

NHS South East London CCG Annual General Meeting

Thursday 17 September 2020

Agenda

No	Item	Presenter	Timing
1	Introductions	Dr Jonty Heaversedge, Chair	12.00
2	Review of the year 2019-20	Andrew Bland Accountable officer	12.10
3	Annual report and accounts for the six legacy CCGs	Usman Niazi Chief Finance Officer	12.20
	Forward look	Dr Jonty Heaversedge, Chair	12.35
4	Public questions	Christina Windle Chief Operating Officer	12.55
6	Close		13.00

Review of the Year

**- Andrew Bland, Accountable Officer
& ICS Lead**

Overall Highlights

At a south east London level, 2019/20 saw:

- ✓ Completion of a **significant programme of work to enable merger from six into one CCG** – making NHS South East London one of the first CCG mergers in London and one of the biggest CCGs in the country
- ✓ **Mobilisation of our system response to the COVID outbreak** – working with our partners and beyond organisational boundaries to best support health and care organisations and our 1.9million population
- ✓ We became the first area in the Capital to join **wave three of the Integrated Care System programme**
- ✓ Extensive **EU exit planning, to mitigate the impact of any no-deal Brexit** on health service provision in the local area
- ✓ **Development of our local Primary Care Networks**, to bring together health and social care services in a local environment to really work together to deliver patient centred care
- ✓ Enhanced and invigorated focus on **equality and diversity**

Achievements

Across the boroughs in south east London in 2019/20, our achievements included:

- ✓ The **highest rate of flu vaccination in London for over 65's** in Bromley
- ✓ Delivery of quality of service for children with Special Educational Needs in Lambeth which was in the **top 30% for the country**
- ✓ **Good performance of diabetes services**, with the highest and second highest levels in London for the percentage of patients receiving annual checks (Southwark and Lambeth) and strong performance (upper decile) for Lewisham
- ✓ **A rating of “excellent” for engagement** in Greenwich and Bromley
- ✓ **Good financial performance** by all CCGs including **mitigating significant previous challenges in Bexley, Lewisham and Greenwich**

Service improvements

Service improvements delivered in the year have included:

- ✓ A **new integrated respiratory service** delivered from four sites across Lewisham borough
- ✓ **Strengthening of integrated commissioning arrangements** between the NHS and local authorities in all the boroughs
- ✓ The **opening of a new healthcare centre**, the Tessa Jowell Health Centre, for residents in Dulwich and South Southwark
- ✓ **development of three Living Well Centres** in Lambeth, supporting joint work with GP networks, improving crisis response and better integrated support
- ✓ Establishment of an “e-Hub” for Bexley residents who are **not able to access online consultations**

Primary care improvements

Achievements in primary care services in the year have included:

- ✓ Establishment of **Primary Care Networks** in all the boroughs, aimed at clusters of between 30,000 and 50,000 patients
- ✓ **Continued strong performance in CQC ratings and patient satisfaction** in Lambeth
- ✓ more than 60% of GP services in Lewisham registering with the “**pride in practice**” programme
- ✓ The Clinical Effectiveness Southwark team being **shortlisted for the BMJ primary care team of the year award**
- ✓ Development of a **new referral optimisation protocol** to support Bromley GPs with hospital referrals

In summary.....

Overall, South East London in 2019/20 achieved many things including:

Considerable structural change by merging organisations; and making other improvements to the way we work

Better collaboration with partners than ever before; at a South East London and borough level

Improvements in our performance; achieving 'best in class' status in a number of areas; despite difficult starting points and other challenges

Delivery of a number of tangible service improvements for our citizens

Annual Report and Accounts

- Usman Niazi, SEL Chief Finance Officer

Annual report and accounts

2019/20 CCG Financial Performance – 1/2

- ✓ In [accordance with the national year-end timetable](#), the final 2019/20 Annual Accounts for the six predecessor CCGs were each submitted by 25 June.
- ✓ The Annual Accounts were [reviewed at the Audit Committee on 18 June and were approved for submission](#).
- ✓ A [summary of the final 2019/20 financial performance of each CCG](#) compared to its Control Total is shown below:

CCG	Control Total	Under/(Overspend)
	£'000	£'000
Bexley	-	57
Bromley	-	50
Greenwich	3,600	3,666
Lambeth	-	83
Lewisham	-	40
Southwark	-	64
Total	3,600	3,960

Across the 6 boroughs, there was an overall **underspend (surplus)** against our control totals

Annual report and accounts

2019/20 CCG Financial Performance – 2/2

- ✓ The overall 2019/20 Control Total for the six south east London CCGs was a **surplus of £3.6m**. This is after the receipt of £7.5m of Commissioner Sustainability Funding by Bexley CCG.
- ✓ The final 2019/20 Annual Accounts show that each CCG delivered its Control Total and overall the level of surplus is **£0.36m better** than the total financial target.
- ✓ The 2019/20 Annual Accounts for each CCG also show that **all other financial targets and duties for the year have been delivered**, including:
 - The duty to remain within maximum cash draw down levels;
 - The duty to remain within the Running Cost Allowance; and
 - The requirement to meet the Better Payment Practice Code, namely to pay 95% of suppliers within 30 days.

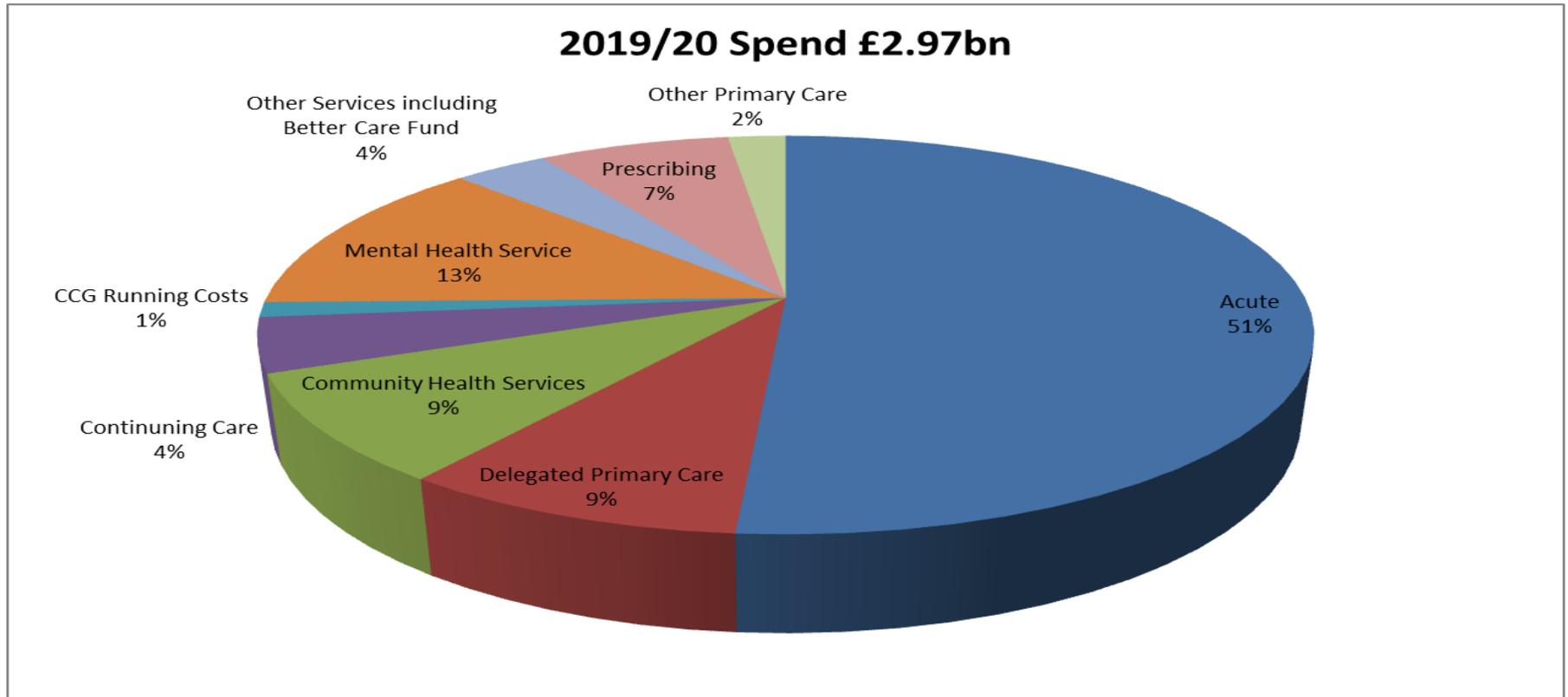
Annual report and accounts

2019/20 External Audit Opinions

- The 2019/20 Annual Accounts have been audited by KPMG, our external auditors.
- We are pleased to report that **each of the CCGs received unqualified opinions.** These are summarised below:
- **Financial Statements Opinion** – the auditors issued unqualified opinions on each of the CCG's 2019/20 Annual Accounts . This means that **the Accounts gave a true and fair view of the financial affairs of each CCG and of the income and expenditure recorded during the year.** The auditors did not identify any adjusted or unadjusted audit differences;
- **Regularity Opinion** – unqualified opinions issued. This means that **the auditors reviewed the CCGs' expenditure and income and in their opinion, it was applied to the purposes intended** by Parliament; and
- **Value for Money Conclusion** - unqualified opinions issued. The auditors reported they were **satisfied proper arrangements have been made to secure economy, efficiency and effectiveness** in the use of resources.

How the CCGs Spent Their Budgets in 2019/20

- Total expenditure across the 6 south east London CCGs in 2019/20 was circa £2.97bn. The chart below explains how this money was spent.
- 1% was spend on running costs, with 99% therefore spent on patient and clinical services



Forward Look

- Dr Jonty Heaversedge, SEL CCG
Chair

Forward look – South East London CCG (1/2)

From 1 April 2020, the six CCGs merged into one new CCG: **NHS South East London CCG**

The aim of the new CCG is to create a commissioning system that:

- enables us to make **decisions for the people we serve and commission services at the scale at which they are best planned and delivered** whether that is very locally, at borough level or across south east London,
- brings about **greater integration of health and social care** commissioning around the wider needs and wellbeing of the population and whole person,
- **shifts commissioners and providers towards collaboration and collective responsibility** for patient outcomes, service delivery and living within available resources.

Alongside these changes, **local care partnerships are developing to establish provider and commissioner alliances** across our boroughs; in addition to our Borough Based Boards which are held in public every two months, and meet to discuss local issues and health services.

We are also deepening our collaboration with our partners at a south east London level, as the platform for **developing the south east London wide integrated care system (ICS)**.

Forward look – South East London CCG (2/2)

We have made good progress this year already in establishing our new organisation, but we will be focusing on:

- Populating our structures and ensuring we have the **right resources to help deliver our goals**
- Deepening our reputation as an organisation who both **cares about its staff and makes a positive impact for our population**
- Continuing work done with our Governing Body to now work with our staff and membership to **confirm the vision and values of the organisation**
- Pull together – as an organisation and an ICS to ensure we have **appropriate plans and effective delivery to address the challenges** of COVID-19, winter, flu etc (see challenges slide)
- **Working as a ‘system by default’** – approaching opportunities and challenges based on what is best for our population and the health and care organisations in South East London, not prioritising any organisations individual priorities (see next slide)

Forward look – developing an Integrated Care System for south east London

- In June 2019, Our Healthier South East London (OHSEL) Sustainability and Transformation Partnership became the capital's first Integrated Care System (ICS)
- The ICS brings together all the organisations involved in planning and delivery of health and care for the 1.9 million people who live in our six boroughs, including local authorities; clinical commissioning groups (CCGs); and providers of primary, community, mental health and acute services.
- The ICS set out the following five priorities in response to the NHS Long Term Plan:
 1. Integrated community-based care
 2. Reduce pressure on urgent and emergency care
 3. Improve planned care outcomes and performance
 4. Deliver better outcomes for major health conditions
 5. Deliver financial savings and achieve agreed financial targets
- Currently the ICS is working together to develop clear and robust plans to recover from the pandemic. Addressing the challenges faced in continuing to deliver care for our population, as well as embedding beneficial new ways of working
- Collaboration is about not just transformation, but how we work together increasingly across all our priorities. We are currently considering what governance we should have in place to support and enable this

Forward look – challenges this year

COVID-19

- Focus of all organisations since Jan 2020
- Need to restart business as usual whilst maintaining our ability to respond to pandemic pressures
- The CCG is maintaining an ongoing command and control structure to support the ICS

Inequalities

- Deep commitment to making a tangible difference to the known inequalities experienced by our staff and our population
- Developing a plan with clear objectives, stretching delivery dates and an approach to monitor impact
- Maintaining a clear focus, with regular discussions at the most senior levels

Finance

- Continued pressure to deliver on our goals in a financially pressured environment
- Increasing responsibility to support the financial sustainability of the ICS, as well as the CCG
- Likely additional financial pressure as COVID-19 arrangements change

Effective Collaboration

- Whilst good progress has been made, ensuring we continue to develop our work with our partners will be a challenge
- There is a need to work both and pace and to ensure buy in and support across a range of organisations
- Continued remote working adds complexity to the way we work – across the organisation and with others

Question & Answer Session

- Christina Windle, Chief Operating Officer (facilitating)

Thank you for attending the AGM!

**The next CCG Governing Body meeting is
taking place at 13:30 today.**

**The link to watch the meeting is available on
the CCGs website at:**

www.southeastlondonccg.nhs.uk

Appendix –

Borough achievements

Highlights from 2019/20 - Bexley

System Working

- Built effective **joint working on shared priorities** with neighbouring Greenwich, where there are key synergies, particularly on hospital and hospice interfaces.
- Setting up an **integrated improvement approach** with shared providers Lewisham & Greenwich NHS Trust, King's College NHS Foundation Trust, Oxleas NHS Foundation Trust and Dartford & Gravesham NHS Trust.

Dressings

- Bexley implemented a dressing clinic within the Bexley GP Extended Access Hubs in November 2019, which provides the following benefits;
 - **Improved quality standard offer to all patients**
 - **Improved patient experience so patients are treated at the right time in the right place**
 - **Accessible location**
 - **Cost-effective and efficient use of resources**
 - **Reduction in UCC and acute presentations**

Finance

- Achievement of **all statutory financial duties** for 2019/20 including delivery of a small surplus;
- **Full delivery of challenging QIPP target** which had not been fully identified at the beginning of the financial year;

E-Hub

- An eHub in Bexley was established in December 2019 to support patients who are **not able to access online consultations** for varying reasons including;
 - Frail
 - Lack of IT skills
 - Lack of confidence of including the wrong information on the website
 - Being sure how to use the service

BGL LD 'Big Health' Day

- Contributed to the Bexley, Greenwich and Lewisham **Learning Disability Big Health Day** as part of the SEL Commissioning Alliance.

Highlights from 2019/20 - Bromley

Performance Achievements

- We achieved the **highest rate of flu vaccination uptake for over 65s in London**, and amongst the highest for all under 65 at-risk groups
- The number of people **diagnosed with dementia exceeded the national targets**.
- Bromley were the **best performing borough in London and second best in England in relation to hospital discharge**.
- Bromley had the **highest uptake of bowel screening in London (March 2020)**
- **More people with learning disabilities came forward for their annual health check**.
- **27,000 fewer prescriptions for self-care medicines** that can be purchased over the counter; and a reduction in prescribing antibiotics which contributes toward reducing resistance to them.

System Working

- Continued effective collaboration, through the One Bromley Local Care Partnership to provide **proactive, personalised and integrated care to residents**.
- **More services delivered in community settings** rather than hospital, including transvaginal scanning, headache services and children's epilepsy services.
- **Investment in GP services including new roles** working as part of the practice team. This includes clinical pharmacists, nurse specialists, social prescribers and paramedics.

Service improvements

- The proactive care pathway, which supports our frail and vulnerable patients in the community, has contributed to a **25.1% reduction in urgent hospital admissions as of 31 March 2020**.
- The integrated Bromley Autism 100 day challenge (which identifies and implements improvements in 100 days), has led to: **a new 'Do you know' guide for families with children and teenagers who have social and communication difficulties, new peer to peer support groups for parents and a council commissioned 16+ service to provide extra practical and emotional support**.
- The development of a new Bromley Referral Optimisation Protocol provides **guidance to GPs when considering or making a referral for hospital treatment**.
- **Improvements to outpatient care** focused on four clinical specialties – general paediatrics, rheumatology, haematology and cardiology. This has seen more online clinics, GPs accessing specialist advice from hospital consultants to help avoid some outpatient referrals; and providing some outpatient clinics in community settings.
- **Additional bookable phlebotomy clinics** put in place to offer more choice and flexibility.

Highlights from 2019/20 - Greenwich

Regulator ratings

- Sustained position in key external rating from our regulator **NHSE**, with delivery of financial surplus, maintaining our excellent engagement rating and working effectively within SEL CCG alliance, supporting the development of new merged structure

Strategy Delivery

- Sustained progress on implementing our **Greenwich strategy**, with a focus on developing our Frailty proposals, including a lead primary care provider for all our care homes, and a Mental Health Alliance with providers and commissioners.

System Working

- **Partnerships strengthened** through the Healthier Greenwich Alliance, reporting into the Health & Wellbeing Board, with Royal Borough of Greenwich, Oxleas, Primary Care Networks, GP Federation, Lewisham & Greenwich Trust, Voluntary & community sector
- **Establishing interim integrated commissioning arrangements with the Royal Borough of Greenwich**, setting a pathway for the new structures which are being implemented in 20/21 for Adults, Children's and Primary Care & population health.
- **Building effective joint working** on shared priorities with neighbouring Bexley, where there are key synergies, particularly on hospital and hospice interfaces, setting up an integrated improvement approach with shared providers

IT Transition

- **Successful transition of ICT** provision (Corporate and GP services) to Bexley, where we have seen a significant improvement in user feedback, and strengthened our digital capability for the future

Highlights from 2019/20 - Lambeth

Progressing Lambeth Together

- **Progressed Lambeth Together place based partnership** through shared strategic leadership and delivery alliance arrangements
- Shadow arrangements in place during 2019/20 and formally commenced on 1 April 2020

Lambeth Primary Care

- **Nine new primary care networks (PCNs)** formed, involving practices working with each other to serve local populations
- **New Clinical Cabinet** created to bring together all of the leaders of general practice in Lambeth ensuring primary care is better represented in local planning and projects
- **Very strong patient satisfaction levels and CQC ratings**

Our Lambeth Delivery Alliances

- **Lambeth in top 30% nationwide** for Children with Special Educational Needs services
- **School Nursing and CAMHs** delivering improved ability to respond to emotional health and wellbeing needs of young people
- **ADHD Integrated Care Pathway** - joint reviews and assessments in place with shared support & treatment
- **Better Start programme** - identifying and addressing emerging need in youngest children, from 'conception to reception' into school Living Well Network alliance
- **Community Living and Support Service** and high support community services - quicker discharge from hospital, reduced use of acute inpatient beds
- **3 Living Well Centres** – supporting joint work with GP networks, improving crisis response and better integrated third sector and vocational support
- **Single Point of Access** - providing a common 'front door' to mental health services, by self-referral or by referral from a GP or other professional Neighbourhood and Wellbeing Delivery Alliance
- **Neighbourhood Nursing** – further roll out of this model of self-organised Neighbourhood Nursing Teams across small patches has given patients improved continuity of care, more predictable visit times, more holistic treatment and better support to self-manage, as well as improving opportunities for identifying risk and avoiding hospitalisation
- **Diabetes – Lambeth is now ranked 8th in England and 2nd in London** for the percentage of patients receiving the NICE recommended 8 care processes as a result of the good work taking place in Lambeth general practices (National Diabetes Audit January 2018 to March 2019)

Highlights from 2019/20 - Lewisham

Performance Improvement

- Met all statutory financial duties, as well as delivering an in year surplus of £40k
- Quality improvement through 50% reduction of pressure ulcer related safeguarding referrals, number of "Care Home Acquired" pressure ulcers reduced from 42 to 14
- Lewisham is in the upper decile of all CCGs to support people with diabetes to get improved compliance with their blood sugar, cholesterol and blood pressure

System Working

- Shadow provider alliance established to respond the emerging and evolving Mental Health needs of Lewisham's population, such as BAME health inequalities action plan

Workforce Support

- More than 60% of GP services have registered with the 'Pride in Practice' programme to train practitioners to better meet the needs of their lesbian, gay, bisexual and transgender patients and making practices more welcoming to ensuring that patients are addressed in an appropriate way.

Service Improvements

- Bowel cancer screening & Breast screening coverage increasing, completed CRUK Talk Cancer Training for reception staff
- Commissioned mixture of cognitive behavioural therapy, psychoeducation related to anxiety management to manage self-harming behaviour in Children and Adolescents, psychodynamic and person-centred therapy. All Urgent Referrals for Eating Disorders seen within 1 week and 97% Routine Referrals within 4 weeks.
- Developed an enhanced multidisciplinary Integrated Pelvic Health Service (IPHS) to support frailty
- New integrated respiratory service delivered from four sites across the borough with a central hub at Lewisham Hospital

Highlights from 2019/20 - Southwark

System Working

- Further developed our integrated approach to [improving population health outcomes, Bridges to Health and Wellbeing](#), including the joint development with providers of our outcomes framework for people with frailty.
- Established the [Southwark Children and Young People Partnership](#) to drive a number of outcomes focussed workstreams for under 5's, 6-11s and 12 + years age groups, aiming to address health and wellbeing inequalities at an early stage in the life course.
- Southwark established [two Primary Care Networks](#), one covering the north of the Borough and one covering the south of the borough. Beneath these umbrella PCNs sit [nine smaller networks, which align with our neighbourhood model of care](#).

Quality Improvement

Implemented a [quality improvement \(QI\) programme across Southwark practices on safe prescribing](#) of Direct Oral Anticoagulant (DOACS) and low molecular weight heparin (LMWH) drugs. Supported by the review of 2,400 patient cases, and with delivery enhanced with education sessions provided to the federations

Primary Care Improvements

- [Considerable improvement in CQC ratings](#) for practices; reflecting hard work of practices and support of CCG colleagues
- Achievements of the Clinical Effectiveness Southwark (CES) team in contributing to improved outcomes for primary care were recognised when they were [shortlisted for the BMJ primary care team of the year award](#).
- Southwark achieved the [highest levels in London for the percentage of patients receiving the eight diabetes checks](#) that should be done each year for people diagnosed with the condition.

New Facilities

Following years of work, a [new healthcare centre was opened for Dulwich and South Southwark](#); collaborating with future staff and patients and providing a number of services to the community