

Place Based Director Report for Bromley Dr Angela Bhan

April 2021

It is testament to the successful partnership of the One Bromley Place Based Local Care Partnership and the commitment, resilience, and flexibility of staff and services, that proactive and co-ordinated care was quickly mobilised to protect the most vulnerable residents and manage the surge in demand during both waves of the COVID-19 pandemic.

Bromley is one of the best performing boroughs in London for delivering the COVID-19 vaccination, despite the challenges of being the largest and having the greatest number of older people. This success is due in part to the excellent partnerships in place between health, care, council, and voluntary services to deliver a co-ordinated and joined up vaccination programme.

As well as responding to the pandemic and delivering the largest vaccination programme in the history of the NHS, there have been further improvements to local services and a continuation of business as usual. This report provides an update on key areas of work over the last few months.

1. Covid Vaccination Programme

Every practice in Bromley signed up to participate in the first phase of the COVID-19 vaccination programme (for cohorts 1-9) and renewed their agreement to continue into the second phase of the vaccination programme (for cohorts 10-12). All Bromley practices have actively contributed to the programme, offering vaccinations to all eligible patients and staff. Numerous practices have run satellite clinics at their surgery as well as supporting the operation of the six main Primary Care Network (PCN) sites. Four of these are co-located with GP practices. Bromleag Care Practice led the vaccination programme for staff and residents in older people's care homes and extra care housing facilities. A number of pop-up clinics have been provided as part of outreach activities. As a result, there has been a good level of provision and take up across every PCN in Bromley.

In addition to the GP provision, Bromley also has a mass vaccination site at Bromley Civic Centre, run by King's College NHS Foundation Trust. The borough is one of the highest performers in south east London for delivering the vaccination programme.

Excellent vaccine take-up has been achieved across the health and social care system in Bromley with an effective vaccine hesitancy workstream achieving a 24% increase in

Prime Minister Boris Johnson visits the Orpington Health and Wellbeing Centre Vaccination clinic in February, which also received a commendation from the Secretary of State for Health and Social Care for being one of the best performing PCN sites in the country. PM pictured with Bromley resident Silvester Biyibi



previously hesitant staff take-up. There continues to be a co-ordinated and bespoke offer of support to Bromley registered and un-registered providers to achieve maximum staff vaccination take-up.

A joint strategic group has been established between the CCG and Bromley Council, which is focused on increasing vaccine uptake and availability in those communities where uptake is lower. A number of initiatives have been put in place including more pop-up vaccination clinics and a 'vaccination camp' will take place at the end of May on Penge high street to offer the vaccine and a range of other health checks to local residents. This will also include 'vaxi taxis' which will pick up residents and take them to the camp for their vaccine.

2 Primary Care Covid Response

A combination of national and local programmes were introduced during winter to support resilience, enable remote working, maintain workforce, and expand capacity in Bromley general practice. A number of these will continue through into 2021 as part of the Covid response and readiness for future peaks. These include:

- A dedicated drive-through Covid testing service which provides staff with timely access to Covid testing to ensure they are able to work safely and return to work promptly.
- Primary care can now refer patients to the new specialist Post-Covid Syndrome (PCS) clinics in the hospital.
- Over winter, additional capacity was added to the borough's primary care access hubs.
- Older people's care homes support was provided throughout by Bromleag Care Practice and will be enhanced further through a new telehealth remote access solution currently being installed in care homes.

3. Primary care developments

3.1 Bromley Community Covid Management Service and Oximetry@home

The Bromley Community Covid Management Service (BCCMS) was established over a year ago in response to the first wave of the pandemic, and has provided an invaluable service as a single point of access for patients with Covid to be effectively managed in the community. The service receives referrals from GPs, community services, care homes, 111 and the PRUH.

This One Bromley multi-agency service has seen over 5,200 patients, and continued to develop over the year to meet the needs of patients. The Oximetry@Home was one such development, managed through the BCCMS and introduced in November 2020, this allowed remote monitoring of eligible patients using a pulse oximeter and an on-line platform for recording the readings. Patients were issued with an oximeter in the community or at discharge from the PRUH with clear guidance on what to do in case of any concerns. At its peak, the service had over 190 patients being monitored.

3.2 Digital transformation

The pandemic has resulted in practices working very differently to maintain safe services and healthcare for patients, including the introduction of online and video consultations in every GP practice in Bromley. In the last 12 months, over 170,000 e-consults were submitted to Bromley practices. There were over 3,000 video consultations between GPs and their patients in the last three months.

Given the increased focus on online access, 36 GP practice websites have been upgraded, with more improved sites going live over coming months. Work continues to embed an online registrations process and most practices now provide digital registrations. We continue to focus on digital transformation in primary care.

3.3 Learning Disability Annual Health Checks (LD AHCs)

Primary care has been supported to improve uptake in LD AHCs. This has resulted in a 93% uptake for the year 20/21. This surpasses the NHSE/I target and is the highest percentage uptake across south east London. In 2021/22, we will focus on further improving the quality of annual health checks, support young people with learning disabilities, strengthen connections with professionals within Education, and provide multi-disciplinary team support for carers.

3.4 Patients with Severe Mental Illness (SMI)

The Bromley Primary Care team continues to raise awareness of the annual health check availability for those with severe mental illness, and to support practices to respond to this national priority area. The team has also been working closely with practices and Oxleas NHS Foundation Trust to identify and enable residents with SMI to have their COVID-19 vaccination during their routine mental health appointments.

4. Commissioning and contracting developments

4.1 Hospital Discharge

The enhanced hospital discharge arrangements put in place during the pandemic and over winter worked extremely well. Successful partnership working enabled safe and timely discharge with appropriate support provided in the community. Now that the pressure on the hospital has reduced, this enhanced arrangement has begun to be stepped down since Easter. We are taking lessons from this work to inform future plans.

4.2 Care Homes

We are looking to formalise the positive work and relationship between the council, CCG and care home providers as a result of COVID-19 and working to further steady and sustain a high-quality care home service offer. This includes refreshing the Market Position Statement and further formalising the digitalisation of care homes as well as the enhanced clinical support offer provided to care homes.

4.3 End of Life Care

The End of Life (EoL) Care Workstream is reviewing the Bromley health and care infrastructure against the recent national recommendations falling out of the pandemic. The focus will be on ensuring a co-ordinated and seamless EoL care offer in Bromley through the increased use of Co-ordinate My Care (CMC) records, accessible to all professionals. It provides a personalised Advance Care Plan that enables residents to be well supported through high-quality services and to die peacefully in their chosen place of death.

4.4 Urgent Treatment Centres

The contract for Urgent Treatment Centres (UTCs) expires in September 2021 and the service will be reprocured. We are proposing (subject to agreement by SEL Executives and the outcome of the NHS Procurement consultation) to extend the current contract for a year to the current provider to provide enough time to undertake a robust procurement of the service from October 2022. Stakeholder participation in this recommission will begin in the Summer.

4.5 Children and Young People Service

A joint interim Associate Director for Integrated Children and Young People's Commissioning will be appointed, working across the CCG and Council. The postholder will lead a Children's Commissioning Programme with early priorities to include therapy services, CAMHS and community paediatric services.

As a result of the pandemic and lockdown, there is an increase in referrals to children and young people's mental health services, with Oxleas reporting a caseload that is 25% above previous years. We have been working with the Council to improve services, with a new integrated contract for Bromley Y commissioned in April 2021. Additional funding from NHS England and Improvement will be used to reduce waiting times and new mental health and wellbeing teams in all Bromley schools.

4.6 Community Mental Health Services Transformation

One of the key outcomes set out in the Bromley Mental Health and Emotional Wellbeing Strategy, is the development of a community wellbeing hub to improve the coordination of adult wellbeing, early intervention, and prevention activities in Bromley. Bromley will receive £872K in 2021/22 rising to £1.7m in 2022/23 to deliver the wellbeing hub. The service expects to open in September and be jointly delivered by Oxleas and Bromley, Lewisham and Greenwich MIND.

Funding has also been received to provide mental health practitioners in every Primary Care Network. These new posts will provide a crucial link between GPs, the wellbeing hub and other mental health services.

4.7 Recovering Services following Wave 2 of the Pandemic

Throughout Wave 2 of the pandemic, we have worked with providers to ensure that commissioned services continued to be offered. This included agreeing how service models were adapted in line with Government Covid Secure guidelines, a 'light touch' contract management approach, stepping down contractual reporting, and maintaining an open dialog with providers to mitigate any issues arising from the changes. Since April 21, we have returned to regular contract reporting and monitoring. We are reviewing the changes that took place as a result of Covid, identifying and evaluating the innovative service delivery methods that have been implemented in response to the pandemic.

5. Medicines Optimisation

The work of the Medicines Optimisation (MO) Team has been dominated by supporting the Covid Vaccination Programme in Bromley. The MO Team have been responsible for overseeing the medicines governance relating to the use of these vaccines; supporting sites with assurance processes, the handling of vaccines and queries. Pharmacists from the team have worked in the Bromley vaccination sites supporting the preparation and administration of vaccines.

The team has continued to support primary care through the pandemic by reducing their workload and improving patient safety. This has included, supporting the implementation of an IT solution (Eclipse Live) to improve patient safety relating to medicines by identifying groups who may be at risk from developing adverse effects from high-risk drugs, and improved use of community pharmacy (such as better use of electronic repeat dispensing), to reduce unnecessary attendances in GP practices.

6. Communications and Engagement

Borough and south east London wide colleagues from across the Our Healthier South East London Integrated Care System (ICS) have worked together to provide timely and accurate information about the COVID-19 vaccination. Comprehensive and regularly updated information has been available on the CCG website since December 2020 and there have been regular briefings to various stakeholder groups to ensure they are equipped with the correct information to help deliver correct information to local communities. A number of campaigns continue to run to promote important messages such as eligibility, availability, vaccine hesitancy and access to the vaccination. Videos, featuring local people and community influencers have been produced and made widely available through social and digital media and advertorials have been published to provide information and updates.

We continue to work closely with Bromley stakeholders to promote uptake of the vaccine and explain the vaccination programme through a variety of ways including public meetings, briefings, videos, online and print information and a helpline for staff. A vaccine hesitancy strategic group with Bromley Council has been established to plan and deliver integrated and co-designed interventions to increase uptake of the vaccine. Key milestones have been celebrated such, in April 2021, reaching one million vaccinations in south east London. In

addition to working with the public, there have been regular briefings, videos, helpline and support for health and care staff to encourage uptake.