Sector Equality Duty Report

Sutton Clinical Commissioning Group

January 2019 – December 2019
Version 1
This report was commissioned by NHS Sutton Clinical Commissioning Group from NEL Commissioning Support Unit. The final revised version has been produced by the Assistant Director of Quality and Nursing – Sutton CCG

1. Forward

It is our pleasure to present NHS Sutton Clinical Commissioning Group’s Public Sector Equality Duty Report 2019. Over the past year, the CCG has coped well with the challenges and opportunities presented by the NHS Five Year Forward View which outline a vision for a sustainable NHS, placing a clear emphasis on increasing the focus on prevention; moving from acute episodic care towards prevention, self-care, self-management and integrated well-co-ordinated care to cope with an ageing population and the increased prevalence of chronic diseases. Sutton CCG has been part of the South West London Sustainable Transformation Partnership (STP) and joined the other South West London CCG’s in the South West London NHS Alliance in April 2018. Sutton CCG has strong partnerships with the London Borough of Sutton, NHS providers and the voluntary and community sector. The development of “The Sutton Plan” has further strengthened partnership working and started to deliver on a number of new programmes for the residents in Sutton.

The CCG has worked with pace and enthusiasm to implement the new working arrangements – whilst ensuring it continues to meet its statutory duties under the Equality Act 2010 and the Health and Social Care Act 2012.
The CCG’s Work Programme 2018/19:

- Working with the London Borough of Sutton and our partners we are developing a joint Health and Social Care Plan (The Sutton Plan), we have consulted widely through engagement events with residents of Sutton.
- Ensuring we direct resources to people with the greatest need throughout the Sutton Health and Care programme.
- Reducing lifestyle associated risks by targeting high-risk groups and addressing specific issues personal to the individual, considering patient choice.
- Empowering patients through our self-management and social prescribing programmes managed through primary care, community pharmacy and voluntary sector contracts.
- Building upon our learning from the Sutton Homes of Care Vanguard Programme we are developing a new care homes strategy and continue to strengthen the quality assurance for the care home sector with the local authority and other partners.
- Sutton Health and Care Programmes - we are refreshing our local engagement and communications plans to achieve a greater consistency approach across all commissioned services. With the specific aim of accessing communities who have protected characteristics.

Key CCG achievements over the past year include:

- During 2019, the extended access service commissioned to provide evening and weekend primary care appointments has gone from strength to strength. The service offered an additional 20,000 appointments to people in Sutton, who can book to see either a GP or a Nurse at two locality hubs. The range of nursing services offered has expanded this year to include access to shingles vaccination and cytology screening. The service has received excellent patient feedback with a 97% utilisation rate.

- A range of patient and public engagement activities have taken place which have ensured engagement with those less involved in healthcare commissioning, including the Community Health Champions and Help Yourself to Health programmes and wider engagement activities to include BME groups.

- Findings and recommendations from the Sutton Fairness Commission report, a multi-agency partnership set up to support inclusion in the borough for children and young people are being collated and will inform commissioning intentions for children’s health services.
• The Sutton Uplift service which provides a range of primary mental health services has seen an increase in referrals from diverse communities.

• Findings from benchmarking exercises, such as the Workforce Race Equality Standard (WRES) and the Equality Delivery System (EDS2) continue to be acted upon and followed up with annual action planning.

• Commissioned health care providers continue to be monitored on equality and diversity as part of the NHS Standard Conditions of Contract assurance process, including their response to WRES. Epsom and St Helier have developed a number of innovative and new approaches to Equality and Diversity, following feedback form staff.

• CCG staff are supported through access to training and development, the CCG’s Organisational Development Working Group’s work plan, weekly team talk, monthly wider team meetings and an Employee Assistance Programme which is accessible 24 hours a day.

This report provides information on the full range of work undertaken by the CCG, with its partners, to minimise inequalities in employment and health care commissioned services. We hope our residents and partners will continue to work with us to improve health care services in Sutton.

Dr Jeffrey Croucher

Lucie Waters

Chair

Managing Director
2. Introduction

The Equality Act 2010 provides a legal framework to strengthen and advance equality and human rights. The Act consists of general and specific duties.

The general duty requires public bodies to show due regard to:

- Eliminating unlawful discrimination or any other conduct prohibited by or under the Act
- Advancing equality of opportunity between persons who share a protected characteristic and persons who do not share it.
- Fostering good relations between people who share a relevant protected characteristic and people who do not share it.

There are nine ‘protected characteristics’ covered by the Equality Act: Age, Disability, Gender re-assignment, Marriage and civil partnership, Pregnancy and maternity, Race including nationality and ethnic origin, Religion or belief, Sex (male/female), Sexual orientation.

The specific duties require public bodies to publish relevant, proportionate information showing how they meet the Equality Duty by 31 January each year, and to set specific measurable equality objectives by 6 April every four years starting in 2012.

Both general and specific duties are known as the Public Sector Equality Duties (PSED). As a statutory public body, the NHS Sutton Clinical Commissioning Group must ensure it meets these legal obligations and intends to do so by publishing information demonstrating how the organisation has used the Equality Duty as part of the process of decision making.

3. Organisational Context

NHS Sutton Clinical Commissioning Group (SCCG) assumed statutory responsibilities from 1 April 2013. The CCG is a membership organisation made up of all the GP practices in Sutton. Our aim is to secure the best possible health and care services for everybody in Sutton, to reduce health inequalities and improve health outcomes in a cost-effective way that provides good value for money. We use what we know about the health needs of our residents to plan how and where to provide care and support which we commission from hospitals, community services and other providers of care.

The CCG purchases a range of services from the NEL Commissioning Support Unit (NELCSU), which supports the CCG to discharge its statutory responsibilities, including those within the Equality Act 2010.

All Governing Body members have a collective and individual responsibility to ensure compliance with the public sector equality duty, which will in turn secure the delivery of successful equality outcomes for us, both as a commissioner and an employer.

A Lay Member has been appointed to the CCG’s Governing Body to lead on patient and public involvement. The Lay Member has oversight responsibility for ensuring that:

- the governance arrangements for promoting equality are effective
opportunities are created and protected for patient and public involvement and engagement.

The Lay Member chairs the CCG’s Engagement and Equality Steering Group. This is a subcommittee of the Quality Committee and was established in 2015 to ensure that engagement and equalities were embedded in the operations of the CCG. Its role includes providing feedback and assurance to the CCG Quality Committee that equalities responsibilities are being carried out in the best way and meet the legal duties placed on the CCG. The Group is a management group, chaired by the Lay member and supported by the Assistant Director of Quality with membership including representatives from teams in the CCG.

At a workshop in Summer 2018, members of the Governing Body reviewed their understanding and implementation of the Public Sector Equality Duty, including progress with the Equality Delivery System and draft revisions to the CCG Equality & Diversity Strategy and equalities objectives.

The Accountable Officer has responsibility for ensuring that the necessary resources are available to progress the equality and diversity agenda within the organisation and for ensuring that the requirements of this framework are consistently applied, co-ordinated and monitored.

Other Directors have operational responsibility for:

- Developing and monitoring the implementation of robust working practices that ensure that equality and diversity requirements form an integral part of the commissioning cycle.
- Working with the NELCSU to ensure that equality and diversity considerations are embedded within the CCG’s working practices.
- Ensuring that the Governing Body, staff and member practices remain up to date with the latest thinking around diversity management and have access to appropriate resources, advice, and informal and formal training opportunities. All line managers have responsibility for:
  - Ensuring that employees have equal access to relevant and appropriate promotion and training opportunities.
  - Highlighting any staff training needs arising from the requirements of this framework and associated policies and procedures.
  - Supporting their staff to work in culturally competent ways within a work environment free from discrimination.

4. Our Communities

Health Needs of the Sutton Population

This section sets out the demographic profile and the health and wellbeing of the people of Sutton. A wealth of further information and intelligence is available about all
aspects of the health and wellbeing of our population in the Sutton Joint Strategic Needs Assessment (JSNA) available at:

http://data.sutton.gov.uk/sutton_jsna/.

This section looks at the health inequalities in Sutton in comparison to the national average;

• Overall Sutton is a healthy place, with longer life expectancy for males, similar life expectancy for females, and similar rates of infant mortality to the national average.

• Over the last decade, life expectancy in Sutton increased by around 4 years for men and 3 years for women between 2001-03 and 2013-15. The average life expectancy for residents in Sutton is 80.5 years for males and 84 years for females which is higher than the national average.
About Sutton

There were 190,146 people living in the London Borough of Sutton at the time of the 2011 census. This number is projected to rise to 217,300 by 2024. The most recent population estimate for 2016 is 201,900 residents. The GP registered population was 191,670 people at January 2017 (the resident and registered population differ slightly as a small proportion of residents in Sutton are registered with a GP practice in another borough and vice versa).

Ethnicity

- 26.3% of the Sutton population are from Black, Asian and Minority Ethnic (BAME) communities, while 10.3% are from non-British White communities (often other European communities and White Irish). Overall, 36.6% of the population are from diverse ethnic groups.
- The extent of diversity depends on age. There are 64.4% of younger people in Sutton aged 0-24 years from white ethnic groups. This compares to 46.2% in London, and 79% in England.
- For the Sutton population aged 25-64 years, 74.8% are from white ethnic groups compared to 59% in London and 86% nationally.
- In those aged 65 years and over, 88.2% in Sutton, compared to 73.4% in London, and 95% in England, are from white ethnic groups.
- Polish, Tamil and Urdu are the most common languages spoken in Sutton primary schools after English.

Religion and Faith

At the 2011 Census 58% of people living in Sutton reported their religion as Christian, followed by 25% who identified no religion and 4% who declared themselves Hindu and 4% Muslim. Sutton’s profile of religious affiliation is closer to the national profile than to London.

Age

Children and young people aged 0-19 years comprise a quarter of the population. Their numbers are projected to rise by 10.3% over the decade from 2018 to 2028. This is a bigger increase by comparison with London which has a projected increase of 6.8% and 4.9% for England.

Sutton has an ageing population with people over 65 comprising 15.4% of the population. This population is projected to rise by 20.8% from 2018 to 2028. Those aged over 85 years comprise 2.2% of the Sutton population.

The percentage of the population aged between 0-19 and 35-44 years is higher than for England and increasing at a faster rate. This suggests inward migration to the borough. There are implications in that the demographic profile of new arrivals is likely to differ from the current population, for example inward migrants might be either deprived compared to the present demographic. Some of this is likely to be influenced by housing and business development plans for the borough, for example from the Sutton Local Plan.
Disability

14.3% of people living in Sutton reported having a limiting long-term illness at the 2011 census - like London (14.2%) but a lower proportion than for England (17.6%).

The attainment gap between children with special educational needs and their peers at Key Stage 2 is wider in Sutton compared to England. However, overall attainment for children with statements for special needs is higher (better) than the average for London and England.

Sexual orientation

If Government estimates that the lesbian and gay population comprises approximately 5% to 7% of people were applied to Sutton, there would be between 7,800-10,900 adults in the borough, though this does not include bisexual or transgender individuals.

Deprivation

Sutton is one of the least deprived London boroughs. At a borough level, it ranks 215 out of 326 boroughs nationally according to the Index of Multiple Deprivation 2015 (where 1 is the most deprived and 326 is the least deprived). Sutton has some small areas that are in the 20% most deprived in the country, the following wards that are in the most deprived quintile are Beddington South, Belmont, Waddle Valley, St Helier and Sutton Central. Sutton has one area that ranks in the most deprived decile of England, in Beddington South.

Health inequalities

Overall Sutton is a healthy place, with longer life expectancy for males, similar life expectancy for females, and similar rates of infant mortality to the national average.

Over the last decade, life expectancy in Sutton increased by around 3 years for men and 3 years for women between 2002-04 and 2014-16. The average life expectancy for residents in Sutton is 80.5 years for males and 84 years for females which is higher than the national average.

Sutton has an avoidable mortality rate of 169.4 per 100,000 population which is lower than the rate in England of 178.4 per 100,000 population, as shown in Table 1.3 the main causes of premature death in Sutton, as shown in Table 1.5 are cancer, circulatory disease and respiratory disease which matches the pattern across the country.

Source: ONS (2018), Avoidable mortality by Clinical Commissioning Groups in England and Health Boards in Wales, 2016. Note: Deaths that are classified as avoidable are those from causes that are considered avoidable in the presence of timely and effective healthcare or public health interventions.

5. Sutton CCG’s Vision and Commissioning Intentions for 2018/19

Vision

Sutton CCG vision statement was developed in consultation with staff, GP members and Practice staff. Its focus is to commission high quality healthcare that meets the
physical and mental wellbeing needs of its population, through joint working with health and social care organisations.

The refreshed vision statement is:

“Achieving the best affordable health and wellbeing for people of Sutton”.

The values that guide the CCG’s work are:

- **Innovative** – we use the creativity of our membership, staff and stakeholders to continuously improve.
- **Professional** – we act with consistency, responsibility and transparency.
- **Compassionate** – we actively demonstrate, care and compassion for others.
- **Collaborative** – we work in partnership to make a difference.

Corporate Objectives

**Objective 1:** Ensure patients are at the heart of decision making, working in partnership with individuals, patient representative groups, families and carers to deliver high quality, accessible services that tackle inequalities and respond to personal need.

**Objective 2:** Commission high quality cohesive health services for the population of Sutton through joint working between health and social care organisations ensuring patients’ physical, mental and social wellbeing needs are met.

**Objective 3:** Maintain an efficient and financially stable, local healthcare system by improving primary care and community services and working closely with secondary care to deliver integrated services that bring healthcare into the community.

**Objective 4:** Work with the local authority to develop an integrated commissioning framework that supports single, pooled budget for health and social care services with planned and agreed delivery across a range of areas.

Sutton CCG’s commissioning intentions for 2019/20 will focus on the following areas:

**Urgent and Emergency Care**

This section looks at the Integrated Urgent and Emergency Care Review and work plan for 2018-19. There are plans underway for a 24/7 integrated urgent care service for physical and mental health being implemented by March 2020, this includes a clinical hub that supports NHS111, 999 and out-of-hours calls. This intends to deliver a reduction in the proportion of ambulance 999 calls and less attendances at the A&E department.

**Work Programme for Urgent and Emergency Care 2018-19**

Some of the CCG’s urgent care programme will continue to focus on:

- Working with colleagues across SWL to move towards delivering urgent care services which are available consistently and achieve effective outcomes for all patients.
- Ensuring the London facilities standards for Urgent Treatment Centres are fully implemented so as to ensure there is a consistent urgent care walk-in offering for the public, reducing confusion and ensuring patients receive the right care, the first time.
- Ensure primary care is the first point of contact for patients requiring urgent care. Increasing urgent care access to primary care.

**Primary Care Networks**

The NHS Long Term Plan made a central commitment to support the development of Primary Care Networks (PCNs) to enable our primary care colleagues to collaborate at a scale that allows care to be delivered efficiently and effectively but also with a level of personalisation for patients.

We are working with our GP membership in Sutton to support the development of primary care networks, which aim to spread best practice more easily, reduce bureaucracy, help alleviate workload pressures on practices and to allow GPs to concentrate on the most complex patients. Networks in Sutton cover populations of approximately 50,000 patients and patients will benefit by improved access to services and an extended range of services available to them, as well as by the integration of primary care with wider health and community services.

We have four PCNs in Sutton: Cheam and South Sutton PCN, Central Sutton PCN, Carshalton PCN and Wallington PCN. Each PCN has Clinical Director leads, voted for by the members of the network.

**Live well: Long term conditions - patient activation**

In 2019, we launched a new locally commissioned service designed to support and develop patient activation. Patient activation describes the knowledge, skills and confidence a person has in managing their own health and care. Evidence shows that when people are supported to become more activated, they benefit from better health outcomes, improved experiences of care and services, and have fewer unplanned care admissions. Patient activation can be used to reduce health inequalities as it reaches out to groups who may not traditionally access services and deliver improved outcomes, better quality care and lower costs.

The Patient Activation Programme will be planned and delivered in partnership with colleagues across general practice, with a focus on increasing patient activation of patients with Chronic Obstructive Pulmonary Disease (COPD). Practices are encouraged to work together to provide community-based education and support sessions as well as individual coaching and goal setting for approximately 500 COPD patients across Sutton.

**Primary care at scale**

Our vision across south west London for primary care is to deliver the right care in the community. During 2019, we have worked with Sutton GP Services (the Sutton GP Federation) to develop a proactive multi-disciplinary case management model for patients with complex needs. Patients benefit from the expertise of a team from
primary care, community nursing, social services, mental health and the voluntary sector, according to their needs, to improve their health and wellbeing through a more proactive and co-ordinated delivery of care. This is part of the Sutton Health and Care Programme and will continue to be evaluated and improved through 2019/20. This programme helps identify patients who may not be accessing services and helps to support them to manage their care more proactively.

**Extended Access Service**

During 2019, the extended access service commissioned to provide evening and weekend primary care appointments has gone from strength to strength. The service offered an additional 20,000 appointments to people in Sutton, who can book to see either a GP or a Nurse at two locality hubs. The range of nursing services offered has expanded this year to include access to shingles vaccination and cytology screening. The service has received excellent patient feedback with a 97% utilisation rate as it has improved access to services outside of traditional opening hours.

**Sutton Mental Health Services**

Sutton Clinical Commissioning Group working in partnership with London Borough of Sutton and the South West London Sustainable Transformation Partnership Collaborative have developed an ambitious plan to improve the delivery and outcomes of mental health services across Sutton in the next five years.

We see mental health as our priority to remove inequalities of investment and bring mental health in parity with physical health as a system wide transformation programme of change. We put our service users and carers at the heart of our planning process, commissioning intentions and service transformation. By listening to our users and carers we have set out some key priorities for 2018/19 and beyond to shape our mental health services in Sutton.

**Key initiatives & priorities for 2019/20 and beyond includes:**

- Phased implementation of a Sutton specialist perinatal community mental health team that meets Royal College of Psychiatry and London Clinical Network recommendations, we are investing £1.6m across SWL STP Footprint, by commissioning dedicated local Specialist Perinatal Community Team
- We have recently completed a demand and capacity review of community mental health services, including Crisis Resolution Home Treatment Teams; Sutton Local Transformation Board will make decisions locally about how to address findings from the review
- We are reviewing our community mental health crisis pathway improvements from 16/17 and 17/18 and take forward recommendations to invest in having a 24/7 Crisis Resolutions Home Treatment Team in all localities within SWL by 2020; Further investment will come on stream to support delivery of a 24/7 crisis response team, this will prevent mental health crisis in the community and receive timely access to clinicians out of hours and weekends
• Delivery of a psychiatric liaison services which meet Core 24 standards at St. Helier A&E from April 2018, Sutton CCG have invested £433k additional funding to increase capacity at ESTH A&E to respond to all emergency referrals within 1hr and all urgent referrals within 4hrs
• We have invested £100k in 2018/19 to recruit Individual Placement Support in our two CMHTs/RST in Sutton, this will help maintain people at work experiencing mental health problems and provide support sustain employment and reduce long term sickness
• We have jointly worked with Public Health to implementation our local suicide prevention strategies and action plans that will reduce all suicide by 10% in 2019/20; we are putting £70k towards increasing awareness in education systems, primary care and other community sectors, we will work with partners to review impact and continue our pledge for further investment in our operating plans
• Increase access to psychological therapies across the population, including targeting Long Term Conditions and pathways, such as diabetes and MSK; within our Sutton Health and Care Plan we will work within our proactive model within each locality Multi-Disciplinary-Team(MDT) and roll-out co-located talking therapies services in GP practices
• Improve the physical health interventions offered to people with SMI by working with our partners we will ensure that patients diagnosed with severe mental illness receives regular physical health checks to reduce mortality rate by 20% in 2019/20, we are in early process of mapping out the needs of all our SMI patients and put in investment
• Increase the numbers of people receiving a timely dementia diagnosis, and ensuring they receive best practice interventions following diagnosis; in Sutton we are one of the fewer Boroughs to achieve our Dementia Diagnosis Rate in 2017/18 and continue to meet the national targets. We commissioned Admiral Nurses, Age UK, Alzheimer’s Society, Older People CMHT, Dementia UK and other voluntary sectors to provide outstanding community support for dementia suffers and their carers.
• Contribute to the South London forensic mental health service pilot and develop local forensic service pathways
• Implement recommendations from London wide work on Health Based Places of Safety and the section 136 pathway, we invest £134k on our Street Triage Service to prevent inappropriate use of sect136, and detentions at places of safety
• We are developing local plans to increase the numbers within the mental health workforce, in line with national ambitions

In addition to the above, we will be working to improve prevention and early intervention around mental health services, and to make progress on the integration of physical and mental health services as a common theme running across all our transformation work (including specialist mental health services). Working in partnership with health and social care partners we will support delivery of key local priorities:
We are jointly developing our Five Years Sutton Joint Mental Health and Wellbeing Strategy

The Sutton Health and Care

The Sutton Plan sets the strategic direction and ambitions of Sutton Council (the Council) and Sutton Clinical Commissioning Group (CCG) to deliver better health and wellbeing outcomes for residents by working closely with a wide range of stakeholders, local people and carers who use services in Sutton.

Work has been undertaken over the past year by the Council, CCG, community and voluntary sector and Healthwatch Sutton, with the assistance of the South West London Alliance, to look at what is important for health and care in Sutton over the next five years, what the challenges are, and how different organisations can work even more closely together to make a sustainable difference for Sutton residents.

Our aspiration is that people of Sutton are supported to start well, live well and age well through a more personalised and joined-up approach to the delivery of health and care services in Sutton. Local leaders have come together through the Sutton Local Transformation Board to develop a Sutton Health and Care Plan that sets out our joint approach and some of the improvements we will be working to achieve over the next five years and forms a foundation for how we will start to deliver against the priorities and requirements in the recently published NHS long-term plan, including how we:

- move to a new way of working in Sutton through the establishment of an Integrated Care Place with partners in Sutton working together to define and drive the strategy and transformation plans that will ensure that the right care is delivered in the right place for local residents.
- implement the NHS Personalised Care model for people of all ages and their carers so that people have choice and control over the way their care is planned and delivered, based on ‘what matters’ to them and their individual strengths and needs
- ensure we deliver services with a strong focus on self-care, health promotion and prevention.
- tackle the social determinants of health and reduce health inequalities.
- integrate health, care and community and voluntary sector services, where it is right to do so, to support Sutton to be financially and clinically sustainable.
Sutton Health and Care Plan

A high-level overview of our plan is shown below and highlights the strategic approach, priorities, initiatives and benefits we will be looking to achieve.
Our roadmap for delivering the Sutton Health and Care Plan

A high-level overview of some of the key delivery milestones over the next 5 years for our plan is shown below.

2019/20
- Integrated Care Place established
- Health and Care service development map agreed
- Consolidation of commissioning contracts completed
- Review of children services started
- Being Active Outcome Based Commissioning Review & Making Informed Choices reviews and commissioning strategies completed
- Learning Disabilities Joint commissioning plan developed
- Parent Infant Mental Health service development business case agreed
- Phase 1 Proactive network multidisciplinary team care planning fully established
- Population health intelligence diabetes quality dashboard fully implemented
- Primary Care Networks established
- Social Prescribing expanded service developed
- Social Prescribing Link Workers established in Primary Care
- End of Life Care services delivered through Sutton Health and Care
- Continuing Health Care services delivered through Sutton Health and Care
- Planned Care transformation programme implemented

2020/21
- Health and Care Plan annual refresh completed
- Health and Care service development map annual refresh completed
- Children services review recommendations implemented
- Being Active Outcome Based Commissioning Review & Making Informed Choices procured services fully implemented
- Parent Infant Mental Health service developments implemented
- Phase 1 Proactive network multidisciplinary team care planning evaluation and Phase 2 expanded delivery model completed.
- Population health intelligence dashboards developed for Phase 2 target areas
- Population health intelligence diabetes quality dashboard evaluation completed
- Primary Care Networks delivering personalised care, anticipatory care, structured medication review, enhanced health in care homes, and early cancer diagnosis
- Social Prescribing expanded service model fully implemented
- Sutton Joint Learning Disabilities Strategy Fully implemented

2021/22
- Health and Care Plan annual refresh completed
- Health and Care service development map annual refresh completed
- Being Active Outcome Based Commissioning Review & Making Informed Choices procured services evaluated
- Phase 1 Proactive network multidisciplinary team care planning model evaluated
- Population health intelligence Phase 2 target areas dashboards fully implemented

2022/23
- Health and Care Plan annual refresh completed
- Health and Care service development map annual refresh completed
- New models of Primary Care Network aligned
- Integrated multidisciplinary health and social care services developed

2023/24
- Health and Care Plan annual refresh completed
- Health and Care service development map annual refresh completed
- New models of Primary Care Network aligned
- Integrated multidisciplinary health and social care services developed
Integrated Community Care – Sutton Health and Care

Sutton Health and Care at Home Service is jointly commissioned by the CCG and the London Borough of Sutton and provided by the Sutton Health and Care Provider Alliance (London Borough of Sutton, Sutton GP Federation, South West London and St George’s Mental Health Trust and Epsom and St Helier University NHS Trust). ESTH act as host for the contract and partners work together with consensus decision-making involving all partners through the Alliance Board. Partners are jointly accountable for delivery of outcomes and provision of quality services.

The model for Sutton Health and Care at Home built on services already being delivered in Sutton, and learnt from existing good practice, enabling teams to focus on the people at the centre of the care. Sutton Health and Care at Home aims to deliver seamless, high quality care for people at risk of hospital admission and get them home again as quickly as possible after hospital admission. The Service optimises outcomes by supporting people to maintain their skills and independence, and to have a positive experience of care, as close to home as possible.

The overarching aims of the service are to:
1. Enable more people to remain living at home independently.
2. Ensure people experience care that draws on the expertise of multiple health and social care professionals acting together for their benefit.
3. Achieve good clinical outcomes as well as value for money.
4. Enhance the quality of life for people at risk of hospital admission.

A review of progress over the last 12 months demonstrated real achievements in breaking down of traditional organisational barriers and building relationships between health and social care teams to work in a more coordinated, patient centred way. The Service has introduced more effective ways of working, shared assessments and the use of holistic care bundles.

Good feedback has been received from patients and carers through the telephone and written surveys undertaken by Health Watch Sutton. Patients and carers were asked to evaluate their care against a series of “I statement” developed by the Sutton Patient Advisory Group to evidence timely, joined up, person centred, safe and responsive care.

There have been benefits for patients and the health system overall with reductions in overnight emergency admissions and length of stay for the patient cohort when measured against the same cohort in 2018.

In May 2019 future opportunities were tested and refined at a stakeholder workshop with the Sutton Health and Care Alliance Board, Integrated Management Group, clinicians, practitioners and representatives from Sutton CCG and LB Sutton. The outputs of the workshop were collated into a Business Plan for the Sutton Health and Care Service, which is supported by a detailed action plan, delivery of which will be
overseen by the Integrated Management Group. The current areas of focus have been categorised as follows:

1. Model of Care – redesign of Service Pathways and full implementation of Discharge to Assess, building on the learning from the pilot.
2. Creating “One Team” ethos – further work to promote an open culture by empowering staff and expanding the team to incorporate lay partners.
3. Workforce Development – development of the role of GPs in the Service and ongoing staff recruitment and learning.
4. Enablers – review of IT systems and colocation of teams.

Alongside the Business Plan work is commencing as part of the wider Urgent and Integrated Care Programme to realise the full ambition of partners in relation to reactive services with a focus on the Frailty Pathway and Home First ethos.

**Better Care Fund**

Sutton CCG’s plan for its Better Care Fund (BCF) 2019-20 integrates health and social care programmes through pooled funding and partnership working with London Borough of Sutton (LBS). By achieving integration in adult services, the intention is to improve the quality of experience for service users, focusing on vulnerable people. The BCF seeks to join-up health and care services, so that people can manage their own health and wellbeing and live independently in their communities for as long as possible.

**BCF Work Programme**

- Working with Sutton Council and our partners we are focusing on:
  - Integrated localities
  - Co-location and integration of planned care services across health and social care in Sutton has been taken forward through the development of the Walington Locality Team, following formal agreement between Sutton CCG, LBS and Sutton Health and Care Community Services.

The intention of the team is to:

1. Promote and support a collaborative approach with a common vision of coordinating care to enable people to experience integrated care, designed around their needs, in the most suitable setting.
2. Develop opportunities to bring together existing services in primary, community, social and acute care, focusing care around the needs of the person.
3. Identify a template for team development to be adopted by Sutton's further 2 localities.

In addition, work is ongoing with alliance partners to further develop planned and preventative care models. The intention of locality multidisciplinary teams (MDT) is to respond to needs identified via GP risk stratification and are core to improving planned care for people with long term conditions and thereby reducing avoidable admissions.
to acute hospitals. There is scope for further integration between the MDT and the Integrated Locality Teams.

Data Sharing

Sutton will progress from its local data sharing system, ‘Sutton Integrated Digital Care Record’ (SIDCR) to the new South West London digital solution, ‘Connecting Your Care’. This will allow for colleagues, involved in patient care, to access information held by partners, therefore improving communication, reducing the assessment process for the individual and allowing for an increasingly streamlined service.

Supporting Patients’ Choices to Avoid a Long Hospital Stay

Work has been completed and agreement reached between Sutton partners to adopt and implement the national template policy on patient choice, which sets out how systems will respond to people who need support on discharge from hospital and addresses directly the issue of people choosing to remain in hospital whilst waiting for a provider of their choice to have capacity to provide their ongoing care.

Integrated Community Equipment

Acute and community services, involved in manual handling and the provision of equipment, continue to work together with the intention of streamlining the transfer of information between services, improving understanding of equipment needs to facilitate discharge and consider the most efficient manual handling to maximise a patients’ potential for rehabilitation.

Equality

With regards to equalities, the BCF will help to achieve a greater level of integration across health, social care and wellbeing services for all parts of the community. The plans make specific reference to people with learning disabilities and mental health problems who often experience greater difficulty in accessing services and experience poorer health outcomes than the wider population.

6. Meeting the Public Sector Equality Duty between January and December 2019

The CCG has addressed its public sector equality duties through a range of activities including:

- Refresh of its Equality Objectives for 2017-21 through internal and external engagement with staff, Governing Body members and partner agencies
- Agreeing commissioning intentions which include the Quality, Innovation, Productivity and Prevention - QIPP programme which give due regard to equality analysis
• Ensuring equality analyses are completed on key strategies and service changes
• Implementing the Equality Delivery System (EDS2), NHS Workforce Race Equality Standard (WRES) and raising awareness on other standards, such as the upcoming Workforce Disability Equality Standard.
• Monitoring key providers for their compliance on the PSED
• Improve access to primary care and collaborative work with the voluntary and community sector through our Engagement programme
• Supporting people with language and communication difficulties through access to translation and interpretation services that was reviewed through EDS2 process in 2019.
• Training, engagement and well-being programmes for CCG staff are in place and are delivered through the redesigned CCG OD Working Group
• Safeguarding standards for children and vulnerable adults are in place and monitored through the Safeguarding Assurance Committee.

Tenders, contracts and performance monitoring
Under the Equality Act 2010, NHS providers are required to comply with several equality-related requirements. The NHS Standard Contract is mandated by NHS England for use by commissioners for all contracts for healthcare services other than primary care.

CCGs are required to hold providers on account on the clauses included in the NHS Standard Contract 2018/19, including Service Condition 13 on Equity of Access, Equality and Non-Discrimination. Providers holding contracts over £200,000 must ensure that:

• Parties do not discriminate between or against service users, carers or legal guardians with regards to the nine protected characteristics or any other non-medical characteristics, except if permitted by law.
• Legal adjustments are made for service users, carers and legal guardians with language or communication difficulties arising from a limited knowledge of English or a disability.
• The provider must carry out an annual audit of this and highlight improvements.
• Providers show compliance with Section 149 of the Equality Act, which includes: showing due regard to the three aims of the Public Sector Equality Duty.
• Provide a plan on how it is complying with the clause.
• Assistance and reasonable adjustments are made for users, carers and legal guardians with language and communication difficulties.
• In 2018/19, providers commissioned by the CCG will be presenting their Equality Reports.
• At Clinical Quality Review Group meetings.
• Contract leads and commissioning managers have also been provided with guidance and processes to monitor compliance on the EDS2, Accessible
• Information Standard, WRES and other equality reporting mandated by the NHS Standard Conditions of Contract 2018/19

7. Equality benchmarking - Main Providers Equality Monitoring

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Epsom and St. Helier University Hospitals</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Good</td>
</tr>
<tr>
<td>South West London and St. George’s Mental Health NHS Trust</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Good</td>
</tr>
<tr>
<td>South West London Integrated Urgent Care – Vocare/SELDOK **</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Requires Improvement</td>
</tr>
</tbody>
</table>

To assess its progress on equality and diversity, the CCG has been undertaking systematic Reviews since 2014 using the Equality Delivery System (EDS2) and the Workforce Race Equality Standard (WRES) as analytical tools.

The integrated urgent care contract is now managed by SW London Alliance but governance oversight is reported to Sutton CCG. Updated reports for WRES and Equalities have been requested through the contract quality meeting. Sutton CCG Quality Committee receives a quarterly quality update from the SWL commissioning team.

Equality Delivery System (EDS2)

The Equality Delivery System (EDS2) is a performance improvement tool to monitor and improve performance on equality and diversity across 18 Outcomes grouped under the following 4 Goals.

The EDS2 assessment reviews goals:

Goal 1: Better Health Outcomes

Goal 2: Improved Patient Access and Experience

Goal 3: A Representative and Supported Workforce

Goal 4: Inclusive Leadership

The goals and outcomes are graded as either: undeveloped, developing, achieving or excelling (using a red/Amber/Green/Purple colour-coding scheme) following an evidence-gathering and engagement process.

Improvement plans developed thereafter are integrated into operational and organisational development plans through tools, such as service specifications, key performance indicators and clinical review processes. Issues related to the workforce
are addressed through training and development, appraisal processes and policies and procedures.

Overall Sutton CCG was graded achieving for 2018-19

Goals 1 and 2 (the patient-focused domains), the CCG reviewed the following commissioning priority: For 2018-19 the CCG concluded the assessment for Goals 1 and 2 for which it reviewed the Community Diabetes Service and Community Language Service.

Aggregated grades for EDS2 Grades 2014-15 till 2018-19

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Developing</td>
<td>Developing (Admiral Nursing) Developing (Enhanced Optometry Services)</td>
<td>Achieving (C-SALT)</td>
<td>Achieving (MSK)</td>
<td>Achieving diabetes Service</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Developing (Admiral Nursing)</td>
<td>Achieving (C-SALT)</td>
<td>Achieving (MSK)</td>
<td>Achieving Diabetes Service</td>
<td></td>
</tr>
<tr>
<td>Goal 3</td>
<td>Developing</td>
<td>Developing</td>
<td>Developing</td>
<td>Developing</td>
<td>Developing</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Developing</td>
<td>Achieving</td>
<td>Developing</td>
<td>Achieving</td>
<td></td>
</tr>
</tbody>
</table>

Goal 3
The Sutton CCG was assessed as Developing for Goal 3. This means that staff members from some protected groups fare well compared with the overall workforce.

Goal 4
Sutton CCG was assessed as Achieving for Goal 4. The grades for outcomes 4.1 and 4.2 was validated by an external organisation (Sutton Community Service). 4.3 was assessed as Developing at the staff forum which means staff from most groups fair well.
Workforce Race Equality Standard (WRES)

Under the NHS Standard Conditions of Contract April 2017/18, all NHS providers holding contracts over £200,000 must implement the Workforce Race Equality Standard (WRES), which is a benchmarking tool to assess an organisation’s progress around race equality.

CCGs must show “due regard” to the WRES as well and monitor providers on their results. Implementation of the WRES was also reviewed as part of the ‘Well-Led’ domain of the CCG Improvement and Assessment Framework.

Sutton CCG has gathered data against the nine WRES metrics for the fourth year in 2019. The data is not being published due to the small size of its workforce. However, an internal assurance report has been developed, which has been reviewed by its Equality and Engagement Group and its Quality Committee. Contractual Clinical Quality Review Groups (CQRG) request key providers to report on their WRES and EDS2 results annually.

Accessible Information Standard

The NHS Standard Conditions of Contract for 2017/18 requires providers to ensure that the language and communications needs of service users are met. The Accessible Information Standard (AIS) has been developed by NHS England to ensure that health and social care providers take into account the information and communication support needs of people with disabilities.

From August 2016, all health care providers have to ensure they ask, record, flag, share information and pass on the information on the communication support needs of service users (when they have permission to do so) as part of their administrative process.

Sutton CCG’s commissioning, primary care support and continuing health care (CHC) teams have received a briefing on the Accessible Information Standard. The CHC team uses an online system to record patient information, which includes their language and communication support needs. The primary care support team has communicated requirements of the AIS to GP surgeries through Practice Managers’ Forums and Practice Managers’ bulletins.

Quality Innovation Productivity and Prevention (QIPP) programme

The CCG’s programme for Quality, Innovation, Productivity and Prevention (QIPP) includes all of the work the CCG is working on with our GP member practices, our providers and our partners to transform service delivery locally to ensure services are sustainable and affordable. From an Equality and Diversity perspective Sutton CCGs’ QIPP programme provides an overview of the potential impact of any service changes on diverse groups and scheme takes place in Sutton, by using performance tools as such as:

Equality analysis assessment – Is a tool to test the effect of a policy or service on people protected by the Equality Act. The assessment predicts impact and reviews service performance, supports evidence-based policy-making, research and
consultation and facilitates service improvements by identifying gaps and barriers. All QIPP programmes have to include EIA and is a key part of QIPP project documentation and governance.

Two-fold purpose:
1. Identify & mitigate unintended consequences
2. Consider if policy is effective for all target groups.

**Translation and Interpretation Services:** To ensure patients and carers who are speakers of languages other than English are not denied access to services or do not suffer poorer health outcomes, Sutton CCG commissions an interpreting service from ‘Language Is Everything’. This includes face-to-face, telephonic and British Sign Language interpretation services. The service does not report on the protected characteristics.

The objective of the service is to ensure that people with language and communication support needs are supported to:

- Access appropriate health service.
- Ensure they receive the same quality of service as people who can communicate effectively.

**Activities from the interpreting service 2018-19**

![Communication Preference Face to Face 19](chart.png)
Complaints

Sutton CCG are responsive in dealing with patient enquiries and formal complaints. Trends are reviewed annually, to highlight both areas for improvement and examples of best practice that can be used to inform future commissioning of services. Following several complaints in continuing health care a new IT system was purchased and since implemented this has allowed us to track patients more accurately and be alerted to changes in care more rapidly.

8. Safeguarding

Sutton CCG has a statutory duty to ensure safety and protection of children and adults as part of the Safeguarding Vulnerable People in the NHS Accountability and Assurance Framework 2015 and Care Act 2015. This contributes towards its aims around eliminating harassment, victimisation and discrimination and advancing equality of opportunity for vulnerable children and adults. We are continually reviewing our Safeguarding Assurance Strategy and reviewing priorities to inform the commissioning of services the Sutton. The CCG will continue to ensure we meet out statutory duty to protect children and vulnerable adults

Areas of focus will include;

- Looked after children receive the support they need.
- Help support victims of Domestic Violence (DV) through earlier identification and access to support.
- Support to ensure the health and wellbeing for our young people
- Supporting the partnership arrangement necessary to ensure these needs are met across all agencies.
- Ensuring our providers are able to evidence strong safeguarding arrangements and positive outcomes.

The CCG with local partners and the SWL Alliance will work together to understand the impact of proposed changes to child safeguarding arrangements, serious case learning and child death review processes because of recent legislation the proposals
arising from Working Together to Safeguard Children 2018. It will fall to Local Authorities and Police services to work together in new partnerships that will replace local Safeguarding Children Boards, which will lose their statutory authority as a result of the legislation.

The CCG employ designated professionals on behalf of the health economy and have a responsibility to support health commissioners, local authority commissioners in public health and to provide advice to independent and private providers in Sutton.

9. Patient and Public Engagement

Section 242 of the NHS Act 2006 places a statutory duty on NHS organisations to involve and consult patients and the public in the planning of service provision, the development of proposals for change and decisions about how services operate. Section 24A of the NHS Act 2006 places a statutory duty on NHS organizations to report on consultations and the influence on commissioning decisions.

These duties complement the general equality duty to eliminate discrimination, advance equality of opportunity and promote good relations among people with different protected characteristics. The following section outlines in engagement infrastructure and key activities in 2019.

Developing the infrastructure for engagement and participation: Sutton CCG is continually building on our existing engagement and participation infrastructure to provide more opportunities for our diverse communities to be involved in decision-making around commissioning; and to support individuals to be proactive around self-management and prevention of ill health these include:

Governing Body meetings: Governing Body meetings are held in public and attendees can ask questions and raise issues. Meetings are hosted at the CCG’s offices.

Practice and Locality Networks: Local GPs are well placed to inform the CCG – they see and talk to patients every day. The CCG has developed locality networks based on geography, patient needs, and local relationships to other partners and stakeholders. The three localities in Sutton are Carshalton, Wallington and Sutton and Cheam. Each locality is responsible for addressing local commissioning, service redesign and QIPP challenges. Localities are responsible for delivering the strategic objectives of the CCG as well as providing peer support to GP practices and encouraging the delivery of high quality patient care. Locality meetings enable local issues to be addressed more readily and promote local partnerships and conversations for those communities. Lead GPs for each locality are members of the CCG’s executive team and actively encourage their patient representatives to attend CCG Patient Reference Group meetings and input into the CCG’s commissioning strategy and plans.

Patient Groups: The CCG works closely with Health Watch Sutton to support the Sutton CCG Patient Reference Group and the practice based Patient Participation Groups. Sutton CCG and Health Watch Sutton are committed to ensuring meaningful
engagement and communication with all patients, carers and the local communities, so that patients are fully able to participate, engage and influence decisions on practice based services, with demonstrable input into commissioning intentions.

**Patient Reference Group:** The Patient Reference Group supported by Healthwatch Sutton provides a patient-led forum for dialogue between patient representatives and the CCG, in order to deliver an effective patient voice. The group provides a patient perspective on the planning, design, delivery, monitoring and quality of the services the CCG commissions.

This includes:

- Enabling patients to raise issues about local services with the CCG.
- Enabling patients to be kept abreast of CCG priorities, business planning and commissioning timetables.
- Enabling the CCG to consult patients about specific current and future developments and policies, including the commissioning and quality of local services.
- Providing patients with timely requests to assist the CCG, to allow for wider consultation through Practice Participation Groups and considered patient input for the CCG in taking work forward.

**Patient Groups - Practice Participation Groups:** The CCG has Practice Participation Groups in all Sutton’s GP practices, with over 90% of practices are represented on the Patient Reference Group. Practice Participation Group members have been providing input to practice surveys, carrying out their own surveys on specific aspects of patient experience, working with the practice to run health information events, supporting Care Quality Commission inspections, promoting initiatives, providing the patient perspective in staff recruitment and, in practice mergers, communicating with the wider practice population through 'virtual groups', newsletters, social media and open meetings.

**Stakeholder Database:** The CCG maintains a comprehensive database of stakeholder and patient representative contacts who wish to be involved in the CCG’s work. The database is built around the 9 protected characteristics to ensure seldom heard groups are included.

**Patient Groups:** The CCG works closely with Health Watch Sutton to support the Sutton CCG Patient Reference Group and the practice based Patient Participation Groups. Sutton CCG and Health Watch Sutton are committed to ensuring meaningful engagement and communication with all patients, carers and the local communities, so that patients are fully able to participate, engage and influence decisions on practice based services, with demonstrable input into commissioning intentions.

**Patient Reference Group:** The Patient Reference Group supported by Health Watch Sutton provides a patient-led forum for dialogue between patient representatives and the CCG, in order to deliver an effective patient voice. The group provides a patient perspective on the planning, design, delivery, monitoring and quality of the services the CCG commissions. This includes:
- Enabling patients to raise issues about local services with the CCG.
- Enabling patients to be kept abreast of CCG priorities, business planning and commissioning timetables.
- Enabling the CCG to consult patients about specific current and future developments and policies, including the commissioning and quality of local services.
- Providing patients with timely requests to assist the CCG, to allow for wider consultation through Practice Participation Groups and considered patient input for the CCG in taking work forward.

**Sutton Information and Advice Service Steering Group:** This group is made up of local stakeholders and parents and addresses special education issues including, identifying and promoting good practice, raising issues, concerns and gaps in service.

**CAMHS Partnership Board:** The group includes representation from all stakeholders across child and adolescent mental health services across all tiers within Sutton, including identifying good practice, raising issues, concerns and any gaps in service.

**Mental Health Commissioning Advisory Groups:** These groups are comprised of service users and carers facilitate regular dialogue with the lead GP and commissioning managers responsible for commissioning mental health services in Sutton.

**The South West London Collaborative Commissioning Paper:** Local groups and organisations discussed the impact on local services and distributed the paper among health, care and community-based organisations. An independently facilitated event, and an equality analysis captured views to inform clinical work streams and guide engagement plans to ensure those affected by change were involved in planning. A further event on Sutton’s Health and Care plan was held in November 2018 with good attendance from a representative group of residents.

**Engagement Activities in 2019:** Sutton CCG has undertaken a range of engagement activities in 2019, which can be divided into targeted and wider engagement activities. Engagement with individuals, patient representative groups, families and carers have enabled the delivery of high quality, accessible services that tackle inequalities and respond to personal needs. Sutton CCG’s engagement activities have had a direct impact on the following list below which is not exhaustive. For a full comprehensive annual engagement report please go the CCG website.

**Targeted Engagement activities:**

**Help Yourself to Health**

Help Yourself to Health (HYTH) is a 6 weeks interactive educational course for Sutton Tamil, Urdu and Polish communities, delivered by Tamil, Urdu and Polish speaking Health Advocacy Workers. Recruitment to the programme focuses on disadvantaged communities and health inequalities and improving health outcomes through targeted patient education.
HYTH is designed in partnership, with input from ourselves, Live well Sutton and the course participants. It supports learning about NHS services and how to access them appropriately. Raises the awareness of key health messages, improves lifestyles, reinforces positive health behaviours, promotes self-care and supports individuals to take control of their health and wellbeing, and improve the health and wellbeing of their families.

**Sutton Health & Care Plan:**

A Sutton Health and Care Plan that describes some of the future work that health, social care and voluntary sector organisations will be undertaking over the next 2 years has been developed and was launched in September 2019.

Effective engagement has been undertaken as part of the development and planning phases with our partners, community and voluntary organisations and residents to inform the Sutton Health and Care Plan. Examples of this engagement is the Sutton Health and Care Plan deliberative event (November 2018).

The Sutton Health and Care Plan engagement event, took place on the 29th November 2018 and involved bringing together stakeholder and residents for engagement on the case for change priorities. Feedback from the event has been used to refine the priorities and to identify key initiatives that will develop further over the next 2 years. In order to ensure a sample representation of the Sutton population, a selected sample of Sutton residents were invited using a recruitment agency to ensure fair representation. The attendees included carers, people with learning disabilities, young people, BME background, older people and people of working age.

**Adult Mental Health & Wellbeing Strategy:**

Adults Mental Health and Wellbeing Strategy has been developed and its main focus is on adults over 18 years old with mental health problems. The joint strategy is being co-produced between Sutton Clinical Commissioning Group (CCG) and London Borough of Sutton (LBS).

The strategy has been developed by focusing on local priorities and ensuring a robust engagement plan is in place to ensure it is meeting needs of Sutton residents. A series of engagement events have taken place with users, carers, stakeholders and staff during November 2018 and 2019 and feedback from the events has being used to influence the strategy.

**Perinatal Dads focus group**

The Perinatal and Infant Mental Health Network (PIMHN) was established in spring 2017 to improve and support women and families in the borough that suffer from perinatal mental health. The network was developed when professionals realised that there was a gap in the provision of this service. The network is made up of professionals across the borough including commissioners, clinicians and practitioners.
In October 2018, a perinatal steering group was set up, chaired by the Assistant Director of the CCG and Sutton Local Authority, to draft a comprehensive action plan with 5 work streams. One of the work streams is focusing on service user feedback and focuses specifically on getting the views from fathers/partners. A perinatal dad’s focus group was set up and has already run 4 meetings during 2019. Some of its members include partially blind father and a dad with learning difficulties. A survey was also developed to capture the views of dads/partners across London Borough of Sutton, and through Sutton CCG’s commissioned service, “Help Yourself to Health” who reach out to Tamil, Urdu and Polish Communities, managed to get survey responses from BME communities and hard to reach groups. Please click here for full survey and focus group results.

**Wider Engagement Activities – BME Groups and Older People**

**Older People**

In July 2019, the infection control nurse visited Sutton Hello, an elderly group that meets once a week, to discuss at risk groups for acquiring infection including E-coli bacteria. The main at-risk group being the frail, elderly, living in their own home, often due to inadequate hydration. Other topics included encouraging Sutton’s older residents to get their flu jab and to visit their local pharmacy at the first sign of a minor illness. Members of the group included BME communities, in particular Indian and Tamil population.

**Wallington Health & Well Being Event**

Wallington Health & Well Being event is held twice a year and its focus is on promoting local services within Sutton which help local residents with their health and wellbeing. Sutton CCG has taken part and set up a stall alongside pharmacy to discuss health related issues, such as dehydration, vaccination, etc.

The attendees are mainly elderly population who reside in the London Borough of Sutton and a large proportion are from BME background.

**Faith Groups- Mosques**

Sutton CCG has made connections with the mosques listed below in order to reach seldom heard groups and the wider community.

Baitul Ehsan – Ahmadiyya Muslim Association is a mosque based in Mitcham with a capacity of 500 people and Sutton Central Mosque is based in Sutton, and both offer great opportunities for engagement, to ensure they’re informed of key health messages and have knowledge of NHS services available.
10. Partnership Work in Sutton

The Sutton Plan – shared vision

1. A better quality of life and opportunities for all residents
2. Places underpinned by inclusive and sustainable growth
3. A coherent system of health and care that is shaped around the needs of Sutton’s residents

All of the Sutton Plan partners are working together to test out how we turn these aspirations into reality. In particular there has been a focus on:

- **Providing more coherent support for young families at risk of disadvantage**, collaborating on a new approach to early intervention that brings together midwives, health workers, children’s centres, social workers and the voluntary sector with the aim of creating a more rational, single point service. The Perinatal and Infant Mental Health Network has been led by the CCG with key partners and has been successful in delivering new collaborative projects to parents and families in Sutton in 2018. See film link [https://youtu.be/1wbqm3AiOGc](https://youtu.be/1wbqm3AiOGc)

- **Tackle persistent and surprisingly high rates of domestic violence and abuse**. The Sutton Domestic Violence Transformation Board has made progress with a new commissioning strategy and has consulted with residents on how they access support and advice. Along with family and friends, over half of residents (54%) said GP practices would be a source of advice and support. The CCG has been a key partner at the transformation board and has set up a healthy economy network to support transformation in local health services.

- **Ensure that lower income older people live longer, more fulfilled, happier lives in the community.** Sutton health and care at home has been in place since April 2018 and is delivered by an alliance of providers with the CCG to support older people with complex health and social care needs.

- **Make the borough a more attractive place to live, work and play for all, – regenerating and diversifying our local economies, and ensuring that Sutton’s ‘lost generation’ does not come to pass.**

The Sutton Plan partners have agreed the following five principles:

- Think Sutton first
- Work across sectors
- Get involved early

---

11 [http://www.thesuttonplan.org/vision/](http://www.thesuttonplan.org/vision/)
● Build stronger, self-sufficient communities

● Provide coordinated, seamless services

The Fairness Commission

The Fairness Commission has been set up to enable the partners in Sutton to better understand the experience of children and young people. The Sutton Fairness Commission (which started in 2017), agreed that the focus of its work would be investigating what a child born today would need to have in place when it is 13 – in 2030 – to enable that child as a young person to have the best conditions for a positive future.

The Commission recognised from the secondary data already in existence that there are several drivers that impact on the future of young people, and as part of its conversations it explored these drivers. These included life experiences that impact on children and young people:

- Living with domestic abuse
- Living with parents/carers with mental health issues
- Living with parents/carers with drug or alcohol issues
- Family status
- Employment status of parents/carers;
- Living in poverty
- The levels of social capital they enjoy.

The Fairness Commission also recognised that there are a range of indicators that can predict the life chances of children and young people including:

- The mental health of children and young people
- Schools readiness
- Identity
- Educational experiences and attainment

Key findings from the conversation with children and young people
The Fairness Commission will use its platform to recommend a new approach to supporting a positive future for children and young people – collaborative leadership within the context of the Sutton Plan, with the voice of children and young people at the centre.

The CCG and other partners are in the process of developing a robust action plan which will align with the 5 recommendations and actions below, this will be mainstreamed to the CCG’s Engagement Strategy. This links to the Sutton Plan principles.

**Fostering Good Relations through partnerships**

Sutton CCG works with the following partners in the delivery of services:

- NHS England, Epsom and St. Helier University Hospitals NHS Trust, South West London and St. George’s Mental Health Trust,
- South West London Integrated Urgent Care – Vocare/SELDOC.

Other strategic partners it works with to promote participatory health commissioning and reduce health inequalities include:

**Health and Wellbeing Board:** which is a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities.

**Healthwatch Sutton:** The CCG commissions Health Watch Sutton to provide ongoing support to its Patient Reference Group and Patient Participation Groups and strengthen their role in influencing commissioning decisions. Reviews by Healthwatch have helped the CCG improve access to GP surgeries through initiatives such as Patient Online and “Ask my GP”.

**Better Health for London:** Sutton CCG is a partner in the Better Health for London programme, working with NHS partners, London Councils and the Mayor’s office to explore challenges and opportunities in working towards London becoming the world’s healthiest major city. The work of the *Healthy London Partnership* has focused on 13 transformation programmes aimed at prevention and wellbeing, closer working between health and social care, more personalised services, improving patient experience, ensuring consistent and safe care to improve health and care outcomes on a national and local level.

**Partnership with the voluntary sector:** Sutton CCG has worked closely with Sutton Centre for the Voluntary Sector (CVS) now known as Community Action Sutton (CAS) over the past year, through its participation in the Fairness Commission and other work streams such as health champion project and Perinatal and Infant Mental Health Network.

**11. Employee engagement**

Since January 2019, the CCG has undertaken a range of initiatives to improve staff engagement and well-being. These include:
- An Organisational Development Working Group facilitated by the Assistant Director for Quality and Nursing has been set up to inform improvements in employee development and well-being. This group meets quarterly and takes into consideration planning for staff wellbeing and engagement activities.
- An Annual Away Day is held for all CCG staff to reflect on challenges and opportunities for teams and the organisation.
- Governing Body members receive annual equality and diversity updates and have contributed towards the development of the Equality Objectives 2017-21 and the EDS2 assessment for Goal 4.
- Staff participated in the Global Corporate Health challenge to improve their health and well-being.
- The CCG was awarded accreditation with the Mayor of London’s Healthy Workplace Charter at commitment level.
- Team meetings, supervision and face to face meetings are held regularly for staff. In addition, wider team meetings – which bring together a cross section of all teams - are held bi-monthly.
- The CCG continues to participate in the annual NHS staff survey. Results of the 2017 staff survey will help to inform the EDS2 review for 2018-19 in February 2019.
- NHS 70 celebration - Treasure Hunt and lunch.

Sutton Workforce 1st April 2016 - 31st March 2019

Under the Equality Act 2010, it is essential that the CCG collects and reports on current, relevant workforce information. This is updated on a regular basis to ensure that current policies, practices and support mechanisms remain relevant to the needs and requirements of the workforce.

It is recognised that the CCG is a small organisation employing under 300 staff and the duty to report allows for some modification on the information provided against the Protected Characteristics to ensure an individual employee is unable to be identified.

The workforce analysis below has been undertaken for the following protected characteristics: Ethnicity, Gender, Disability, Age, Sexual Orientation and Religion, Faith of Belief. Sutton CCG (SCCG) has made progress by increasing the representation from Black and Minority Ethnic Group (BME) in its operational team across the grades from 25% to 32%. Data from the 2011 Census shows 29% of Sutton’s population belong to BME communities.
Training and Development

Our 2018 staff survey looked at the quality of non-mandatory training, learning and development.

- 75.6% said, they had non-mandatory training in the past 12 months that is above national average of 66.5%.
- 50% said, my manager supports me to receive this training, learning and development. This is below national average of 59.3%.
- 86.7% said, in the last 12 months they had an appraisal, annual review compared to national average of 85.9%.

All staff at Sutton CCG have completed their Statutory and Mandatory Training on Equality and Diversity for the period of 2019.

The CCG will now be working with our Organisational Development (OD) Staff Group to develop a detailed action plan that will address the key areas identified through our staff survey. This will include reviewing our staff training programme to ensure staff’s needs are being met and further work to raise aware of equality and diversity issues.

Sutton CCG Training Progress 2019

Staff received ongoing support and guidance on equality impact analysis (EIA), including EIAs for QIPP schemes. Governing Body members received training on their roles and responsibilities to champion Equality and Diversity within the CCG.
12. Conclusion

During the last twelve months we have made good progress around equality and diversity developing new and existing relationships with groups and individuals who share and represent the interests of protected characteristics.

The establishment of the South West London Sustainable Transformation Partnership (STP), will enable us to share good practice.

The CCG has worked with pace and enthusiasm to implement the new working arrangements – while ensuring it continues to meet its statutory duties under the Equality Act 2010 and the Health and Social Care Act 2012.

This year’s EDS2 exercise has allowed us to fully improve our understanding of what barriers certain communities face and tackle them through mainstream processes and robust planning.

Our long-term Equality Objective Plan 2017-21 that focuses on 4 key areas such as our provider’s compliance for the PSED, targeted engagement with young people to prevent risk of self –harm and the wellbeing for CCG staff.

Our WRES shows progress on year on year. We will continue to monitor performance against the 9 indicators on 6 monthly basis to ensure we are closing the gaps on the experience between BME and White staff.

The CCG OD working group has led on a number of health and wellbeing initiatives for staff and the CCG now has accreditation at commitment level as a Healthy Workplace from the Mayor of London Scheme.2

Sutton CCG will continue to engage with the population and staff as a whole and continue to develop strong links with members of the population and groups who represent the interests of people who share protected characteristics and those who don’t and ensure that their views are built into the services we commission or the policies we develop.

---
2 https://www.london.gov.uk/what-we-do/health/healthy-workplace-charter