



NORTH LONDON PARTNERS
in health and care

North Central London's sustainability
and transformation partnership



Delivering improved outcomes for North Central London residents: Changing the way we work together

August 2019

Introduction

We want to improve the health and wellbeing of residents living in Barnet, Camden, Enfield, Haringey and Islington ('North Central London').

To do this, we need to build on the close working of our local NHS and councils, with residents, to focus on delivering patient-centred care closer to home, based on individuals' whole needs.

The NHS Long Term Plan, published in January 2019, sets out priorities and changes to the way health services will be delivered, with a focus on integration. This provides an opportunity to design health services around residents needs, rather than organisations.

Changing how we work together will allow us to work differently as partners to tackle current issues in the system. This will deliver more consistent and improved outcomes, a better experience for residents, and future financial stability.

This paper sets out our local vision for implementing the ambitions of the Long Term Plan in North Central London (NCL) and the work we are planning to achieve this – and in some areas, have already begun.



Our partnership aim

To have the greatest positive impact for the health and lives of North Central London residents.

Tackling health inequalities through becoming more effective in our planning of health services, become more efficient in the way we work and to develop collaborative working with our partners through integrated care.

We have a strong partnership approach to build on

In North Central London (NCL) we have made significant progress in partnership working on planning and delivering health and care services already.

- **NCL CCGs** – one Accountable Officer and Chief Finance Officer, with shared committees for acute commissioning, primary care and audit.
- **CCG and Local Authority relationships** – well-established partnerships across boroughs and through NCL programmes of work.
- **NCL local primary care transformation** – Federations and GP Neighbourhoods in place, with emerging Primary Care Networks across NCL.
- **North London Partners** – providers, commissioners, local authority, other key organisations and residents working together in a Sustainability and Transformation Partnership.

We have a strong success record of working together to deliver benefits for residents

Together, we have delivered successes across North Central London, including:

- Recommissioning a high quality NHS 111 service
- Providing 8am-8pm GP access seven days a week
- Joining up digital health and social care records
- Making it faster and safer for patients to get home from hospital
- Connecting up hospital specialities with primary care, with faster clinical advice
- Integrating neighborhood services, focused on improving quality and reducing unnecessary variation
- Four acute providers signed up to a shared staff bank (savings +£3m across NCL)
- A sector-wide nurse rotation programme underway

Recent NHS policy has set out the continued journey towards integration of services

The NHS Long Term Plan was published in January 2019 and builds on previous NHS policy direction.



2014



2016



2019

Headlines from the NHS Long Term Plan (Jan 2019)

The NHS will increasingly be:

- more joined-up and coordinated in its care
- more proactive in the services it provides
- more differentiated in its support offer to individuals.

Five major, practical changes to the NHS service model over the next five years:

- Boost 'out-of-hospital' care and reduce primary and community health services divide
- Redesign and reduce pressure on emergency hospital services
- People will get more control over their own health, and more personalised care
- Digitally-enabled primary and outpatient care will go mainstream across the NHS
- Local NHS organisations will increasingly focus on population health and local partnerships with local authority-funded services, through new Integrated Care Systems (ICSs) everywhere.

**The NHS Long Term Plan describes transition to Integrated Care Systems.
This would be supported by a single CCG in the North Central London area.**

The London Vision (2019)

The London Vision will focus on areas that only a partnership at London level can address, to make sure:

- Londoners get better outcomes regardless of who they are or where they live
- Mental health is treated with the same importance as physical health
- Londoners have greater control and choice of their health and care
- People receive good joined up care throughout their life regardless of which organisation provides the service

Over the coming months priorities and goals will be set. The work being undertaken across London to deliver the Long Term Plan will support the achievement of these goals.

Emerging Priorities

1. Reducing childhood obesity
2. Improving mental health of children & young adults
3. Reducing inequalities and preventing illness
4. Improving air quality
5. Improving sexual health
6. Reducing the impact of violent crime
7. Improving mental health
8. Improving the quality of specialised care
9. Making health and care more personalised and joined up at every stage of a Londoner's life from birth to end of life
10. Improving the health of homeless people



This is an opportunity to change how we work together and have a greater impact for the population of North Central London...

- Revising ways of planning services based on population health to maximise the impact we can have and reduce health inequalities in North Central London.
- Working to support borough based integration to increase the focus on residents, communities and prevention.
- Redesigning NHS commissioning – moving to one CCG in North Central London.

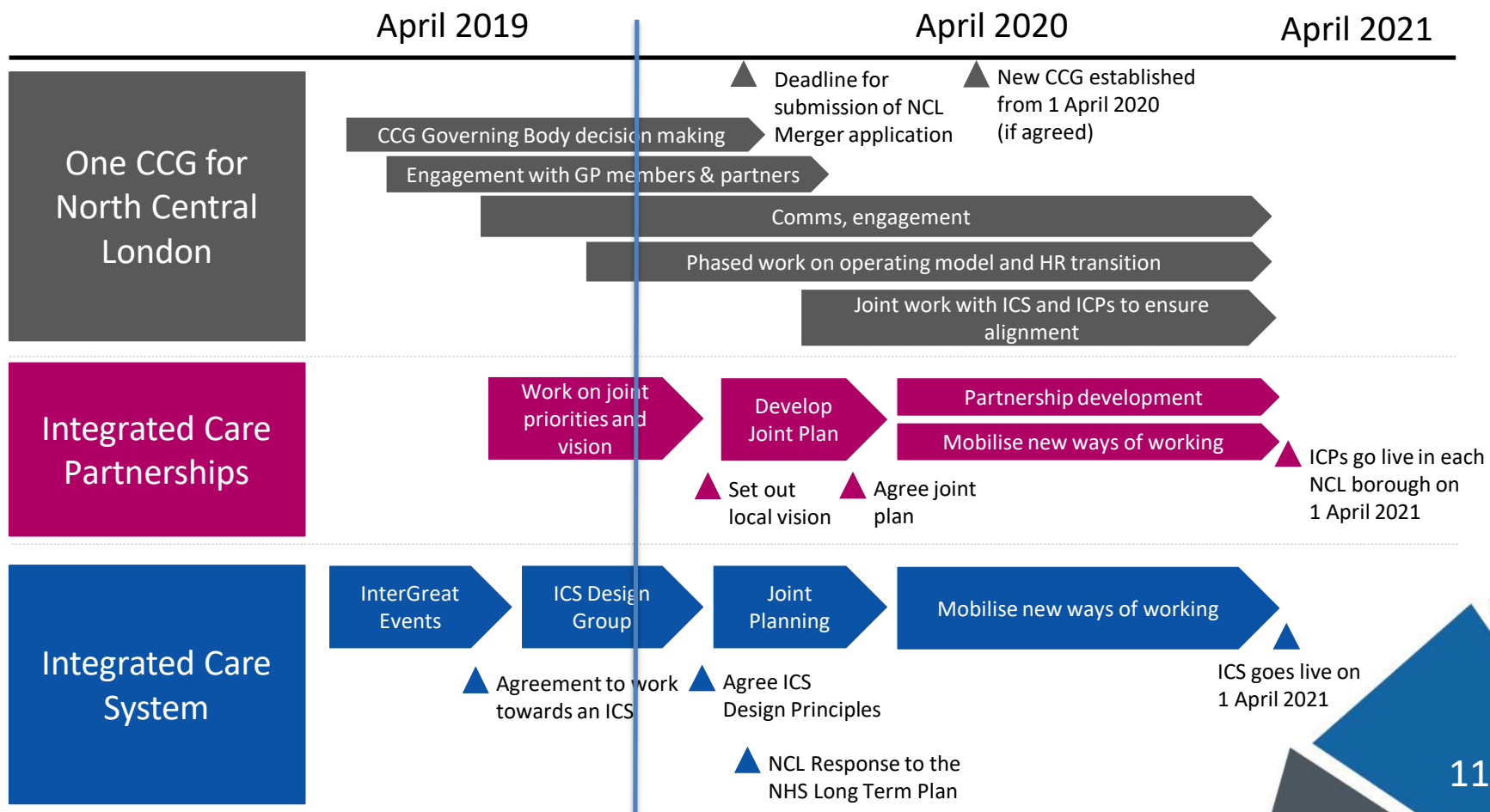
What does this mean for North Central London?

This is an opportunity to change how we work together and have a greater impact for the population of North Central London.

What?	Where?	Why?	How?
One CCG for North Central London	One Clinical Commissioning Group for North Central London, building on joint arrangements already in place for the five NCL CCGs	To redesign the way that we commission NHS services to enable and support the new Integrated Care Partnerships	Review of how we work to reduce transactional costs of the system and support ICPs
Integrated Care Partnerships	Five borough based Integrated Care Partnerships, aligned to borough boundaries	To enable borough based integrated working to improve service delivery and increase the focus on residents, communities and prevention	Jointly developed by leaders in each borough from the CCG, local authority, and service providers based on population needs
Integrated Care System	One Integrated Care System across NCL, building on our work together through the STP	To transform the way we plan services based on population health to maximise the impact we can have and reduce health inequalities in NCL	Bringing together boroughs to decide where consistency will improve outcomes for resident and which activities take place across NCL

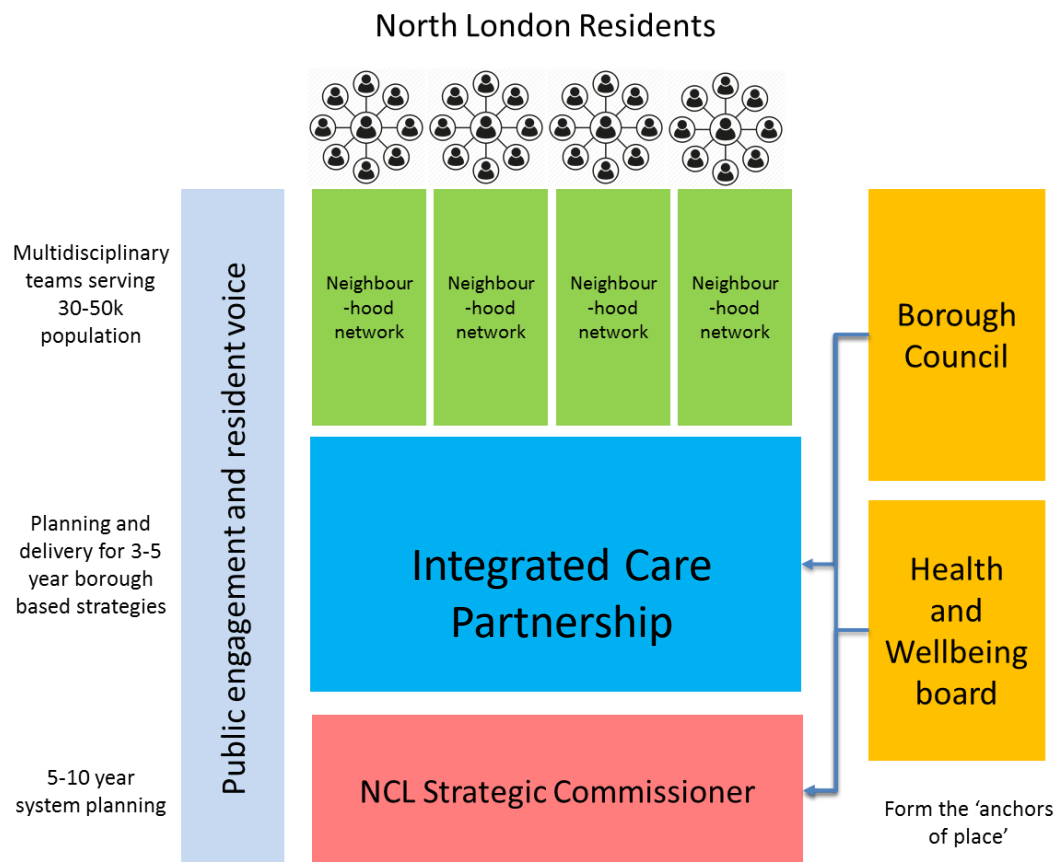
Road map to integrated care in North Central London

We will progress the three North Central London Change Programmes together to ensure we build a new system that works collaboratively to enable the benefits of integrated care to be realised.



Working towards an NCL integrated care system 2019/20

Together, system partners have begun to design what our Integrated Care System (ICS), with borough-based Integrated Care Partnerships, might look like.



Levels and functions: proposed working model

Set out below is the current working model for what could be best done at the different levels.

Neighbourhood

Multi-disciplinary teams working on population health basis with staff from:

- Social care
- Health (physical and mental health)
- Voluntary sector
- Community and residential groups

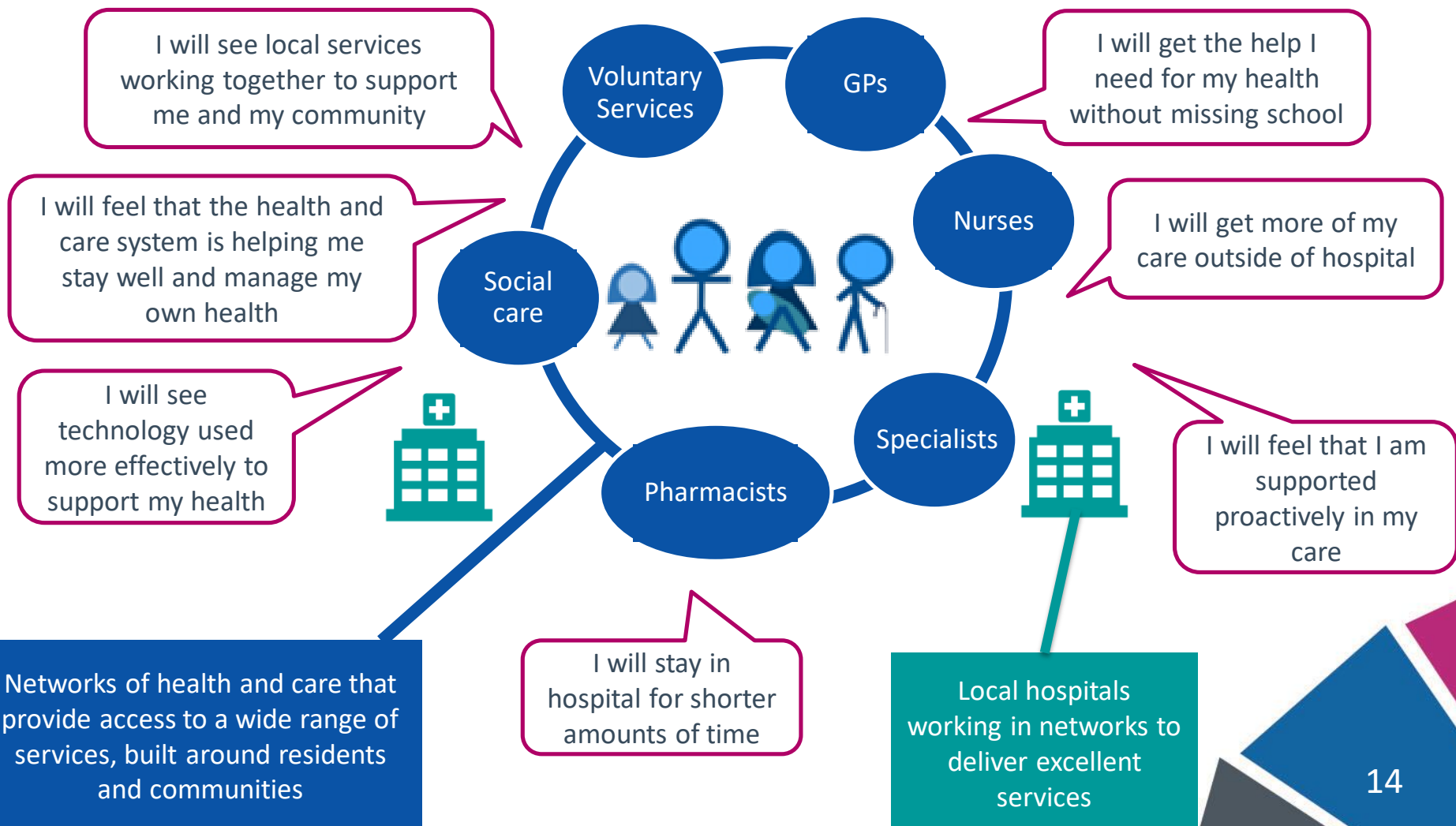
Borough

- Local acute services
- Primary care development
- Mental health
- Community services
- Pharmacy
- Social care
- Home care
- Children's services
- Learning disabilities services
- Discharge initiatives
- Out of hospital workforce development
- Health promotion
- Ring-fenced budget for collectively agreed activities
- Local narrative and engagement
- Collaborative provider and commissioner models/partnerships
- Wider role of local authorities in population health management, including housing and debt management

NCL wide

- Tertiary acute and mental health
- Prevention
- Care home market management
- Enabler programmes (digital, estates, workforce)
- Care pathway development
- Monitoring and evaluation capability
- Aligned financial incentives
- System operating and improvement plan
- Data platform
- Population health and care redesign (incl. networked acute care)
- Clinical and leadership development
- Neuro-rehab/stroke
- NCL strategy and outcomes
- Business planning
- Performance and reporting
- CHC hub and spoke coordination

A vision of what this will mean for residents



We are engaging widely to develop a shared vision on what Integrated Care will mean for....

<p>Staff</p>	<ul style="list-style-type: none"> • Closer working relationships with colleagues in the integrated system • A system that fosters innovation and talent • An improved working experience
<p>General practice</p>	<ul style="list-style-type: none"> • Clinical leadership - in NCL strategic commissioning, Integrated Care Partnerships and local primary care networks • A system that develops clinical relationships across settings • Community services linked to primary care networks • Improve consistency of outcomes across NCL
<p>Local Councils</p>	<ul style="list-style-type: none"> • Stronger integration of care and health planning • Closer borough partnership working on delivery of services • Greater progress in reducing inequalities for residents
<p>Providers</p>	<ul style="list-style-type: none"> • Stronger collaboration around the delivery of high quality care • Greater whole system focus on prevention • Accelerated streamlining of systems and processes • Less bureaucracy and 'red tape' • Simplification of contracts



Involving our partners and residents

- Input is being sought by NCL health and care partner organisations, from: our staff, CCG members, clinicians, the voluntary and community sector, scrutiny colleagues, patients and residents
- A residents survey is now live – asking about local people's priorities, concerns and ideas for future services. This is running until the end of August.
- Details on how residents can get involved in local borough discussions can be found on each CCG's website:
 - <http://www.camdenccg.nhs.uk/>
 - <http://www.haringeyccg.nhs.uk/>
 - <http://www.barnetccg.nhs.uk/>
 - <http://www.islingtonccg.nhs.uk/>
 - <http://www.enfieldccg.nhs.uk/>