Introduction

Over the last 12 months we have continued to reshape some of the ways we work at NHS West Kent Clinical Commissioning Group (CCG). We have been working increasingly closer with our colleagues across Kent and Medway and the coming year will see teams joining up still further.

This doesn’t mean we are losing our local focus though, quite the opposite. We continue to work with our partners in the NHS, social care and the district and borough councils in West Kent to bring about lasting improvements for people living here.

Our partnership working over the last few years via our Improvement Board has enabled us to anticipate many of the suggestions in the NHS Long Term Plan, giving our population the advantages that more joined-up services bring, sooner rather than later.

Over its lifetime, since 2012, West Kent CCG has never failed to meet its financial targets and partly as a consequence of this, has been rated as ‘Good’ by NHS England.

This document gives a brief overview of some of what we did in 2018/19. Our full annual report and accounts are available at www.westkentccg.nhs.uk

Dr Bob Bowes
Chair, NHS West Kent Clinical Commissioning Group

Patients’ views shape local care hubs

Throughout spring and summer 2018 we were out and about seeking residents’ views to shape the development of local care hubs.

People told us that the hubs need to:

- Offer broader support than health, including help with housing issues
- Provide fully integrated, not just co-located services
- Be a ‘one stop shop’ where patients can attend multiple appointments on the same day
- Offer prevention and self-care support to help people stay well.

Travel concerns were highlighted, with 418 people completing a survey telling us about getting to hospitals and GP practices in west Kent.

The CCG’s Governing Body has agreed to look at building three main local care hubs in the Maidstone, Tonbridge and Sevenoaks areas, with the possibility of two further ‘mini-hubs’ in the Weald of Kent and Aylesford.

Work is under way to help identify potential sites for the hubs.
Better Births
We are hosting the team that is working across Kent and Medway on transforming maternity services following the national Better Births Review.

The transformation is about enabling organisations to work together more, joining up services, giving women more choice in the care they receive during their pregnancy and their baby’s birth, improving their experience of maternity services overall.

Child and Adolescent Mental Health Services (CAMHS)
NELFT, the organisation providing Child and Adolescent Mental Health Services (CAMHS) in West Kent has, and continues to, work with schools and other organisations to meet increasing demand for services.

Waiting lists for assessment, diagnosis and treatment for often complex mental health needs are getting shorter.

Suicide Prevention
More than £660,000 in suicide prevention funding from NHS England and Public Health England will allow work started across Kent and Medway in 2018/19 to continue.

West Kent CCG will manage this money for the Kent and Medway System Transformation Partnership (STP) for the coming year.
Wheelchair services make progress

Additional funding from Kent and Medway’s CCGs, better processes and more staff at Millbrook Healthcare, are leading to continuous improvement at the Kent and Medway Wheelchair Service.

Improving Access to Psychological Therapies

2018/19 saw the agreement of a pilot project for 2019/20 in west Kent that will include looking at low levels of GP referrals to the Improving Access to Psychological Therapies (IAPT) service and if the ways GPs refer patients to IAPT could be simplified.

Assessment provision and equipment

<table>
<thead>
<tr>
<th>Date</th>
<th>Waiting Time</th>
<th>Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2018</td>
<td>3,369</td>
<td>2,239</td>
</tr>
<tr>
<td>February 2019</td>
<td>224</td>
<td>461</td>
</tr>
</tbody>
</table>

Wheelchair repair (waiting more than 10 days)

<table>
<thead>
<tr>
<th>Date</th>
<th>Waiting Time</th>
<th>Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2018</td>
<td>461</td>
<td>224</td>
</tr>
</tbody>
</table>

Improvements to dementia care

In west Kent, our dementia diagnosis rate remained below target in 2018/19 but work is under way to enable more people to be assessed sooner.

This includes the recruitment of seven dementia nurses to work with GP practices, improving support for patients.

The nurses will both support people newly diagnosed with dementia and help identify and assess patients with a likely diagnosis of the condition.

However, while the service is making good progress, there is still a way to go, and there are still people waiting too long for the equipment they need.

The improvement plan aims for the backlog to be cleared by end of September 2019.
Exemplar End of Life Care booklet

With the help of West Kent’s residents, we created an End of Life Care booklet providing essential information for patients and carers.

The booklet, developed and distributed through our Patient Participation Group (PPG) Chairs’ Group, was well received in West Kent and has since been used as a template in other counties.

Edenbridge event and exhibition

We are taking forward the project to provide a new building to house all future health services for Edenbridge.

In November 2018, a public event showcasing drawings and plans of the preferred site and potential new building was attended by more than 120 people.

An exhibition was also held at the Eden Centre, with experts available to answer questions on some days.

Residents were able to share their reactions to the proposed plans by filling in comment cards.

Project updates continue to be shared with Edenbridge residents, PPG Chairs and members of our Health Network via a dedicated bulletin.

Health Network

The CCG’s Health Network has been at the centre of work to widen participation and reach people who don’t attend public events or join traditional patient groups. Over 2018, more than 250 new members joined the network.

Find out more about how you can join the Health Network and other ways to get involved in shaping health services in West Kent on the Get Involved pages on the CCG’s website.
Performance

Reduced waits for urgent and emergency care

Measures introduced to improve services for people needing ‘urgent’ opposed to ‘emergency’ care have helped reduce waiting times in hospital emergency departments (ED).

Maidstone and Tunbridge Wells NHS Trust (MTW) has consistently been in the top 20 per cent of hospital trusts for ED performance, and in March 2019, exceeded the national standard for seeing 95 per cent of patients within four hours.

Improvements include patients being assessed on arrival at the ED and if they do not need emergency care, being redirected towards more appropriate care, be that from a GP, nurse practitioner, physiotherapist or mental health professional.

NHS 111

If you feel you have an urgent need for medical care, please call NHS 111.

Available 24 hours a day, seven days a week, the team at NHS 111 will identify the most appropriate care for you or if appropriate, offer advice to help you care for yourself.

Home rather than hospital

Schemes such as Home First have led to more people being able to leave hospital sooner in west Kent in 2018/19.

The Home First approach aims to make sure every patient who no longer needs hospital care, but still needs support, can continue their recovery safely at home.

Other improvements include the expansion of the Home Treatment Service (HTS) and Rapid Response (RR) enabling people to be diagnosed, assessed and treated in their homes, reducing the need to go to hospital.

The Home Treatment Service runs as a virtual ward, with patients under the care of a consultant geriatrician.

Clinics to speed up planned treatment

Telephone, nurse-led and virtual clinics have been introduced to help reduce the time people are sometimes waiting for operations and procedures after being referred by a GP.

Services have also been put in place offering alternatives to surgery for problems with bones, joints, muscles and eyes, ensuring only people suitable for operations and procedures are on waiting lists.

Increase in cancer referrals

2018/19 saw an unprecedented increase in referrals, which presented a challenge in meeting waiting time standards for cancer.

Despite the challenges, patients continued to receive high quality cancer care and waiting times are now reducing due to significant additional investment by the CCG and the hard work of Maidstone and Tunbridge Wells NHS Trust’ (MTW) staff.

MTW has the lowest published 90-day mortality rate of any NHS trust for colorectal cancers and lower than average breast cancer recurrence rates.

The CCG will invest further in cancer services in 2019/20 and expects cancer standards to be met in 2019.
At NHS West Kent Clinical Commissioning Group (CCG) we work within a budget given to us by NHS England for local health services.

In 2018/19 the CCG spent £655.180m on commissioning health care for people in 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, as well as paying for the drugs prescribed by GPs, community-based services such as district nursing, and mental health services.

As always, we are working within a tight budget and are focussed on getting the best possible value for money for the people living in west Kent.
Looking ahead to 2019/20

The NHS Long Term Plan, published in January 2019, set out the direction of travel for health care services across the country. Some of what the national 10-year plan proposes is already under way in west Kent and was at the time the plan was released.

Primary Care Networks

This year see GPs practices across the country form Primary Care Networks (PCNs) and work together more to provide services.

It’s an approach that both healthcare professionals and patients are already familiar with here in west Kent, where GP practices already work in clusters.

There will be nine PCNs in west Kent. The services available through them will be shared as they develop throughout the coming year.

Roles expected to be established this year in PCNs include that of social prescriber and clinical pharmacist.

Over the counter medicines

This year will also see the CCG encourage GP practices to follow NHS England’s guidance on conditions for which medicines that are available ‘over the counter’ should not be routinely prescribed.

There will be exceptions but generally the guidance covers prescribing medicines for short-term conditions, covering things like coughs and colds and athlete’s foot, which can be bought ‘over the counter’ from a shop or pharmacy, often costing less than on prescription too.

Alongside this, we’ll be encouraging everyone to make better use of alternative sources of advice, including pharmacists and the local Pharmacy First scheme.

Social Prescribing

At West Kent CCG we have already been working in partnership with Involve Kent on social prescribing, which is designed to help people with social, emotional or practical needs that can affect their health.

Involve Kent has specialist staff at selected GP practices, supported by volunteers, to advise and support patients.

Social prescribing will be expanded in 2019/20 as we develop our primary care workforce and the services available.