

DRAFT Response to NHS England

Councillor David Brake

Portfolio Holder for Adults' Services
Chair of the Medway Health and Wellbeing Board
20 February 2019

Felicity Cox
Director of Commissioning Operations
NHS England South (Kent, Surrey & Sussex)
NHS England - South
(Kent, Surrey & Sussex)
Wharf House
Medway Wharf Road
Tonbridge
Kent
TN9 1RE

Dear Ms Cox,

Thank you for your letter requesting the views of Medway's Health and Wellbeing Board on the contribution of NHS Medway CCG to the delivery of our Board's joint health and wellbeing strategy.

Medway CCG has been an active and willing partner in the creation and delivery of our health and wellbeing strategy (JHWS). The Clinical Chair and Chief Accountable Officer both played an active role in the development of the 2018-23 refresh of the strategy. The CCG has ensured that there has been consistent high-level representation at HWB meetings, with either one or both of the Clinical Chair, Chief Accountable Officer and an elected clinical member of the governing body present at all meetings.

Medway's health and wellbeing strategy is structured around five themes and below I have provided some examples of how Medway's CCG has contributed to these themes and some views on where there is opportunity to do more or to improve.

JHWS themes

1 – Giving every child a good start

Medway CCG is a partner in the Local Maternity System (LMS) and was involved the establishment of the LMS and is thus actively working to improve outcomes for mothers and their children. Medway CCG is not represented on the prevention workstream of the LMS, and may wish to consider whether this would assist the workstream.

The emotional and mental health and well-being of children and young people in Medway is a key priority for Medway CCG and this is shown through the role that the

DRAFT Response to NHS England

CCG has played in the development and delivery of the Medway Local Transformation Plan (LTP) 2015/16 to 2020/21 which sets out the CCG's and Council's shared commitment and priorities.

Medway Council and Medway CCG worked together to successfully re-commission Medway Child Health Services. This was a substantial collaborative piece of work involving 19 different services and is a model that has been commended by peers. Through this process some opportunities for improvement became apparent, notably clarifying the approvals process, i.e. the sequencing of committees that needed to review the proposal, and more generally the extent and depth of quality assurance could be improved.

Medway CCG supports the Maternal Smoking Strategy, however there are opportunities to do more through performance management of its contracts with its providers.

2 – Enable our older population to live independently and well

Medway CCG has developed a local care model, called the Medway Model. This model was developed using a virtual older person with multiple needs, "Dorothy". The Medway Model brings together GP practices within Primary Care Locality Teams (PCLT). These 'GP federations' as they are termed carry responsibility for the health of populations of around 30,000 to 50,000. Within each of the six localities, services are being provided either in peoples own homes or Healthy Living Centres. Medway CCG has developed Proactive Care for the Elderly (PACE) clinics and Integrated Locality Review (ILR) meetings for complex patients with long term conditions. In developing this model Medway CCG has engaged extensively with the population and stakeholders. The Health and Wellbeing Board believes there is a genuine desire to improve services to enable older people to live independently and well.

3 – Prevent early death and increase years of healthy life

This theme of the JHWS mainly concerns healthcare public health. The HWB received a number of reports from Medway Clinical Commissioning Group (CCG) regarding its primary care development plan (GP Forward View), its operational plan and an update on the work of the CCG commissioning committee. The HWB agreed the CCG commissioning intentions, reflected the local priorities in the Joint Health and Wellbeing Strategy agreed by the Health and Wellbeing Board.

Through the Medway Model, local care teams are trying out different ways to improve services for patients. One local care team, in partnership with Public Health, is undertaking a pilot to explore how patients with multiple long-term conditions can better manage their care, called the Patient Activation Measures pilot. The pilot has begun recently and offers structured support and education to enable people to be more confident in the management of their health condition. This positive intervention will reduce the demand on health and social care services. Medway CCG has funded this pilot, demonstrating its commitment to the approach.

DRAFT Response to NHS England

Medway CCG has agreed to a “stop before the op” policy to encourage smokers to stop smoking before surgery as this improves outcomes. However, capacity constraints meant this policy took a while to be fully implemented.

Due to staff changes within the CCG, there have been some challenges in relation to consistency of attendance at some health protection meetings. The CCG has however responded positively to requests and commissioned an out of hours seasonal influenza outbreak management service.

Medway CCG has demonstrated that it listens to the public and the Health and Wellbeing Board. In 2018, Medway CCG proposed closing two GP practices as part of the reconfiguration of services. The public and Medway’s Health and Adult Overview and Scrutiny Committee and the Health and Wellbeing Board asked Medway CCG to delay implementation and conduct an extended consultation with patients and other stakeholders. Medway CCG agreed to do so and the practices currently remain open.

4 – Improving mental and physical health and well-being

Much of this theme is focussed on the wider determinants of health. The CCG has recognised the limitations of medical care and played a full part in work to tackle social risk factors associated with increasing risk of illness. One area where Medway CCG made an important contribution was to the development of Medway’s mental health strategy, working in partnership with Medway Council Public Health Team. The CCG has also funded a new domestic abuse service jointly with the council. Their contribution has helped to support vulnerable individuals subject to significant mental harm.

5 – Reduce health inequalities

Reducing health inequalities has become a more prominent issue for the NHS with the recent publication of the NHS Long-term plan, however, Medway CCG has already undertaken a number of initiatives to help to reduce health inequalities. For example, Medway CCG has funded a pilot, through a community engagement organisation, of Medway Time Credits, which are designed to tackle social isolation through encouraging volunteering and participation.

Medway CCG worked with the Medway Council Public Health team to develop an annual health inequalities report. This report informs the development of the CCGs strategy to reduce variation and improve population outcomes. The CCG governing body identified a number of key indicators of health inequality, such as the slope of inequality in admissions for chronic ambulatory care-sensitive conditions and smoking in people with diabetes, by deprivation decile and GP practice. Progress on reducing inequalities in these measures is reviewed annually by the CCG Governing Body.

There has also been good work by the CCG clinical variation team to support people with learning disabilities. The CCG used Quality and Outcomes Framework (QOF) data to target improvement of services for this vulnerable group.

DRAFT Response to NHS England

Therefore, in summary, I feel confident in saying that Medway CCG contributes actively and positively in delivering on the priorities in the joint health and wellbeing strategy. The CCG has demonstrated that it engages sincerely with the public and the Health and Wellbeing Board. There are opportunities for improvement in terms of improving clarity of governance and approval processes, however this is in the context of the CCG going through the current NHS Sustainability and Transformation Partnership programme. The CCG may wish to review its capacity to undertake contract management in view of the transformation process. This is an area that is likely to continue to be fluid as CCGs change the way they work and become part of integrated care systems.

Yours sincerely,

Councillor David Brake, on behalf of the Medway Health and Wellbeing Board.