A message from Sarah...

Welcome to SWL Health and Care Partnership News our new monthly update which is intended to provide you with the latest developments, announcements and news across South West London and our individual boroughs.

July has been a busy month and I would like to thank everyone who has been involved in the range of activities in this update.

Some highlights from me:

- Following the publication of the STP refresh in November last year, we are now in the process of developing local health and care plans for each borough which we hope to publish in March 2019. These local plans will outline the priorities and plans in each borough to improve health and care.

- We are making clinical and quality improvements. Working with clinicians across South West London we have developed a common specification for the delivery of ENT services which is now being discussed with our provider trusts; the next phase of our new MSK pathway redesign was discussed and agreed with the Clinical Senate.

- Following the success of two workshops which considered the opportunities for South West London to take forward its priority health promotion and prevention work-stream, emotional wellbeing in children and young people, we have now developed our strategy and implementation plan. More on this to follow.

- We continue to strengthen our clinical leadership and focus and in the Autumn, we are planning to hold a clinical conference to set our clinical strategy and priorities for SWL. Clinicians and care professionals from across the system will be invited to take part.

- We are delivering all our Five Year Forward View (a summary is provided later) programme milestones and I am particularly pleased that we have been successful in our bid for specialist perinatal transformation funding which will see £1.6 million invested in this essential area.

I am delighted to announce that we have appointed Cheryl Coppell OBE as our new independent Chair. Cheryl will start with us in September and will be arranging time to see many local leaders during her first few weeks.

I hope you find this monthly update helpful; I would welcome your feedback. Please tell us if this gives you the right level of information, as well as what you would like more or less of.
The South West London Health and Care Partnership

Local NHS clinical commissioning groups, provider trusts, local authorities and patient representatives across South West London came together to form the South West London Health and Care Partnership. South West London’s Health and Care Partners are:

- Our six Clinical Commissioning Groups (CCG) of: Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth
- Our six Local Authorities: Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth
- Our Acute and Community Providers: Central London Community Healthcare, Croydon Health Services NHS Trust, Epsom and St Helier University Hospitals NHS Trust, Hounslow and Richmond Community Healthcare, Kingston Hospital NHS Foundation Trust, The Royal Marsden Foundation Trust, St George’s NHS Foundation Trust, and Your Healthcare
- Our two Mental Health Providers: South West London and St George’s Mental Health NHS Trust, South London and the Maudsley NHS Foundation Trust
- The GP Federations in each of the six boroughs
- The London Ambulance Service
- Healthwatch

The Clinical Senate is made up of senior Clinicians across all south west London organisations, Local Authorities, and representatives from the Royal College of Nursing, the Local Medical Committees, Allied Health Professionals, NHS England and the Patients and Public Engagement Steering Group. The Senate have oversight of the development and implementation of the South West London clinical model, drive forward the work programme for specific clinical pathways which it has agreed should be considered across South West London as well as ad hoc matters in relation to clinical models.

Appointment of our new Chair

We are delighted to welcome Cheryl Coppell OBE as our new independent Chair, bringing with her a wealth of local government knowledge. As a local Authority Chief Executive for over 20 years, Cheryl offers a unique addition to the Partnership, strengthening our leadership team during an ambitious period of delivery and service improvement.

In her previous roles, both as a chief executive and as Chair of Barking, Havering and Redbridge Independent Care Coalition, Cheryl has gained considerable experience of health and social care integration, and continues to champion closer working between NHS organisations and local authorities as an adviser to the Local Government Association.

Cheryl’s appointment comes as the Partnership’s current Chair, Dr Andy Mitchell, steps down from the role. As the Partnership’s first Chair, Dr Mitchell played a key role in developing a strong foundation, bringing together leaders from across health and social care to work alongside each other with the common aim of improving the health of the people of south west London. Under his direction, the Partnership has continued to grow from strength to strength, and we are incredibly grateful for his contribution.
Changes to our Quartet

The South West London Health and Care Partnership Quartet is made up of the STP Senior Responsible Officer and representatives from Local Authorities (Ged Curran, Chief Executive, Merton Local Authority), Providers (John Goulston, Chief Executive, Croydon Health Services) and Clinical Commissioners (Naz Javani, Chair, Kingston CCG).

We are pleased to announce that Ann Radmore, Chief Executive of Kingston Hospital, has agreed to assume the role of lead representative for NHS providers for South West London Health and Care Partnership. Ann brings with her over 35 years NHS experience, both in providing and commissioning settings, as well as leading strategic change across London and heading a national programme at NHS England.

Her knowledge of south west London and her experience of delivering significant clinical and service improvements will further strengthen the Partnership’s promise to provide the best possible care to the residents of our six boroughs.

Ann will take on the role from September, supported by the leaders of our providers, following the retirement of her predecessor Croydon Health Services Chief Executive, John Goulston who retires at the end of September.

During his time with the Partnership, John has championed integrated working across health and social care, both in Croydon and across South West London. We would like to thank John for his enthusiasm and dedication to the Partnership and look forward to continuing this work across other areas of the partnership.

Developing our joint workforce priorities

Workforce Directors recently came together to review our workforce priorities and plans. Revised joint workforce priorities were agreed by the SWL Health and Care Programme Board at its July meeting. Examples of the work we will undertake together over the next two years are:

Putting in place Joint recruitment campaigns to tackle hard to fill vacancies such as nursing and social care

- Undertaking International recruitment for essential roles such as GPs, nurses.
- Helping more people choose SWL’s public sector as a future employer—going into Schools, Colleges and Universities to ensure young people consider the public sector as a good place to work.
- Setting up a SWL Academy – a virtual academy for apprenticeships to ensure that we support local people into employment and support health and care organisations to become more representative of the communities we serve.
- Supporting people to work flexibly – with an ambition for our current self-rostering pilot at Epsom and St Helier to be extended to all our hospitals and providers.
- Developing an employment passport – so that statutory/mandatory training, health clearances, inductions and other essential employment requirements can pass to other SWL employers with the member of staff.
- Developing training and development packages for nurses and other professionals across NHS providers and care homes to support career progression.
- Implementing talent management schemes and staff rotations so that our staff can get further experience and development without having to leave SWL.
Working together to develop our Estates Strategy and priorities

Following a significant amount of work across the whole of the SWL system, in July we submitted a draft estates strategy to NHS England in support of a number of bids across the system to access Wave 4 Capital Transformation Fund. It is anticipated that we will hear outcome of our bids in late autumn 2018. The list of schemes were prioritised by a Prioritisation Panel which had representation from across the system.

Through the STP Health and Care Partnership Board and the work of our partner organisations we will continue to develop the SWL Estates Strategy to ensure it reflects both the developing clinical strategy and Local Health and Care Plans and the backlog requirements of the various providers. Governing Bodies and Trust Boards will be updated as this work progresses.

Local Transformation Boards update

The four Local Transformation Boards in South West London are:

- Croydon
- Kingston and Richmond
- Merton and Wandsworth
- Sutton

**Croydon**

- The Croydon health and care plan’s ‘direction of travel’ was considered in May 2018. The next meeting, in July, will focus on the emerging plan and the governance to strengthen delivery
- Croydon’s health and care plan will reflect the wider direction of change in the borough including Croydon Council’s new operating model which was presented at the meeting. Croydon Council will be moving to a locality based model that will ensure services become the place of first resort, not the last. The ethos is to work with individuals and families in particular, at an earlier point in the cycle of their health, employment or housing to make sure the right services are provided at the right time and in the right place
- The primary care working at scale bid was presented including the need to ensure alignment of Croydon Council and NHS localities to support the development of integrated hubs in the community as far as possible
- The capital estates wave 4 bids were discussed. The local prioritisation process is underway to meet the SWL prioritisation timetable
- There was a focus around the delivery of the Out of Hospital business case which is demonstrating good progress in terms of outcomes
- The newly appointed Independent Chair of the Transformation Board and the Alliance Delivery Board presented his early reflections of the Board which included focus on three areas: the alliance journey, meeting structure, processes and accountability.
Kingston and Richmond

- At the April meeting of the LTB, members considered options for the future form of the LTB going forward. The review consisted of interviews with a number of members of the LTB and some options were developed from the outputs of these interviews. Three options were identified: No Change; Keep LTB but with a clear scope and workplan; and Disband the LTB.
- Members agreed to retain the LTB, using the forum for priorities that are best delivered on a Kingston and Richmond footprint.
- In May, we used the LTB to prioritise the schemes from Kingston and Richmond to be considered for inclusion in the SWL Wave 4 Capital Bid.
- In July, we will hold a session of the LTB to review the drafts of the Local Health and Care Plans and identify the priorities that should be delivered on a Kingston and Richmond footprint.
- We will also run the LTB as a network to share information on SWL and individual borough developments and share good practice.

Merton and Wandsworth

- The LTB has revised its role in the context of the move to Local Health and Care Plans.
- Local Health and Care Plans exercises are underway in both boroughs, supported by the Merton Health and Care Together (MHCT) Programme Board in Merton, and the Health and Wellbeing Board in Wandsworth.
- Stakeholder engagement is underway concerning the establishment of a transformation group involving providers and voluntary sector partners in Wandsworth, to report into the Health and Wellbeing Board, to secure wider engagement in the Wandsworth Local Health and Care Plans.
- The LTB has engaged on a virtual basis with the estates prioritisation exercise.
- The LTB will next meet in August to consider further its future role.

Sutton

- Progress report on the Sutton Health and Care reactive ‘at Home’ model, live from 1st April 2018 and official launch planned with Council leader for mid June.
- Discussion on the development of the Sutton Health and Care proactive model, in particular the overlap with the Primary Care at Scale (PCAS) plans for creation of a multidisciplinary team around a risk stratified population with complex needs.
- Review of the development of joint plans for children with complex needs, responding to a recent OFSTED and CQC inspection.
- Briefing on the prioritisation of estates plans for the Sutton LTB to feed the SWL estates plan; plan agreed for sub-group to undertake the local prioritisation and attend the SWL prioritisation meeting as the Sutton representative.
- Update on the development of the Sutton Local Health and Care Plan; discussion about aligning priorities across the partners in the Sutton Local Transformation Board and reflecting those already agreed in the Sutton Plan.
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South West London workstreams update

Urgent and Emergency Care
- 111 Online went live in June, a month ahead of the national deadline, with a ‘soft’ launch.
- All SWL acute hospitals have front-door streaming in place, meeting the National and London service specifications.
- All SWL acute hospitals now have a co-located Urgent Treatment Centre designated against the London UEC Facilities Specification.
- All SWL AEDBs have completed their ‘Winter Wash-ups’, identifying key priorities for 2018/19. They are now developing updated demand and capacity plans for Winter 2018/19 and completing a refresh of NHSE Winter Checklists from 17/18

Primary Care
- The release of primary care at scale funding to SWL has been approved by NHSE and high-level CCG plans are in place for delivery
- CCGs are working across South West London and Healthy London Partnership to deliver Direct Bookings from NHS111 into the access hubs
- Scoping work is underway to pilot online consultations in South West London
- Recruitment is commencing for international GPs on a Pan London level
- A bid has been produced for submission to London to implement schemes across South West London to support GP retention

Mental Health
- The bid for funding to implement specialist community perinatal mental health service was successful; an implementation group is now being set up.
- The final report of Community Demand & Capacity review was received with the outcomes being taken forward locally.
- The expansion of the Individual Placement Support service (employment support within secondary mental health teams) started being implemented in Wandsworth, Merton and Sutton following a successful bid. Next steps are to recruit to expanded posts.
- Discussions are ongoing with SWLSTG on dementia care improvements, including the introduction of six-week diagnosis KPI
- The mental health workforce plan was submitted to Health Education England.
Cancer

- A scoping exercise is ongoing to assess the primary care nursing workforce profile (roles, numbers and activity), to form a baseline position for provision of nurse-led cancer care in primary care.
- Confirmation of the release of transformation money supporting the Prostate follow-up work has been received so roll out of the project will proceed. Implementation is scheduled to commence in November 2018.
- A task and finish group comprising of nursing, cancer and educational leads across SWL has now started the development of a competency documentation to support GP nurses.
- A stocktake of all cancer initiatives in SWL has been undertaken and is being validated.
- A process and timeline has been agreed for the development of a SWL Cancer strategy – to be completed by October 2018. This will involve significant patient and clinical engagement.

Maternity

- The first pan-South West London safety conference has been held to share learning and best practice across providers in SWL. Approximately 60 staff attended from across South West London organisations.
- We continued the rollout of the maternity choice programme, “my maternity journey” and are meeting trajectories agreed with NHS England.
- The maternity teams in provider trusts are developing plans to achieve Continuity of Carer targets by March 2019 – transformation monies have been confirmed following submission of the implementation plan in January 2018. We agreed at Local Maternity System meeting the local definitions for Continuity of Carer and our local measurement approach.
- The South West London bid for funding to implement specialist community perinatal mental health service was successful; an implementation group being set up.

Learning Disabilities

- Work has continued, to develop a business case for a local crisis house, taking into account feedback from stakeholders.
- Collaboration across commissioners to improve the local Dynamic Risk Registers and management processes across South West London. A consistent CCG Care & Treatment Review policy is also being developed, in line with national best practice.
- We have successfully bid for funding to deliver a training programme to support the implementation of Positive Behavioural Support (PBS) approaches across South West London, in line with the contract/service specification that has been produced.
- South West London is currently performing above set trajectory for discharging people from inpatient settings to the community.
**Digital**

- A Technical supplier has been engaged to enable the interoperability of health and care information systems. A Data Sharing Agreement framework has been agreed ready for legal review and circulation.
- A Business Case is being developed to support further interoperability of information systems.
- SWL was a successful partner in the London Health and Care Record Exemplar (LHCRE) bid to work to connect health and care records across London. The SWL London team are working on a business case for several digital projects, including care homes, LAS and UEC, as part of this project. Business case submission is due in the autumn.

**Background**

- Support for children and young people and their emotional wellbeing was agreed by the Programme Board as the South West London priority prevention programme. This programme is also a key contributor to the SWL mental health ambition of ensuring that “no children or young person presents at A&E in a mental health crisis”.
- Stakeholders from all parts of the system (including education, local authorities, voluntary sector and health – commissioners and providers) agreed that there is not consistent early and effective support for emotional wellbeing in our children and young people.
- Following a further system-wide workshop to agree a long-list of possible strategies to address this challenge we have now agreed a strategy of a whole school approach. This will incorporate programmes of work to support children and young people, parents and carers and teachers.

**Update on progress**

- Outline implementation plans have been developed with timescales tested and agreed with the steering group.
- Three SWL boroughs have been invited to submit expressions of interest to become Children and Young People’s Mental Health Green Paper Trailblazer Sites, which has the three priorities:
  1) Incentivise and support all schools to identify and train a Designated Senior Lead for Mental Health with a training to help leads and staff to deliver a whole school approach.
  2) Fund new Mental Health Support Teams (MHSTs), supervised by NHS CYP MH staff, to provide specific extra capacity for early intervention and ongoing help within a school and college setting; and
  3) NHS England will trial a four-week waiting time for access to specialist NHS CYP mental health services.
- We have developed several bids (specifically for the Mayor’s young people’s fund and for the Health Innovation Network) to support implementation of our plan and running / evaluating proposed pilots.
- It is expected that implementation will be borough based – using the local Partnership Board to ensure that implementation plans are tailored to local need.
- Report received summarising the outputs of our engagement programme to date (including survey monkey questionnaires and focus groups).
- We have agreed ongoing governance arrangements to provide oversight for delivery and assurance to the programme board that progress is on track and within budget. It should also provide assurance that we are engaging with critical stakeholders, including children and young people, effectively.