



Southwark

Clinical Commissioning Group

Children's Health Commissioning

Education & Children's Overview and Scrutiny
sub-Committee

NHS Southwark CCG

August 2014



- Key areas of commissioning responsibility for children's health services
- Commissioning responsibilities of partner NHS organisations, NHS England, and how the Clinical Commissioning Group (CCG) interfaces with them
- Performance, patient experience and outcomes
- How we think commissioned services currently address children's health needs in Southwark and what we think could be developed to further improve patient outcomes. Our presentation will cover the following main areas:
 - CCG-commissioned children's acute services
 - The children's community services we commission for children complex physical and mental health needs (including rehab services)
 - Children's and adolescent mental health services (including forensic inpatient services commissioned by NHS England)
 - A summary of how the services we commission link to services arranged by other commissioners

Contents

Section	Page
Southwark CCG's role in the local NHS	4
Southwark CCG's mission	5
Southwark CCG's values	6
CCG Safeguarding Children	7
Children's Commissioning in Southwark	8-9
Children's Mental Health Services	10
Acute and Community Health Services	11
CCG Commissioned Children's Service	12
Other Health Services and Commissioners	13
Challenges and Opportunities	14
Patient Experience	15
Outcomes	16
Additional reading	17+

Commissioning

The money used to pay for NHS services is managed by commissioning organisations, which act to procure health services from provider organisations like hospitals or nursing homes. Since April 2013 Southwark CCG has been responsible for planning, procuring and managing the contracts of NHS and other providers delivering services to patients for:

- Most non-specialist hospital care (e.g. routine operations)
- Urgent and emergency care
- Rehabilitation care (e.g. physiotherapy services)
- Most community health services (e.g. community nursing and therapy services)
- Mental health services and services for people with significant physical and learning disability

Quality Assurance

The central part of our role is to manage NHS contracts with the providers who treat patients in order to ensure that they are offering safe and high quality services. As an organisation made up of GPs and other health professionals, we are using our clinical expertise to ensure that the health services we pay for are high quality and available to patients without undue delay. In addition, we will work with NHS providers to see that patients using local services are achieving the best possible clinical outcomes.

Service Improvement

Where we learn that the NHS could be better we will work with providers of services to ensure improvements are made. We also work to redesign care pathways (the route from one service to another for patients with certain illnesses) so that they work effectively.

The CCG's mission and vision

Mission: The CCG's mission – or overarching purpose – is to commission high quality services that improve the physical and mental health and wellbeing of Southwark residents and result in a reduction in health inequalities. The CCG will ensure commissioning for our population will be:

- Evidence-based
- Focused on clinical outcomes commissioning and high quality standards of care
- Led by local frontline healthcare professionals
- Determined by local need
- Informed by genuine patient and public engagement
- Result in more information and choice for patients

Vision: The CCG will work to achieve the best possible health outcomes for Southwark people. The vision for services commissioned on behalf of Southwark's population is that they function to ensure:

- People live longer, healthier, happier lives no matter what their situation in life
- The gap in life expectancy between the richest and the poorest in our population continues to narrow
- The care local people receive is high quality, safe and accessible
- The services we commission are responsive and comprehensive, integrated and innovative, and delivered in a thriving and financially viable local health economy
- We make effective use of the resources available to us and always act to secure the best deal for Southwark
- Work towards joint commissioning with Local Authority partners

Values

- Guided by the founding principle of the NHS: good healthcare available, free at the point of delivery
- Places patients, health improvement and quality at the heart of everything we do
- Is honest and open about the actions and decisions we take
- Remains accountable to the public and recognise our responsibility to act in their best interests
- Ensures our decisions are evidence based, fair and make best use of the resources we have available
- Acts responsibly as a public sector organisation and remain committed to working in partnership.

- The CCG is committed to safeguarding children
- The CCG directly employs the Designated Nurse and has a service level agreement with Guy's & St Thomas NHS Foundation Trust (GSTT) for the Designated Doctor Consultant Paediatrician (4 sessions), a Designated Doctor for Looked After Children (2 sessions) and a Named Public Health Consultant in Medicine who participates in the Child Death Overview Panel
- The CCG is represented on the Southwark Safeguarding Children Board and delivers a Children Act Section 11 report annually that provides evidence of safeguarding from all levels of the organisation and across all business/commissioning functions
- All provider services contracting with Southwark CCG are contractually required to have systems in place that identify adults at risk and vulnerable children; and flag issues that increase risks to children
- A process is in place whereby safeguarding issues are expressly included in all the organisation's contractual arrangements, policies and procedures
- Safeguarding training is mandatory within the CCG in line with the Intercollegiate Document March 2014
- Each GP Practice has a safeguarding children lead and the Named GP role has recently become vacant and has gone to advert

Children's Commissioning in Southwark

The CCG commissions services from Guy's and St Thomas' Foundation Trust (GST) and King's College Foundation Trust (KCH). In addition to outpatient, inpatient and emergency care, the trusts provide outreach services, where hospital based clinicians will go out and see patients in their own homes. In addition, GST provides community based services which are linked with the 44 Southwark GP practices.

The CCG commissions mental health services mainly from South London and Maudsley NHS Foundation Trust (SLAM) in partnership with Lambeth, Lewisham and Croydon CCGs,

Southwark CCG monitors the contracts of commissioned services in partnership with other commissioners. We work closely with Lambeth CCG who are the lead commissioner for the GST (acute and community services) contract. Southwark CCG is responsible for the performance management of GST community services for the services commissioned by the CCG and local authority. Performance management consists of monitoring activity against a pre-determined plan, assuring the quality of services and seeing that providers achieve key performance indicators. The CCGs meet regularly with our commissioned provider in formal contract monitoring and quality meetings. We are working with providers to set contracts with more patient outcome indicators as opposed to process or activity-based indicators.

The CCG works with NHS England to identify and address quality issue from our local services providers, GP contract holders, Health Visiting Services and specialist children's services.

Good partnership working exists between Local Authority and CCG with Public Health formalised through monthly meetings of the Children's Commissioning Board. Current projects includes:

- Vitamin D programme expanding universal coverage from pregnancy to 4 years through community pharmacies
- School Nursing and Health Visiting Service improvements and monitoring including commissioning responsibility move to the Local Authority
- Child Obesity Workstream.

In addition the CCG's Primary and Community Care Development Group is leading workstreams and oversight to:

- ensure high quality in all services by reducing variation in the quality of and outcomes from services;
- provide integrated services, with better co-ordination of people's care;
- improve access to services for all; and
- improve the range of community based services and out of hospital services in Southwark

Targeted and Specialist Child and Adolescent MH Services

Specialist Outpatient CAMHS: Specialist assessment and treatment for children and young people with mental health disorders highest areas of spend include forensic, eating disorders and Paediatric Liaison

Care Link (CLA): assessment and treatment for looked after children and their carers, training for social workers and foster carers

Neuro-Developmental Team: specialist assessment and treatment to children and young people with neuro-development disorders and neuro psychiatric conditions, working alongside colleagues in community health and children's social care based within Sunshine House.

The Adolescent Team (12-18) - providing specialist assessment and treatment to children and young people including support for Youth Offending Service (YOS)

The Children's Team (0-12) - providing specialist assessment and treatment to children and young people based at Mapother House.

CAMHS Early Help (EH) team : CAMHS professionals co-located in EH Teams
Parental Mental Health team: mental health professionals in Children's Centres
Families First – Functional Family Therapy

Specialist services including cancer and rehabilitation services

Emergency and planned inpatient and outpatient care at hospitals

Specialist Community and Outreach Services including community nursing team who provide out of hospital nursing to reduce the length of time that children spend in hospital, whether through early discharge or reducing re-admissions. Treatment includes oncology, IV and wound management. Other specialist community include community paediatrics, therapy, rehabilitation services

Generic health services including health visiting and school nurse services and GP services in, and out of hours.

Public health and early interventions and advice including screening, immunisations, healthy living interventions and maternity care

Core Commissioned targeted and specialist mental health services

- The Children's team (0-12 years)
- Adolescent Service (12-18 years)
- Neurodevelopmental Service (NDS)
- Carelink (Looked after Children)
- CAMHS Early Help Team (within Early Health Locality Teams)
- Specialist Outpatient CAMHS services e.g. Forensic Psychology, OCD treatment

Acute and Community services

- Emergency care within hospitals (Evelina and Kings College Hospital)
- Outpatient care including paediatric diabetes services
- Out of hours GP services
- Child protection
- Nutrition and Dietetics services (within Children's Centres in partnership with Local Authority)
- Speech and Language Therapy
- Occupational therapy
- Community Paediatricians
- Special Nurse Nursing
- Continuing Care

NHS England

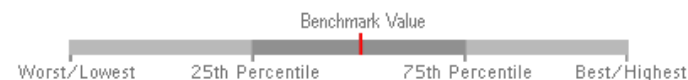
- Public health services for children from pregnancy to age 5 (Healthy Child Programme 0-5), including health visiting, responsibility for Child Health Information Systems. (Responsibility for children's public health 0-5 due to transfer to local authorities in October 2015)
- Specialist CAMHS inpatient services
- General Practice GMS/PMS/APMS Core Contract
- Specialist Services including cancer and rehabilitation
- Immunisation Programmes including childhood immunisation programme under 5 and in schools
- National Screening Programmes
- Dental Services

Local Authority Public Health Transfer (from April 2013)

- School Nursing Services
- National Measurement Health Programme
- Healthy eating, activity and obesity services
- Accident prevention
- Nutrition
- Dental public health
- Prevention/advice e.g. smoking, sexual health
- Infant mortality

Southwark Children's Public Health Outcomes

Compared with benchmark: ● Better ● Similar ● Worse ● Lower ● Similar ● Higher
○ Not compared



Indicator	Period	Southwark		Region	England	England		
		Count	Value	Value	Value	Worst/ Lowest	Range	Best/ Highest
Life Expectancy at birth (Male)	2010 - 12	-	78.0	79.7	79.2	74.0		82.9
Life Expectancy at birth (Female)	2010 - 12	-	83.1	83.8	83.0	79.5		86.6
Children in poverty (all dependent children under 20)	2011	18,930	30.8%	26.7%	20.1%	46.1%		6.1%
Children in poverty (under 16s)	2011	16,565	30.7%	26.5%	20.6%	43.6%		6.4%
Pupil absence	2011/12	457,645	4.84%	4.82%	5.11%	6.66%		3.91%
Low birth weight of term babies	2011	150	3.2%	3.2%	2.8%	5.3%		1.0%
Under 18 conceptions	2012	134	31.8	25.9	27.7	52.0		8.8
Excess weight in 4-5 and 10-11 year olds - 4-5 year olds	2012/13	693	26.7%	23.0%	22.2%	32.2%		14.6%
Excess weight in 4-5 and 10-11 year olds - 10-11 year olds	2012/13	1,037	44.2%	37.4%	33.3%	44.2%		22.5%
Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years)	2012/13	561	108.6	84.6	103.8	191.3		55.0
Hospital admissions for accidental and deliberate injuries in children (aged 0-4)	2012/13	263	122.5	104.9	134.7	282.4		52.6
Hospital admissions caused by unintentional and deliberate injuries in young people (aged 15-24)	2012/13	442	104.4	100.7	130.7	277.3		62.2
Chlamydia diagnoses (15-24 year olds) - CTAD	2012	1,409	3,306	-	1,979	462		7,116
			<1,900 1,900 to 2,300 ≥2,300					
Infant mortality	2010 - 12	64	4.2	4.1	4.1	7.5		0.7
Tooth decay in children aged 5	2011/12	-	0.79	1.23	0.94	2.10		0.14

- Evelina (Children's Hospital part of Guys and St Thomas NHS Foundation Trust) leading an integration project funded by GST Charity called the Evelina London Child Health Programme. Workstreams include the following focusing on improving children and young people's outcomes across the system:
 - Supporting Primary Care - Skilling up primary care clinicians
 - Primary Care Plus - Paediatrician support to GPs
 - Non acute hubs - Community paediatric hubs
 - Academy - Clinical Education Programmes
 - Acute Care Hub
- CAMHS and social care, CAMHS and physical health services to provide holistic services to children, young people and their families. Especially in high risk/referral areas (Children in Need, Child Protection, Youth Offending Service, Specialist Family Focus Team)
- Integration – Family Matters
- Further development of partnership working across commissioners
- Transfer of Health Visiting Services from NHS England to Local Authority for 2015
- Child Obesity programme
- Strengthen the interface between early intervention and prevention and specialist services
- Shift the balance to offer stronger community base services and care pathways reducing the demand on specialist and secondary care.
- Build capacity across system to identify and address triggers and behaviours of poor mental health or potential mental health issues
- Further work on reducing Teenage Pregnancy and safe sex interventions

Children's services seek views of patient and patient/guardian experience's through a number of means:

- Near Patient Experience Surveys (community services)
- Friends and Family Test
- National GP Survey
- Focus groups (Health Visiting Service review)

Commissioners Focus on 1000 journeys – messages and outcomes

Evelina London Child Health Programme

CCG's engagement through Patient Participation Groups at GP practices, EPEC and specialist focused events

- Engage with, and enable, the Evelina London Child Health Programme to drive true integration of social, health and education for the benefit of the patient and their family
- Engage with and enable the delivery of joined up Children and Young People Services Programme
- Work with partners to improve reduce obesity in children and improve nutrition
- Reduce emergency admissions to hospital
- Reduce length of stay
- Improve Children's health outcomes

Appendix A

Further reading CCG Roles and Responsibilities



Member practices	Patients and the public	Partners
<ul style="list-style-type: none"> • The CCG is its membership and the member practices are the CCG. • Practices are advocates of their local population with a focus on improving care quality and outcomes. • Dispersed leadership model. • Localities forums to engage in and shape decision-making, implementation and delivery. • The CCG established the Council of Members. 	<ul style="list-style-type: none"> • Network of Patient Participation Groups (PPGs) across all practices in Southwark to capture patient views on the quality of local services. • Locality patient participation groups with representatives on Engagement & Patient Experience Committee (EPEC), which feeds into the Governing Body. • Other engagement through <i>Call to Action</i>; community meetings; online community forums; borough-wide workshops. 	<ul style="list-style-type: none"> • With CCG, provider and social care organisations on the Southwark & Lambeth Integrated Care Programme. • With Southwark Council on Southwark Health & Wellbeing Strategy; Better Care Fund; Primary & Community Care Strategy. • With NHS England on the improvement of primary care quality, specialised commissioning and pan-London programmes of development. • Partner organisations in health and social care across south east London to deliver the Five Year Strategic Plan for South East London. • With <i>Healthwatch Southwark</i>, the patient and public voice champion for Southwark.

- CCG has established a network of Patient Participation Groups (PPGs) across all practices in Southwark. The role of the PPGs is to capture patient views on the quality of local services.
- Practice patient representatives attend one of four locality patient participation groups. Each of these groups then nominates two representatives to sit on the Engagement & Patient Experience Committee (EPEC) which feeds into the Governing Body.
- Engagement through the PPG engagement structure; the CCG's flagship Call to Action event on 22 October 2013, attendance at community meetings; via online community forums; and through borough-wide workshops.

Key messages from recent patient and public feedback:

- More services located in community neighbourhood settings and to be accessible both in terms of when they are open and where they are located
- Support for enhanced self-management programmes and information
- Further actions to deliver a programme of preventative care to support people to stay healthy
- Better interface and communication between primary and secondary care, including smoother system for discharge from hospital
- Better alternative services to A&E for people in crisis
- A greater focus on physical health for people with mental health conditions

To successfully deliver our plans the CCG needs to act with partners and stakeholders. The CCG works as a partner in the following programmes and areas of business:

1. With King's Health Partners; Southwark Council; Lambeth Council; Lambeth CCG; local primary care providers and other associated organisations on the development of models of care as part of the Southwark & Lambeth Integrated Care Programme.
2. With Southwark Council to deliver improved outcomes for local residents through delivery of the Southwark Health & Wellbeing Strategy; Better Care Fund; Primary & Community Care Strategy key joint transformational programmes of work such as the Joint Carers Strategy.
3. With NHS England on the improvement of Primary Care quality, specialised commissioning and pan-London programmes of development.
4. Partner organisations in health and social care across south east London to deliver the 5 Year Strategic Plan for South East London.
5. Healthwatch Southwark, the patient and public voice champion for Southwark, also sits on the Governing Body and a number of committees including the Commissioning Strategy Committee & the Integrated Performance and Governance Committee.

CCG management structure

Finance and Membership	Integrated Commissioning	Quality and Safety
Approx. 10 WTE	Approx. 15 WTE	Approx. 15 WTE
Finance Corporate Administration Corporate Governance CSU Contract Management Patient and Public Engagement Membership Engagement SIRO / Information Governance Procurement EPRR	Acute Care Primary and Community Care Mental Health Cancer Maternity Children's Analytics	Quality and Clinical Governance Provider Performance Combined Safeguarding Continuing Care Caldicott Guardian Infection control Organisational Development Medicines Management