Welcome

Welcome to our summary of the work NHS Tower Hamlets Clinical Commissioning Group (CCG) has been doing over the past year to help make Tower Hamlets a healthier and happier place to live.

As a CCG our job is to plan and buy health and social care services that meet the needs of our local population. We live in a unique, dynamic and diverse borough and we want our health and social care to reflect the needs of our rich community and to be of the highest possible quality.

Over the last year we have made significant progress working alongside patients, the public, and health and social care providers to gain a better understanding of what our community needs, and to develop services that best meet those needs.

We have been listening to and talking with community groups, health and social care providers and local people to make the best decisions for the community with the limited budget we have. We believe through our achievements and championing of new services for local people we are in a good position to ensure better, safer, world-class care for patients now and in the future.

The achievements you will read about in this booklet are due in no small part to our members and staff at the CCG. We would like to express our thanks and appreciation for their on-going commitment and dedication to improving the health and wellbeing of local people.

We would like to acknowledge our continued partnership with the London Borough of Tower Hamlets, Public Health, local hospital and mental health trusts, and voluntary and community groups that we have worked with over the last year. We would also like to thank the patients and members of the public who have been involved with the CCG this year sharing their experiences and views with us. Your feedback, both good and bad, has helped us to understand what is working well and where improvements can be made.

We are always happy to hear from you, particularly if you have any feedback or suggestions about your experience of health and care services that may help us to learn and continually improve services. You’ll find all our contact details at the back of this booklet.

We look forward to continuing to work together to innovate, explore and make the most of the opportunities we have.
Our local health challenges

Around 287,000 people live in Tower Hamlets and our population is growing fast. Our residents are diverse, 90 different languages are spoken and the Bangladeshi community make up about a third of the local population.

Tower Hamlets is unique, particularly in terms of diversity and expansion with the fastest growing population in London and the most diverse population in the country. Almost 69% of our population comes from a minority ethnic group. We speak around 90 different languages between us and are home to the largest Bangladeshi community in the country.

The NHS in east London faces the very real challenge of providing care for a growing local population, whilst continuing to meet the health needs of some of the most deprived areas anywhere in the UK.

Seventy-two percent of local wards are amongst the 20% most deprived areas in the country. This has an adverse impact on the health and wellbeing of our residents and places a huge demand on our resources.

The difference in healthy life expectancy is ten years lower in Tower Hamlets than in other parts of the country which means that our residents begin to develop multiple health problems far earlier in life.

This has a direct effect on both the demand for health services and the complexity of health issues. The annual GP consultation rate for adults aged 50-64 in the most deprived parts of the borough is up to twice as high as in wealthier parts of the country. The problems that people go to their GP for help with are also on average more than twice as complex.

Many people in Tower Hamlets are living with a long term condition and hospital admission rates for heart disease and stroke are above the national average. Premature death rates from cancer and cardiovascular complications in Tower Hamlets are the highest in the UK.

Providing for today whilst planning for a tomorrow which is unlikely to see budgets rising to the same extent as demand, will require us to think differently about how we provide care. We take a life course approach to plan and commission services following the stages from birth to the last years of life. The Joint Strategic Needs Assessments, produced by the Tower Hamlets Public Health team helps us do this by providing a wealth of information and data that helps us to better understand the health needs of our population.

We will need to make changes to where and how care is provided if we are to meet the growing needs of local people, but this is something that we are committed to doing.

Thirty nine percent of children live in poverty - the highest child poverty rate in the UK

Twenty five percent of 10-11 year olds in Tower Hamlets are obese

Tower Hamlets has the second highest premature death rate from circulatory disease, cancer and respiratory disease

Life expectancy in Tower Hamlets remains lower than rest of country

Nine percent of babies have a low birth rate

Tower Hamlets has the second highest premature death rate from circulatory disease, cancer and respiratory disease
Achieving Excellence in Tower Hamlets

Over the last year we have made significant progress working alongside patients, the public, health and social care providers and voluntary and community organisations to gain a better understanding of what our community needs, and to develop services that best meet those needs. Below are some examples of the work we have done this year to help make Tower Hamlets a healthier and happier place to live.

Clinical Commissioning Group of the year

This year, our second since forming in April 2013, we were named Clinical Commissioning Group of the Year at Britain’s leading and most prestigious health sector awards, the Health Service Journal (HSJ) Awards. This was a huge achievement recognising the efforts of everyone working for and with NHS Tower Hamlets CCG, championing best practice and innovation to overcome the challenges that our residents face. Thank you to everyone involved for making this achievement possible.

Commissioning primary care in Tower Hamlets

From 1 April 2015 the CCG became one of only six CCGs in London responsible for the co-commissioning of local GP services delegated to them from NHS England. The ability to commission these services means local people will have a greater say in deciding how services are developed. We are committed to improving the quality of services in general practice in the borough and we are already working with our GP practice members to improve standards.

Tower Hamlets number one for Health Checks

Tower Hamlets boasts of one of the highest take up rates of NHS Health Checks compared to many other parts of the capital and country. Figures from Public Health England show that more than 27,000 people in the borough had their free check over the last five years and more than 8,500 of them were in the last 18 months. Most checks are provided by GP practices and involve a few simple tests and a series of questions to identify if the person is at risk of developing serious, but preventable conditions.

Tower Hamlets vanguard for transforming patient care

Over the last year, providers within health and care have formed the Tower Hamlets Integrated Provider Partnership (THIPP) which is trailblazing a new model of working together to ensure all people on the integrated care programme can receive the right care, at the right time, in the right place. As a result of this innovation THIPP has been chosen by NHS England as one of 29 vanguard sites to take the lead nationally on transforming care for patients across England. This is extremely good news for Tower Hamlets and we are delighted that the work that our health and social care providers are doing to integrate services has been recognised in this way.
Diabetes care in Tower Hamlets

General Practice and diabetes care teams in Tower Hamlets have been working hard to deliver quality care to people with diabetes and help them develop the skills, knowledge and confidence to manage their condition.

Diabetes patients are required to receive all nine checks or 'care processes' as part of regular or annual reviews and care plans with general practice teams.

The checks include blood pressure readings, weight checks, foot checks, support to stop smoking and blood tests for cholesterol, sugar control and kidney function and help ensure people with diabetes receive the quality care and treatment they need to manage their condition and can prevent complications such as blindness, kidney failure, amputation, heart disease and stroke.

The Tower Hamlets network incentive scheme ensured that in 2013/14, 91% of patients registered with a GP practice in Tower Hamlets with type 2 diabetes received a care plan.

Supporting mental health and wellbeing

During the year we have maintained our focus on improving outcomes for people with mental health problems in the borough with 4,686 people entering treatment last year. We achieved the second highest diagnosis rate of dementia in London, enabling more people with dementia to access the support they need more quickly. We also met national targets for access to psychological therapies, with more people seeing a specialist for talking therapy than ever before.

From autumn 2015 we will act as the lead commissioner for a new London-wide digital mental wellbeing service aimed at improving the mental wellbeing of Londoners by providing an anonymous online service, which is available all year round and monitored 24 hours a day seven days a week by trained mental wellbeing professionals.

We signed the Crisis Care Concordat, and continued to work with partners to deliver high quality mental health crisis services. We also completed a major review of services for residential, nursing and continuing care for people with dementia which will form the basis of a joint improvement project with the Council.

In December 2014 we launched ‘In the Know’, a new web resource that provides easily accessible information about mental health services and related activities as part of the Council’s Idea Store digital directory of services that gives residents information on the range and type of services available for those caring for or experiencing mental health difficulties.

We continue our work with local partners and young people to improve the pathways for children and young people experiencing emotional and mental health difficulties. Our aim to redesign services around the needs of children, young people and their families/ carers, and the first phase of this work that will be used by all services working with young people with emotional and/ or mental health difficulties is making steady progress.

Integrating health and social care

Tower Hamlets continues to be a national pioneer site for Integrated Care. Together with Newham and Waltham Forest CCGs we have formed the WELC Integrated Care Group and are working alongside health providers and Tower Hamlets Council to transform the way services are organised to better meet the needs of older people most at risk of an emergency hospital admission through our integrated care programme.

We have also been working with staff at the Royal London Hospital to ensure patients with diabetes were reviewed by a Diabetes Specialist Nurse within 24 hours of their admission. This has led to a significant improvement in the care of people with diabetes admitted to wards and Barts Health NHS Trust have now rolled out a similar initiative at Newham University Hospital.

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Each person on the Integrated Care programme gets a personalised care plan which they develop with their GP, a named care navigator or case manager to help coordinate their care, access to a multi-disciplinary team of health and care professionals, a single point of access, plus access to specialist support from consultants in geriatrics and psychiatry.

Over the past year we have identified and enrolled 5,416 as suitable for integrated care, produced 1,558 care plans, prevented 4,714 hospital admissions by providing more care in the community and doubled the number of mental health nurses in the multi-disciplinary team. A 24-hour Rapid Assessment Interface and Discharge (RAID) service has been established within the hospital, for those people with mental health, drug and alcohol problems and is improving the experience of those seen at A&E with 93% of A&E patients referred to RAID seen within 1 hour. Over 800 health care and related staff were trained by the RAID team in the mental health needs of hospital patients. In addition over 90% of admitted patients with mental health diagnoses were seen by RAID within a day of referral (based on 4 months from Nov to Feb).

The Clinical Commissioning Group and Tower Hamlets Council have a vision of health and care services that are co-ordinated and deliver care in the most appropriate place. The first step in realising this vision is providing £21m to the Better Care Fund as an opportunity to transform and demonstrate our joint commitment to deliver integrated and personalised care.

**Personalising care**

Tower Hamlets has been appointed one of nine national demonstrator sites for the Integrated Personal Commissioning (IPC) programme. Working in partnership with the London Borough of Tower Hamlets and two local voluntary sector organisations, Real and Bromley by Bow Centre, the IPC programme is a key stage in the delivery of the NHS Five Year Forward View and aims to develop a new integrated and personalised commissioning approach which will bring together comprehensive health and social care funding to allow individuals greater choice and control over their health and care services.

This is a three year programme and during this period the focus will be on people who have complex health and social care needs including children with complex health needs and Statements of Educational Needs (SEN), adults with severe and enduring mental illness and are on the Care Programme Approach (CPA), adults with severe respiratory conditions which affects the activities of their daily life and adults with learning disabilities.

**Children and young people**

Over the past year the Children and Young People’s Programme Board have been working hard to improve the experience and satisfaction for patients, carers and their families. In May 2015 a clinical physiologist was appointed to provide support for children with complex needs and to encourage a more coaching and facilitative approach with families and carers and to improve patient and family/carer satisfaction with the service.

Twenty children with complex care needs were part of the Bridge Project pilot at Barts Health NHS Trust which ran between February and July 2014 and resulted in a significant reduction in A&E attendances and improved communication between all those caring for the children, as well as a better patient experience for the children and families themselves.

Led by two children’s orthopaedic specialist physiotherapists at Barts Health NHS Trust, the Children’s Orthopaedic Outreach Project has been developed to provide a clear structure around paediatric orthopaedic care, through greater community links and improved guidance for both patients and health professionals. GPs have been able to learn more about common orthopaedic problems encountered in primary care and the appropriate referrals through lunchtime roadshows that have been developed as part of the pilot.

**Support for older people**

Along with health and care partners, we signed and endorsed the dignity code developed by the Older People’s Reference Group. The code sets out the issues considered to be important in contributing to personal dignity as well as, how older people expect and have the right to be treated.

A group of senior practice nurses in the Open Doors Team piloted chronic disease management training to staff in three care homes focussing on the reduction of pressure sores and improvement in the management of respiratory disease for people in a care homes. This has helped reduce the number of call outs to London Ambulance for people with respiratory problems. We also established training delivered by an Occupational Therapist for 90 staff within four care homes to improve the care of patients with dementia.
Last years of life

Working alongside local organisations that provide care for people in the last years of life, we have secured funding for an education programme to be delivered in 2015/16 for multi-disciplinary teams to help improve the experience of hospital and community care for people in the last years of life. We have also undertaken a programme to capture the views of bereaved carers so that we can understand the quality and experience of local services and ensure care is of a high standard.

Maternity care

We have been working with the community and voluntary sector to test out new ways of engaging hard-to-reach mothers in the community. In 2014/15 we ran an outreach information service where 15 workers spoke to 467 women in the community at three information events every week on a range of maternity issues such as immunisations and vaccines, breastfeeding and birth setting choice. After receiving positive feedback about the service, the service is being extended in 2015/16 by in-reach workers in hospital booking clinics and GP antenatal clinics.

During 2014/15 we set a range of challenging improvement projects with Barts Health NHS Trust which has led to a 9% increase in community births on the previous year’s rates. To ensure a better experience of maternity care, women now have a named midwife and no more than two deputies in her absence throughout the antenatal and postnatal pathway.

Cancer care

A social prescribing service for people living with and beyond cancer is being run by Bromley by Bow Centre in partnership with Macmillan Cancer Support to signpost patients to the various support available such as health trainers, weight management, time bank, welfare advice, therapeutic horticulture, employability, older people social activities and learning advice. This two-year programme will run from February 2015 to January 2017 and so far, both clinicians and patients have reported benefits from using the service.

Improving respiratory care

Last year the CCG worked with the Royal London Hospital to ensure that people who were admitted to the hospital with severe respiratory symptoms were reviewed before being discharged from hospitals. In 2014/15 this was extended to all Barts Health NHS Trust sites and resulted in 85% of people who showed severe respiratory symptoms being admitted to the Royal London. From April 2016 this will become part of the routine work of the Adult Respiratory and Care and Rehabilitation service in Tower Hamlets.
Improving quality across Tower Hamlets

For 2014/15 we successfully implemented a full programme of quality assurance visits to our main providers to ensure that all essential standards are being complied with. This year’s visits included general site visits as well as themed visits with a focus on pressure ulcers, infection control and safeguarding. The visits helped support improvements in service provision understanding and gave opportunities to discuss service developments and supported a collaborative approach to improving quality.

This year we also worked closely with the local authority to develop a joint quality dashboard for nursing and residential homes and also undertook joint quality assurance visits with the local authority to nursing and residential homes.

The Open Doors team won first place in the Health Education North Central East London Quality Awards for their HCA programme which helps non clinical staff to start a career in healthcare. The HCA programme has resulted in 18 people in Tower Hamlets accessing Foundation Degree level training over the last few years and is now helping pharmacy staff to gain clinical skills so that they can deliver the same quality of advice and care as those who work in General Practice.

We are pleased that the training programme, also run by the Open Doors team, that recruits and trains nurses new to General Practice is up and running again. Since February 2015 seven GP practices have new nurses working alongside the teams already in place.

Helping reduce costs

Since April 2012, Tower Hamlets CCG in collaboration with the NEL CSU Medicines Management team have been providing training to primary care staff, developing clinical guidelines, conducting patient clinical reviews and working with colleagues in secondary care to ensure consistent prescribing of Oral Nutritional Supplements. Through this project the adult Oral Nutritional Supplement spend for 2014/15 was reduced to £479,723, down from £591,593 in 2011/12. For sip feeds, the percentage of growth in cost per 1,000 patients over the past year has reduced by 5% despite a 6% growth in spend nationally.

Tower Hamlets: Antibiotic guardian

Tower Hamlets CCG is proud to have pledged our support to European Antibiotic Awareness Day becoming an antibiotic guardian as part of the national drive to reduce antibiotic prescribing and raise awareness of the possibility of antibiotic resistance.

Care for people with epilepsy

We ran an eight week self-management course to help improve the quality of patients’ lives by increasing their understanding of epilepsy and providing simple lifestyle interventions that can reduce the incidence of seizures. Led by a epilepsy specialist nurse the course covered topics including medicines management, sleeping, diet and exercise, managing symptoms, goal setting and managing the emotional impact of epilepsy and resulted in the majority of participants demonstrating an improved ability to manage their condition.

Following the success of a patient forum run by the Epilepsy Society, the CCG has commissioned an epilepsy monthly self-management programme for patients and carers in 2015/16.

New ways of getting treatment

Following the success of a nine month pilot for a teledermatology service to provide patients with faster diagnosis and treatment and increase skill levels of primary care staff, we will be commissioning a teledermatology and dermatology one stop clinic in the future.
NHS Tower Hamlets CCG is committed to working together with our partners, health and social care providers such as Barts Health NHS Trust and East London Foundation Trust, the local authority and community and voluntary sector organisations to bring the best care to the people of Tower Hamlets and ensure they have access to the help and support they need to be healthier.

We were delighted to support the Tower Hamlets GP Care Group in their successful proposal to the Prime Minister’s Challenge Fund. ‘Transforming General Practice in Tower Hamlets’ will change how patients access routine and urgent primary care services and the way community partners, such as local pharmacies, work to improve access to NHS services for local people.

We have also been working with our neighbouring CCGs in Newham and in Waltham Forest Barts Health NHS Trust and other hospitals in the area, community and mental health providers, primary care and local authorities, including public health and social care on the Transforming Services Together programme which was established to ensure high-quality, safe and sustainable services for the residents of east London.

We established a bursary funding programme for local community and voluntary sector organisations to develop projects to help improve services and find new ways of involving patients and the public in improving health. Since the awards started in 2012 16 projects have been funded, five of those in 2014/15. These projects have had many outcomes including reducing GP, A&E and out of hour’s attendance, increasing parents confidence in managing children’s health at home, increasing the knowledge of local health services and greater partnership working between organisations delivering services.

A new state-of-the-art Barts Heart Centre has been opened at St Bartholomew’s Hospital. The Centre has combined the services and staff from the London Chest Hospital and The Heart Hospital in Marylebone – along with those already running at St Bartholomew’s Hospital. By bringing together cardiac services onto one site, it has created the UK’s largest centre of excellence for adults with congenital heart disease and will treat approximately 80,000 patients a year.

East London Foundation Trust won the mental health category of the HSJ Top Healthcare Employers 2015 and also won the 2015 HSJ Patient Safety Trust of the Year Award for reducing violence in inpatient settings.

Improving quality in Barts Health NHS Trust

This year the Care Quality Commission published reports on the quality of services offered at Whipps Cross Hospital, the Royal London Hospital and Newham University Hospital. All three reports gave an overall rating of inadequate.

Because of the reports the Trust Development Authority placed Barts Health NHS Trust into special measures. This means that Barts Health NHS Trust will get the support it needs to improve services.

We have been and will continue to work alongside Barts Health NHS Trust through monthly clinical quality review meetings and quality assurance visits towards to monitor the improvement of the quality of services, patient safety and patient care. The visits give us an opportunity to talk to patients and staff directly and get a sense of the quality of care being provided.
How we spend our budget

NHS Tower Hamlets CCG commissions most local health services in Tower Hamlets including acute hospital care (such as A&E and maternity services), community care (such as physiotherapy and community nursing) and mental health services.

We aim to improve the health and wellbeing of people in Tower Hamlets by ensuring that patients and their carers experience the highest possible standards of health and social care. We have a commissioning budget of around £360 million to do this work, which is allocated as shown on the pie charts.

- £174 million for hospital care, 79.3 percent of which is spent at Barts Health NHS Trust
- £43 million spent on community health services, 94.8 percent of which is spent on Tower Hamlets Community Health Services currently provided by Barts Health NHS Trust
- £43.5 million spent on mental health services provided by East London Foundation Trust
- £29.5 million spent on prescribing
- £14 million spent on continuing healthcare
- £9.2 million spent on ambulance services

Despite the financial pressures we face in Tower Hamlets, over the last year we have managed our spending carefully and achieved a surplus of approximately £16m. This is money that we can now invest back in the community by providing additional care.
How can you get involved?

Involving patients and the wider community in commissioning activities is core to what we do. We are proud to have received a ‘green’ rating from NHS England for demonstrating a solid structure to support patient and public participation and engagement in a recent assessment.

Over the past year we have worked hard to involve patients, their carers and representatives in decisions that relate to aspects of their care and treatment. We encourage local people to give us feedback on their experiences and help us to identify problems and find solutions to improve the health and wellbeing of everyone in Tower Hamlets.

To further improve engagement with local patients and the public, a Patient Engagement Reference Group was set up to inform and shape the outcomes of the procurement process for the Community Health Services review.

![Image of two children] Shadow people’s panel

A Shadow People’s Panel, made up of local patients, carers and people is supporting the CCG to understand how patient and public involvement can influence commissioning in 2015/16 and beyond. The panel will work to define the types of roles and responsibilities, what works well and how the panel will feed into Tower Hamlets CCGs governance structures.

Patient leadership programme

NHS Tower Hamlets CCG and Healthwatch Tower Hamlets jointly commissioned a Patient Leadership Programme to find and recruit local people who are interested in becoming Patient Leaders and understanding more about the health system and to feel confident to influence healthcare and commissioning. Patient Leaders who have been trained as part of this programme so far have had a number of opportunities to become involved or to shape and influence commissioning in Tower Hamlets.

If you are interested in learning more about this work and wish to get involved, please contact us on any of the ways listed on page 22.

Patient stories

In order to capture feedback from patients, carers and their families, we have developed a project to collect patient stories to help improve our understanding of how people feel about local health services. The patient story is an account of local healthcare services which is given directly to the CCG Governing Body at the beginning of our bi-monthly Board meetings.

By actively listening to real experiences we are able to see health care services through the patients’ eyes and understand what happened and why, look at barriers they may have faced, and listen to any suggestions or feedback they have about their care, putting patients at the heart of the system.
The NHS belongs to the people

It is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and, when we cannot fully recover, to stay as well as we can to the end of our lives. It works at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. It touches our lives at times of basic human need, when care and compassion are what matter most. The NHS is founded on a common set of principles and values that bind together the communities and people it serves – patients and public – and the staff who work for it.