Across Merton our GP Practices have come together setting up local groups to form Primary Care Networks to focus on prevention and tackling health inequalities. This enables practices to reap the benefits of new technology, improve care for patients and support our doctors and nurses.
Welcome to NHS Merton Clinical Commissioning Group’s (CCG) Summary Annual Report for the financial year 2018/19.

This has been a year of change during which we’ve seen some of our greatest achievements. We met our financial duties and redoubled our efforts to give patients in Merton better care. In times of change, it becomes even more important to work in partnership and remain dedicated to improving the health and wellbeing of our local population. This year we established the Merton Health and Care Together Board to oversee a collaboration of the CCG, Merton Council, NHS providers, Healthwatch and the voluntary sector.

We continued to look at how we can make further improvements and how we can sustain these changes. Through the Merton Health and Care Plan we have set out our areas of focus for Merton, and how we will ensure the action we take has maximum impact for local people.

Integrated working between the NHS and adult social care has also led to people getting out of hospital and returning home more quickly – most recently by the CCG and Council establishing joint ways of working to make this happen.

Our GP practices are continuing to make progress giving patients more individual and preventative care. In 2018/19 through two GP hubs, in east and west Merton, an additional 1,500 appointments have been provided each month.

We also saw exciting new programmes emerge and evolve to meet Merton’s changing needs. Social prescribing is a way of linking patients with support within the community improving wellbeing, recognising a range of factors that affect people’s health. This approach was piloted in East Merton and is now expanding across Merton.

This year has also seen a new approach to adult mental health services expanding our services in Merton. We commissioned a new model of care which looks at emotional wellbeing as well as mental health, increasing the number of appointments and the range of therapies on offer.

We have continued to work at a south west London level when it makes sense achieving economies of scale and reducing duplication. The South West London Health and Care Partnership, alongside the CCG and our partners, delivered innovative new projects. The children and young people’s mental health programme is a great example. We have taken a south west London wide approach to ensure children and young people get the mental health and emotional wellbeing support they need. It brings together school leadership teams with health and social care professionals to support children and young people, their families and teachers.

We continued our work with our colleagues in Sutton CCG and Surrey Downs CCG on the Improving Healthcare Together: 2020 – 2030 programme to address the long-term challenges at Epsom and St Helier hospitals around clinical standards, finances and estates. We want local people to have the best quality health services for generations to come, in modern, safe buildings with the majority of services provided on both hospital sites and in the community, close to people’s homes.

Finally, we would like to say a huge thank you to our Board, member practices, partner organisations, local residents and all our NHS staff for their support this year and we look forward to a bright future for health and care services in Merton in the years to come.

Dr Andrew Murray
Clinical Chair
NHS Merton CCG

Sarah Blow
Accountable Officer
NHS Merton CCG
At the start of each year we agree our plan for how to make use of our allocated budget to plan and fund health services for people who live and work in Merton and improve the quality of these services and the experience of patients.

**These services include:**

- **Hospital care,** outpatient appointments and routine operations
- Services for people with **mental health conditions**
- Services for people who need **long term care,** for example people with learning disabilities and those who are physically frail
- **Urgent and emergency care,** A&E and urgent treatment centres
- **Community health services,** district nurses

We also fund GP services. Our practices work together with NHS partners to improve people’s health and wellbeing, and make sure everyone has access to healthcare services. These partners include pharmacists, hospitals, mental health services, the London Borough of Merton, and local community groups.

**Our objectives are to:**

- Improve people’s health and make sure everyone has equal access to high quality and sustainable care
- Transform services through innovation delivering better care and patient experience
- Work together by listening and collaborating with our patients, GPs, partners and communities to improve care
- Make the best use of our resources to benefit patients
- Support our staff to make sure they have everything they need to do a great job
In 2018/19, we were responsible for a **budget of £284.6 million** that we used to pay for hospital, GP (primary care), community and mental health services for people living in Merton.

You can read our monthly financial reports and full annual report on the publications page of our website at [www.mertonccg.nhs.uk](http://www.mertonccg.nhs.uk)

### How we spent NHS money

- **51%**
  - Hospital services
  - £146.8 million

- **26%**
  - Mental health and community services
  - £73.6 million

- **20%**
  - Primary care
  - £56.6 million

- **3%**
  - Corporate and support
  - £7.6 million
Working together in Merton

Merton Health and Care Together
We have been working closely together with our health and care partners in Merton to ensure services are as joined up as they possibly can be in a whole system approach to wellbeing. We have formed a ‘Merton Health and Care Together’ Board to help us all work together in the best interests of Merton residents. Representatives from the NHS, London Borough of Merton, and other key health and wellbeing providers will regularly review progress and make sure we are on track to meet the current and future needs of people in Merton. Merton’s Health and Care Together Board and the Health and Wellbeing Board have published a two-year Health and Care plan which focuses on the actions which no single organisation could achieve alone – for example improving mental health and supporting people with diabetes.

Merton Council and the Merton Health and Wellbeing Board
We work particularly closely with the London Borough of Merton to help local people stay healthy. The public health team at the council provide information and expertise to support our work. Health and wellbeing boards are designed to deliver strategic joined-up local leadership on health and care. The Board brings together Merton Council, Merton CCG, Healthwatch Merton and the voluntary and community sector with a shared focus on improving health and wellbeing in Merton, tackling health inequalities and encouraging a greater focus on helping people to stay healthy and make healthier choices.

A Local Delivery Unit with Wandsworth CCG
Merton shares its management team with Wandsworth CCG through a structure called a Local Delivery Unit (LDU). There are clear benefits to this, particularly when it comes to managing larger contracts and our relationship with St George’s University Hospitals NHS Foundation Trust. It reduces running costs so we can spend more of our budget on improving health services and means both CCGs benefit from sharing expertise and resources.
Working together in Merton

South West London Alliance of CCGs
The South West London Alliance is made up of five south west London CCGs – Kingston, Merton, Richmond, Sutton and Wandsworth – which have chosen to work more closely together to share expertise and use resources more efficiently. Working together helps us make stronger collective funding decisions, share best practice, and reduce duplication. It enables us to learn from our neighbours, bringing everyone up to the same high standards when planning and funding healthcare services.

South West London Health and Care Partnership
The South West London Health and Care Partnership brings together the NHS, local councils, Healthwatch and the voluntary sector in south west London. The partnership enables us to work more closely together and at scale to deliver better care for local people. You can find out more at www.swlondon.nhs.uk

Moving Forward Together
In line with the NHS Long Term Plan, the Governing Bodies of the six south west London CCGs all agreed to proceed with discussions to potentially merge into a single CCG for south west London. The six CCGs in south west London are: Croydon, Merton, Kingston, Richmond, Sutton and Wandsworth. We continue to work closely together with our partners to design proposals that could be considered and agreed, with the potential to implement such a change for 1 April 2020.
Our achievements

Our ambition for the people of Merton is that they lead healthy lives and Start Well, Live Well and Age Well. We have highlighted some of our main achievements in the past year:

**Start Well**

**Expansion of counselling services for young people**

The CCG has increased funding for mental health services for young people this year provided by Off the Record. It offers emotional support to young people aged 11-25 in Merton ranging from counselling in one-off walk-in sessions to individual online or face to face support.

**A ‘whole school approach’ to mental health**

We have also been working with schools and our other partners across south west London to deliver training and support for children and young people, their families and teachers through a ‘whole school approach’. School-based support teams are being piloted in a number of schools across Merton, led by Ursuline High School, with the aim of including all schools in the future.

The project was awarded £1.85m of national ‘Trailblazer’ funding in December 2018 and an additional £4.3m in July this year to rollout further teams over the next two years. In Merton the additional funding will allow a team to be created working across further education colleges, and another team to focus on mental health early intervention for young people with special educational needs and disabilities in selected special schools.

**Asthma red bag for schools**

An Asthma red bag initiative was rolled out to 40 schools across Merton this year. The initiative aims to provide the school with the correct inhalers, instructions and guidance for staff and school nurses on how to use them.

**Live Well**

**Social prescribing rollout**

A pilot social prescribing programme is to be expanded in Merton from April 2019 after an independent evaluation of the pilot found in the first year 77 per cent of patients said it had improved their wellbeing.
Our achievements

A new mental health and wellbeing service

A new mental health service, called Merton Uplift, was launched in April 2019. We have invested in expanding and improving mental health services to give local patients greater support, with a focus on wellbeing. ‘Merton Uplift’ now offers a broad range of support for people in Merton who are experiencing mental health conditions ranging from anxiety, stress and depression to severe mental illness including bipolar affective disorders and psychosis. The service also focuses on the physical health of patients through health checks working with local GPs.

Wellbeing services for East Merton

Work has continued to develop a new health and wellbeing campus in East Merton on the Wilson hospital site. Once built the campus will be a new home for the GP hub service in East Merton and will host most specialist diagnostic services like x-rays. In the meantime we are actively working with voluntary sector organisations in East Merton to develop and put in place new wellbeing services in East Merton as soon as we can.

Improving diabetes services

We continue to work with our local partners to advance a preventative approach to tackling diabetes; raise awareness about diabetes; and improve care, treatment and support locally for those living with the condition. Patients can refer themselves directly for courses available across South London. Other improvements planned include offering patients personalised video messaging, a one-to-one digital diabetes support programme and a smartphone app.

Cancer care

We have been working to improve early diagnosis and cancer treatment for patients. Additional patients in Merton have been successfully screened for both bowel and cervical cancer to increase uptake. Local GPs have piloted a “C-the signs” Cancer Decision Support Tool using the latest artificial intelligence technology to increase early detection rates. Early results have found this to be an efficient and safe way to refer patients with symptoms of suspected cancer. Psychological support for cancer patients has also been improved.
Our achievements

Age Well

Extra Support for Care Homes

We are working to improve the health of care home residents in Merton with increased specialist support.

This has included:

- Training care home staff for identified priority areas including falls prevention
- Setting up a pilot project providing enhanced GP input to two care homes in Merton
- Ambulance journeys have reduced by a monthly average of 14% (on average 9 less per month compared to 17/18).

End of Life Care

We are working with GP practices, community and hospital staff offering training on advance end of life care planning and are ensuring more care plans are recorded and shared with all healthcare professionals.

Integrated Locality Teams

We have introduced/progressed multi-disciplinary working across health and social care with each GP practice in Merton working to provide additional support for patients needing complex care working closely with community nursing services and Merton Council.

As a result:

- 1142 patients have been through the enhanced pathway in 2018/19
- 1734 patient held admission prevention plans have been developed
Our achievements

- 398 less admissions to hospital in the six months after the enhanced pathway started.

Primary care

Our GP practices are continuing to make excellent progress working more closely across south west London to give patients more individual and preventative care.

More appointments and easier booking

In 2018/19 through two GP hubs in Merton, in east and west Merton, an additional 1,400 GP appointments and 650 Nurse appointments have been provided each month.

Direct bookings from urgent care services (NHS111 and local Emergency Departments) can now be made into the Hub sites.

We are investing in creating a further four hub sites across Merton in 2019/20.

Primary care at scale

By GP practices working together ‘at scale’ we believe we can provide opportunities to address many of the challenges facing primary care and bring benefits for patients and practices themselves as well as the wider health system. This includes the creation of Primary Care Networks as being a crucial part of our strategy for Transforming Primary Care. The networks have improved community care for complex respiratory patients and management of type 2 diabetic patients using digital solutions.
Epsom and St Helier University Hospitals NHS Trust has faced significant challenges for many years in terms of the suitability of its buildings and how its services are organised. In autumn 2017, the trust set out its own view of these challenges and how it believed commissioners should respond.

NHS Surrey Downs, Sutton and Merton CCGs have developed the Improving Healthcare Together 2020-2030 programme to look in detail at the challenges and how to best make sure the hospitals continue to deliver high quality, safe and sustainable services.

The CCGs have already said that there will continue to be a need for both hospitals.

Since December 2018 we have been working with a wide range of experts, partners, local authority and public health colleagues, clinicians, the public and our regulators to gather research and evidence to help shape our proposals. No decisions about any changes to services will be made until after a full public consultation has taken place and all of the information has been considered by the CCGs.

For more information about this work please go to improvinghealthcaretogether.org.uk
Working with the local community

We always aim to actively work with patients, carers and the public to ensure effective patient and public involvement (PPI) is a part of all the decisions we take.

Chair, Andrew Murray, in the Constitution states that “to achieve our vision of better care and a healthier future for Merton, we will involve and engage our patients in designing services, support them to co-produce systems of care and empower them to look after their own health.” We work with the local voluntary and community sector – most especially our Patient Engagement Group, Healthwatch Merton and Merton Voluntary Services Council to support us to widen our reach into the local community.

Over the past year we have funded Healthwatch for specific work to capitalise on the extensive community connections that they have developed with local grassroots organisations.

Closing the feedback loop is important to us and we regularly publish “you said, we did” reports on our website and share these with those who have worked with us. You can read more about our engagement work throughout the last year in our engagement annual report.

During 2018/19 the CCG and local partners have continued to involve and engage patients and service users during procurement processes, in developing our commissioning intentions, involving local people in the redevelopment of the Wilson Hospital site, and involving people in the Improving Healthcare Together programme, moving closer to co-production.
How we did against some of our targets in 2018/19

<table>
<thead>
<tr>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% of patients seen in A&amp;E admitted or discharged within 4 hours</td>
<td>✗</td>
</tr>
<tr>
<td>99% of patients have diagnostic tests within 6 weeks of referral</td>
<td>✔️</td>
</tr>
<tr>
<td>93% of suspected cancer referrals to be seen within 2 weeks of referral</td>
<td>✔️</td>
</tr>
<tr>
<td>96% of patients waiting no more than 31 days from diagnosis to first definitive treatment for all cancers</td>
<td>✔️</td>
</tr>
<tr>
<td>50% of people recovering after referral to psychological therapies</td>
<td>✗</td>
</tr>
<tr>
<td>95% of people treated within 18 weeks of referral to psychological therapies</td>
<td>✔️</td>
</tr>
<tr>
<td>Average category 1 ambulance response time was 6 mins 4 seconds</td>
<td>✔️</td>
</tr>
<tr>
<td>67% of people with dementia diagnosed</td>
<td>✔️</td>
</tr>
</tbody>
</table>

St George’s University Hospitals NHS Foundation Trust took the decision to suspend referral to treatment target reporting (patients waiting no longer than 18 weeks) in 2016 because they found problems with their data.

Significant progress has been made in the past year and the Trust are now reporting as normal.
How to get involved

There are lots of ways you can get involved in shaping health services in Merton.

**Online**

Follow us on Twitter and Facebook

Twitter @NHSMertonCCG  Facebook /merton.commsccg

Tell us what you think about health services or ask a question by completing a feedback form on our website www.mertonccg.nhs.uk

**Face to face**

Come along to our Board meetings – the dates, times and papers are published on our website. We also record our meetings so you can watch them on our website whenever is convenient.

Find out about becoming a patient representative on our Patient Engagement Group by emailing mertonccg.getinvolved@swlondon.nhs.uk or visiting www.mertonccg.nhs.uk/get-involved

Join Healthwatch Merton, an independent watchdog for health and social care, email info@healthwatchmerton.co.uk or call 020 8685 2282

Join a patient participation group at your GP practice.

For more information, go to the ‘Get Involved’ section of our website.

For more information about Patient and Public Involvement in Merton and for information in different formats, you can contact the Patient and Public Engagement Team by

Email: mertonccg.getinvolved@swlondon.nhs.uk or write to us: Merton CCG, 120 The Broadway Wimbledon, London SW19 1RH
Extra Evening and Weekend GP Appointments available at two locations in Merton

Contact your surgery or call 111 to book an appointment

The GP hubs are provided at the Nelson Health Centre and the Wide Way Surgery and from October at Merton Medical, Wimbledon Medical, Lambton Road and Morden Hall Surgeries.

- The doctor and nurses you see will have access to your medical records
- Advance and nurse appointments can be booked
- The service is for normal GP and nurse appointments not just urgent ones
- GP appointments are available at weekends in Merton

Stressed? Worried? Feeling low?
If you’ve got things on your mind that are affecting your day to day life, talking to us about your problems can really help

Contact us on 020 3513 5888
www.mertonuplift.nhs.uk