Improving health and care services in south east London

A summary of plans to help our NHS adapt to meet increasing demand on services and resources
A chance to improve our NHS...

The NHS of today is very different from the original 1940s design, but its values still hold true. We want to protect it and help it adapt as the world and our health needs change.

We have a growing and ageing population. As life expectancy increases, so do ailments of old age, meaning more people with chronic conditions like heart failure and arthritis. GPs, community nurses, ambulances, A&E departments and hospital services are under intense pressure.

We have some excellent health and care services – but we know there are variations across south east London and not everyone receives the same quality of care. There are big opportunities to make improvements to how our NHS works. Some people now treated in hospital may be more appropriately seen either in GP, community or home supported services. Our plan involves significant investment in better GP services.

Read about our plans to make sure we can continue giving you and your family the best possible care now and in years to come.

Dr Andrew Parson
Bromley GP and Co-Chair OHSEL Clinical Programme Board

NHS Sustainability and Transformation Plans (or STPs)

In December 2015 NHS organisations in 44 areas in England were asked to work together to each produce a five-year plan. Each plan sets out to help local people lead healthier and longer lives; ensure everyone gets the same quality and access to care; and improve efficiency and make better use of the money that is available.

These plans were named NHS Sustainability and Transformation Plans (or STPs).

Our Healthier South East London

Our Healthier South East London (OHSEL) is the STP for south east London. OHSEL was first established in 2013 by local NHS commissioners with the main aim of developing more integrated, out-of-hospital and preventative care. Since 2015, and the creation of STPs, OHSEL includes local managers and clinicians from NHS trusts, local council representatives and others, all working together to ensure good quality and access to NHS services in south east London in the years ahead.

OHSEL has no statutory or legal basis. It simply represents the NHS in south east London working and planning together with partners from the local community.
What are we doing?

- **More GP appointments.** An extra £7.5 million a year is being invested to ensure that people in south east London can book to see a GP at a time that suits them – including more evening and weekend appointments. By 2018 all practices will offer online as well as telephone booking, and will allow every single patient to manage their prescription and medical records online.

- **No closures of any A&E and maternity departments.**

- **Better maternity care.** By dedicated midwives supporting mothers throughout pregnancy, with better advice and choice on birth options.

- **Developing world-class orthopaedic services** – for conditions that affect bones, joints, ligaments, tendons, muscles and nerves. Fewer cancelled operations, shorter waiting times and more procedures carried out.

- **Faster cancer diagnosis.** In two new Guy’s and St Thomas’ Cancer Centres – at Guy’s Hospital and at Queen Mary’s Hospital, Sidcup. We also want to launch a dedicated cancer support phone line and ensure there are clinical nurse specialists for all patients.

- **All the different parts of local health and care services working together.** To use available money and resources in the best way possible – helping us avoid a £1bn overspend by 2021.

OHSEL covers a range of complex projects at different stages in their development – some are detailed, others are more outline at present.

Our most developed projects are the result of several years’ discussion between local patients, members of the public, doctors, nurses and other clinicians from different settings, council and NHS representatives.

We can’t address the shortfall in local government funding by ourselves, and individual NHS organisations remain accountable for their finances and performance. But it is good to work together – we can’t solve our problems if organisations work in isolation.

“In south east London we have some incredible, world renowned services. Unfortunately that’s not the case throughout the whole patch – there is variability. What we want is for all services to be lifted up to that high level, so that wherever you are – whether you’re accessing community or hospital services – that you can expect that world class standard.”

Dr Eugenia Lee, Greenwich GP

“At the heart of OHSEL, is improving the offer to our people. A more immediate, more comprehensive, more friendly and more personal offer to the people in our communities.”

Professor John Moxham, OHSEL Clinical Oversight Group
How will our plans benefit you?

Community based care
Community based care is care that is provided outside hospital, for instance by your GP or a local health centre. We want to make sure everyone gets the care they need, when they need it. So, we are working to make it easier to access GPs, with more appointments available at evenings and weekends. This has already made a real difference to patients, with an extra 87,000 GP appointments a year in Southwark alone. With more funding, all boroughs will be able to offer appointments 8am to 8pm, seven days a week, by 2019. From 2018, all practices will offer online as well as telephone booking, allowing every single patient who chooses to, to manage their prescription and medical records online.

We’re also changing the way we work so that local services like GPs, pharmacists, community nurses, social care, mental health services and voluntary groups work better together, sharing information and resources. This will make it easier for people who need it to access support.

Cancer
We want to diagnose cancer earlier and faster and refer people more quickly to specialist cancer services. In practice, this means:

- A new £160 million purpose-built Cancer Centre at Guy's Hospital opened in September 2016 to provide state-of-the-art facilities for cancer diagnosis, treatment and research.

- Guy’s Cancer at Queen Mary’s Hospital (QMH), Sidcup, opened in May 2017 as part of the £30 million redevelopment of the QMH site. Patients living in outer south east London can now have radiotherapy and chemotherapy treatment closer to their homes.

- A dedicated phone line will help direct patients, carers and GPs find the right facility for each stage of their treatment.

We’re also aiming to improve the availability of support for people living with and beyond cancer and improve the experience and outcomes for patients.

“We want to support people to be more in control of their own health, and keep themselves and their families healthy and well.”

Dr Jonty Heaversedge, GP and Chair of NHS Southwark Clinical Commissioning Group
Planned care
Planned care is treatment that is planned in advance, such as an operation booked on a certain date. We want to make sure that all patients can access consistently excellent care. We want to make changes to non-emergency orthopaedic surgery services ensure fewer cancelled operations, shorter waiting times and more procedures carried out.

We want to make better use of all diagnostic services and facilities available in south east London, to speed up diagnosis, including rapid access to those who need more urgent tests.

Urgent and emergency
We know some of the people who access urgent and emergency care could be seen more appropriately in other settings, such as by a GP. One of the biggest impacts on urgent and emergency care will be felt through the development of out-of-hospital care and by helping residents avoid emergency admissions with better care planning and on-going support. If people do need to use urgent or emergency care, we want to ensure consistent, high quality services; better advice on where to go for urgent care; and access to specialist care at the earliest point, including mental health emergency services.

Children and young people
We aim to provide support closer to home for families – to help keep children physically, mentally and emotionally well – and more joined-up health and care services that are easy for patients and their families to understand and navigate. We want to make it easy to access the right services first time, and make sure anyone who has to stay on a specialist children’s ward gets back home and to school as quickly as possible. Another priority is making transition into adult services more straightforward for young people with long-term conditions.
Maternity
We want women to have access to high quality maternity services close to home before and after birth. We also plan to support women to have a normal birth, in the right location for them, with as little medical intervention as possible. We think the standard should be midwife-led maternity care with a named midwife before and after birth for every woman, with consultant-led support at hospital when necessary. We want teams of highly trained staff with different skills delivering high quality, kind, safe and effective care. We also want to provide better lifestyle support to help mother and baby lead happy and healthy lives.

Mental health
We want to stop treating the mind and body separately. If someone becomes unwell, we want our services to assess and treat mental health disorders or conditions on a par with physical illnesses. For this to happen, mental health services need to become more integrated in all our health and care services. This is why improving mental health care is embedded in all of our projects. We are bringing health and care professionals from all disciplines and organisations to work together across boundaries.

In south east London we want all women to have access to perinatal (the time, usually a number of weeks, immediately before and after birth) mental health services. This is already underway in Lambeth, Southwark & Lewisham after funding was secured to expand specialist perinatal services. More staff are being recruited and the service will be evaluated 2018/19.

Specialised services
Specialised services are provided in a small number of hospitals and are used by relatively small numbers of patients. They cover more than 170 services, including things like paediatrics, neuroscience, cardiac, HIV and kidney. They tend to be provided in large hospitals by teams of highly trained, experienced staff and are often associated with academic research and innovation.

We are working with NHS England and our NHS partners in south west London to support a review of specialised services across the whole of south London. We want to make sure that specialised services in south London offer people timely access to care, are efficient and effective in the way they are provided and are sustainable in the future – with the right mix of clinicians and support staff delivering the highest quality care from the most appropriate locations.

Transforming Care Partnership
South east London is committed to transforming care for people with learning disabilities and autism. This is part of a national programme to give people and their families more choice, making sure people get earlier and better quality support in their community so they can be cared for close to home, reducing the need for inpatient services.

Digital
We want to make better use of technology to give patients more control over their day-to-day care. We want care professionals and residents to be digitally connected and able to safely access information and services at any time and from anywhere. This could mean more health and care smartphone apps, wearable devices and virtual consultations.

“Every time anyone is seen anywhere in our local healthcare system, their mental and physical health needs, as well as social issues – which impact enormously on health and wellbeing – should be considered together.”

Dr Sridevi Kalidindi
Consultant Psychiatrist in Rehabilitation at South London and Maudsley NHS Foundation Trust
Fixing our finances
We would need this plan even if we had limitless funding, because we urgently need to address the clinical and quality challenges facing local services. We are exploring every opportunity to get better value for money and the best results for our patients, making the most of resources that are under increasing pressure.

We know we can save money without cutting services or reducing clinical quality. In fact, some of the ways we spend money are inefficient and can contribute to poor care, for example:

- **Staff**
  We want to make the best use of the staff we have, working to support them and develop careers that make south east London a great place to work.

- **Buildings**
  We are starting to work together across organisational boundaries better so that we can share NHS buildings. We want to make sure that, as far as possible, services are in the right place, and in buildings which are big and flexible enough to accommodate health and care needs now and in to the future.

We know many patients using A&E for routine care could be seen in a GP surgery.

- A GP appointment **costs £85**, an A&E attendance costs **upwards of £113**.

At the end of October 2016 we had **101 patients in acute hospitals** whose transfer to a more appropriate setting was delayed, and many more whose needs would be best met outside of hospital.

The cost we pay for basic items, like surgical gloves, **varies between organisations**.

Local governments have **reduced their administration costs by sharing services**, such as some back office functions like finance processes and IT systems – the NHS could do the same.
Get involved!

We’ve spoken to or involved almost 5000 members of the public in our work so far, through interviews, discussions, open events, roadshows and through our programme of public and patient voices, who ensure that the patient voice is heard in all our meetings.

We want to make sure that people in south east London get the support and care they need and want. We carry out discussion meetings, events and other activities to create opportunities for people across our community to get involved in our work.

Your feedback will help us understand more about real experiences of health and wellbeing and play a part in influencing future health and care services in south east London.

Please let us have your views and comments about our plans, if there is anything else you would like to know more about, or any ways you think we could further involve local people.

Contact us ourhealthiersel@nhs.net
or follow us on twitter @ourhealthiersel

We also have a number of ways to get involved. You can:

- Sign up to receive regular news
- Express an interest in becoming a Patient and Public Voice
- Hear about upcoming events that might interest you

Read more about all our plans or sign up to hear more online www.ourhealthiersel.nhs.uk

“Every patient voice matters. The NHS is our system. We as patients and the public need to get involved to help us get a better NHS.”

Abi Puddicombe, Patient Voice, Cancer Clinical Leadership Group

To request this document in other formats or languages, or for more information:

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