

**NHS**

**Newham**  
Clinical Commissioning Group

# Newham CCG: Annual review

2017/18



# Chair's foreword

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## **Our priority is to help the people of Newham to live longer, healthier lives.**

We want to support people of all ages – preventing ill health and improving wellbeing but also providing the best possible care for those who live with long-term conditions, those who have suffered an injury and those who need care through a temporary illness.

Our work in 2017/18 once again focused on our commitment to improve the quality of services, address health inequalities and ensure that patients are involved and engaged in the planning and design of their local healthcare services.

This Annual Review summarises how we have been working with our providers, partners, patients and the public throughout 2017/18 to transform healthcare in Newham.

**Dr Prakash Chandra**  
**Chair**

# What is Newham CCG?

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**NHS Newham Clinical Commissioning Group (CCG) is a membership body, made up of all our local GPs, that plans and buys public healthcare services for more than 340,000 people in Newham. We do this by identifying the health needs of the population and forecasting which services might be needed in the years to come.**

As a publicly-funded NHS organisation we are accountable to our patients and local people. We engage with local GPs, partners in the London Borough of Newham and the local community to identify which health problems need to be tackled as a priority. We also work closely with our healthcare providers, including local hospitals and community care organisations, to shape the services we purchase for the local population.

We are responsible for making sure that the healthcare providers we buy services from offer value for money and give patients the right quality care. The two main healthcare providers in Newham are Barts Health NHS Trust, which offers medical, surgical and emergency services, and East London NHS Foundation Trust which offers a range of mental health support for the local community.

We also work with Healthwatch Newham, the London Ambulance Service, NHS England and the London Borough of Newham as part of our health and care commissioning. We co-chair the local Health and Wellbeing Board to make sure that local people receive better and more integrated health and social care services from the NHS and London Borough of Newham.

# Health challenges in Newham

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**Newham is the fourth-largest borough in London with a population of more than 340,000, which is growing rapidly year on year due to an increase in births and migration to the area.**

The Joint Strategic Needs Assessment (JSNA) highlighted a range of challenges in providing health services in Newham including:

- historically poor health outcomes
- an increasing and transient population
- the diversity of the communities we serve.

People living in Newham have a lower life expectancy in comparison to the London and England average and a low healthy life expectancy, with men and women likely

to face 20 and 25 years of poor health at the end of their lives respectively. Having a population living with poor health for a significant period often results in stretched health resources and reduced quality of life for patients.

We are facing high demand on healthcare services as we see increasing numbers of people with mental health issues, musculoskeletal problems, diabetes, cancers and respiratory disease.

A number of factors contribute to this demand, including challenges arising from environmental factors that contribute to poor health outcomes and health inequalities, such as poor housing, overcrowding, fuel poverty and low incomes. These factors also include individual lifestyle choices and people presenting late to the NHS with conditions already at advanced stages.



# Key areas of performance: Strategic objectives in 2017/18

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**Newham CCG's discussions and decisions are driven by our commitment to improve health and wellbeing outcomes for our diverse local communities, placing their needs at the heart of our strategies and plans.**

Our work in 2017/18 was shaped by the following strategic objectives:

1. to lead the development of a Newham-based health and care system which will bring together services in way that delivers high quality services and the best outcomes for the people of Newham
2. to develop general practice services that are modern, accessible and robust enough to care for the local population now and into the future
3. to change urgent care pathways to deliver a more integrated service model in response to feedback from patients.

During 2017/18 we made significant progress towards transforming and improving services that meet the needs of our local communities, despite the significant financial challenge we faced. We achieved this progress in partnership with local people and healthcare partners.



# Achievements

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## Developing responsive community health services

- **Supporting carers:** We have 1700 carers in Newham who live with diabetes or care for someone living with diabetes. We developed a training programme with carers to increase their knowledge and confidence in self-management and understand the condition.
- **Diabetes care rated ‘outstanding’ in Newham:** The rating is based on two indicators – diabetes treatment targets (HbA1c, blood pressure and cholesterol) and the numbers of diabetics attending diabetes education. A team of specialists support patients in developing an individual care plan available to support them in their care.
- **National Diabetes Prevention Programme – Healthier You:** Newham has been part of a national pilot to support people with pre-diabetes. Patients are offered a referral into a nine-month classroom-based programme that covers ‘what is pre-diabetes?’, how to eat well, and healthier eating outside of home.
- **No Recourse to Public Funding (NRPF):** The CCG has led a programme on behalf of London for homeless patients with active tuberculosis (TB). It funds treatment, housing and other support services such as alcohol and substance misuse.
- **Improving detection of cancer:** There has been an ongoing programme of support for GPs in all areas of cancer, for early detection and treatment. Cancer waiting times have improved and Newham’s performance is now above the national average.
- **Hearing impairment:** There is a nationally-set target relating to new-born screening for any potential hearing impairment (four weeks from the initial screening to an appointment with the audiologist), and Newham has met or exceeded this target for six consecutive quarters – an achievement deemed ‘outstanding’.

## Developing a modern, accessible and robust primary care system

- **Primary care quality ratings:** Overall, 82 per cent of Newham practices were visited by the Care Quality Commission up to 31 March 2018 were rated ‘good’ or ‘outstanding’. We will continue to work with those rated ‘inadequate’ or ‘requires improvement’ to resolve any issues identified and deliver improved care for patients.
- **GP online:** Services are now live in Newham that enable registered patients to book or cancel appointments and request repeat prescriptions online.
- **e-consultation:** Online consultations allow practices to run an online triage system and give patients access online self-help with signposting to the right services. Across Newham, online consultations technology is due to roll out in early 2018/19.
- **Wi-Fi within practices:** Forty-seven of the 48 Newham practice sites now have GP WiFi. This enables patients to have access to online approved apps and healthcare information, and gives practice staff and approved visiting healthcare professionals secure access to electronic patient record systems.

- **Introducing clinical pharmacists into practices:** Building on the success of an NHS England (NHSE) pilot, Newham Health Collaborative (NHC) has been allocated additional clinical pharmacists to work in general practice. They will support work to help those with long-term conditions, medication reviews, and other areas of care.
  - **GP Career Plus Pilot:** Newham is one of 11 sites piloting an approach to retaining GPs aged 55+. A pool of experienced local GPs has been built up to support other local practices by providing clinical cover for vacancies, annual leave and sick leave.
  - **Local extended primary care services:** We have continued to invest in local schemes and primary care programmes that have diagnosed more atrial fibrillation, chronic obstructive pulmonary disease and risk of heart failure. All routine diabetic, cardiovascular and mental health patients receive enhanced care and specialist support over and above that routinely offered by GP practices elsewhere.
  - **Referral Pathway Service:** The CCG has been working with GPs, community and acute providers as well as the local GP Federation, to review referral pathways and implement clinical decision sheets. This work will ensure consistency across general practice and make sure patients are directed to the most appropriate service.
- more beds at Newham University Hospital for children who need to be admitted to hospital
  - more beds for adults with complex conditions
  - more beds in the community to reduce the number of people being kept in an acute care setting
  - additional funding for “dressing” clinics, including approval of a review so people have access to dressing clinics on a continuous basis.
- **Integrated Urgent Care Service:** We have commissioned a new Integrated urgent care service across north east London, starting in August 2018. This also includes a pilot direct booking service from NHS 111 straight into practices.
  - **Clinical advice lines for GPs:** The CCG has put in place advice and guidance telephone lines in paediatrics, so that local GPs have access to advice quickly without patients needing to visit hospital.

### Developing a strong and sustainable acute system

- **Referral management scheme:** Our GPs now have access to a system that indicates the best service for treatment along with clinical waiting times. This offers patients referral to the most appropriate service with the option of being referred to providers with reduced waiting times.
- **Musculoskeletal (MSK) services:** All referrals for MSK are now sent to a single point of access, so they can be assessed by a specialist to make the most appropriate referral.

### Access to effective, high quality, urgent and emergency care

- **Services for winter:** We worked with our senior clinicians to ensure we had the right services in place during winter. After listening to feedback, we commissioned a range of services including:

- **Virtual service for chronic kidney disease:** In collaboration with Barts Health nephrology department, we have introduced a new virtual clinic for all high risk renal and general nephrology (kidney disease) patients. This is expected to reduce waiting times for hospital outpatient appointments and provide quicker access to a consultant or specialist nurse.
- **Quality assurance visits across community health care services:** Our visits to review commissioned services, working with the provider and Healthwatch, have allowed us to hear staff and patient feedback and make our own observations. Working with the provider, these reviews help improve quality of care.

### Being central to a whole system approach to tackle health inequalities and make a positive impact

- **Integrated care for vulnerable patients:** Health and social care working more closely around GP practices to meet the needs of vulnerable and complex patients is well-established good practice in Newham. We are now increasing the level of support, particularly to older people, and trying to identify people at risk of avoidable hospital admission sooner, before they are no longer managing to cope.
- **Supporting health and wellbeing through physical activity:** We have had a successful year of promoting physical activity, community engagement and social cohesion through the Beat the Street initiative, LoveFootball programme and the boxercise sessions run by the Barry McGuigan Boxing Academy.

- **Women, children and babies:** Newham had high rates of midwifery-led births in 2017/18, with 24.4 per cent of all births in the borough midwifery led. Our local parent forum has adopted national 'Better Births' guidance by developing into a maternity voice partnership and appointing two new local parents as its chairs.

We also co-developed and launched a local special educational needs and disability (SEND) strategy with the London Borough Newham and local stakeholders.

Additionally, with partners across north east London, we secured extra funding to develop local care and support for children and young people experiencing a mental health crisis, meaning more care will be available outside 9am-5pm.

- **Improving the experience of bereaved families:** We have worked closely with the council to jointly commission a bereavement service for Newham, and we are also working with the council, health and social care and a number of voluntary organisations, to develop a joint End of Life Care Strategy and Plan.
- **Joint nursing home quality reviews with the London Borough of Newham:** We undertook joint quality assurance work across the six nursing homes in Newham to review and support their processes for ensuring residents are safe, happy and healthy. This included quality assurance visits at the homes, analysis of quality data and supportive forums for nursing home staff to come together and share learning.

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## Developing skills and expertise

- **Supporting GP workload:** The boroughs of City and Hackney and Newham successfully collaborated to secure funding to launch a new development programme that will support non-clinical staff in GP practices to be trained as medical assistants.
- **Newham Quality Improvement Academy:** The CCG has continued to work with UCLPartners to provide all primary care staff in Newham with the opportunity to gain valuable skills in improvement science through the new Quality Improvement (QI) Academy. The aim is to build a culture of continuous quality improvement.
- **North East London (NEL) Commissioning Alliance:** Since September, we have been working with other north east London CCGs at a strategic level as the NEL Commissioning Alliance to maximise health outcomes for local people. The new arrangements mean that Jane Milligan has been appointed accountable officer for Newham CCG along with the other six CCGs in north east London. This year saw the first of these new arrangements in action as the alliance awarded its first joint contract – a new integrated NHS 111 and clinical assessment service.



# Major programmes in 2017/18

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**Three major programmes underpinned our strategic objectives including the East London Health and Care Partnership (the Sustainability and Transformation Plan or STP for North East London), Transforming Services Together (TST), and the integrated care system.**

## **East London Health and Care Partnership (ELHCP)**

The East London Health and Care Partnership (ELHCP) sets out how local health and care services across seven local boroughs will transform and become sustainable over the next five years, building and strengthening local relationships, closing gaps in health, finance and quality of care, and ultimately delivering the NHS Five Year Forward View vision.

The ELHCP acts as an 'umbrella' plan for change, and in Newham it is supported by several existing local plans, including the TST programme. It also supports the improvement programmes of our local hospitals, including Barts Health NHS Trust. The partnership as a whole will drive forward the things that can only be achieved by all of the councils and NHS organisations across east London working together.

## **Transforming Services Together (TST)**

TST is a partnership programme that aims to improve local health and social care in Newham, Tower Hamlets and Waltham Forest, supporting the implementation of the NHS Five Year Forward View, and our

local plans. TST aims to address complex challenges for the local healthcare system, including a rising population, financial and workforce pressures, and in some cases poor patient outcomes, buildings and infrastructure.

## **Integrated care system for Newham**

The Newham Integrated Care System brings together commissioners and providers in a single partnership to focus on the delivery of the right services in the right place at the right time for people in the borough. This builds on years of joint working, focused on managing growing health needs at a time of increased pressures on the health and care system.

Our Building Healthier Communities programme has been established to develop a new integrated community service model to bring together current community services that have not always been well connected. The aim is to ensure services are based around patient need, and delivered, wherever possible, in patients' homes or in hubs across Newham.



# Working with patients and the public

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**We put person-centred care at the heart of all we do, developing programmes that aspire to empower patients, carers and the wider community to take control of their health and wellbeing.**

During 2017/18, our key achievement was the successful procurement of our new Patient and Public Engagement (PPE) service – a pioneering initiative that brings together global and local expertise in social mobilisation and community engagement. Intelligent Health and West Ham United Foundation, working together with the Newham Staywell Partnership, will lead this service, taking our PPE beyond engagement to empowerment.

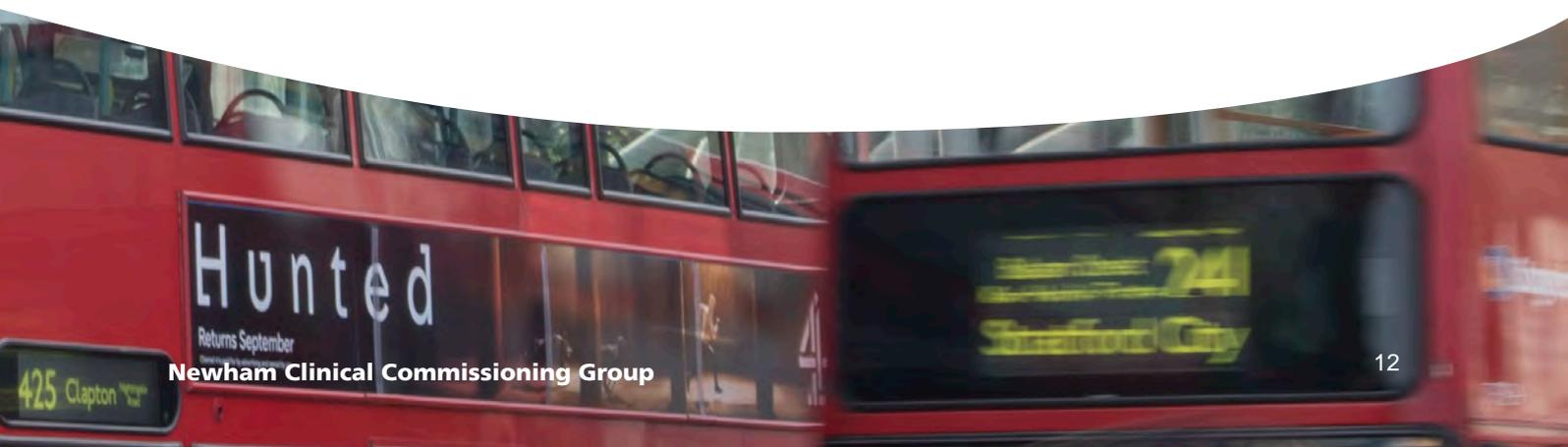
Over the past year, we have continued to actively engage patients, service users, carers and the voluntary sector in procurement, contract and service monitoring, service planning, design, redesign, decommissioning, and strategy development. In particular, we engaged them in the following programmes:

- **Creating high quality, accessible primary care services:** During 2017/18, we started to deliver on the plans outlined in our Primary Care Strategy and our strategic estates plan, developed in partnership with patient participation groups (PPGs). As per the recommendations outlined in the strategies, we delivered two extensive public engagement initiatives to get patients involved in several of our proposals to relocate GP practices serving quite different parts of the community.
- **Proposal to relocate Albert Road GP Practice:** Prior to making a decision on a proposal to relocate the practice, primary care commissioners worked with the CCG's engagement team and PPGs and developed an engagement action plan to get people involved. We spoke to more than 100 people, received 557 survey responses and attended 14 community engagement events. A separate engagement plan was also developed for the 34 housebound patients registered at the practice.



- **Improving primary care access for the Roma community:** Based on feedback from service users from the Roma community, the Roma Support Group (RSG) delivered 12 Roma cultural awareness sessions for GP practices in Newham.
- Overall, 86 per cent of attendees stated that the training made them feel better prepared to apply their knowledge of Roma culture in their day-to-day work.
- Practice staff told us: *“This [training] has changed my perception and boosted my confidence to work effectively with this community”*.
- **Understanding under-fives attendance at A&E:** We spoke to parents of children aged under five to understand their experience of attending A&E at Newham University Hospital. Parents, particularly young parents and carers, are increasingly anxious about child health. We commissioned two pilot schemes over winter to support the families of children with repeated respiratory-related attendances.
- Part of the pilot scheme was to work with parents, supporting them with condition management. Feedback was seen to be consistent across east London, and therefore procurement of the area’s new integrated NHS 111 and clinical assessment service specified that all under-fives should now be assessed by a clinician rather than going through an “algorithm” assessment.

Alongside engagement on specific programmes, we also engaged patients and the public through our ongoing forums, including our Patient Forum and Community Reference Group. Our patient and public engagement (PPE) strategy sets out our approach to engagement to ensure that we meet our legal duties and the principles enshrined in the NHS Constitution. The CCG was awarded 14 out of 15 in the NHS England Patient and Community Engagement Indicator for NHS clinical commissioning groups. We were promoted from our initial score, to ‘Green Star’.



# Working with our partners

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**Newham CCG works closely with a wide range of partner organisations to challenge health inequalities and help people lead healthy and happy lives.**

In the coming year we will continue to work with local partners to achieve the best health outcomes for local people, taking account of national and local drivers on integrating health and social care as part of our approach.

We will continue to make progress with our Newham Integrated Care System that will have at its heart primary care and joint working with our local health partners to further integrate our out-of-hospital services. Integrated care will give a population-based budget to a provider organisation, or a group of organisations, and require them to deliver a set of specific health outcomes for our registered population. Providers will be incentivised to:

- Keep people as healthy as possible to decrease overall use of healthcare services
- Minimise the use of high-cost hospital-based care by ensuring effective community-based provision.

# Future plans

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**Our key priorities in 2018/19 are:**

1. To commission a Newham-based integrated health and care system which delivers high quality services for the people of Newham, in accordance with statutory requirements
2. To commission and develop GP services that are modern, accessible and fit for the future in caring for the local population.

A number of enabling priorities were also agreed by the CCG's board, to support the delivery of the priority areas. These are:

1. Securing financial stability
2. Making sure our governance is fit for purpose
3. Valuing and enabling our staff, board and clinical leaders to learn and develop, thereby enabling them to deliver against the CCG priorities
4. Ensuring we maintain our performance across the key business areas.

# Providing value for money

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## In 2017/18, we achieved good value for money for our patients.

We were given a revenue resource limit of £501.37million from NHS England. This was made up of recurrent funding allocation (the money we get each year) of £488.59million. This allocation equated to £1,226 per registered person in Newham for patient care (excluding admin costs).

Of the £501.37million, £12.78million was non-recurrent funding – money which we have been given this year only. As this is non-recurrent funding, we did not take this into account in our long-term planning.

In April 2017, our Governing Body agreed our annual operating plan that set out how we would commission services over the coming year in order to deliver on our commissioning strategy. These plans included achieving a surplus of £7.517million for the 2017/18 financial year, which we have achieved, delivering a surplus of £8.23million, including the national risk reserves of £2.147million.

We spent money on services as follows:

### Capital

There has been £11,000 capital spending for the financial year 2017/18, and this expenditure was in relation to an IT systems refresh.

### Revenue resource limit

The revenue resource limit sets a limit on the net expenditure of the organisation. Our approved plan required us to achieve a surplus of 1.5 per cent of allocation in the 2017/18 financial year, which is above the one per cent minimum national CCG requirement, and we exceeded this by delivering a surplus of £8.23million.

### Cash resource limit

We did not have a cash funding limit; an internal cash limit was set by NHS England for internal controls purposes. However, we have managed our cash position efficiently so as not to affect the payment of creditors.

### Future financial plan

Newham CCG's in-year funding allocation for the 2018/19 financial year will be £504.68million. In our dual role as local NHS commissioner and key partner in local public services delivery, our challenge is to improve the quality of services and meet the needs of our local population, while managing demand and the changing health system so it is much more efficient and effective.

In the past three years, we achieved sound financial positions and we maintained this in 2017/18. The five-year plan submitted in 2014/15 showed we intended to deliver 2.5 per cent efficiencies each year as part of our quality, innovation, productivity and prevention (QIPP) work. We have successfully achieved our target in 2017/18.

Wider reforms and tight financial settlements across the public sector will impact on us and present a challenge, although we are better placed than some to withstand the impact of any constraints in resourcing that may be applied.

The full accounts can be found from page 120 in the CCG's annual report 2017/18 at: <http://www.newhamccg.nhs.uk/news/newham-ccgs-annual-report-and-financial-accounts-for-201718/6667>



**Newham**  
Clinical Commissioning Group

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