



Southwark

Clinical Commissioning Group

Southwark's Primary and Community Care Strategy

Health and Well Being Board meeting, October 2013

The best possible health outcomes for Southwark people

Content:

Why we need a strategy for primary and community care

How we have developed the strategy

Our strategic objectives and priorities

What this means for the future shape of services in the borough



Why we need a strategy:

Changes to commissioning structures

CCGs responsible for improving health outcomes, with specific responsibility for primary care quality

CCG's leading the transformation agenda at local level

Strong primary and community care services fundamental to service transformation, supporting care out of hospital and better patient outcomes

The strategy describes how the CCG will carry out its responsibilities in the new NHS



Drivers for change:

- Primary and community care services are under pressure (increasing demand and financial constraints)
- Variability in quality and outcomes
- Need for a financially sustainable local health service
- Support better integration of services



Other strategies:

Linked to other work in and outside of Southwark:

- CCG Integrated Plan (to be refreshed for 2014/2015 – 2018/2019)
- South East London Community Based Care Strategy
- Southwark's Health and Wellbeing Strategy
- Consultation on services in the Dulwich Area
- National publications from King's Fund, Nuffield Trust, RCGP (2022), Londonwide LMCs
- Southwark and Lambeth Integrated Care (SLIC)



How we developed our strategy:

- Primary and Community Care Strategy Steering Group (GP leads, NHS England, Healthwatch, LMC)
- An open engagement event for patients, the public and key stakeholders
- Engagement with practices through locality meetings and key documents shared via weekly communications and CCG website, and event for member practices
- Discussion at locality Patient Participation Groups and EPEC
- Discussions with key partners including Local Authority, SLIC, LMC, Community Services
- Discussions at Governing Body workshop and Commissioning Strategy group



How we developed our strategy:

Engagement with Southwark GP practices:

Discussion of benchmarking review findings and emerging priorities for the strategy at all locality meetings in March/April

Outline of strategy and proposals for locality working shared with practices at July and August locality meetings and feedback incorporated in draft strategy

Draft strategy circulated to all member practices

Draft strategy discussed at practice meeting on 5th September, and discussion around key issues (locality development and integration)



Key feedback:

Acceptance of the rationale for change

Locality networks of care supported

Organisational development welcomed, strong preference for dedicated staff resources to support this

Recognition of workforce constraints and the need to develop a new workforce including more skill mixing, requires training and development support

Premises strategy needs careful development and funding

Renegotiation of the community contract important to support the aims of the strategy and improve working between primary and community care services



Benchmarking review:

Key findings:

- Wide variability between practices in patient outcomes, not explained by demographic variation
- Snap shot of capacity and demand demonstrated sufficient total capacity but this is not reflected in patient experience of accessing GPs. There is imbalance across days of week and different practices
- Inequitable distribution of 'extended services' across the borough (e.g. LES uptake, integrated care, physiotherapy)
- Areas of outcomes and performance significantly below national average

Immunisations and screening, LTC management, early identification of cancer, mental health reviews, delivery of NHS vascular health checks

- Community Services productivity and quality is also variable
- Consistent with what we know from the Southwark Joint Strategic Needs Assessment



Our plans for improvement: Strategic priorities

From the benchmarking review and our engagement with practices, patients and other stakeholders we have identified four strategic priorities which address the drivers for change.

Reducing
variation

Improving
access

Integration
and better
care co-
ordination

Extending
the range of
services
available in
the
community



Our plans for improvement:

The draft strategy outlines proposed actions to make progress against our four priorities.

Developing services in localities, serving local populations and supporting deeper integration is at the heart of our vision

Primary and Community care services are at the core of a population health approach, working with other agencies to address health improvement and health inequalities

Community hubs serving local populations, including integrated services



How do we make this happen?

Organisational change and development Programme of development for locality working

Working at scale – to share resources and work cost effectively

Develop a range of staff to reduce pressure on GPs and be most productive

Commission extended services across localities

Community hubs at the centre of localities



Key questions for the Health and Wellbeing Board:

How does this strategy support the aims of the Health and Wellbeing strategy?

How can locality based services help us to deliver better outcomes for Southwark residents?

How do locality based primary and community care services support the further integration of services in the borough?

