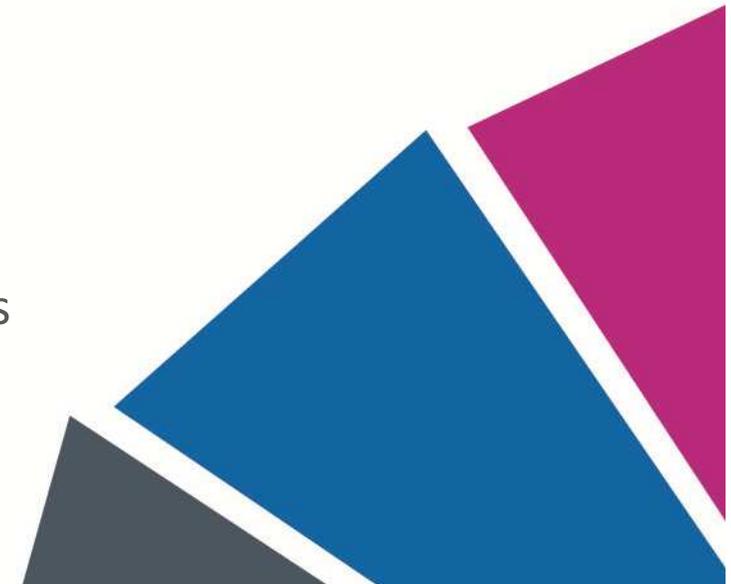


STP Programme update

Barnet HOSC

21 November 2018

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Barnet, Camden, Enfield, Haringey & Islington CCGs



Ambitions of the STP



A partnership of the NHS and local authorities, working together with the public and patients where it's the most efficient and effective way to deliver improvements.

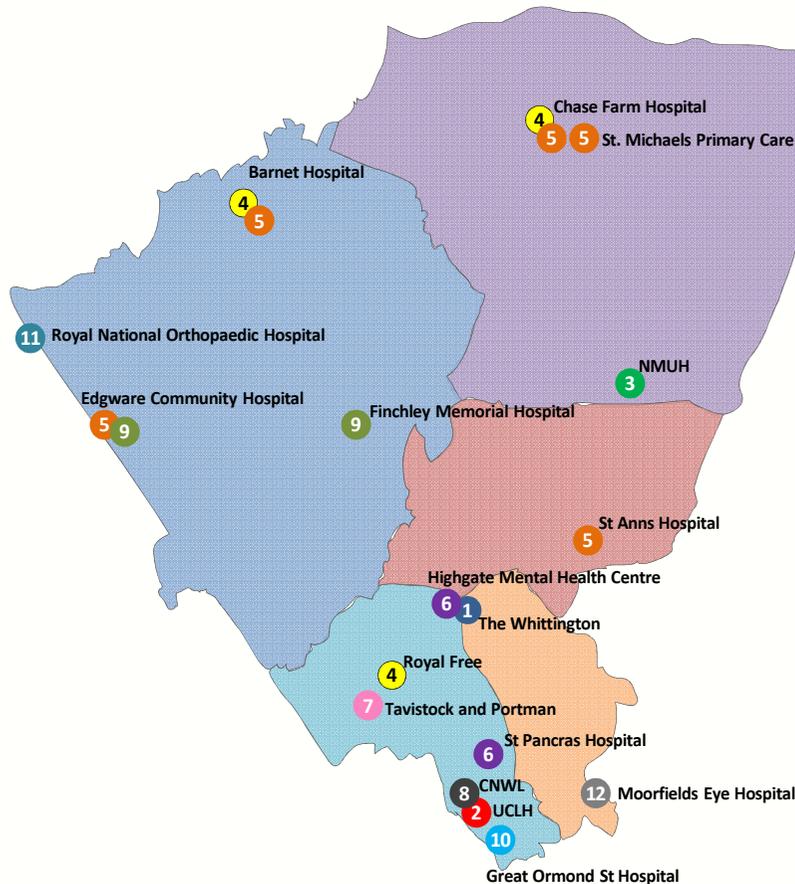
1. Across North Central London, there are diverse populations with some common and some varied challenges
2. There is a complex health and social care landscape with overlaps between hospital areas and borough boundaries
3. Hospitals, other services, commissioners and local authorities all in different and difficult financial positions
4. Five NCL CCGs now working under joint arrangements with a single accountable officer and chief finance officer
5. We want to transform, improve and integrate care where this improves health and wellbeing outcomes and sustainability of services



NCL Service provision overview

NCL is a diverse area covering five local authorities and Clinical Commissioning Groups, 12 Trusts and 209 GP practices, as demonstrated by the diagram below.

<p>Enfield Local Authority 338,143 registered population 324,000 resident population</p> <p>Enfield CCG</p>
<p>Barnet Local Authority 422,630 registered population 375,000 resident population</p> <p>Barnet CCG</p>
<p>Haringey Local Authority 316,910 registered population 267,000 resident population</p> <p>Haringey CCG</p>
<p>Islington Local Authority 251,606 registered population 221,000 resident population</p> <p>Islington CCG</p>
<p>Camden Local Authority 283,789 registered population 235,000 resident population</p> <p>Camden CCG</p>



Local Authority

- Camden
- Enfield
- Barnet
- Islington
- Haringey

Providers

- 1 Whittington Health NHS Trust (including Islington and Haringey Community)
- 2 University College London Hospitals NHS Foundation Trust
- 3 North Middlesex University Hospital NHS Trust
- 4 The Royal Free London NHS Foundation Trust
- 5 Barnet, Enfield and Haringey Mental Health NHS Trust (main sites, including Enfield community)
- 6 Camden and Islington NHS Foundation Trust (and main sites)
- 7 Tavistock and Portman NHS Foundation Trust
- 8 Central and North West London NHS Foundation Trust (Camden Community)
- 9 Central London Community Healthcare NHS Trust (Barnet Community)
- 10 Great Ormond St Hospital
- 11 Royal National Orthopaedic Hospital
- 12 Moorfields Eye Hospital

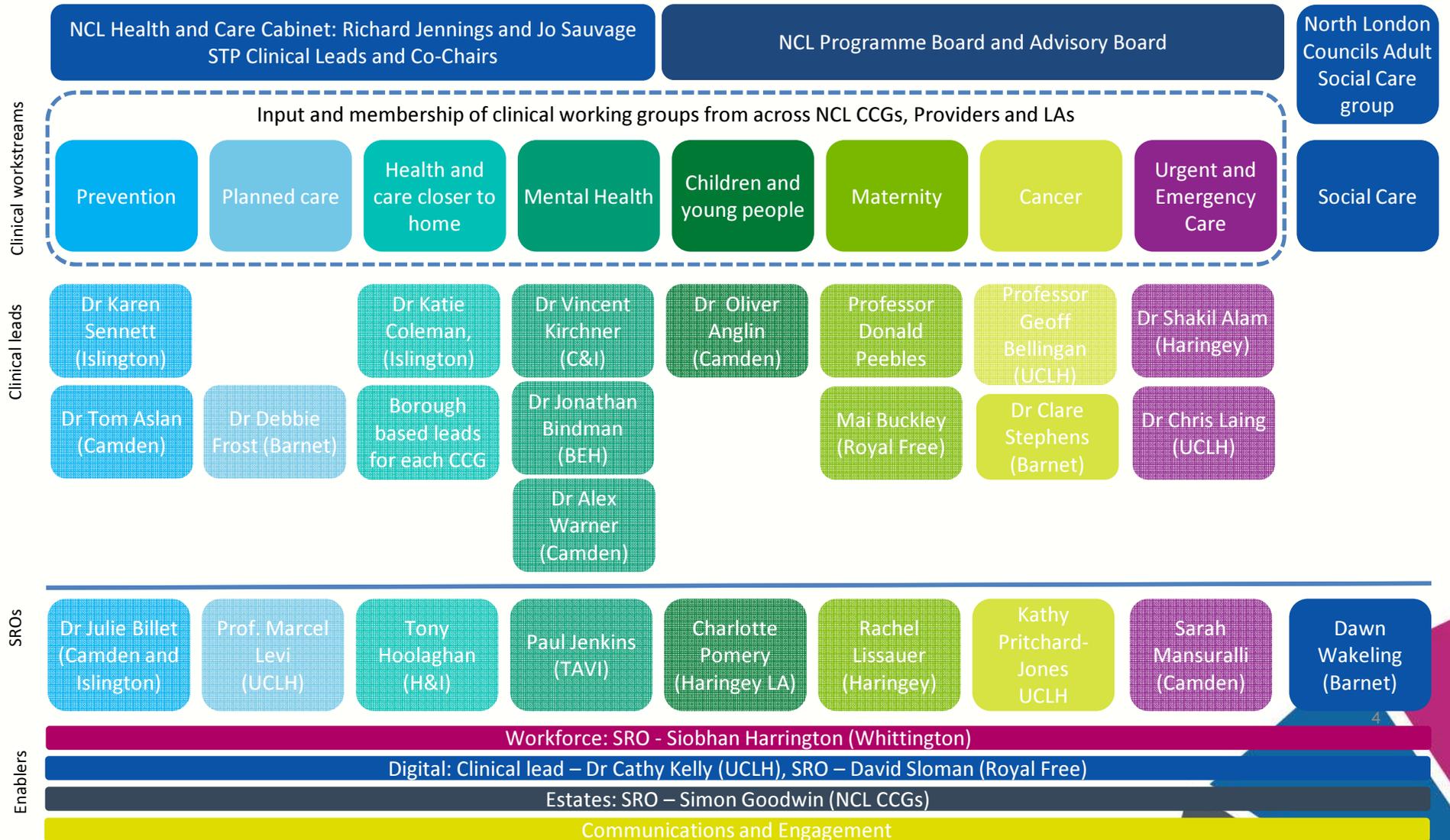
GP Practices (March 2018)

Barnet	56	Enfield	48	Islington	33
Camden	35	Haringey	37	(Total 209)	

111 Out of Hours provider

LCW is single provider across 5 CCGs

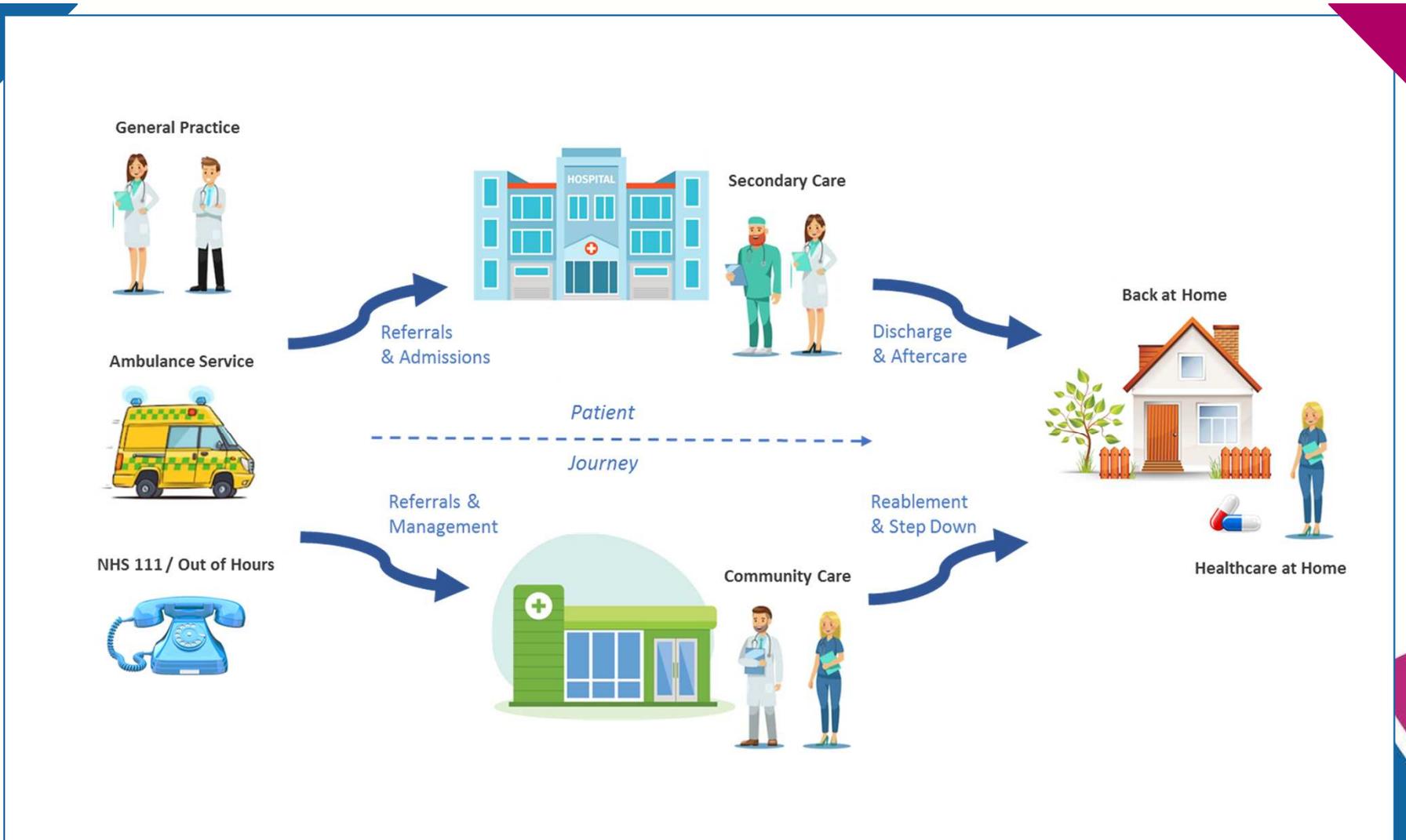
Clinical and senior leadership in place across North London Partners



Clinical and Care workstream objectives

Workstream	High level objectives
Urgent and Emergency Care	<ul style="list-style-type: none"> A consistent and reliable UEC service by 2021 that is accessible to the public, easy to navigate, inspires confidence, promotes consistent standards in clinical practice and leads to a reduction in variation of patient outcomes. Work focussing on Admissions avoidance, ambulatory care, end of life and discharge to assess.
Health and care closer to home	<ul style="list-style-type: none"> A 'place-based' population health system of care base around neighbourhoods of 50-80k which draws together social, community, primary and specialist services underpinned by a systematic focus on prevention and supported self-care.
Mental Health	<ul style="list-style-type: none"> Working to address inequalities for those with severe mental illness and provide consistent care. Deliver services closer to home, reducing demand on the acute sector and mitigating the need for additional MH inpatient beds.
Adult Social Care	<ul style="list-style-type: none"> Working to address care inequalities in provision and improving longer term strategic approach to workforce and care market.
Maternity	<ul style="list-style-type: none"> Delivery of the National Maternity Transformation programme through improved continuity and safety of perinatal care for women, working across professional and organisational boundaries to drive better patient experience and integrated care.
Children and Young people	<ul style="list-style-type: none"> Delivery of Health and social care services which are equitable, accessible, responsive and efficient, delivered locally wherever possible. Working closely with social care and council services to increase focus on promoting wellbeing, reducing health inequalities and improving social outcomes such as school readiness.
Cancer	<ul style="list-style-type: none"> Focus on the delivery of improved survival, reduced variation, improved patient experience, efficiency of service delivery including services closer to home, and, reduced costs and financial sustainability.
Planned Care	<ul style="list-style-type: none"> Deliver better value planned care, delivering efficiency savings and reducing unwarranted variation in planned care across providers. Review of orthopaedic services across providers.
Prevention	<ul style="list-style-type: none"> Driving system-wide approach to prevention and population health working to enable success in the overall STP strategy for care.

The Health & Care system



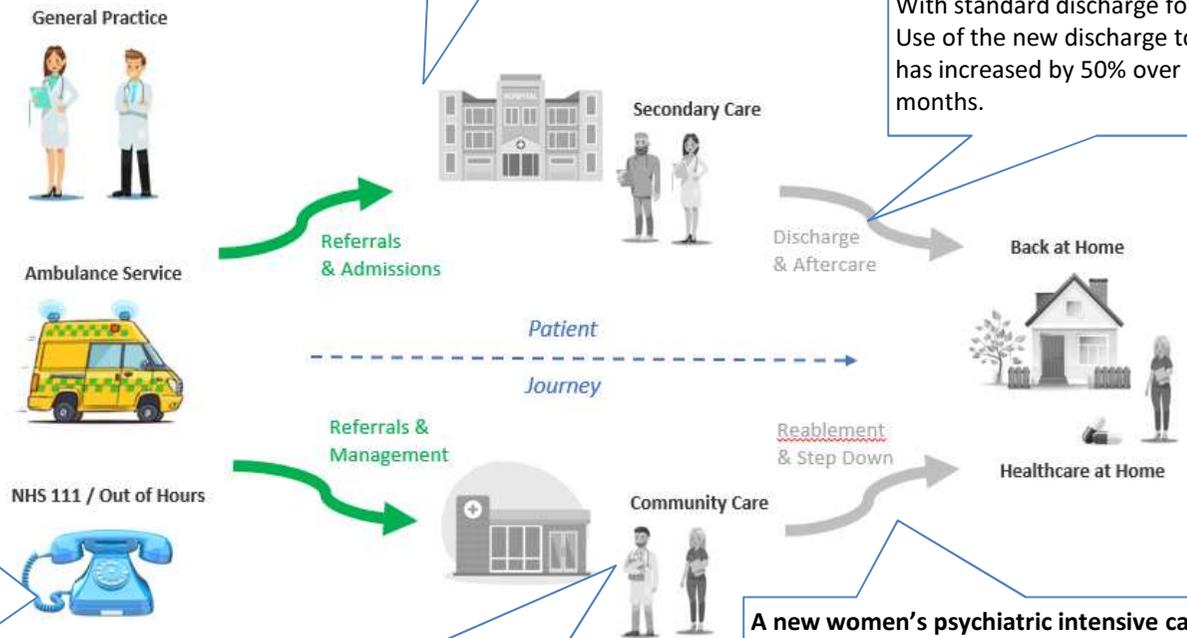
Successes so far

Integrating neighborhood services: Established the first NCL Care and Health Integrated Networks and Quality Improvement Support Teams, focusing on improving quality and reducing unnecessary variation.

Connecting hospitals with primary care: Clinical advice and navigation now live across providers in NCL in 8 specialties with further specialties going live in November 2018.

We have made it faster and safer for patients to get home from hospital: by agreeing standard ways of working and working more effectively with social care. With standard discharge forms across NCL. Use of the new discharge to assess pathways has increased by 50% over the past six months.

Extended Access across NCL Since April 2018 it has been possible for residents to access GP services 8am-8pm across the whole of NCL through extended access.



Improved NHS 111 service

- First area nationally to launch new integrated urgent care model
- 30% people now speak to a clinician
- 'Star divert numbers' enable clinical staff to get through to a clinical expert for urgent advice and support by dialling the appropriate number.

New maternity community hub at Harmond's Children's Centre in Kentish Town. – a major step towards improving maternity care for women in NW Camden postcodes who currently access services at the Royal Free and UCLH. A second centre is due to open at Park Lane Children's Centre in Haringey this year.

A new women's psychiatric intensive care unit at Camden and Islington NHS Foundation Trust service opened in November 2017. All women who require intensive care services can now be treated close to where they live. All women have been repatriated back from out of area placements (OAPs) and we currently have zero women in OAPs.

Care and Health Integration Networks and QISTs– overview

Borough	Integration networks in place – infrastructure in place			Integration networks in plan			QIST
	No. of CHINs	Population size (k)	Clinical focus	No. of CHINs	Population size (k)	Clinical focus	
Barnet	3	CHIN 1: 48,473 CHIN 2: 50,575 CHIN 3: 86,146	CHIN 1: Paediatric Hot Clinics CHIN 2: Frailty MDT CHIN 3: Diagnostics and Near Patient Testing	3	CHIN 4: 44,618 CHIN 5: 39,154 CHIN 6: 41,324	CHIN 4: Digital and COPD CHIN 5: Dementia CHIN 6: TBC	Diabetes



NORTH LONDON PARTNERS
in health and care

North Central London's sustainability
and transformation partnership

Barnet: Networks and QIST Status

Network and QIST

LIVE

PLANNED/developing

Network 1	Network 2	Network 3
<p>Clinical lead: Dr Aash Bansal Focus: Diabetes Population: 48,473 Involving: 5 practices Road map: All system partners involved by April 2019 Contract with: Federation Contract: Infrastructure LCS</p>	<p>Clinical Lead: Dr Anita Patel Focus: Frailty Population: 50,575 Involving: 8 practices Road map: All system partners by April 19 Contract with: Federation Contract: Infrastructure LCS</p>	<p>Clinical Lead: Dr A Ingram Focus: paediatrics Population: 86,146 Involving: 12 practices Road map: All system partners by Apr 19 Contract with: Federation Contract: Infrastructure LCS</p>
<p>QIST</p> <p>Clinical lead: Dr Hayley Dawson Focus: Diabetes Contract with: Federation Contract: Heads of Terms</p>		

Network 4	Network 5	Network 6
<p>Clinical Lead: Dr Kavel Patel Focus: Digital Population: 44,168 Involving: 5 practices Road map: All system partners by Apr 19 Contract with: Federation Contract: Infrastructure LCS</p>	<p>Clinical Lead: Dr B Subel Focus: Dementia Population: 39,154 Involving: 6 practices Road map: All system partners by Apr 19 Contract with: Federation Contract: Infrastructure LCS</p>	<p>Clinical Lead: Dr Leora Herverd Focus: TBC Population: 41,324 Involving: 6 practices Road map: All system partners by Apr 19 Contract with: Federation Contract: Infrastructure LCS</p>



Overview and summary of plans on workforce

Our aim is to:

'To attract people to live and to work in North London so we have the best possible workforce to deliver high quality services to our community.'

Our objectives are to:

- Improve **patient experience and outcomes** through improved staff experience and engagement
- Define and **adopt new ways of working**, enabling working across health and care settings
- Maximise workforce **efficiency and productivity**
- Create a reputation where NCL is recognised as a great place to work aiding recruitment and retention
- Promote and provide an excellent **learning environment**
- Develop, implement and embed a systematic approach to **leadership development & quality improvement**.

Our priorities for 2018-19 are:

Portability: Supporting staff to work across sites where this improves resident care

Urgent & emergency care preparation: ensuring workforce solutions are developed and in place to cope better with the pressures of winter

Place-based care: Social & Primary care/Community: developing ways of working based on residents neighbourhood's to integrate services and improve care

Temporary Staffing: To support organisations to reduce the reliance on temporary staffing

Workforce Analytics: Work to improve our ability to plan longer term as a health and care sector

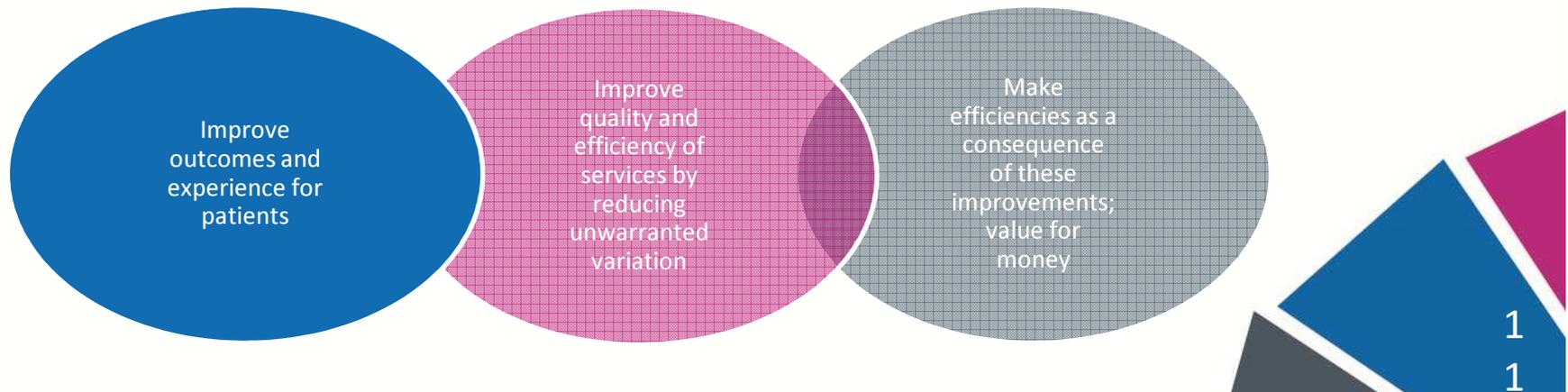
Spotlight on NCL Orthopaedic review

We are asking residents across North Central London to comment on the case for change relating to elective (planned) orthopaedic services in the area. There are no changes under consideration for non-elective/emergency orthopaedic traumatic services, which will remain as now available via each A&E.

“Our ambition is to create a comprehensive adult elective orthopaedic service for North Central London (NCL), which will be seen as a centre for excellence with an international reputation for patient outcomes and experience, education and research.

Our vision is to deliver services from dedicated state of the art orthopaedic ‘cold’ surgical centres, not linked to an existing A&E, but collocated with HDU, with the size and scale to enable a full spectrum elective offering and a robust rota.” *Draft case for change (August 2018)*

Aims of the review:



About the review

- We think there may be opportunities to improve adult elective orthopaedic surgery in north central London by consolidating services onto fewer sites
- We are undertaking a review of these services to see if these improvements can be achieved
- The review has been established by North London Partners in Health and Care
- A review group led by local clinicians is coordinating the development of how this kind of care could be delivered in the future
- Clinical commissioners will make decisions on where and how this happens
- The review covers services in Barnet, Camden, Enfield, Haringey and Islington

Stages of the review

Stage 1

Engage to get feedback on the draft case for change

Propose a service model describing how services might be delivered in

Stage 2 informed by feedback

Clinical commissioners consider the feedback from the engagement, agree a service model

Produce a pre-consultation business

- Patients & residents
- Providers
- Clinicians
- Clinical Commissioners

engagement



Adult elective orthopaedic surgery currently takes place at ten different hospital sites in north central London

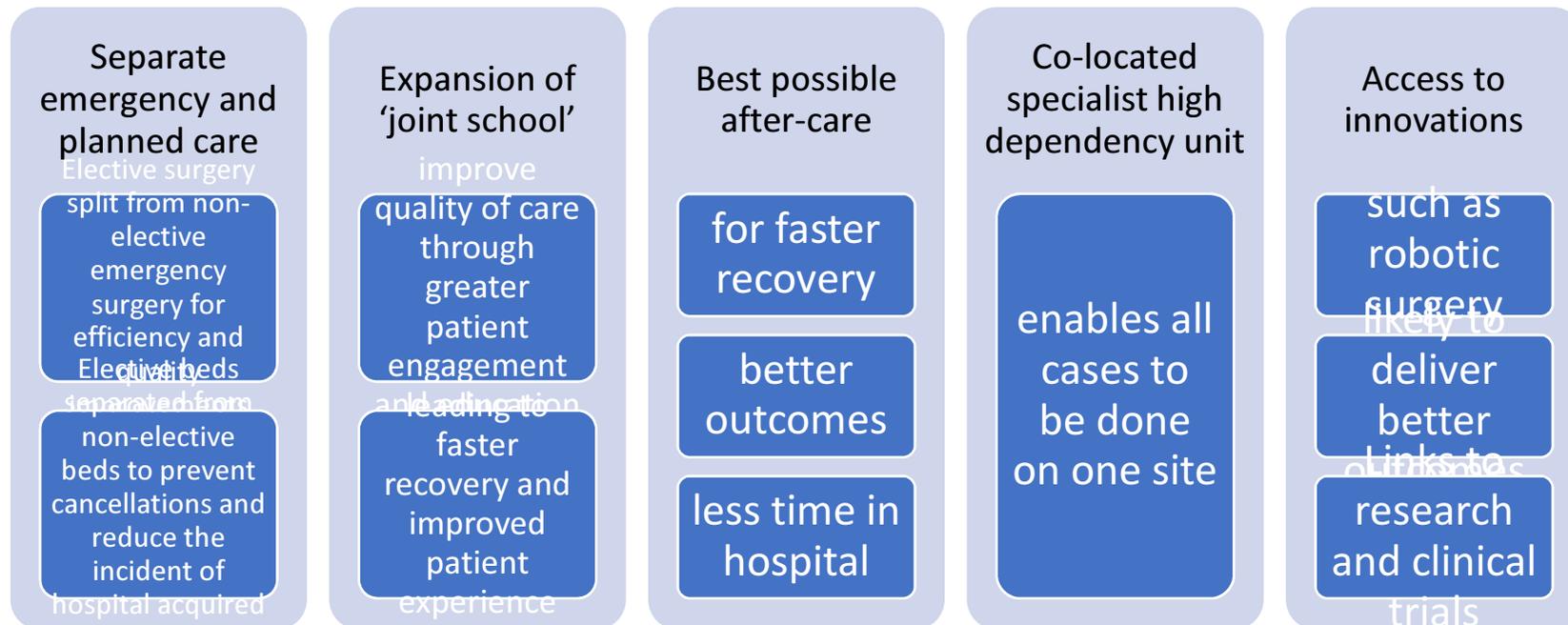
Around 23,000 operations each year

Opportunities for improvement

- Patients report different experiences and outcomes at different hospitals
- Some hospitals carry out small numbers of some operations, leading to inconsistent approaches (ie - elective knee replacements in those who had an arthroscopy)
- Variation in 'revision rates' (ie – a follow-up procedure being needed if the first one didn't work as expected)
- Variations in the length of hospital stay, following an operation
- Readmissions vary (but are low) (ie– a patient who has been discharged is admitted back to hospital)
- Infection rates vary (but are low)
- Waiting times vary and targets are being missed

Our current thinking

Learning from the best, we believe that by consolidating adult elective orthopaedic surgery from multiple hospitals to a smaller number of larger units we could further improve care.



Adult Elective Orthopaedic Review: Barnet

- In 2017 there were **2453** planned orthopaedic procedures commissioned by Barnet CCG for Barnet residents
- **59%** of elective orthopaedic surgical interventions commissioned by Barnet CCG are day cases.
- **62%** of planned orthopaedic operations occur within the Royal Free Group (**22%** at the Royal Free Hospital and **40%** at Chase Farm); planned orthopaedic surgical procedures at Barnet Hospital have moved to Chase Farm.

Data from Hospital Episode Statistics Database 2017 (Barnet activity). Does not include private providers

Adult Elective Orthopaedic Review: Barnet

- **1493** emergency interventions took place for Barnet Residents last year.
- **67%** of emergency procedures for Barnet residents occur at Barnet General.
- The review is not considering any changes to emergency and non-elective work. These will continue to be provided at all sites with an A&E, including Barnet General.

Data from Hospital Episode Statistics Database 2017 (Barnet activity). Does not include private providers

Continuing to improve our plans



Work with all our partners and public to design plans

Ensure plans are clinically led and evidence based

Communicate with our stakeholders and communities about the changes ahead

Align our plans and ensure these contribute to financial sustainability

Continuing to explore scope for NCL working and greater impact

To underpin this, we will be doing more work to understand the financial to help us strengthen our approach to transformation for 2019/20 and beyond

