

BHR CCGs

Annual report summary



**Barking and Dagenham,
Havering and Redbridge**
Clinical Commissioning Groups

Chairs' message – September 2019

Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups (BHR CCGs) had a busy and successful year in 2018/19. Since the annual report was published, the financial directions imposed on BHR CCGs in March 2017 have been lifted by the CCGs' regulator NHS England/Improvement.

This has been achieved by making sure that we make the best use of every public penny we spend.

We held a full public consultation to ask people for their views on proposed service changes so that local people have better, more appropriate access to urgent and community care services in the right place at the right time. We thank our Healthwatch colleagues for their invaluable contribution to this work.

Alongside this financial achievement, there have been a number of improvements that ensure we are delivering patient-focused services that make a real difference to people's lives.

This includes:

- Our innovative Redbridge atrial fibrillation (AF) programme, which has seen a significant increase in Redbridge patients receiving appropriate treatment for atrial fibrillation, helping to save lives across BHR. Redbridge CCG became the most improved borough in London for atrial fibrillation.
- Overall, Havering's population of more than 250,000 are healthy when compared with the London and national average. There is a significantly higher number of people aged over 65 than in London as a whole, and services for older people remain a priority.
- In Barking and Dagenham, an initiative led by the CCG and 37 GP practices has led to a major improvement in type 2 diabetes diagnosis rates, with better advice and support for those living with the condition and a reduction in cases of more than 60%. This project won the 2019 HSJ Value Award for Diabetes Initiative of the Year.

BHR CCGs continue to build on a strong track record of partnership working, with a shared management structure across the three CCGs.

We also strengthened partnership at a strategic level, working with the other four CCGs in north east London as part of the North East London Commissioning Alliance.

It was great to continue to work with the Alliance accountable officer Jane Milligan over the last year, as well as with Ceri Jacob who completed her first year as managing director for the three CCGs on 1 April 2019.

We continued to work together on strategic planning as well as commissioning, taking a joint approach to issues like primary care and the development of the BHR integrated care system (ICS) which includes all local health and care organisations.

We have increased investment in mental health services as part of our continuing commitment to tackle mental ill-health and improve access to services.

Maternity services, electronic referrals, NHS 111 for urgent health needs, more accessible GP services and a wider range of healthcare professionals seeing patients are just some of the areas where we have made great progress.

We have also recruited a cohort of new GPs for the BHR area, offering wider professional development opportunities with partners such as hospital trusts, to help retain the expertise we need in our area.

We would also like to take this opportunity to say how well the BHR CCGs' chairs work together, taking regular time together to address issues that affect all our communities and spread best practice across our patch. We thank our GP colleagues, staff, NHS and local authority partners, patient and Healthwatch representatives and voluntary sector colleagues for your continued support during the year.

For more information on any of this work, or just to find out more about the CCGs you can visit our websites:

www.barkingdagenhamccg.nhs.uk
www.haveringccg.nhs.uk
www.redbridgeccg.nhs.uk

Dr Jagan John
Barking and Dagenham
CCG Chair



Dr Atul Aggarwal
Havering CCG Chair



Dr Anil Mehta
Redbridge CCG Chair



Financial performance

Last year BHR CCGs delivered savings of £44.85 million, meeting our overall financial improvements target. In addition, in July 2019 the legal financial directions imposed on the CCGs by our regulator NHS England/Improvement were lifted. Since the directions were implemented in March 2017, we have strengthened our financial governance, delivered a challenging programme of savings and agreed a financial recovery plan with our NHS provider colleagues and our regulator, which aims to bring the BHR system into financial balance and transform services for local people.

Our financial position continues to be very difficult and so in 2019/20 we have a challenging financial plan with BHR CCGs looking to save over £40m. Barking and Dagenham is planning multiple saving schemes totaling £12.29m, Havering £12.55m and Redbridge £15.51m.

Financial recovery

To deliver against our recovery plan and return the BHR system to financial balance by March 2021, we are focused on working with our key partners in Barking, Havering and Redbridge University Hospitals Trust (BHRUT) and North East London NHS Foundation Trust (NELFT), as well as with our local authorities and GP federations, to drive the transformation of care.

Highlights of the past year

- We were rated 'green' by NHS England for patient engagement for a second successive year.
- We delivered our £44.85m financial improvement target and saw a return to balance for BHR CCGs.
- Barking and Dagenham CCG won a 2019 HSJ Value Award for Diabetes Initiative of the Year.
- Redbridge CCG were a finalist in the HSJ Value Awards for their work on anticoagulation and stroke prevention.
- We worked with local GPs to embed the 'Spending NHS money wisely' programme that has already seen savings of around £2.5m.
- BHR CCGs have agreed the first system-wide financial recovery plan in London with NELFT and BHRUT, as well as our regulator at NHS England/Improvement.
- We implemented joint schemes to reduce the number of people needing to go to hospital and help people get home quicker.
- We implemented a new system with BHRUT to raise alerts if patients have poor or unsafe hospital discharges.
- Our A&E Delivery Board saw health and care partners plan together to tackle winter pressures.
- We have seen a 6% increase in people receiving appropriate treatment for atrial fibrillation, with Redbridge becoming the most improved borough in London.
- We developed partnership transformation boards for urgent care, planned care, cancer, children and maternity, long-term conditions, mental health, and older people and frailty.
- Across Havering we have seen a 14% increase in completed learning disability health checks.
- We launched a range of new clinical pathways as part of the 'Improving Referrals Together' programme, including pain management, gynaecology, and ear, nose and throat.
- Our Havering integrated community diabetes service continues to provide support for professionals and people living with diabetes.
- Our community and hospital programme to prevent pressure ulcer damage has led to a 5% reduction in the number of serious ulcers.
- We implemented new initiatives to recruit and retain healthcare staff, including GP Spin and a Practice Nurse Clinical Leadership Programme.
- We were early adopters of the new NHS app, with Havering announced as the top CCG in London for the number of downloads.
- We implemented digital and workplace quality improvement initiatives to support resilience, productivity and efficiency in our GP practices.
- Our Diabetes Quality Improvement project continues to improve the quality of care in the three treatment targets.

