

# North West London Sustainability and Transformation Plan Summary

**Being well, living well: a sustainability and  
transformation plan for North West London**

**November 2016**

## **Have your say**

We want to hear your views as we develop this plan. We welcome your comments on any aspect of this plan.

You can send us your comments either online at [www.healthiernwlondon.commonplace.is](http://www.healthiernwlondon.commonplace.is) or email [healthiernwl@nw.london.nhs.uk](mailto:healthiernwl@nw.london.nhs.uk).

This document is a summary. More details are available on our website [www.healthiernorthwestlondon.nhs.uk](http://www.healthiernorthwestlondon.nhs.uk).

## Our vision

Everyone living, working and visiting North West (NW) London should have the opportunity **to be well and live well** – to be able to enjoy being part of our capital city and the cultural and economic benefits it offers.

For this to happen, the health service needs to turn the current model, which directs most resources into caring for people when they become ill, on its head. The new model must support patients to stay well and take more control of their own health and wellbeing, as close to home as possible.

### Sustainability

Using resources to meet the needs of people today without causing problems for future generations.

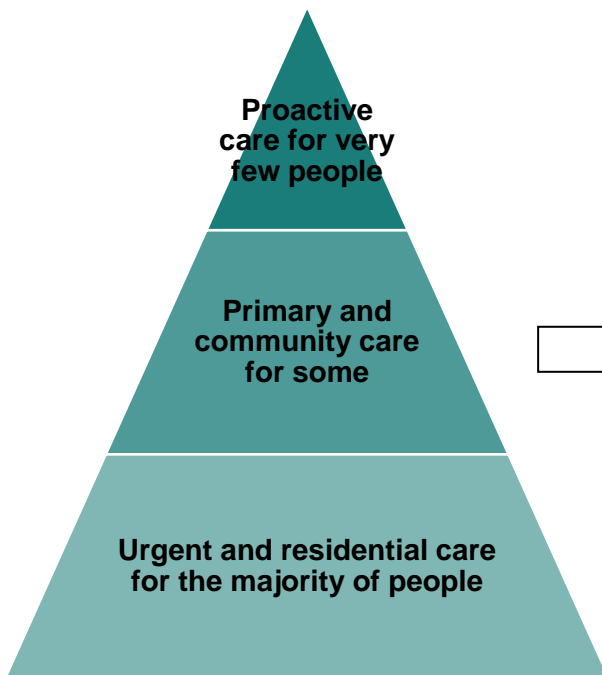
The NHS and councils of NW London have developed this draft Sustainability and Transformation Plan (STP). The STP takes its starting point from the ambitions and knowledge in the national **NHS Five Year Forward View** strategy and translates it for our local situation.

### NHS Five Year Forward View

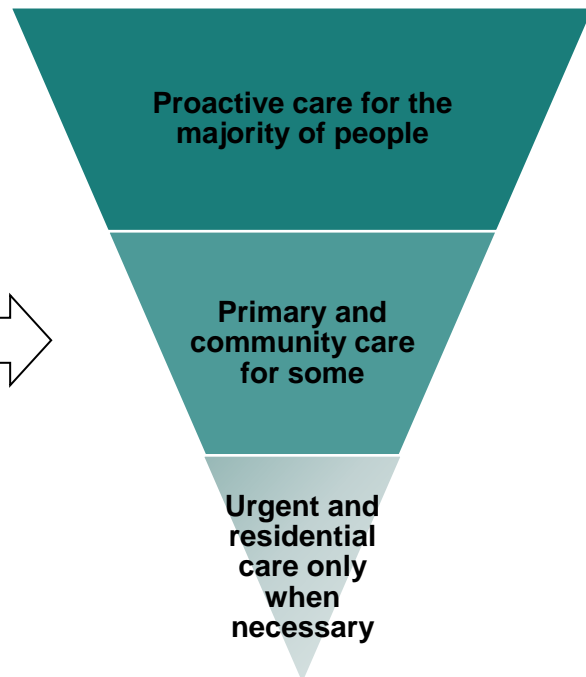
The NHS Five Year Forward View is a strategy for the NHS in England. It describes the gaps in health and social care; how the quality of NHS care can be variable; with widespread health inequalities and preventable illnesses. People's needs are changing, new treatments are emerging every day, and there are challenges in areas such as mental health, cancer and support for frail older patients.

The NHS Five Year Forward View also sets out the benefits of new ways of delivering care; the critical importance of better public health and preventing ill health; how services across health and social care need to be joined up and patients and communities need to be empowered; why primary care needs to be strengthened; and the need for further efficiencies in the health service.

## Current system responds to crisis



## Future system aims to prevent ill health



## Working together to achieve change

Over four billion pounds a year is spent on providing NW London's health and care services for our two million residents. There are 400 GP practices, ten hospitals and four mental health and community health trusts across the eight boroughs.

Doctors, nurses and other clinicians have worked with key stakeholders to propose how care should evolve to provide a high quality and sustainable system that meets your needs. The STP describes our shared ambition across health and local government to create an integrated health and care system that enables people to live well and be well and has involved over 30 organisations:

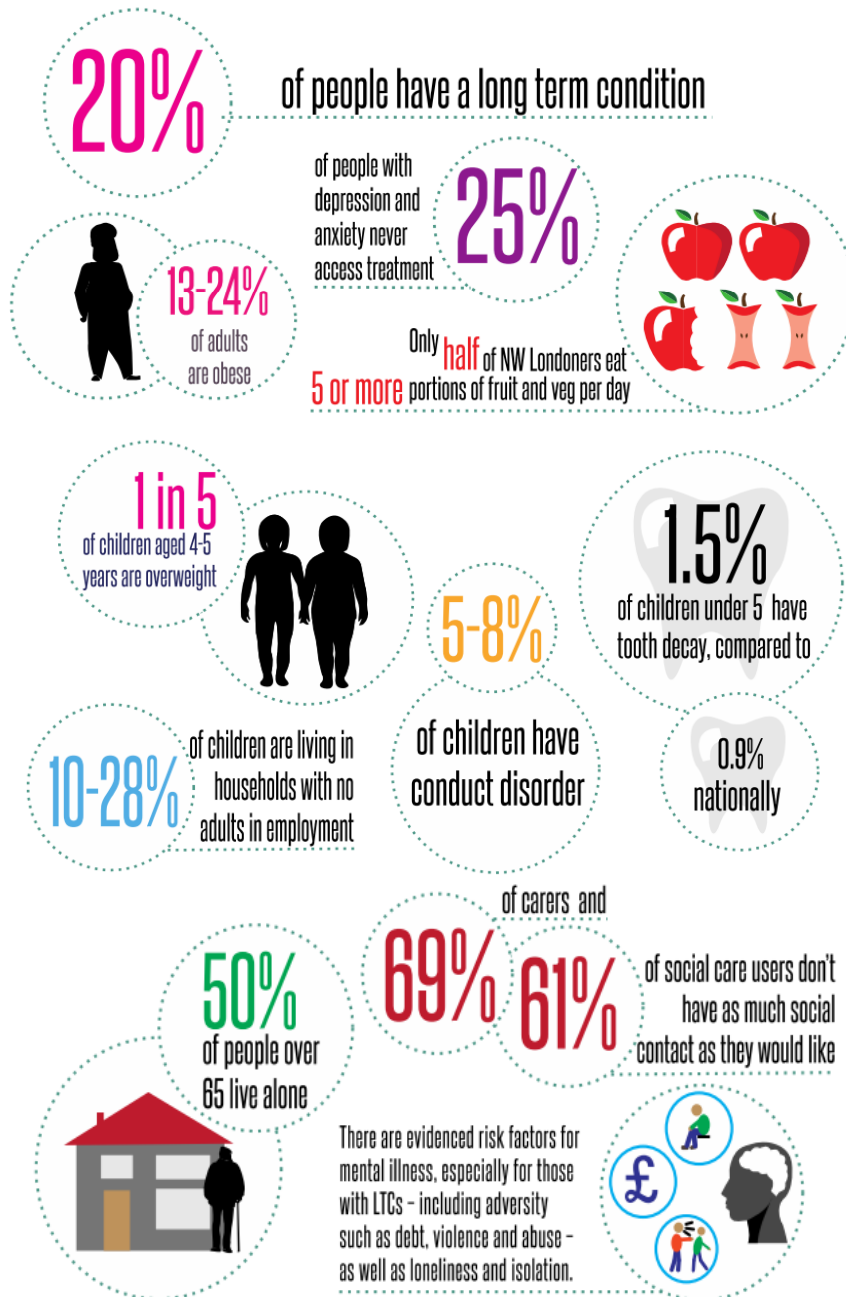
- **Clinical commissioning groups (GP-led groups responsible for planning and buying NHS services):** Brent; Central London; Ealing; Hammersmith and Fulham; Harrow; Hillingdon; Hounslow; and West London.
- **Local authorities:** Brent; Hammersmith & Fulham, Harrow; Hillingdon; Hounslow; Kensington and Chelsea; and the City of Westminster.
- **NHS providers (hospitals, community services and mental health services):** West London Mental Health NHS Trust; Central and North West London NHS Foundation Trust; Chelsea and Westminster Hospital NHS Foundation Trust; London North West Healthcare NHS Trust; The Hillingdon Hospitals NHS Foundation Trust; Hounslow and Richmond Community Healthcare NHS Trust; The Royal Marsden NHS Foundation Trust; Royal Brompton and Harefield NHS Foundation Trust; London Ambulance Service NHS Trust; Imperial College Healthcare NHS Trust; Central London Community Healthcare NHS Trust

We are also working with colleagues from a range of regional and national health and care organisations and federations.

## Why we need an STP

### Many people live in an unhealthy situation and make unhealthy choices:

- Only half of our population is physically active
- half of over-65s live alone and over 60 per cent of adult social care users want more social contact
- many people are living in poverty
- people with serious long-term mental health needs live 20 years less than those without.



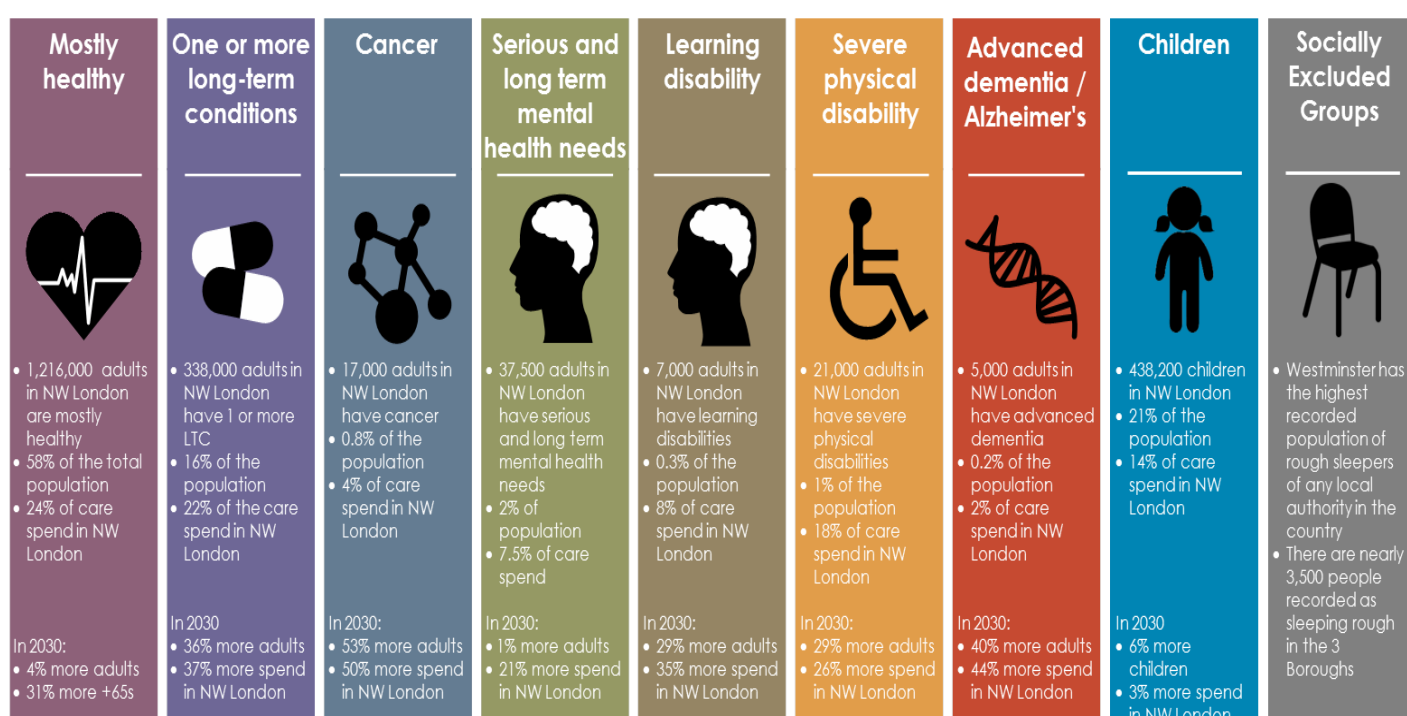
## Some of our services are of poor quality and inefficient

- Over 30 per cent of patients in acute hospitals do not need to be there, and could be treated in or nearer to home
- 1,500 people under 75 die each year from cancer, heart diseases and respiratory illness. If we were to reach the national average, we would save 200 people a year
- over 80 per cent of people want to die at home, but only 22 per cent do so.

## The cost of health and social care is outstripping the budget

- Despite a growing NHS budget, if we don't take action, there will be a £1.3billion shortfall by 2021. Local authorities have faced cuts in adult social care budgets.

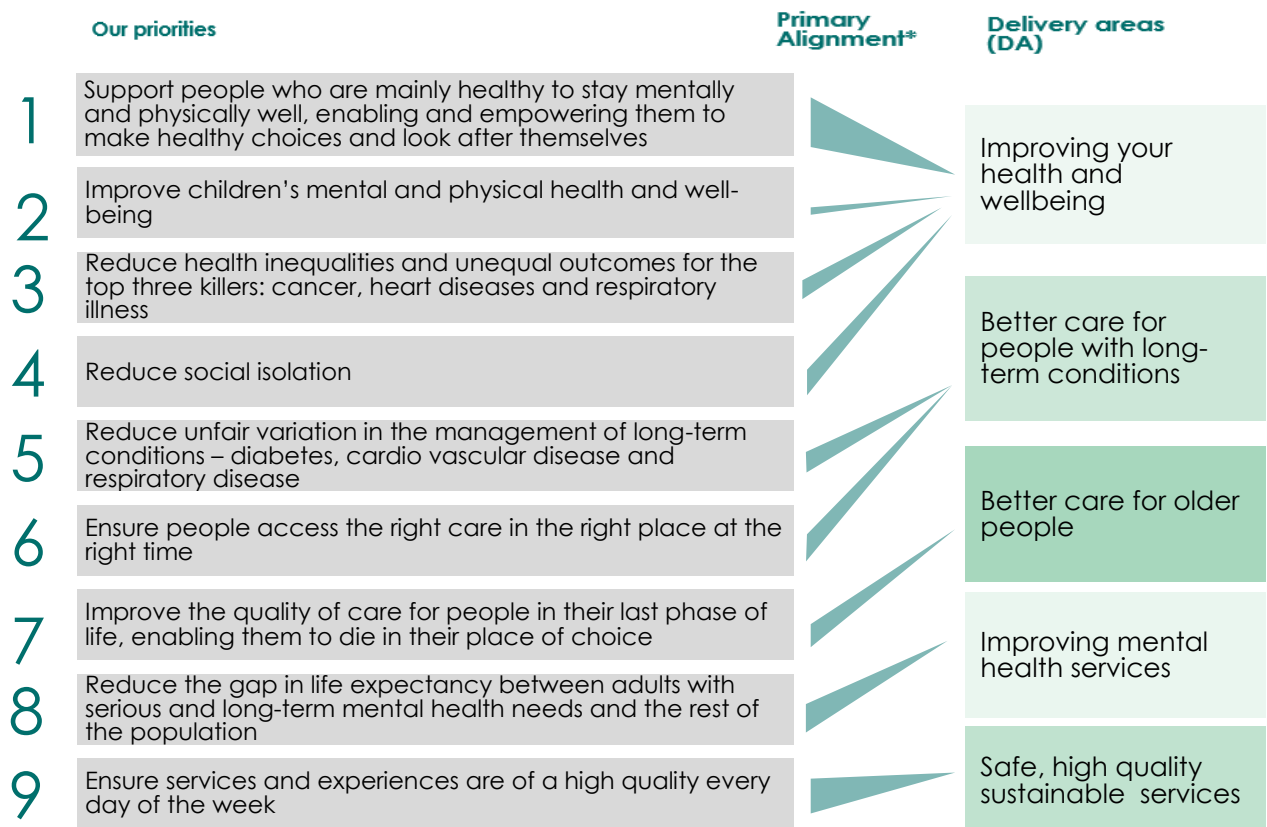
## Our population and some likely changes over the next 15 years if we don't take action now



## Our aims and priorities

We aim to improve:

1. health and wellbeing
2. care and quality
3. efficiency, to balance the budget



### Delivery areas

#### Delivery area 1: Improving your health and wellbeing

Your health is affected by the environment and communities you live and work in and the choices you make. Your local NHS and councils want to support you to have a healthy life by:

- Reducing loneliness by encouraging everyone to be part of their local community
- supporting campaigns to increase self-care; to prevent cancer; and to reduce the stigma of mental health problems
- encouraging exercise and healthier eating; and reducing smoking and drinking
- encouraging employment for people with a learning disability or mental health problem
- tackling issues that affect health such as housing, employment, schools and the environment
- supporting children to get the best start in life by increasing immunisation rates, tackling childhood obesity and providing more mental health care and support.

## **Delivery area 2: Better care for people with long-term conditions**

With many different organisations involved in care for people with health conditions, services can be confusing and vary in quality. We want to coordinate services better, and help every patient with a long-term mental or physical condition to get the care and support they need to manage their condition by:

- Catching cancers earlier and starting treatment more quickly
- developing new ways of preventing and managing long-term conditions, like diabetes
- improving access to mental health services
- helping the voluntary sector to support self-care; for instance offering people with long-term conditions access to expert patient programmes; and increasing the availability of personal health budgets.

## **Delivery area 3: Better care for older people**

We are pleased that so many of our residents are living longer than previous generations thanks to better medicines, new treatments and cures. We want to improve care for our older people by:

- Tackling the lack of nursing and care homes
- providing specialist teams which can react quickly when there is a problem
- commissioning all services for older people with local government and coordinating care between the NHS, social care and other organisations
- improving end of life care, supporting people to die in the place of their choice.

## **Delivery area 4: Improving mental health services**

We all have mental health. Most of us have a difficulty with our mental health at some point in our lives. Poor mental health has the potential to affect our physical health. We want to support people with serious and long-term mental health problems, learning disabilities, autism or challenging behaviour by:

- Providing a more proactive service focused on recovery
- supporting more GPs to become experts in mental health care
- improving early intervention services and crisis support services; and introduce 24/7 mental health A&E teams
- improving child and adolescent services - particularly in the evenings and weekends.

## **Delivery area 5: Safe, high quality and sustainable services**

Whilst the vast majority of care in NW London is of a high quality, we know there is more to do and we can make services more efficient. Our buildings and ways of working make it difficult to take advantage of new technology. This means the health service is not as efficient or patient-focused as other public or high street services. We want to:

- Provide more services at night and weekends - particularly assessments by a consultant and access to vital tests

- introduce specialist children’s assessment units and improve children’s services, for example by recruiting more children’s nurses
- make the most of new technology to save everyone time and worry, and improve services
- concentrate our skills and experience where they make the biggest difference for patients.

## What will primary, intermediate and hospital care look like?

### Primary care

- There will be a greater focus on keeping people healthy, like more health screening and better management of long-term conditions
- there will be more appointments earlier in the day, later at night, and at weekends. Already 280,000 patients can use online consultations and 60,000 can use video consultations. We want everyone to be able to use online advice if they wish.
- GP practices will work together and in partnership with other services. Patients won’t have to go to lots of different places to get simple treatments. Other health professionals will take on some responsibilities from GPs, like treating coughs, colds and minor injuries.

### Our residents’ responsibilities

Our plans are dependent on people recognising their responsibility to:

- Look after themselves
- ask for help when necessary
- use services sensibly and fairly
- be an active part of their own community.

In 2016/17 we will produce a People’s Health and Wellbeing Charter so that people can understand their responsibilities and access the right care in the right place at the right time.

### Intermediate care

- Intermediate health and social care will respond more quickly when people become ill
- to help people get home as soon as they are medically fit, more services will be available in, or close to people’s homes; in GP practices; in local services hubs or in hospitals.

### Hospital services

- Concentrating specialist doctors, teams and equipment in 24/7 units leads to better outcomes for patients. In 2012 the NHS agreed to reduce the number of major hospitals in north west London from nine to five. This will improve urgent care, planned surgery, maternity services and children’s care.



- major hospitals at Chelsea and Westminster, Hammersmith, Hillingdon, Northwick Park, St Mary's and West Middlesex, will be supported by local hospitals at Charing Cross, Central Middlesex and Ealing.
- all three local hospitals will have a local A&E and a range of services to meet the needs of the vast majority of the local population e.g. services for elderly people; access to appropriate beds; and a range of outpatient and test facilities. No substantive changes to A&Es in Ealing or at Charing Cross will be made until there are sufficient alternatives in place through local services or in other major hospitals.

### Supporting the transformation

To transform services and make them sustainable, we need to invest in our workforce and digital technology, improve our buildings and make services more efficient.

#### Workforce

- We need to **recruit and retaining a permanent workforce** that works in multi-disciplinary teams with new roles and careers
- invest £15million in **developing, educating and training staff**, to support changing population needs
- establish **leadership development forums** to drive transformation and share good practice and learning.

#### Digital

- Increase the use of technology to **reduce unnecessary trips to and from hospital**
- reduce paper and **share electronic care records** across the NHS to make sure patients are properly cared for at all times
- **patient records, online information and support** should be readily available and understood by patients and carers so they can become more involved in their own care
- use **population care data** to make better decisions about future services and to support integrated health and social care.

#### Buildings and facilities

- **Share facilities** between health, social care and local government and develop local services hubs to maximise the use of space, be more efficient and make services more integrated
- use an investment fund of up to £100million **to improve the condition of primary care buildings and facilities**
- improve hospital buildings and facilities and introduce new ways of working which will **reduce the £625million we need to maintain outdated buildings.**

#### Make every contact count

Everyone in the NHS who comes into contact with members of the public has the opportunity to have a conversation to improve their health, whether they are a receptionist, heart surgeon or GP. We want to help those staff in having (sometimes difficult) conversations with people.

## **We welcome your comments on any aspect of this plan but in particular:**

- Do you think we have chosen the right priorities and overall vision?
- Are there specific ideas that you agree or disagree with?
- Are there bits missing?

You can send us your comments either online at [www.healthiernwlondon.commonplace.is](http://www.healthiernwlondon.commonplace.is) or email [healthiernwl@nw.london.nhs.uk](mailto:healthiernwl@nw.london.nhs.uk)

We look forward to hearing from you.