



North West London Collaboration of
Clinical Commissioning Groups

Update on the North West London Sustainability and Transformation Plan

Dr Mohini Parmar, Chair, Ealing CCG
and
Carolyn Downes, Chief Executive, Brent Council

Joining up health and social care

What is the STP?

- STPs were introduced by NHS England to support delivery of their Five Year Forward View strategy.
- The STP is an opportunity to radically transform the way we provide health *and* social care.
- 44 STP areas (footprints) across England.
- Main focus on how as a system we close the three main gaps identified in the Five Year Forward View:
 - Health and wellbeing – preventing people from getting ill and supporting people to stay as healthy as possible.
 - Care and quality - consistent high quality services, wherever and whenever they are needed.
 - Finances and efficiency - making sure we run and structure our services as effectively as possible.

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Health and social care in NW London is not sustainable

Health & Wellbeing

- Adults are not making healthy choices
- Increased social isolation
- Poor children's health and wellbeing.

Care & Quality

- Unwarranted variation in clinical practise and outcomes
- Reduced life expectancy for those with mental health issues
- Lack of end of life care available at home.

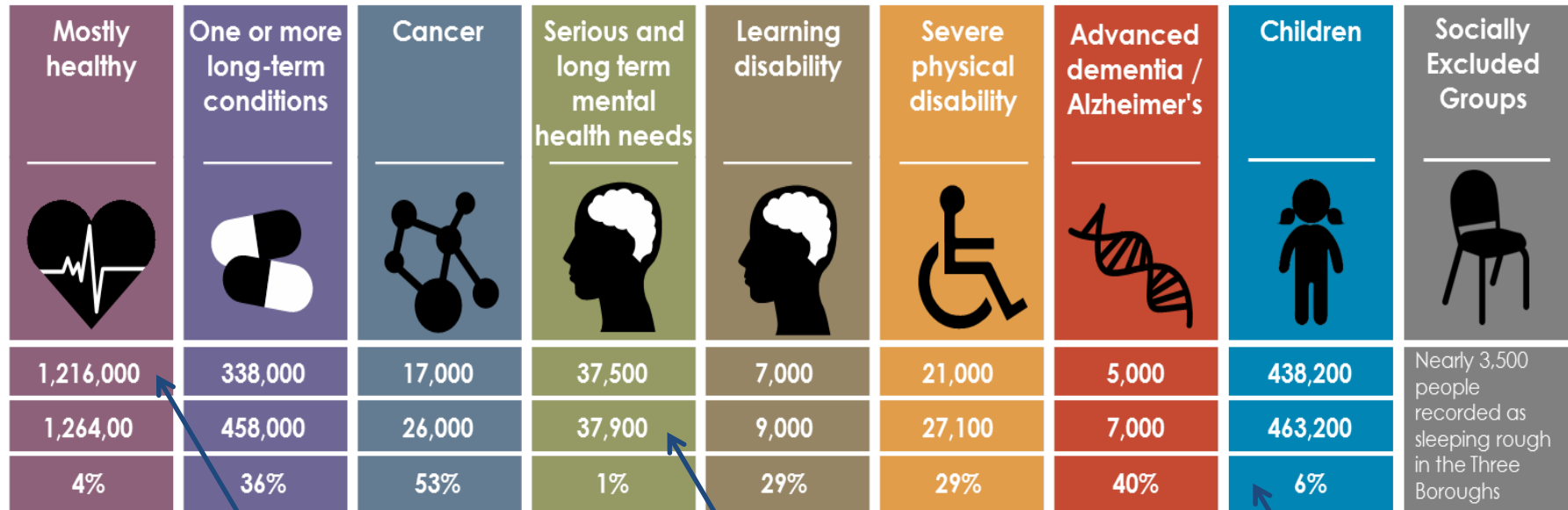
Finance & Efficiency

- Deficits in most NHS providers
- Increasing financial gap across health and large social care funding cuts
- Inefficiencies and duplication driven by organisational not patient focus.

- 20% of people have a long term condition
- 50% of people over 65 live alone
- 10 – 28% of children live in households with no adults in employment
- 1 in 5 children aged 4-5 are overweight.

- Over 30% of patients in acute hospitals do not need to be in an acute setting and should be cared for in more appropriate places.
- People with serious and long term mental health needs have a life expectancy 20 years less than the average.
- Over 80% of patients indicated a preference to die at home but only 22% actually did.

Health and social care in NW London is not sustainable



Current Population

Future Population (2030)

% Increase

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Who is working on the STP?

- NHS and all eight local authorities across NW London are working together to deliver a better health and care system.
- Development has included patient groups, and we are engaging with public and other stakeholders currently and will do more in future.
- All eight councils agree on the need to develop improved out of hospital services
- Ealing Council and the London Borough of Hammersmith and Fulham did not agree on the changes for hospital services and felt unable to fully endorse the STP
- We recognise that we don't agree on everything, however it is the shared view that this will not stop us working together to improve the health and well-being of our residents.

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This is not new but builds on what we are already delivering:

7 day GP services



- Additional GP appointments in evening and at weekends
- Book via NHS 111

Investing in mental health services



- Working closely with local councils on joint approach
- Improving mental health care in hospitals
- Offering mental health care at GP practices
- Improving care for young people and those in crisis
- Call one phone number to get help in a crisis 24/7

Local services



- Developing local services so you don't have to go to hospital
- These can be in GP practices – includes areas like diabetes care, mental health, blood tests and wound care.

Wheelchair service



- New integrated wheelchair service in six boroughs
- For people of all ages with a long-term need for a wheelchair
- Will enable faster access to the right wheelchair
- Providing faster, more personalised and more delivery and repair service

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This is not new but builds on what we are already delivering:

Supporting independence at home



- High quality
- Health and social care delivered in the home
- Helping people to avoid Hospital admission and supporting earlier discharge hospital

New Community services



Developing new community services:

- cardio-respiratory services
- intermediate diabetes care
- neuro rehabilitation service
- dementia care

Integrated care



- Multidisciplinary group of professionals working with GPs
- Supporting vulnerable people to remain independent
- Care coordinators to organise patient's health and social care

Improving premises

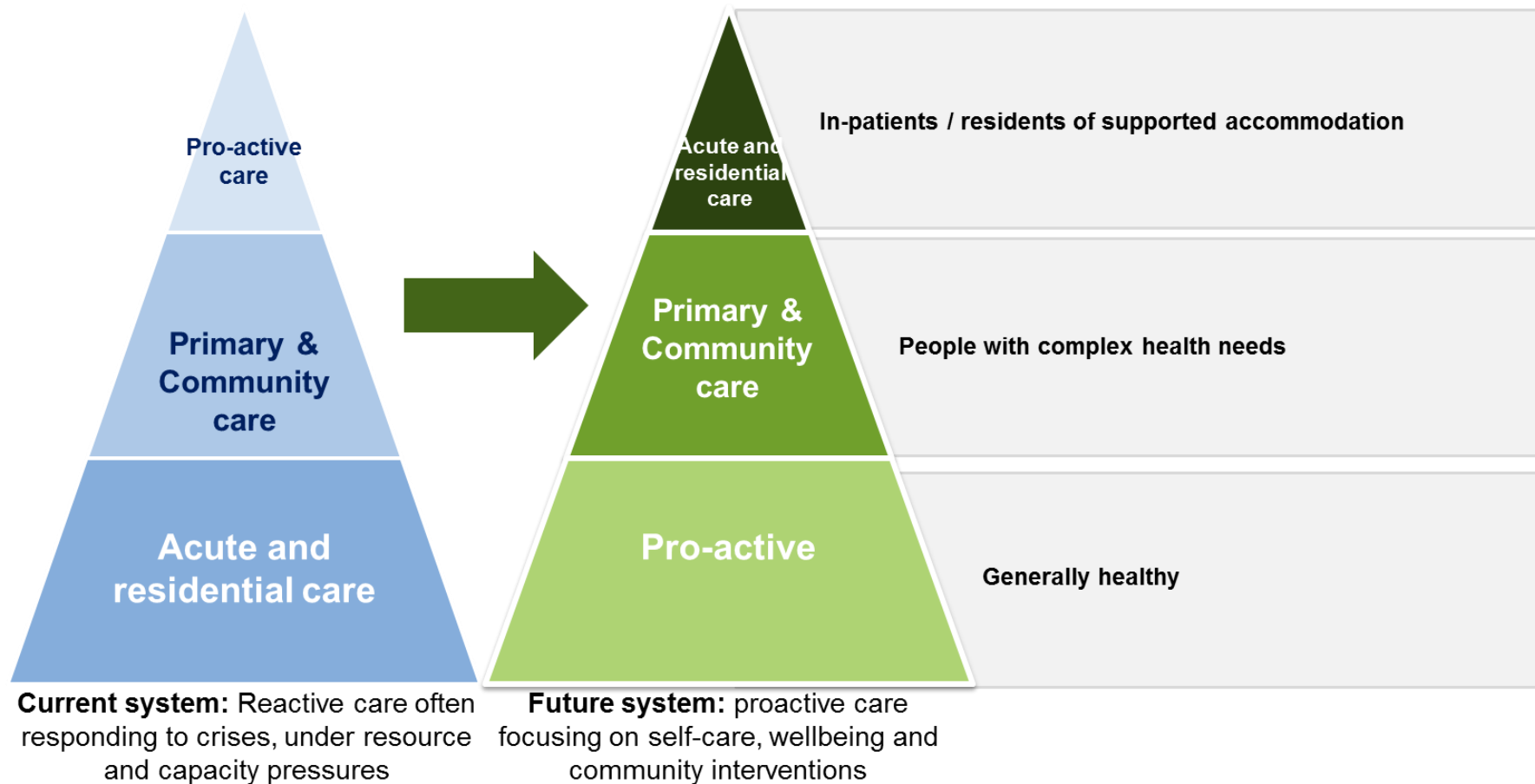


- Improving premises in GP practices
- Developing hubs to deliver care in the community

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The NW London Vision – helping people to be well and live well

Our vision of how the system will change and how patients will experience care by 2020/21



How we will close the gaps – 5 delivery areas

Triple Aim	Delivery areas (DA)	Plans
Improving health & wellbeing	DA 1 Radically upgrading prevention and wellbeing	<ul style="list-style-type: none"> • Enabling and supporting healthier living • Wider determinants of health interventions • Helping children to get the best start in life • Address social isolation
	DA 2 Eliminating unwarranted variation and improving LTC management	<ul style="list-style-type: none"> • Improve cancer screening • Better outcomes and support for people with common mental health needs, • Reducing variation • Improve self-management and 'patient activation'
Improving care & quality	DA 3 Achieving better outcomes and experiences for older people	<ul style="list-style-type: none"> • Whole systems approach to commissioning • Implement accountable care partnerships • Implement new models of integrated care services • Upgraded rapid response and intermediate care services • Single discharge approach • Improve care in the last phase of life
Improving productivity & closing the financial gap	DA 4 Improving outcomes for children & adults with mental health needs	<ul style="list-style-type: none"> • New model of care for people with serious and long needs • Address wider determinants of health • Crisis support services • Implementing 'Future in Mind' to improve children's mental health and wellbeing
	DA 5 Ensuring we have safe, high quality sustainable acute services	<ul style="list-style-type: none"> • Specialised commissioning to improve pathways from primary care & support consolidation of specialised services • Deliver the 7 day services standards • Reconfiguring acute services • NW London Productivity Programme

Delivery

Our focus has been on mobilising delivery of the STP and producing detailed plans by 21 October 2016:

- Since 30 June submission we have focused on mobilising activity, engaging on the June submission and developing appropriate governance arrangements so that we can progress with our STP at pace and scale.
- To deliver this agenda requires us to work differently, as both providers and commissioners of health and social care.
- At its heart, this requires shared commitment to an agreed vision, a credible set of plans and the right resources aligned to those plans.
- Final draft of STP has now been shared with stakeholders
- The final draft will be submitted to NHS England on 21 October 2016.
- Its expected all partners to take the STP through their own governance processes for discussion by the end of this year.
- Engagement on STP and delivery will continue beyond this date

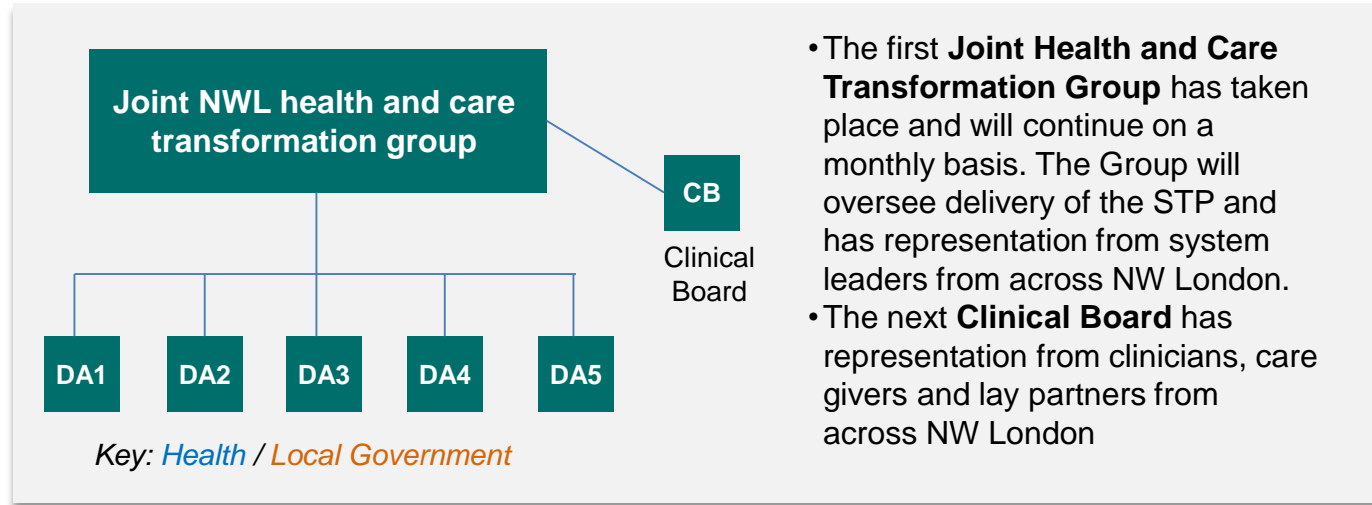
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Delivery

- We are in the process of making four key changes to the way that we work as a system in NW London to enable us to deliver and sustain the transformation from a reactive to proactive and preventative system:
- Agree a joint NW London implementation plan for each of the 5 high impact delivery areas. These implementation plans will drive the delivery of the 22 projects that align to the delivery areas.
- Shift funding and resources to the implementation of the five delivery areas, recognising funding pressures across the system and ensure we use all our assets.
- We have developed new joint governance through the Joint Health and Care Transformation Group and Delivery Area programme boards to create joint accountability and enable rapid action to deliver STP priorities.
- Reshape our commissioning and delivery to ensure it sustains investment on the things that keep people healthy and out of hospital

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Governance



- The first **Joint Health and Care Transformation Group** has taken place and will continue on a monthly basis. The Group will oversee delivery of the STP and has representation from system leaders from across NW London.
- The next **Clinical Board** has representation from clinicians, care givers and lay partners from across NW London

Mobilising for Delivery

Senior Leadership Across Sectors

SROs are in place for each Delivery Area.

Delivery Area	SROs
1	Michael Lockwood / Ethie Kong
2 / 3	Rob Larkman / Carolyn Downs
4	Fiona Butler / Stephen Day
5	Tracey Batten / Clare Parker

Structured Approach to Delivery

SROs are overseeing the Delivery Area Boards. These boards are focused on:

- Mobilising new areas of work
- Supporting closer working between health and local government
- Developing plans for 17/18 and 18/19

Strategic Finance & Estates

We have organised a NWL Strategic Finance & Estates Group with joint health and local government leadership. This group is focused on:

- Developing a single STP financial plan
- Reviewing opportunities to reduce the capital ask
- Embedding financial STP PMO support into Delivery Areas
- Supporting the NHS Planning Round

Joint health and care transformation group membership

# NHS Members			
1	Dr Mohini Parmar	Ealing CCG, (CHAIR)	CCG chair
2	Clare Parker	CHHWE CCGs	CCG Chief Officer
3	Rob Larkman	BHH CCGs	CCG Chief Officer
4	Dr Tracey Batten	Imperial College NHS Trust	Chief Executive
5	Dr Ethie Kong	Brent CCG	CCG Chair
6	Fiona Butler	West London CCG	CCG Chair
7	Keith Edmunds	CHHWE CCGs	Chief Finance Officer
8	Claire Murdoch	CNWL Mental Health Trust	Chief Executive
Observers			
9	Matthew Hannant (Observer)	Director of Strategy and Transformation	NWL CCG
10	Juliet Brown (STP Team)	STP Programme Director	NWL CCG
LG Members			
11	Cllr Shah	Harrow Council (CHAIR)	Local Authority elected member
12	Cllr Curran	Hounslow Council	Local Authority elected member
13	Cllr Robathan	Westminster Council	Local Authority elected member
14	Cllr Corthorne	Hillingdon Council	Local Authority elected member
15	Carolyn Downs	Brent Council	Local Authority Chief Executive
16	Michael Lockwood	Harrow Council	Local Authority Chief Executive
17	Liz Bruce	H&F Council, Tri-borough	Executive Director of Adult Social Care Services
18	Charlie Parker	Westminster Council	Local Authority Chief Executive
Observers			
19	Dan Gascoyne (Observer)	Chief Executive	West London Alliance
20	Tom Shakespeare (STP Team)	Programme Lead	West London Alliance
Lay Partners			
21	Julian Maw	Lay Partner	Lay partner representative
22	Lindsey Wishart	Lay Partner	Lay partner representative
23	TBC	Lay Partner (TBC)	Lay partner representative



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Communications and Engagement

Christian Cubitt, Director of
Communications and Engagement

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Communications and engagement - principles

- Engagement means listening – while there is plenty we want to tell people about what we are doing, a truly successful STP means listening to what our patients and residents tell us, acting upon it, and then feeding back so they know what we have done.
- Engagement means transparency – NW London was the first of the 44 footprint areas to publish the draft STP and we will continue to be as open and transparent as we can be.
- Engagement is continuous – the STP is a five year plan and as it evolves and develops we will continue to engage with all our residents and patients.

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Communications and engagement - Developing a Strategy

- Communications and engagement group consisting of CCG, NHS Trust and local government.
- Sets the overall direction for communications and engagement
- We have also worked with Healthwatch, patient groups and the public across North West London throughout the summer and autumn have regularly met with patient & public groups across the eight boroughs to help shape our thinking.
- This work led to the development of a four point approach which we have been enacting since we published the draft STP in August.

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Communications and engagement – public meetings

- Public ‘town hall’ style meetings are taking place across all boroughs.
- These have taken place in Brent, Hounslow, Ealing, Westminster, Harrow, Kensington & Chelsea and Hammersmith & Fulham.
- Excellent way to give patients and residents the opportunity to hear first-hand about the STP and put questions.
- All councils have taken part and confirmed commitment to further integration of health and social care
- Cllr Bell, The Leader of Ealing Council and Cllr Cowan, The Leader of Hammersmith and Fulham Council advised they were not able to fully endorse the STP because of Ealing Hospital and Charing Cross Hospital.
- Outcomes of meetings will feed into final STP submission.

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Communications and engagement - online

- Allows people to engage on the STP from the comfort of their own home – reaching people who normally do not take part
- You can link to it here: <https://healthiernwlondon.commonplace.is/>
- 1100 visitors to the page and 100 people have signed up to receive further information.
- 149 people have been interviewed in face to face surveys which mean over 300 comments being made in total.
- We can see that amongst our contributors the most engaged age group is the 45-54 year olds (20%) followed by 25-34 year olds (14%).
- In terms of gender 43% are women and 24% are men, with 33% not declaring.

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Communications and engagement – public outreach

- Reached out to 500 groups across NW London. These are as diverse as faith groups, community organisations and charities.
- We are also sending our engagement teams out into the community to events and popular locations to survey people and engage them on the STP and this will continue in the months ahead.
- Public outreach has taken place in a number of locations and we will continue to engage with different groups and locations as we move forward.

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Communications and engagement – staff

Staff engagement

- Our staff, whether in hospitals or town halls, deal with residents every day, and so it's essential that we ensure we properly engage with them so they can be advocates for the STP.
- Working collaboratively we have used newsletters, emails and e-bulletins as well as face to face briefings to communicate with as many staff as possible.
- Further engagement is planned.

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Any Questions

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