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Dear Matthew Kershaw  
Trust Special Administrator

Thank you for the opportunity to comment on your recommendations for the South London Healthcare NHS Trust and the NHS in the south east of London.

It is important that the entirety of the health and care system, including the key role of public health and mental health in the south-east of London is at the core of the work of the TSA. The health and care providers in the south-east of London have a common cause to provide the best possible outcomes to the patients and communities which they serve, and it is essential that a detrimental impact on the quality of services for these communities, including the residents of Southwark, is not the outcome of the work of the TSA.

The TSA recommendations have the potential to significantly change the way that health and care services are delivered in the south east of London. It is crucial, as these changes are implemented, that the key organisations that will deliver this transformation have excellent patient care and choice at the heart of their work, that the changes set out are appropriately resourced and that there is professional and clinical leadership to deliver these. Throughout this change, it is essential that the Council and NHS are fully committed to our common cause to improve the health and wellbeing of local populations, and to tackle health inequalities.

Shifting the balance of care towards a community-based and preventative model where people can be provided with treatment and support closer to their homes could have a transformative impact, improving services and outcomes for individuals, communities and families. The Council believes that any change programme in community care should place the quality and needs of patients and the most vulnerable at the heart of its work, and to ensure that there is sufficient capacity in the community and social care to manage a different approach to delivering services. It is therefore crucial that the transformation of community care, as proposed by the TSA, is fully resourced, and that all partners, including the local acute and mental health Trusts contribute to this work.

In consideration of your report, I would like to set out four key issues:

- The Council has reservations that the impact of changes set out in the TSA report, including emergency, planned and maternity care, may result in a negative impact on the capacity of the acute, community health and care system. There are risks that this will have a detrimental impact on the quality of patient care for Southwark residents, and for the quality and choice of healthcare provision. The Council believes that there should be further detailed modelling of realistic expected patient movements in order to understand the impact of the TSA changes on healthcare in this area, patient choice and capacity, and for Southwark residents.
- The Council welcomes in principle the development of a strategy for community based care. It is however crucial that the transformation of community care, as proposed by the TSA, is fully resourced, and that all partners are fully engaged in the changes and share the benefits, including the local acute and mental health Trusts.
- The Council believes that the available clinical and financial resources for healthcare should be focused on patient care, choice and excellent health outcomes, within the context of collaboration and community leadership of the wider health economy. Entering into a procurement exercise would create instability and uncertainty with no guarantee of a successful outcome as this market is untested. The Council therefore is opposed to the acquisition of the Princess Royal University by a private sector organisation.
- The Council believes that the TSA should recommend that the Department of Health ensure that the provision of national funds should be in addition to current and future health funding in the south-east of London. Without this recommendation there is a risk that local or regional funds are utilised to resource the changes required by the TSA, with an impact on current healthcare programmes, and the capacity of other providers in the area.

I attach the Council's consultation response to the TSA report.

Yours sincerely

Catherine McDonald



Cabinet Member for Health and Adult Social Care  
Southwark Council