

Sustainability and Transformation Plan (STP) May and June 2018

Highlights of key developments since the last report:

STP leadership

- The STP leadership team is now Dr Mohini Parmar, Chair Ealing CCG; Mark Easton, CCGs Chief Officer CCGs; Lesley Watts, CEO Chelsea and Westminster Hospital NHS Foundation Trust; Tom Whiting, CEO Harrow Council.
- Juliet Brown has been appointed as the STP Director on a six month, interim basis.
- Two key STP workshops have been held in the first stage of agreeing our priorities for STP focus. The first was with the Clinical Board (membership CCG Chairs, provider Medical Directors, Nursing Directors, Health Education England, NHS England, lay partners) to consider areas for clinical focus at an STP level. The workshop suggested we need greater clarity on what integrated care means at a NW London level, that our urgent care strategy remains appropriate and specific areas of focus were identified. A summary of this workshop is provided in Appendix A.
- The second workshop was with the Clinical Board and Health Programme Board (above membership plus provider Chief Executives). This workshop built on the Clinical Board workshop and considered where we are currently in NW London regarding integrated care and how our strategy at a NW London level should be strengthened in order to support local borough-based plans. The output of this workshop and suggested next steps will be shared widely as soon as possible.
- In light of the above discussions and experience of working as an STP over the last 18 months, we are also reviewing the STP governance structure and how this links in with the governance of our statutory organisations. These draft proposals will be developed with constituent organisations in the coming months.

Delivery Area 1 – Improving health and wellbeing

Making Every Contact Count:

Additional training was rolled out over May and June, including the bespoke MECC training for maternity staff; this was delivered to over 95 public-facing staff at Hillingdon Hospital, Chelsea and Westminster, Imperial and Northwick Park.

DA1 Priorities for this year are focused on tackling issues associated with:

- Childhood Obesity;
- Alcohol and Smoking; and
- Homelessness.

The **DA1 Programme Board** has reconvened under the joint SRO leadership of Tom Whiting, Chief Executive Harrow Council and a CCG Lead, yet to be appointed, with the first meeting held in June.

Delivery Area 2 – Better care for people with long term conditions

• **GP Extended Access**

In addition to normal opening times, appointments with a GP or nurse are being made more accessible for residents when their own practice was closed, by calling their GP practice or NHS 111. For example:

Over 5,000 appointments were made available to patients, with over 2,900 patients were seen at a Primary Care Access Hub, during the Easter period alone. There was also a 58% utilisation of all available appointments reported across NW London during this period. Direct booking via 111 was successfully tested by Hillingdon hubs and is now live across six out of the eight NW London CCGs.

Sustainability and Transformation Plan (STP) May and June 2018

Hounslow GP Practices have begun work to enable in-hours direct booking following the successful testing of their 'extended access hubs'. Two hubs were also tested successfully with Care UK and left switched on. The testing of direct booking with CareUK for Harrow and the remaining Hounslow is scheduled for the end of July.

- **Online Consultations**

Suppliers have been selected for Brent and Central London pilot sites to offer online consultations in primary care. As well as contributing to the digitisation objectives it also has potential to realise material efficiencies.

The E-Hub model was finalised with Brent CCG clinician and network leads. A memorandum of understanding has been drafted between Kilburn and Harness (Brent) networks and NW London CCGs. Positive feedback was received on the launch event for all GP practices across Harness & Kilburn held in May.

- **Primary Care Provider Development**

Individual practices receiving resilience support allocated from NHS England are on track with national requirements. CCGs are collaborating on a range of provider development issues including High Impact actions.

The GP Provider Maturity Evaluation are progressing positively with Brent and West London CCGs. The Brent Maturity Evaluation occurred at the end of June 2018 for the Federation, as was the case for Kilburn, Kingsbury and Willesden and Harness networks. The West London CCGs Maturity Evaluation launch occurred in May 2018 and evaluation is planned for July 2018.

NHS England approved the GP at Scale plans for 2018-19. The feedback was positive and the funding will be awarded in two tranches. Thanks go to the Primary Care Clinical Leads, Chairs, Managing Directors and the Federations / networks of the eight CCGs for their work on the successful presentation that secured this approval.

- **Improving Care for People with Diabetes:**

The Diabetes Programme Delivery plans for 2018/19 have been submitted to NHS England for approval. The team continued to focus on four project areas; Increasing Structured Education, Reducing Unwanted Variation in 3 Treatment Targets (3TTs), Diabetes Foot and Prevention of Type 2 Diabetes. To date, 22,000 patients (40% population) have achieved the 3TTs, with the aim of increasing this to 62% by 2021. Figures included 4,884 patients who achieved their target glucose level, 5,315 patients who were on NICE recommended statin, 54,728 patients with collaborative care plans and 5,038 had attended NHS diabetes prevention programmes.

Self-Care:

- **Social Prescribing**

NW London achieved one of the highest STP rates of completion of the NHS England social prescribing scoping process. Confirmation of social investment funding will be finalised in August. NW London contributed to development of the NHS England common outcomes framework, to ensure a consistent approach to evaluating social prescribing across NW London.

- **Digital Health Apps**

the evaluation of the Diabetes Digital Health apps released by Imperial College Health Partners (IHP) has highlighted positive patient feedback. Patients had lost an average weight of 4kg and also had a mean Hb1Ac reduction of 6-8 mmol/mol. Over 2,500 digital programmes have been procured, to both expand the digital offer to patients during this year and also build on the evidence underpinning this initiative. 5,000 myCOPD (an evidence based online self-management platform for patients with

Sustainability and Transformation Plan (STP) May and June 2018

COPD) licenses were being rolled out across NW London for 2018-19.

- **Patient Activation Measure (PAM) Assessment**

20,302 people had now received a PAM assessment across NW London with 1,159 receiving at least one re-assessment. NHS England had confirmed allocation for requested PAM licences for year 2018/19, totalling 52,000 across NW London. The Health Help Now application funding was confirmed to embed PAM assessments with plans to roll out within quarter two. Carer PAM was being piloted within Ealing (Thames Carer Trust) with plans to expand following the outcome of findings. The pilot began in April 2018 and was to finish by the end of July 2018

- **Improving Access to Psychological Therapy (IAPT) - Long Term Conditions (LTC)**

The IAPT-LTC Wave 2 programme exceeded the access targets in the period Oct 17 - Mar 18 by 150 LTC patient contacts. As required by the Wave 2 pilot, the programme evaluation protocol is in development and the evaluation will take place in October 2018. IAPT and acute patient data sets had been linked to evidence reduction in physical healthcare utilisation in A&E and out patients departments for patients who completed IAPT treatment.

Delivery Area 3 - Improving Care for Older People

Enhanced care in care homes

Care homes across NW London were being supported to procure a variety of training packages, funded by Health Education England North West London (HEENWL). The training aimed to provide care home staff with clinical advice for their residents, so that potential unnecessary and stressful conveyances to Hospital A&E Departments were reduced. Recruitment of training providers for the bespoke in-reach training was underway.

A 'recognising and acting of early signs of deterioration' best practice pocket guide for care homes staff has been developed and distributed to care homes. With Tri-borough's launch of the 'red bag scheme' in May 2018, all CCG areas are now covered.

Last phase of life (Telemedicine)

The aim of this project is to improve care for older people in their twelve–eighteen months of life, enabling them to die in their place of choice and reduce unplanned visits to hospital. One of the priority work streams was the delivery of telemedicine in care homes, giving clinicians access to the clinical record and care plan.

To promote existing Telemedicine services in NW London, a poster describing and promoting the NHS 111*6 service for care homes has been developed and circulated. In May 2018, technology provider, Docobo Ltd was awarded the contract to provide teleconferencing solutions to care homes.

Intermediate care & rapid response

This project aims to develop intermediate care and rapid response services to provide equitable, safe and effective care closer to and in home settings.

Work continued with the London Ambulance Service to refer patients directly to rapid response teams. This work has benefitted 1,282 patients between May 2017 to April 2018. A District Nursing pathway is now being developed with London Ambulance and local teams to enable referral directly into district nursing services.

Benchmarking data drawn from both rapid response teams and acute trusts is being collated for the first time to enable the impact on admission avoidance to be tracked.

Production of a video including London Ambulance and Rapid Response staff to collate staff feedback on impact of the new ways of referral was completed with plans for rollout by the end of July.

Sustainability and Transformation Plan (STP) May and June 2018

Response in time of crisis

The aim of this project was to set up front-door frailty multi-disciplinary teams in NW London A&E departments to target frail elderly people promptly and support them more holistically. It also seeks to establish acute frailty standards across NW London ensuring older people have equity of access and outcomes.

The front door frailty service at Northwick Park Hospital is now operational, with a new Geriatrician in post and the Rockwood assessment training programme for A&E nursing staff running alongside it. A frailty assessment space containing two beds provides a dedicated space to assess older people and undertake a Comprehensive Geriatric Assessment. The service sits alongside the Home First process, providing a space for patients requiring an in-hospital assessment. The provider and sponsoring CCGs are now working to embed this approach into 'business as usual'. A mapping process of community and front end hospital frailty services is under way at Imperial College Healthcare NHS Trust, and is due to complete at the end of June 2018.

Home First

The Home First model supported discharge from hospital home sooner by undertaking assessment for a patient's on-going needs in their home rather than at hospital.

Over 2,400 patients were discharged in line with Home First principles as of the end of May 2018. System-level discussions around sustainability occurred at the Older People's Care Programme Board, Clinical Board, Joint Healthcare Transformation Group, Integrated Urgent Care Board and Urgent Emergency Care Board. Evaluation has shown that Home First across NW London reduced the Length Of Stay (LOS) for 'stranded' patients (7+ days LOS) by an average of 1.6 days. Home First further reduced the stays of 14+ LOS patients by an average of 3.9 days. The Home First cohort had a significantly lower readmission rate of 28.45% than a comparable standard patient cohort rate of 42.67%. The scale of ambition for expansion of Home First in 2018/19 is supported by system leaders and there was high level agreement on system working principles.

Delivery Area 4 - Improving Mental Health Services

Transforming Care Programme

The CCGs and Local Authorities have developed a NW London 'dowry payment' protocol which enables Specialised Commissioning and NHS England to finalise finance plans, it sets out spending since 2015.

I am proud to report that the Treat Me Right training programme was regional winner, out of a field of 700 nominations, for the NHS70 Parliamentary Award in the Care and Compassion category and will now be considered for a national award in July. Well done – and good luck – to all whom have contributed to this achievement.

Crisis Care

All three Beyond Places of Safety bids were successful. The Department of Health was liaising with providers to mobilise these projects. The approved sites were:

- Children and Young People (CYP) pre-admission step up support in Central London, West London, Brent, Harrow, Hillingdon, Hammersmith and Fulham, Ealing and Hounslow;
- Psychiatric Decision Units in Central London and West London CCGs; and
- Crisis Calming Rooms in Hammersmith and Fulham CCG.

Children and Young People (CYP)

After a series of prioritisation workshops, with commissioner and provider involvement, the priority areas for the CAMHS restructure were agreed as workforce and CAMHS remodelling, including crisis and psychosis. The case for change was under development.

Serious and Long Term Mental Health Needs: Individual Placement Support (IPS)

NW London was successful in bidding for NHS England funding to expand IPS services in Central and North West London facing CCGs. After a period of negotiation, NHS England confirmed funding for two years of IPS delivery with the exception of planned redundancy costs of £32,000; CCGs agreed to meet those costs in the event that services were deemed as not sustainable after the first two years of external funding.

Delivery Area 5 - Safe, High Quality Sustainable Acute Services

Outpatients

Cardiology, Dermatology and Gynaecology pathway recommendations and impact estimates have been completed. Now an agreement of the CCG governance process for approval for business cases is being clarified and a programme of socialisation of proposals and business cases is now being undertaken.

Inpatient Models of Care

All acute NW London providers have now completed the seven day services pilots. These focused on enhancing hospital services at weekends and developing better working relationships in the multidisciplinary team. For example at Chelsea and Westminster Foundation Trust, a pilot 7 day therapy rota was rolled out at both the Chelsea and Westminster Hospital and West Middlesex Hospital sites and the results are now being used to drive investment in NW London to help reduce lengths of stay, improve flow and increase winter resilience.

Radiology & Diagnostics

- **Radiology Network:** A new governance structure for the Imaging Network was being implemented which included Imaging Demand Management as part of the programme. In addition, a refreshed Programme Plan for procurement is being implemented. The plan includes a market engagement approach and got underway in May.
- **Clinical Decision Support (CDS):** There was agreement from the STP clinical board for piloting the CDS solution within primary care alongside the CCG demand management initiatives. CDS exists as a technology solution that offers guidance to clinicians who are requesting tests for patients. The aim is to assist and educate clinicians to ensure the right test was requested by them, first time round, improving quality of care. Hillingdon has agreed to pilot CDS, dates are to be confirmed.

Acute reconfiguration (including Capital business cases to support clinical improvements)

The assurance processes continued on Strategic Outline Cases part 1 (SOC1), which requested over £500m to invest in buildings and facilities for GP practices and hubs across NW London, and acute hospitals in outer NW London.

The NW London STP is prioritising capital schemes for inclusion in a bid against the latest wave of STP capital funding. This submission will be made in July, and include the highest priority transformation schemes included in SOC1 as well as other priority capital schemes.

The SOC2 looked at taking forward SaHF changes for the inner NW London Trusts (the Imperial College Healthcare NHS Trust sites - St Mary's Hospital, Hammersmith Hospital and Charing Cross Hospital; and the Chelsea & Westminster Hospital site of Chelsea & Westminster Foundation Trust). Imperial recently shared their Outline Business Case (OBC) for an outpatient and ophthalmology facility on the St Mary's site. The Acute Care Transformation Team has provided assurance of the OBC, in terms of alignment with the NW London STP. A report had also been produced to assist CCGs when considering whether to support this OBC.

Sustainability and Transformation Plan (STP) May and June 2018

Improvements to Women's Services

Implementation and expansion of the new models of care was underway across all 8 NWL CCGs, with 14 of the 17 pilots launched. In addition, to support the wider maternity STP delivery (Better Births) there were:

- multidisciplinary “making every contact count” training sessions being run, aligned to DA1 of the STP, at all Trusts;
- ‘personalised postnatal care plans’ introduced and continuity team photo booklets at all sites
- adaptations made to the “Mum and Baby” maternity app, rolling out of the app at all sites; and
- key materials developed to promote consistent information including a sector wide antenatal and postnatal information pack.

Enablers

Detailed updates on **Workforce, Business Intelligence, Digital, Estates and Communications** are included at Annex A.

Annex A

Enablers

Workforce

DA2 – NW London Primary Care Workforce Strategy

- **Tier 1** - will support networks of practices, Primary Care Homes and other emerging primary care at-scale organisations with workforce benchmarking, planning, modelling and directed workforce transformation. Workforce Modelling implementation is in progress with 4 CCG practice networks participating in wave 1 (July–September). Three of the four networks have been confirmed. These networks are: Northern Network (Hammersmith and Fulham), South Central Network (Ealing) and South Westminster Primary Care Home (Central London).
- **Tier 2** – An NHSE funded STP GP retention plan is currently being developed and expected to be submitted at the end of June. A separate proposal for 1). Practice Manager Apprenticeship Programme and 2). Primary Care Retention Programme has been developed for submission to Health Education England on 15th June.

DA2 – Diabetes Workforce Transformation

Design and implementation of NWL Diabetes PITstop Train the Trainer course is complete. The PITstop training teaches a range of topics including conducting patient foot examinations, learning about carbohydrates and calories, and encouraging patient attendance to Structured Education initiatives. Positive feedback received includes *'Today was the first time someone has explained the systolic and diastolic BP measures'* and *'I was provided with so much clinical knowledge and understanding that no course has provided before'*

DA3 - Older People's Care Workforce

- **Geriatric Workforce** – NW London Geriatricians group agreed and are taking forward an analysis of the Geriatrician role in Hospital and Community.
- **Older People's Care draft Workforce Action Plan** was considered by the DA3 Programme Board and DASS (Directors of Adult Social Services) Board. Priorities were agreed, and further development is underway.
- **HEE funding bid prepared** (for submission on 15th June), to extend funding for **Care Home leaders** training and **Recognising and Acting on Signs of Deterioration (RASD)** training to a larger cohort of care homes. The bid included an extension of training to domiciliary care and a new initiative to develop carer's skills.

DA4 – Mental Health Transformation

NW London's response to the Health Education England (HEE) Mental Health Workforce plan has been refreshed and was submitted to HEE on 8th June.

DA5 – NW London Staffing Project

- Staffing Project – year end totals showed agency spend in 17/18 was £52m (27%) lower than with 16/17. The total temporary staffing spend was £1.7m (1%) lower than in 16/17. Work has included:
 - **Apprenticeships** – 9 trusts are working on a programme to maximise the potential to use the approx. £13m apprenticeship levy pot across NW London.
 - **Occupational Health (OH)** – savings of £425k have been identified (across NW London) from improvements in sickness absence and time to recruit.

NW London Change Academy

Sustainability and Transformation Plan (STP) May and June 2018

- High Performing Care and Leading Transformation programmes have concluded and been evaluated. A total of 85 participants across health and social care were supported to accelerate delivery of their eight transformation projects. Project outcomes have been collated and include;
 - **Street Triage** mental health crisis project - launched their service in January. There is now more alignment and interagency working between the Police and health organisations, which has led to an increased use and take up of the Street Triage service by the Police.
 - **'Home to Assess'**: achieved their target of 60 patients returning home to be assessed, and complex case patients able to return home earlier. The model has been embedded into daily practice.
 - **Integrated Rehabilitation and Reablement Service**: developed service user experience tools and embedded a full service feedback loop to support improvements to the service.
 - **Hillingdon Children and Young People's Asthma Service** has removed barriers to referral for asthma outpatient clinics and enabled direct referrals to community clinics from school welfare officers via school nurses.
- Cohort four of the **Outcome based Care and Integration Programme** commenced on the 6th June with Urgent Care and Diabetes Transformation teams accessing support. The programme provides practical support for teams seeking to make a measurable difference to existing commissioning practice and who are working towards developing Integrated Care Systems.
- **HSJ awards** – the diabetes team and the team that developed the Radiology Career Framework were shortlisted in this year's HSJ awards.

Business intelligence

- Pan-NWL QIPP schemes now being reported alongside CCG QIPP schemes for Month 1
- Work continuing to model the impact of pathway changes within MSK reconfiguration
- Significant work about to commence to test growth assumptions and support the wider assurance of the ICHT Outpatient OBC

Digital

- Procurement for the STP patient app, Health Help Now, for all NW London CCG's has completed.
- Piloting is underway for a dynamic tool that documents the NWL health IT system architecture, initially focussing on diabetes data flows.
- NWL was part of the successful One London bid for new NHSE Local Health and Care Record Exemplar (LHCRE) funding (£7.5m over two FYs across the five London STP footprints).
- Digital CQUINs – work on e-Referrals and Advice & Guidance CQUINs underway in all Trusts.

Estates

- The Estates and Technology Transformation Fund project to create new GP practice accommodation at Central Middlesex Hospital was completed and the service went live on 1st March.
- The East Harrow Hub has received One Public Estates support and £110,000 has been allocated to developing the proposal further jointly with Harrow Council.
- An improvement grant bid to relocate Burnley Practice to larger vacant accommodation was successful and the project has been initiated and NHSE due diligence has been completed and submitted for approval.
- Quantitative aspects of both the North Hillingdon Hub Options Appraisals has been underway with completion and submission to CCGs due end of June.

Communications

Cervical screening programme

We are launching a communications and engagement campaign on Monday 11 June in conjunction with Cervical Screening Awareness week (11 – 17 June 2018). The aim of the campaign is to raise awareness of cervical screening and increase uptake of appointments across NW London

Care home training and pocket guide

In conjunction with care home staff and social care teams we have developed a guide to help care home staff spot the signs of deterioration, helping them to keep residents well and providing information about what to do if they are not well.

Training of care home staff started in June, using the guide. The training and copies of the guide will be rolled out across care homes in NW London over the next few months.

Autism and learning disability training shortlisted for NHS70 Parliamentary Award

We are delighted that, *Treat Me Right!* an autism and learning disability awareness training and consultancy programme has been chosen from hundreds of applicants to represent North West London in the prestigious competition to mark the NHS's 70th birthday. 'Treat Me Right' was nominated by Virendra Sharma MP, Mark Field MP, Nick Hurd MP, Boris Johnson MP, and Tulip Siddiq MP.

London ambulance service and rapid response training video

To further promote the joint work of London Ambulance Service and the rapid response teams a short video has been created to share with staff and the public, to show how the teams work together. The video will predominantly be used to support training of staff to highlight how the two services can best work together