

# **Health and Wellbeing Board**

## **TABLED DOCUMENTS**

**DATE: Thursday 2 May 2019**

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Building on Shaping a Healthier Future

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**North West London**  
Collaboration of  
Clinical Commissioning Groups

15 Marylebone Road  
London NW1 5JD

26th March 2019

Dear colleague

**Building on Shaping a Healthier Future**

Since 2012, the NHS in North West London has been working on a programme to re-shape services under the banner of Shaping a Healthier Future (SaHF). Much has been achieved over the past seven years. With the publication of the NHS Long Term Plan and today's statement from the Secretary of State – both of which align with our thinking locally - now is a good time to move on and share how we plan to respond to the challenges and opportunities as we face them today in order to achieve the most with, and for, our patients and local communities.

***Taking stock and responding to today's challenges and opportunities***

SaHF has delivered a significant amount, including: 24/7 urgent care centres in every borough of NW London; improvements to maternity care and emergency paediatric care; and a range of initiatives to help people get the specialist care they need closer to home without having to be admitted to hospital. It's important that we learn from and build on these achievements.

Amongst our biggest challenges remaining, is the state of our estate and getting access to sufficient capital to invest in redevelopment. We were not able to secure funding for our bid for major building schemes in outer NW London in the latest round of NHS capital allocations and there is no guarantee of success in the coming rounds. We also have to respond to a number of issues affecting the whole of the NHS: the continuing growth in demand for acute care despite investment in primary and community services; a growing, underlying budget deficit; and shortfalls in our ability to recruit and retain enough staff with the right skills.

Since SaHF was launched, we have had the introduction of sustainability and transformation plans, now partnerships. Our sustainability and transformation partnership incorporated SaHF along with a number of other health and care programmes. As of this January, we have also had the NHS Long Term Plan and there is a commitment for all STPs to show how it will be implemented locally.

***Moving on from SaHF as part of the NHS Long Term Plan***

All parts of the NHS are now in agreement to draw the SaHF programme to a conclusion and bring our on-going efforts to improve health and care together in a new programme as part of our NHS Long Term Plan response. We will not be taking forward the plans as set out in SaHF for changes to Ealing and Charing Cross hospitals, but this does not mean that services across NW London will not change.

### ***A new plan for North West London***

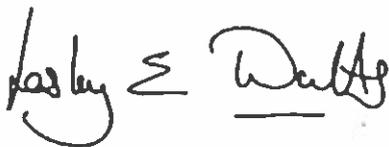
We want to work with local people, communities and organisations to develop this new plan for NW London, which ensures high quality care for all our residents. We think it should include continuing our expansion of primary and community services and the development of more integrated care. We are also clear that services will need to be configured in such a way as to build a health system that is both clinically and financially sustainable. If we are to improve care and outcomes for local residents, we know that the status quo is not an option.

This new plan for health and care in NW London will therefore still need to include changes, involving some difficult decisions and trade-offs, if we are to offer high quality, person-centered care sustainably. By realigning under the NHS Long Term Plan, updating our planning assumptions and enabling all of our staff, patients, partners and stakeholders to be involved in its development and delivery over time, we will have the best possible chance of success.

### ***Next steps and wider involvement***

There is consensus across the NHS in NW London that we want to expand our engagement with local people and organisations. Next steps include establishing an engagement approach to help guide a first local response to the NHS Long Term Plan this coming autumn, as well as seeking to expand existing partnership working to enable further development and implementation of a new health and care strategy for NW London. More details will be shared shortly as part of our engagement on the NHS Long Term Plan. We will be talking to local people, and attending Health and Wellbeing Boards and Scrutiny Committees, and we hope you will be able to work with us to develop a new plan for NW London.

Yours sincerely,



**Lesley Watts**  
SRO North West London Partnership



**Mark Easton**  
Accountable Officer NW London CCGs