

IMPROVING HEALTH IN LAMBETH



Lambeth Clinical Commissioning Collaborative
Lambeth Business Support Unit

May 2012

Information for GPs and Practice Staff

Welcome

Welcome to our most recent edition of Improving Health in Lambeth, our quarterly newsletter aimed at updating colleagues across Lambeth on progress in our main programmes of work.

As we embark on a new financial year, it is an opportunity to reflect on our achievements to date as well as to look forward to our priorities for improving health and service quality in 2012/13.

Working with partners in a spirit of co-production has been an emerging theme of 2011/12, with terrific strides being made in collaborative working. For example, delivering and commissioning services for people with long term mental illness, for the frail elderly and end of life care, in diabetes working with the Diabetes Modernisation Initiative, and in other long term conditions.

We delivered on our stop smoking and vascular health checks, improved the detection of HIV, implemented new healthy weight management services for children and we are seeing further improvements in referral and prescribing practice. At the same time meeting all of our financial targets.

Ensuring improvements in service quality and safety across local providers of care will continue to be an area of key focus during this current period of considerable organisational change and ongoing financial constraint.

Our Mission:

to improve the health and reduce health inequalities of Lambeth people and to commission the highest quality health services on their behalf.



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.

Contact Us

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The Unplanned Care Programme has two main areas:

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

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 workstream focuses on commissioning the front-end Urgent Care Centre's 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 late Autumn 2012. Kings Urgent Care Centre is planned for Spring 2013.

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. NHS South East London is currently out to procurement for a 111 provider, this is an escalated procurement process and it is anticipated a preferred provider will have been agreed by June 2012. This enables a period of mobilisation so the pilot phase can 'Go Live' in January 2013.

Progress has continued to be made on the development of the Directory of Services (DoS) for 111. The DoS will hold a full record of all open access services across Lambeth that callers to 111 can be directed to. Entries for A&E departments, Urgent Care Centres, Walk in Centres and Eye Casualty units have now all been completed and signed off, and work is shortly to commence to validate entries for Community Services and Mental Health. The deadline for completion of all entries is the end of June 2012.

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

A&E Redirection Pilot

NHS Lambeth in collaboration with Guy's & St Thomas' and two local practices (closest proximity to St Thomas') are now running a pilot redirection scheme for patients attending the A&E department at St Thomas'. Patients with non-urgent conditions, are offered an appointment with Waterloo Health Centre, and as of the end of April, Lambeth Walk Practice.

The intention of the scheme is to promote primary care and remind patients that A&E should only be used in a critical or life-threatening situation. It is also designed to minimise the number of patients that have to wait more than four hours at A&E, and deliver financial savings. A&E staff will now stream patients between A&E, St Thomas' Urgent Care Centre and the participating GP practices.

In addition, NHS Lambeth have funded a full time PALS officer who will be able to help redirect patients as well as give advice to patients on how to register with a GP and access primary care services. The pilot is due to run until September.

The Choose Well campaign

The Choose Well campaign was rolled out across South East London during the winter months. Leaflets and posters were distributed to key sites including GP Practices and A&Es. The aim of the campaign has been 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.

Frail Older People

Admission avoidance

A range of new schemes are now in place to prevent admission and readmission to hospital. Two key areas of work are:-

Home Ward

The Virtual Ward (now called Home Ward) pilot for South East Lambeth and Bermondsey and Rotherhithe localities, went live in early January 2012 and to date six practices in the South East Locality have signed up to the pilot. By the end of March 2012 a total of 130 referrals had been accepted onto Ward covering a variety of conditions including COPD, cellulitis, UTIs, injury as a result of a fall.

This has resulted in patients who would previously have ended up in hospital now getting their care at home. The impact of the service is being evaluated and negotiations are currently underway with GSTT Community Health Services to widen the pilot area.

If practices are interested to know more about the pilot and how they could be involved in the roll out then please contact either liz.clegg@lambethpct.nhs.uk or gillian.ellesbury@nhs.net

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 with a response time of two hours and by the end of March 2012 102 referrals had been accepted onto the service.

The service operates from 8.30am to 9.00pm, seven days a week – contact 07917 554 516 to refer. The team will be happy to visit practices to explain how the service works – please contact cathy.ingram@gstt.nhs.uk to arrange a visit

End of Life Care

Work continues on the roll out of the Gold Electronic End of Life care Register and to date 33 practices have signed up to the register with a further six committed to sign up in the near future. Across Lambeth, Southwark and Lewisham there are now over 700 registered organisational users with the highest number being Lambeth GP practices with over 200 registered users and rising. Dr Cathy Burton is the clinical lead for this project and if any practices would like to know more about the register and how to sign up for it please contact Cathy on calburton@gmail.com

Work is also continuing on improving end of live care in nursing homes. 60% of nursing homes in Lambeth are now Gold Standard Framework accredited and by 2013 90% of Lambeth homes will be accredited. Analysis of data shows that more people now receive their end of life care in their nursing home as a result of the good planning, communication and care that the framework provides.

If you would like more information on the Unplanned Care Programme, please contact Therese Fletcher, Assistant Director of Primary and Community Care Commissioning.

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Lambeth Business Support Unit*

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Mental Health

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

Mental Health Improvement Programme (MHIP)

This programme aims to accelerate progress on designing care pathways in order to improve clinical effectiveness, quality, and ease of access. There are five components to the programme:

- Transforming primary and community mental health services via Lambeth Living Well Collaborative
- Criminal justice and Mental health project
- Payment by Results
- Integrated talking therapies
- Implementation of Dementia strategy

Transforming primary and community mental health services for people with severe mental illness

This work is being led by the Lambeth Living Well Collaborative (a partnership of users, carers, GPs, clinicians, providers and commissioners) which aims to use “co-production” as the operating framework for the delivery and commissioning of services and support provided for people with long term mental illness.

It has undertaken extensive engagement with users, carers and partners. This has resulted in broad agreement on a much improved service offer which it is currently implementing. This includes building capacity within primary care via the new primary care mental health support service (PASS); recovery focused provision within the Voluntary sector via the Community Options service; a more responsive and easier to navigate secondary care (SLaM); extensive development of peer support networks and the expansion of time banking across the borough.

Progress achieved during 2011-12 includes:

- **Better guidance and support in the community:** Personal guide/community recovery workers in the voluntary sector (Community Options Team) to help people on the road to recovery
- **Primary care capacity:** Improved capacity for primary care and GPs via the primary care support service (from Feb 2012) which aims to support and manage people with mental health problems including easier access to social and community support options
- **Peer Support:** two new peer support networks led by people with mental health histories – Missing Link (focus on acute wards) Solidarity in crisis (out of hours support)
- **Getting connected and supporting reciprocity:** Supported the expansion of three locality based time banking initiatives (e.g. Paxton Green) as a core community wide resource.

For 2012-13 priorities include working with SLaM to improve the interface with primary care through more flexible “easy in and easy out” arrangements focused on supporting recovery and independence; roll out access to primary care support service and Community Options service to more primary care practices; opening of a new resource information hub at the refurbished Effra Centre, Brixton from August 2012 to support people with mental health problems, carers and service providers and improvements to out of hours and crisis services.

The overall aim is to support people to take control over their lives through recovery orientated personalised care and support and reduce the dependency on (especially) secondary care services - a common feature of mental health systems nationally as well as in Lambeth.

See www.lambethcollaborative.org.uk for more detail

For further information please do not hesitate to contact either Denis O'Rourke or Natalie Sutherland –
natalie.sutherland@lambethpct.nhs.uk
Denis.o'rourke@lambethpct.nhs.uk
Phone: 0203 049 4328/4268

Criminal justice and forensic services care pathway redesign

This focuses on developing early intervention and diversion (where appropriate) to address the high number of people with untreated mental illness in the criminal justice system. A new criminal justice mental health support service is due to start in April 2012 (funded by Guy's and St Thomas' Charity) targeting people in police custody and the courts.

For more information, please contact Denis O'Rourke or Loraine Rossati –
Denis.o'rourke@lambethpct.nhs.uk
loraine.rossati@lambethpct.nhs.uk
Phone: 0203 049 4328/4261

Payment by Results (PbR)

We are planning for the introduction of PbR in mental health from April 2013, with 2012/13 being a preparation year. This will enable, for the first time, transparency between service activity and costing. It will also enable a more sophisticated dialogue between commissioners and SLAM.

For more information, please contact Denis O'Rourke
Denis.o'rourke@lambethpct.nhs.uk
Phone: 0203 049 4328

Integrated talking therapies

This project aims to improve access to, and the clinical effectiveness of, primary care talking therapies commissioned by NHS Lambeth. An integrated talking therapy service specification has been developed which covers the current IAPT (Improving Access to Psychological Therapy) and primary care counselling services. As well as improving access, this will reduce fragmentation, duplication and overall cost. The service is out to procurement and it is planned that a new contract for services will be in place from August 2012.

For more information, please contact:
Sue Field at susan.field@lambethpct.nhs.uk
Joiss Soumahoro, at joiss.soumahoro@lambethpct.nhs.uk (Mental Health Commissioning Team).
Phone: 0203 049 4001/4315

Dementia strategy

Service redesign aimed at supporting more effective community based services is the priority of the Lambeth dementia strategy. It is planned to reduce the number of SLAM continuing care beds and reinvest the savings to help more people remain in their own homes. Additional investment has already been targeted towards the expansion of the memory service, new day centre and the development of assisted technology.

For more information, please contact Liz Clegg or Michelle Barber -
liz.clegg@lambethpct.nhs.uk
Michelle.Barber@lambethpct.nhs.uk
Phone: 0203 049 4309

Staying Healthy

- Clinical commissioning leads: 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 has exceeded the DH target for 2011/12. Activity data will be shared with practices over the coming weeks. During 2011/12 Lambeth has worked with Southwark and Lewisham to develop a joint service specification for the new financial year. The joint specification, which includes the DH minimum dataset, will be shared with all participating practices next month. Our focus for 2012/13 will be on the quality of provision and we will be working closely with practices to support them where necessary. *If you would like more information on the NHS Vascular Health Checks programme, please contact Mahroof Kazi at Mahroof.Kazi@lambethpct.nhs.uk*

Lambeth Early Intervention and Prevention Service

Lambeth Early Intervention and Prevention Service (LEIPS) supports the health checks programme by providing a number of onward referral 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

NHS Lambeth is very pleased to announce that stop smoking targets have been exceeded in 2011/12. GP Practices and local pharmacies have supported us in achieving this great result. If you would like more information on the stop Smoking Service, please contact Terri.Forward@lambethpct.nhs.uk

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 have received training in screening and brief intervention for alcohol misuse by 2015. Commissioning for Quality and Innovation (CQUINS) have been agreed for the Community and Acute Trust Contracts, which means a whole-system approach to achieving a positive outcome for 2012/13. *If you would like more information on Alcohol Prevention, please contact Abdu.Mohiddin@lambethpct.nhs.uk*

Healthy Living Pharmacy

Following a competitive process, and rigorous review of pathfinder criteria NHS Lambeth was selected to become a national 'Healthy Living Pharmacy' pathfinder site in September last year. This initiative has given Lambeth the opportunity to showcase community pharmacy's enthusiasm for a greater role in improving the health and wellbeing of their communities and inform the future direction of travel for community pharmacy.

The National team asked us to contribute to their target of 100 community pharmacies becoming Healthy Living Pharmacies by the end of March 2012 and we committed to a minimum of 5 accredited pharmacies. NHS Lambeth is proud to announce that we have in fact achieved 14 accredited

pharmacies and have a further 5 pharmacies who will be accredited before the end of April 2012. The remaining pharmacies will be accredited by June 2012.

NHS Lambeth is helping to build a good picture of how Healthy Living Pharmacies can support people locally to change their lifestyles improving their health and wellbeing and potentially improve health outcomes and build the evidence base for pharmacy's contribution to public health. *If you would like more information on this project, please contact Mahroof.Kazi@lambethpct.nhs.uk*

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 aged 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 vida.cunningham@lambethpct.nhs.uk*

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

Musculoskeletal Clinical Assessment and Triage Services (MCATTS)

The MCATTS continue to be a great success. In 2011/12, we carried out a review of the services and this showed that the MCATTS had significantly reduced GP-initiated new outpatient activity, delivering savings of around £445k. A decision was taken in November 2011 to tender MCATTS, with the potential to include all standard MSK physiotherapy. This tender process will run throughout 2012/13 and will support commissioning a quality driven, cost effective service.

This workstream has strong clinical engagement. The MSK steering group - which includes multi-professional clinical leads, managers and partner organisations - have driven forward significant improvements in the MSK pathway which have led to the development of a new workstream in pain management.

A new lead has been appointed for MSK, Dr Imtiaz Ahmed, who will be leading on osteoporosis, osteoarthritis and total hip and knee replacement pathway redesign.

For further information, please contact

Clinical commissioning lead: Dr Ray Walsh at RWalsh@nhs.net

Managerial lead: Jennifer Burgess at Jennifer.Burgess@lambethpct.nhs.uk

Dermatology

During 2011/12, there has been a reduction of 4% in total new GP initiated dermatology outpatients compared to the same period last year. This is due primarily to the uptake of checklists and introduction of GP practice peer review.

Funding has been confirmed for Lambeth to continue with the Parents Eczema Education Programme for 2012/13. The programme has provided parents with the opportunity to learn fully how to recognise

and manage eczema flare ups in their children and improve their confidence and skill in application in topical treatments. Early data suggests a reduction in A&E GP activity as a result of the programme.

For further information, please contact

Clinical commissioning lead: Dr Adrian McLachlan at Adrian.Mclachlan@nhs.net

Managerial lead: Alicia Reeves at Alicia.Reeves@lambethpct.nhs.uk

Gastroenterology

In 2011/12, redesign work in gastroenterology has focused mainly on education and improving referral checklists. Following successful gut and liver educational events for GP practices in the North, further events will be planned in 2012/13 for other localities and Southwark. Referral checklists have been developed for 5 key gastro conditions and these are currently being piloted in North Lambeth.

A patient survey in hepatology outpatients at both Guy's and St Thomas' and King's College Hospital was carried out in February 2012. 68 patients provided feedback on the existing service and how they might prefer care to be delivered in the future. Patients reported they would be happy to be seen in the community and would be keen to develop pathways to reduce waiting times and improve choice of appointment times. This will be used for service planning in 2012/13.

For further information, please contact

Clinical commissioning lead: Dr John Balazs at JohnBalazs@nhs.net

Managerial lead: Alicia Reeves at Alicia.Reeves@lambethpct.nhs.uk

ENT

Lambeth wide audit results suggest that there is a potential to reduce ENT new outpatient attendances by up to 26%. This is significant given that Lambeth's benchmarked position on first outpatient appointments is low - 9.5 per 1000 for Lambeth compared with London at 13.8 per 1000. Additionally, the audit suggests the potential to decommission approximately 9% of ENT follow-ups and the main area of focus for this will be looking at the policy for post operative follow-up. The audit report will be shared with practices this month and will include recommended actions to support redesign and alternative options to outpatient referrals.

For further information, please contact

Clinical commissioning lead: Dr Raj Mitra at R.Mitra@nhs.net

Managerial lead: Alicia Reeves at Alicia.Reeves@lambethpct.nhs.uk

Gynaecology

A specification and business case for a new community service was developed with primary and secondary care clinical leads during 2011/12. Implementation of the service was put on hold in order to test a referral clinical review service which was piloted for two Lambeth practices. Based on the results, the clinical review service will not be commissioned for Lambeth at this stage. However, health partners have identified key learning needs based on the clinical review pilot and education programmes will be delivered through 2012/13 for primary care clinicians.

Agreement has been reached to stop self-referral for emergency gynaecology at GSTT, with the revised pathway to take effect from 7th May. The clinic will continue to accept self-referrals for early pregnancy. A briefing outlining what this means for practices has been circulated and we will monitor feedback from both practices and patients as we move forward.

Additional referral checklists have been developed for Lower Urinary Tract Symptoms, menopause and Polycystic Ovary Syndrome. These have been circulated and practice templates will be available on the LCCCB website (www.lcccb.org) shortly.

We are pleased to announce we have appointed Dr Carley Hennah as the new clinical lead for gynaecology. Gillian Ellsbury will be handing over to Carley.

For further information, please contact

Clinical commissioning lead: Dr Gillian Ellsbury at Gillian.Ellsbury@nhs.net

Managerial lead: Harprit Lally at Harprit.Lally@lambethpct.nhs.uk

Pain

A new workstream has been set up to map existing patient pathways for pain services and identify areas for potential service improvement and redesign. An initial event was held in April 2012 including representation from GSTT, KCH, SLAM and GP Commissioners. Working groups are in the process of being established to scope the improvement programme for 2012/13.

A new clinical network lead has been appointed for pain management, Dr Lisa LeRoux, who will be involved in the full programme of redesign and commissioning.

For further information, please contact

Managerial lead: Jennifer Burgess at Jennifer.Burgess@lambethpct.nhs.uk

Ophthalmology

Ophthalmology has been identified as a priority area for redesign. Lambeth's outpatient spend is relatively high compared to national benchmarks, some waiting times are high and the recent clinical audit practices participated in indicated 38% of referrals could be managed in an alternative way. The BSU has been reviewing models of delivery elsewhere, including Somerset, Croydon and Bexley as well as working with local providers and patients to develop alternative service options, including an option for community optometrists to see and treat a broader range of conditions. During May we will be seeking to develop a joint Lambeth and Southwark business case for consideration at the May or June Planned Care Programme Board.

For further information, please contact:

Managerial lead: David Smith at david.smith@lambethpct.nhs.uk

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 achieved one of the key targets in CVD in 2011/12 reaching 87.9% for blood pressure control versus a target of 87%. The CVD Steering Group has been driving a number of areas of work that have supported this.

For hypertension, we have focused on two main areas of work. One is a pharmacist-led hypertension clinic pilot for which an evaluation is currently being carried out, due to be completed in May 2012. A number of ambulatory blood pressure machines have also been purchased and the CVD Steering Group is currently reviewing service models for providing an ambulatory blood pressure monitoring service across Lambeth.

A business case to fund a pilot service delivering atrial fibrillation (AF) care and primary prevention was also agreed in December to begin in May 2012. The pilot is a small-scale community service providing an AF nurse and pharmacist time on a sessional basis. The pilot aims to shift 6% of total cardiology outpatient activity from the hospital setting.

The educational component of the cardiology service will support improved detection and management of both hypertension and atrial fibrillation. Following the successful delivery of an atrial fibrillation education event in 2011/12, two hypertension events are taking place in April 2012.

Finally, Lambeth are leading anti-coagulation scoping exercise to assess impact of forthcoming NICE guidance.

For further information, please contact

Clinical commissioning lead: Dr John Balazs at JohnBalazs@nhs.net

Managerial lead: Harprit Lally at Harprit.Lally@lambethpct.nhs.uk

COPD

The main focus for 2011/12 has been the development of a pilot integrated community respiratory team (ICRT) which is being commissioned to deliver a number of services including single point of referral for respiratory conditions, Home Ward for patients with COPD exacerbation and oxygen reviews.

A single point of access for GP respiratory referrals was piloted in Southwark from January 2012 and established in Lambeth from 1st April. The new guidance and referral form was sent to all practices in February 2012 and is available on the LCCCB website.

The home oxygen assessment and review service has been established and functions across both Boroughs and at both KCH and GSTT. A team of clinical specialists, including nurses and physiotherapy staff provide an assessment and review service, identify patients who no longer require oxygen provision in their home. The ICRT also supports the ongoing management and administration of home oxygen ordering and it is estimated that this area of work will save around £150k for Lambeth and Southwark during 2012/13.

In 2012/13, continued development of the respiratory 'Home Ward' will aim to reduce emergency admissions and the patients' length of stay by supporting COPD patients with exacerbations in their home environment.

Other developments in 2012/13 include virtual clinics for general practice to support better diagnosis and management of patients with COPD and adult asthma and integrated palliative care including support to patients who would like to die at home.

For further information, please contact

Clinical commissioning lead: Ruth Jeffery at Ruth.Jeffery@nhs.net

Managerial lead: Jennifer Burgess at Jennifer.Burgess@lambethpct.nhs.uk

Diabetes

During 2011/12, Lambeth approved funding for The Transfer of Care project, whereby appropriate patients are transferred from secondary to primary care for diabetes management. Community clinics were established and operational by December 2011 in two practices and patients are now being appropriately transferred resulting in reductions in acute activity and spend.

Lambeth are 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

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Your Feedback Counts

We would love to hear what you think of this newsletter.

Please feedback to lambethgpcommissioning@nhs.net

We welcome any comments and suggestions for improvement, and suggestions for articles on specific topics