

Governing Body meeting (held in public)

DATE: 28 March 2016

Title	Our Healthier South East London- Update
This paper is for Information	
Recommended action for the Governing Body	<p>That the Governing Body:</p> <p>Note</p> <ol style="list-style-type: none"> 1. The contents of January and February editions of the new <i>Our Healthier South east London</i> programme update for stakeholders, entitled <i>Healthier</i>.
Potential areas for Conflicts of interest	None.
Executive summary	<p>The <i>Our Healthier South east London</i> programme has consolidated its communication channels and since October 2015 has issued a newsletter entitled <i>Healthier</i>. This supersedes other email updates that were issued over differing timeframes.</p> <p><i>Healthier</i> is sent directly by the programme team to a number of key stakeholders. The CCG then sends to number of additional local stakeholders. It aims to bring stakeholders up-to-date with engagement activity and developments in the programme as well as focusing on specific areas of work and people involved with the programme.</p> <p>This report contains the editions published for January and February.</p> <p>The articles in the January edition were on:</p> <ul style="list-style-type: none"> • How local health services are changing in 2016 • Testing ideas to improve orthopaedic services • More support for staff in 'care navigator' roles • Change in action - new 24 hour mental health helpline launches in Lambeth, Lewisham and Southwark • In focus - mental health • Introducing - Professor John Moxham

Clinical Commissioning Group

	<p>The articles in the February edition were on:</p> <ul style="list-style-type: none"> • What is the benefit of more change to your local NHS? • How could the ideas for orthopaedic care work in practice • Maintaining health and wellbeing by developing the non-clinical workforce • Change in action - transforming the emotional wellbeing and mental health of children and young people in Bromley • Patient voices doing more to listen to the views of local people • In focus - children and young people • Introducing Dr Tina Sajjanhar 	
How does this paper support the CCGs objectives?	Patients:	Improve the health and wellbeing of people in Bexley in partnership with our key stakeholders.
	People:	Empower our staff to make NHS Bexley CCG the most successful CCG in (south) London.
	Pounds:	Delivering on all of our statutory duties and become an effective, efficient and economical organisation.
	Process:	Commission safe, sustainable and equitable services in line with the operating framework and which improves outcomes and patient experience.
What are the Organisational implications	Key risks	None specifically arising from this report.
	Equality	None specifically arising from this report.
	Financial	None specifically arising from this report.
	Data	None specifically arising from this report.
	Legal issues	None specifically arising from this report.
	NHS constitution	None specifically arising from this report.
Engagement	Communications and engagement is led by the Our Healthier South East London communications and engagement workstream, which the CCG is an active member.	
Audit trail	N/A	
Comms plan	Communications and engagement is led by the Our Healthier South East London communications and engagement workstream, which the CCG is an active member. The report details recent communication activity.	
Author: Jon Winter Assistant Director Communications and Corporate	Clinical lead: Dr Nikita Kanani NHS Bexley CCG Chair	Executive sponsor: Sarah Blow Chief Officer

Services	
Date	14 March 2016

Healthier

Issue 5 | January 2016



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Welcome

This is the Our Healthier South East London monthly newsletter. Below you'll find the latest news, updates and information on our [five-year strategy](#) to improve health and care services across Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark, as well as details of how you can get involved.

If there is anything you would like us to include in this newsletter, or if you have any feedback, please let us know – email us at ourhealthiersel@nhs.net

Latest news

How local health services are changing in 2016

The New Year is a good opportunity to review our progress on each of our proposed new [models of care](#) and outline our priorities for the coming months. The headlines from each clinical area covered in our strategy are summarised below.

Clinical area	How we want to improve care
Planned care (orthopaedics)	<ul style="list-style-type: none">- We want to improve orthopaedic care to address the variation in quality and outcomes for patients in different parts of south east London, reduce operation delays and cancellations, and tackle ever increasing demand for services.- One of our ideas is to develop consolidated elective orthopaedic care centres for inpatient operations.- We are now working with patients, clinicians and partners on a detailed development of this option.

Community-based care	<ul style="list-style-type: none"> - ‘Local Care Networks’ are being developed in all south east London boroughs to improve care outside of hospital. - Work is already underway, which delivers clinical and financial improvements, including initiatives like extended access to GP services and better co-ordination of end of life care.
Urgent and emergency care	<ul style="list-style-type: none"> - All care providers are working collaboratively across south east London to achieve the London Quality Standards, which includes increasing consultant cover. - To reduce waiting times we are looking how to stream patients to specialist services more effectively. - Investment in primary and community care should help avoid increase in A&E activity and hospital admissions. - We expect that we will need to retain all existing A&Es in south east London.
Maternity	<ul style="list-style-type: none"> - We want to ensure women have a positive experience of pregnancy through access to safe and personalised care, including mental health support. - Work to date suggests we will continue to need all of our existing maternity units. - Providers of maternity services have looked at whether they are currently meeting the London Quality Standards. One area of improvement we are looking to progress is increasing the presence of obstetric consultants on labour wards to ensure 24/7 cover October by 2016. Providers are working together to review rota systems.
Children and young people	<ul style="list-style-type: none"> - We want to get better at supporting families to keep children and young people physically and mentally well. We will achieve this through Local Care Networks providing more joined up support and making hospital a last resort. - We are also working to ensure the short stay paediatric assessment unit at each hospital meets the London Quality Standards.
Cancer	<ul style="list-style-type: none"> - We want to improve patient outcomes and experiences through better prevention and earlier diagnosis. - We are working to develop education packages for Local Care Networks to support early detection and fast access to diagnostics. - We are working on plans to introduce a 24/7 advice line to help patients and carers access support and information.

Testing ideas to improve orthopaedic services

If you live in south east London and need orthopaedic care then at the moment you could be treated at one of nine sites.

Right now, quality and outcomes for patients who need orthopaedic care varies across south east London. Too many procedures are cancelled and there are unnecessary delays in the patient journey. We also know that a growing and ageing population means the demand for these services is rising.

We are looking at the feasibility of a [consolidated orthopaedic service](#) in south east London to increase capacity and address these issues. We recently tested this idea with representatives from the voluntary and community sector, and patient voices at the first meeting of our Planned Care Reference Group. We formed this group specifically to increase the involvement of people that could be most impacted by any potential changes to services through our strategy, for example: carers, older people and people with a disability.

Discussions were lively and we heard people's experience of care including an 11 month wait for surgery, delayed discharge and poor communication. Initial reactions to the idea of a consolidated orthopaedic service were positive, though people felt there needed to be clear evidence that developing this type of service would result in better outcomes and quality of care.

No decisions have been made and in order to continue our dialogue we will meet with this group again to help us determine how we can deliver the biggest benefit for patients and the NHS. In response to participant feedback we will be sharing further detail on the clinical case for creating an orthopaedic care centre and introducing how similar models have been tried and tested in other parts of the country resulting in a range of benefits for patients.

If you were unable to attend you can see highlights from the discussion on [Storify](#) and find the [presentation](#) from the meeting on our website. We encourage you to [share your views with us](#).

More support for staff in 'care navigator' roles

Care navigators (or Coordinators) can play a crucial role in helping people to get the right support to manage a wide range of health and care needs. This can include providing information about health, social services and voluntary sector organisations, support with managing long term conditions, help with managing money and guidance on self-care – all of which can enhance a person's health and

wellbeing, help them to live independently and even help avoid unplanned hospital admission. Currently, some members of staff in health and social care organisations across south London sometimes operate as care navigators but may have a different job title, such as, patient liaison officer, care co-ordinator, health champions and case navigators.

In February, we will host a workshop for healthcare organisations in south London on the role of care navigators. This project is sponsored by [Health Education England](#) (South London) and will bring together clinicians, healthcare managers, staff working in primary, community and secondary care, as well as patient and public representatives to discuss what similarities there are between the roles and what training and support is needed to help people to be effective in the roles in the future.

The overall aim is to agree a common set of skills that can lead to better training for staff working in or hoping to work in such roles, helping them to feel supported and valued in their career.



Change in action

New 24 hour mental health helpline launches in Lambeth, Lewisham and Southwark

People experiencing mental distress in Lambeth, Lewisham, Southwark and Croydon can now get advice and support via a [new 24 hour helpline](#).

The line is for patients, carers and anyone who needs advice, help and assistance while in crisis or facing difficulties dealing with mental illness.

[South London and Maudsley NHS Foundation Trust](#) launched the support line in December as a single point of contact for advice on mental health and medication, accessing services, crisis reviews and liaison with care teams.

The helpline is jointly funded by the four borough's clinical commissioning groups (CCGs) and is staffed by a team of six nurses covering 24 hours a day. Nurses explore with callers the reasons for their call and identify what help they need at the time, and in the future.

There are currently a range of different helpline numbers across the boroughs but the new dedicated line will provide more coordinated and easier access to support from trained professionals when people are in need.

The freephone support line number is 0800 731 2864.



In focus

Mental health

We often hear that the mental and physical health needs of people using local healthcare services are not considered together. We are addressing this by having mental health embedded in each of the areas of health and care our strategy is aiming to improve. Working alongside local residents and the organisations providing mental health service across south east London, we are identifying a number of ways to give people a better experience of mental health services. Some of the key interventions we want to work towards in each clinical model are summarised below.

- **Urgent and emergency care** – experts streaming at the front door of urgent and emergency care services to identify people with mental health needs early and get them the right specialist support. We also want to work towards referring young people under 18 to paediatric mental health nurses within one hour from triage.
- **Cancer** – improving access to psychological and emotional support for patients and carers. We also want to increase training for staff using expertise from Macmillan to ensure the mental health needs of people affected by cancer are recognised.
- **Children and young people** – a more joined up approach to community based care is being developed for those children and young people with more complex needs. Each borough has also developed a Mental Health and Wellbeing Transformation Plan specifically for children and young people.
- **Community based care** – helping people to free counselling by expanding the Improving Access to Psychological Therapies (IAPT) programme to all areas in south east London, more training for GPs to help them better manage patients with mental health needs, early intervention support for people at high risk of psychosis.
- **Maternity** – physical and mental health promoted before conception through [Local Care Networks](#), continuity of midwife-led care will help maintain emotional wellbeing of women and support early identification of people experiencing mental health issues. We are also considering how to improve training for midwives in perinatal mental health and female genital mutilation.
- **Planned care** – opportunities recognised to provide more comprehensive psychological support to patients waiting for, receiving, recovering from a planned operation, for example using mental wellbeing questionnaires with orthopaedic patients. We are recruiting mental health representatives to join our planned care working group.



Introducing

Professor John Moxham - Clinical Executive Group
Co-Chair, Director of Clinical Strategy for King's
Health Partners

What is your role in the programme?

I co-chair the Clinical Executive Group, which has the role of overseeing the clinical plans designed to improve care across south east London. I hope that my clinical background, as a consultant in respiratory medicine, my managerial experience, as a past Medical Director of King's College Hospital and my academic perspective, as a Professor of King's College London, help me to make a positive contribution to the programme.

What are your hopes for the programme?

I hope that the programme "will increase" value. Value is best defined in terms of the outcomes that matter to patients (and carers), over the full pathway of their care, divided by the cost of producing those outcomes. If we promote value based healthcare it is much more likely that the NHS will be sustained.

What are your priorities for the programme?

To achieve real change. Change that increases value.

What would you like patients to say about the NHS in South East London in five years?

"The NHS is still going strong. I can get the help that I need quickly, effectively and kindly."



In partnership with NHS Bexley CCG, NHS Bromley CCG, NHS Greenwich CCG, NHS Lambeth CCG, NHS Lewisham CCG, NHS Southwark CCG and NHS England

Healthier

Issue 6 | February 2016



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Welcome

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Latest news



What is the benefit of more change to your local NHS?

Our strategy is about building better health and care services for the future by working together to address challenges faced across south east London. We know that the population in the six boroughs is growing. We also know that people are living longer with multiple, complex conditions. Meanwhile medical technology continues to advance as new or improved treatments and medicines become available to patients. NHS funds available to spend on healthcare will not be able to keep pace with this ever increasing demand.

Mark Easton, Programme Director for Our Healthier South East London, said: “Our priority is making services safer and of consistent high quality so people lead longer, healthier and happier lives. To do this we have to address the financial challenge and make sure we get the best value out of every penny of the £4 billion currently spent annually by the NHS in south east London.”

Each of the new [models of care](#) in our strategy are about improving patient care by working differently. Our work suggests that by more parts of the healthcare system working together at scale, we can make the best use of resources, share expertise and skills and focus on preventative care rather than dealing with illness when it arises. Local healthcare providers are also working to get better value for the money they spend, which will help to close the funding gap.

In addition, we think there is even greater scope to combine efforts, share skills and reduce duplication across south east London. There are opportunities to provide better patient care and support the committed staff working across the six boroughs by pooling resources and reducing spend on agency staff. We want to make better use of our estates so they serve local communities more efficiently. We also think healthcare organisations can work together more often when buying care from providers to cut down on the administrative procedures that would usually happen for six separate boroughs.

Change of this scale won't happen overnight but we want to create a legacy for the future as the improvements in prevention and care should result in benefits which will materialise beyond the next five years.

How could our ideas for orthopaedic care work in practice

To continue our discussions on how to improve orthopaedic care in south east London we are holding our next Planned Care Reference Group meeting on 16 March. Based on participant feedback from our January meeting, we will be providing more evidence on the case for change and exploring the proposed model of a [consolidated elective orthopaedic service](#). To help with this we will welcome the director of the South West London Elective Orthopaedic Centre to share experience of how their model works.

You can follow the meeting live on [Twitter](#) between 9.30am and 12.30pm using the hashtag #OHSEL.

You can also read the [final report from our January meeting](#) and [tell us what you think](#) of our ideas.

Maintaining health and wellbeing by developing the non-clinical workforce

We welcomed 55 health and social care professionals and patient representatives from across south London to our care navigator workshop this month. Discussions focused on the variety of tasks that could be performed by care navigators to help people to find the right support from local services and co-ordinated care. We also explored what non-clinical staff would need to provide this support.

There was unanimous agreement that the non-clinical support and guidance offered by care navigators is crucial to preventative care. Participants felt that better training in communications and negotiation skills was key to helping care navigators take early action to keep people well and independent. We also heard about the challenges care navigators face in guiding patients to the right support and the need for better IT systems to increase their understanding of the vast and changeable array of services available. You can look back at some of the key themes discussed on [Twitter](#) by searching for [#OHSEL](#).

We are now collecting feedback from participants on different care navigator job descriptions and aim to develop a set of competencies to inform a package of training and support. For more information about this work contact ourhealthiersel@nhs.net



Change in action

Transforming the emotional wellbeing and mental health of children and young people in Bromley

NHS Bromley Clinical Commissioning Group (CCG), with the support of schools, GPs, and the London Borough of Bromley, has developed a local [Transformation Plan](#), which aims to support the emotional wellbeing and mental health of children and young people in Bromley.

In keeping with the principles set out in the national strategy '[Future in Mind](#)', produced by NHS England and the Department of Health, the local commitment is to improve the experience children, young people and families have in keeping well and getting the right help when it is needed.

The publication of this plan marks the start of a five year journey to transform the way that mental health in this area is viewed. Implementing the Transformation Plan will result in children and young people being seen quickly (within four weeks) and

will lead to children, young people and families having better experiences of services and getting the best support to achieve their goals.



Patient voices

Doing more to listen to the views of local people

To strengthen our relationship with the six [Healthwatch](#) organisations in south east London we ran the first of two workshops to exchange priorities and ideas. While Healthwatch have been involved in our plans from the outset, they recently asked for a deeper understanding of our new models of care and our ideas about how to improve local services, so that they can look at what work they are doing that links in.

Our first workshop focused on [community based care](#) and there was a strong commitment for more joined up working. We will also be using our regular '[You Said, We Did](#)' reports to demonstrate how the findings and recommendations from Healthwatch conversations with local people is being taken into account as our strategy develops.



In focus

Children and young people

Compared to elsewhere in the country, children and young people across London suffer from poorer health across a number of areas from higher levels of mortality and serious illness, poorer mental health, variability in outcomes from common conditions such as asthma, and significant public health issues like obesity.

With children and young people making up about 25 per cent of south east London's population they are a major focus of our plans to improve health and care services. Through our engagement we know that children and young people find the range of different services confusing and that care is not joined up so people have to tell their story repeatedly to different parts of the system. Through the strategy we want to address this by:

- [Local Care Networks](#) looking after the needs of the majority of children and young people, ensuring all the organisations involved in a person's care are working together

- GP practice staff, especially GPs, becoming more skilled at dealing with children and young people and having access to specialist advice and support, for instance, helplines managed by consultant paediatricians
- local pharmacists playing a greater role in the care of children and young people
- children and young people, and their families, becoming better informed about where to go for help and support
- specialist paediatric nurses (e.g. asthma) working across borough boundaries
- mental health support increasing and all staff having the knowledge to look for warning signs
- short stay paediatric units making sure that those who do seek emergency care can be discharged as quickly as possible
- healthcare providers working towards achieving the London Quality Standards.

Find out more about our work to [improve children and young people's services](#).



Introducing

Dr Tina Sajjanhar, Consultant in Paediatric Emergency Medicine and Divisional Director for Children and Young People's services at Lewisham and Greenwich NHS Trust

What is your role in the programme?

I am Clinical Lead for the children and young people work area of the strategy. I have enjoyed working in the field of paediatrics in south east London for the last 20 years and as current divisional director I have been leading services at Lewisham and Greenwich NHS Trust. I have a longstanding background in acute emergency paediatrics and this has given me great insight into the problems that parents and children can face when accessing healthcare.

My aim is to use my clinical and management experience to ensure the needs of local children and young people are met through the Our Healthier South East London strategy.

What are your hopes for the programme?

The challenge to everybody is to change the way we think to get public health, individual health and social care organisations working together across south east London. We want to help communities grow stronger and keep the very personal individual care given by so many health and social care workers. The best health

improvements come through social changes and improving mental health will improve physical health.

What are your priorities for the programme?

To keep working together across boundaries. If care is straightforward for patients it is usually better for the NHS as well. We need equal status for all levels of healthcare, primary, specialised and mental health.

What would you like patients to say about the NHS in south east London in five years?

I don't want patients to notice anything special, just that it works wonderfully when they need it.

Date for your diary

CCG Committee in Common – held in public and residents invited to attend

9am – 12pm

Thursday 17 March 2016

The Chapter Room, Southwark Cathedral, London Bridge, SE1 9DA

This is the first meeting of the Committee in Common. It brings members of each CCG's governing body together for decision making on issues that affect every borough. At this inaugural meeting, the committee will discuss Our Healthier South East London.

Please send any questions in advance to souccg.selstrategy@nhs.net

Papers will be published one week prior to the meeting at ourhealthiersel.nhs.uk



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