

Annual General Meeting 28 September 2022

Chair: Dr Nicola Jones, Clinical Chair



Agenda

Time	Item	Presenter
10:00am to 10:10am	Welcome and housekeeping	Dr Nicola Jones , Clinical Chair, SWL ICB
10:10am to 10:20am	Annual Accounts for 2021/2022	Neil McDowell , Director of Finance, SWL ICB
10:20am to 10:40am	Achievements of 2021/2022	Karen Broughton, Deputy Chief Executive, SWL ICB
10:40am to 10:50am	Establishing the SWL Integrated Care Board (ICB) and Integrated Care System (ICS)	Sarah Blow, Chief Executive, SWL ICB
10:50am to 11:10am	Q & A	Charlotte Gawne, Executive Director for Communications & Engagement, SWL ICB
11:10am to 11:15am	Close	Dr Nicola Jones , Clinical Chair, SWL CCG





Annual Accounts 2021/2022

Neil McDowell, Director of Finance



Financial performance 2021/22

Annual objectives	Plan	Actual	Achieved
Overall spending does not exceed			
the allocation	£3,091m	£3,091m	Yes
To deliver a balanced plan	Break-even	Break-even	Yes
To meet our running cost allowance	£30.9m	£30.9m	Yes

- 1. South West London CCG's funding was set by NHS England to enable the CCG to implement the additional measures to respond to COVID-19.
- 2. The total allocation received from NHS England was £3,090m to commission healthcare on behalf of a 1.5m population.
- 3. The CCG worked within this allocation and delivered breakeven in line with the plan set.
- 4. The spend on the administration function of the organisation in 2021/22 was £30.9m which is within the planned spending target.



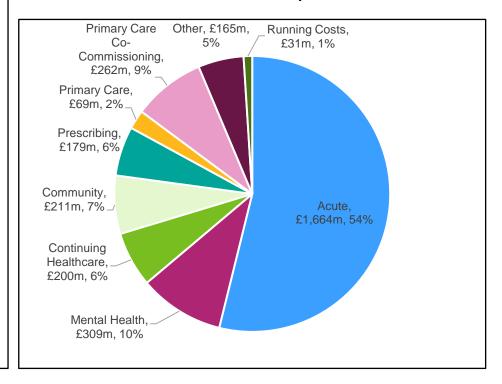
How we spent NHS money

In 2021/22 we were responsible for a budget of £3.1 billion that we used to pay for:

- Acute hospital services
- GP (primary care),
- Community Services
- Mental health services
- Continuing Healthcare

The system was still in receipt of funding to help with the impact of Covid with the majority passed on to our Providers

Breakdown of Total Spend in £m





Our financial targets

Maintain financial stability

Fair and effective use of resources



Investment made in mental health in line with our growth in allocation



Stay within running costs target







Some of our key achievements in 2021 - 2022

Karen Broughton, Deputy Chief Executive



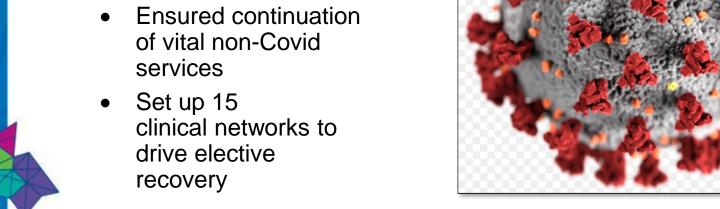


Responding to the Covid-19 pandemic



We led the NHS response in SWL

- Led the local response to the pandemic
- Set up the SWL Incident Control Room





Covid-19 vaccination programme

- By February 2022, the Covid-19 programme in South West London had administered more than 3 million jabs
- Quickly responded to new JCVI guidance deployed 1,500 workers to deliver vaccinations and reached 95.5% of care home staff and 95.6% or care home residents with the first Covid-19 vaccination
- In the lead up to 'Freedom Day' on 19 July 2021, we administered over 1.8 million jabs for those over 18 or over
- Also delivered a school vaccination programme for those 12 15 years old in SWL. 50% of the cohort received their first vaccination during the reporting period
- During the rise of the Omicron variant in December 2021, we pulled out all the stops to offer booster vaccinations to over 18s.
 In just three weeks, we delivered 249,775 vaccinations (221,649 booster vaccines, 14,408 second doses and 13,718 first doses)
 - From spring 2022, we introduced the offer of a **further booster dose** to those who are over 75, or who are immunosuppressed and aged over 12. Our vaccination programme for 5–11-year-olds also began during this period.









We remained focused on reducing health inequalities...



...working with partners and communities

- We commissioned the Ethnicity and Mental Health Improvement Project (EMHIP) in Wandsworth to improve black people's experience of and accessing to mental health support and treatment.
- We supported vulnerable Sutton residents, living in social housing, by collaborating with Sutton Housing Partnership to create accessible health and wellbeing events.
- Health, care and voluntary services supported over 140 people in Kingston and Richmond who experiencing homelessness, or refugees or asylum seekers through health and wellbeing days.
- We are working with people with severe mental illness in Merton to increase participation in and uptake of annual SMI health checks.
- We improved our recruitment and the way we work for CCG staff to improve the experiences and opportunities of our Black, Asian and minority ethnic colleagues, as part of the NHS Workforce Race Equality Standard (WRES).







We continued our work to transform care and join up services...



...by bringing partners together to deliver

- Virtual wards with teams that care for patients from the comfort of home across all our boroughs.
- A pedaling paramedic in Merton who is helping more patients receive key primary care services in their own homes and identifying patients who may need more support sooner.
- A mental health crisis café for adults in Sutton.
- Home blood pressure checks in Wandsworth, putting patients in control of their own health.
- Long Covid support in Richmond in the place that best suits the patient.





...and mental health interventions



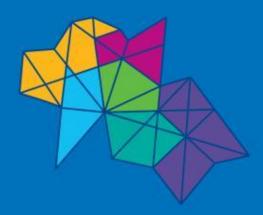
We worked to improve mental health services for children and young people in Wandsworth



We launched Croydon Health and Wellbeing space



We listened to what is important to people...



...to understand how to improve services

- SWL wide programmes -Improving Healthcare Together; Improving kidney care; Community Diagnostics Hubs
- Pathway redesign urology, teledermatology, stroke
- Health inequalities hearing patients' maternity stories, and reaching out through health champions and core connectors







SWL NHS trusts worked together to improve care and reduce waiting times...



...by increasing planned surgery

Hospitals set up dedicated surgical hubs for non-urgent operations – orthopaedics; ophthalmology; urology; general surgery; gynaecology; ear, nose and throat

By March 2021, South West London had the lowest number of patients waiting over 52 weeks for important, but not urgent operations, like cataract surgery or a knee replacement



...and improving services such as urology

- Before Covid, patients' experiences of urology care differed depending on where they lived
- Dedicated hubs model opportunity to standardise care
- Working as one SWL
- Mutual aid and single pathways
- We now treat urology as a long-term condition
- Clinical leadership hospital and community-based clinicians supported by managers





Continuing to improve primary care...



...by responding to changing needs

- Rapidly changing the ways that patients could access primary care to keep them safe
- Focusing on the most vulnerable
- Establishing the Covid-19 vaccination programme
- Strengthened support to care homes
- Added GP capacity to support the system at times of pressure such as bank holidays
- Put in place over 470 additional clinical roles







We worked to prevent ill health...



...through new models of care

- Implemented in two primary care networks in Kingston and Richmond
- A proactive approach helping people to plan ahead, be more in control and manage changes in their health and wellbeing
- Patients are identified through Population segmentation, risk stratification and clinical judgement
- Delivered by multidisciplinary primary and community teams incl. social care and voluntary sector provide support at home.
- "I feel safe. I feel I am more independent because of the care I have now."





...through a "One thing I'm proud of" campaign



Thank you







Establishing the South West London ICB and ICS

Sarah Blow, Chief Executive



NHSSouth West London

What are Integrated Care Systems?



Integrated Care Systems (ICS) are partnerships of organisations that come together to plan and deliver joined up health and care services to improve the lives of people in their area. They will be responsible for how health and care is planned, paid for and delivered.

ICSs have four key purposes:

- 1. improving outcomes in population health and healthcare
- 2. tackling inequalities in outcomes, experience and access
- 3. enhancing productivity and value for money
- 4. supporting broader social and economic development

What are Integrated Care Systems?



The Health and Care Act 2022 will establish 42 ICSs across England on a statutory basis.

Integrated Care Systems will be made up of two parts:

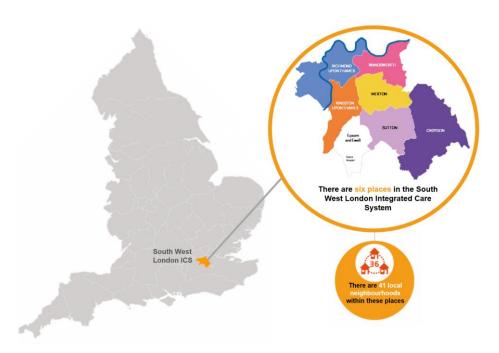
- Integrated Care Boards (ICB) decide how the NHS budget for their area is spent and develop a plan to improve people's health, deliver higher quality care, and better value for money
- an Integrated Care Partnerships (ICP) bring the NHS together with other key partners, like local authorities, to develop a strategy to enable the Integrated Care System to improve health and wellbeing in its area

Other important ICS features are:

- Local authorities, which are responsible for social care and public health functions as well as other vital services for local people and businesses.
- Place-based partnerships lead the detailed design and delivery of integrated services across their localities and neighbourhoods. Our place partnerships involve the NHS, local councils, community and voluntary organisations, local residents, people who use services, their carers and representatives and other community partners with a role in supporting the health and wellbeing of the local population.
- Provider collaboratives bring NHS providers together to achieve the benefits of working at scale across multiple places and one or more ICSs, to improve quality, efficiency and outcomes and address unwarranted variation and inequalities in access and experience across different providers.

South West London Integrated Care System





South West London Health and Care Partnership was granted Integrated Care System status in 2020, and on 1 July 2022 we took on statutory responsibilities.

We bring together NHS organisations, local councils, Healthwatch, charities, community and voluntary organisations to improve local health and care services and to improve the health and wellbeing of local people.

- Our ICS is made up of six 'places' Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth.
- Since we were set up in 2018, we have developed better and more convenient services, invested in keeping people healthy and out of hospital and set shared priorities for the future through our local health and care plans for each borough.





London boroughs



296² km South West London

Resident population

NHS budget

Places

Total area

Richmond Average years 86.3 82.6

35%

21%

Average 84 years Healthy





Under 16 | Over 65

Black, Asian and minority ethnic

Long-term conditions

Life expectancy at birth

Social care 36,000 NHS 34,000



Primary care networks







Workforce

GP Practices

Acute and community providers

Mental health providers

Our journey to become an ICS



2014

NHS and local government leaders set out a vision of more collaboration in the NHS Five Year Forward View

2016

NHS and local councils form partnerships through the Better Care Fund to consider health and care priorities and plan services together.

2019

NHS Long Term Plan confirms that every area will be served by an ICS by 2021; systems set their own priorities in local long-term plans: NHS recommends that Government unblock legislative barriers to integrated care.

2021

England is covered by 42 ICSs; NHSEI recommends ICSs are created in law, reflected in DHSC's White Paper: Health and Care Bill is introduced to Parliament.













The COVID-19 pandemic

strengthens health and care

how systems will operate in

proposals to put ICSs in law

after extensive engagement

future years and update

with stakeholders.

partnerships; NHSEI describe





'Vanguard' sites in 50 areas began to develop and test new models of care.

2015

Some more mature partnerships began to take on more responsibility by becoming 'integrated care systems.'

2018

2020

The Health and Care Act 2022 receives Royal Assent putting Integrated Care Systems onto a statutory footing with the establishment of Integrated Care Boards and Integrated Care Partnerships.

2022

South West London Integrated Care System



Our integrated care system has two committees with statutory duties:

NHS South West London Integrated Care Board decides how the NHS budget for their area is spent and develop a plan to improve people's health, deliver higher quality care, and better value for money.

Our NHS Board will be made up of:

- Our Chair
- 4 non-executive members
- Chief Executive
- 4 partner members NHS and Foundation Trusts
- Partner member Primary Medical Services
- Partner member Local Authorities
- Chief Finance Officer
- Executive Medical Director
- Director of Nursing
- 6 Place Members
- Deputy Chief Executive Officer

The first meeting of our NHS Board was held in public on Friday 1 July 2022 at the Chaucer Centre. You can <u>watch a recording of the ICB meeting on our website.</u>

The first meeting of the South West London Integrated Care Partnership was held on Wednesday 13 July 2022. You <u>can watch a recording of the ICP meeting</u> on our website.

South West London Integrated Care Partnerships bring the NHS together with other key partners, like local authorities, to develop a strategy to enable the Integrated Care System to improve health and wellbeing in its area

Our Partnerships Board will be made up of:

- Co-Chairs the ICB Chair and a Leader of a SWL Council
- Health members

ICB Chief Executive

ICB Population Health Management Director

ICB CFO

5 NHS SWL Provider Chairs

Primary care representative

- Local Authority members
 - 6 Chairs of Health and Wellbeing Boards
 - Chief Executive representative
 - Director of Children Services representative
 - Director of Adult Services representative
 - Director of Public Health representative
 - · Growth and economy representative
- 6 Place representatives
- SWL Clinical Senate co-chairs
- ICB Deputy Chief Executive Officer
- · Healthwatch representative
- · Voluntary sector representative

Our places in South West London



Place-based partnerships lead the detailed design and delivery of integrated services across their localities and neighbourhoods. We have six place partnerships across each of our boroughs.



Croydon

Croydon Council
Croydon Health Services NHS Trust
Croydon Healthwatch
South London and The Maudsley NHS Trust
Croydon voluntary sector organisations
Age UK Croydon
NHS South West London



Kingston

Kingston Council
Kingston Hospital NHS Foundation Trust
Hounslow & Richmond Community Healthcare
South West London & St George's Mental Health Trust
Kingston Healthwatch
Kingston voluntary sector organisations
Your Healthcare



Merton

Merton Council
St George's University Hospitals NHS Foundation Trust
Merton Healthwatch
South West London & St George's Mental Health Trust
Central London Community Healthcare
Merton voluntary sector organisations



Richmond

NHS South West London

Richmond Council
Kingston Hospital NHS Foundation Trust
Hounslow & Richmond Community Healthcare
South West London & St George's Mental Health Trust
Richmond Healthwatch
Richmond voluntary sector organisations
NHS South West London



Sutton

NHS South West London

Sutton Council
Epsom and St Helier University Hospitals NHS Trust
Sutton Healthwatch
South West London & St George's Mental Health Trust
Sutton voluntary sector organisations
NHS South West London



Wandsworth

NHS South West London

Wandsworth Council
St George's University Hospitals NHS Foundation Trust
Wandsworth Healthwatch
South West London & St George's Mental Health Trust
Central London Community Healthcare
Wandsworth voluntary sector organisations

Provider Collaboratives in SWL



Provider Collaboratives are partnership arrangements involving two or more trusts working across multiple places to realise the benefits of mutual aid and working at scale. There are three Provider Collaboratives in South West London:

- South London Mental Health Partnership comprising Oxleas NHS Foundation Trust, South London and Maudsley NHS Trust and South West London and St. George's NHS Trust
- The Acute Provider Collaborative comprising Croydon Health Services NHS Trust, Epsomand St. Helier University Hospitals NHS Trust, Kingston Hospital NHS Foundation Trust, St. George's University Hospitals NHS Foundation Trust
- RM Partners comprising all South West London and North West London bodies supporting the NHS Cancer Pathway, including Primary, Acute and Specialist providers and screening services

The purpose of provider collaboratives is to work together to continuously improve quality, efficiency and outcomes, including proactively addressing unwarranted variation and inequalities in access and experience

Together, trusts work collaboratively to **lead the transformation of services and the recovery from the pandemic**, making sure they have shared ownership of their objectives and plans



Some examples of delivery across South West London

Croydon's hospital in a hospital



Proud to be working together to create healthier communities

Partners involved

NHS South West London CCG Croydon Health Services Epsom and St Helier University Hospitals St George's University Hospitals Kingston Hospital

Find out more

Learn more about our work and get involved at www.swlondon.nhs.uk

How we're making a difference

To make sure that as many people as possible across South West London have their planned operation as soon as possible following the delays caused by the pandemic.

Over 18,500 patients have safely received planned care at the Croydon Elective Centre since it opened in July 2020, despite the pressures of the pandemic. The 'Covid-protected' hospital within a hospital has been dubbed a 'blueprint for the NHS', seeing around 300 patients from across South West London every week for routine surgery or planned care - more than a 10% increase since pre-lockdown levels. The Croydon Elective Centre has its own separate entrance, operating theatres, inpatient wards and a catheter lab, with strict infection prevention and control measures to keep it protected.

Around 2,000 patients have been referred to the centre from neighbouring trusts as part of a coordinate approach to tackle backlogs in South West London.







The Croydon Elective Centre is a great example of how clinically-led innovation can make a real difference to the lives of our patients and staff, as well as the wider health system.

Stella Vig, Consultant Surgeon and Clinical Director for COVID-19 Recovery, Croydon Health Services NHS Trust



Supporting patients at home: Kingston virtual wards





Proud to be working together to create healthier communities

Partners involved

Kingston Hospital
Kingston GP Federation
Hounslow Richmond Community Healthcare

Find out more

Learn more about our work and get involved at www.swlondon.nhs.uk

How we're making a difference

All South West London hospitals have developed 'virtual wards' allowing patients who are well enough, to be monitored virtually from their own home instead of from a hospital bed.

The Kingston virtual ward has been up and running since mid-December to support low-risk cardiology and respiratory patients.

A dedicated team of highly trained clinical specialists use technology to monitor patients on the virtual ward, allowing them to be cared for safely at home and crucially freeing up bed space in hospitals. In their first six weeks, the team had already treated 21 patients and screened a total of 190 who came for care at the hospitals A&E.

Every patient is carefully assessed and counselled by specially trained clinical staff before discussing with them whether they would like to be treated by the virtual ward team at home rather than stay in hospital.

Patients are shown how to use the virtual ward monitoring equipment which they then take home with them. This means they can be monitored exactly as they would be on a real-life ward.

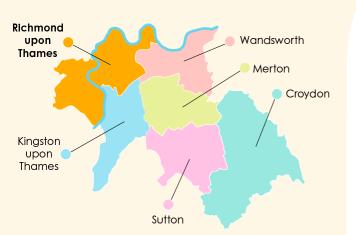


Most patients don't like being in hospital and we see the change in them on the very first day of the virtual ward. They are cheerful, their skin has more colour and they are active and more hopeful. It's really nice to see that you've helped them to get home. A lot of them are really thankful to have such carefully tailored specialist care from the comfort of their own homes.

Salina Harvey-Porter, Consultant Physiotherapist, Kingston Hospital NHS Foundation Trust

Lifting the Long Covid fog in Richmond





Proud to be working together to create healthier communities

Partners involved

Hounslow and Richmond Community Healthcare Richmond Primary Care Networks Kingston Hospital NHS Foundation Trust

Find out more

Learn more about our work and get involved at www.swlondon.nhs.uk

How we're making a difference

The Hounslow and Richmond Community Healthcare's Long COVID Service, which brings together staff from community, primary care, respiratory and Richmond Wellbeing Services, has helped 75 people from across Kingston and Richmond in the first three months after launching in November 2021.

Patients have their therapy in the best place for them – either as an outpatient at Richmond Rehabilitation Unit, in an online video call or telephone consultation, or at home.

People get help with managing their symptoms, learning how to cope when the brain isn't processing properly, getting the right amount of rest, and increasing chances of recovery. The team also give advice on self-care, sleep, diet, mood, work, exercise and other activities. Patients start with an initial assessment and personalised plan to address their main concerns and goals. Treatment is one to one and in a group.



The way you're listening and caring for us is excellent and I can say that this way of care is something which I have never experienced. If you didn't create such a safe environment for us, I doubt I would have been able to speak openly about how I felt. These Fridays are always rays of hope for me that something is finally changing for us. I just wish everybody was like you.

Long Covid clinic patient

Sutton's crisis cafe





Proud to be working together to create healthier communities

Partners involved

Sutton Mental Health Foundation NHS South West London CCG

Find out more

Learn more about our work and get involved at www.swlondon.nhs.uk

How we're making a difference

We are providing more help in the community for adults who feel they are in or might be moving towards a mental health crisis that doesn't need medical intervention

Open 365 days a year, the Sutton Crisis Café is a safe, calm and supportive non-clinical place for people experiencing a mental health crisis, and an alternative to attending A&E.

The Café, on Downs Road in Belmont, is run by the Sutton Mental Health Foundation, a community mental health support service for anyone over the age of 18 living in the borough of Sutton.

The Café employs four crisis support workers, including two with specialist expertise in dealing with substance misuse, and six peer support workers, a manager and a deputy. Since its launch in August 2021, over 100 people have been supported by the Café and almost 300 one to one crisis support sessions have been held. Some 75% of visitors to the Café are self-referred. intervention.



I was amazed to find such a facility available and accessible. It makes such a difference knowing that there is a clean, safe, comfortable place I can go to talk or just be. That I can bring my dog has also been great. I am so grateful to everyone involved in this. I don't know how my story will end but, just for today, Sutton Crisis Café has made a very significant positive difference for me. Thank you.

A recent visitor to the cafe

Best foot forward for fitness in Wandsworth





Proud to be working together to create healthier communities

Partners involved

Share
NHS South West London CCG

Find out more

Learn more about our work and get involved at www.swlondon.nhs.uk

How we're making a difference

Wandsworth students are putting their best foot forward to build up fitness and resilience after long months of lockdown.

The students attend Share Community, a charity which supports around 140 people with autism and learning disabilities in Wandsworth and some neighbouring boroughs. A £2,444 NHS Wandsworth Community Grant paid for pedometers so students can measure their daily steps, and the training of five student health champions.

The champions will help their peers to boost walking and overall activity levels through healthy choices such as taking the stairs. They will record how the students are feeling on a day-to-day basis and monitor weight loss and reductions in blood pressure.

A health and well-being noticeboard has been set up in Share's main centre in Wandsworth. This carries positive images and easy to read information on healthy eating tips, cutting down on cholesterol and the importance of cleaning your teeth.



We are aiming to have about 40 people taking part in walks on our local green spaces such as Clapham and Wandsworth Commons. We'll also be boosting people's activity levels by working with the charity Disability Sports Coach. Students have reported doing more exercise overall and everyone gets really excited for Thursdays when we run a step competition!

Rachel Healy-Share Community

Merton's pedalling paramedic



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Partners involved

South West Merton Primary Care Network London Ambulance Service NHS South West London CCG

Find out more

Learn more about our work and get involved at www.swlondon.nhs.uk

How we're making a difference

A ground-breaking partnership between South West Merton Primary Care Network and the London Ambulance Service is helping more patients receive key primary care services in their own homes and identifying patients who may need more support sooner.

Working between the Nelson Health Centre and Grand Drive Surgery in Raynes Park, Paramedic Matt Kilner responds to acute calls that cannot be dealt with GPs on the phone, zipping through the streets of Merton on his power assisted bicycle carrying essential medical equipment.

Matt also leads an elderly frail, low-contact project and makes routine visits to patients for diabetic or dementia reviews. On an average day, Matt visits eight patients in their own homes.

He splits his time with the London Ambulance Service at New Malden where he uses a mountain bike to rush to emergencies.

There are still some visits that only a GP will be able to perform. With most busy GPs only able to fit in a couple of home visits each day, Matt's extra eight visits a day mean many more people in Merton are able to benefit from care in their home.



South West

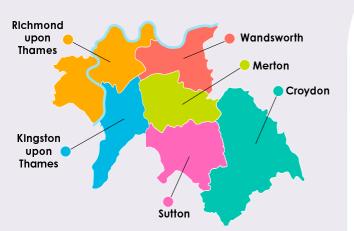
London

We take a holistic view of how people live and because we spend a lot of time in home environments we can pick up on issues such as self-neglect, even if the signs are subtle. We can spend 45 minutes or longer with patients to find out what really matters to them and help build their personalised care plans.

Matt Kilner, Paramedic

1,000 extra eye ops for South West London





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Partners involved

NHS South West London CCG South West London Acute Provider Collaborative

Find out more

Learn more about our work and get involved at www.swlondon.nhs.uk

How we're making a difference

Cataracts surgery has been carried out on more than 1,000 extra patients in South West London thanks to hospitals teaming up to co-ordinate care to help speed through the backlog.

Epsom Hospital is being used by the local NHS for people in the region needing cataracts operations, which do not require overnight stays.

It has proven so successful that waiting times are now on track to return to normal levels seen before the pandemic struck.
All patients are now being seen within the 18-week timetable.

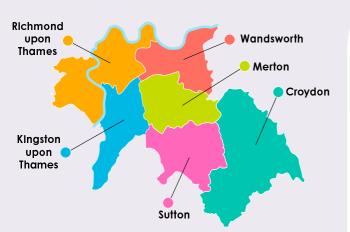
To watch Mr Ursell talking about the service you can watch this video – https://youtu.be/1P-YDke6CZE.



Other hospitals needed a bit of help, so we took on 1,000 patients from other trusts. They came over to us and we've managed to do the surgery and get the waiting list down for everybody – so we are all part of one big NHS family.

Paul Ursell, Consultant Opthalmologist at St George's, Epsom and St Helier Hospitals Group

Building vaccine confidence



Proud to be working together to create healthier communities

Partners involved

NHS South West London CCG
All South West London Local Authorities
All South West London Healthwatches
All South West London Primary Care Networks

Find out more

Learn more about our work and get involved at www.swlondon.nhs.uk

How we're making a difference

We are building confidence in the Covid-19 vaccines by working with people in areas where uptake has been low, to reassure them the safety of the vaccination and to dispel myths that circulate on social media.

We work closely with local authorities and voluntary sector organisations to reach deep into communities to engage with different groups and to have conversations with people about the vaccine. In each borough we have developed a bespoke engagement plan with our partners, to engage with communities with lower uptake and used the vaccine data to inform where we locate pop-up vaccination clinics and focus our activity.

We have seen the success of this work through increasing numbers of people who were more reluctant or concerned about being vaccinated in the early days coming forward to receive their vaccination.

By March 2022, we had delivered more than 3 million vaccinations in South West London.





I had some questions which I made sure I asked the nurse, like what are the symptoms afterwards. Having that consultation with the nurse for about 10 minutes made me feel much more comfortable, and it was really quick, much quicker than I expected. I'm glad I came today to share the love and to now be able to help spread the word. Anybody reading this, please go ahead and get vaccinated.

Andrew Brown, Croydon BME Forum Chief Exec



Q & A

Charlotte Gawne, Executive Director for Communications& Engagement





Thank you for joining us.

A copy of the recording and presentation will be made available on our website:

https://www.southwestlondon.icb.nhs.uk/

