A guide to NHS Bexley Clinical Commissioning Group

Everything you need to know about how local healthcare in Bexley is planned, bought and monitored.
Welcome to NHS Bexley Clinical Commissioning Group

NHS Bexley Clinical Commissioning Group (CCG) became a statutory body on 1 April 2013.

As a CCG we are responsible for buying or ‘commissioning’ healthcare services for Bexley patients.

<table>
<thead>
<tr>
<th>Healthcare we commission</th>
<th>What this includes</th>
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<tbody>
<tr>
<td>Planned care and hospital care</td>
<td>• Outpatient appointments</td>
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<td>• Day cases</td>
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<td></td>
<td>• Inpatient operations/planned surgery</td>
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<td></td>
<td>• Tests and investigations (scans and x-rays)</td>
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<td>• Short stay elective surgeries such as tonsillectomies, gall bladder operations,</td>
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<td>nasal surgery, hand surgery and hernia repairs</td>
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<td>Urgent and emergency care</td>
<td>• Accident and emergency services</td>
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<td>• Urgent Care Centre (UCC)</td>
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<td>• Minor injuries units</td>
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<td>• Walk-in service</td>
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<td>• Out-of-hours GP services including 111</td>
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<td>Rehabilitation care</td>
<td>• Specialist neurological rehabilitation</td>
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<td>• Falls prevention</td>
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<td>• Post-acute care to help people recover and become more independent after a</td>
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<td></td>
<td>hospital stay or operation</td>
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<td>• Wheelchair services</td>
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<td>• Voluntary services such as befriending</td>
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<td>Community health services</td>
<td>• District nurses</td>
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<td>• Health visitors</td>
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<td>• Community midwives</td>
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<td>Mental health and learning disability services</td>
<td>• Improving Access to Psychological Therapies (IAPT) – depression and anxiety</td>
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<td></td>
<td>services</td>
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<td></td>
<td>• Counselling</td>
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<td>• Eating disorder services</td>
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<td>• Support around substance misuse</td>
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<td>• Memory services</td>
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<td>• Child and adolescent mental health services</td>
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<td>• Speech and language therapists</td>
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<td>• Educational and clinical psychologists</td>
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The CCG is made up all the 27 GP practices in Bexley.

Our work is led by a governing body, which is made up of a majority of clinicians – elected Bexley GPs together with a nurse and a hospital doctor.

Our governing body also includes managers and members of the public (called lay members), who give their views and input from a patient and public perspective.

Being a clinically-led organisation means that doctors and other clinicians are involved in the development of, and making decisions about, healthcare services in Bexley. A team of staff ensure the day-to-day work managing the CCG and overseeing the implementation of the decisions it makes as well it making sure it fulfils all its responsibilities.

“As doctors, we have a very good understanding about the health needs of local people. With GPs and other clinicians in the driving seat, it means we can tailor services to align with the needs of our patients. We’re also in a good position to assess existing services and suggest where improvements or changes could be made. I feel that we are really making a difference, which will benefit our patients greatly.”

Dr Nikita Kanani, Bellegrove Surgery in Welling and a clinical leader of the governing body

Our vision

Our vision is for Bexley’s residents to stay in better health for longer, with the support of good-quality integrated-care, available as close to home as possible – backed up by accessible, safe and expert hospital services, when they are needed.
Bexley’s health and wellbeing

Bexley has a Health and Wellbeing Board, bringing together members of the CCG governing body, local councillors, local authority officers and a voluntary sector representative, to improve the health and wellbeing of local residents and reduce health inequalities. The CCG is accountable to the local population through the health and wellbeing board.

A key task of the Health and Wellbeing Board is to develop a strategy that sets out how partners will improve the health and wellbeing of all Bexley residents and how this is delivered.

Bexley’s health and wellbeing strategy

The strategy sets out the health needs in the borough and proposes how these could be tackled in the years ahead. The draft strategy identifies four key areas, the NHS and local authority should be tackling:

- Tackling childhood and adult obesity and promoting healthy choices
- Improving our work to prevent diabetes and supporting those with the disease
- Supporting people with addictions – including smoking, alcohol and drugs
- Supporting residents and their families affected by dementia

“Whilst we see our role at NHS Bexley CCG to not only ensure the best health services are available to you when you need them, we also want to help you work towards achieving a healthier lifestyle. A healthy lifestyle can help prevent you from developing long-term conditions such as diabetes, heart disease, cancer and high blood pressure.”

“By working together we create a much more joined-up approach to the planning of health and wellbeing services. It will also result in less duplication and increase efficiency and quality of existing services for people in Bexley.”
The health challenge

- The population of Bexley is approximately 230,000
- Fifty two per cent of Bexley’s population is female and 48 per cent male
- Sixteen per cent of Bexley’s population is over the age of 65
- The number of over 65s is the fastest growing age group in the borough
- Number of births in Bexley is predicted to rise by two per cent by 2016
- Life expectancy is above the national average, but is 7.8 years lower for men and 3.4 years lower for women in the most deprived areas of Bexley, compared to more affluent parts of the borough.
- Approximately 460 people in the borough have HIV – this is an increase of 89 per cent over the last five years.
- The number of people diagnosed with diabetes in Bexley is above the England average. More than 11,000 people in the borough have diabetes
- Just over 26 per cent of Bexley’s population are classified as obese, nearly twice the national average.
- About 21.3 per cent of year six children are classified as obese, higher than the average for England

Generally the health of Bexley’s residents is good in comparison with the rest of the country; however, there are some areas where the health of the local population is likely to worsen in the future.

A document called the Joint Strategic Needs Assessment (JSNA), produced by the local authority and Bexley CCG, identifies seven priority health issues affecting Bexley residents:
- Obesity
- Diabetes
- Dementia
- Cancer
- Audiology
- Cardiovascular disease
- Asthma

The key priorities uncovered through the health and wellbeing strategy, as well as the joint strategic needs assessment help the CCG identify which services need improvements or changes.
Our plans

What the CCG plans to do is based on the gaps identified through the health and wellbeing strategy and the joint strategic needs assessment.

One of the most important areas of development for NHS Bexley CCG is to develop health and social care services at Queen Mary’s Hospital in Sidcup. The CCG wants to be able to provide excellent healthcare, which is locally delivered.

Our plans (also known as ‘commissioning intentions’) for 2014/15 and beyond includes:

1. Working with the local authority via the health and wellbeing strategy to tackle ill health
2. Developing services at Queen Mary’s Hospital and Erith Hospital
3. Improving unplanned and urgent care services for older people and patients with long-term conditions
4. Improving planned care including community-based services
5. Improving children and maternity care
6. Procuring new mental health and community services
7. Increasing quality, performance and productivity of the services we commission
8. Developing integrated care plans as part of the Better Care Fund
9. Expanding and enhancing primary care service for residents

What can local people expect from the services we commission?

Residents in Bexley should expect clinically safe, high-quality and innovative health and care services – within the CCG’s available resource.

Our internal quality control and the way in which the CCG is governed, ensures patients receive the very best healthcare.
Quality

Our approach to quality includes:

- Acting on what patients tell us
- Ensuring all clinicians and services are working together to accepted good practice and recommended guidelines
- Establishing an open culture to ensure people can talk to us and we get good local intelligence to target areas of concern
- Assuring performance against national standards and ensuring actions from lessons learnt are implemented effectively
- Monitoring services providing care through quality and safety contract review meetings, feeding into the CCG’s quality and safety working group
- Ensuring integrated care teams (where more than one organisation is responsible for delivering care) have effective collaboration and communication processes
- Publishing data in accessible ways

The Francis report (that looked into care provided by Mid Staffordshire NHS Foundation Trust) has led to changes to ensure quality is prioritised. The Family and Friends Test is a key part of this change and we recognise that we can’t work in isolation if we are to make a difference to the quality of services available to our local population. Partnership working opportunities will be explored wherever possible.

Making sure everything we do is transparent

Details about the services commissioned by NHS Bexley CCG are available publicly online. The CCG has robust processes in place to ensure services are commissioned fairly, transparently and in-line with national frameworks.

A sub-committee of the governing body – the executive management committee – is responsible for the delivery of our commissioning intentions through a document called the ‘operating plan’. We also use the robust processes of our partners, for example, large-scale changes to healthcare will be presented at the Health and Wellbeing Board, the joint commissioning board for joint projects with the local authority, and the south-east London-wide collaborative commissioning channels such as programme offices.
Upholding the values of the NHS Constitution and Mandate

When commissioning local healthcare, the CCG upholds the principles and standards of the NHS constitution and mandate.

The NHS Constitution establishes the principles and values of the NHS in England. It sets out rights to which patients, public and staff are entitled, and pledges which the NHS is committed to achieve, together with responsibilities, which the public, patients and staff owe to one another to ensure that the NHS operates fairly and effectively. To read more about the constitution, visit the NHS Choices website www.nhs.uk.

The NHS Mandate sets out the ambitions for the health service for the next two years and aims for an NHS that is available to all and able to meet patients’ needs.
How is money spent?

![Pie chart showing budget spend by percentage]

Working with others to address health inequalities

“A willingness to exchange ideas and information, share best practice, co-ordinate services and work towards common health goals is more important than ever. We are committed to work with local partners like the London Borough of Bexley, as well as community and voluntary groups to get the best health outcomes for our patients.

“We can also use economy of scales to increase buying power, by teaming up with neighbouring CCGs to deliver services across wider geographical areas, such as diabetes.”

Dr Howard Stoate, GP at the Albion Surgery in Bexleyheath and CCG chair
Here are some examples of our partnership working arrangements with other organisations:

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<tr>
<th>Partner</th>
<th>Partnership working</th>
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| **London Borough of Bexley – developing joint areas of work and key documents to help deliver commissioning intentions** | • Health and Wellbeing Board  
• Joint Commissioning Board  
• Health Overview Scrutiny Committee (HOSC)  
• Developing key plans – Joint Strategic Needs Assessment (JSNA), plans for carers  
• Safeguarding  
• Creating joint staffing structures  
• Promoting public health messages |
| **South-east London – joining up best practice across six CCGs to deliver improved services** | • South-east London programme management office – changes to healthcare across south-east London  
• Sharing best practice and delivering care across six boroughs through a joint programme management office and programme board  
• Creating a plan to deliver community-based care services across south-east London  
• Leading an area prescribing committee, which monitors the safe, effective and efficient management of medicines across south-east London |
| **NHS England** | • Collaborating to improve quality in primary care – enabling practices to agree development plans to improve areas of weakness in relation to quality, access and performance  
• Creating joint emergency preparedness plans, for example, emergency plans for an outbreak |
| **Bexley patients and residents** | • Turn to the next page to see how we involve local people in delivering our plans and developing healthcare |
## Putting the patient at the centre of everything we do

“To achieve our vision, engagement with patients is crucial. As member of the governing body, I’m able to make sure the patient’s voice is heard and included in the decision making process. I work very closely with patient groups and the patient council to ensure the CCG represents as many patient views as possible.”

Sandra Wakeford, CCG governing body lay member for patient and public engagement

<table>
<thead>
<tr>
<th>Type of engagement</th>
<th>How local people can get involved</th>
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<tr>
<td>Healthwatch Bexley</td>
<td>Healthwatch Bexley was established in April 2013 – the CCG and patient council engage with the group regularly to learn more about the feedback and experiences of patients</td>
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<td>Bexley Patient Council</td>
<td>Providing patients, the public and other community representatives with a significant influence in how the CCG develops and commissions services</td>
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<td>The patient council is a subgroup of the CCG governing body. The chair is elected by its members every two years and sits on the governing body as an observer.</td>
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<tr>
<td>Consultations and engagement forums</td>
<td>Working with patients and key community/patient groups on the development of our commissioning intentions for 2014/15 and beyond via questionnaires, a half-day event and the opportunity to speak to clinical leads</td>
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<td>Creating processes when redesigning healthcare services to ensure patient feedback is captured, for example in May 2013, patients using services to treat muscle, bone or joint conditions were encouraged to complete a questionnaire. This feedback was used as part of a wider-consultation process to redesign musculoskeletal services for patients in Bexley</td>
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<td>Working with the London Borough of Bexley to ensure residents have the opportunity to comment on the draft health and wellbeing strategy</td>
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<td>Mystery shopper scheme</td>
<td>The mystery shopper scheme, which gives local people the chance to be actively involved in shaping and improving local healthcare services</td>
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<td>Working alongside patients</td>
<td>Ensuring seldom heard groups aren’t missing important health messages</td>
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<td>Working with young people – health jury; youth</td>
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parliament

- Working with older people – celebrating older people’s day; pensioners forum; raising awareness of slips trips and falls prevention
- Presentations and attendance at community and voluntary sector forums and groups
- Attending events, annual general meetings, forums and consultations
- Engaging and communicating key health messages to people from protected groups (including age, religious belief, race, gender and gender reassignment, sexual orientation, marriage and civil partnership and pregnancy/maternity) to ensure the CCG meets equality and diversity standards

Our approach to engagement and patient involvement is a key part of our commitment to openness and transparency in all of our work, and supports the principles set out in the [NHS Constitution](https://www.england.nhs.uk/constitution/).
Contacting us

You can contact NHS Bexley Clinical Commissioning Group by:

- **Calling our patient experience team:** 0800 328 9712
- **Emailing us:** contactus@bexley.nhs.uk
- **Writing to us:** 221 Erith Road, Bexleyheath, Kent, DA7 6HZ
- **Tweeting us:** @NHSBexleyCCG

To find out more about NHS Bexley Clinical Commissioning Group visit our website [www.bexleyccg.nhs.uk](http://www.bexleyccg.nhs.uk).

Making enquires about other NHS services and healthcare

- **Primary care** services such as doctors, pharmacists, dentists and opticians are now commissioned by NHS England. If you have a comment or complaint about one of these services, contact NHS England at 0300 311 22 33 or email england.contactus@nhs.net.

- **Public health**, which includes services such as sexual health, physical activity, nutrition and some screening is provided by the London Borough of Bexley. Call 020 8303 7777 and ask to speak to a member of the public health team or visit [www.bexley.gov.uk](http://www.bexley.gov.uk).

- For online information about **conditions, treatments, local services and healthy living** visit the NHS Choices website [www.nhs.uk](http://www.nhs.uk).