

Health and Social Care Scrutiny Commission

Wednesday 2 April 2025
7.00 pm
160, Tooley Street, SE1 2QH

Supplemental Agenda Two

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9.	Update on Access to Medical Appointments review	1 - 36
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Contact

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Date: 1 April 2025

Cabinet (or Responding Health Authority) Responses					
Report Title	Recommendation	Date of response to Recommendation	Response to Recommendation	Partnership Southwark/ Cabinet Response	Progress update : Including lead agency & personal and date completed / target for date for implementation
Access to Medical Appointments Review Report	Recommendation One Local Care Partnership (LCP)Conduct a communication, engagement and outreach campaign explaining local integrated health services, where and when visit to Primary, Urgent and Emergency care, as well as services such as the Well-being Hub. This to include a user friendly description of the below:Primary	12/09/2023	Accepted	A local campaign is being developed, to include a range of new and existing options for accessing care, including Pharmacy First, the Southwark Wellbeing Hub, who provide information and support to anyone in Southwark who would like to improve their mental health and wellbeing, The Nest, which provides mental health support to Children and	Addressed November 2024

	<p>Care practitioners and their roles in urgent and non-urgent care South and North Primary Care Networks and move towards integrated neighbourhood teams working in partnership with social care and the community to provide coordinated and proactive care for those who need it – keeping this updated and in plain English</p> <p>Out of hours GP hubs remit and how to access an appointment</p> <p>How to make best use of Pharmacies</p> <p>When to use 111 (including information on accessing a urgent doctor appointment)</p>			<p>Young People (CYP) and other community 'Hub' services, delivering care at the weekend and evenings to improve access</p> <p>inc:</p> <ul style="list-style-type: none"> • Population health annual reviews • Phlebotomy • Centralised call/recall • Cervical screening tests • Long-Acting Reversible Contraceptives (LARC) • Immunisations for Women's Health • Wound Dressings • NHS Health Checks • Trans/Non-Binary/gender clinics <p>The Southwark immunisation leads recently teamed up with the Latin</p>	
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	<p>When and how to use Urgent Care Centre (Guys etc.)</p> <p>When to go to Accident and Emergency (GSTT and Kings)</p> <p>The role of the mental health Wellbeing Hub and what they can do – including assessments</p> <p>Include the following in promotion methods:</p> <ul style="list-style-type: none"> • 			<p>American Women's Rights Service (LAWRs), who run a baby group in Elephant and Castle for Spanish speaking mothers. The members have faced various challenges, including poorer health outcomes and difficulties accessing primary care services, which often led to lower childhood vaccination rates and missed immunisations. The team decided to address this by first identifying key concerns through an initial survey with LAWRS. This highlighted the group's confusion regarding the roles and responsibilities of healthcare professionals</p>	
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			involved in caring for them and their children. This included expectations regarding early years support from Midwives, GPs, Practice Nurses, and Health Visitors. In response, the team organised two sessions and invited representatives from the four key healthcare professionals listed above, three of whom spoke Spanish and one where a translator was arranged to help communicate. The health professionals explained their roles and what parents could expect during early year, emphasizing the importance of	
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				<p>the vaccination schedule. This not only provided clarity on who to consult for specific concerns but also aimed to reduce the demand for GP appointments and encourage the use of specialised services like health visiting for child growth and development inquiries. Ultimately, this project empowered the group with valuable insights into healthcare professionals' roles in the UK and, hopefully, contributed to more efficient and informed healthcare utilisation. In addition, Southwark practices and</p>	
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				Primary Care Networks (PCNs) have committed to re-establish Patient Participation Groups, to seek the views of diverse communities and create opportunities for co-design of new services and pathways. NHS England (NHSE) has set a target of October 2023 for all practices to opt-in to linking their patient list record to the NHS App. This will enable patients to book appointments and order repeat prescriptions. It will also give future functionality such as the option to receive push-notifications of routine	
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				immunisations, screening appointments etc.	
Access to Medical Appointments Review Report	Recommendation two Seek to develop a more consistent practice appointment model based on best practice that will allow equitable and safe access for all, with particular care taken to:•	12/09/2023	Accepted	The Borough team are working closely with PCNs on local delivery of the NHSE 'Implementing Modern General Practice' programme, which has committed £240m nationally to support practices and PCNs including: • Using digital solutions to update current early morning telephone booking systems by supporting practices to move to Cloud Based Telephony (CBT) with the aim of 'beating the 8am rush' • Providing a combination of face to face, telephone, and digital	Addressed November 2024

				appointment systems through CBT & the roll out of the Additional Role Reimbursement Scheme (ARRS). This includes funding for additional clinical and non-clinical practice staff Focusing on those with additional needs (mental health, disability, older, parents of young children, language barriers) All of which will be informed by the views of the registered population. CBT will allow: · Call-back: patients have the option to be called back when they are higher in the queue · Call-routing: patients will be directed to	
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				the right person or team (eg a medicines team serving the whole PCN) • Integration with clinical systems: allows practice staff to quickly identify patients and find relevant information with less searching	
Access to Medical Appointments Review Report	Recommendation three Recognise and value the importance of GP Practice and Pharmacy receptionists, as well as other non clinical staff, and invest in guidance / training to ensure that they are appropriately guided and supported on how to screen patients, can provide an effective service and relate to	12/09/2023	Accepted	General Practice are being asked to complete the NHS Staff Survey for the first time this year and the Borough team have worked locally to encourage uptake. The survey will go out Oct and the results will be available early Spring. • Locally supporting Southwark practices to access NHSE 'Support Level Framework',	The results of the staff survey became available to boroughs 20/03/25. Only 300/4000 staff responded – therefore it's hard to conclude if truly representative. In addition, the data is only provided at ICB level currently. However, through other engagement with staff, it is felt the themes remain similar: low morale, burnout, abuse

	<p>patients with empathy. Attention also ought be paid to ensuring receptionists are not overworked.</p>		<p>which aims to upskill and build confidence in existing workforce, including non-clinical roles. Expanding the role of health and wellbeing coaches – who support people to develop the knowledge, skills, and confidence to become active participants in their care. A delivery group has been established to bring together system partners, seeking to deliver joined up health and social care through an integrated neighbourhood team (INT) model.</p> <ul style="list-style-type: none"> • Local ‘training hub’ developing a Southwark Workforce Strategy 	<p>from the public, discrimination based upon protected characteristics (particularly by patients and public), dissatisfaction with pay and lack of recognition for contributions and lack of career path.</p> <p>Following the success of the Support Level Framework visits over the last 12 months, the SEL Workforce and Development Hub (WDH), has developed a workforce strategy, which has led to various training have been developed and delivered. This includes Practice Manager training</p>
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				<p>and 'care navigation with confidence' training, available to all non-clinical staff, but in particular for health and wellbeing coaches.</p> <p>Work with Pharmacy receptionists has not commenced but will be raised with local Pharmacy Committee again.</p>
Access to Medical Appointments Review Report	Recommendation four Build on local and national good practice to ensure triage systems result in the allocation of appointment based on patient need. Systems to support proactive and coordinated care for those with	12/09/2023	Accepted	<p>Local commitment to 'Care-Coordinator' roles - personalised care professionals who help to provide capacity, and expertise to support patients in preparing for hospital appointments as well as following up</p>

	complex problems and long term conditions need to be considered alongside.			conversations with clinical teams. National training to support receptionists' triage and direct patients to the most appropriate primary care team member	
Access to Medical Appointments Review Report	<p>Recommendation five SEL ICB / Partnership SouthwarkIn finding a balance between face to face, telephone and video appointments these are recommended as guides:-</p> <ul style="list-style-type: none"> • Telephone and video calls are reserved for triage, situations where a relationship has already been established face to face, and/ or where it is clearly 	12/09/2023	Accepted	<p>Southwark is committed to offering all patients a range of options for accessing general practice, depending of preference and need Through INT delivery group, look at models which allow health and social care to work together to provide consistent care to patients with Long Term Conditions, versus those patients who are happy to see any of the team Use group consultations where appropriate as there is good evidence that this can lead to a peer support network</p>	Addressed November 2024

	<p>the patients preference</p> <ul style="list-style-type: none"> Face to face is the primary and preferred method for diagnosis of new conditions 			for those with similar conditions	
Access to Medical Appointments Review Report	<p>Recommendation six</p> <p>Southwark Ensure all local surgeries website clearly indicate how to patients can complain directly and how to escalate to commissioners if still unresolved.</p>	12/09/2023	Accepted	<p>NHSE funding for website improvement is underway and being rolled out to all practices</p> <ul style="list-style-type: none"> Continue to encourage patients to raise concerns to their practice in first instance and work with practices to use this as an opportunity for service improvement Following local audits, funding has been released to 23 out of 32 Southwark practices to improve their websites, including 	<p>Addressed November 2024 (through a progress update on website : 18 out of 32 Southwark practices are 100% compliant with the NHSE National Benchmarking toolkit and work is ongoing to reach all practices by the end of the year)</p>

				how patients use them to understand and navigate services All Southwark practices have shared their website evaluation reports with plans to review against a newly developed GP Website benchmarking tool which has been developed to identify opportunities for improvement	
Access to Medical Appointments Review Report	Recommendation seven health scrutiny and Healthwatch explore drawing up a template for councillors to report concerns as part of a protocol to guide relationships and share intelligence.	12/09/2023	Accepted	Would welcome this approach so that any issues can be monitored for themes and responded to. Would also be keen to help MPs and councillors understand what is helpful to raise and what can be resolved without need for escalation	Scrutiny function to progress

				- an example of which was a complaint regarding a practice declining to vaccinate a nine-month-old baby against MMR. This resulted in significant email traffic for the borough team to manage but due to national policy, this is not something individual practices can deviate from. Note the importance of maximising GP continuity and ensuring adequate appointment time	
Access to Medical Appointments Review Report	Recommendation eight Note the importance of maximising GP continuity and ensuing adequate appointment time in order to carefully	12/09/2023	Accepted	Locally we are: Implementing INTS to allow for proactive, personalised care with support from a multidisciplinary team of professionals <input type="checkbox"/>	Addressed November 2024

	<p>prescribe, identify contraindications and avoid mistakes.</p>			<p>Working with Borough Training Hub to develop Workforce strategy to encourage more GPs to work in the Borough □ Focusing GP time on people with more complex needs, including, but not limited to, those with multiple long-term conditions □ INT will streamline access to integrated urgent care, same-day care, using data and digital technology to enable patients to quickly find the right support □ Building capacity into the system, based on local need by working alongside local partners - such as the voluntary,</p>	
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				community and faith sector and local authorities - local people, and communities will make the role of GP less stressful and more fulfilling and so avoid burnout	
Access to Medical Appointments Review Report	<p>Recommendation nine (Partnership Southwark)</p> <p>Seek to recruit and retain more GPs to Southwark and to the new Primary roles by:</p> <ul style="list-style-type: none"> • Suggest this is included as an objective within SEL workforce programme if not already. • Undertake work with local GPs and local Primary Care to understand more on how to 	12/09/2023	Accepted	<p>There is a national programme currently whereby NHSE are building capacity by focusing on:</p> <ul style="list-style-type: none"> • Funding larger multidisciplinary teams • Training more new doctors • Focusing on retention and return of experienced GPs <p>In addition, Southwark is utilising ARRS roles to develop a large and varied team, with roles including:</p> <ul style="list-style-type: none"> • Apprentice nurse 	<p>As part of the new national GP contract, ARRS funding has been extended to include all practice staff.</p> <p>GP's at point of recruitment must have less than two years to safeguard again unemployed newly qualified GPs. Increasing GP reimbursement figure as acknowledge it was too low previously.</p> <p>In addition, locally Southwark have funded six 'GP Fellows' this year. This is available to</p>

	<p>improve retention, with particular regard to housing and addressing the national problem with burnout and low morale, and if there are opportunities within Partnership Southwark and SEL to retain more local GPs for longer</p> <ul style="list-style-type: none"> • Redirect more resources to Primary Care, where possible 			<p>associates; • Health Care Assistants; • Nurse associates; • Community paramedics; Advanced nurse practitioners □ Clinical Pharmacists □ Mental health practitioners □ Social prescribers □ First contact physiotherapists □ Physician Associates □ Care coordinators</p>	<p>all GPs to encourage them to stay in the profession by offering them the opportunity to develop into strategic roles, as a balance of session between clinical and strategic roles, offering a 'portfolio career' has been shown to increase retention and reduce 'burn out'.</p>
Access to Medical Appointments Review Report	Recommendation nine (to Cabinet) As part of the above the Commission recommends that the Cabinet Member for Council Homes and Homelessness works with the	12/09/2023	Accepted	We thank the Commission for this recommendation and agree with the need to deliver Key Worker Housing (KWH) which is linked to the housing needs of GPs and other local Primary Care	

	<p>Cabinet Member for Health and Wellbeing to link the council ambition to build 500 homes for key workers to the housing needs of GPs and other local Primary Care practitioners, and also calls for the council's commitment on the number of new key worker homes to be increased in future years.</p>			<p>practitioners, as well as those working in social care and other vital sectors. The Cabinet Member for New Homes and Sustainable Development will have responsibility for taking the Key Worker Housing programme forward, working across two directorates: Planning & Growth (P&G) and Housing. The focus of the housing directorate is to establish a list of potential KWH tenants; the focus of planning and growth is to progress Supplementary Planning guidance specifically for KWH and to progress emerging</p>	
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				KWH developments with potential development partners. As of the current date, all work-streams are at a stage of work-in-progress. The Planning Policy team (within P&G) is currently developing a new Supplementary Planning Document (SPD) for Affordable Housing and this will include KWH. It is expected that this SPD will set out a definition for KWH in Southwark, provide guidance on what the council means by KWH in terms of the housing model and set out the eligibility criteria including priority jobs. The Housing	
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				<p>and Modernisation team (within Housing) has developed its tenancy strategy and the tenancy policy for KWH, as set out in its Housing Intermediate Rent policy cabinet paper in March 2021. The paper sets out the intention to develop a list of eligible tenants, how the list would be applied, its eligibility criteria and the proposed priority system. The primary function of the eligible tenant list would be for any landlord delivering KWH schemes in the borough to draw upon. Within the five professions cited in the</p>	
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				eligibility criteria table, are those related to the health sector: 'Nurses, doctors, and other clinical staff employed by NHS'. The Sustainable Growth Team (within P&G) has concluded the feasibility stage a pilot KWH scheme on General Fund land; this scheme is serving to spearhead a number of considerations for KWH partnership-led developments, including viability stress testing, grant allocation and tenure mix options. In parallel, the Sustainable Growth Team is in discussions with potential development	
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				<p>partners, including Guys and St Thomas' Trust (GSTT). Discussions with GSTT have focussed on nominations opportunities for its employees to KWH, given that GSTT already has a pipeline of eligible health practitioners who meet the eligibility criteria. So far GSTT has expressed interest in the possibilities of a 'soft-nominations' agreement to the council's pilot scheme (in close proximity to Guy's Hospital) and also to potential opportunities via developer British Land at Canada Water. The</p>	
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				Sustainable Growth Team regularly attends the Southwark Local Estates Forum, NHS SE London Clinical Commissioning Group; it is envisaged that, once the Affordable Housing SPD is formalised, KWH will be a regular agenda item on that forum and, through this, further connections can be made with the council KWH delivery programme and nominations from the health sector. It is also envisaged that future discussions will address where health partners may consider mixed-sector KWH within the Health	
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				estate portfolio. The Sustainable Growth Team is making good progress in identifying a potential delivery pipeline to meet our council plan target of starting 500 keyworker homes by 2026. It is anticipated that once the Affordable Housing SPD is published, even more developers will come forward with proposals for KWH	
Access to Medical Appointments Review Report	Recommendation ten Increase focus on continuity of care for people with enduring Mental Health conditions and particularly ensuring that there is good links with secondary care and referrals are	12/09/2023	Accepted	As part of the refresh of the Health & Care plan in 2024, Partnership Southwark have agreed 5 key priorities to develop, one of which is adult mental health. The ambition statement set for this priority is "Adults who need help with their mental	March 2025

	<p>followed through, for those people who are least able to advocate for themselves.</p>		<p>health will not have to wait for so long. The support will be easy to access and co-ordinated around their needs."</p> <p>Partnership Southwark has been addressing Recommendation 10 through on-going transformation of community mental health provision, building upon the successes of the Community Mental Health Transformation Programme in Southwark.</p> <p>This work aims to enhance continuity of care for individuals with enduring mental health conditions by strengthening the links between primary and secondary care, ensuring referrals are effectively followed through,</p>	
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			<p>especially for those who are least able to advocate for themselves.</p> <p>The key achievements of this work in relation to the recommendation are below:</p> <p>Rapid Response Service:</p> <p>Embedded within the Primary Care Mental Health Teams (PCMHT) to support individuals experiencing a mental health crisis at GP surgeries.</p> <p>Reduced the number of people going to Accident & Emergency in a mental health crisis by increasing community support.</p> <p>Accessible to adults in Southwark aged 18 years or older through GP referral.</p>	
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				<p>Services offered include:</p> <p>Telephone triage and screening of urgent assessment requests.</p> <p>In-person assessments within 72 hours where needed.</p> <p>Out-of-hours support and advice via Consultant Connect.</p> <p>Compassionate Safety Calls within 7 days of discharge from Liaison Psychiatry, directly discharged back to primary care.</p> <p>Mental Health Practitioners:</p> <p>Mental health practitioners are embedded in both north and south PCNs, providing specialised support</p>	
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			<p>directly within the community. This integration helps in increasing access to mental health care services.</p> <p>MIND Lived Experience Workers:</p> <p>Embedded in north and south PCMHT, offering holistic support to residents.</p> <p>Hoarding Worker:</p> <p>Embedded in PCMHT to address specific needs related to hoarding.</p> <p>Procurement of the Southwark Wellbeing Hub</p> <p>The Southwark Wellbeing Hub is due for re-procurement over the next year. Initial commissioning intentions include formalising referral pathways from</p>	
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				<p>secondary mental health settings into the service; facilitating more holistic services being provided from the service (e.g. housing, employment and community wellbeing advice and support); and providing increased resources to enable more people to be supported on a one-to-one basis.</p> <p>Through these initiatives, Partnership Southwark is making improvements in ensuring continuity of care for individuals with enduring mental health conditions, fostering strong connections with secondary care, and ensuring that referrals are effectively managed for those who need it most.</p>	
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Access to Medical Appointments Review Report	Recommendation eleven The Commission recommend that Partnership Southwark initiate a project with local surgeries working with the local voluntary and community sector to develop a more proactive and holistic model of good health and wellbeing, with a particular focus on increasing social connection. It is recommended that a pilot scheme is developed in a neighbourhood with higher levels of deprivation, and that this focuses on groups at particular risk of ill health and poor well-being, such as older people,	12/09/2023	Accepted	With support from Partnership Southwark, Pembroke House is working through Walworth Living Room to undertake community research, testing and learning into how Walworth neighbours can develop a social model for health co-produced to build the collective resources, strategic partnerships, tools and capacities to make systemic shift in health and wellbeing by strengthening trust, connections and interdependence. The work is at an early stage and will have lessons that will be applicable to other areas and neighbourhoods in Southwark. The Borough team have been working jointly with Public Health to	Outstanding although response to report was comprehensive on how this is being taken forward. An update if available This work continues, albeit challenging due to financial deficit and recent government announcements of further 50% reduction to ICB staff (following a 30% reduction last year – 2024/25)
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	<p>people with mental health needs, and young people, noting that is a group suffering from some of the highest levels of unhappiness and isolation. This is with a view to promoting good health and overcoming loneliness and isolation. This could build on the model and research that came out of the Peckham Experiment on activities that promote good health, building upon existing NHS preventative work, such as health checks and social prescribers, as well as working more proactively with the local</p>			<p>use a health promotion van, targeting areas of deprivation and inequality, partnering with VCSEs to bring access to primary preventative health care to the public, including blood pressure checks, BMI checks, information about services - empowering patients to access the right people at the right time as opposed to defaulting to their GP. In addition, using a Health Promotion Grant to work with 10 VCSEs in Southwark who work with service groups with historically lower vaccination rates. Providing information and resources to support organisations to promote childhood vaccinations in particular: MMR, Flu and Polio. Sessions</p>	
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	<p>community. In doing so it is suggested that Partnership Southwark identify one or two GP practices in clusters/ neighbourhood multidisciplinary teams (such as Walworth Triangle, Peckham) and locally based community projects (such a Blackfriars Settlement, Copleston Centre or Walworth Living Room) that might be interested, as well as linking with initiatives that work across the borough with communities of interest that work with older people (such as Golden Oldies , Southwark</p>		<p>to explain roles & responsibilities of different healthcare professionals and linking in nearby practice nurses to speak at events where possible. The above areas will be supported by the north and south PCNs, which have been developing over the last few years and include:</p> <p>Leadership <input type="checkbox"/> One PCN Clinical Director (CD) within each neighbourhood <input type="checkbox"/> Each neighbourhood team has an understanding of their local population <input type="checkbox"/> Supported by a leads(succession planning and development) <input type="checkbox"/> Supported by GP Federation administration and management capacity</p> <p>Governance structures <input type="checkbox"/> Neighbourhood</p>	
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	<p>Pensioners Centre), mental health (such as Southwark wellbeing Hub, Lambeth and Southwark Mind), young people (The Nest, Southwark Local Offer and One Hub Southwark) and organisations that conduct intergenerational work such as Link Age Southwark.</p>			<p>meetings led by PCN CDs □ PCN Overseeing group - holds PCN CDs to account following national guidance □ PCN delivery Group - 'doing group' that supports PCN CDs and OSG □ Primary Care Collaborative □ with Southwark Joint Borough team to develop new ways of working and deliver improvements in primary care. Current challenges as well as opportunities within the system were also identified: Risk □ Borough team capacity □ Current system financial position □ spending freeze estimated to be in place until Dec 2023 □ Recruitment to ARRS roles □ has been challenging due to various reasons so gaps remain in key roles □ Industrial Action within the acute</p>	
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				<p>providers, leading to increased waiting times for patient appointments □ Secondary care provider capacity to meet increased demand following the introduction of self-referral pathways □</p> <p>Opportunities</p> <p>Southwark is a London Living Wage (LLW) borough □ addressing social value as part of employment, new contracts and procurements □ Employment opportunities for local people with ARRS roles □ New, innovative patient pathways □ Integrated working across organisations in the Local Care Partnership .However, the Borough team will continue to work hard with system colleagues to deliver innovative ways to</p>	
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				improve care and increase access to medical appointments for Southwark residents.	
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Health & Social Care Scrutiny Commission

MUNICIPAL YEAR 2024-25

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