

Commissioning Intentions: our plans for 2016-17



Help us plan health services for Lambeth for 2016/17

NHS Lambeth Clinical Commissioning Group (CCG) wants your views on its plans for buying health services in the borough for 2016/17.

We work very closely with a very wide variety of communities in Lambeth and have developed our plans with local people.

We want to know if you think our plans will improve the health of local people, improve the quality of our services and reduce inequalities.

This is part of an ongoing conversation with local people and we want to know your thoughts so they can feed into our final plans which will be agreed over the next few months.

How we've developed our draft plans

We've developed our draft plans (we call them commissioning intentions) through a good understanding of local people and by looking at the needs identified in our [Joint Strategic Needs Assessment](#) (JSNA) which is on Lambeth Council's website. The JSNA is developed by the CCG and Lambeth Council and identifies the current and future health and wellbeing and social care needs of local people and also inequalities.

When developing our priorities for the coming year, we've looked at what currently works well, and what doesn't. Insights from local people, our GPs and other clinicians have been a key part of this. We've also looked at our vision for health care in Lambeth for the future.

We've taken into consideration:

- The [Five Year Forward View](#) - the vision for the future of the NHS
- Our plans for the future which are detailed in [Healthier Together](#), our five year strategy: 2014/15 to 2018/19
- Work as part of our commitment to [Our Healthier South East London](#), a five year plan which aims to improve health, reduce health inequalities and ensure all health services in south east London meet safety and quality standards consistently and are sustainable
- Our commitment to [Better Health for London](#), a collective vision across the capital to improve the lives of Londoners
- Our plans for more joined up working with Lambeth Council as detailed in our [Better Care Fund Plan](#)
- The direction recently set out nationally in the [NHS England Planning Guidance for 2016-17](#).

We've talked with local people to find out what they think our priorities should be. We started this with The Big Lambeth Debate in 2013 and have continued conversations by involving patient representatives in the day to day operation of our programme boards, governing body and committees, as well as in our ongoing partnership work with Healthwatch Lambeth and patient groups.

We've thought about what are our must dos, what investment is required, what savings we can make, how we would deliver the change, what are our population needs and wants, and prioritisation.

Our commissioning intentions for 2016/17

The draft plans outlined here show the changes we are considering, rather than full details of everything we intend to deliver through the services we buy, which includes services provided at and by our local hospitals - Guy's and St Thomas', King's, and South London and Maudsley and St Georges – and also community and GP services. The blue boxes summarise our plans.

1. Health services for adults

Older people

The services we plan to buy will:

- Help older people remain independent, avoid hospital admission and recover quickly from illness
- Improve services for people with dementia and their carers
- Support people with ongoing healthcare needs.

Our draft plans for improving services for older adults include:

- Develop and implement a sustainable reablement service - a short and intensive service, usually delivered in the home, which is offered to people with disabilities and those who are frail or recovering from illness or injury to help them relearn the skills needed to keep them safe and independent at home
- Continue to develop and deliver an effective Enhanced Rapid Response and @Home services which provide short-term support and rehabilitation in the home. The Enhanced Rapid Response service provides care and support in the home from nurses, physiotherapists, occupational therapists, rehabilitation support workers, social workers and a geriatrician (consultant specialising in the care of elderly people). The @Home service provides intensive medical support coordinated by a GP and matron, and delivered by nurses, therapists, pharmacists and social workers who visit patients in their homes for a short period of time (usually two to seven days). It helps people avoid being admitted to hospital, or provides a service when they are first discharged from hospital
- Commission a range of new health and social care services to support people with dementia and their families and carers and provide increased access to memory services
- Improve the assessment and review process of continuing healthcare. Continuing healthcare is a package of care that is arranged and funded solely

by the NHS for individuals who are not in hospital and have been assessed as having a 'primary health need'. We will also make sure we have the right level of support in place for people with continuing healthcare needs at a price which represents value for money

- Commission an improved community offer for people with complex neurological needs.
- Re-commission intermediate care services from the Pulross Centre for those people who need this intensive service.
- Ensure people receive high quality care in the last days of life
- Help more people benefit from the new version of the Coordinate My Care (CMC) register which is an electronic record that can be accessed by a patient's GP, community nurses, hospital team, out of hours doctors, specialist nurses, London Ambulance Service and NHS 111.

Long term conditions

The services we plan to buy will:

- Give patients better support and help to manage their condition including diabetes, blood pressure, lung conditions and cardiovascular disease

We are considering improving the quality of services for people with long term conditions in the following ways:

- A more joined up approach to managing physical and mental health for people with one or more long term conditions supported by a shared care plan for patients
- A joined up respiratory service with effective referrals and easy access to the most appropriate care. Also improved diagnosis and management of people with respiratory symptoms through improved access to good quality of spirometry - a test that can help diagnose various lung conditions, most commonly chronic obstructive pulmonary disease (COPD)
- Improved support for people with diabetes through a sustainable, appropriately used intermediate care service to help them manage their condition better
- Commission an effective and appropriate blood pressure monitoring service for patients with high blood pressure
- Develop community services for people with cardiovascular disease including heart failure virtual clinics

- Explore options for providing access to community pharmacists as part of the hypertension virtual clinic to ensure that increased numbers of patients are using medications effectively
- Ensure patients are on an appropriate anti coagulation pathway and have comprehensive access to anti coagulation services with strong joined up working and effective communication.
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Medicines

The services we plan to buy will:

- Ensure patients get the maximum benefits from their medicines and reduce waste.

Our draft plans to ensure better and more cost effective use of medicines include:

- Ensure people are on the most effective drugs which represent value for money
- Ensure that patients with rheumatoid arthritis receive the maximum benefit from each dose of high cost medicine
- Design and implement a plan to ensure appropriate use of medicines prescribed by GPs in Lambeth
- Provide support on medicines use to nursing homes.

Planned care, urgent care and cancer

The services we plan to buy will:

- Help people get the right care in the right place at the right time
- Help people live longer and improve their quality of life
- Help people look after themselves
- Provide access to diagnostic tests and referrals in a timely way.

Our draft plans include:

- An improved care pathway for pain patients
- Support local acute providers to ensure appropriate referral to outpatients for trauma and orthopaedic patients

- Ensure primary care uses all appropriate diagnostic tests available to ensure that patients are placed on the right care pathway in a timely manner
- Improve primary care's ability to manage patients in the community through improved transfer of information between practices and local hospitals
- Maximise the benefits of e-referral
- Work with partner organisations to increase the use of non-face-to-face triage appointments where possible
- Improve the appropriate use of follow up appointments, supporting patients in primary care
- Treat stable glaucoma and/or ocular hypertension in the community where possible
- Improve cancer screening rates and improve pathways to support earlier diagnosis of cancer
- Improve the early treatment of patients with cancer through improvement in the 62 day wait cancer performance
- Implement the changes within the new cancer two week wait NICE guidance
- Improve the appropriate use of the emergency department, ensuring that patients are able to appropriately access primary care through better access during evenings, weekends and bank holidays and remodelling of the Urgent Care Centre and St Thomas'
- Recommission an integrated 111 service that incorporates access, assessment, advice and treatment.

2. **Mental health services**

The services we plan to buy will:

- Develop the Living Well Network to support people with mental health issues
- Redesign services from South London and Maudsley (SLaM)
- Develop our Integrated Personal Support Alliance to help people recover from mental ill health and support people with complex needs.

Our draft plans to improve mental health services for adults include:

- Ensure individuals with mental health issues continue to benefit from the Living Well Network
- Improve primary care support for people with mental health issues
- Maximise employment opportunities for people with mental health issues
- More joined up working between the Living Well Network, the Integrated Personal Support Alliance (IPSA) and housing management to develop

sufficient housing supply that can cater for the needs of individuals with mental health needs

- Continue with current contractual arrangements with SLaM in relation to talking therapies
- Increase the volume of talking therapy services for people with long term conditions and child and adolescent mental health services (CAMHS)
- Explore the potential effectiveness of IAPT talking therapies services for people with early onset psychosis
- Develop a comprehensive range of services to support people who experience mental health crisis
- Ensure that hospital mental health services deliver improved recovery rates and physical health as well as a reduction in bed use and increase in community support
- Reduce use of bed based care through the IPSA service
- Ensure that all individuals with potential psychosis across all communities receive an assessment within two weeks of referral
- Ensure that individuals are discharged from forensic provision (which is provided for people with mental health issues which result in a risk to others) at the earliest possible appropriate time with access to community based services
- Support the implementation of the 42 Lambeth Black Health and Well Being Commission recommendations, ensuring that services are meeting the needs of our black communities
- More joined up working between Lambeth, Southwark, Lewisham and Croydon boroughs in relation to services delivered by their main provider (SLaM)
- Ensure that development work in mental health is aligned with developments across the whole health and social care system
- Work towards full alignment of all contributors to a common set of outcomes for individuals with mental health issues.

3. Health services for children and young people and maternity

The services we plan to buy will:

- Transform mental health services for children and young people including those with eating disorders and psychosis and support emotional wellbeing
- Provide high quality maternity services for all pregnant women and engage with them to improve services further
- Improve services for children and young people with ADHD, incontinence and asthma.

Our draft plans to improve services for children and young people in Lambeth include:

- Ensure that the Lambeth system has sufficient capacity and capability to ensure pregnant woman and new mothers are appropriately identified, supported and referred to suitable services
- Ensure maternity services are developed taking consideration of feedback from the people who use the service
- Improve access to outpatient crisis services for young people with mental health issues through a comprehensive crisis care pathway that includes self-harm
- Develop Child and Adolescent Mental Health Services (CAMHS) that effectively meet demand, demonstrate clinical best practices and deliver improved health and wellbeing for people using the service
- Improve the early intervention in psychosis pathway for adolescents to prevent young people from entering long term psychosis
- Undertake a range of activities to increase awareness of emotional health and wellbeing amongst young people
- Ensure that there is a consistent and effective borough wide approach to delivering early intervention and mental health programmes for young people experiencing mental health issues
- Commission training to ensure that those working in all services have the capacity and capability to improve the emotional health and wellbeing of children and young people
- Increase support for young people with eating disorders in the community through an enhanced eating disorder pathway

- Commission improved care management of Children and Young People diagnosed with ADHD
- Fulfil our duty to jointly commission education, health and care plans
- Ensure that young people who have experienced injury as a result of gang involvement receive support to make lifestyle changes
- Commission services that effectively support parents to improve emotional health and wellbeing for children and family
- Ensure that children and young people with asthma are appropriately diagnosed and supported in primary care
- Provide an effective alternative for children and young people to attending A&E and being admitted to hospital
- Ensure that children with incontinence issues and their carers receive appropriate support and advice in line with NICE guidance.

Carers

Our vision is for families and carers in Lambeth to feel recognised valued and included as equal partners in the support and care for the person they care for. Equally we want families and carers to have full, enjoyable and confident lives in their own right alongside their caring role.

A joint strategy is being developed by the London Borough of Lambeth (Adult Social Care and Children and Young People's Services) and the CCG together with providers including King's Health Partners, voluntary sector providers and families and carers. The priorities and action plan being drawn up is being informed by the views of families, carers and stakeholders gathered from a range of surveys, service development work and engagement events.

We want to make sure that families and carers and people's networks generally are at the centre of all that we do in health and social care to support people.

Our draft plans to support the Carers' Strategy include:

- Develop whole family approaches to support
- Improve the role of primary care in supporting carers
- Targeted support to young carers and those caring for individuals with learning disabilities.

4. Primary care

The changes we plan will:

- Provide better access to GP services for residents across Lambeth
- Provide appropriate diagnostic tests, referral and treatment
- Position primary care as a coordinator of care for complex patients
- Promote appropriate and effective prescribing.

Primary care is health care provided in the community for people making an initial approach to a medical practitioner or clinic for advice or treatment. This is usually via a GP surgery. We recognise the need for significant development of primary care to improve health and wellbeing of local people and to support the commissioning intentions outlined above. A number of developments to primary care are already underway including:

- The three Lambeth GP Federations - a collaboration involving all 47 GP practices in Lambeth to help GP surgeries work together in their local areas
- Four GP Access Hubs - which help patients access GP and nurse appointments when they can't get one at their surgery, including at evenings and weekends
- Three Local Care Networks - which help facilitate better joined up working between health and care providers with local communities.

Outlined below are the specific draft plans for primary care that support the commissioning intentions.

- Review the commissioning of current primary care access schemes such as the walk in centre and GP diversion scheme with a view to ensuring that all our primary care access schemes address the needs of Lambeth residents and deliver best value
- Provide multiple, simple channels of access to primary care that are based on a sound understanding of the barriers experienced by vulnerable groups and which are compatible with the preferences and lifestyles of all sections of Lambeth's population
- Ensure that primary care provides a comprehensive and accurate source of information, advice and guidance in support of health and wellbeing including signposting to services provided by health, local government and the voluntary sector
- Ensure easy access to primary care results and, where applicable, appropriate referral to diagnosis and treatment

- Ensure effective communication between primary care and other parts of the health and care system to ensure accurate diagnosis in a timely manner
- Ensure that primary care as a standalone service or with partners, helps patients make decisions about their care and empowers them to improve or manage their own health and wellbeing
- Make primary care an effective gateway into the breadth of services being commissioned on behalf of local people
- Care for patients with complex health issues and/or a number of medical conditions have care that is effectively coordinated across primary care and beyond
- Proactive identification of patients with complex needs and coordinated care for them
- High quality care at end of life that encourages patient choice and preserves dignity and the right to make choices (including through the use of Coordinate My Care)
- Ensure that patients have the option to experience continuity of care
- Position primary care as the coordinator of comprehensive care
- Ensure that patients are on appropriate, cost effective medication that they are using correctly
- Develop future services with partners and patients through drawing on real patient experience.

Tell us what you think

We think the plans we have outlined here will address the key health issues we face in Lambeth. We are confident that these plans will help us improve health, improve quality and reduce inequalities in health. We want to talk more with local people, our members, and our colleagues in hospitals, Healthwatch Lambeth, and Lambeth Council, to see if you think we've got it right. We need your feedback and your ideas to help us make the best use of resources available and provide the best quality services for local people. You can tell us what you think by:

- Attending our **Public Forum** on Wednesday 20 January from 12 noon til 1pm at The Foundry, 17 Oval Way SE11 5RR.
- Filling in our online **survey** at <https://www.surveymonkey.co.uk/r/NHSLambethCCGplans>
- **Emailing** us at LAMCCG.getinvolved@nhs.net
- **Writing** to us at Commissioning Intentions, NHS Lambeth CCG, 1 Lower Marsh, London SE1 7NT
- **Calling** us on 0203 049 4444
- Inviting us to talk to a local group.