A partnership approach

Working together to deliver the right health care in the right place at the right time

Jane Mehta – Managing Director, NHS Waltham Forest Clinical Commissioning Group

Joe McDonnell – Director of Public Health – London Borough of Waltham Forest
What does the CCG do?

NHS Waltham Forest Clinical Commissioning Group, commonly referred to as the CCG, works in partnership with the local authority and service providers to ensure residents can access safe and effective health care that meets their needs.
Who is who is the CCG?

• Locally Jane Mehta is the Managing Director of the CCG and Jane Milligan is the Accountable Officer reporting to NHS England

• The CCG is clinically led and has a Chair – Dr Anwar Khan – who is a local GP

• The CCG is a membership organisation with all 41 GP practices in Waltham Forest being members of the CCG

• The CCG has a number of GP Clinical Directors who sit on a Governing Body.
The CCG’s GP Clinical Directors

- Dr Ken Aswani – Urgent care and integrated care systems
- Dr Ravi Gupta – Mental Health and Medicines Optimisation
- Dr Dinesh Kapoor – Diagnostics and Performance
- Dr Tonia Myers – Children and Young People and Maternity Care
- Dr Mayank Shah – Cancer care and End of Life care
- Dr Abdul Sheikh – Planned hospital and community care
Also on the CCG Governing Body are:

- CCG Accountable Officer
- CCG Managing Director
- Chief Finance Officer
- Board Nurse
- Secondary Care Consultant
- LBWF Deputy Chief Executive
- LBWF Director of Public Health
- Lay Member (Vice Chair)
- Lay member (Audit Chair)
- Lay member (Patient and Public Participation)
- Healthwatch
The CCG’s Governing Body:

- meets in public at Kirkdale House, Kirkdale Road, Leytonstone, E11 1HP
- meeting dates are available at www.walthamforestccg.nhs.uk
- papers are published online a week in advance
- to attend the Governing Body as a member of the public, please call 020 3688 2604, so that we can make sure there is enough seating
- Members of the public can also send questions in writing (Subject heading: question for the next Governing Body meeting) if they can’t make the meeting wfccg.enquiries@nhs.net
Partnership working is key

- CCG representatives sit on the [Health and Wellbeing Board](#) and helped to develop the borough’s Health and Wellbeing Strategy.

- An integrated strategic commissioning function between the CCG and colleagues at the council is currently under development.

- Three integrated care systems with partner and provider colleagues, building on the Better Care Together programme, are also being developed.
Public Health

• Public Health is a department within the Families and Homes directorate of the council

• Public Health moved from the NHS into local authorities nationally in 2013 as per the Health and Social Care Act (2012)

• Public Health fulfills the council’s duty to “take such steps as they consider appropriate for improving the health of the people in their areas”

• In addition, public health has various additional statutory duties, including the need to commission a number of other services, including sexual health services, health visiting and NHS health checks.
Public Health in Waltham Forest

- The Public Health department is led by the Director of Public Health (Joe McDonnell), who attends every health scrutiny meeting.

- The team consists of 12 strategic public health staff; and the Sports and Leisure team, led by Joyce Guthrie, Head of Sport and Leisure.
Public Health in Waltham Forest

Financial context

• The public health budget is nationally set at c£16m in 2018/19

• Based of Department of Health calculations, Waltham Forest received roughly £6m less than its level of need indicates (no other London borough had a gap larger than £3m)

• Given population increases, inflation and nationally-determined budget cuts of £2.5m, this gap will have risen to approximately £14m (roughly 48% of need) by 2021.
Public Health Strategic Work

• Public Health aims to improve health and wellbeing by working with a range of partners, across the health and care system, and with wider council partners, including planning, housing, environmental health, community safety, education, transport, neighbourhoods, communications etc.

• It leads on delivery of the council’s Health and Wellbeing Strategy, launched 2016.

• Public Health also leads on production of the Joint Strategic Needs Assessment (JSNA), which describes local need across the health and care system to inform local decisions.

• Public Health has responsibilities with regard to health protection; reducing harm from infectious diseases and environmental hazards.
Public Health Commissioned Services

Public Health leads on the commissioning of a number of health services:

- **Sexual Health services**: Primarily provided by Barts Health NHS Trust, this service provides family planning support; and testing and treatment for sexually transmitted diseases

- **Substance misuse services**: Provided by the charity CGL, this offers support and treatment for adults with drug and alcohol issues

- **Healthy Child Programme services**: Provided by NELFT, this service consists of health visitors, school nurses, and Family Nurses (working with teenage parents)

- **Other services**: include Best Start Service, Social Prescribing, Smoking Cessation, NHS Health Checks

- **Public Health also assists broader council commissioning**, such as Children and Family Centres and Child and Adolescent Mental Health Services (CAMHS).
Public Health priorities for 2018/19

• Leading on four Health and Wellbeing Board (HWBB) priorities, including delivery of recent Substance Misuse and Mental Wellbeing strategies

• Embedding new sexual health model; developing local sexual health strategy

• Working towards procurement of substance misuse service in 2019

• Supporting council priorities, especially in relation to Connecting Communities, Life Chances and Borough of Culture workstreams

• Progress on wider determinants of health; especially work in relation to housing, air quality, workplace health and food poverty

• Supporting drive towards integrated commissioning

• Increasing physical activity locally, taking full advantage of local leisure offer.
How does the NHS work?

• The Kings Fund produced a video in October 2017 which summarises how the NHS works in England.

• The video is a good summary however the NHS is constantly changing and, 18 months on, some of the details in the video are out of date.

• Most notably the Secretary of State for Health is now the Secretary of State for Health and Social Care.
Better Care Together

• The Secretary of State for Health and Social Care cited Waltham Forest’s Managed Network of Care and Support as a good example of organisations working together in his ‘We Need To Do Better on Social Care’ speech.

• The Managed Network of Care and Support is part of the borough’s joint Better Care Together (BCT) programme between the CCG, LBWF, Barts Health NHS Trust and NELFT.

• Better Care Together (BCT) is the foundation upon which integrated care systems are being built in Waltham Forest.
Integrated Care Systems

- Three Integrated Care Systems (ICS) are under way in Waltham Forest:
  - End of Life Care
  - Urgent Care
  - Communities (Community Care)
End of Life Care ICS

‘In Waltham Forest too few people have access to the care needed to remain in their own homes at the end of their lives, and many people die in hospital, when they would prefer to be at home.

The End of Life Care ICS aims to see hospital and community care providers working in partnership to provide the care that’s necessary for people at the end of their lives to die in their preferred place, particularly their home, if that is their wish to do so.’
Urgent and Emergency Care ICS

‘We want to improve local residents’ experience of urgent care services and reduce the use of hospital-based emergency care, when this can be avoided.

The Urgent Care ICS is programme between local health and social care organisations to improve urgent care services for people in Waltham Forest, and everyone who uses Whipps Cross Hospital.

It aims to create a more seamless urgent care service, where patients are seen first time by the most appropriate service for their individual needs.’
Communities (Community Care) ICS

‘Through the Communities ICS we want to join-up care to improve working between primary, community, acute and social care services to support residents to keep well and independent, reducing unplanned admissions to hospital.

Where residents have been admitted to hospital, we want to ensure discharge is timely, appropriate and to a suitable location in the community that can support their needs.

The Communities ICS will build on existing services and capacity to ensure that the right care is in place to support residents in the most appropriate setting, in the community they recognise, to continue their recovery and that meets their individual needs.’
Commissioning services for residents throughout their lives

The CCG’s work is not only about the three integrated care systems. Services commissioned also include but are not limited to:

- Maternity care
- Mental Health services
- Cancer care
- Services for residents with Long Term Conditions, for example, Diabetes.
Monitoring safety and effectiveness

• The CCG holds the budget for providing local health services commissioning but this is not its only role

• The CCG’s vision is to ‘put patients at the centre of everything it does’ and it has a key role in monitoring the safety, effectiveness and the patient’s experience of the care they receive

• Helen Davenport is the CCG’s Director of Nursing, Quality and Governance.
Public participation at the CCG

- The CCG’s Patient Reference Group is central to patient and public participation

- More details can be found on the Get Involved pages on the CCG website.
Monitoring safety and effectiveness

The partnership approach continues in the CCG’s Safeguarding work with CCG represents working as part of the local strategic partnership boards of:

- **Safeguarding Adults Board (SAB)**
- **Waltham Forest Safeguarding Children Board (WFSCB)**
- **SafetyNet Waltham Forest’s Community Safety Partnership**
Always about improvement

• CCG has annual local and national targets to improve the health services and health outcomes of residents

• Locally improvement is measured through the CCG scorecard, which is reviewed and discussed in public at each Governing Body meeting and is made available in the papers published online

• National targets are set through the Improvement Assessment Framework, also referred to as the IAF.
Always about improvement

Examples of targets include but are by no means limited to:

- reducing attendances at A&E and length of stay in hospital
- Increasing access to psychological therapies
- Improving the choice of maternity services available

More information on this is available in the CCG’s annual report, published online and to be discussed at the CCG’s Annual General Meeting on 24th September 2018 at Kirkdale House, Leytonstone.
Always about improvement

A number of outcomes set out in the borough’s Health and Wellbeing dashboard are also on the CCG scorecard.

- Referrals to structured diabetes programmes
- Early intervention psychosis
- Emergency admissions
- Palliative care register
- GP Friends and Family Test.
Always about improvement

There are alignments with three of the four Health and Wellbeing Board priorities on the CCG dashboard:

- Healthy weight for children
- Mental health
- End of life care

- With the fourth priority being substance misuse.
Waltham Forest in north east London

- Waltham Forest CCG is part of the North East London Commissioning Alliance (NELCA), alongside Newham, Tower Hamlets, Barking & Dagenham, Havering, and Redbridge (BHR), and City & Hackney CCGs.

- The CCGs share a single Accountable Officer – Jane Milligan, who reports to NHS England.

- Jane Milligan is also the Senior Responsible Officer for the East London Health and Care Partnership (ELHCP), which covers the same geographical footprint, and so CCGs, as the Commissioning Alliance.

- For more information please see:
  - The NHS in north east London - A Guide for Councillors
How to contact us

- CCG: Email - wfccg.enquiries@nhs.net

- Public Health: Email - Public.health@walthamforest.gov.uk