

Governing Body meeting (held in public)

DATE: 30 July 2015

Title	Healthy London Partnership - July 2015 progress report	
This paper is for Information		
Recommended action for the Governing Body	That the Governing Body: 1. Note the July 2015 progress report of the Healthy London Partnership	
Potential areas for Conflicts of interest	None	
Executive summary	<p>This is the first report by the first Healthy London Partnership. The partnership, is made up of all London CCGs and NHSE, aims to move London from an 'average' ranking plan to make London the world's healthiest global city. Each of the 13 transformation programmes aims to solve a different health and care challenge faced by the capital. All aim to make prevention of ill health and care more consistent across the city.</p> <p>The report highlights progress made by each of the 13 transformation programmes in the short time since the partnership's launch.</p> <p>The report's appendices detail the programme budgets and the CCG and SPG programme representatives</p>	
How does this paper support the CCGs objectives? **	Patients:	Not applicable
	People:	Not applicable
	Pounds:	Not applicable
	Process:	Not applicable
What are the Organisational implications	Key risks	None arising from this report
	Equality	None arising from this report
	Financial	None arising from this report

Clinical Commissioning Group

	Data	None arising from this report
	Legal issues	None arising from this report
	NHS constitution	None arising from this report
Engagement	None in relation to this report	
Audit trail	None	
Comms plan	None in relation to this report	
Author: Jon Winter	Clinical lead: Chair, Dr Howard Stoate	Executive sponsor: Chief Officer, Sarah Blow
Date	17 July 2015	



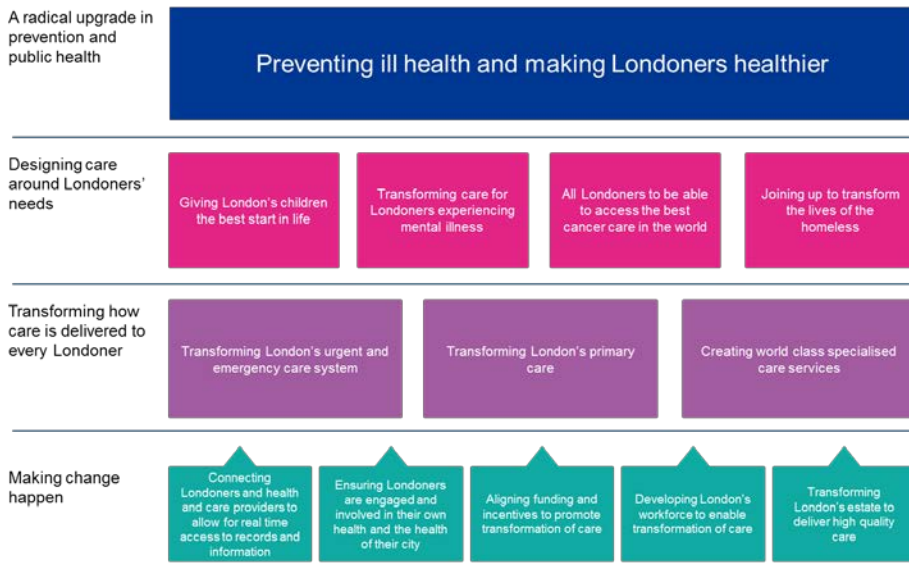
Healthy London Partnership - Progress report

July, 2015

I am pleased to share the first Healthy London Partnership report, which highlights some of the progress each of the thirteen Transformation programmes has achieved in the short time since the launch of the Healthy London Partnership.

My thanks go to those who have committed their time and input into the various away days and meetings, which have informed the proposals for how we support you to realise whole system change, deliver value and sustainability, and support London’s overarching goal to move from an ‘average’ ranking to be the world’s healthiest major global city.

These proposals were scoped in response to the *Better Health for London report* and the NHS Five Year Forward View, and are now being delivered in the form of the collaborative transformation programmes, under the governance of the Interim London Transformation Group (ILTG). The programmes build on existing transformation efforts and already successful collaborations.



This report summarises the progress each programme has made, including programme budgets and identified SPG and CCG engagement leads for each programme.

The intention is to keep these progress reports informative yet concise. Please do send me your feedback by emailing england.healthy london@nhs.net so that we can ensure this report is useful and engaging.

Shaun Danielli
Director, Healthy London Partnership

Introduction

Healthy London Partnership has now been operational since 1 May 2015. The core team is hosted by the Health Innovation Network in South London and how the team operates to ensure robust delivery of programmes, strong collaboration across the system and effective engagement networked with local communications teams has been detailed in the operating model. This operating model was endorsed by the Interim London Transformation Group in April 2015 following development with programme SROs, CCG colleagues and other key partners to ensure the team meets expectations.

Since the launch of the Programme Prospectus in March 2015 the Healthy London Partnership has been establishing itself in line with the operating model and mobilising the thirteen collaborative programmes. In mobilising the programmes, extensive engagement with SPGs has taken place to ensure alignment of programmes across the commissioning system. Feedback was clear that pan-London activity should build on local work and demonstrate value; HLP programme leads have since tested scope, deliverables and timelines with their respective CCG and SPG leads and revised where necessary.

A stakeholder map of SPG and CCG programme lead representatives across London has now been developed and this will facilitate ongoing communications and engagement to ensure programmes maintain alignment. The programme team has been following up on any remaining gaps to ensure comprehensive coverage. A full list of SPG leads, CCG leads and HLP programme leads is included as appendix 3.

Highlights

- **London's hospital charities are keen to explore opportunities with Healthy London Partnership** for evidence-based interventions to improve workplace health. We are working with the charities to explore what they can do as a collective to improve the health and wellbeing of NHS staff, aiming to reduce staff absences and improve recruitment and retention.
 - We have also reached **agreement to conduct a pilot of community health promotion and improvement** involving one of London's great assets – London's professional football clubs – to promote health in novel settings and via new channels. London football clubs are contributing the majority of the funding (£108,000) in addition to staff, technical and communication resources to carry out this pilot in London, leveraging their unique brands and relationships with London's.
 - The **Cancer programme has received £0.75 million of funding from Cancer Research UK** to support work in London.
 - A commitment has been secured to run six expert working groups to inform the commissioning model for Health Services for Homeless People, the team has been **working with Pathway to allocate £30,000 of additional funding from Public Health England (PHE), which will be used towards ensuring service user representation** is integrated into the programme through the Expert Working Groups' membership.
 - **Positive discussions have taken place with London's three Collaboration for Leadership in Applied Health Research and Care (CLAHRCs)**, They have agreed to provide post-doctorate resource to support Healthy London Partnership to undertake evaluative work of Transformation programmes in London.
 - **Five Urgent and Emergency Care networks across London have been agreed** to oversee the planning and delivery of the transformation of the U&EC system in London.
- Further detail in each programme is given in appendix 1 and programme budgets in appendix 2.

Communications and engagement update

To support effective communications and engagement across the system a communications network has been established across local communications teams, NHS England (London) communications team and the Healthy London Partnership.

The purpose of the communications network is to ensure Healthy London Partnership communications are linked and complementary to local communications and messages. The group will also discuss plans for forthcoming announcements and media activity to ensure there is no cross over or duplication and to maximise stakeholder engagement at local, sub-regional and regional level. HLP communications is also working with CCG engagement leads to ensure a similar joined up approach is taken with patient and public engagement.

Recent and Upcoming Events

Improving Personalisation and Citizen Participation – Launch Event – 26 June

The Personalisation and Participation programme acknowledges that effective engagement - at both the individual and the collective level - are key to good health and care delivery. By listening to Londoners and ensuring that their views are influencing and shaping outcomes, the programme aims to improve levels of individual engagement through the wider access of Personal Health Budgets and Integrated Personal Commissioning. It will also explore how the myhealthlondon website can provide an online platform for collective engagement.

Graham Mackenzie and Jane Barnacle, as joint SROs for the programme, formally wrote out to London's wider system leadership on 8 May to inform them about this important work and promote awareness of a pan-London launch event on 26 June. For further information contact shaun.crowe@nhs.net

London Clinical Senate – 8 July

The Clinical Senate on 9th July will be dedicated to Urgent & Emergency Care (U&EC). A key goal of the National U&EC Review for 2015/16 is the establishment of networks across the country. The geographical footprints for London's networks have been agreed and commissioners and providers will now be aware of these. We want to update the Forum on the Urgent and Emergency Care Networks, launch the network specification for London and outline how the Networks will be established and how they fit with the broader commissioning system.

The event at the Senate will also inform the development of the specifications for facilities within the Networks and seek patient and clinical engagement and buy in to the whole system transformation vision for the future U&EC system, particularly the development of the out of hospital urgent care system and seek views on the quality outcomes that a future urgent and emergency care system should seek to deliver and how these could be measured.

For further information please contact england.londonclinicalsenate@nhs.net.

Transforming Primary Care - Into Action – 15 July

This event is planned to support providers overcome challenges relating to innovation and working at scale. The event is intended to inspire and energise the primary care workforce across London and discuss how innovation can be used to solve the challenges faced daily. The event will bring together federation leads to share experience and learnings, hear discussions about different ways and experiences of working at scale and share examples of practice innovations that improve outcomes for patients and staff. The event will also provide an opportunity for networking with colleagues facing similar challenges related to working at scale and the implementation of the Primary Care Strategic Commissioning Framework.

Invitations have been issued but places are still available. Please contact england.londonprimarycaretransformation@nhs.net if you would like further information.

Appendix 1. Programme Progress

Urgent and Emergency Care (U&EC) Programme

The footprint of U&EC networks to oversee the planning and delivery of the transformation of the U&EC system in London has now been agreed. Following the development of an options appraisal and engagement across the system a representative panel met to score each option; the option for five geographical areas was determined to be the optimal configuration. This decision was ratified by the U&EC Board (on 1 April) and further endorsed by Chief Officers and ILTG. The development of the network specification for London is now under development; the specification builds on national guidance and brings together the many programmes of work across London in relation to urgent and emergency care. The network specification will be published in early July.

U&EC facility specifications are also under development and we are seeking broad engagement across the system to support this. The Clinical Senate on 9th July will be dedicated to U&EC to inform the development of the facility specifications and seek patient and clinical engagement and buy in to the whole system transformation vision for the future U&EC system, particularly the development of the out of hospital urgent care system.

In support of the U&EC programme, Community Services have worked with over 1000 service users and health and care staff to develop a shared vision for the foundation of excellent community services in the form of a [declaration](#) which is summarised in this [poster](#), which we'd like you to share with colleagues and your networks. Please visit www.transformldn.org and give us [your feedback](#) .

Children and Young People (CYP) Programme

A launch event was held on 6 May for commissioners and clinicians at which a number of priority areas were discussed including Child and Adolescent Mental Health Services (CAMHS) and CYP high dependency services. Current variation in CYP services will be reduced through establishing standards against which services can be commissioned, supported by a commissioning development programme for CYP commissioners across the system.

A set of standards for asthma care is currently being finalised, and a community pharmacy public health campaign to raise awareness of asthma in CYP will run from the end of June. To support the asthma work, a Darzi Fellow for asthma has recently been appointed to work in conjunction with the Whittington Hospital and UCLP.

Fragmentation of both provision and commissioning of healthcare services for children will be addressed by developing population based CYP networks at SPG level bringing together providers, commissioners and public health to undertake needs assessment and delivery of healthcare at the population level. A set of surgical standards to work across a network-based model has been finalised and will be piloted across south west London through their CYP population network. Learning from this pilot will be shared widely.

Health Services for Homeless People programme

Following extensive stakeholder engagement across health, local government and third sector organisations, a Case for Action has now been published. Examples of existing good practice within the health services for homeless people, and the issues and challenges which lead to the fragmentation and inequity of services are outlined in the Case for Action.

Commissioning outcomes and principles for the pan-London commissioning model were tested with the Mayor's Rough Sleeping Group (GLA) on 20 May. A commitment has been secured to run 6 Expert Working Groups to further inform the commissioning model design; these workshops will cover Mental Health, Data, Primary Care, Secondary Care, Intermediate Care and Health in the Justice System.

The appointment of the lead commissioner is also underway with expressions of interest requested by 12 June. The lead commissioner will work at scale across organisations and boundaries to ensure commissioning outcomes are achieved, which may include commissioning some services at a pan-London level.

Prevention

The prevention programme is working in partnership with Public Health England, local authorities and the Greater London Authority to embed health and wellbeing in health and care systems, improve workplace health and promote health and tackle other city-level health challenges through partnership working and taking innovative action.

The potential scope of any prevention programme is considerable. To date, a series of scoping meetings have been held with commissioners, PHE, and the GLA. A survey of local prevention activities and current barriers to implementation was undertaken in May to ensure that the programme supports local efforts. Responses to this survey have been considerable, with over two thirds of London's geographical areas represented by a local authority, CCG or combined response to date.

The efforts of the health and care system need to be amplified by other partners in order to achieve a step-change in prevention for London. The prevention programme is developing detailed proposals for partnership working with Transport for London (TfL), London hospital charities and London's football clubs. The programme team is working with TfL to explore opportunities to encourage active travel by timely messaging on the transport system, in addition to broader opportunities for health promotion through advertising. Detailed proposals for partnership working with Transport for London, London hospital charities and the pilots with London's football clubs are being developed.

Cancer programme

The Cancer Waits programme and Endoscopy strategy have now been agreed and signed off by the Cancer Commissioning Board, and the roll out of the 2 week referral has been launched (NCL).

A structured support programme for people living with and beyond cancer aligned with optimal long term conditions management has also commenced.

The cancer programme has also received £0.75 million of funding from Cancer Research UK (CRUK) to support its work.

Primary Care programme

The Pan London team have recently held planning discussions with all SPGs in order to support creation of delivery plans to meet the Strategic Commissioning Framework and transform primary care to be more accessible, coordinated and proactive, and to ensure high quality care can be delivered for all Londoners.

A baseline survey was issued in May to gather information regarding emerging and established federations throughout London, this information is currently being analysed in order to support better understanding of progress towards at scale models, and to identify areas of developmental support needed for providers.

An event is also being planned to support providers overcome challenges relating to innovation and working at scale, on the 15th July. Invitations have been issued but places are still available. Please contact england.londonprimarycaretransformation@nhs.net if you would like further information.

Mental Health Programme

The Mental Health Transformation Board has now been established and its inaugural meeting took place on 29 May, the Board has broad representation to support the programme to make a fundamental shift from a focus on treatment to one of prevention; helping Londoners stay emotionally, mentally and physically well at all ages, as well as the aspiration to eliminate the inequality in life expectancy of those with severe and enduring mental illness (SEMI).

Clinical leads have been appointed for the Early Intervention in Psychosis (EIP) and perinatal workstreams, and the Primary Care project group has now been formed.

The London Crisis Care Commissioning Standards developed in response to the Crisis Care Concordat also form an integral part of the U&EC programme and the network and facility specifications currently under development.

Interoperability programme

The Inter-operability programme has designed and commissioned **engagement surveys** which will be delivered via the South London Health Innovation Network to establish the resource request to support data exchange and linkages between organisations to respond to the challenges and targets set out by the National Information Board Framework. These challenges include providing paperless, real-time information exchange across geographical boundaries.

Positive discovery meetings with e referral and Patient Online (POL) Services have taken place and engagement with the National Digital Primary Care team is planned. POL is a programme of work which is providing patients with access to their GP record, access to electronic appointment booking in primary care and the ability to order repeat prescriptions.

Workforce Programme

Discussions are underway between the SROs for the programme and Health Education England to agree an approach to workforce and further define the scope of the programme.

The programme will have oversight and strategic direction of London's health service workforce transformation; developing a modern workforce in order to support delivery of innovative new care models. To this end the programme continues to engage other programmes to gain an understanding of the scale of transformation and the inter-dependencies across the whole workforce.

Personalisation and Participation Programme

London CCGs recognise the need to fulfil their statutory requirements for personalisation and participation to ensure Londoners feel involved in their health and care system – including when making decisions about their own care. The programme acknowledges that effective engagement - at both the individual and the collective level - are key to good health and care delivery and aims to support CCGs in meeting the statutory requirement. By listening to Londoners and ensuring that their views are influencing and shaping outcomes, the programme aims to improve levels of individual engagement through the wider access of Personal Health Budgets and Integrated Personal Commissioning. It will also explore how myhealthlondon can provide an 'online platform' for collective engagement.

Graham Mackenzie and Jane Barnacle, as joint SROs for the programme, formally wrote out to London's wider system leadership on 8 May to inform them about this important work and promote awareness of a pan-London launch event on 26 June. For further information contact shaun.crowe@nhs.net

Specialised Commissioning Programme

The Specialised Services Collaborative Commissioning Oversight Group has now been established and CCG nominations have been sought.

An initial deep dive review of neuro-rehabilitation demand and capacity has commenced. Through the reviews the disjointed nature of care pathways caused by the differing commissioning responsibilities for services will be explored, and a more collaborative approach to specialised commissioning will be established, making it easier for commissioners to work together to better align pathways, and service models across the system.

Estates programme

The programme has now held meetings with CFOs in each SPG to discuss programme scope and to begin to develop the asset database and Strategic Planning and Capital Boards which will be developed to ensure that estates planning and a comprehensive asset database are part of service planning and link to robust clinical strategy.

The second version of the London database has been issued to SPGs; this includes the finalised financial details for NHS Property Services and CHP. In addition, a letter has been written to London Land Commission to position the Health estates programme. A business case for resourcing the detailed asset database is being worked up and will be presented at the next steering group.

Payments and funding programme

In addition to setting up the financial flows and governance around the transformation fund the Payments and Funding group will support the creation of the right environment for commissioning and the right incentives for providers, including funding and payment mechanisms and personal health and care budgets towards person-centred care.

Guidance on potential new payment models for U&EC is expected from Monitor and NHS England imminently; the guidance gives great flexibility to local development and the Payments and Funding Group are considering hurdle criteria and guidance to support new models in London. U&EC Networks will be invited to express an interest in piloting new payment models in 16/17 with evaluation and learning as an output to inform further development.

Appendix 2. Programme budgets

Programme resources are based on programme charters developing through engagement. The programme spend will be monitored monthly by the Payments & Funding Group.

Programme	CCG lead SRO	Total programme budget
Urgent & Emergency Care	Conor Burke	£ 1,135,076
Children and Young People	Martin Wilkinson	£ 667,268
Mental Health	Jane Milligan	£ 1,148,443
Cancer	Paul Haigh	£ 2,073,270
Homeless Health Services	Matthew Bazeley	£ 298,803
Prevention	Sarah Price	£ 702,394
Primary Care	Andrew Bland	£ 2,682,984
BI & Interoperability	Terry Huff	£ 2,428,713
Personalisation & Participation	Graham MacKenzie	£ 785,015
Specialised Commissioning	Cynthia Cardozo	£ 0 (costed under programme support)
Estates	Peter Kohn	£ 472,381
Payments & Funding	Alison Blair	£ 723,981
Workforce	Angela Bhan	£ 191,745
Portfolio (Support costs)	Shaun Danielli	£ 865,163
Portfolio (Non pay on costs)	Shaun Danielli	£ 1,350,000

Appendix 3. CCG and SPG programme representatives

SPG Leads

Programme	SEL SPG Lead	NCL SPG Lead	NWL SPG Lead	WELC SPG Lead	BHR SPG Lead	SWL SPG Lead
Transformation	Marc Rowland	Sarah Price/ Dr Debbie Frost	Rob Larkman/Clare Parker	Neil Kennett-Brown	Conor Burke	Graham MacKenzie
Urgent & Emergency Care (and 111)	Angela Bhan	Liz Wise	Dr Ruth O'Hare Sarah Mansuralli	Ian Tritschler	Alan Steward	Jonathan Bates
Children & Young People	Martin Wilkinson	Sarah Price	Dr Nicola Burbidge Steve Buckerfield	Sabtinder Sanghera	Louise Mitchell	Adam Doyle Brendan Hudson
Mental health	Annabel Burn	Liz Wise	Dr Fiona Butler Helen Dunford	Caroline Gilmartin	Sharon Morrow	Tonia Michaelides
Cancer	Andrew Eyres	Dorothy Blundell	Kathryn Magson Carol Mattock	Paul Haigh	Sharon Morrow	Jacqui Harvey* (to be replaced on retirement) Tony Brzeziki (clinical lead)
Prevention	TBC	Sarah Price	TBC	Via HWBs, and Public Health Directors	Sarah See	TBC
Health Services for Homeless People	Adrian McLachlan	William Roberts	Matthew Bazeley Dr Paul O'Reilly	N/A	Marie Price	TBC
Specialised Commissioning	Andrew Eyres	David Maloney	Dr Tim Spicer Andrew Burgess	Jane Milligan	Martin Sheldon	Cynthia Cardozo Lucie Waters
Primary care	Andrew Bland	Alison Blair	Dr Amol Kelshiker Dr Ruth O'Hare Matthew Walker	Steve Gilvin	Sarah See	Nicola Jones (CL)
Estates	Rebecca Scott	Regina Shakespeare	David Tomlinson Sue Hardy	Steve Gilvin	Tom Travers	Hardev Virdee
Workforce	Angela Bhan	Martin Machray	Dr Ethie Kong Dr Mohini Parmar Ceri Jacob	Jane Mehta	Jane Gateley	TBC
Interoperability	Mark Cheung	Dorothy	Dr Ian	Luke	Rob	Greg

	(TBC)	Blundell	Goodman Ian Riley	Readman	Meaker	Penlington
Payments & Funding	Christine Caton	Alison Blair	David Tomlinson Tom Challenor	Henry Black	Tom Travers	Hardev Virdee
Personalisation & Participation	Angela Bhan	Maria O'Dwyer	Dr Lis Paice Clare Parker	Don Neame	Rob Meaker	Graham Mackenzie

South East London CCG Leads

Programme	Lambeth	Southwark	Lewisham	Bromley	Bexley	Greenwich
Transformation	Andrew Eyres	Jonty Heversedge	Marc Rowland	Angela Bhan	Sarah Blow	
Urgent & Emergency Care (and 111)	Andrew Parker	Paul Jenkins	Martin Wilkinson	Angela Bhan	Sarah Blow	Samantha Jones
Children & Young People	Maria Millwood	Paul Jenkins	Warwick Tomsett (LBL)	Andrew Parson	Alison Rogers	Eugenia Lee
Mental health	Moira McGrath	Paul Jenkins	Dee Carlin	Mark Needham	Gordon Pownall	Annabel Burn
Cancer	Andrew Eyres	Nigel Smith	Diana Braithwaite	Sonia Colwill	Sarah Valentine	Annabel Burn
Prevention	Maria Millwood	David Smith		Angela Bhan	Nada Lemic (LBB)	
Health Services for Homeless People	Dr Adrian McLachlan	Paul Jenkins, Yvonneke Roe	Dee Carlin	Mark Needham		Eugenia Lee (TBC)
Specialised Commissioning	Andrew Eyres	Paul Jenkins	Diana Braithwaite	Mark Needham	Jonathan Manuepillai	
Primary care	Andrew Parker	Hayley Sloan	Diana Braithwaite	Mark Needham	Charles O' Hanlon	Simon Hall
Estates	Christine Caton	Rebecca Scott	Tony Read	Mark Chung	Theresa Osborne	
Workforce	Una Dalton	Gwen Kennedy	Alison Browne	Paulette Coogan	Simon Evans-Evans	
Interoperability	Andrew Parker	Malcolm Hines	Tony Read	Mark Chung	Michael Boyce/ Nisha Wheeler	
Payments & Funding	Christine Caton	Malcolm Hines	Tony Read	Mark Chung	Theresa Osborne	Chris Costa
Personalisation & Participation	Una Dalton	Malcolm Hines	Susanna Masters	Sonia Colwill	Jon Winter	

Healthy London Partnership

Programme	Programme Lead	Programme Lead Contact details
Transformation	Shaun Danielli	shaun.danielli@nhs.net
Urgent & Emergency Care (and 111)	Patrice Donnelly (UEC) / Eileen Sutton (111)	patrice.donnelly1@nhs.net / eileensutton@nhs.net
Children & Young People	Tracy Parr	tracyparr@nhs.net
Mental health	Andrew Turnbull	andrew.turnbull@nhs.net
Cancer	Teresa Moss	teresamoss@nhs.net
Prevention	Jemma Gilbert	jemma.gilbert2@nhs.net
Health Services for Homeless People	Delvir Mehet	Delvir.mehet@nhs.net
Specialised Commissioning	Will Huxter	will.huxter@nhs.net
Primary care	Anna Rissen	anna.rissen@nhs.net
Estates	Stuart Saw	s.saw@nhs.net
Workforce	Paul Roche	paul.roche@nhs.net
Interoperability	Mike Part	mike.part1@nhs.net
Payments & Funding	Stuart Saw	s.saw@nhs.net
Personalisation & Participation	Shaun Crowe	shaun.crowe@nhs.net