

Annual report summary

Chair's message – September 2018

Havering Clinical Commissioning Group (CCG) had another busy year in 2017/18, and, along with our neighbouring CCGs in Barking and Dagenham and Redbridge, we remain in a financially challenging situation. Despite this, we have delivered some real improvements in patient care, through increased community based services, offering more rapid access to clinical expertise closer to home.

The legal financial directions issued by our regulator, NHS England, remain in place and we are focused on securing our financial recovery, this year and next. Our plans will deliver greater efficiencies, but we believe that through a clinically led, innovative approach we will deliver the best care for local people with the resources that we have.

Our borough has a growing population and areas of high deprivation, which bring with them some challenges to how we provide health and care for local people. We are not alone in this. Through the development of our local 'integrated care system' we are working with our local hospitals, community and mental health providers and our local council to deliver more, with less – and we will continue to do so.

Despite these challenges, I am proud to say we have continued to work hard to improve the quality of our services and reduce costs, delivering savings of £32.2 million across the Barking and Dagenham, Havering and Redbridge (BHR) patch last year.

The BHR CCGs have a strong track record in partnership working, which has been strengthened over the past year. In addition, we have been collaborating at a strategic level through the 'NEL Alliance' with the other four north east London CCGs, with a single accountable officer, Jane Milligan, appointed in December.

I have been delighted to get to know and work with Jane, and our new managing director, Ceri Jacob. Both are passionate about making our organisations work effectively together, to make a real difference to local people's lives. They have both brought a renewed energy, focus and invaluable experience that we are already benefiting hugely from.

I would also like to say how well the three BHR CCGs Chairs are working together. We have regular time together every week to pick up local issues that

affect us all, which means we can represent BHR's interests when we attend the wider north east London meetings.

I would like to take the opportunity to thank our GP members and CCG team for their continued hard work and dedication to improving services for local people.

Finally, thanks to our Patient Engagement Forum for all their support this year, and I would like to encourage them, and you, to sign up to our new north east London Citizens' Panel – which will allow local people to have their say and help shape health and social care services in our area. More details are on our website:

www.haveringccg.nhs.uk



Dr Atul Aggarwal
Chair



Financial performance

Last year BHR CCGs delivered savings of £32.2 million from an overall target of £55 million. This year we have to do even better to maintain and improve the care local people get from GPs, hospitals and others. Across the three BHR boroughs, we and our partners need to reduce costs by at least £140 million to eliminate both historic and in-year deficits. Havering CCG's savings target for 2018/19 is around £15.7 million. This is why we are the most challenged health economy in the country.

Financial recovery and integrated care

To meet our financial pressures and move towards an integrated care system means we must transform services and rethink how, and where, care is delivered. Our CCGs and Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT), supported by our respective regulators, are working together in a more joined up way to deliver financial recovery. This will also be supported by working with North East London NHS Foundation Trust who provide most of our community and mental health services, our GP colleagues through the Federations, and our local authorities.

Highlights of the past year

- We worked with BHRUT to implement the agreed referral to treatment (RTT) recovery plan to address long hospital waits for some people following referral. As part of this, our GPs redirected 28,000 patients from BHRUT to other health services.
- Our popular GP hubs, which provide urgent, same day appointments seven days a week, can now view and update a patient's medical history, supporting seamless care.
- We rolled out GP online services to make it easier for people to book appointments and order repeat prescriptions.
- We commissioned borough-based GP networks and Federations to deliver local population-based schemes.
- We successfully recruited extra GPs for our area - with an innovative approach offering 'portfolio careers' with experience in different services with local providers.
- We commissioned a new quality improvement (QI) programme for local practices.
- We increased investment in mental health services as part of our continuing commitment to tackle mental ill-health, including setting up our Talking Therapies support service for local people.
- We increased professional support for people presenting with mental health crisis at Queen's Hospital through the introduction of a 24/7 psychiatric service.
- We exceeded the target of 50 per cent of people experiencing a first episode of psychosis being treated within two weeks of referral.
- We delivered two clinician-led public consultations - 'Spending NHS Money Wisely 1 and 2' - and implemented the associated difficult decisions about changes to service provision.
- We are helping to improve the diagnosis of dementia in care homes, by ensuring any qualified clinician who has access to the relevant information is able to make a diagnosis.
- We are continuing to work with Havering Council to create a 'dementia-friendly' community in the borough, with the aim of every GP practice becoming 'dementia-friendly' this year.
- BHRUT achieved the 62 day standard for cancer treatment for seven consecutive months.
- We received praise from the Health Secretary for the improvements we have made in the use of diagnostic tests.



Plans for next year

The work to secure our financial recovery underpins everything we do and remains a core element of all our plans, so that we can ensure we start 2018/19 on a sound financial footing.

In Havering, we are focusing on delivering services for our priority areas through the development of our Transformation Boards. These are care for older people, children and young people, those with long-term conditions, mental health, medicines optimisation (making the most of medicines), maternity, and cancer. Some projects are already up and running, with others to join them very soon.

By agreeing the health and care priorities for our area with the council and our local hospitals, we will ensure we have the resources – not just money, but also staff, expertise and the right buildings – to tackle these priorities.

In addition, we are working more closely with our health and care partners and neighbouring CCGs across north east London. Closer collaboration with these partners will avoid duplication of work and stop us competing for the same staff.

Whilst we don't know what this autumn's new 10 year plan will mean for the NHS nationally or locally in Havering; we do know that by working closely with our partners and using all of our shared expertise and resources, we will ensure health and care services meet the needs of local people, now and in the future.

If you would like to find out more about the CCG and the work we do, visit our website www.haveringccg.nhs.uk or follow us on Twitter @HaveringCCG

