



Local Health Structures: A Guide for the VCS

June 2015

Introduction

Following the implementation of the [Health and Social Act \(2012\)](#) from April 2013, the sector has needed to respond to the largest transition process in the history of the NHS. Healthcare provision at a local level is now dominated by **clinical commissioning groups**, **Health and Wellbeing Boards** and **Healthwatch**.

As a result of these changes, there are opportunities for the **Voluntary and Community Sector (VCS)** to get more involved in local health bodies, and service delivery. The **VCS** needs to reposition itself and play a leading role informing, shaping, delivering and reviewing health and social care services.

It is important for the sector to have a **good understanding** of how to best **understand and utilise** the current organisational framework in order to become involved in the **provision of services** or in the **influencing of decision makers**. There is a growing burden on such services, especially involving **adult social care**, so it is vital that the sector is armed with the right tools and information.

Of the [1125 registered charities in Southwark](#) around **250 – or 22%** - work in **Health and Wellbeing**.

CAS has produced a simple guide that explains the role of each of the health bodies and organisations and how they work. The guide also details how you can contact them and influence their decision making process.

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1. Clinical Commissioning Groups

Clinical Commissioning Groups (CCGs) were introduced by the Health and Social Care Act (2012) and replaced **Primary Care Trusts** (PCTs). PCTs were formerly responsible for commissioning primary, community and secondary health services from providers.

CCGs are charged with the designing and commissioning of key health services. This commissioning is informed by the work of the **Health and Wellbeing Board** (see next section for more details), as well as **local GPs**. CCGs control roughly two-thirds of the NHS budget, and are responsible for ensuring that the care provided by GPs is of a high quality.

The health services that the local CCG is responsible for include:

- Hospital care
- Urgent and emergency care (A+E)
- Rehabilitation services
- Community health services
- Services to support people with Fully Funded NHS Continuing Healthcare
- Mental health services.

The NHS Commissioning Board is a national arms-length body that holds CCGs to account and ensures that they spend their budgets properly. It has powers to intervene in the event of significant failure, or in an emergency. The NHS Commissioning Board also commissions some specialist services and has **local area teams**.

A CCG is overseen by a **Governing Body**. The role of the Governing Body and its executive members is to deliver on the plans agreed by the **Council of Members**. It is headed by the Chair – whose main remit is to lead the governing body, ensuring it remains continuously able to discharge its duties and responsibilities as set out in the CCG's constitution.

The Council of Members (COM) are representatives from GP surgeries and come together as a group to set the organisation's goals.

Southwark CCG

NHS Southwark CCG is made up of all **46 GP surgeries** in the borough. It is responsible for planning, monitoring and paying for most of the health services people receive. The doctors and nurses from local GP practices, together with a team of professional managers, are responsible for a budget of **£357million**.

It also provides home care to those who meet the criteria for 'NHS Continuing Healthcare'; about 50 people at any one time and around 100 over the course of a year.

As of April 2015, Southwark CCG entered into an arrangement of co-commissioning of primary care services with NHS England. It aims to ensure that commissioning intentions are developed in the local context - CCGs will have greater influence over the commissioning of local services alongside their local authority.

Southwark CCG works in collaboration with Southwark Council as a lot of the services that both provide overlap. An example of this is the Better Care Fund, which is part of a national shift in the way local authorities work to support elderly and vulnerable people in their communities. It enables local authorities and CCGs to pool their existing funding so as to provide more integrated, joined up services.

Representatives from Southwark Council and Southwark CCG sit on the [Health and Wellbeing Board](#), which will be explained later on in this guide.

Southwark CCG's [Governing Body](#) is comprised of seventeen members and is chaired by **Dr Jonty Heaversedge**.

It meets once every two months and members of the public are free to attend. If you wish to attend these meetings they are detailed here in an [events calendar](#).

Dialogue between the VCS and Southwark CCG as to the best way in which the two groups can work together is ongoing. However there are several ways for you to get in touch.

There are three important tips you should be aware of in order to develop relationships with the CCG:

- Use any relationships you already have in the health sector as CCGs will already have relationships with many health professionals.
- The more you can work with other organisations to demonstrate how many people or organisations share your concerns and how well your ideas fit in with the priorities of the statutory organisations, the more likely you may be to have an influence.
- If you want to influence service provision, the more you can demonstrate beneficial outcomes and value for money the better - that includes how many people receive the service, what difference it makes to them and how much it will cost.

It is important to make sure that Southwark CCG is aware of your organisation in order to initiate the fostering of a productive relationship.

You can contact Southwark CCG using the details below:

Email: souccg.southwark-ccg@nhs.net

Telephone: 020 7525 0400

2. Health and Wellbeing Boards:

The [Health and Wellbeing Board](#) (HWB) is a statutory committee of the **council**. The committee includes **councillors** and **key leaders** from the health and care system who work together to improve the **health and wellbeing** of their local population and reduce health inequalities.

The HWB's main remit is to develop a **shared understanding** of the health and wellbeing needs of the **community** and agree strategic priorities. It does this by preparing and publishing a [Joint Strategic Needs Assessment](#) (JSNA) and **Health and Wellbeing Strategy** (HWS).

Part of the HWB's remit is also to enable users and the public to understand the factors that influence services in their area and have input into shaping those services.

What is a Joint Strategic Needs Assessment (JSNA)?

A JSNA is a process that **identifies the health and wellbeing needs of a borough's population** to inform the **commissioning of local health and wellbeing and social care services**.

The main aim of the JSNA is to inform the improvement in the physical and mental health and wellbeing of the population and to reduce health inequalities for all ages.

The JSNA underpins the local Health and Wellbeing Board, Council and the Clinical Commissioning Group (CCG) strategies.

JSNAs were introduced by the **Department of Health in April 2008** with the purpose of strengthening joint working between the NHS and the local authority. Under the [Health and Social Care Act 2012](#), local authorities and CCGs have equal and joint responsibilities to prepare JSNAs through local **Health and Wellbeing Boards**. They are meant to pay specific attention to health inequalities.

The VCS is in a **prime position** to make valuable contributions to the JSNA. They have a deep understanding of local need through their own experiences in working with people. It is therefore important that local VCS organisations endeavour to have their say when commissioners come together to assess the need of the borough.

Southwark's JSNA can be found [here](#).

What is a Health and Wellbeing Strategy (HWS)?

A HWS is a strategy that is developed in response to the JSNA. This strategy outlines how local authorities and their partners will **work together** to improve the health of the population, reduce health inequalities and promote integration.

The strategy is intended to inform **commissioning decisions** across local services so that they are focussed on the needs of service users and communities, and tackle the factors that impact upon health and wellbeing across service boundaries.

Southwark's **HWS for 2015-2020** is currently in its draft stage at the moment and can be read [here](#).

It outlines plans to improve health and wellbeing in the borough by focusing on key issues such as ensuring the best start to life for children and improving detection and management of long term conditions including self-management and support.

Southwark Health and Wellbeing board

Southwark Health and Wellbeing board (SHWB) have underlined six key areas in which they wish to focus on in regards to the population of the borough.

These are:

- improving the social economic wellbeing of the borough
- giving our children and young people the best start
- supporting risk reduction and positive behaviour changes to reduce the risks for poorer health
- improving the detection and management of people who have common health conditions
- supporting our most vulnerable
- strengthening local approaches to integration so that seamless services are accessible, effective and efficient

The Health and Wellbeing board **is not** a commissioning body but plays a **key role** in directing the Council's CCG/commissioning agenda so it is useful to be able to influence them.

Members of [Southwark Health and Wellbeing Board](#) include:

- [Cllr Peter John](#) - Leader of the Council
- Andrew Bland - Chief Officer, Southwark NHS CCG
- [Cllr Stephanie Cryan](#) - Cabinet Member for Adult Care and Financial Inclusion
- [Cllr Barrie Hargrove](#) - Cabinet Member for Public Health, Parks and Leisure
- Dr Jonty Heaversedge - Chair, NHS Southwark CCG
- [Eleanor Kelly](#) - Chief Executive, Southwark Council
- [Gordon McCullough](#) - Chief Executive, Community Action Southwark
- Professor John Moxham - Representative of King's Health Partners
- Dr Yvonneke Roe
- Dr Ruth Wallis - Director of Public Health, Southwark Council
- [Southwark Healthwatch Representative](#) (currently Aarti Gandesha, Manager, Healthwatch Southwark)
- David Quirke-Thornton – Strategic Director of Children's and Adults Services, Southwark Council

The SHWB meets every **two to three months** at the council's offices on [Tooley Street](#). **Meeting minutes and agendas** can be found [here](#).

Gordon McCullough, Chief Executive of CAS, is also Southwark's VCS rep on the board. To contact him in regards to any issues you would like raised at the next board meeting use the details below:

Email: Gordon@casouthwark.org.uk

Telephone: 020 7358 7020

Local **Healthwatch** (see below) will have a statutory seat on HWBs, so another way of ensuring the needs of your service users are represented at the HWB is to get involved in the work of your local Healthwatch.

3. [Healthwatch](#)

Healthwatch is an **independent organisation** whose role is to make sure that the health and social care system listens to people's views and experiences and acts on them. Healthwatch is connected to people in every town, city and county across England.

Patients now have a collective voice through a national body, [Healthwatch England](#), and in their communities through local **Healthwatch branches**. These have replaced the previous [Local Involvement Networks](#) (LINK).

Healthwatch:

- Identifies common problems with health and social care based on people's experiences
- Recommends changes to health and social care services that they know will benefit people
- Holds those services and decision makers to account and demands action
- As a statutory watchdog, their role is to ensure that health and social care services and the government, put people at the heart of their care
- Provides a complaints advocacy service to support people who make a complaint about services
- Reports concerns about the quality of health care to Healthwatch England, which can then recommend that the Care Quality Commission take action.

The body has significant statutory powers to ensure that the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services.

Southwark Healthwatch

[Southwark Healthwatch](#) is funded by **Southwark Council** and is part of [Community Action Southwark](#). It is based at our offices at Cambridge House and comprises of four team members.

They help Southwark residents to:

- Find where to go for help & support about health & social care services in the borough
- Find a GP surgery or dentist locally
- Find out how to make a complaint or leave feedback about a service they have used
- Connect residents with other signposting agencies or organisations.
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They also have the **power to visit health or social care services to speak with users and carers directly**. This can be triggered by issues they receive about the service. Through this, they are able to **make recommendations for improving the service with the provider**.

The VCS can also engage with Healthwatch via the channels below. It is a useful service if you wish to champion the issues any of your service users may have. You can also form a relationship in order to gain more awareness of your organisation or any events you are hosting. The Healthwatch website regularly updates with news, events and training that the sector is involved in.

For all inquiries, please contact **Southwark Healthwatch** by:

Email: info@healthwatchsouthwark.co.uk

Telephone: 020 7358 7005.

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4. [Southwark Council](#)

As this guide has detailed **Southwark Council** plays an important role in commissioning much of the health and care services that are provided in the borough. It works alongside various bodies such as the CCG and the Health and Wellbeing Board.

Southwark Public Health

Since April 2013, local authorities have had responsibility for public health services. This includes most sexual health services, and services aimed at reducing drug and alcohol misuse.

[NHS England](#) commissions certain public health services, such as national screening and immunisation programmes, public health for those in prison and children's public health services from pregnancy to age 5. Lambeth and Southwark councils run a [shared public health service](#) with a single Director of Public Health, [Dr Ruth Walliss](#).

The overall goal of Southwark's public health team is to:

- Protect and promote health and wellbeing
- Minimise risks to health and wellbeing
- Prevent disease and their complications
- Reduce health and healthcare inequalities

Adult Social Care

Adult social care provision mainly involves support for older people, people with mental health problems, learning or physical disabilities and associated support for families and carers.

Adult social care includes preventive services, assessment and care management, nursing and residential homes, community services (home care, day care, meals), reablement to prevent hospital admission or enable continued independence, supported and other accommodation, individual budgets and direct payments to service users.

Southwark Council works with private, voluntary and independent organisations to support Southwark residents to live safely and independently within the community.

Commissioning is the Southwark Council's cyclical activity to assess the needs of its local population for care and support services that will be arranged by the council, then designing, delivering, monitoring and evaluating those services to ensure appropriate outcomes.

Southwark Council works with the Health and Wellbeing Board and Clinical Commissioning Groups in order to effectively assess the need of the borough as well as making sure that those needs are met via services.

Wellbeing is now being seen as the overarching goal of commissioning and plays a strategic role in influencing and coordinating the wide range of services in Southwark which promote the health and wellbeing of local people and prevent, reduce or delay the need for services.

It is with these services that the VCS can get involved in. As mentioned before local VCS organisations have a deep and expert knowledge of their service users so are in a prime position to know exactly what their users want. Commissioners are also now more likely to turn to the VCS as viable options for care provision so it is important that your organisation has a good relationship with commissioners.

Personal Budgets

To find out if a person is eligible for council funded support, a social worker will carry out an [outcome based assessment](#). If they are eligible, the council will tell them how much money they are likely to need to pay for their services. This amount of money is called an indicative budget and is used to help plan the support needed.

Once a support plan has been created and approved by the council, the total cost of a plan becomes a [personal budget](#).

Access to Southwark's Adult Social Care service is managed by the **Contact Adult Social Care** team.

This team is the single point of contact for Southwark Adult Social Care services and will have responsibility for receiving all new referrals and enquiries.

Call the **Contact Adult Social Care** team on **020 7525 3324** or you can email them with any enquiries at CASC@southwark.gov.uk.

5. [Other Health Bodies of Note](#)

[Public Health England](#)

Public Health England (PHE) is an executive agency of the department of health. PHE advises government and supports action by local government, and carries out research to develop solutions to public health problems. PHE brought together public health specialists from more than 70 organisations, including Health Protection England, into a single public health service.

[Care Quality Commission \(CQC\)](#)

The **CQC** was **established in 2009** to regulate and inspect health and social care services in England. The main role of the CQC is to make sure that hospitals, care homes, dental and general practices and other care services in England provide people with **safe, effective and high quality care**.

The CQC has developed a litmus test of [fundamental standards](#) that people have a right to expect whenever they receive care. If a service fails to meet these then they can take **appropriate action**. They carry out **in-depth investigations** that monitor, inspect and regulate services to make sure they meet these standards.

There are various ways to get in touch with the CQC which are listed below:

Email: enquiries@cqc.org.uk

Telephone: 03000 616161

The CQC advise that if you wish to make a complaint about a **service provider** you should contact the said provider. **By law**, all health and social care service providers must have a complaints procedure that you can ask to see, which will tell you how to make a complaint.

If you have complained to the care provider and you are **unhappy with their response**, there are a number of actions you can take, depending on who the provider is and how your care is funded. You can view the actions you can take at their website [here](#).

6. Other Resources

CAS has a wide range of resources that tackle how to influence policy. They can be found on our website [here](#).

If you need further information on local health structures, and advice on how we can help you, please contact **Rachel Clarkson, Senior Policy Officer**, via Rachel@casouthwark.org.uk.