

Community Participation Strategy

2015 - 2018

A refresh of the NHS Waltham Forest Clinical Commissioning Group [Community Participation Strategy](#) is under way.

The CCG's Lay Member for Patient and Public Involvement Caroline White and co-chair of the CCG's Patient Reference Group Richard Griffin are leading the review.

For further information, contact wfccg.communications@nhs.net



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1 Foreword

NHS Waltham Forest Clinical Commissioning Group (WF CCG) is committed to involving our local community, including patients and the public, in the commissioning decisions we take. WF CCG has pledged to involve our community not just because the Health and Social Care Act 2012 places considerable importance on people in the community participating in decisions taken by Clinical Commissioning Groups; but because we believe involving people is essential if we are to spend the money available to us as effectively as possible to improve local healthcare.

For us, involving people in our community means more than just consulting; it means listening to the views of the people of Waltham Forest. These views are taken into account, for all significant decisions we take. We hope we have already shown our keenness to listen in the engagement work we have undertaken since our initial strategy was approved in September 2013.

This work has included:

- Establishing our face-to-face Reference Group and virtual Rapid Feedback Group. These were established in the winter of 2013-14, following an extensive marketing campaign.
- Consulting and engaging on a host of local healthcare issues, including formal consultations (such as Naseberry Court and the CCG/local authority mental health strategy for adults) and engagement on key work streams (such as Transforming Services Together and the CCG's primary care and urgent care strategies).
- Revitalising our Maternity Services Liaison Committee. This is now managed by a local community organisation, Social Action for Health.
- Extensive work with the local authority on ensuring the voices of children and young people (including looked after children) are heard in commissioning.

These are just a few highlights. Full reports on our participation activities are available online in our Governing Body papers: www.walthamforestccg.nhs.uk/about/previous-governing-body-meeting-papers.htm (The report on our 2013-14 activities is available in the October 2014 minutes, and the report on our 2014-15 activities will be available in the October 2015 minutes.)

This Community Participation Strategy 2015-18 builds on our 2013-16 strategy. It sets out how we intend to develop further our community participation function over the next three years. It should be read in conjunction with our Communications Strategy 2015-18.

We want to ask people regularly how well they think our strategy is working. We hope that your feedback will tell us that you understand what the CCG is, what we are trying to do and how well we are doing. Of course, we hope you will say:

"I understand what the CCG is trying to do."

"I feel that the CCG listens to what I have to say."

"Even if I disagree with a decision the CCG took, I know that they thought about what I said."

If we do not get comments like these, we will know we have further

work to do. Richard Griffin
Lay Member for Community Participation

2 Community participation: the statutory basis

The Health and Social Care Act 2012 includes a clear commitment to involving patients and the public in decisions taken. The NHS Constitution includes the right of the public: 'to be involved, directly or through representatives, in the planning of healthcare services, the development and consideration of proposals for changes in the way services are provided, and in decisions to be made affecting the operation of those services'.

The Health and Social Care Act 2012 places a responsibility on Clinical Commissioning Groups (CCGs) to involve patients and the public in the area that they serve in decisions the CCG takes. We intend to do this through our Community Participation Strategy.

The NHS Outcomes Framework 2014/15 clearly sets out within Domain 4 – Ensuring that people have a positive experience of care, how organisations including CCG's measure and evaluate patient experience.

3 Community participation: our approach

NHS Waltham Forest CCG is committed to commissioning high-quality health services for people living in Waltham Forest. We believe that the only way we can achieve this is by making sure that we involve people in our community in the decisions we take and the services we develop.

Historically, the NHS has not always been very good at involving patients and the public in decisions about their healthcare taken with public money. This has been particularly true of groups and people in the community who are seldom heard, but it is also true for involvement in general. We intend to change this.

Above all, our Community Participation Strategy will ensure that people in our community:

- Feel that they have been listened to;
- Are able to put their views to us;
- Know how to get involved in decisions we make; and
- Understand how their views were taken into account in decisions we have made.

3.1 How we involve people

We want to involve people at every stage of our commissioning. This includes helping to:

- Assess needs in our population to determine what and where services need to be provided;
- Review existing services to identify gaps and potential improvements;
- Decide priorities and identify what we give priority to;
- Design services through involvement at the beginning of the development of a service; and
- Monitor performance against our plans.

We also want to hear your views on your experiences of our local health services and so we want you to be able to *contribute views*. These will not be one-off activities, but a continuous process. This is demonstrated in the diagram overleaf.

Community participation in the commissioning cycle



3.2 Working with our partners

A key characteristic of our approach is working with partners on our participation activities. The section below lists our key partners and describes some of our current and future work with them.

Waltham Forest Council

We work closely with the Council on many initiatives, in particular integrating health and social care through our 'Better Care Together' programme. Better Care Together is our local work stream to deliver the national Better Care Fund programme. This scheme seeks to promote integration of health and social care services via a pooled budget, which for Waltham Forest is £18.6 million. During 2014/14 we successfully agreed a plan to deliver this work, laying the foundations for mobilisation during 2015/16. Another area where we work closely with the local authority is in ensuring that the voice of children and young people is heard in health and social care. All health organisations must demonstrate how they have listened to the voice of children and young people and how this will improve their health outcomes. Patient and family experiences should not only include the experience of the patient and carer going through the service but also demonstrate how they are involved in assessments, and running and developing future services (London Children's Strategic Clinical Network, NHS England 2014)

Under the Healthy Child Programme (Department of Health, 2008), the personal child health record, commonly referred to as 'the red book', has been made available to all children in England under the age of five. However numerous placement changes experienced by looked after children (LAC) can result in the misplacement of this health record. Furthermore, there is a requirement that all LAC have a documentary record of their health history for their period of time in care. This contributes to their life story work and provides a snapshot of the individual child's health journey while in care.

A significant piece of work was undertaken by the CCG designated nurse for LAC to develop a health passport, which incorporates all health records for LAC that can be easily shared with other health care professionals. We have also developed an app to support this project.

In addition, some of the main messages from serious case reviews nationally with regard to the voice of the child are that:

- In too many cases, the child was not seen frequently enough by the professionals involved, or was not asked about their views and feelings.
- Often agencies do not listen to adults who try to speak on behalf of the child, and who have important information to contribute.
- Parents and carers prevent professionals from seeing and listening to the child.
- Practitioners focus too much on the needs of parents, especially vulnerable parents, and overlook the implications for the child.
- In response, Waltham Forest CCG commissioned Social Action for Health to undertake a project across provider services in Waltham Forest, to capture the voice of the child. The purpose of this project is to:
 - Ensure that the CCG are putting children, young people and their families at the heart of our work.

- Enable children and young people's opinions and experiences of health services within Waltham Forest to be included in the commissioning and development of future services.

In particular, as part of this project, Social Action for Health will scope and set up focus groups with health service users in Waltham Forest. The aim of the focus groups is to ensure that we are capturing the voice of the child to obtain services that are shaped around the needs, aspirations and preferences of children, young people and those around them.

Healthwatch Waltham Forest

Healthwatch Waltham Forest is the independent 'consumer champion' for health and social care. They were created by the Health and Social Act 2012 to represent the views of patients and the public in our local area. Whether it's improving them today or helping to shape them for tomorrow, Healthwatch Waltham Forest is all about local voices being able to influence the delivery and design of local services. Not just people who use them, but anyone who might need to in future.

We will continue working closely with our local Healthwatch, for instance by meeting regularly to share patient engagement and experience information, and by working together to deliver focus groups and other participation activities.

Voluntary and Community Organisations

Waltham Forest has a considerable number of voluntary and community organisations representing our community, including black and ethnic minority organisations, disability organisations and also organisations that represent the lesbian, gay, bisexual and transgendered (LGBT) population. Many of these have a very wide area of interest, while others focus on a particular issue. We plan to strengthen our relationship with these organisations, either individually or through an umbrella network. We will also meet voluntary and community organisations when decisions we may take would have an impact on the people they represent.

The CCG has commissioned Age UK to assist in our work to engaging with the vulnerable and socially isolated people in our neighbourhood.

Community Interest Groups

In addition to more established voluntary organisations, there are a number of usually smaller and less formal groups that focus on a particular interest or group. Sometimes these groups are concerned with a specific clinical issue (e.g. diabetes or sickle cell disease); sometimes they are concerned with a particular area or locality (e.g. a housing estate); sometimes they are focused on a particular community (e.g. Polish people). We want to encourage these community of interest groups to become involved in helping us commission the right services for Waltham Forest. We intend to convene meetings with specific community of interest groups when action we plan to take is likely to have a particular impact of the people they represent.

Other organisations

We will work closely with the Care Quality Commission (CQC) and other NHS organisations, including NHS England, Monitor, the Trust Development Authority and provider organisations. One of the major pieces of work we will be undertaking with our local healthcare partners is the 'Transforming Services

Together' programme, which looks at how to provide safer, more effective and sustainable healthcare services in east London. We will also build on the work we have done with Leyton College, and partner with local organisations where possible.

3.3 Principles

We have established a number of principles that inform our strategy.

We will be:

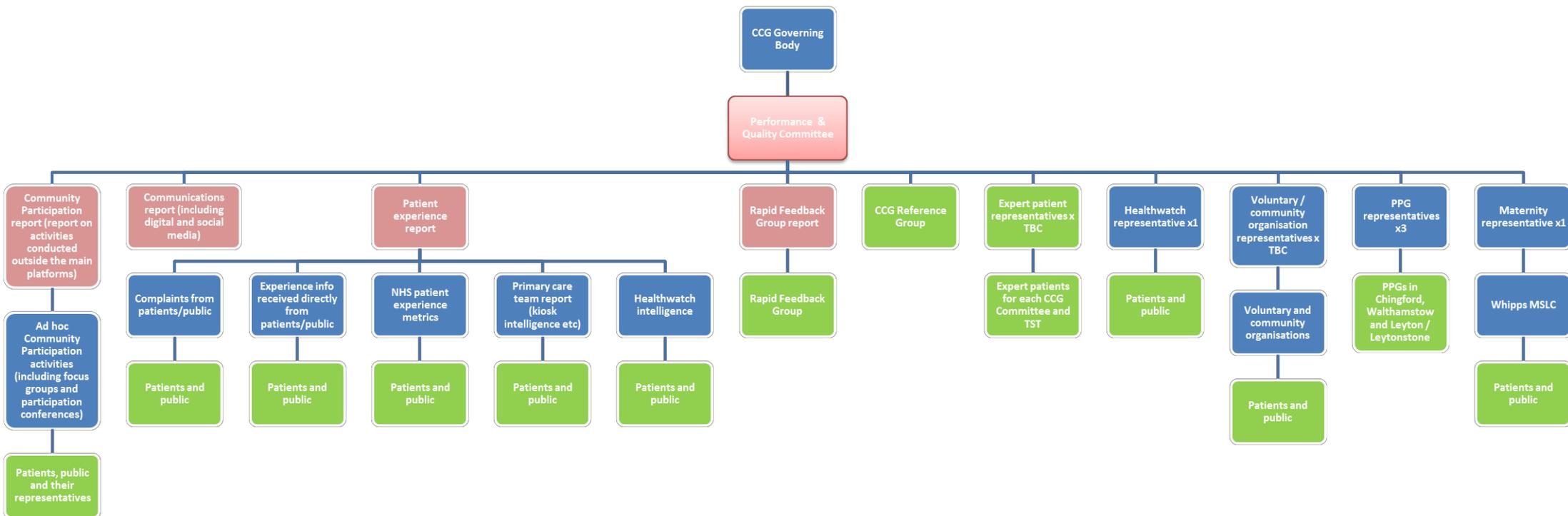
- **Inclusive:** allowing everyone who has an interest in or is affected by decisions we take to be involved.
- **Honest:** being honest and open about the reasons we have taken every decision.
- **Clear:** explaining what we do and issues we are addressing in clear and simple language.
- **Flexible:** making sure that there are different ways to be involved to reflect the diversity of our community and ensuring no one is excluded.
- **Accountable:** responding in the shortest possible time about decisions taken and why contributions from people in the community have or have not influenced the decisions taken.
- **Responsive:** open to ideas about changing ways we encourage our community to participate.
- **Willing to learn:** making sure that we learn from experience.
- **Working in partnership:** working with, and avoiding duplicating other statutory partners, particularly Waltham Forest Council and local voluntary and community organisations (as outlined in the Waltham Forest Compact).

3.4 Our structure

Although we use a number of informal approaches to involving people in the decisions we plan to take, we recognise that we need a structured approach as well. This structure is outlined on the following page.

Patient experience is reported each month to the Performance and Quality Committee, who report to Governing Body.

The blue boxes represent community participation structures and activities, while the pink boxes represent written reports relating to community participation. Green marking indicates where patients, public and their representatives link into the structure.



CCG Reference Group

The CCG Reference Group was set up in the lifetime of the last Community Participation Strategy. It was formed as representative of the diverse nature of Waltham Forest; and so that the members have the skills needed to advise us. We consulted on the timing of the group, and ensured that the venue is accessible to people from all groups (irrespective of whether they have one or more 'protected characteristics'). We are also committed to paying out-of-pocket travel expenses for members; and confirmed in the group's Terms of Reference that people attend as individuals, not representatives of particular organisations.

The group has been operational since January 2014, and originally met every two months to provide input on CCG strategies and plans. Following a review of the function of the group and their valuable contributions to the CCG, it was decided that these meetings would occur monthly. Over time the group will be developed so that it is involved in all stages of the commissioning cycle, with a focus on assessing the needs of the people of Waltham Forest, providing advice on our overall commissioning strategy, and overseeing the progress our Community Participation Strategy.

The subjects they have addressed are varied, and have included: the CCG primary care strategy; plans for an enhanced GP service (i.e. evening and weekend appointments); integrated discharge planning; and the CCG urgent care strategy.

Rapid Feedback Group

The Rapid Feedback Group was also set up in the lifetime of the last Community Participation Strategy, and has been operational since December 2013.

Some decisions we have to take need to be taken very quickly; within a couple of days. So sometimes there is not the time to convene a meeting or get our Reference Group together. That's where the Rapid Feedback Group comes in: they are an email group who can provide us with immediate feedback when time is short. The group is larger than the Reference Group, and some members are members of the Reference Group. We do not intend for the Rapid Feedback Group to be used instead of the Reference Group but only when circumstances mean that the Reference Group has not time to meet.

We will regularly review the group, to ensure it remains representative of the diversity of Waltham Forest. In particular we are keen to ensure that members of the Armed Forces are given the same opportunity to participate in the CCG, and we will work to ensure this is the case.

Topics of engagement have included the CCG's IT and digital strategies, looked after children strategy, and proposed changes to ophthalmology services.

Patient Participation Groups

Some GP practices in Waltham Forest have Patient Participation Groups (PPGs), which are sometimes known as Patient Engagement Groups. We want to change this, so that all of the GP practices in Waltham Forest have a group. Some PPGs meet fairly regularly; others meet more sporadically. Some PPGs usually meet in face-to-face meetings; others are virtual groups, contacted and consulted by email. The focus of all PPGs is on ways to improve how their GP practice works.

We believe that Patient Participation Groups can provide a useful forum for testing out CCG plans and proposals. So we plan to work with GP PPGs to identify how they can include discussion of wider commissioning plans in their meetings. We also want to help PPGs make sure that they reflect the make-up of the population served by the GP practice.

Although it is for individual GP practices to decide how their Patient Participation Group operates, we will help and support PPGs to become as effective as possible. We also want to ensure that the views of patients in PPGs about services are considered by the CCG and/or referred on to NHSE or any other appropriate organisation.

In order to achieve this, we intend to:

- establish a key patient contact for each PPG
- regularly suggest areas of health provision that PPGs might wish to discuss and comment on
- provide briefings on each topic we propose
- ask our PPG patient contact to provide feedback on the views expressed at PPG meetings; and
- pass on, as appropriate, to the CCG Governing Body or NHSE, the views of PPGs about services they receive.

As a first step towards this, we will be running a PPG development programme with the Patients Association ('Patients in Participation') from September 2015 to August 2016. The aims and objectives of this project are as follows.

Aim:

To provide a development programme for Patient Participation Groups across Waltham Forest in order to increase their effectiveness and commissioning influence at practice, local, regional and national level and increase the level of patient and public patient participation.

Objectives:

- to provide a communication and co-ordination channel for PPGs across Waltham Forest
- to develop a structure and model for a Patient Participation Group Networks working with Clinical Commissioning Groups to avoid repetition/duplication
- to provide a source of information to improve the level of patient and public awareness of and involvement in Patient Participation Groups
- to share knowledge and best practice between Groups
- to provide roll out and facilitation for the Patients Association Patient Participation Group Information and Support pack
- to provide training and support for Patient Participation Group members to develop as a positive resource and critical friend to the practices face to face, on-line and including webinars
- to assist with the development of future work plans for Patient Participation Groups with clear roles and responsibilities for monitoring and improving services
- to provide development opportunities for young people and other minority groups to be involved in Patient Participation Group and have greater influence over commissioning

- to develop a resource for revalidation of GPs
- to raise public awareness about the need for appropriate use of primary care services such as reducing “did not attends” and unnecessary contacts with GPs by including patients views and suggestions about this
- to develop Patient Participation Group as a resource for health promotion/education, encouraging self-care and smarter preventative services for the benefits of patients and the practices
- to contribute to CQC inspections and compliance and other national requirements such as the Friends and Family Test
- to assist with funding bids and submissions for improvement grants
- to build in evaluation and action learning throughout the project including the production of a final report, film and other methods to capture stories of the learning in progress
- to develop ‘PPG friendly practice’ criteria and an award process that is linked to the above objectives designed by patients and carers.

Maternity Services Liaison Committee

One of the areas we are keen to develop is our collaboration with local voluntary and community organisations. One area we have delivered on this has been in running the Maternity Services Liaison Committee for Whipps Cross Hospital, which we now commission from a local organisation, Social Action for Health.

Much of our recent activity has been in setting up this new group, and we are pleased to say 19 members of the local community have now been recruited. These people have also completed a comprehensive training programme, to enable them to undertake inspections and review of maternity units.

This committee convened its first meeting in June 2015, and reports to the Performance and Quality Committee, which reports directly to the Governing Body.

Patient Experience Reports

All information the CCG receives on patient choice and feedback will be kept track of in a patient experience report that will go to the Performance and Quality Committee every month.

This committee will then make decisions on any action that needs to be taken to:

- convert insights about patient choice into plans and decision-making, and
- respond to any quality issues that have been identified, including safety issues.

This report will include intelligence from sources like the patient experience kiosks we have established in some GP practices in Waltham Forest and also intelligence from complaints.

Because complaints are so important, they will also be reviewed by our Governing Body. A list of all complaints we receive and how we have dealt with them will be considered by our Governing Body every month at our meeting which is open to the public to attend. In addition, our Deputy Chair will regularly review all complaints to identify points made that could influence our commissioning plans. The Deputy

Chair will raise these issues with our Governing Body to ensure that complaints are taken into account when commissioning services.

Focus Groups and Participation Conferences

Sometimes we will set up small focus groups around a particular topic or issue. Focus groups will allow us to get feedback and advice on a specific issue (mental health, for example) from people who have lots of knowledge and experience of the issue.

We also plan to hold Participation Conferences. These conferences will report on what we have been doing and plan to do, as well as feature some sessions on specific clinical issues, such as managing diabetes and living with dementia.

Every conference will include a report on the information on the patient choice and feedback the CCG has received in the past six months, as well as a summary of how the CCG has responded to this.

Digital and Social Media

Our website will contain as much information as possible about what we are doing and what we plan to do. It will be updated regularly. There will also be a section that will allow anyone to give their views or make suggestions, and a section on what people have said to us about what we plan to do or have done. We will also actively assess the value that social media can bring to our function.

4 Priority areas for 2015/16

Over time we will develop the community participation function so that it resembles the function described above. As our next step towards this, and during 2015/16 we will deliver the following key improvements.

- 1) Although there has been community participation activity on the participation duties, we have not always governed this activity consistently and demonstrated its impact, so this will be a real focus for us going forward. This will be delivered by implementing a governance structure as outlined on page 9. In the short term we will draw the structures and reports we have in place into this arrangement; and in the long term we will develop the remaining structures and reports.
- 2) We will ensure better alignment between the CCG's objectives and resources, so that:
 - there is sufficient resource allocated to deliver participation duties
 - the Reference Group's work programme is linked to the Governing Body's agenda; and
 - we review the issue of remuneration for patient participation.
- 3) During 2015/16 we will review the membership of our community participation groups, to confirm whether groups identified in the Equality Act as having protected characteristics are adequately represented. We will begin with our Reference Group, Rapid Feedback Group and Maternity Services Liaison Committee.
- 4) We will establish 'you said, we did' feedback loops for all community participation activities.
- 5) We will deliver the 'Patients in Participation' project.

5 Evaluating our strategy

We want to make sure that our Community Participation Strategy is working and that people in Waltham Forest feel able to be involved in the decisions we plan to take.

From September 2015 onwards we will undertake annual surveys of patients and public involved in the CCG's community participation structure, to find out whether they feel that our strategy helps them get involved.

We will ask questions around the four key indicators outlined at the start of the strategy (i.e. do they feel that they have been listened to; have been able to put their views to us; do they know how to get involved in decisions we make; and do they know how their views were taken into account in decisions we have made?).

We will also ask questions to help us monitor the impact this strategy is having on groups with protected characteristics.

After each annual survey we will consider whether the feedback supports a revision of the Community Participation Strategy, and if so then we will undertake a revision.

6 Conclusion

We are committed to involving people of Waltham Forest in the commissioning decisions we take because we believe that this is crucial if we are to make the right decisions. We know we are responsible for spending your money (the money you pay in taxes to pay for healthcare) and so we need to spend it wisely. This is necessary for us to be able to develop and sustain first class healthcare for you, the people of Waltham Forest. We want to thank the people who have participated so far, and invite all local residents to get in touch and find out how to get involved.

To request a copy of this document in another format or language, please contact:
communications@walthamforestccg.nhs.uk

Appendices:

Appendix A Information on Waltham Forest CCG

Our Vision, Values and Objectives

Our Vision, Values, Objectives and Priorities will drive all that we do.

Our Vision is: 'we will put patients at the heart of everything we do and use our joint experience to improve the delivery of local health care and ensure value for money.'

Our Values are:

- we will act with integrity, treating everyone with respect and equity;
- we will actively listen to enable everyone to maximise their potential and fully contribute to the organisation; and
- we will work in close collaboration with our partners across health and social care.

Our objective is to improve the health outcomes of our local population through the effective commissioning of high quality services by:

- meeting our statutory requirements;
- being clinically led;
- strengthening collaboration with our partners in East London and the City and local providers and establishing commissioning arrangements;
- improving the patient experience across all services; and

involving patients, communities and hard to reach groups.

Our Priorities

It would be all too easy to say that everything is a priority. In some senses everything is. However, we need to decide where we focus most of our effort in the next few years so that we use the money we have as wisely as possible.

Everything NHS organisations do is guided by:

- patient safety;
- patient experience; and
- effectiveness of care.

What this means is that Waltham Forest CCG, just like every other NHS organisation, is trying to:

- prevent people from dying prematurely;
- enhance the quality of life for people with long-term conditions;
- help people to recover from episodes of ill health or following injury;
- ensure people have a positive experience of care; and
- treat and care for people in a safe environment, and protect them from avoidable harm.

We have agreed 11 commissioning priorities for 2015-16. These are:

- care for older people;
- mental health;
- diabetes;
- children and maternity;

- cancer;
- integrated commissioning;
- community health services;
- quality;
- urgent care and planned care;
- prescribing; and
- primary care.

At this point, you might be asking “what exactly is a Clinical Commissioning Group (CCG)”?

The Role of CCGs

Clinical Commissioning Groups are GP-led organisations which were set up in April 2013 to be responsible for planning and designing local health services in England. There are just over 200 CCGs in England. In Waltham Forest, our CCG covers exactly the same area as Waltham Forest Council (that is, Chingford, Leyton, Leytonstone and Walthamstow). The CCG commissions (or in simple terms, ‘buys’) many health services for the people of Waltham Forest.

We commission:

- maternity services;
- most community health services;
- health services for people with learning disabilities;
- most mental health services;
- A&E services;
- urgent care services;
- out-of-hours services;
- elective hospital care (care that is provided at a planned or prearranged time rather than in response to an emergency);
- infertility services;
- rehabilitation services;
- NHS Continuing Care (care for people who need long-term support as a result of a disability, accident or illness);
- some services for children and young people; and
- end of life care.

In April 2015 we received delegated responsibility for the commissioning of general practice in primary care services. We are not responsible for commissioning most specialist healthcare or work carried out by dentists, pharmacists (chemists) and opticians; this is currently the responsibility of NHS England. We also do not manage public health, as this is managed by Waltham Forest Council.

Our Clinical Commissioning Group is a membership organisation and all of the GP practices in Waltham Forest are members of the CCG. We have a Governing Body, responsible for running the CCG and a small staff team. Our Governing Body includes GPs, a hospital doctor, a nurse, lay members, senior members from Public Health and Waltham Forest Council, and our senior staff. All Clinical Commissioning Groups are overseen by NHS England. You can find out more about NHS England at: www.england.nhs.uk

Boards have been set up to make sure that CCGs meet the needs of local people. Health and Wellbeing Boards bring together Clinical Commissioning Groups and the local Council to understand the health,

social and wellbeing needs of its community. You can find out more about the Waltham Forest Health and Wellbeing Board at: www.walthamforest.gov.uk

Our Community

Waltham Forest is a diverse place, with people from all parts of the world, many of whom have rich cultural heritage. We have just fewer than 260,000 people, and a relatively young population (almost 1 in 5 of the people who live here are under 20 years of age) compared with other areas. Our population is also growing and the number of children and older people is expected to increase significantly in the next few years. Our population is also fairly mobile, with people moving in and out of the area. We are quite a deprived area (the 15th most deprived Local Authority in England) although deprivation varies from area to area.

Our Health Needs

We have a lot of challenges to improve the health of people living in Waltham Forest. We know that we have higher than average death rates for cancer, cardiovascular disease (heart attack and stroke) and asthma. Also more people in the area we serve have diabetes and mental health disorders than in many other areas of England. All too many people end up in hospital in an emergency because they have a chronic condition or mental health issues or problems with alcohol. We also know that a significant number of patients are dissatisfied with aspects of hospital care and access to GP services. All of this presents us with a very real challenge.

We know that we need to improve the coordination of care for the elderly and people with long term conditions. We also need to prevent people being admitted to hospital when they could be cared for more effectively in their own home. We need to improve the care of people with cancer and get survival rates up to the national level. The care people receive when they are in the community needs to be better than it is at present and we need to get to a position where most patients are very positive about the health care they receive in Waltham Forest.

None of this will be easy, particularly as we have limited funds and we will need to make some savings in the next few years in order to balance our budget. We want you to help us make the decisions that are right for our community.

If you want to find out more about the health needs of the local community in Waltham Forest, you can find information about the most recent Joint Strategic Needs Assessment (JSNA) here: www.walthamforest.gov.uk/documents/wf-jsna2013.doc