



Primary Care in Southend
People Scrutiny Committee
2 December 2014

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Background 1/3

- Across the country, NHS England area teams published primary care strategies by 30 September 2014
- In Essex, the area team included sections from each of the clinical commissioning groups (CCGs)
- The focus of the Essex-wide strategy was on:
 - ‘Wider primary care at scale’
 - Developing services across seven days
 - Bringing practices together into hubs of around 20,000 patients to provide integrated services
 - Primary care workforce development
 - Improving the quality of care provided
 - Improving access and responsiveness



Background 2/3

- Southend has 35 GP practices and all are members of the CCG (this is as a commissioner, not as a provider)
- There are 12 single handed contract holders
- List sizes range from 1,100 to 25,700
- 23 practices have a list size of less than 5000 patients, against a national average of 6000-7000
- Two thirds of our practices responded to a recent Local Medical Committee workforce survey reporting 3 current GP vacancies and 4 planned vacancies over the next year
- In Southend there are:
 - 25 dentists
 - 38 pharmacies
 - 34 optometrists



Background 3/3

- We share a duty with the NHS England Essex area team to improve the quality of primary care locally
- However, CCGs do not commission general medical services from GP practices
- Across the borough there are multiple partner organisations with commissioning responsibilities working with primary care providers, and these include:
 - NHS England
 - NHS Southend Clinical Commissioning Group
 - NHS Property Services
 - Public Health England
 - Southend-on-Sea Borough Council Public Health



Overview of the Southend CCG strategy 1/2

The strategy includes the following key principles:

- A focus on developing integrated models of care, with patients only going to hospital where there is no community alternative
 - This includes the development of a GP hub pilot for Southend with health and social care services wrapped around the GP practice registered population
- GP practices remaining at the heart of the local health system and continuing to focus on improving access, such as through piloting seven-day services and providing more online access
- Supporting GP practices to provide more proactive care to the most vulnerable patients, such as care home residents
- Improving the quality of primary care in Southend, including through the provision of training and development for our member GP practices



Overview of the Southend CCG strategy 2/2

- Working with the NHS England Essex area team to develop our approach to the co-commissioning of local GP practice services
- Supporting the NHS England Essex area team to develop the Essex primary care premises strategy – initial schemes proposed by the area team are for St Luke’s GP surgery and Shoebury Health Centre
- Working with our practice patient participation group (PPG) forum to support practices to improve the way they engage with patients in service development

Most of these are themes through the Southend five-year strategy, the CCG’s operational plans, the Better Care Fund plan and Integrated Pioneer programme.



Governance and approval of the strategy

The Essex area team held a number of listening events in the local area with primary care contractors. It then undertook engagement on the draft strategy before publication on 30 September.

CCGs contributed via their own sections to this strategy and were part of the editorial group.

Southend CCG undertook the following engagement activities:

- Public event in January contributed views on GP practices
- Engagement with partners through the unit of planning 5-year strategy workshops
- Engagement with member practices through our GP forum meetings
- Meetings with and approval of the final draft by the CCG Clinical Executive

The final version was approved by the governing body in September.



Specific current projects

• There are a number of areas of work underway presently where we will provide more detailed focus in the presentation:

- Access to GP practices
- Care Quality Commission monitoring of GP practices
- St Luke's Health Centre
- Primary care services in Shoebury
- Providing care to residents of care homes (joint project with Southend Borough Council)
- Wider primary care at scale
- Co-commissioning with NHS England

• The Public Health team is currently working on health analytics data to support these projects.



Access to GP practices in Southend

• We have been reviewing NHS England data on GP access for Southend's 35 GP practices:

- 13 practices are open fully from 8am to 6.30pm
- 16 practices close at lunchtimes every day
- 9 practices close for at least one half-day per week (usually Wednesday)
- 21 practices are registered with NHS England as providing extended opening hours, despite not necessarily being fully open during the day

• Our Clinical Executive Committee reviewed GP access in November. CCG staff were asked to consider how we might support improvements in access across Southend

• While the CCG does not commission general medical services, we are considering how we might be able to commission a project locally to support practices to improve access



Care Quality Commission monitoring of GP practices

- Previously 7 practices had been inspected by the CQC under the previous inspection regime
- The CQC has commenced a new round of inspections in the local area and have committed to inspecting every GP practice in the country over the next two years
- The CQC has recently published 'intelligent monitoring' reports on all practices, banding them from 1 (highest risk) to 6 (lowest risk). This and other intelligence information will enable the CQC to prioritise which practices to visit first
- The CCG is working with practices to support quality improvements



St Luke's Health Centre – Overview

- The health centre currently consists of two elements:
 - The GP practice with registered patients from the local area
 - A walk in service serving the south east Essex area
- When the current contract expires on 30 September 2015:
 - The GP practice will continue and will be commissioned by NHS England
 - The walk-in service will become the responsibility of Southend CCG and Castlepoint and Rochford CCG and funding will be devolved
- The CCG is part of NHS England's project group which is progressing alternative premises for the GP practice.
- The council has been invited to join the project group



St Luke's Health Centre – GP Practice

- The premises project has been given outline approval and there are three options currently being considered for permanent premises:
 - Cumberlege Centre
 - St Luke's Church site
 - New build on as yet unidentified land
- NHS England will be engaging with local people prior to a decision being made.
- Along with NHS Property Services, NHS England will assess the options and make the final decision based on costs and service provision factors



St Luke's Health Centre – Walk In Service 1/2

- Local people will be able to have their say on the walk in service element of the current service:
 - The CCG has been asking current users of the walk in service about their preferences and choices
 - The CCG attended the recent Healthwatch Southend meeting to hear views
 - We have been engaging with our patient and public engagement steering group
 - We are planning a series of focus groups early in the New Year
- Our governing body will consider options in March 2015

St Luke's Health Centre – Walk In Service 2/2

- Patients tend to use walk in services:
 - because they say they can't get an appointment at their registered GP practice or because their GP practice is closed
 - for acute minor illness, such as coughs, colds, sore throats, earaches, stomach upsets
 - from the Westcliff-on-Sea and Southend areas, although there are heavier pockets of use from patients in Shoebury and Leigh-on-Sea
 - most out-of-hours patients are not registered with St Luke's
- About a third of patients say they would have gone to A&E with their minor illness if the walk in centre was not there (*publicising NHS 111 is one of the key messages of our winter campaign*)
- This forms part of our work on our urgent care strategy and there are multiple options to consider.
- The decision will be a joint one with Castlepoint and Rochford CCG

Primary care services in Shoebury

- NHS England has formed a project group to work on the re-provision of premises for Shoebury Health Centre (Campfield Road). Southend Borough Council has been invited to join this group
- The primary care premises strategy for Essex highlights Shoebury Health Centre as one of the priorities for redevelopment and the project has received outline approval from NHS England
- This will be a new purpose-built development and will be subject to NHS England's approval processes at each stage of its development
- A recent survey by the Residents Association highlights phlebotomy as one of the key issues. We are working with the hospital and the local practices to understand how services are currently delivered
- The project will require cooperation and collaboration from all partners, including the local GP practices and Southend Borough Council

Providing care to residents of care homes

- There are more than 2000 care home beds in Southend across more than 200 homes
- The biggest concentration is in the Westcliff area, where often homes have patients across several practices
- We are currently undertaking a pilot scheme with 2 practices to provide pro-active care to care home residents with the aim of avoiding health crises where possible
- We have formed a working group across health and social care to resolve the issues experienced by care home residents and providers in caring for them. Healthwatch Southend and NHS England are also members of this group
- We are working with Karen Peters to identify priority homes to work with and we jointly provide training and education to care homes through our joint care home forum


Southend
Clinical Commissioning Group

Wider primary care at scale

- One of the key Pioneer programme workstreams is the development and piloting of a primary care hub
- Detail on how this might work is being developed through a project group across health and social care
- Local GPs are part of the project group and we plan to engage with member practices more widely to enable roll-out
- Simply put, the vision for the primary care hub is that the GP practice(s), community services and social care services will work as a multi-disciplinary team providing services wrapped around the registered population
- Currently, MDT meetings happen monthly in most practices and are largely seen as worthwhile, however many actions needs resolving daily and can't wait for the next meeting


Southend
Clinical Commissioning Group

Co-commissioning primary care with NHS England 1/2

- The CCG has a duty to improve the quality of primary care but does not commission general medical services
- CCGs nationally have been invited to express an interest in co-commissioning primary care services with NHS England by early January
 - Level 1 – greater involvement in NHS England commissioning of primary care (business as usual, no expression of interest required)
 - Level 2 – shared decision making with NHS England, through joint committees (application by 30 January)
 - Level 3 – full delegation of primary care commissioning and budgets (application by 9 January)
- Southend CCG is currently operating at level 1, however this provides us with an opportunity to work with our member practices to improve the quality of primary care locally


Southend
Clinical Commissioning Group

Co-commissioning primary care with NHS England 2/2

- The opportunity to increase local control through co-commissioning would enable us to:
 - Operate in a clinically-led way that provided peer support to practices as opposed to the current remote arrangements
 - Ensure local sensitivity to local providers to ensure services provide what is needed for Southend citizens
- The CCG currently has limited levers to tackle some of our ongoing issues, however our priorities for co-commissioning would be care homes and improving GP access
- Deeper engagement with member practices and clinical leads is planned over the coming months
- We would also be interested to hear People Scrutiny Committee members' views on co-commissioning
