



South West London

NHS South West London Annual Report Summary

July 2022 to March 2023



Photo taken at Joint Forward Plan patient and community engagement event at Babyzone Croydon in March 2023





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 @swlnhs

 South West London Integrated Care System

 NHS South West London

 SWLNHS

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Foreword

We are extremely proud of what we have achieved in our first year as NHS South West London Integrated Care Board (ICB). Core to our work is what matters most to our residents. Together with our people and communities we shape local health services and the care that we provide. We are clear we must do this in partnership with our communities, as it is essential that local people are at centre of every decision we take.

Tackling health inequalities is one of our core commitments. We are proud of our existing work and want to build on this at system, place and neighbourhood level to continue to reduce health inequalities, especially at a time where more people continue to be affected by the cost-of-living crisis.

As the NHS in South West London, our collaborative approach has helped us maintain our position as a high performing system, and ensured we have continue to perform well against NHS targets and priorities, including referral to treatment times, elective care and vaccination delivery this year.

This is a challenging time for health and care services, but we are recovering well from the pandemic and maintaining patient safety through industrial action while supporting our staff and colleagues, and we will continue to work together to improve further.

Health and care organisations across South West London work closely together to increase capacity and our clinicians continue to lead the work to find new and better ways to make services more efficient and effective for patients.

The last few years have shown us that when we come together, we can make real and tangible improvements to the health of local people.

Finally, we would like to thank our staff and partners from across the NHS, local authorities, Healthwatch and the voluntary sector, for your hard work and commitment in supporting our communities. We look forward to achieving more together over the coming years.



Mike Bell

Chair
NHS South West
London Integrated
Care Board



Sarah Blow

Chief Executive Officer
NHS South West
London Integrated
Care Board



Read our full annual report and more about our work on our website southwestlondon.icb.nhs.uk



About us

NHS South West London Integrated Care Board was established on the 1 July 2022, taking on many of the functions delivered formerly by South West London CCG.



We are committed to the four key aims of Integrated Care Systems:

- 1 **improving outcomes in population health and healthcare**
- 2 **tackling inequalities in outcomes, experience and access**
- 3 **enhancing productivity and value for money**
- 4 **helping the NHS to support broader social and economic development.**

Our goal over the next five years is to enable South West Londoners to start well, live well and age well. Our ambition is to make tangible improvements in health and care for local people.

The ICB is a statutory organisation bringing together the NHS to improve population health and establish shared priorities for local people, as well as being responsible for deciding how the NHS budget for South West London is spent.

In July 2023 we launched our Joint Forward Plan – our five-year plan for the NHS in South West London which details how we are meeting the health needs of the population, managing the NHS budget and arranging for the provision of high quality health services.



Read the Joint Forward Plan on our website
southwestlondon.icb.nhs.uk



We serve around 1.5 million people across our six diverse boroughs:

- Croydon
- Kingston
- Merton
- Richmond
- Sutton
- Wandsworth

We are responsible for overseeing the annual South West London NHS System budget of £5.1 billion. Some £2.35 billion of this is the ICB budget from July 2022 to March 2023 which covers the costs of running the organisation as well as the NHS services commissioned for the local population. These NHS services include hospital services, community services, mental health, learning disability services, continuing healthcare, local primary care services and prescribing.



Our total budget covers:

- £975 million** for South West London NHS providers
- £350 million** for providers outside of South West London
- £600 million** for the South West London Places
- £130 million** continuing healthcare
- and **£200 million** with delegated primary care.

South West London Integrated Care System (ICS)

South West London ICS launched on 1 July 2022 alongside NHS South West London. The ICS replaced the South West London Health and Care Partnership, taking on new statutory roles and responsibilities.

Our ICS is a partnership of primary care, hospital, social care, mental health and voluntary and community health and care services. Together we plan and deliver joined-up services to improve access and quality and to reduce health inequalities.

Find out more about South West London ICS at southwestlondonics.org.uk

- **Our acute and community Providers:** Central London Community Healthcare, Croydon Health Services NHS Trust, Epsom and St Helier University Hospitals NHS Trust, Hounslow and Richmond Community Healthcare, Kingston Hospital NHS Foundation Trust, Royal Marsden Foundation Trust, St George's NHS Foundation Trust and Your Healthcare
- **Our two mental health providers:** South West London and St George's Mental Health NHS Trust, South London and the Maudsley NHS Foundation Trust
- Our 39 **primary care networks**
- **The GP Federations** in each of the our six boroughs
- The **London Ambulance Service**



- Our six **local authorities:** Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth
- Our six **local Healthwatches:** Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth
- Our **South West London voluntary and community and social enterprise (VCSE) alliance** and our diverse VCSE sector organisations and community groups. Our voluntary sector infrastructure organisations, including:
 - Community Action Sutton
 - Croydon Voluntary Action, Asian Resource Centre of Croydon, Croydon Black and Ethnic Minority (BME) Forum and the Croydon Neighbourhood Care Association
 - Kingston Voluntary Action
 - Merton Connected
 - Richmond Community Voluntary Services
 - Wandsworth Care Alliance
- Our **NHS provider collaboratives:**
 - Royal Marsden Partners
 - South West London Acute Provider Collaborative
 - South London Mental Health and Community Partnership

Picture of care in South West London

People in South West London are supported by dedicated staff and organisations to start well, live well, and age well.

A picture of care in South West London



Resident population

1.5 million



6 boroughs

Croydon

Kingston

Merton

Richmond

Sutton

Wandsworth

Urgent and Emergency Care



5 emergency departments

5 urgent care centres (open at least 12 hours/day)



Community

5 community providers

Acute and specialist care



5 providers

693 thousand diagnostic tests a year

2.8 million outpatient appointments a year

2,254 general and acute beds

Primary Care



173 GP practices **39** PCNs
6 GP Federations

Provider Collaboratives



3 provider collaboratives spanning acute, mental health and cancer services



c.6,500

emergency department attendances/month, **13%** of which result in admission



Mental Health

2 providers

111



40 thousand calls per month, rising to **60** thousand in December and January

How we spend our money

We are responsible for investing the funding we receive from the government to maximise the health of the local population and overseeing the delivery of NHS services in South West London.



The £2.35 billion funding we received in 2022/23 was spent on the following services:



More than half of this expenditure was acute services (**£1.3 billion**)



Continuing care placements **£132.3 million**



Mental health services **£245.6 million**



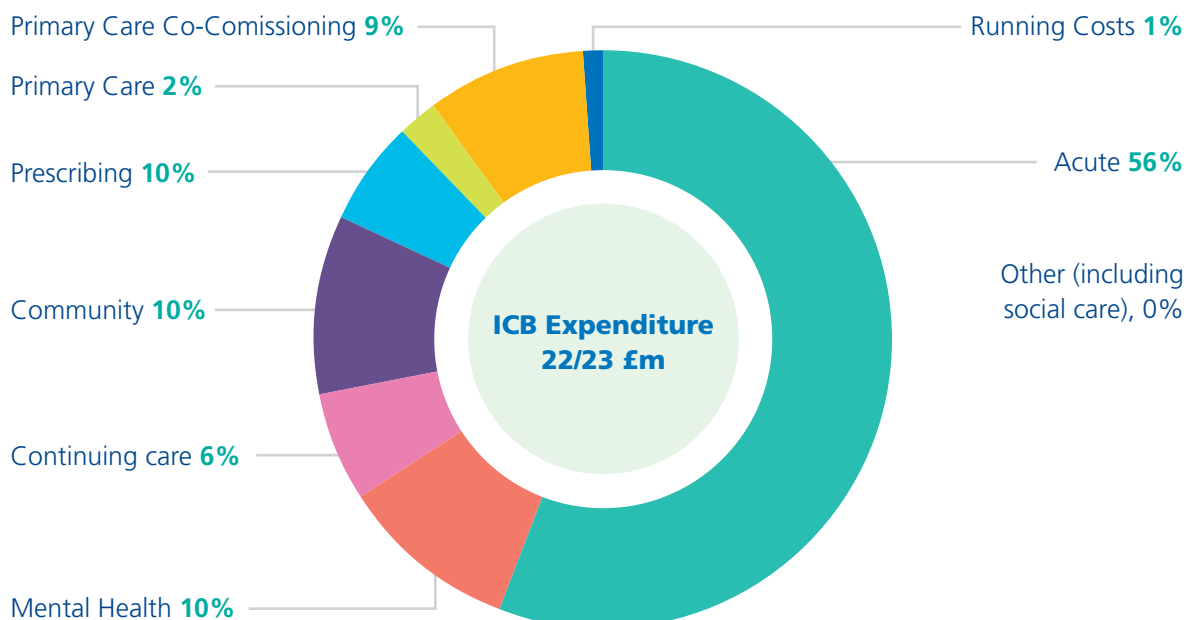
Primary care (including prescribing) **£188.7 million**



Community health services **£241.2 million**



Running the ICB **£25.2 million**



We continuously review our spending and work with our local partners in the NHS, sharing best practice to make sure we are as efficient as possible. Read our full financial accounts and analysis in our annual report at southwestlondon.icb.nhs.uk



What we do



Addressing health inequalities

Where people are born, grow up, live, work and get old all have an impact on health and wellbeing - tackling these inequalities is one of our core commitments.



Community care

From health visitors for children to district nurses for people with complex conditions, local community services provide wide ranging care where people live.



Care for vulnerable people

We have developed innovative programmes to support people in care homes and at the end of life.



Primary care

Our 173 GP practices and 292 community pharmacies have a track record of delivering high-quality and innovative care, we continue to work with them to improve services as they also adapt to evolving pressures post-pandemic.



Acute Care

Our hospital NHS foundation trusts (Croydon Health Services, Epsom and St Helier, Kingston and St George's) work together in what is called an acute provider collaborative. The collaborative seeks to improve planned care, so patients are seen in the right setting at the right time.



Mental Health

We want everyone in South West London to get mental health support at an early stage. We work with local providers on prevention and early intervention and together did the ground work for a new strategy aimed at making our area the best place for emotional wellbeing.





People with a learning disability and autistic people

We are committed to improving healthcare and outcomes through initiatives like better community services to keep people out of hospital, annual health checks and cancer screening.



Preventing ill health

We focus on preventing illness by supporting people to adopt behaviour that helps them live longer, healthier lives.



Cancer

We have worked to speed up cancer diagnosis and treatment by encouraging people with symptoms to come forward, boosting screening services and cutting waiting times.



Diagnostics

We provide responsive, high quality diagnostic services so conditions can be spotted quickly and treatment started. They include X-rays, ultrasound, endoscopy, CT and MRI scans as well as pathology services such as blood tests.



Urgent and emergency care

With services under pressure we work closely with partners to develop new measures helping hospital doctors and nurses can focus on those most in need.



Supporting people to manage long term conditions

Our long term conditions programme supports people living with diabetes, respiratory and cardiovascular disease. We seek to identify the conditions early and offer regular reviews and continuous management for better quality of life.



Maternity and neonatal services

Our ambition is to transform maternity services to deliver safer, personalised care that empowers women and their families with the support to make informed decisions about their care.





Population health management

We use rich data from across our health system to understand current health care needs and predict what residents will require in the future.



Workforce

We focus on the health, wellbeing and safety of our workforce to make South West London a better place for all our staff.



Research and innovation

We identify and support innovations - from traditional research to new ideas to pilot. Our focus is on evaluation to quickly identify which innovations will have most impact on patients and staff.



Championing innovative use of digital technology

During the pandemic, digital tech changed how people accessed healthcare. We are building on potential of digital platforms to provide innovative solutions and join up services.



New ways of working and delivering care

We identify new ways of working across the system to improve the workplace now and for the future, targeting hard-to-fill roles and help local people into employment.





Assuring delivery of performance and constitutional standards

We use NHS England metrics to measure quality and productivity.

We have made progress in helping services recover with a goal of exceeding pre-pandemic levels.



Improving quality and safety

It is our priority to create a safe, effective, clinically efficient health and care system where professionals work together across sectors to improve services.



Children and young people

We want to improve outcomes for children and young people. Our priorities include tackling health inequalities, focusing on special educational needs and disabilities, introducing children's social prescribing and making sure young voices are heard.



Emergency preparedness

Since July 2022, we have had increased responsibilities when it comes to incidents and emergencies. We have put clear plans in place to allow us to respond maintaining services and supporting partners.



Sustainable development

The 2022/23 South West London Green Plan sets out our programmes to help achieve the NHS ambition of reaching net zero carbon emissions.



Capital investment

We have a financial duty to make sure that our capital budget is not overspent. We need to achieve value for money while ensuring services are safe and fit-for-purpose.



Case studies of our work in 2022/23



Acute care: virtual wards in Sutton

Virtual wards allow hospital patients who are well enough can return home and be monitored remotely. They may even avoid going into hospital in the first place.

In Sutton, GPs worked with St Helier hospital and Sutton Health and Care on a virtual wards project for up to 100 beds. The project has seen the average length of time patients spend in hospital fall by two to three days, easing pressure on acute services.

Patients are supported by specialist teams including GPs, hospital consultants, advanced nurse practitioners, paramedics, social prescribers, pharmacists and social care professionals.

Their care is co-ordinated via virtual ward rounds three-times a week, with records updated immediately for use by all the professionals involved.

Patients receive regular face-to-face visits from a nurse and have their blood pressure, temperature, and oxygen saturation monitored remotely with any signs of deterioration treated quickly and safely.



Urgent and emergency care: rapid assessment and rehabilitation at St George's

In December 2022 St George's Hospital Major Trauma Centre opened four rapid access rehabilitation beds, helping reduce waiting times for highly-specialist beds in other parts of the hospital by up to 50%.

A bespoke rehabilitation plan is created for each patient admitted to the service. They receive intensive rehabilitation up to four times a day until they are fit enough to be transferred to another ward or discharged to continue to receive therapy in at home.



Primary care: new roles in GP practices

GPs in South West London are changing the way they work, responding to the needs of patients and growing demands on their time. People who need an appointment may now receive a same-day visit from a paramedic or be offered an appointment with a clinical pharmacist – the expert when it comes to helping them get the right medication.

Care coordinators make sure people get see the right person for the treatment they need, and social prescribing link workers are helping more patients solve the non-medical issues that have an impact on their health.

An example of how this works in practice is the Wide Way Medical Centre in Merton, where practice-based care coordinators and health and wellbeing coaches help people deal with current challenges - from Covid-19 to the cost-of-living. The past year has also seen them responding to the impact on health of other local issues. These include the trauma experienced by patients following of the gas explosion on nearby Galpins Road and issues faced by refugees coming to the area from Ukraine.



Cancer prevention: the Man Van in Croydon

Studies have shown that Black people are significantly less likely to be diagnosed with cancer via screening than those who are white, highlighting the need for targeted efforts to change this.

A partnership between Croydon BME forum, the Asian Resource Centre of Croydon and cancer screening provider RM Partners launched an awareness programme in March 2022.

The programme used coffee mornings, focus groups and other events with trusted clinicians and community members to break down some of the barriers to screening, engaging more than 100 people in its first six months.

An example is the Man Van which brought prostate cancer screening, diabetes and blood pressure checks to men from a private mobile clinic, parked by the borough's Beulah Family Church.



Diagnostics: boost for diagnostic testing in Kingston

This year Kingston patients have received more vital tests, scans and checks thanks to an extra £2.1 million of funding for diagnostic services. This extra funding has enabled teams at Kingston Hospital and Hounslow and Richmond Community Healthcare to deliver nearly 10,000 more tests per year for cardiology and respiratory conditions by increasing capacity and improving access for patients. The money builds on previous successful bids to increase Kingston Hospital's endoscopy and CT scanning capability.



Children and young people: building relationships between young people and primary care

GPs in Wandsworth created Battersea Youth Clinic to support young people and improve their access to services. This innovative pilot project has recruited a social prescribing link worker – also a young person – to offer support and signpost to other local services. The project also aims to get more young people to register with a GP.



Supporting people to manage long term conditions: lifting the long Covid fog

Hounslow and Richmond Community Healthcare's long Covid service brings together staff from community, primary care, respiratory and wellbeing services, to help people from Kingston and Richmond.

People who struggle to carry out everyday activities because of the after-effects of Covid-19 receive therapy in the best place for them – either as an outpatient or on video or telephone call.

There is help managing symptoms and learning how to cope when the brain isn't processing properly, increasing chances of recovery. The team also gives advice on self-care, sleep, diet, mood, work, exercise and other activities.





Mental health: new multi-million pound mental health facility

South West London and St George's Mental Health NHS Trust saw the completion of its new, multimillion pound mental health facility at Springfield Hospital in Wandsworth.

Designed in partnership with NHS staff, patients and carers, the new Trinity building is part of a £150million investment that aims to breathe new life into local mental health services.

With spacious, bright new wards, award-winning gardens and vibrant artworks throughout, the building was designed to break stigma and provide spaces where patients receive high quality care, treatment and recovery and where staff are proud to work.



New ways of working and delivering care: Croydon's hospital within a hospital

Croydon Elective Centre has been described as a 'blueprint for the NHS'. This 'hospital within a hospital' sees 300 patients from across South West London every week for routine surgery or planned care.

The elective centre opened in 2020 with its own separate entrance, operating theatres, and wards. Strict infection prevention and control meant it could continue providing care during the peaks of the pandemic. The centre is now helping other hospitals across South West London treat their patients more quickly.

It has also allowed Croydon hospital to work in different ways. This has included the launch of a same-day surgical assessment hub and a new elective centre at Purley War Memorial Hospital.



Mental health: EMHIP hubs bring mental health care to trusted settings

The Ethnicity and Mental Health Improvement Programme (EMHIP) was set up in Wandsworth to address unequal access, treatment and outcomes for black and minority ethnic people in mental health care. It brings together NHS South West London, Wandsworth Community Empowerment Network and South West London and St George's NHS Mental Health Trust. Central to the programme are health and wellbeing hubs which bring mental health support to trusted community settings. People can drop into the hubs for conversation, a cup of tea and the chance to share their worries.

The first hub was established at the New Testament Assembly church, Tooting. The second launched early in 2023 at the Islamic community centre Mushkil Aasaan, also in Tooting. Alongside the drop-in service, the hubs offer activities including mental and physical health checks, advice and advocacy in areas such as debt, housing, welfare benefits and drugs and alcohol dependency and couple and family support.

What people and communities have told us

In January 2023 we reviewed 180 reports from partners about the views and experiences of thousands of residents, from a cross section of our local communities. This is what local people say they feel about health and care services and issues.

Health impact of cost of living



- Increasing concern from our local residents
- Worries about paying bills, heating their homes and feeding their families, having a negative impact on people's mental health
- People are less able to make healthier lifestyle choices or heat their homes which may worsen existing health conditions
- Lack of awareness about sources of available support



Reducing health inequalities

- Need to address disparities in health outcomes for different groups, for example mental health outcomes for Black and minority ethnic patients
- Need for culturally sensitive services and culturally appropriate support and information
- More understanding needed to respond to the needs of neurodiverse patients, people with a learning disability, autism spectrum disorders or dementia

Local employment



- People would like the NHS and Local Authorities to support for local economies, including local businesses and town centres
- Increase in Living Wage accreditation to prevent low income and insecure jobs creating stress and anxiety
- More employment support and targeted communications needed for young people, and for carers and people with a learning disability who want to work

Better support for people with dementia



- Variability of support services across SWL including respite care and day care
- Access to face-to-face support if needed for people with dementia
- Better information about service provision, with help to navigate services and non-digital access options

Support for carers



- Carers' voices need to be elevated and need for carers to be considered as essential part of support and decision making
- Improved recognition of carers to ensure they have the support they need, including young carers
- Better understanding of caring as a social determinant of health, including impacts on carers own mental health, wellbeing and social isolation
- Improved information and support, making sure carers are not digitally excluded

Green and environmental concerns



- Access to clean, green space important for health and wellbeing
- A reduction in traffic viewed as the main way to improve air quality
- Encouraging walking and cycling to support people to live healthy lifestyles

Voluntary and community sector capacity



- Voluntary and community sector are feeling under pressure due to increased demand
- Important to hear from small & large organisations
- Broader representation is needed

GPs and dentistry



- Availability of appointments, waiting times, desire for face-to-face as well as virtual consultations
- Variation in access across and within boroughs
- Variability in the availability of interpreter services for non-English speakers
- Some GP appointment systems make it harder for some people to book, for example QR codes increase digital exclusion, telephone booking harder for people with hearing difficulties
- Appreciation for pharmacists with most people seeing them as a trustworthy source of information



We want health and care services in South West London to be more responsive, safe and effective. Importantly, we want to make sure no one is left out. To do this we speak to people and groups across South West London including Healthwatch, the voluntary and community sector, NHS partners, Public Health, our six local councils and Place-based engagement teams, and use their feedback and experience to make improvements.



NHS services and referrals

- Concern and frustration about longer waiting times for most NHS services e.g. primary care, mental health, urgent and emergency care services.
- Improved communication about waiting times and status of referrals
- More consistent and timely feedback of diagnostic results, which are often sent via GPs
- Many new parents felt there is a lack of aftercare/ postnatal support
- More patient-centred pathways and improved coordination and continuity of care between GPs, diagnostics and NHS teams



Communication, navigation and signposting

- Patients have a range of communication needs, it would help if they were asked for their preferred communication method and this shared across their care
- Information materials need to be in accessible formats, including for people with a learning disability, non-English readers and people with sight loss
- Improved signposting for services and clear navigation
- A need for information to support people manage their own health and well-being, with a contact for questions to help navigate services where necessary
- Missing letters and not keeping patients informed about delays and changes to appointments



Trust in public services

- Lack of trust in public sector organisations and professionals amongst some communities
- Trust issues higher in areas of inequalities and those from Black, Asian and Minority Ethnic backgrounds
- Based on experiences of discrimination people have had previously



Digital services - opportunities and challenges

- Shift to digital services has left some population groups facing digital exclusion
- Need multiple points of access and to retain options for face to face contact
- Data sharing creates opportunity for greater coordination between services on the care pathway
- Self-help opportunities through single point of access information hubs and condition-specific apps
- There are a lot of different NHS apps with some people hoping this can be rationalised
- Digital exclusion impacting older people, people with physical, sensory or learning disabilities and carers



Social isolation

- Social isolation impacting on mental and physical health, particularly for older people, people with a learning disability and carers
- Exacerbated by a shift to digital services and the cost-of-living crisis



Prevention and self-care

- Immunisation and vaccination - motivators and barriers vary between communities, the offer needs to be tailored
- Some people would like more support to help them manage their long term condition
- Time and cost viewed as barriers to healthier living by many
- Need for improved and accessible information available to help people manage their own conditions
- Peer group and community support highly valued



Mental health services

- Long waiting times suggest the need for more interim support and virtual rooms required to fill gaps while waiting for treatment
- Desire for more peer group and community-based support services
- Culturally competent services or community-based services needed to improve outcomes and reduce stigma
- Older people's mental health problems not being well enough identified and addressed

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South West London Investment Fund

The South West London Investment Fund gives partner organisations the opportunity to apply for grants for innovative projects that benefit local people, while capturing the energy and enthusiasm in our communities. During 2022/23 partners could bid for funding from two pots – the Innovation Fund, and the Health Inequalities Fund.



The Innovation Fund

A total of £4.9 million was made available for bids from local organisations. We awarded funding to 25 projects from the 170 applications we received. The review panel prioritised bids focussed on winter resilience, which they felt could have a significant impact in winter 2022 and 2023. Successful bids included:

Improving access to health services and information for homeless people

SPEAR London were awarded funding to help people experiencing homelessness to get online and access medical records, order repeat prescriptions and find trusted health advice. The project promotes self-care and eases the pressure on urgent and emergency NHS health care.

Help is at Hand

Help is at Hand is an easily accessed preventative crisis service for parents, carers, guardians and foster parents living in Croydon. This voluntary sector scheme funded a skilled support worker who provides immediate crisis support and advice in person, over the phone and online, reducing GP and Emergency Department contacts.

South West London Ageing Well Intensive Behavioural Support Service

This scheme was awarded funding to create a South West London Ageing Well Intensive Behavioural Support Service for people in our six boroughs. The project aims to reduce care home placement breakdowns, prevent delays to hospital discharge and offer additional training to 70 care homes.





The Health Inequalities Fund

We made £2.7 million available to partners for projects to tackle health inequalities. We received 80 expressions of interest and approved 55 bids, which included:

Addressing the causes of young people's mental health issues

Battersea Youth Minds were awarded funding to bring together six established youth organisations in Battersea to address the inequalities and pressures that affect our young people's mental health, particularly young people from ethnic minorities.

Children and young people's weight management service

We awarded funding to Croydon Council who, working with local community partners, created a weight management service for children and young people with higher risk of developing obesity and related long-term conditions. This includes those from deprived areas, black ethnic groups, and children with learning disabilities and autism.

Social prescribing pilot for people with a learning disability

Morden Primary Care Network was awarded funding to offer social prescribing for people with learning disabilities. The pilot created connections between the Primary Care Network and the learning disabilities community sector.



"With the NHS App I can order repeat prescriptions to help manage my kidney condition."

Ben, paramedic

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NHS

For expert advice, visit your local pharmacy

Your health matters help us help you

Treat your minor health conditions at home with advice and over the counter medicines from your local pharmacy.

Find your local pharmacy at www.nhs.uk/find-a-pharmacy

Are worries starting to get on top of you?

NHS South West London

Kirt Hunte
Mental Health Nurse and Psychotherapist

Trusted professionals available 24/7 to provide confidential advice and support

If you need support for your mental health, there are a range of free and confidential NHS services available in south west London.

Find out more, search **'South West London Mental Health'**

HM Government **NHS**

Top up your immunity this winter.

Vaccines are the best protection we have against dangerous viruses like flu and COVID-19. Find out if you're eligible for these two essential vaccines now at nhs.uk/wintervaccinations

Find out about vaccinations against conditions like Covid-19 and flu including how to book appointments and find local walk-in clinics at www.nhs.uk/wintervaccinations

