



Annual Review

2015/16



Welcome

In 2015/16 we worked closely with partner organisations in Lewisham and south east London to ensure that we have safe, effective and sustainable services for our local population.

We have set up initiatives to support working together locally, develop primary care services and improve service quality. We have engaged with local people and our partners in health and care, working with our diverse communities to help reduce health inequalities.

Throughout the year we have closely monitored performance against the NHS Constitutional Standards, so that actions can be put in place if they have not been met. We have met all of our statutory financial duties, as well as delivering a 1% surplus.

We would like to thank our member practices and all of Lewisham's NHS and care staff, for the work they do to treat, care and support local people. We continue to value feedback from local people to help shape and improve local services.



Martin Wilkinson
Chief Officer



Marc Rowland
Chair

Lewisham's lovely legs

By redesigning services, more care can be provided in the community. An example of this is the pilot leg ulcer service, known as the 'Lovely Legs' programme, which has increased healing rates for people with leg ulcers and been nominated for a Nursing Times Award.

Leg ulcers are sores that can develop anywhere on the lower leg or foot. Untreated they can take years to heal and can be very painful, socially isolating and significantly reduce the patient's quality of life.



Fifty year old Bellingham resident, Kirija Devasakayam had been suffering from a leg ulcer for over a year and a half. She said: "I had a very deep ulcer, you could see the bone. It was really painful being on my feet and in work."

Kirija was referred to the leg ulcer service who gave her compression treatment and managed her pain. Leg ulcer specialist nurse

The healing rate for ulcers was very low and the care received was variable across Lewisham. We worked with Lewisham and Greenwich NHS Trust and Accelerate (a healthcare social enterprise) to develop a bespoke leg ulcer service which provides specialist treatment and trains staff from different professional groups to ensure that leg ulcers are identified and treated quicker. In the first six months of the pilot the numbers of complex leg ulcers healing in 12 weeks increased from 15% to 49%. We believe this led to less people going to A&E and being admitted to hospital with leg ulcers.

Zeniab Lynda Ayo delivered the compression treatment which involved wrapping Kirija's leg very tightly in layers of bandage and cotton wool. Over 12 weeks this treatment got the blood flowing, enabling the ulcer to heal.

Kirija is very appreciative: "The leg ulcer service was brilliant. They got results very quickly. Lynda was lovely, very friendly, caring and honest about what was going on with my leg. It felt so wonderful when the ulcer had gone. There were no itches and no pain. I had no need to constantly think about my leg."

Alison Browne, our director of quality, nursing and safeguarding said: "We are delighted with the positive impact the programme has had for our patients. Health professionals have really welcomed it and see the value."

We hope to launch the leg ulcer service across Lewisham during 2016/17.

What we do

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

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

We plan, buy and monitor most of the health services our residents use including:

- hospital care
- rehabilitation services
- urgent and emergency care
- community health services
- mental health care
- services to support the most dependent people in the community.

We aim to improve care by:

- making sure that services in Lewisham are high quality, safe and easily accessible and appropriate for our diverse communities.
- working closely with our local community to plan and improve services.
- having a good working relationship with the staff and organisations that deliver care.
- making the most effective use of the money we have to commission services.

Other health services such as pharmacies, opticians, dentists and some specialist health services are commissioned by NHS England.

Decisions about what we do are made by our Governing Body, which is accountable to our member practices and which meets in public on a regular basis.



GP services online

Did you know that patients in Lewisham can order repeat prescriptions, book appointments and view their own health records through their computer, tablet or smart phone?

Patient online gives patients more choice and control in how they access GP services.

Making sense of medicines

Following a hip replacement 82 year old Sylvia Bowles was getting confused with her medication and taking the wrong tablets at the wrong times. She was visited at home by Becky Bastable, a pharmacy technician from the award winning Lewisham Integrated Medicines Optimisation Service (LIMOS). LIMOS helps people manage their medication and remain independent.

Becky reviewed all of Sylvia's medication and arranged for her to get less tablets at a time and for them to be delivered in a dosset box with clearly marked days and times on them.



Sylvia told us: "Becky has the patience of a saint. I was really mucking things up with my tablets but she sorted me out! She has given me the confidence that I needed and I am really grateful."

Reducing waste of medicines

It is estimated that unused medicines cost the NHS around £300 million every year.

In 2015 we ran a successful campaign with three other south London CCGs to discourage medicines waste, and bring attention to the fact that not using or taking medicines as prescribed could make people's health worse and waste NHS money.

Eileen White, head of medicines management, said: "We encourage all patients to only order what you need when you hand in your repeat prescription. Check what medicines you have at home first and only tick the boxes on the repeat prescription form that you need. If you use the electronic prescription service, tell your pharmacist if they give you medicines you're no longer using or already have enough of at home."



Posters, leaflets and social media encouraged people to tell their GP or pharmacist if they're not taking their medicines as prescribed or are having problems with them. The campaign also highlighted various ways that patients can avoid wasting medicine.

The challenges in Lewisham

Lewisham has high levels of deprivation as well as a growing and ageing population, making ever increasing demands, with increasing expectations on health services.

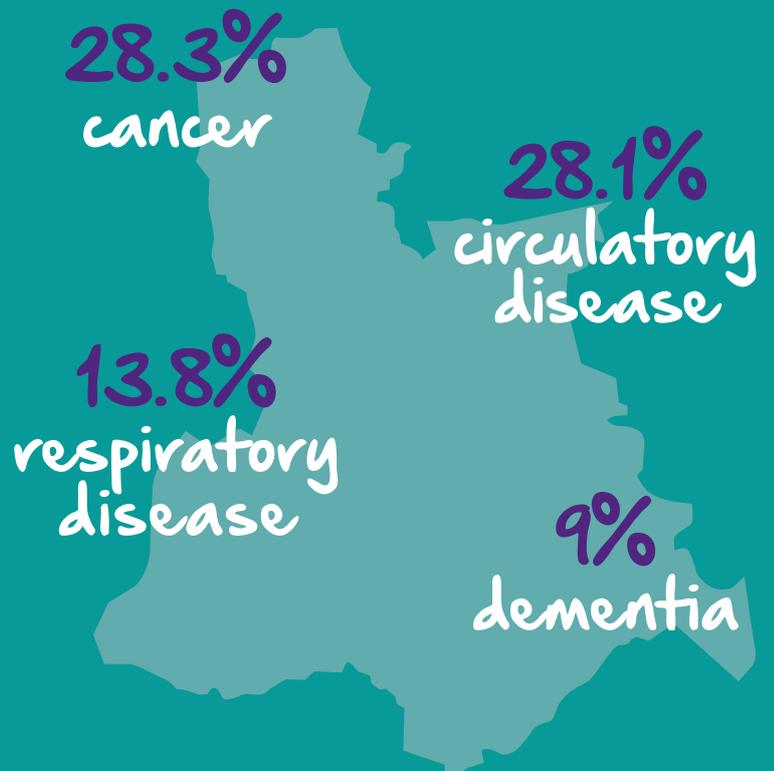
Too many people die early from conditions that could have been prevented by healthier lifestyles.

We are experiencing high numbers of admissions to hospital of people with conditions which effective community care could help prevent.

Meeting the mental health needs of our population is a significant challenge. We believe that mental health should be regarded as important as physical health. Mental ill health is more prevalent in some black and minority ethnic groups, those who identify as lesbian, gay or bisexual, those who are divorced/widowed/separated and those living in deprived areas.

We want to ensure that all patients are treated in the most appropriate setting. Often this is in the community or in primary care rather than an acute hospital. By delivering community based care, we can make the best use of our resources across the whole journey of the patient, whether they need hospital or community services.

Main causes of death



Improving healthcare

Making health services work for people in Lewisham

Community based care which is organised and delivered at a neighbourhood level is at the centre of our transformation and integration plans in Lewisham.

People have told us they want health and care services to be more joined up. With our health and care partners, we are bringing staff together in integrated teams and strengthening links across community based care through our neighbourhood care networks. The borough's neighbourhood care teams, community mental health teams and existing

voluntary and community assets are all arranged on the same four neighbourhood footprints as the groups of GP practices.

By working in partnership and through effective community based care, we want to develop strong and confident communities in which people are able to get good advice and information to look after their own health and wellbeing. We want to identify people who need care early and make sure they have access to the right support in the right place at the right time.

Our Healthier South East London

Our Healthier South East London (OHSEL) is a five year commissioning strategy for 2015-2020 that aims to improve health, reduce health inequalities and ensure all health services meet safety and quality standards consistently and are sustainable in the longer term.

The way health services are delivered across south east London has to change in order to meet the emerging needs of an ageing population in which many more people live with long term conditions. This means that more resources will be directed towards services based in the community to keep people out of hospital unless they really need to be there. To achieve this we need to work together closely across the health and social care system.



The six priorities for improvement in the OHSEL programme are:

- Community based care
- Planned care
- Urgent and emergency care
- Maternity
- Children and young people
- Cancer

Mental health is included within each of these areas as it is relevant to all of them.

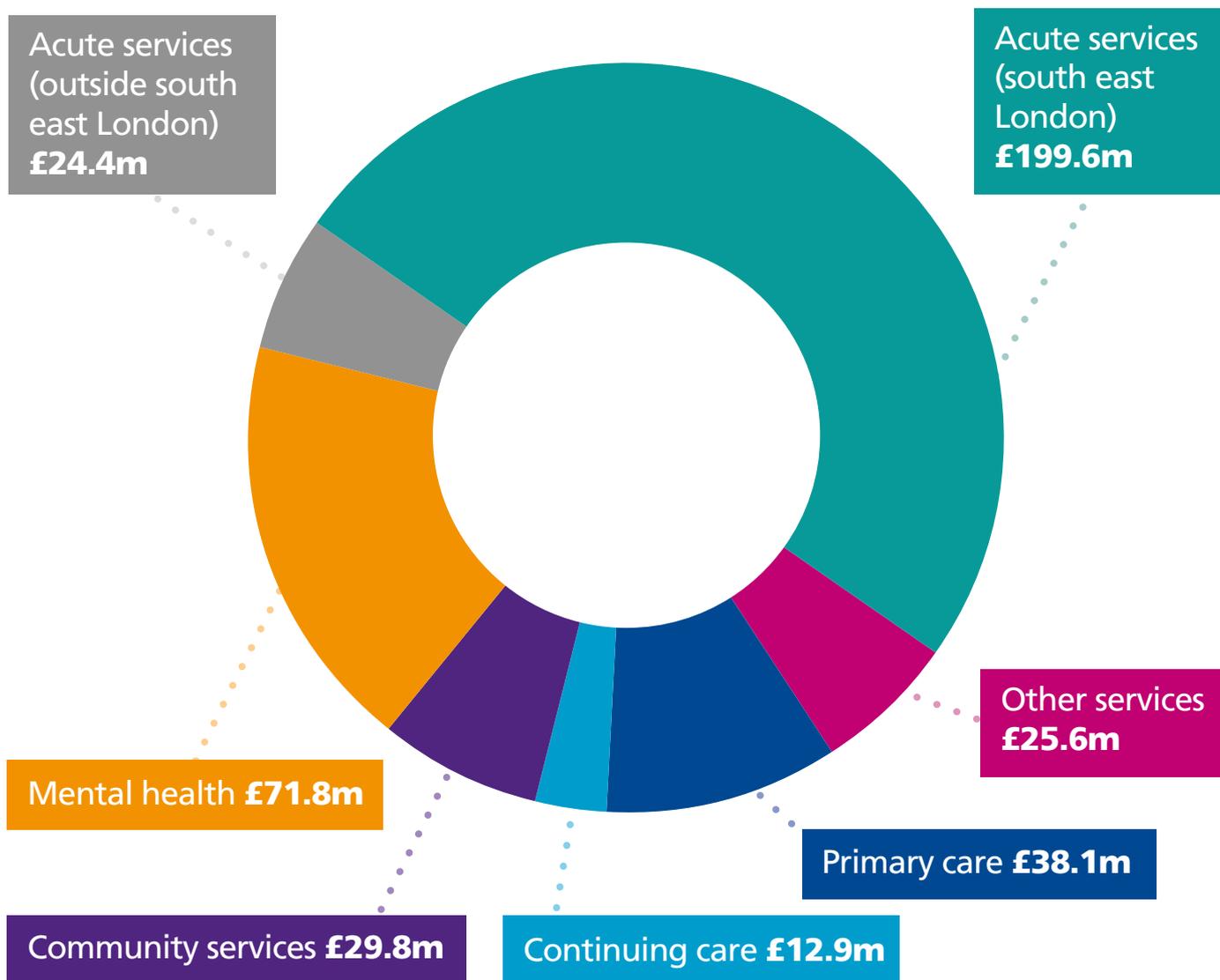
You can find out about the strategy and tell us what you think about the proposals at www.ourhealthiersel.nhs.uk

Managing the money

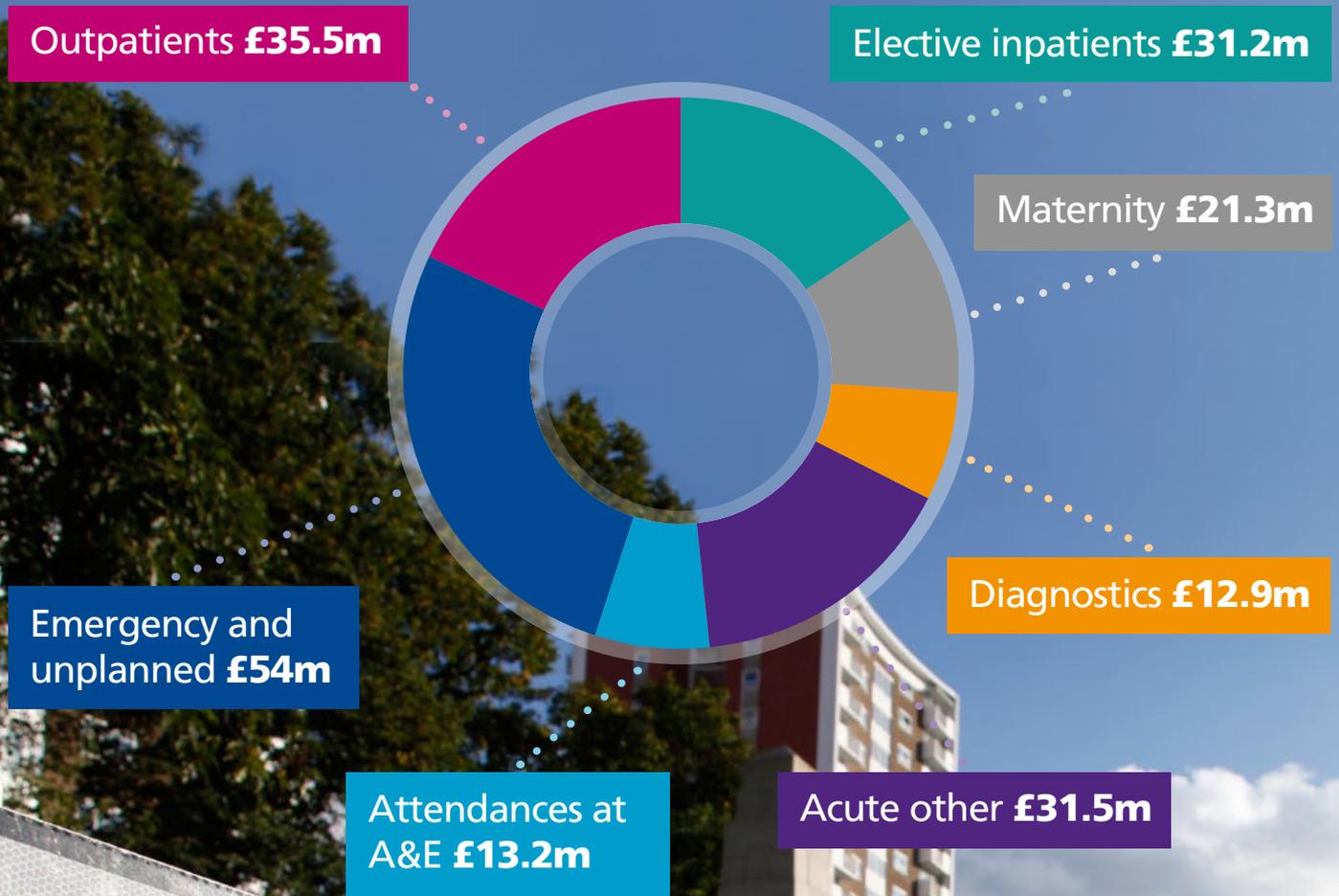
We commission the majority of NHS services for Lewisham people. We aim to spend the money allocated to us in the best way that will improve the health and care of Lewisham people, which delivers value for money to the taxpayer and is financially sustainable in the long term.

In 2015/16 our net annual expenditure was £402.2m. We met all of our statutory financial duties. More than 80% of our expenditure is on a combination of (acute) hospital services, mental health services and community services.

Total expenditure on services



Breakdown of acute services (south east London)



How we did against some of our targets in 2015/16

NHS Constitutional standards and other key performance standards

95% of patients seen in A&E admitted or discharged within 4 hours - 89.8% achieved	
85% of patients, referred by a GP, diagnosed with cancer start treatment within 62 days – 78.1% achieved	
93% of suspected cancer referrals to be seen within 2 weeks of referral – 94.2% achieved	
92% of patients who have not yet started treatment should not be waiting more than 18 weeks from referral – 91.6% achieved	
99% of patients have diagnostic test within 6 weeks of referral – 98.96% achieved	
75% of category A 999 calls result in an ambulance arriving in 8 minutes – 68.19% achieved	
Improved diagnosis of dementia – 66.99% achieved	
95% of people treated within 18 weeks of referral to psychological therapies – achieved	
75% of people treated within 6 weeks of referral to psychological therapies - achieved	
50% of people reaching recovery after psychological therapy - 44.49% achieved	
Psychological therapies are accessed by the proportion of the population assessed to need them - achieved	

Demand for services is continually increasing. We know that improvements need to be made, in particular to hospital waiting times for planned, emergency and cancer treatments and work is already well underway.

What we are doing to improve performance

We have worked with Lewisham and Greenwich NHS Trust, local partners and external advisors to review how **A&E** waiting times can be improved.

Lewisham and Greenwich NHS Trust has reviewed its **cancer recovery plan** with us and other partners. A key part of this was to improve how patients are tracked so that they are correctly prioritised and treated.

The NHS Constitution gives patients the right to access services within maximum waiting times. Lewisham and Greenwich NHS Trust has developed a plan for trauma and orthopaedics and ear, nose and throat (ENT) which have the highest proportion of their patients waiting over **18 weeks**.

The Care Quality Commission's (CQC) inspection report on the **London Ambulance Service** in November 2015 rated the service as 'inadequate' and identified a number of actions which are being taking forward by the service. Recruitment of paramedics from overseas has taken place with plans to employ additional trained paramedic practitioners.

We believe **mental health** is as important as physical health. We made significant additional investment in the South London and Maudsley Mental Health NHS Foundation Trust and other agencies in the last year.

Following a review of **psychological therapies**, we will work with our service providers to develop an integrated talking psychological therapies pathway.

Over the next 15 years, Lewisham's older population will increase significantly. The **dementia** diagnosis rate has increased as a result of effective collaboration between GPs, the Memory Clinic and Mindcare information and support service.



CONNECTING PEOPLE AND INFORMATION
Connect Care

Connect care

Connect Care provides health and social care providers with immediate access to up to date patient information. This allows GPs, hospital staff, district nurses and other local organisations involved in your care to share important information. This could include checking which medications a patient is taking or a child's immunisation history.

This will contribute to more effective joint working across different services.

Health Help Now

We have launched a new mobile app and online service to help people in Lewisham to understand where they should go for treatment, especially when they need healthcare in a hurry, late at night or at the weekend.

It helps people check their symptoms and find the best place for treatment – showing which nearby services are open. Importantly, it will help people to know when to go to A&E and when not to.

www.healthhelpnow-nhs.net

or search your smart phone app store



Lewisham patients are seeing their pharmacist first

Getting the right help is especially important during the winter months when there is extra pressure on emergency services and A&E. If you are suffering from a common illness you can get what you need at your local pharmacist without a GP appointment through the Pharmacy First scheme.

Dr Marc Rowland, local Lewisham GP and chair of Lewisham CCG said: "The take up has been so positive for the Pharmacy First scheme; it shows that there is a need for people to be able to get advice quickly and conveniently for minor illnesses and conditions, knowing that they can get free treatment if they don't pay for prescriptions.

"Pharmacy First is an important part of our aim to help people to get the right care in the right place and reduce pressure on GPs and urgent care services for people who really need them."

Lewisham Winter Assessment Team

In October 2015, we commissioned Bromley Healthcare Community Interest Company Ltd to provide a Winter Assessment Team for Lewisham.

The service supports housebound patients, many of whom are frail and elderly and have a long term or immunosuppressant condition, who need an urgent medical assessment.

The service has received over 820 referrals and demand is continuing to increase. 79% of the patients have been aged over 71 with the most

common reasons for referral being urinary tract infections, reduced mobility, feeling generally unwell, falls and respiratory conditions. Around 20% of referrals were for patients living in a care home.

The service enables people to be treated at their own home rather than at A&E or in other hospital services. Feedback from service users was very positive and a full evaluation is underway.

Improving support for practice nurses

Debbie Brown is our first nurse consultant in practice nursing. A local resident with more than 36 years nursing experience in the borough she is passionate about her job:

“This has been a fantastic opportunity. I ensure that our nursing team are informed about the latest best practice and have the right skills to be able to meet the needs of our unique population both now and in the future.”

Debbie also works at Burnt Ash Surgery in Lee Health Centre. Practice nurses can help with many of the things that people think they need to see a doctor for. Check what your practice nurse can do for you.



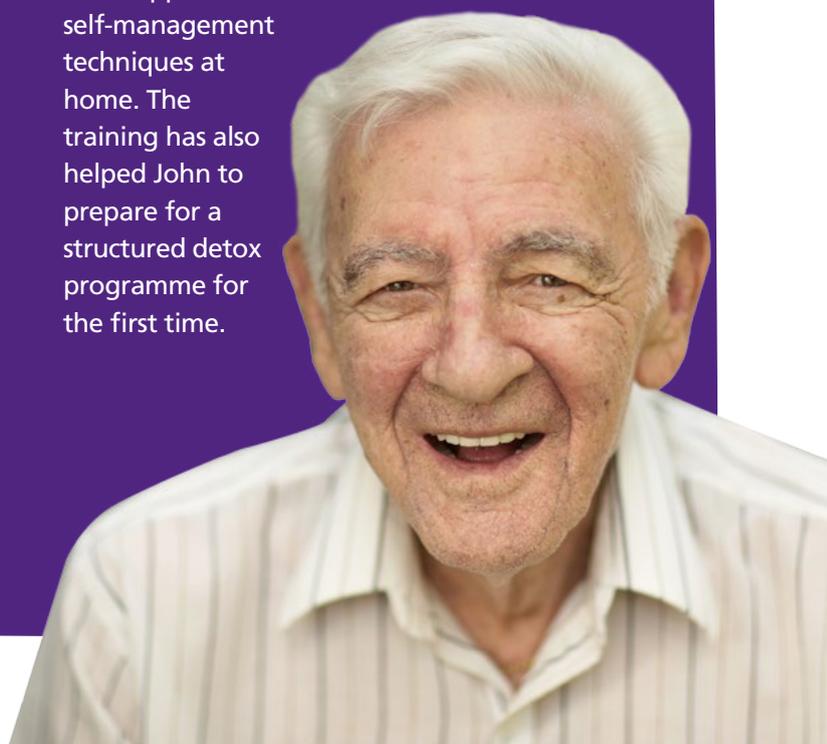
Working together to meet health and social care needs

John (not his real name) is a vulnerable 77 year old man who has lived in Lewisham all his life. He suffers with drug and alcohol dependency and his health is rapidly deteriorating and is made worse by his current living conditions and poor housing. John lives on his own with no contact from his family who have struggled to help John manage his complex life. John has a long history of non-engagement with support services in the community. He uses A&E services frequently when he has mental health crises.

The neighbourhood community team considered John's case at a multidisciplinary meeting that included his GP and social worker, care agency, specialist drug and alcohol services and the supported housing provider.

A co-ordinated and person-centred plan was built around John to support him that combined his health and social care needs. This enabled John and the team to work together at a pace that suited John and his family.

Through motivational interviewing, John was able to develop his own care and support including reconnecting with his family, who now support John with self-management techniques at home. The training has also helped John to prepare for a structured detox programme for the first time.



Public Engagement

For the CCG, engagement goes further than communication or consultation. We want to provide opportunities for patients, carers and the public to work alongside us as equal partners in transparent decision making.

Lewisham has a diverse population. We want to make sure that we are engaging with 'seldom heard' groups such as our Vietnamese community, young people through the Lewisham young mayor and advisors, and with people who are blind or visually impaired.

In 2015/2016 we undertook over 60 engagement activities, interacting with over 1,633 people across a range of activities such as our 'Your Voice Counts' event, Lewisham People's Day, the Phoenix Festival and many meetings with voluntary and community groups. We also hosted a 'deliberative event' for the Our Healthier South East London programme.

We supported the development of neighbourhood patient participation groups (PPGs) for our GP practices and held four neighbourhood PPG Events, covering an overview of the NHS Five Year Forward Plan and OHSEL strategies and the commissioning plans for primary care.



Public Reference group

We set up our Public Reference Group (PRG) to ensure public and patient involvement is at the heart of the commissioning decisions we make. Chair of the group, Beverley Weston, grew up in the borough. We asked her why she is involved:

"The PRG is a great opportunity for representation, to get involved and see how I can make a difference. The CCG might find it difficult to provide what we need in the community if they don't know who we are. The corporate view can be very different to the reality. I want to help change that."



Get involved

You can play an active role in the decisions we make and shape future services in Lewisham. Patient involvement is essential. When you share your ideas and experiences, you can help improve healthcare in Lewisham. There are many ways you can get involved:

Join our Memberoo community

The Memberoo community is an online space where local groups, patients and members of the public can play an active role in monitoring, planning and improving NHS services in Lewisham.

Once you have signed up, you can give us feedback to help us make better decisions. You can take part in focus groups, attend meetings and events, or share your views by completing short questionnaires.

See www.lewishamccg.nhs.uk/get-involved/



Patient Participation Group

Patient Participation Groups, (PPGs,) have been set up at all GP practices across Lewisham. They provide a way for patients to provide ideas and views on the services provided at their local practice.

Find out more from your practice.

Join our readers panel

We want all our documents that are written for the public to be easy to read.

We email documents to our readers panel for feedback about how to make our documents easier to understand.

Attend one of our public Governing Body meetings

Details are on our website.

Get involved with Healthwatch

Healthwatch is the independent NHS consumer champion that gathers and represents the views of the public.

Find out more at www.healthwatchlewisham.co.uk



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