

IMPROVING HEALTH IN LAMBETH



Lambeth Clinical Commissioning Collaborative
Lambeth Business Support Unit

31 January 2012

Information for GPs and Practice Staff

Welcome

Welcome to our second edition of “Improving Health in Lambeth”, our quarterly newsletter aimed to update colleagues across Lambeth on the progress of our main programmes of work.

The diagram below sets out these programmes, including details of Clinical leads.

	Planned Care	Staying Healthy	Unplanned Care	Mental Health
Clinical Leads	Dr John Balazs Ruth Jeffery Dr Adrian Mclachlan	Dr John Balazs Dr Raj Mitra Ruth Jeffery	Dr Gillian Ellsbury Dr Patricia Kirkman	Dr Ray Walsh Dr Raj Mitra Dr Adrian Mclachlan
BSU Leads	Lucy Day Therese Fletcher	Therese Fletcher	Therese Fletcher Liz Clegg	Denis O'Rourke Liz Clegg



Planned Care

- Clinical commissioning leads: Dr John Balazs, Ruth Jeffery and Dr Adrian McLachlan
- BSU Commissioning leads: Lucy Day (Elective) and Therese Fletcher (Long-Term Conditions)

Elective Care

We have been working together with primary care, community and acute colleagues to redesign a number of patient pathways in order to reduce variations and improve quality and cost effectiveness.

Contact Us

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Musculoskeletal Clinical Assessment and Triage Services (MCATTs)

MCATTs have been a great success, the service is being reviewed with plans to tender during 2012/13. The service specification will include the provision of support and education to practices. Further work will review areas such as pain management and osteoporosis and osteoarthritis. Lambeth has agreed to negotiate a Locally Enhanced Service (LES) to be implemented from 1 April 2012 for specific DMARDS where a shared care protocol has been agreed as part of pathway redesign work

For further information, please contact

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Dermatology

Data from April to November 2011 shows approximately 200 fewer new outpatient attendances (from all sources) overall in 2011/12 compared to the same period last year. There has also been a reduction in cost of £117k for the same period, partly attributable to a revised tariff. GP initiated attendances have increased slightly compared to last year and so practices are reminded to access the referral guidelines to help with referrals for eczema, acne, psoriasis and benign lesions (including how to recognize cancers). Referrers can access education on line at

<https://www.kcl.ac.uk/prospectus/shortcourses/list/keyword/medicine>.

The next course is pigmented lesions, followed by skin infections in March, and GPs can sign up online. The current GST eczema education for patients expires in March. Evaluation will inform future provision. A small pilot for teledermatology is in development with King's. Wider use of teledermatology is being considered by the dermatology group. For 2012/13 we are looking to commission a Lambeth-wide community based dermatology service.

For further information, please contact

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Gastroenterology

There has been a review of pathways for upper and lower GI, rectal bleeding, abnormal liver function tests, and hepatitis. One of the outcomes has been the development of referral checklists for these areas, which are being piloted in North Lambeth currently. An education session was held on 15th December and attended by 30 GPs. GPs participated in interactive sessions with consultants relating above pathways. Future work includes a review of the pathway for alcohol related liver disease, reviewing the pathway for inflammatory bowel disease and appropriate diagnostic access.

For further information, please contact

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Gynaecology

During December and January a small pilot to clinically review gynaecology referrals from two practices was undertaken. The purpose of the review was to check communication between the patient, practice and hospital was robust and the impact of clinical review e.g. on diverted referrals. The outcome of the pilot will be considered in mid February. The intention is to use the evaluation to inform future service developments within gynaecology. Education is a key focus for gynaecology and GP commissioning leads have been working with King's Health Partners consultants to identify key learning needs and consider an appropriate education programme. Additional referral checklists have been developed for Lower Urinary Tract Symptoms, menopause and PCOS and will be published on www.lpbcc.wordpress.com

For further information, please contact

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ENT

Despite strong Lambeth performance compared with London benchmarks, the recent practice audit of ENT outpatient attendances (all sources, new and follow-up) identified approximately 24% referrals to ENT could be avoided/managed in a different way. This will inform the development of new checklists and refresh of existing checklists where available as well as education support and guidance.

For further information, please contact

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Long-Term Conditions

With an aging population, improving both detection and management of long-term conditions is a key priority for Lambeth. In order to reduce the risk of premature mortality and improve quality of life, we are developing plans for more proactive and patient centred care for those with long term conditions, to reduce the risk of them becoming unwell and having to use emergency services. More focus is planned on preventing rather than treating these conditions

There are three main areas of work:

CVD

Lambeth and Southwark have approved funding for a Community Cardiology Service which will be piloted during 2012-13. This builds on the strong foundations laid by the Lambeth community heart failure team. Lambeth is delivering a rolling programme of educational events around CVD - the first event focused on arrhythmias and was positively received and has been recognised as good practice and informed the South London Cardiac Network programme. A second event is planned in April and will focus on hypertension.

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COPD

Lambeth and Southwark have agreed with KHP to provide a pilot integrated community respiratory to deliver a number of services including a single point of referral, hospital at home and oxygen reviews. The latter is particularly important as audits demonstrate a number of patient no longer need oxygen at home and savings from this review, estimated to be £150K, will be re-invested to develop the integrated community respiratory team. The new service implementation will be phased from 1st April 2012 starting with single point of referral and home oxygen. Lambeth will be advertising for a clinical specialist to lead single point of referral for respiratory based on the Southwark pilot already in progress.

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Diabetes

The Transfer of Care project, whereby appropriate patients are transferred from secondary to primary care for diabetes management went live in December 2012 and Gracefield Gardens and Springfield Surgery. This initiative builds on the existing community diabetes service providing both education and community clinics in the north and the south of the borough. Lambeth is continuing to work closely with the

Modernisation Initiative on a number of areas, including patient engagement and self management. *If you would like more information on the Diabetes Workstream, please contact Clinical commissioning lead: Dr*

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Acute Contracting

Clinical commissioners are actively involved in the acute contracting process for 2012/13. Previously feedback from practices has led to saving e.g. £0.5m savings on the GSTT contract relating to glucose tolerance tests. This was identified by practices as a cost outlier. The acute contracting team benchmarked with other areas and negotiated a significantly reduced tariff. In light of further clinical engagement the Acute contracting team is now seeking further savings on the tariff.

Dr John Balazs chairs the local Quality Monitoring and Serious Incident Meetings with GSTT. Outcomes of these meetings include greater involvement and improved timeliness of GSTT in addressing issues raised through the GP quality alert system and individual and service improvements. There have been improvements in patient care due to the implementation of CQUINS. This includes the reduction in patient falls and pressure ulcers and improvements in end of life care and communications between the community services and GPs. The next stage of developments will focus on further improvements to directories of services on Choose and Book, telephone access for patients booking appointments and standardizing discharge letters.

Clinical commissioners recently led a Lambeth, Southwark, GST and KCH meeting to agree long term strategic approaches to continuing our local health economy approach to address demand, capacity and resource issues. Next steps will be to agree key priorities for redesign as well as alternatives to managing demand. This may include further use of advice and guidance functions on non face-to-face follow-ups.

For further information, please contact

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Managerial lead: Lucy Day @ lucy.day@lambethpct.nhs.uk or 0203 049 4312

Staying Healthy

- Clinical commissioning lead: Dr John Balazs, Dr Raj Mitra and Ruth Jeffery
- BSU Commissioning lead: Therese Fletcher

NHS Lambeth's key objective is to commission systematic health promotion and prevention services that have the effect of improving mortality rates, reducing morbidity and reducing the prevalence of key risk factors.

The Staying Healthy programme is closely aligned with the Long-Term Conditions work, and aims to encourage healthy lifestyles and reduce the risks of developing health conditions in the future.

NHS Vascular Health Checks

The NHS Vascular Health Checks programme is available across the borough. NHS Lambeth is on track to exceed our target. Southwark, Lewisham and Greenwich are working with Lambeth to develop a joint service specification for the new financial year. The joint specification, which includes the DH minimum dataset will be ratified and shared with all participating practices next month.

If you would like more information on the NHS Vascular Health Checks, please contact Mahroof Kazi at Mahroof.Kazi@lambethpct.nhs.uk

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Lambeth Early Intervention and Prevention Service

Lambeth Early Intervention and Prevention Service (LEIPS) supports the health checks programme by providing a number of interventions including Exercise on Referral, NHS Vascular Health Checks for hard to reach patients, Health Trainers, Stop Smoking and Alcohol intervention services. NHS Lambeth commissions Guy's and St Thomas' Community Health Services to provide the Lambeth Early Intervention Service.

*If you would like more information on the LEIPS, please contact
Catherine.Kironde@lambethpct.nhs.uk*

Stop Smoking Service

Stop smoking targets were exceeded in Lambeth last year and this trend is continuing into 2012. The support of providers in Primary Care is essential to ensure Lambeth remains on track.

If you would like more information on the stop Smoking Service, please contact

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Alcohol Prevention

NHS Lambeth has prioritised alcohol prevention and intervention as part of the Strategic Plan and would like to increase the number of frontline staff who have received training in screening and brief intervention for alcohol misuse. Our Health Goal target is that 90% of identified frontline staff has received training in screening and brief intervention for alcohol misuse by 2015.

If you would like more information on Alcohol Prevention, please contact

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Healthy Living Pharmacy

NHS Lambeth was the only borough in London to successfully bid for funding for the Healthy Living Pharmacy initiative. 22 pharmacists have been successful in joining this initiative in phase one, which will be evaluated to enable further Lambeth pharmacies to be part of this innovative project in phase two. Participating pharmacies have completed their Quality assessment and will begin training next month so they can be accredited.

If you would like more information on this project, please contact

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Addressing Childhood Obesity in Lambeth

This is a key priority and a range of programmes and interventions have been commissioned to address healthy weight in Lambeth, including the implementation of a Lambeth multi-agency Healthy Weight Care Pathway for children 0 – 11 with supporting training and resources, UNICEF Baby Friendly Initiative, Early Years / Pre-School Initiative, a School Healthy Weight Promotion programme and the commissioning of Level 2 and 3 Children's Weight Management Services.

The Level 3 weight management service will be implemented in mid October and we are currently in the commissioning process for the Level 2 weight management service. Once the services are up and running it will be important for GPs and practice staff to be aware of the services and to engage in the referral process.

For further information please contact Vida Cunningham at

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Unplanned Care

- Clinical commissioning leads: Dr Gillian Ellsbury and Dr Patricia Kirkman
- BSU Commissioning leads: Therese Fletcher (Urgent Care) and Liz Clegg (Frail Older People)

The Unplanned Care Programme aims to design and implement improved unplanned care services across Lambeth that support the shift to improved health outcomes through greater planned and coordinated care, and reflected in lower A&E attendances and subsequent emergency admissions, fewer readmissions, enhanced quality of care and the delivery of national standards.

The Unplanned Care Programme has two main areas:

- Frail Older People (includes admission avoidance and intermediate care)
- Urgent Care, (including Urgent Care Centres, Out of Hours and the Single Point of Access/111 Initiative)

Urgent Care

Lambeth continues to have high levels of A&E attendance and local audits reveal that between 40-60% of people attending A&E could have their care provided safely and appropriately in primary and community settings.

The main priority within the Urgent Care work stream focuses on commissioning the front-end Urgent Care Centres at St Thomas' and Kings College Hospital. Commissioners have worked in collaboration with key stakeholders to develop a robust specification. Lambeth has now reached agreement on the specification for St Thomas' and will procure the Urgent Care Centre at St Thomas' in Autumn 2012. Kings Urgent Care Centre is planned for October 2012.

NHS South East London 111 Project

The single point of access / 111 initiative will provide a single point of access to unscheduled care. The public will continue to dial 999 in an emergency and telephone their practice for routine primary care or community health care team as now. The London 'Go Live' date is April 2013. The success and value offered by the 111 pilot is contingent upon high levels of engagement with primary care. It is really important that practices check their information is correct on the DoS. To do this please go to www.pathwaysdos.nhs.uk. Savings of approximately £20m are projected across the Cluster as a result of implementing 111.

NHS Lambeth and NHS Southwark Commissioners continue to liaise closely to ensure that the 111 service meets local needs across both boroughs.

The Choose Well campaign

The Choose Well campaign has been rolled out across South East London and leaflets and posters have been distributed to key sites including GP Practices and A&Es. The aim of the campaign is to reduce inappropriate attendance at A&E.

Evaluation of the campaign is already underway to understand why patients attend A&E inappropriately. The campaign also presented messages regarding safe drinking over the holiday period.

*If you would like more information on the Unplanned Care Programme, please contact Therese Fletcher Therese.Fletcher@lambethpct.nhs.uk
Phone: 0203 049 5250*

Frail Older People

Admission avoidance

A range of new schemes are now in place to prevent admission and readmission to hospital.

- **Virtual Ward**

The Virtual Ward pilot for South East Lambeth and Bermondsey and Rotherhithe localities went live in early January 2012. 5 GPs in the South East Locality have signed up to be part of the virtual ward. Services offered include case management, advanced discharge and providing higher levels of care for patients to prevent an admission. The type of care available will include: - intravenous therapy, cannulation and cannula care, anticoagulation therapy and complex wound care.

- **Enhanced Rapid Response**

This service went live in December 2011 and will take referrals for patients registered with a Lambeth GP living in Lambeth. The service will provide support and home based rehabilitation to enable patients to remain at home and prevent hospital admission.

Other admission avoidance schemes in place include social workers in A&E, respiratory nurses to support people with COPD, quick access to community equipment and increased handy persons services.

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Mental Health

- Clinical commissioning leads: Dr Ray Walsh, Dr Raj Mitra and Dr Adrian McLachlan
- BSU Commissioning lead: Denis O'Rourke (Adults) and Liz Clegg (Dementia)

Transforming primary and community care services – LLWC

This work involves whole system service redesign in relation to people who experience “serious mental illness” (SMI) with a focus on recovery, early intervention and prevention and supporting people to access universal services i.e. housing, work, learning and leisure. This is being driven through the Lambeth Living Well Collaborative which is a partnership comprising users, carers, GPs and wider primary care, voluntary sector, secondary care (SLaM) and Lambeth Council.

A new service offer has been developed (within existing resources) and with existing providers working on a “co-production” basis with users and carers (engaging with over 1000 people) which we are aiming to roll out across the borough to all 51 primary care practices. This includes :

- Community Options Service – team provides time limited support planning, signpost, navigation for people being discharged from secondary care.
- Primary care Mental Health Support Service – team starts January 2012 led by a GP with special interest (in mental health) focused on supporting primary care and on improving the interface between primary care and secondary care e.g. discharge and referrals.

The Collaborative aims to address the significant levels of dependency that has been created in relation to secondary care (and other) services and support the development of support arrangements that enable recovery and well being (link to the Staying Healthy – Health and Well Being programme).

The Collaborative is working toward the development of more integrated provider arrangements across the whole system i.e. voluntary sector, primary care, Lambeth Council and SLaM. Linked to this is the idea of establishing an incentive fund (via GST charity resources) to support whole system change and the related developments within the Integrated care Pilot.

Whilst the Collaborative is currently focused on the needs of people with long term mental illness it is planned that its scope will broaden to embrace service and support requirements around people experiencing common mental illness and contribute to work on other long term conditions e.g. physical health such as diabetes.

For further information please do not hesitate to contact either Sue Field at Contact – Natalie Sutherland –

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Primary Care Talking therapy tender

The proposal to re-commission the various primary care talking therapies services from August 2012 into one Lambeth-wide, integrated counselling and Improving Access to Psychological Therapies (IAPT) service was ratified by the Lambeth Clinical Collaborative Commissioning Board (LCCCB) in June 2011. The proposal will result in commissioners holding one contract with a provider or group of providers, rather than the multiple contracts managed now. The services to be affected include neighbourhood counselling services, IAPT Service, Waterloo Community Counselling and Status Employment Service.

Dr Mark Smith, GP Commissioner is chairing the Talking Therapy Board that is taking forward the tender process.

What the Changes Aim to Achieve

- Users will be able to access services in a much easier way and have more choice about who, when and where they are seen. If a change of approach or intervention is needed, they will be able to access this in a faster more seamless way.
- Users will be able to receive more seamless care - there will be a strong focus of talking therapists working alongside people with long term physical health conditions, and social issues such as worklessness.
- There will be a greater emphasis on mainstreaming therapy that is currently only received within specialist services, such as elements of HIV counselling and other long term physical health conditions, making access more open and closer to home.
- Service users will be able to take advantage of new ways of working which have been established by the Lambeth Living Well Collaborative. There will be a stronger focus on user enablement, peer support and social inclusion.

Consultation with stakeholders on the new service specification

A consultation period outlining a proposed service specification took place during November 2011. Over 100 people responded, including staff and users of the service. Comments are currently being written up and will be distributed shortly.

Timetable for the tender process

- **Beginning of March 2012:** closing date for tenders, short listing will take place by the end of March
- **End of May 2012:** preferred provider confirmed
- **June & July 2012:** Contract completion
- **1st August 2012:** Contract commencement

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or*

*Joiss Soumahoro, at joiss.soumahoro@lambethpct.nhs.uk (Mental Health Commissioning Team).
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Criminal Justice Mental Health Care Pathway

A collaboration to re-design the care pathway for mentally disordered offenders, which brings together clinicians, providers, the voluntary & community sector and commissioners. From police custody and courts, to prison, forensic inpatient and community services, and community support, and linking across agencies. The purpose is to reduce inpatient and prison numbers through earlier intervention in the criminal justice system.

Modelling of secure forensic services in SLAM has provided a number of options for service redesign, based on reduced length of stay and better recovery pathways. A well-attended event in December, bringing together a range of organisations and sectors, has provided further opportunities for collaboration and improving patient experience. Work is soon to commence around patient engagement in secure

forensic care, to inform service redesign. Options for improving move-on accommodation are being explored with external providers. SLaM is leading on a new employment project for forensic patients, linked to their existing employment initiative.

Changes to HMP Brixton, Jebb Avenue

From April, Brixton prison will be re-categorised from a Category B Local prison, to a Category C Resettlement prison. This will mean that it will no longer be accepting prisoners on remand (untried prisoners), and Lambeth's remand prisoners will, from 1 April, be sent to HMP Thameside in Greenwich. The majority of the Brixton prison population will then be prisoners from across London, with 3-12 months remaining on their sentence, transferred from other prisons. There will also be a small number of Category D prisoners transferred from Latchmere House open prison in Richmond, which is closing.

The health care team in Brixton prison will be actively seeking to register with Lambeth GPs only those prisoners who are Lambeth residents, to ensure continuity of care and help reduce inappropriate use of emergency services.

For more information, contact

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Payment by Results (PbyR) in mental health

PbyR is progressing in line with the national timetable. A local tariff will apply for many of the services provided by SLaM which will come under the PbyR framework from 2012-13.

MH PbyR will cover approximately 50% of the total SLaM contract value of c£85m; it will not include Addictions, CAMHS, Forensic and Learning Disability services. SLaM is on schedule to complete clustering (by December 2011) and care package development ahead of other London MH Trusts.

A four borough PCT Contract (2012-13) and PbYR team (including clinical commissioners from Lambeth and Southwark) has been formed and is meeting weekly, working closely with SLaM to prepare for the changes next year. The principles for rebasing SLaM contract baselines as part of preparation for PbyR (and associated responsible commissioner guidelines) have been agreed by Clinical Commissioning Groups across LSL and Croydon. SLaM has shared initial baseline activity linked to cost based on residence and registered population (Jan 2012). Heads of Finance, commissioners and SLaM are currently verifying the accuracy of this data.

Your feedback counts

We would love to hear what you think of this newsletter. Please feedback to lambethgpcommissioning@nhs.net any comments and suggestions for improvement, and also if you would like articles on specific topics next time.