



West Kent
Clinical Commissioning Group

A photograph of a family walking on a path in a park during autumn. A young girl in a patterned jacket and dark pants is running towards the camera, smiling. Behind her, a man and a woman are walking, and another child is walking away. The path is covered with fallen leaves, and the background is filled with trees with yellow and orange foliage.

Annual Report Summary 2017/18

Introduction

It is now five years since clinical commissioning groups (CCGs) came into being and in the last 12 months we have started to reshape some of the ways we work.

All the CCGs across Kent and Medway are working together to set up a strategic commissioner to do those things best done at scale. This will take its direction from the assessment of population needs undertaken by the new Kent and Medway Health and Wellbeing Board.

Locally, we are firmly focused on working closely with our partners in the NHS, social care and the district and borough councils to bring about lasting change for the people we serve, particularly those people with complicated health problems. Our new joined-

up teams are really promising. By looking at people's needs when they start to struggle, we can intervene early to prevent things getting worse. It helps to keep people well and independent at home, which is much better for them, and less costly for the NHS.

Effective integration will help us to make the most of the resources available and continue to provide quality care.

This document gives a brief overview of some of what we did in 2017/18. Our full Annual Report and Accounts is available at www.westkentccg.nhs.uk

Dr Bob Bowes

Chair, NHS West Kent Clinical Commissioning Group (CCG)

Care for people with complex conditions is changing



GP practices in west Kent have grouped together in seven geographical 'cluster' areas and in each of these clusters we have set up new joined-up teams to improve how people with complex health needs are cared for. This team is known as a multi-disciplinary team (MDT) and typically includes complex care nurses, community nurses, health and social care co-ordinators, a dementia nurse, social care, an MDT co-ordinator who organises and chairs the meetings and, of course, GPs.

The teams meet monthly to proactively review the health and wellbeing needs of those patients with complex health needs who may need extra support and have agreed to this approach. They discuss the best ways to look after them and support their families and carers.

The focus is looking after people as a whole, finding out what matters to them and focuses on their mental health just as much as their physical health and social needs.

We want to help people with complex needs like Dorothy by:



Helping Dorothy to look after herself.



Organising her care better.



Helping her live safely at home.



Responding rapidly to her at home when she becomes unwell and needs support.



Making sure Dorothy can get home from hospital quickly and safely.



Joining-up the team looking after her.



Giving Dorothy, her GP and the people looking after her better access to expert advice and faster access to her test results in the community.



Having one number for her to call for help, advice or support.

Care Homes Strategy

Our 73 care homes for older people provide care to some of the most vulnerable residents in west Kent. With that in mind we have been working to implement our Care Homes Strategy to ensure that the care provided within care homes is high quality and meets the needs of the people who live there.

This year we have been working towards delivering the first two objectives in the strategy:

- 1** To ensure all care home residents are able to access primary care (GP) support. We have already seen improvements in continuity of care and support for both residents and homes.
- 2** To enhance the support care home residents receive from GPs. Now the GP practices that serve each care home proactively review residents' care and focus on their individual needs and supporting their families and care home staff.



In 2018/19 we are working to support care home staff and improve training and development opportunities. We are also focusing on using technology better, to help healthcare professionals work in a more joined up way and improve the way they care for residents.

A new accountable officer

In February 2018 NHS West Kent Clinical Commissioning Group (CCG) appointed Glenn Douglas as our new accountable officer.

Glenn, who has a wealth of experience in the NHS and was previously the chief executive of Maidstone and Tunbridge Wells NHS Trust, is now accountable officer for all eight clinical commissioning groups in Kent and Medway, enabling us to work more closely together on those things best done at scale.

As the Chief Executive of the Kent and Medway Sustainability and Transformation Partnership (STP), he also continues to lead the work of improving health and wellbeing, standards of care, and making best use of health and social care resources.

Ian Ayres, our former Accountable Officer, is now Managing Director of Medway, north and west Kent, working as part of a single senior management team across Kent and Medway. This team will work in shadow form before making permanent arrangements in 2019/20.

Consultation into stroke services across Kent and Medway

A consultation about the future shape of urgent stroke services in Kent and Medway ran from 2 February to 20 April 2018.

It asked the public about the CCGs' proposal to create three 'hyper acute' stroke units in Kent and Medway staffed by specialist teams to provide 24/7 care.

These, with acute units alongside them, would replace general stroke services currently provided

in Kent and Medway's hospitals. Currently, although stroke staff do their very best, the way services are organised means that some people do not get the right treatment fast enough, particularly overnight and at weekends.

People's feedback included concerns over travel times, the need for strong links to rehabilitation services, and recruitment.

The consultation feedback includes:

▶ **2,240** responses to the online questionnaire

▶ Notes from meetings hosted by others where we discussed the proposals

▶ Notes from consultation events with staff in NHS trusts

▶ **500+** comments and questions through social media

▶ Notes from **28** public listening events attended by **850** people

▶ Notes from consultation events with staff in NHS trusts

▶ **442** face to face discussions

▶ **701** telephone interviews

▶ **500+** email / postal / phone comments and questions

▶ **1,521** postcard responses and a petition with around **3,500** signatures

All the feedback is now being independently analysed and the 10 CCGs involved are expected to make a final decision at a public meeting in autumn 2018.

Developing local and urgent care

In summer 2017, a series of six listening events welcomed people to discuss the development of healthcare in west Kent as part of broader strategic transformation plans.

More than 200 people attended to talk about local care, improving access to care and support in people's own communities, and urgent care, which treats people who are ill or injured but do not need emergency care.

People were particularly pleased to hear about greater flexibility for anyone looking to book GP appointments. From October 2018, we are improving access to general practice and offering 8am-8pm appointments, Monday to Friday, and some weekend slots for all registered patients in west Kent.

Improved antibiotic prescribing

Antibiotics are a vital tool for modern medicine, not just for the treatment but also the prevention of infections. However, the more antibiotics are used, the less effective they become as over-use gives resistant bacteria a greater chance to survive and spread. The CCG's Medicines Optimisation Team continues to work with healthcare colleagues in west Kent to reduce inappropriate prescribing of antibiotics and optimise their use. This includes piloting the use of technology such as 'Point of Care' testing when considering treatment with antibiotics.

The overall volume of antibiotics prescribed in west Kent has reduced. For example, 27.3% fewer Urinary Tract Infection antibiotics have been prescribed over the past year.



Children and young people's mental health services

In September 2017, we launched a new emotional wellbeing and mental health service for children and young people in Kent, in conjunction with Kent County Council.

More than 100 children and young people helped to define the standards they want from the new service and a small group participated in the formal procurement process. After consultation with staff, the new model of care, which children and young people contributed to, went live in April 2018.



Increasing choice for expectant mothers

As part of NHS England's 'Better Births' transformation programme, from March to November 2017 we ran an engagement project about the choice and personalisation in maternity services in west Kent. We spoke with 120 women who were booked in to have their baby at either Maidstone or Tunbridge Wells hospital, to understand their views on what choices they were offered about their maternity care.

A pilot project ran in two community midwifery teams, which gave women and their families a detailed booklet about the services and support available to them.

Due to the programme's success, the maternity voices partnership across Kent is now building upon this approach.



ONE YOU – encouraging everyone to lead healthier lives

Have you taken the "How are you?" quiz yet?

Find out how your health stacks up – and get practical advice from One You on how to make positive changes.

www.kent.gov.uk/social-care-and-health/health/one-you-kent

Finance

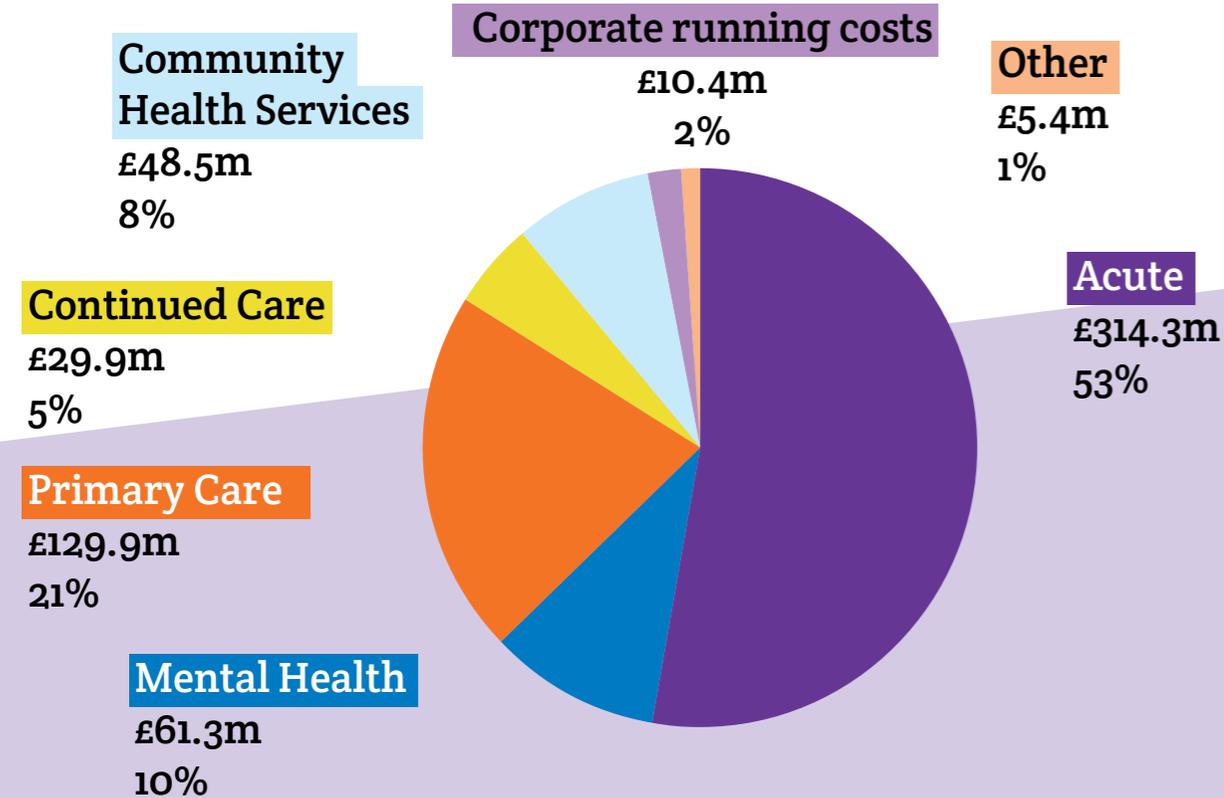
In 2017/18, the CCG spent £626.7m on patient care for the population of west Kent. The majority was spent on acute hospital services, which includes the emergency department, surgery, and consultations with NHS and private providers.

The CCG also pays GP contracts, since it took on Delegated Commissioning in Primary Care in 2016/17, as well as paying for the drugs prescribed by our GPs, and community-based services such as district nursing,

community hospitals and therapies. We have also increased the amount spent on mental health services.

During 2017/18 price reductions were negotiated at a national level for certain types of drugs and the benefit was released to the CCG resulting in an additional surplus of £572,000.

As always, we are working within a tight budget, we are focused on getting the best possible value for money and using it to best serve our population.



Performance – 2017 / 18

The biggest challenge facing the NHS is to continue to improve health services while managing an increasing demand on services. With limited finances and resources, including the number of staff available, this is no small feat.

Health and social care staff in west Kent are working hard to meet national targets. In

2017/18, the CCG has improved its performance against a number of key national standards.

We maintain a close working relationship with Maidstone and Tunbridge Wells NHS Trust to improve performance and tackle the challenges facing the two acute hospitals in west Kent.

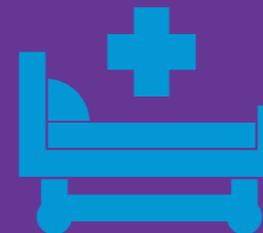
Together, we are working hard to meet targets for:



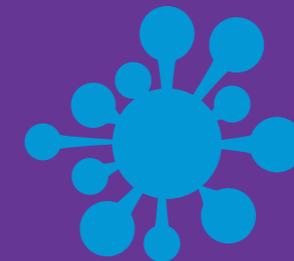
A&E (the number of patients admitted, transferred or discharged within 4 hours)



Patients waiting less than 18 weeks to be treated after being referred



Discharging patients when they are well enough, which frees up beds for other people



Cancer care

Looking ahead to 2018/19

Providing high quality and accessible urgent care services delivered by skilled clinicians is a priority for west Kent in 2018/19. We aim to ensure that urgent care services in the future are delivered in a seamless, integrated way to best meet the needs of our local population. Whatever the person's urgent need is and wherever they are, we want people in west Kent to access the best care, from the right person, in the best place and at the right time.

We will also see an improved NHS 111 service, which will support different NHS organisations to provide joined up care and collaborate to deliver high quality clinical assessment, advice and treatment. Central to this will be the development of 'Clinical Assessment Services (CAS)', offering patients access to a wide range of clinicians, both experienced generalists and specialists, when needed.

As part of developing local care, we started work in March 2018 around the development of local care hubs. These are buildings that could

potentially house a number of different health, social care and wellbeing services in one place, working in a more integrated way. We have already planned a number of engagement events and surveys to allow us to incorporate public and stakeholder views on key elements such as the potential service model and travel times.

The views from local people and stakeholders will inform the Strategic Outline Case that will test the feasibility of the concept. If agreed by the CCG's governing body and other partner organisations, the CCG will then look in detail at specific locations and services for potential hubs and undertake further engagement and consultation where required.

Other key aspects of the local care plan that we will progress in 2018/19 include the implementation of a falls prevention service, a review of reactive care (rapid response) to ensure sufficient capacity to prevent admissions to hospital, and working with partners to look at the workforce requirements to support local care.



If you'd like to know more about the work of NHS West Kent Clinical Commissioning Group, or to get involved in shaping healthcare services locally, please join our Health Network at www.westkentccg.nhs.uk/get-involved/west-kent-health-network/

To see the full annual report and accounts, visit

www.westkentccg.nhs.uk/about-us/our-plans-reports-and-strategies

You can also call 01732 375200 or email westkent.ccg@nhs.net for a copy.