2015 Annual General Meeting (AGM)

Minutes

Date 10 September 2015
Venue Walthamstow Assembly Hall, Forest Road, E17 4JD

Attendees
- Patients, public and representatives of voluntary/community organisations
- Primary care professionals
- CCG staff
- CCG Governing Body members

Main speakers

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<th>Name</th>
<th>Title</th>
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<tr>
<td>Alan Wells OBE (AW)</td>
<td>Vice-Chair and Lay Member, Waltham Forest CCG</td>
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<td>Dr Anwar Khan (AK)</td>
<td>Chair, Waltham Forest CCG</td>
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<td>Terry Huff (TH)</td>
<td>Chief Officer, Waltham Forest CCG</td>
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<td>Dr Naheed Khan-Lodhi (NKL)</td>
<td>Clinical Director, Waltham Forest CCG</td>
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<td>Professor Karol Sikora (KS)</td>
<td>Chair of PELC and Dean of University of Buckingham Medical School</td>
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<td>Susanna Howard (SH)</td>
<td>Living Words</td>
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<td>Dr Mayank Shah (MS)</td>
<td>Clinical Director, Waltham Forest CCG</td>
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<td>Carl Edmonds (CE)</td>
<td>Deputy Director of Strategic Commissioning, Waltham Forest CCG</td>
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<td>Michael Scorer (MiS)</td>
<td>Director of Better Care Together, Waltham Forest CCG and Waltham Forest Council</td>
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1 The AGM opened and the programme was outlined.  

2 The year in review and the year ahead  

The role of the CCG and its key responsibilities were outlined, and key areas of work that have been undertaken and are coming up over the next year were outlined.  

Key points included:  

- Waltham Forest is facing some big challenges, including a rapidly growing population and the local hospital being rated as inadequate by the Care Quality Commission  
- Primary care: from 1 April 2015 the CCG took on responsibilities for commissioning GP service. A primary care strategy has been developed  
- Mental health: mental health is being given high priority – there is no health without mental health. The CCG exceeded targets for dementia diagnosis  
- Children, young people and maternity: a number of projects were undertaken to improve the health, wellbeing and safety of young people. Next year projects include a campaign to raise awareness of seeing a midwife within 12 weeks of falling pregnant  
- Cancer: the CCG is focusing on identifying cancer earlier in order to improve survival rates  
- £313m was spent in 2014/15. Of that, 57% was spent on hospital services. The CCG is aiming to increase the percentage spent on community and prevention services so people stay healthy for longer and the amount of serious health problems that require hospital care are reduced  
- Two large transformation programmes are underway to improve the way health services are delivered. ‘Transforming Services Together’ is run in conjunction with partners in the neighbouring boroughs of Tower Hamlets and Newham, and ‘Better Care Together’ is a Waltham Forest-based programme led by the CCG and the Council  
- Hospital admissions to Whipps Cross reduced by 24% in 2014/15 as a result of the Better Care Together programme  

3 Shaping health services together: A Gold Standard of care  

An update was given on how the CCG is working with the community, including local patients, to help shape and design health services.  

- A patient reference group has been providing feedback to the CCG about its plans and strategies. They have recently published a booklet encouraging more people to get involved in the work of the CCG. This has been distributed to every household.  
- A video about the Gold Standard was shown to give an example of how the CCG has been and wants to continue working with the community by: gathering patient experience and feedback, working with patients, voluntary organisations and local providers to develop plans to improve on these experiences and then using local people to help implement them.
Living words

Living Words is an arts and literature organisation that works in art centres, care homes, nursing homes, day centres, libraries, hospitals and theatres. A performance was given to show how patients with dementia feel, with the aim of making them heard and understood even when communication seems lost.

Cancer: a disease of our time

Cancer is a big focus for the CCG. Since 2010, survival rates for colorectal have risen above the England average, and recent figures show that Waltham Forest is in the top ten most improved for cancer survival rates.

Public questions and answers

Questions asked publically during the event:

- **Things just seem to be going from bad to worse at Whipps. What are you doing about it? Are you going to close Whipps?**

  Let me be very clear. Our focus is improving services at Whipps: we have absolutely no plans to close the hospital – if anything, we need to invest more in it to make it fit for the future and able to support our growing population.

  Whipps Cross is the main hospital that local people use and we have been closely supporting Barts Health to make the changes that are needed. There are some big improvements that need to happen. Patients come first, their safety, and the quality of care they receive, is our top priority. While we will support Barts Health to improve services, we will also make sure they are held to account if we do not see the change that is needed.

  It's also very important to say that while improvements need to be made, Whipps Cross also has some really, really excellent areas of good practice. Many patients are happy with their care – it just needs to be more consistent.

- **GP primary care services are already on the point of collapse in Waltham Forest. How are you going to improve access without additional resources? It's just not feasible.**

  Yes it is a huge challenge - we are seeing a rising demand for services; a fall in workforce numbers; and problems arising because services are fragmented and not talking to one another.

  There is a lot of work underway to try to improve access to GP services and make sure they are sustainable.

  One of the major projects is a newly-created Community Education Provider Network, which is known as CEPN, and is being run in partnership with North East London NHS Foundation Trust. The key principle of the CEPN is that ‘through learning together we work better together’. GPs and other community healthcare professionals - like practice nurses, pharmacists and healthcare assistants - are given opportunities to learn together in joint education and training sessions. The CEPN is also overseeing a programme of work to find joint solutions to the challenges we are facing. The group has already started work on increasing student nurse placements in GP practices.
It is hoped this will encourage more students to become practice nurses, and so help with falling numbers in the borough.

We also have a CCG primary care strategy which is heavily focused on improving access to GP services – I’d urge you to go and speak with the team at the primary care stall after this to find out more about their work and how you can get involved.

- **Is the CCG giving enough priority to the development of the phlebotomy service?** Benchmarked against other London Boroughs the wait time for simple blood tests is totally unacceptable. This will have effects on the long term health of the borough’s residents because a simple thing is not made easy and accessible and will inevitably incur costs which could have been avoided.

  We totally agree. Improving phlebotomy services is a high priority for us. We received similar complaints more than a year ago, and have been working with Barts Health, who runs the services, to try to make improvements.

  They are not happening as fast as they need to, so we have just written to Bart’s to ask them why there have been delays, and to ask them to produce an action plan. If this is not possible, we will consider other options – which may include re-procuring the service to find another provider.

  Part of the issue is problems with some of the buildings, which are not all fit for purpose, and we are working on this. For example, we have been working with NHS Property Services, which manages the St James Health Centre site, to make immediate improvements to the building this year, and in the long term, we are working with Waltham Forest Council to develop a brand new building which we hope will open in the next five years.

- **Many GPs are at retirement age - how do we plan for 30% retirement?**

  We need to think outside the box about how we can use all the skills of our health staff – not just GPs. Practice nurses are highly skilled and can help contribute. We need to publicise that people can get help from pharmacies – this is a huge untapped resource. GPs should be focused on helping to coordinate care from many different health professionals, not just delivering everything themselves.

  We also need to publicise the out-of-hours GP service. We are piloting GP services at evenings and weekends in Waltham Forest and we hope that this will be rolled out more widely.

- **Can you tell me more about Better Care Together?**

  Better Care Together is a joint programme run by the CCG and the Council. The aim is to get health and social care working together so services are shaped around what patients needs, rather than expecting patients to try to navigate between lots of different organisations.

- **My recent experiences using health services in Waltham Forest has been better than expected, however local people believe the NHS is in a state of implosion and that privatisation is this inevitable. Can you reassure us that this won’t happen?**

  Privatisation is not the intention. One of the main focuses for the NHS is
about integrating services, which means all of the different organisations work together and communicate effectively so care is designed around patients. Introducing lots of external private organisations is counter to this and can add layers of complexity rather than simplifying services, so it’s often not the right solution when we’re commissioning services. Integration is key and although non-nhs organisations both private and voluntary have a role to play we think there will be less providers in the future not more as services integrate.

- **What might be done to encourage children and young people to become GPs or pharmacists?**

  An overwhelming amount of people do want to work in health care. Money is usually not the core motivation. As you saw in the video about the Gold Standard this evening the CCG, Healthwatch, the Patients Association and Barts Health ran a project to improve care for the elderly at Whipps Cross Hospital. Students from Leyton Sixth Form College visited elderly patients on the ward to help look after them, and as a result some of these student have now decided to study medicine. These sorts of initiatives are what we need to encourage more young people to get involved.

**Written questions submitted during the event:**

- I asked a question this evening about finance and the “PFI” burden, and I was glad to hear that this finance cost is not a particularly large component of overall annual expenditure. I’d like this to be more widely understood. Can you give me the figures?

  **Response from Barts Health:** As the biggest NHS Trust in the country, Barts Health is a large and complex healthcare organisation serving almost three million people in east London, including some of the most deprived and diverse communities in Britain. The Private Finance Initiative (PFI) has enabled the NHS to build one of the largest acute hospitals in Europe at The Royal London, two extensions to Newham University Hospital and a world-leading specialist heart centre at St Bartholomew’s.

  The total annual spend on the Trust’s PFI was £145.6m in 2014/15. This included service charges for vital hospital support services such as catering, cleaning, maintenance and clinical equipment (£69.9m), capital repayments (£20.3m) and finance costs (£55.4m). The finance costs represent just under 4% of the Trust’s overall annual expenditure. This information is publically available in our [audited public accounts here](http://www.england.nhs.uk/commissioning/gp-contract/).

- Is it possible to publicise what a GP contract looks like?

  There are three types of contract: the main two are General Medical Services (GMS) and Personal Medical Services (PMS). The third is Alternative Provider Medical Services (APMS). GMS are universal, APMS are practice-specific and PMS oscillate somewhere in-between.

  The CCG doesn’t actually hold contracts, NHS England does this on our behalf. Examples of contracts are available online: [http://www.england.nhs.uk/commissioning/gp-contract/](http://www.england.nhs.uk/commissioning/gp-contract/)

- **What health services can we expect to improve? What can we expect to get worse? Can we have a clear statement on what is expected?**

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**Group discussion**
We have plans in place to make improvements across all of the services we commission, however because health services are so complex and are subject to many outside influences it is inevitable that there will be some big challenges that could impact on local plans. We need to be flexible and adaptable so we can tackle them as quickly and effectively as possible.

Some of the areas we hope to see biggest improvements in include:

- more people who have serious or long term health conditions and are at high risk of needing emergency care will find it is easier to access ongoing support and will get care designed specifically for them
- getting advice and support from primary care – whether that’s a GP, a nurse or a pharmacist – should get easier. We are working closely with GP practices to improve patient access. For example, weekend appointments have recently been introduced and there is a big programme or work underway to upgrade IT systems in GP practices and introduce technology that lets people book appointments and repeat prescriptions online
- we expect the quality of care at Whipps Cross Hospital to improve. Barts Health NHS Trust, which manages the hospital, has a large scale improvement plan under way. We are supporting them through our Transforming Services Together programme and are carefully monitoring their performance.

Some of the biggest challenges faced include:

- making sure there are enough clinicians and NHS staff available to give local people the care that they need. We have a programme of work underway to address this, however it is an issue faced across the country and local solutions will need to be supported by national policy
- the population in Waltham Forest is growing rapidly. We need to continue working closely with all of our local healthcare partners to make sure services are all working together as efficiently as possible.

- Are we expecting the CCG budget to be on target or can we expect a crisis by the end of the financial year – national news says there are huge overspends expected.

The CCG’s budget is currently on target for this financial year.

- If diabetes is a challenge, why has the DAFNE not been revived?

We are currently developing a strategic framework and an improvement programme with Diabetes UK which will outline areas such as this and a timeframe for improvement.

- The waiting list at Whipps Cross in gynaecology is poor. There is one consultant surgeon operating one day a week, so the support for someone in need of a hysterectomy is poor. Despite complaints they are still slow.

Response from Barts Health NHS Trust: There has been a significant improvement made on the Gynaecology waiting list at Whipps Cross, where we have now been able to decrease the overall waiting time considerably.
We are now managing all our patients in-house without the need to transfer cases to the private sector and we are achieving the national 92% target for non-urgent patients treated within 18 weeks.

If a patient requires a hysterectomy, we have a team of 11 surgeons available to perform this procedure and have 12 operating schedules in our theatres every week to accommodate patients.

There is now enough flexibility in how we manage our weekly theatre lists to ensure we now accommodate patients more efficiently, which has been a specific factor in our improved waiting times.

- **Why is it that the diabetic patients are not seen first for blood tests when they have been fasting from the night before. They attend first thing when the centre opens and they still have to wait for people before them.**

  **Response from NHS Waltham Forest CCG:** We have been speaking to Barts Health NHS Trust about piloting a scheme to prioritise certain patients, including fasting diabetics. We have also asked Healthwatch to carry out a review of our phlebotomy services from a patient perspective to help inform our commissioning plans for 2016/17.

  **Response from Barts Health:** Patients who are required to fast are advised to arrive for the first appointment(s), as 90% of patients who are fasting are seen within the first hour and a half on any given morning. Diabetic patients should always speak to their nurse before fasting for clinical advice. The clinics are very busy and we acknowledge the Trust is working with our commissioners to improve the service to ensure patients are not kept waiting longer than necessary, and that their experience of using a clinic is as easy as possible. In particular, information to patients about opening times, number of tickets being issued and wait times should be communicated clearly to patients.

- **Terry Huff mentioned the need to push forward with real seven day services in hospital will we be able to look forward to all patients being able to have a full range of diagnostic tests and procedures at weekends in hospital – angiograms, colonoscopies, x rays and so on. This seems to me to be just as important as having extra nurses and consultants available. You can be delayed in hospital, just waiting for Monday! Linked to this is the reception desks, even cafes and shops. At the moment hospital seem often to be like the Marie Celeste at weekends.**

  **Response from Barts Health:** We agree that seven day working is important, and we are working with consultants and hospital staff to increase the work we do at weekends.

  The hospital already provides seven-day access to X-Ray and for emergency cases, patients currently receive same day endoscopy, same day CT scanning, and ultrasound where this is required.

  Patient facilities remain open at weekends in the main hospital building. The restaurant and the WHSmith shop are both open seven days a week. The security control room by the main reception and the security desk at our maternity unit are both open 24/7, 365 a year, although the main hospital
reception desk closes at 8pm in line with ward visiting times.

- **Since the major causes of type two diabetes are dietary what can you do to oppose poor diet and encourage health?**

  Both the CCG and Public Health teams see diabetes as a priority area. We are already doing a lot to promote good diet:
  - patients can be referred to a dietician
  - a structured healthy lifestyle education programme is delivered by GP practice nurses
  - our diabetes strategy and a various CCG pilot programmes include a focus on healthy lifestyle promotion

  This is a good start but there is still room for improvement. We must all work together to continue to tackle this challenge and encourage people to live healthy lifestyles.

- **A health and social care network of service providers, the voluntary and community sector is needed in this borough. Can the CCG support this in the light of the need to integrate services?**

  We are already working very closely with some voluntary and community organisations – Age UK, Cancer Research UK, Reaching Our East and the Patients Association and are just some of our partners – but we agree there needs to be a more consistent and widespread approach.

  We are looking to work with our key partners to see how we can support the sector to meet the large-scale challenges we are all facing as a result of funding constraints and growing demands. For example, we are already working with the Council and voluntary sector organisation on an integrated discharge service at Whipps Cross.

  We are also in the process of refreshing our community participation strategy, which sets out our plans for strengthening our relationships with voluntary and community organisations either individually or through an umbrella network. We want to involve voluntary and community organisations when making decisions about services which may impact the people they represent.

- **What is the timescale for the Monitor investigation?**

  We are expecting the investigation to be completed by February 2016.

### Shaping Health Services Together awards

Awards were presented to students from Leyton Sixth Form College for dedication and excellence in care, and their contribution to shaping health services in Waltham Forest

### Stalls and close

Attendees were invited to visit various stalls around the room to find out more about the work of the CCG and its partners. Stalls included:

- Better Care Together (supported by Waltham Forest Council and North East
Waltham Forest CCG would like to thank all of our partners who worked closely with us to support our annual general meeting, and the GPs, practice staff, CCG staff and members of the public who attended the event.

**Next meeting**

**Date:** September 2016