



# Sutton Health Prospectus 2018/19

August 2018





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# 1

## Introduction



1.1 The purpose of the Sutton Health Prospectus is to set out the role of the Council in health matters and our priorities for Sutton residents. The first Sutton Health Prospectus was published in October 2011 and last updated in July 2016. It set out the Council's response to the Government's plans to reform the NHS through the Health and Social Care Act 2012. The Council's stated ambition at that time was to deliver better health and wellbeing outcomes for all Sutton residents by working closely with local people who use services, their carers and a wide range of other partners including the NHS and the voluntary and community sectors. The first Health Prospectus was an important document in that it highlighted the critical role that the Council has to play in the commissioning and provision of social services which complement health services, particularly at the point where people are at risk of hospital admission or have been in hospital and need to return home as quickly as possible. The Health Prospectus also set out the commitment from the Council in ensuring that any changes within the NHS which impacted upon local health services would come as a result of proper consultation with Sutton residents and their elected representatives, the Council Members.

1.2 Looking back, it is easy to identify the successes that stemmed from the first Health Prospectus. These included securing a Sutton Clinical Commissioning Group that consisted of GP practices that were all within the Sutton Borough boundary. Establishing a strong Health and Wellbeing Board which

embodied the Council's commitment to real partnership working. Ensuring that the SW London plans for changing acute health services were abandoned as these would not have met the needs of Sutton residents. All of these successes served to protect the interests of the most vulnerable members of our community and to keep the focus of the NHS on the health and wellbeing needs of local people and their carers.

1.3 Since the first Health Prospectus was published, Government policy and the NHS reform programme have moved on. Public sector budgets continue to reduce year on year, in real terms. NHS England published a 'Five Year Forward View' that set out health ambitions for the future, particularly for acute hospital services. Local areas across the country were asked to put these ambitions into action by 2020. The commitment from the Council to achieve its health and wellbeing ambitions for local people however, remains firm. This Health Prospectus 2018/19 provides some of the background to explain what has happened across health and social care in recent years, both nationally and locally, and describes the new health and wellbeing challenges the Council faces. It also sets out the action that will be taken to address those challenges. In the context of the Health Prospectus, health care services are taken to include services delivered through primary care (GP practices), community services, the acute sector (hospitals) and mental health services.

# 2

## Background



### 2.1 National Policy and Context

2.1.1 The Health and Social Care Act came into force on 1st April 2013 by which point the reforms required in the Act were completed. This Act brought in the most wide-ranging reforms of the NHS since it was founded in 1948. By 1st April 2013, the responsibility for Public Health had transferred from the NHS to Councils and the responsibility for commissioning local health services had transferred to Clinical Commissioning Groups, (GP led), as Primary Care Trusts were abolished. NHS England was also established as a national body with four regional offices, taking responsibility for the commissioning of specialized services such as dentistry and pharmacy services. Clinical Commissioning Groups are now co-commissioning some parts of primary care with NHS England.

2.1.2 A very important change as a result of the Health and Social Care Act was the requirement for each local authority to set up a new Council committee called a 'Health and Wellbeing Board'. These Boards were given a range of responsibilities under the Health and Social Care Act and were expected to provide leadership across health and social care, ensuring that the commissioning of services continued to

meet the needs of local people. Every Health and Wellbeing Board was required to put a Joint Health and Wellbeing Strategy in place, describing the priorities for improving the health and wellbeing of local people. All of this has been achieved in Sutton and the membership of the Sutton Health and Wellbeing Board was expanded in 2017 to include partners from the NHS, such as a representative from Epsom and St. Helier University Hospital Trust.

2.1.3 The Government still regards the integration of health and social care as a priority, extending joint commissioning and developing a wider range of community based services to support the most vulnerable people at home. The message from the Government was that those people who used services must be central to service redesign and the needs of local people must drive any changes. Equally important was the need to make sure that all plans for the future were affordable as resources available to the public sector and particularly to Councils continued to reduce year on year, whilst demand for services continues to grow.

### 2.2 Local Policy and Context

2.2.1 Every local authority had to prepare for the NHS changes planned. In Sutton this time was used to work with local partners in the NHS, the voluntary and community sector and with residents themselves to develop new organisational structures and ways of working together across health and social care. By 1st April 2013, the Sutton Clinical Commissioning Group (CCG) had been formed, coterminous with Borough boundaries and a Sutton Health and Wellbeing Board was in place, as a full committee of the Council.

2.2.2 The target was and remains, that of delivering improved health outcomes for every individual, reducing dependency on health and welfare provision, and ensuring that services delivered were both good quality and affordable.

2.2.3 The Sutton Health and Wellbeing Board included partners from the NHS, the voluntary and community sector and Sutton Healthwatch, working together with Council officers and elected Members of the Board. A fresh approach to partnership working was needed, working across organizational boundaries to ensure that the needs and ambitions of Sutton residents were at the centre of everything that the Council and its partners did. New ways were needed to harness the resources of the local community to ensure that the most vulnerable adults, children and young people in Sutton could lead more independent and fulfilling lives.

2.2.4 A Sutton Joint Health and Wellbeing Strategy 2013-16 was agreed as the work plan for the Health and Wellbeing Board. This strategy was refreshed in 2017. It is based upon information about the needs of the population of Sutton as set out in the Joint Strategic Needs Assessment. In turn, the commissioning plans of the Sutton CCG and social services are based upon the Joint Health and Wellbeing Strategy priorities.



2.2.5 Acute Health Services – Between 2011 and 2014 NHS London (a body that no longer exists) led on a review of acute services across SW London called 'Better Services, Better Value'. A key recommendation that came out of the 'Better Services, Better Value' review was to significantly reduce the services available on the St. Helier Hospital site. The Council campaigned tirelessly against the NHS, Better Services, Better Value proposals for a number of reasons but especially because of the impact those proposals would have on St. Helier Hospital. The stripping out of Accident and Emergency plus Children's and Maternity services from the hospital site would have left Sutton residents with an unacceptably low level of acute health service locally – insufficient to meet the health and wellbeing needs of Sutton residents. The Better Services, Better Value plans were abandoned in February 2014. NHS England then published the 'Five Year Forward View', as stated in 1.3, which sets out some ambitions for managing the growing demand for health services coupled with population growth. In South West London, as in other areas, the CCGs have been developing Sustainability Transformation Plans with their local authorities. These plans set out what actions will be taken to prevent ill health, support people at home rather than in hospital and provide a better experience for people who need services by health and social care teams working more closely together. The plans must also describe what health services will be provided and where, including acute hospital services. Plans which do this well will attract transformation funding from the Government.

# 3

## National Developments since April 2013

### 3.1 Introduction of the 'Better Care Fund' integrated working

The Government required each Council and its Clinical Commissioning Group to put pooled budget arrangements in place as of the 1st April 2015. These pooled budgets were not made up of new money but created a way to encourage the NHS and local authorities to work in a more integrated or joined up way, investing the resources available differently in order to improve health and wellbeing outcomes for local residents. Better Care Fund arrangements have continued and social services and NHS Clinical Commissioning Groups are being encouraged to put more of their resources together to prevent ill health, to provide community based services to support people at home when they do need extra support and so reduce the need for

hospital admissions. When an admission is needed, the priority is to get people home again quickly and safely. Working in a more joined up way should also reduce duplication across health and social care services and result in a good experience for those people who use services. As there was no new money available, helping communities to give more support to the most vulnerable people would be critical to success. Every locality across the country invested in a Better Care Fund pooled budget. The Better Care Fund pooled budget in Sutton for 2018/19 is £18,538,600.



### 3.2 Devolution

This is about the Government delegating political decision taking and budgets to sub-regions across the country. The purpose of devolution is to give more independence to local CCGs and councils, working together flexibly to ensure that the right services and support are available to those who need them most.

The first region to take on devolution was Greater Manchester. Other regions across the country have been making plans to follow suit, London being one of these. A London Memorandum of Understanding between key partners has been signed. In Sutton, discussions began about how the CCG and the Council and other public sector partners could work more closely together. More joined up working will make better use of the funding that is available, avoid duplication across organisations and provide better service to residents. The NHS 'Five Year Forward View' and Sustainability and Transformation Plans have already been mentioned in this Health Prospectus.



# 4

## Sutton Council's ambitions for the future

Sutton Council's Corporate Plan, 'Ambitious for Sutton, 2018 to 2023', sets the strategic direction and ambitions of the Council for the coming years. This plan contains four new outcome-based themes, all of which relate to the health and wellbeing of Sutton residents.



### 4.1 Sutton Council's key ambitions for the health and wellbeing of Sutton residents are:

- Being Active Citizens – Encouraging all residents to live healthy lifestyles and supporting people to be economically, socially and physically active.
- Making Informed Choices – Ensuring that individuals, families and communities are able to access a diverse range of information, advice and guidance to make informed choices and enable them to sustain change.
- Living Well Independently – Building on individual and community resilience and assets to help people maintain their independence for as long as possible.
- Keeping People Safe – Encouraging all public services to take a joined up approach to ensure that vulnerable residents are supported and kept safe.
- Being Active Citizens – Encouraging all residents to live healthy lifestyles and supporting people to be economically, socially and physically active.
- Making Informed Choices – Ensuring that individuals, families and communities are able to access a diverse range of information, advice and guidance to make informed choices and enable them to sustain change.
- Living Well Independently – Building on individual and community resilience and assets to help people maintain their independence for as long as possible.
- Keeping People Safe – Encouraging all public services to take a joined up approach to ensure that vulnerable residents are supported and kept safe.
- Good information available to residents that helps people to make choices that improve their health and wellbeing, and consultation about any plans involving partners and local residents in a way which makes sure that people can really engage with the process and make a meaningful response.
- Excellent partnership working which ensures that services are designed to keep people living safely and independently within their communities, using scarce resources to best effect. This will deliver good outcomes for local residents.
- Redesign of services with all partners involved, to ensure that young people and the most vulnerable residents in Sutton are safe and crime and disorder is reduced.

To achieve these ambitions, the Council believes that there must be:

- Action by residents themselves to take care of their own health, supported by all partners to reduce isolation, build strong community

# 5

## What needs to be done locally

### 5.1 Health and Wellbeing Board priorities



The Sutton Health and Wellbeing Board provides the platform for good partnership working in health and social care across the Council and the wider community, carrying democratic accountability to Sutton residents. The Board continues to

meet quarterly and to provide leadership across health and social care. The work of the Board is cross cutting to the Council and will impact on a wide range of services which the Council has responsibility for delivering. As well as the business which the Board is required by law to oversee, it sets two or three high level priorities to focus upon each year.

**Benefits:** Setting a few key priorities each year will ensure that the partners represented on the Health and Wellbeing Board focus their collective efforts on the issues which are most important in improving the health and wellbeing of Sutton residents.

### 5.2 Acute Hospital Services

Since the Better Services, Better Value programme ended, the SW London CCGs have been working on making plans to deliver the NHS 'Five Year Forward View'. The Sustainability Transformation Plans must be plans that local authorities agree will enable health services in SW London to cope



with the current and future demand of a growing population with health needs. These plans must consider what acute hospital services are needed and what prevention

services and community based services need to be in place to meet the needs of people with physical ill health or a mental health problem.

The Council will continue working to ensure that the priorities for Sutton residents are reflected in the Sustainability Transformation Plan for SW London by pressing for involvement at the right time and in the right way, particularly in the decision making process. Sutton Council's priority remains to continue to do everything possible to ensure that plans developed for SW London as a whole are in line with the health and social care plans for Sutton, agreed locally through the Health and Wellbeing Board and that a public consultation is carried out if and when this might be required. This includes the need to ensure that acute services, such as Accident and Emergency and maternity services are excellent quality and delivered locally to meet the whole spectrum of



local need, regardless of where people live in the borough.

It is acknowledged that providing care and support to people in a community setting is preferable but also that some changes must take place in the way that health services are delivered across SW London if these services are to remain at an acceptable standard and affordable in the future. A proposal to build a new hospital on the former Sutton Hospital site, to house and extend some of the services currently provided on the St. Helier Hospital site is being discussed. Whatever the outcome, the Council will maintain its position about acute health services remaining locally. Linked to this, we expect to see additional community based

services, fully funded by the NHS, if any changes are proposed for St Helier Hospital. In any case, guarantees about the future use of the St. Helier Hospital site must be given prior to the Council agreeing to any Sutton Hospital option.

**Benefits:** Pressing for continued, real engagement and co-design of the Sustainability Transformation Plans that are being developed by the CCGs across SW London will help to ensure that the health priorities agreed for Sutton residents through the Health and Wellbeing Board remain central to any changes. The people of Sutton will benefit if good quality acute services that can respond to more general health needs continue to be available locally and if these are supplemented by better community based services. Securing good quality health services locally will help the Council to ensure that local needs, as evidenced in the Joint Strategic Needs Assessment, are met and that the Council remains accountable to the local electorate.

### 5.3 SW London and St. George's Mental Health Trust

This NHS Trust provides a range of in-patient and community based mental health services, some of which are commissioned by the Sutton CCG for local residents. The Trust gained Foundation Trust status, which increases its independence from NHS England as a provider of mental health services.

**Benefits:** It is very important that Sutton residents who do have a mental health problem can access the right help from the NHS when needed. The Council supported the Trust's application for

Foundation Trust status only when the plans put forward were good enough to meet local people's needs. This helped to ensure that the whole range of mental health services on offer provided people with the right help at the right time, helping to keep people well and at home and supporting their families.



### 5.4 Sutton Health and Care

The Council remains committed to finding new ways of working in a more joined up way with NHS partners, for the benefit of Sutton residents. The Council and NHS partners in particular play a critical role in the commissioning and provision of care and support aimed at ensuring residents are cared for in the right place, at the right time. The recent development of the Sutton Health and Care Alliance is another step towards working

better together. Commissioned jointly by the Council and NHS Sutton Clinical Commissioning Group, Sutton Health and Care (SHC) operates as an alliance of providers bringing together some teams and staff from four partner organisations into a single, integrated service.

These organisations are:

- Epsom and St. Helier Hospital
- Sutton General Practice Federation – local GPs
- London Borough of Sutton – the Council
- South West London and St. George's Mental Health Foundation Trust

The SHC Alliance builds on services already being delivered in Sutton, learning from existing good practice and ensuring that teams are able to focus on the people who receive and are at the centre of the care offered, rather than a focus upon organisational boundaries. This will help to co-ordinate and deliver integrated care that can respond to an individual's needs, delivered at home wherever possible and simplifying access to support from multi-disciplinary teams through a single point of access. The overarching aims of the service are to:

- Enable more people to remain living at home independently
- Ensure people experience care that draws on the expertise of multiple health and social care professionals acting together for their benefit

## 5.5 Adult Social Care Transformation

Adult social care is part of the council and has restructured the majority of its staff teams, organising staff into three localities: Sutton and Cheam, Wallington, and Carshalton, to match the GP locality clusters and to mirror the organisation of community health services. The first integrated locality health and social care team will be set up in Wallington in August 2018. Carshalton and Sutton & Cheam teams will follow. By co-locating social services staff with nurses and other health professionals, duplication is avoided and operating the service is simpler, removing the need for people with health and care issues to 'navigate'

- Achieve good health and care outcomes for people as well as value for money
- Enhance the quality of life for people at risk of hospital admission

In the future this approach will also be used by partners to develop and improve models for community and primary care services.

**Benefits:** There are benefits in both joint commissioning and in the integrated provision of services. Quality outcomes can be delivered if people work together with a common purpose, resources are put together where this is possible and focused upon the needs of Sutton citizens. The design of new local care pathways through Sutton Health and Care aim to deliver seamless services so that everyone who needs to use them has a good experience. The reductions in the Council's budget year on year make it all the more important to get best value for money. Integrated working which avoids duplication of effort and targets the most vulnerable people in our community will also help to ensure that the resources that are available are used to best effect.



a complex system. People will only need to tell their story once. The Council is working with Sutton CCG and other partners to provide more responsive and joined up health and care support to Sutton residents in their own homes, as set out in paragraph 5.4. Through taking action early on to prevent illness and prevent a deterioration in health, by working with people in a community setting or their own homes, some admissions to hospital will be avoided and people's general health and wellbeing will improve.

## 5.6 Public Health

The public health team is responsible for core public health services such as drug and alcohol services, sexual health and family planning, stop smoking, school nursing and health visiting. In addition as public health cuts across so much of what the Council provides, the team is establishing good links across all directorates to maximize the potential to improve health, by working with and through all Council directorates rather than in isolation.

More recently the public health team has been working with wider health partners on how to develop new models of health and social care which will help allocate more resource towards those residents experiencing disadvantage – who often

## 5.7 The Sutton Plan

The Sutton Plan outlines the borough ambition and joint vision for the place. Since the launch of the plan in April 2017, the public, private and voluntary sectors have been working together to ensure a thriving future for Sutton residents is secure. The Plan sets out the case for the social infrastructure that will provide the opportunity for services to respond seamlessly, with an improved local offer and improved outcomes for all those who live, learn and work in Sutton. Specific reference is made in the Sutton Plan to the commitment from the Council to address the challenge ahead by working together with all partners to tackle socio-economic and health inequalities across the Borough, where these arise and in particular, children and young people in need of support.

## 5.8 Opportunity Sutton – Life Sciences Cluster

The London Borough of Sutton's economic growth programme, Opportunity Sutton, was launched in June 2012 with the vision for Sutton to be an enterprising and enabling borough that is a magnet for business investment. Since its launch, the Opportunity Sutton programme has attracted over £600 million of inward investment. The programme continues to deliver a wide range of regeneration projects in close collaboration with a number of private and public sector partners. These projects include those to enable all our residents to benefit

have the worst health outcomes – with a focus on early intervention and the prevention of ill health.

**Benefits:** Public health services target the health needs of the whole population but especially those communities where the worst health inequalities exist. Commissioning good quality services to maximize the value for money of the public health grant will help to improve the health and wellbeing of Sutton residents. Not only this but it will draw communities together and help the people who are most vulnerable, who experience the worst health outcomes.

Key to unlocking this opportunity for all residents is ensuring that the health and care economy works coherently for us locally. The Sutton Plan prioritises a health integration system shaped around the needs of Sutton's residents – to collaborate on better personalised services for all who need them, promoting single point of access services that are easy to navigate and building upon existing initiatives that increase individual and community resilience.



The London Borough of Sutton is working with its partner, the Institute of Cancer Research, and supported by The Royal Marsden NHS Foundation Trust to deliver one of the most significant regeneration projects in London – to create a world leading life-science district, specialising in cancer research and treatment. The London Cancer Hub will be a global centre for cancer innovation, providing state-of-the-art facilities and delivering real benefits for patients.

Benefits: The London Cancer Hub will provide integrated life-science facilities to bridge the public and private sectors, ensuring academic researchers share space with global and local private enterprises. It will double the space available for world-class research and treatment. The development will have a vital impact on local opportunities, bringing new business to Sutton, as well as being a significant boost to the UK's

life-science industry. It is estimated that when completed, the London Cancer Hub will contribute c£1.2bn per annum to the UK economy, will facilitate improvements to local transport infrastructure and create c13,000 jobs.

To read more about the London Cancer Hub Programme, follow this link:  
[www.londoncancerhub.org](http://www.londoncancerhub.org)



# 6

## Updates

Changes across the whole health and social care system are ongoing and the Health Prospectus will be updated regularly to keep it as current as possible.

The Sutton Health Prospectus can be found on the Sutton Council website via this link:  
[www.sutton.gov.uk/Healthprospectus](http://www.sutton.gov.uk/Healthprospectus)



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## Appendix 1: Better Care Fund – National conditions

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### **Protecting Adult Social Care Services**

To deliver the requirements under the Care Act and to build upon the ongoing transfer of NHS funds to local authorities to invest in social care services with a health gain, through focus upon prevention, early intervention and health and social services aimed at avoiding admissions to institutional care, (especially care homes and hospitals).

### **Seven Day Services to Support Discharge**

Providing seven- day health and social care services which prevent hospital admissions and support hospital discharges and unnecessary admissions to hospital at weekends.

### **Data Sharing**

Develop plans to use the NHS Number as the primary identifier for correspondence across all health and social care services.

### **Joint Assessment and Lead Accountable Professional**

Local people at high risk of hospital admission will have an agreed accountable professional and health and social care will use a joint process to assess risk, plan care and allocate a lead professional.

In addition to the conditions above, each locality must develop a way to measure the experience of patients/users of services, to ensure that this experience is a good one. A national tool is being developed to help with this process.

# Glossary of Terms

**'National Health Service (NHS) England'** – The publicly funded healthcare system in England, providing a range of services the vast majority of which are free at the point of entry.

**'NHS London'** – The Strategic Health Authority for the London region. Strategic Health Authorities were abolished on 31st March 2013, as part of the Health and Social Care Act changes.

**'Primary Care Trust (PCT)'** – Abolished on 31st March 2013 but formerly a type of NHS organisation part of the National Health Service. PCTs were largely administrative bodies responsible for commissioning primary and secondary health services.

**'National Health Trust'** – A body established on behalf of the Secretary of State for Health.

**'Foundation Trust'** – A type of NHS organisation of independent status, established by the Secretary of State for Health.

**'Clinical Commissioning Group'** – A body established to commission primary care services on behalf of the Secretary of State for Health.

**'Healthwatch'** – The local consumer champion in health and care with statutory powers to ensure that the voice of the consumer is heard by those who commission, deliver and regulate health and care services.

**'Better Care Fund'** – A fund established to support the delivery of the Health and Social Care Act 2012.

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