



North West London Collaboration of Clinical Commissioning Groups

NWL CCGs out of hospital progress:

- Hub development
- Extended GP access
- Improvements to community services

North West London Joint Health Overview and Scrutiny Committee

14 October 2015

Introduction

Local community and GP services are at the centre of North West London's health and social care system – but the way of delivering services that has served us well in the past is now under strain and not delivering the level of service everyone expects.

There are many reasons why the services are coming under pressure. We have an ageing population and there are more people with complex or multiple long-term conditions (e.g. chronic obstructive pulmonary disease, diabetes, heart failure) which require specialist services and a more joined up approach to their care.

Patients must be able to access the most appropriate care for them – whether through a GP, ongoing care at home or in a local care facility – as quickly, easily and conveniently as possible. But in order to make sure this can happen, the services which are now in place need to change. We want to make sure that:

- everyone in North West London can access care when they need to and at a time that suits them.
- people receive high quality care that is right for them.
- care is joined up and delivered close to home, wherever possible.

Health and Social care providers and commissioners are working together in North West London to deliver this vision for better care. This paper looks at the progress to date – including delivering 201 practices working together to provide weekend access to over 1million people across NW London, developing nine early adopter sites for integrated care, commissioning new community services and working towards put 27 primary care hubs in place across the eight boroughs.

Whilst working together at a regional level helps us to share learning and deliver more for our patients, the implementation occurs at a local level to take into account local need and existing services. We recognise the need for the JHOSC to see a detailed trajectory of what out of hospital services are planned to be in place and by when. That forward look is not covered in this paper but as part of the standard business planning process, each CCG is currently working on their QIPP plan and a roadmap to show when the planned services will be implemented. We plan to bring that to you in New Year for further discussion.

Improving primary care services

Significant progress has already been made in improving primary care services across North West London and some examples of that are at the end of this paper.

But we want to do even more. In North West London, we are developing a new model of primary care that with the aim of enabling patients to receive high quality, responsive, care that is appropriate for their individual needs in a location closer to home and at time when it is more convenient for them.

This work is aligned with the London-wide Strategic Commissioning Framework that has been co-produced between NHS England (London) and a wide range of stakeholders across London to articulate a vision of the service offer that the public expect from general practice. The Strategic Commissioning Framework supports service improvement around the three aspects of care that patients have said matter most to them: proactive, accessible and coordinated care.

The aim of the work in North West London is to apply and develop these principles for patients in North West London and to align with our work to deliver truly integrated care outside of hospital.

The new model of care aims to ensure that people who are generally healthy have easier access to services outside of work hours at locations that are convenient to them, with online access to appointment booking and their own care records.

Those people with complex conditions will also experience continuity and planned coordination of care facilitated by their GP or lead clinician, who they know and trust, supported by a wider multidisciplinary team. All patients will experience better access to preventative services, health promotion and advice.

Through this work we will ensure that general practice is sustainable both in terms of funding and the workforce required to deliver and support care. By working together in GP federations, individual practices will be better supported to provide the additional capacity, flexibility, specialisation and economy of scale required, working with wider networks of providers to deliver high quality, integrated care.

We are now working with CCGs to plan out the local implementation of the new model of primary care and, as part of this, are taking into account important enablers described below.

Extended GP hours – Prime Ministers Challenge Fund

As a result of the support of the Prime Minister's Challenge Fund, we are delighted that we have increased the number of surgeries working together to provide weekend opening by 201 practices – access that a further 1,030,000 patients can benefit from. GP practices are also providing evening appointments, more convenient consultations, with many offering phone consultations, online appointment booking and longer appointments where needed, while more practices are making plans to offer Skype consultations following successful pilots of the scheme in 2014.

Community workforce

We are working to understand all the people (including GPs, nurses and carers) that general practice will need to deliver the new model of primary care. As well as the size of the workforce, this also means exploring the type of skills needed to support patients. This will include adopting a 'top-of-licence' approach so that GPs have as much time available to deliver patient-facing care.

The North West London Change Academy has a role to play in primary care transformation. This has been established to support staff to develop new ways of working that support integrated care. It delivers modules on the integrated models of care and also covers the workforce implications in developing accountable care partnerships, both of which are relevant to primary care transformation.

Community buildings

We are exploring how to improve the estates and locations from which primary care is provided. This will ensure the buildings from which GPs and other services operate are appropriate for delivering high quality care and good patient experience (in line with the Strategic Commissioning Framework), as well as equipping them with improved technology to enable more innovative delivery methods such as electronic appointment systems and automated repeat prescriptions.

Our work has included promoting the application process around the NHS England primary care infrastructure fund – which is a £1bn resource to invest in new and improved estate nationally.

There are nine new centres in North West London, where health and social care are working together to provide more joined up care. Services include rapid access treatment for older people to avoid admissions to hospitals and care homes.

Furthermore, we have already committed to investing in improving our existing buildings and in developing additional out-of-hospital hubs to deliver more services in the community, where GPs can take a coordinating role for patient care. More information on our hub plans - including excerpts from the current Implementation Business Case (ImBC) draft and a NW London wide map of proposed sites is below.

Whole Systems Integrated Care

Our Whole Systems Integrated Care (WSIC) programme is about giving people more say over their care, when and where they receive it, so that care is planned jointly between patients, their carers and the teams that support them.

By involving patients and carers on the journey from day one, we have a much better chance of achieving our vision: care that enables each of us to help ourselves. And by widening access to services that aren't necessarily provided by the NHS, such as local buddying schemes and exercise groups run by third sector parties, we can better support people to maintain independence and lead full lives as active participants in their communities.

Each of the eight localities are retaining their own approach to delivering services specific to the needs of their local population, but the initiative ensures that, where there are opportunities for closer, joint working, this will happen, across borough and other boundaries, bringing together multi-professional teams.

The first step of the journey started with more than 200 health and social care professionals, alongside people who use those services across North West London, coming together to share knowledge and co-develop a solution to deliver better joined up care. This overarching commitment to co-production ensured that service users – lay partners – were embedded within the working groups with a 'Lay Partners Advisory Group' overseeing and challenging the programme's approach to engagement.

The result of this first stage has been to produce an innovative integrated care toolkit for use by partners across North West London to help them plan improved ways of delivering care and support in their local areas. Providing information on populations, models of care, commissioning, GP networks and informatics, the toolkit is a living document that will continue to evolve as local areas implement their plans and lessons are learnt, and we continue welcome comments and contributions from all.

Nine 'early adopters' – local partnerships of health and social care commissioners and providers – are now leading the way in using the co-designed toolkit to implement integrated care across North West London. The CCGs are looking at the learnings from these early adopter sites to change how they commission services going forward to embed integrated care as 'business as usual'.

What this mean locally

Over the next few pages, we have set out how these plans are developing in each borough, including more detail on our hub plans, summary of extended opening hours, overview of each integrated care Early Adopter and some examples of new community services already in place.

As highlighted in the introduction, each CCG is currently working on a more detailed plan to show forthcoming plans and we will bring these to JHOSC in the New Year.

BRENT

Extended opening hours

- All 66 practices are working together to deliver weekend appointments to all their patients through seven 'hubs' which are opening from 9am – 3pm on Saturday and Sunday.

Integrated care early adopter

- Starting a trial of new ways of providing care for people aged 65 and above with long-term conditions

Improving community services

- The STARRS service helps avoid hospital admission and speed up discharge from hospital for those who do need to be admitted. In 2014/15 it prevented more than 2,700 hospital admissions.
- More than 8,500 patients have been supported with care plans since 2012. Comparing LTC-related admissions between 2013/14 and 2014/15 shows a reduction in admissions of nearly 400.
- In October 2014, an improved service for diabetics was launched offering multi-disciplinary diabetes care in GP and community health centres including extra self-management & education courses and podiatry capacity to reduce the number of emergency admissions for diabetic patients.
- After a successful pilot, in June 2015, on World Sickle Cell Day, we launched a new service to improve sickle cell care through a patient education and support programme with the aim of helping patients manage their condition and avoid crisis leading to emergency admissions.
- Patients on medication for arthritis and heart conditions now being monitored in primary care rather than hospital clinics providing support which is more co-ordinated with their wider health needs and helping to prevent conditions reaching crisis point and needed hospital admission.
- Primary Care Plus has been rolled out, offering greater support for mental health conditions from within general practice.

Our buildings

- Development of two hubs at Willesden and Wembley to deliver access to an extended range of integrated care for patients across Brent
- Building a primary care hub at Central Middlesex Hospital site.

Willesden Centre for Health and Care

Existing service provision

The site already serves as an existing hub for out-of-hospital care.

Out-of-hospital services currently delivered from the site are: primary care; community beds; children's health; a sexual and reproductive health clinic; and diagnostics.

Proposed approach

The proposed approach is for the Willesden Centre for Health and Care to be further developed as an out-of-hospital hub by adding additional out-of-hospital services by 2017/18. This will put into use existing space that is void.

Services to be provided are: re-provisioned outpatients, primary care, minor surgery, integrated nursing, proactive intervention and therapies.



Wembley Centre for Health and Care

Existing service provision

The site currently serves as a multi-function primary care clinical facility and administrative base. Five GP practices are located on the site as well as the Ealing Integrated Care Organisation (which provides community services for Brent, Ealing and Harrow).

Out-of-hospital services currently delivered from the site include: core and enhanced GP services, dental services, a children's centre, antenatal and postnatal services, health visiting, community nursing, physiotherapy, speech and language therapy, wheelchair services, smoking cessation and continence services.

Proposed approach

The proposed approach is for the Wembley Centre for Health and Care to be refurbished and service offering extended by adding additional out-of-hospital services by 2016/17.

Void office space would be repurposed and a redundant wing would be brought back into use as multi-function consultation/treatment rooms and ancillary rooms for out-of-hospital services. This will not only enable a greater range of out-of-hospital health services to be provided here for the local population, but also eliminate the void costs currently being met by CCG.

Services to be provided include: re-provisioned outpatients, primary care, minor surgery, integrated nursing, proactive intervention and therapies.



Central Middlesex Hospital

Existing service provision

Central Middlesex Hospital is a small district general hospital. Services currently provided include an urgent care centre (UCC), outpatients and diagnostics, Intensive Care unit (ICU) level 3, psychiatric liaison, emergency medicine, elective surgery, elective medicine and High Dependency Unit (HDU)

Proposed approach

The proposal for Central Middlesex Hospital is to develop the site into a local elective centre.

The Brent out-of-hospital strategy that was also agreed as part of Shaping a healthier future set out a range of non-hospital services that will also be provided at Central Middlesex Hospital, as it becomes one of the local primary care hubs.

The proposed approach for Central Middlesex therefore focuses on optimising current services as well as providing more out-of-hospital care on the site.



EALING

Extended opening hours

- 1 practice is currently providing appointments from 08.00 – 20.00 on Saturday and Sunday for its 10,000 patients.
- 13 other practices are offering different forms of weekend opening, benefitting 98,000 people registered with those practices.

Integrated care early adopter

- initial model of care roll-out in Central Ealing GP networks, with a focus on people aged 65 and above with long-term conditions

Improving community services

- For musculoskeletal services, outpatient, follow-up and radiology tests are now being delivered in a community setting.
- Community transport pilot is being carried out in response to patient and public concerns, and aims to test transport services for those experiencing difficulty in attending appointments in the community and acute services.
- Following the completion of a competitive tender, tele-dermatology is now provided in the community for outpatient and follow-up appointments.
- A new community outpatient diabetes service for stable Type 2 diabetes patients is provided in multiple community locations, meaning patients don't need to go to hospital for outpatient appointments.

Our buildings

- £1.3m investment in improvements to eight practices
- £34m investment in developing two new out-of-hospital hubs in north and east Ealing
- Building a primary care hub at Ealing Hospital site as part of £90m investment in developing the site as a local hospital

Ealing East Hub

Existing service provision

A new hub is expected to be delivered by 2017/18 in the east of the borough.



Proposed approach

Options are currently being explored.

The hub will provide core and enhanced primary care services, community services including therapies and outpatients appointments, some diagnostic services, pre and post natal maternity services, sexual health and mental health services. It will also provide a base for community based health and social care teams supporting multi-disciplinary groups and care workers facilitating the greater integration and co-ordination of care.

The hub will also provide a range of public health and educational services including space that voluntary and third sector providers can utilise.

Ealing North Hub

Existing service provision

A new hub is expected to be delivered by 2017/18 in the north of the borough.



Proposed approach

Options are currently being explored.

The hub will provide core and enhanced primary care services, community services including therapies and outpatients appointments, some diagnostics services, pre and post natal maternity services, sexual health and mental health services. The hub will provide a base for community based health and social care teams supporting multi-disciplinary groups and care workers facilitating the greater integration and co-ordination of care.

The hub will also provide a range of public health and educational services including space that voluntary and third sector providers can utilise.

Ealing Local Hospital

Existing service provision

Ealing Hospital currently operates as a mid-sized district general hospital.

It provides a full range of general acute and emergency services and is the main provider of community services for the boroughs of Brent, Ealing and Harrow.



Proposed approach

The role of the Local Hospital will be central to the wider reconfiguration of health and care services in the borough. It will be an intermediary and point of transition – between primary, community supporting delivery of out-of-hospital care, specialist and acute care settings.

It will incorporate one of the three health and wellbeing centres planned for the borough.

HAMMERSMITH & FULHAM

Extended opening hours

- All 31 practices are working together to deliver weekend access through 5 hubs that provide walk in appointments from 09.00 – 16.00 on Saturday and Sunday. This offer is open to the whole population of Hammersmith and Fulham.
- 1 practice is also providing appointments from 08.00 – 20.00 on Saturday and Sunday for its 6,600 patients.

Integrated care early adopter

- focusing on person-centred, not illness-centred, services for older people and developing these more closely with lay partners

Improving community services

- The Community Independence Service brings together health and social care staff to help people stay in their own homes and to support them in getting home from hospital quicker if they do need to be admitted. There were 776 referrals to the service up to January 2015.
- A community gynaecology service has been set up meaning more people can be treated nearer to their home.
- 30 GP Practices have come together to deliver 18 new community services to a common standard for all patients in the borough. Services include 24-hour blood pressure monitoring in the patients home, anticoagulation services for those on blood thinning medication and complex wound management.
- Primary Care Plus has been set up to offer enhanced services for patients with mental health needs, including more GP support.

Our buildings

- Opened new Parkview Centre hub, where it four GP practices are co-located alongside a range of social care and specialist health services
- Four GP will receive a share of £70,000 to improve their buildings
- Development of a hub in the south of the borough to provide an additional range of services closer to home
- Building a new primary care hub at Charing Cross Hospital site as part of £150m investment in developing it as a local hospital

Charing Cross Hospital Hub

Existing service provision

New hub to be located on the same site as Charing Cross Local Hospital (see next section for further information on proposed changes at Charing Cross).



Proposed approach

Charing Cross Local Hospital is the preferred hub to cover all the additional re-provisioned activity from Trusts to out-of-hospital settings. The proposed approach includes:

- Provide a range of health and care functions – including outpatients and diagnostics.
- Support the co-ordination of a range of services delivered across the borough.
- Act as a link between out-of-hospital and acute settings through effective assessment and rehabilitation
- Support the integration of services across Hammersmith and Fulham by providing co-ordination, access and space for multi-agency working.

Park View Centre for Health and Social Care

Existing service provision

Park View opened in 2014 and is already operational as an out-of-hospital hub serving the local population.

Services currently provided include redesigned outpatients, occupational therapy, dentistry, diabetes, dietetics, district nursing, health visiting, podiatry, respiratory, school nursing, sexual health, primary care, speech and language therapy.



Proposed approach

N/A - already fully operational

Parson's Green Centre for Health and Social Care



Existing service provision

Parson's Green is already operational as an out-of-hospital hub serving the local population.

Services currently provided include redesigned outpatients, occupational therapy, dentistry, diabetes, dietetics, district nursing, health visiting, podiatry, respiratory, sexual health, walk-in centre and speech and language therapy.

Proposed approach

Further out-of-hospital services are planned to be provided from Parson's Green in due course.

HARROW

Extended opening hours

- 2 providers are currently commissioned to provide walk-in appointments from 08.00 – 20.00 on Saturday and Sunday. This access is open to the whole population of Harrow.
- The CCG is currently exploring plans to develop a third location to deliver 08.00 – 20.00 access on Saturday and Sunday. One of the considerations is ensuring this is located in a part of the borough that provides equitable, convenient access for all residents.

Integrated care early adopter

- implementing a Virtual Ward to provide integrated, urgent anticipatory care for people aged 65 and above with long-term conditions

Improving community services

- STARRS continues to provide care in the community and in patients' homes to avoid stays in hospital and get you home quicker if you do need to be admitted. In 2014/15, STARRS helped over 3,000 patients.
- Patients with long-term conditions get care that brings together all their health and social care needs so they stay healthy for longer and don't need to go to hospital. So far, we have agreed 6,000 care plans with patients in order to deliver better more coordinated care.
- Gynaecology, cardiology and ophthalmology services have been redesigned so that more care is available in the community rather than hospital-based settings. This should help reduce waiting times and provide a more responsive and accessible service.
- Memory Assessment Service in primary care has reduced waiting times from 37 to 13 weeks and improved the diagnosis of dementia.

Our buildings

- Development of a new out-of-hospital hub in north east Harrow
- Improvements plans to existing hubs at Pinn Medical Centre and Alexandra Avenue Health and Social Care Centre

East and North East Harrow Hub

Existing service provision

A new out-of-hospital hub is planned for in East/North East Harrow by 2018/19.



Proposed approach

Options are currently being investigated, with the preferred site the refurbishment and expansion of the Belmont Health Centre.

Services to be provided at the hub include primary care, re-provisioned outpatients, minor surgery, mental health, integrated care, physiotherapy, audiology, speech and language therapy, occupational therapy and rehabilitation.

Alexandra Avenue Health & Social Care Centre

Existing service provision

The Alexandra Avenue Health & Social Care Centre is already operational as an out-of-hospital hub serving the Central Harrow population.

Services currently provided include: primary care, podiatry, physiotherapy, community midwifery and dental services.



Proposed approach

The proposed approach is for the Alexandra Avenue Health & Social Care Centre to be further developed by adding additional out-of-hospital services by 2016/17.

The Pinn Medical Centre

Existing service provision

The Pinn Medical Centre is already operational as an out-of-hospital hub serving the Central Harrow population.

Services currently provided include: primary care, pharmacy, dental surgery, diagnostics (x-ray and ultrasound) and specialist consultant-led clinics.



Proposed approach

The proposed approach is for the Pinn Medical Centre to be further developed with additional out-of-hospital services by 2017/18.

HILLINGDON

Extended opening hours

- 1 practice is currently commissioned to provide appointments from 08.00 – 14.00 on Saturday and Sunday. This access is available only to the 7,300 people registered with that practice. In addition, 13 other practices are offering different forms of weekend opening, benefitting 93,000 people registered with those practices.
- In addition, 30 practices are working together to offer an enhanced weekend home visiting support service for patients aged 75 and over. This can benefit up to 14,000 people in this cohort who are living in the borough.

Integrated care early adopter

- developing integrated care services for people aged 65 and above with long-term conditions, working closely with local organisations and the voluntary sector

Improving community services

- Community dermatology service: a new consultant-led service running from three locations across the borough, giving patients faster access and more choice of locations convenient for them. Ophthalmology is now also operating as a community-based service.
- New Health and Social Care Coordinators and Primary Care Navigators help deliver care plans for people with long-term conditions and signpost patients to health services in Hillingdon.
- Home Safe: a joint team with staff from the hospital, community nursing and Age UK to help people regain their independence after a serious illness or accident, helping speed up discharge from hospital.
- We have redesigned and implemented seven planned care pathways across musculoskeletal, ear nose & throat, gynaecology and urology services. This has led to a reduction of approximately 2,774 first outpatient appointments and approximately 7,397 follow up appointments.
- 125 patients now receiving support from general practice (excluding Child & Adolescent Mental Health Services, Mother & Baby community services, specialist teams and memory services).

Our buildings

- Opened new Hesa Primary Care Centre hub which has led to more consultation rooms at a local GP practice and additional community services provided on site
- Four practices will receive a share of nearly £800,000 to improve their buildings
- £19m investment in developing two new hubs in north Hillingdon and Uxbridge and West Drayton to deliver integrated care

Uxbridge and West Drayton Hub

Existing service provision

A new out-of-hospital hub is planned for the Uxbridge and West Drayton locality by 2018/19.

Proposed approach

The following services would be delivered through the Uxbridge and West Drayton hub: primary care, minor surgery, diagnostics, redesigned outpatient services, mental health, integrated care (for frail elderly and long term conditions), paediatrics, education and training.

North Hillingdon Hub

Existing service provision

A new out-of-hospital hub is planned for the North Hillingdon locality by 2018/19.

Proposed approach

Sites will be reviewed in due course (Uxbridge and West Drayton is the higher priority in terms of demand). Services are expected to include primary care, minor surgery, diagnostics, redesigned outpatient services, mental health, integrated care (for frail elderly and long term conditions), paediatrics, education and training.

Hesa Health Centre

Existing service provision

The Hesa Health Centre is already operational as a hub site serving the Hayes and Harlington locality.

Services currently provided include: GP services, sexual and reproductive health clinic and community nursing.



HOUNSLOW

Extended opening hours

- All 53 practices are currently working together to deliver weekend access through 5 locality hubs that provide appointments between 10.00 – 16.00 on Saturday and Sunday. This offer is open to the whole population of Hounslow.

Integrated care early adopter

- provided social workers in five localities to deliver new integrated model of care which will be built upon and launched a new Community Respiratory Service

Improving community services

- In 2014/15 London Ambulance have been linked to the Integrated Community Response Service team so paramedics assessing a patient have the option to call the ICRS team rather than taking them to A&E. 20-25 people a month now get specialist follow up care in their home rather than being taken to hospital by the ambulance crew.
- Diabetes: a new service launched in May 2015 providing expert advice and support in the community meaning fewer people needing to go to hospital.
- Supporting children with long term conditions: a pilot started in January 2015 to increase skills in primary care around helping children with conditions such as asthma and diabetes. Hospital consultants work with general practice providing outpatient appointments in GP surgeries and teaching GPs and parents how to better support children; and preventing conditions reaching crisis point and needing hospital admission.
- New ambulatory emergency care at West Middlesex Hospital: in October 2014 a new dedicated centre at West Middlesex Hospital opened. The centre provides emergency treatment for people with ambulatory conditions (50 specific conditions such as deep vein thrombosis, chronic obstructive pulmonary disease) without the need for overnight stays in hospital. GPs can refer direct to the centre reducing the number of patients sent to A&E.

Our buildings

- Opened new Feltham Centre for Health hub
- Seven practices will receive a share of £1.4m to improve their buildings
- £24.5m investment in development of five additional hubs across the borough to deliver further services in the community

West Middlesex Hospital

Existing service provision

New hub to be located on the same site as the West Middlesex Hospital.



Proposed approach

The proposed approach is for an out-of-hospital hub to be delivered on the WMUH site. This will be subject to negotiations with WMUH NHS Trust.

Heston Health Centre

Existing service provision

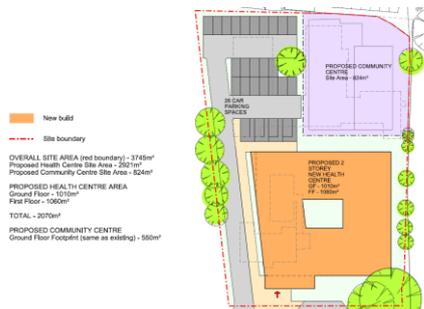
The Heston and Cranford locality is the most deprived locality in the borough, and historically has had lower investment levels than the rest of the borough. The existing Heston Health Centre is no longer fit for purpose.

There is a specific and urgent need within Heston to:

Increase capacity in high quality primary care clinical space, adhering to Care Quality Commission (CQC), clinical standards outlined in Shaping a healthier future and My Health London requirements

Develop capacity in Hounslow to delivery training to professionals in the local area

Extend community services, to act as a spoke hub to the larger Heart of Hounslow Health Centre.



Proposed approach

The proposed approach is for the development of a new hub at Heston by 2017/18. This involves redevelopment of the existing Heston Health Centre and Berkeley Centre sites.

The services in scope for Heston include: core and extended primary care, urgent care, mental health, public health, integrated care, paediatric services, clinical training and education.

Chiswick Health Centre

Existing service provision

The Chiswick Health Centre is already operational as a health centre serving the local population.

Services currently provided include: primary care; long term condition clinics; minor surgery; consultant-led ear, nose and throat clinic; dentistry; community nursing services including podiatry, district nursing, health visiting.



Proposed approach

It is proposed that further out-of-hospital services are added to this site in the future.

Feltham Health Centre

Existing service provision

The Feltham Health Centre is already operational as an out-of-hospital hub serving the local population.

Services currently provided include: GP and primary care; community nursing; sexual health clinic, health visiting.



Proposed approach

N/A - already fully operational

Heart of Hounslow Centre for Health

Existing service provision

The Heart of Hounslow Centre for Health is already operational as an out-of-hospital hub serving the local population.

Services currently provided include: primary care, community nursing, sexual health clinic, health visiting and community public health nursing such as child immunisations.



Proposed approach

The proposed approach is for the Heart of Hounslow Centre for Health to be further developed as a hub by adding additional services by 2018/19.

Brentford Health Centre

Existing service provision

The Brentford Health Centre is already operational as a health centre serving the local population. Services currently provided include: primary care, community nursing services including physiotherapy, podiatry, speech and language therapy, specialist epileptic nursing, minor surgery, sexual health clinic and health visiting.



Proposed approach

It is proposed that further out-of-hospital services are added to this site in the future.

KENSINGTON & CHELSEA*

**This summary is for West London CCG which covers Kensington & Chelsea, as well as Queen's Park and Paddington areas of Westminster*

Extended opening hours

- All 50 practices are currently working together to deliver weekend access through 4 hubs that provide appointments between 09.00 – 17.00 on Saturday and Sunday. This offer is open to the whole population of West London CCG

Integrated care early adopter

- working with patients, front line staff and carers to design and deliver a new system of care for people aged 65 and above

Improving community services

- We are giving our most unwell patients a care plan that considers all aspects of their health and social care needs (with a particular focus on our most elderly), helps to ensure we keep people healthier for longer, thus reducing their need for hospital care. We have so far supported more than 50% of our patients over the age of 75 with a care plan.
- There is a new dedicated phone line for GPs to deal with urgent patients enquiries for medicine, surgery, paediatrics, maternity and gynaecology. Sixty calls are made monthly providing urgent advice to GPs and improving patient care.

Our buildings

- Six GP practices will receive a share of £623,000 to improve their buildings further
- Investing further in St Charles Centre and developing a new hub in the south of the borough to deliver further services in the community

South Locality Hub

Existing service provision

Whilst people's experience of GPs in West London is positive, more must be done to improve people's experience of primary care access; although 91% of West London patients have confidence in their GP, only 16% of patients feel they have access to another health professional other than their GP, and only 6% believe they can access a walk-in service.

The estate in West London CCG requires improvement with a number of GP premises rated as not fit for purpose.

Proposed approach

The proposed approach is for the development of a new hub for the South Locality by 2017/18. The South hub will house primary, community and out-of-hospital services.

Services to be provided include: primary care (core and non-core GP services), mental health, proactive care, outpatient re-provision such as community cardiology, diabetes, respiratory and diagnostics, reactive care services such as rapid response.

St Charles Hub Plus

Existing service provision

Approximately a quarter of wards in West London fall into the 20% most deprived nationally. Northern wards are generally more deprived, with more residents living in social housing, poorer lifestyles, higher rates of chronic disease and lower life expectancy.

The St Charles, Notting Barns, Queens Park and Harrow Road wards fall into the upper quartile for premature deaths nationwide. The area also has worse than London and England rates for emergency readmissions within 30 days of discharge from hospital and injuries due to falls in people aged 65 and over.



Proposed approach

St. Charles has been developed as a whole systems hub by integrating services currently provided there (during 2014-15) and is currently operational. Some further service changes will take place during 2015, to include older people's admission avoidance services.

WESTMINSTER*

**This summary is for Central London CCG which covers Westminster, except for Queen's Park and Paddington areas of the borough.*

Extended opening hours

- All 36 practices are currently working together to deliver weekend access through 4 hubs that provide walk in appointments for 8 hours on Saturday and Sunday. This offer is open to the whole population of Central London CCG (Westminster, except for Queen's Park and Paddington).

Integrated care early adopter

- set up a provider network to make decisions about how they can work together and monitor success and established care co-ordinators to act as a point of contact for patients and whose role will be developed further

Improving community services

- Wellwatch supports patients with long-term conditions (LTCs) to stay well through health promotion and health education. The scheme has created 3,693 care plans to help chronically ill patients and is on target to deliver approximately another 2,000 this year.
- Connecting Care for Children: integrated clinics, bringing together primary and secondary care for children, have been set up in primary care hubs. These provide an alternative to going to hospital for children's health services, in locations that are closer to people's homes. There are now four hubs and, so far, 52 patients have benefitted.
- Investment continues in the expansion of the programme which empowers patients by providing training in areas such as coping with depression and planning for the future.
- Since April 2015 we have had a Child and Adolescent Mental Health Services (CAMHS) professional available 24 hours to respond to crisis.

Our buildings

- Opened South Westminster Centre for Health hub
- Two GP practices will receive a share of £45,000 to improve their buildings
- £21m investment in developing two new hubs to deliver further services in the community
- Building a primary care hub at St Mary's Hospital site

Central Westminster

Existing service provision

The proposal is for a new hub to be delivered in the centre of the borough.

Proposed approach

The CCG is currently investigating options, with the proposed approach for primary care and other out-of-hospital services to be delivered from a new hub site in the centre of the borough.

The services to be provided on the site would include: primary care (core and extended), Improving Access to Psychological Therapies (IAPT) services, community diabetes services, ophthalmology services and rapid response services.

Church Street Hub

Existing service provision

The proposal is for a new hub to be delivered in the north of the borough.

Proposed approach

The proposed approach is for the development of a new hub in the north of the borough.

Options are being considered, with the preferred option for the hub to be at a new site as part of the Church Street redevelopment.

This would involve the relocation of the existing Lisson Grove GP practice and relocation and expansion of broader health services currently provided from the Lisson Grove site.



The proposed service model for the Church Street development is for a Hub incorporating GP core and enhanced services, as well as a range of specialist outpatient-type clinics and integrated community services.

St Mary's Hospital Hub

Existing service provision

It is proposed that a new hub be located on the same site as St Mary's hospital (see next section for further information on proposed changes and existing services located at St Mary's).

Proposed approach

Current plans are that the hub will:

- Provide space for integrated primary and community care at a scale that enables an enhanced clinical offer, operational efficiencies and improvement of the property estate
- Have synergies with the UCC and present the opportunity to look into a more integrated model of care, including the opportunity to divert non-emergency cases away from A&E.
- Offer the potential for a clinically integrated Education and Training Centre that supports Imperial's continued development of its world class medical school.

South Westminster

Existing service provision

The South Westminster Centre is already operational, serving the south locality of Central London CCG.

Services currently provided include: primary care, minor surgery, diabetes outpatient and nursing services, Wellwatch, district nursing, health visiting, speech and language therapy for children and community and specialist dental services.

Map of planned community hubs in NW London



	Hillingdon Hubs	Stage	Investment (£m)	Expected completion
1	North Hillingdon Hub	Strategic stage (pre-PID)	8.2	18/19
2	Uxbridge and West Drayton Hub	Strategic stage (pre-PID)	10.8	17/18
3	Hesa Primary Care Centre	Operational	-	Open

	Brent Hubs	Stage	Investment (£m)	Expected completion
7	Wembley Centre for Health and Care	OBC in development	2.5	15/16
8	Central Middlesex Hospital 'HubPlus'	OBC in development		16/17
9	Willersden Centre for Health and Care	Strategic stage (pre-PID)	3.7	16/17

	Central London Hubs	Stage	Investment (£m)	Expected completion
24	St Mary's Hospital Hub	OBC in development	TBC	19/20
25	Church Street Hub	OBC in development	14.3	18/19
26	South Westminster	Operational	-	Open
27	Central Westminster	Strategic stage (pre-PID)	6.3	TBC

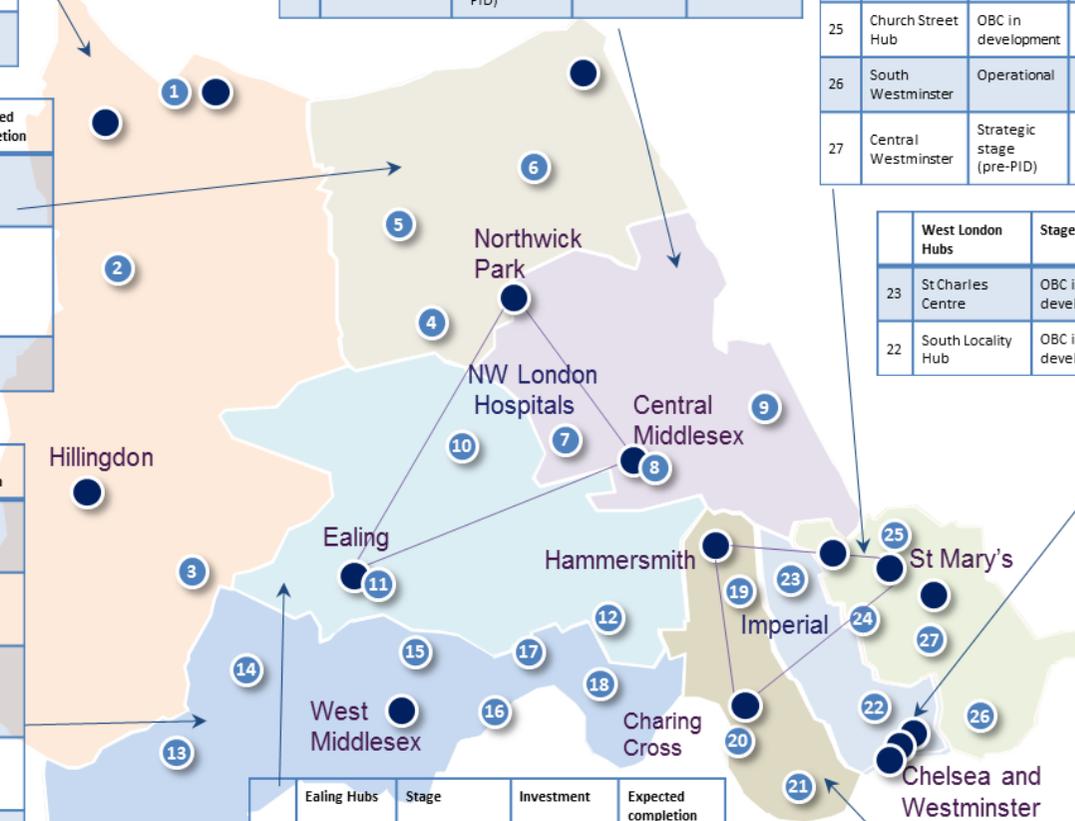
	Harrow Hubs	Stage	Investment (£m)	Expected completion
4	The Pinn Medical Centre	Existing hub - adding services	0.8	16/17
5	Alexandra Avenue Health and Social Care Centre	Existing hub - adding services	2.8	16/17
6	NE Harrow	OBC in development	8.7	16/17

	West London Hubs	Stage	Investment (£m)	Expected completion
23	St Charles Centre	OBC in development	3.5	15/16
22	South Locality Hub	OBC in development	15.3	17/18

	Hounslow Hubs	Stage	Investment (£m)	Expected completion
13	Feltham Health Centre	Operational	-	Open
14	Heston Health Centre	OBC in development	13.2	17/18
15	Heart of Hounslow Centre for Health	Existing hub - adding services	1.5	16/17
16	West Middlesex Hub	Strategic stage (pre-PID)	3.8	18/19
17	Brentford Health Centre	Operational - further investment required	6.0	2019 (TBC)
18	Chiswick Health Centre	Operational - further investment required		2019 (TBC)

	Ealing Hubs	Stage	Investment	Expected completion
10	Ealing North Hub	OBC in development	17.5	17/18
11	Ealing Local Hospital Hub	OBC in development	TBC	17/18
12	Ealing East Hub	OBC in development	16.8	17/18

	Hammersmith & Fulham Hubs	Stage	Expected completion
19	Park View (formerly known as White City)	Operational	Open
20	Charing Cross Hospital Hub	OBC in development	18/19
21	Parsons Green	Operational - further investment required	16/17



Note: Hesa (Hillingdon) and Park View (Hammersmith and Fulham) have been opened since April 2013, and St Charles has recently accommodated new OOH services.