work across health and social care to provide joint services, including a single health record, care plan and review, and provide clear information about the services available to support people to stay well and avoid hospital admission.

These priorities are currently being refreshed, to make sure that the joint work which we are developing across south east London is aligned with our local plans, and reflects what these mean for the Lewisham population.

Priorities for 2014/15

Based on extensive engagement with our member GP practices, patients and stakeholders around the main health needs in Lewisham, we have identified the following areas to focus on in 2014/15.

The following five objectives are fundamental to realising our vision for Lewisham to have better health, the best care and the best value from the services we offer:

High quality care – commissioning high quality services today that are:

- safe, timely and consistent
- providing a positive patient experience
- clinically effective in improving health outcomes and reducing inequalities
- secured through robust contract management

Good governance – ensuring robust governance arrangements that deliver:

- the CCG's statutory financial and non-financial duties
- compliance with national requirements and standards, including delivery of the NHS Constitutional rights and pledges for all Lewisham residents
- constitutional commitments as a members' organisation

Embedded patient engagement – ensuring it is intrinsic to all commissioning activities and achieves:

- a clear dialogue with all our communities
- public involvement in setting the CCG's strategy and commissioning priorities
- assurance and public accountability



Strengthening primary care – improving primary care services so that Lewisham people have equal access to high quality care including:

- preventative services such as screening, immunisations and healthchecks
- referral and early diagnosis support for cancer and long term conditions
- primary care services to provide support, care and effective self-management of long term conditions
- a network of community support through closer working with community partners in health and social care, the voluntary sector and mental health services

Establishing neighbourhood care networks – to reduce emergency admissions and support people to live well and stay healthy by:

- improving services to support and care for people with long term conditions
- providing a stronger network of community based services for maternity, end of life, mental health and older people's services
- improving community health services and aligning these teams across health and social care
- establishing integrated multi-disciplinary teams working with practices (including social workers, mental health, community, hospital and voluntary sector services) to support people to live well and stay healthy

How we've used patient feedback in our planning

Lewisham people are at the centre of everything we do and we value the important contribution they make in helping us to improve health services and the experience of those using them.

Through our engagement with local people and GPs, we know we have challenges and some people have concerns about the quality of some local services. In response, we have been testing a number of new approaches for monitoring services and dealing quickly with concerns, which have shown to be successful in both improving patient experience and clinical effectiveness.

We held an event attended by local people which helped us shape and confirm that our priority areas of healthy living for all, frail and vulnerable people, and long term conditions, were the right ones to focus on.

Local people have also been involved in our service improvement plans.

Diabetes – 15 Lewisham residents from mainly black, Asian and ethnic minority backgrounds were trained to help their communities better understand the potentially devastating effects of diabetes. The residents were also involved in awareness raising events, reaching over 1000 Lewisham residents.



Dementia – following engagement with service users, carers and others with an interest in dementia care, we developed new criteria and success measures of local dementia services that support early diagnosis, immediate professional support, and enable people with dementia and their carers to live well.

We decommissioned existing services and commissioned new ones to provide:

- new dementia assessment, diagnosis and treatment service with a single point of access
- a new voluntary sector service to provide support and information on dementia
- a new support worker specifically for carers of people with dementia
- a new Lewisham dementia services guide for the public
- new training provision for staff within hospitals and care homes
- extended support within day care services

Maternity – we worked with women who have used Lewisham’s maternity services to carry out a comprehensive review of services and pilot a new model of care that places mother and baby at the centre, with coordinated care from pregnancy through to birth, and choice about ante and post natal care options.

We will continue to involve and seek the views of patients and the public, and encourage all GP practices to have their own patient participation groups, that we can work with to collectively improve services across Lewisham.



How to get involved

Lewisham people are at the centre of all that we do. We want you to be involved planning local services and we value your views. Find out more here www.lewishamccg.nhs.uk/get-involved or contact engagement@lewishamccg.nhs.uk or 020 3049 3204

Our Governing Body meetings are held in public so that local stakeholders and residents can see and hear how we conduct our business to commission services. The dates of these meetings are published on our website www.lewishamccg.nhs.uk

The members of the Governing Body are:

Dr Marc Rowland	GP and CCG Chair
Ray Warburton OBE	Lay Member and Deputy Chair
Diana Robbins	Lay Member
Dr David Abraham	GP and Senior Clinical Director
Dr Faruk Majiid	GP and Senior Clinical Director
Dr Hilary Entwistle	GP and Clinical Director
Dr Jacky McLeod	GP and Clinical Director
Dr Angelika Razzaque	GP and Clinical Director
Professor Ami David MBE	Registered Nurse Member
Mr Tan VanDal	Secondary Care Doctor
Martin Wilkinson	CCG Chief Officer
Tony Read	CCG Chief Financial Officer