

## Chief Officer's Report

September and October 2017

### Purpose

This paper provides a summary of the key areas of business led by the Chief Officer in the CWHHE CCG Collaborative. The CWHHE collaborative comprises of NHS Central London, NHS West London, NHS Hammersmith & Fulham, NHS Hounslow, and NHS Ealing CCGs. The report is a standard report across the five CCGs.

The report covers the following areas:

- Sustainability and Transformation Plan (STP); and Delivery Areas (DAs);
- Quality and Patient Safety;
- General Data Protection Regulation (GDPR).

### **Sustainability and Transformation Plan**

Since the last report we continue to reprioritise our sustainability and transformation plan to ensure national and strategic priorities remain aligned with local requirements. To deliver our plan, the partnership remains focused on five areas (appendix 1). **The publication of a public guide for the priorities for the NW London health and care partnership has been developed and distributed.** It provides a consistent and clear guide to our work and will be kept up-to-date and published regularly. The [healthier NW London](#) website has also been updated to reflect the guide and the work that is going on across NW London.

(The public guide is available [here](#)).

### **Delivery Area 1 – Improving Health and Wellbeing**

#### ***Reducing Harmful Drinking (Alcohol Prevention Services)***

As part of Improving health and wellbeing programme this area remains focussed on supporting local people to live healthier lives, promoting mental wellbeing, giving children the best start and making every contact count (MECC). Our Delivery Area 1 teams have been focusing on reducing harmful drinking (alcohol prevention services), in particular the development of three business cases to implement the NICE standard to have alcohol care teams in NW London hospitals. Brent, Ealing and Harrow are our early adopters.

Ealing continues to progress well with the **conduct disorder prevention** project; in September 2017 the initial data collection commence and seven schools have been recruited into the Parenting Training programmes seeing each school paired with a Health Care Professional alongside the commencement of training.

The national **making every contact count (MECC) project** continues to gather momentum with MECC training for NHS & Local Authority front-line staff which has been running for three months; this is now being rolled out across the Tri-borough (Kensington & Chelsea, Westminster and Hammersmith & Fulham), Brent, and Harrow, with Hounslow's getting underway in November 2017. Ealing continues to lead on the 'Train the Trainer' model to embed MECC into broader practice. There has been strong engagement with probation services (which has made the training mandatory), the voluntary sector and primary care.

In October 2017, the first NW London **Prevent Network** was held; the event illustrated the great importance and power in the stories told by our experts gained through experience, and there is a need to keep sharing and vocalising these stories, as well as others, to influence changes in practice.

### **Delivery Area 2 – Better Care for People with Long Term Conditions**

As part of the programme to provide better care for people with long term conditions, the DA 2 work stream priorities remain to invest and support GPs and their teams, improve cancer screening, improve support for people with long term conditions and mental health, provide the right care every time and support people to take control of their own health.

Our local services team, as part of DA 2, continue to support the eight NW London CCGs in development of their local primary care delivery plans and delivering against our milestones for the GP Forward View programme.

### **Primary Care Access**

The release to CCGs of the £4.1m Extended Access allocation for 2017/18 assisted our achievement of 100% coverage of Extended Access to primary care in evenings and weekends in NW London. Further work is now underway to link the 111 service to the Extended Access hubs to enable direct booking for primary care referrals from 111. In addition, a number of CCGs have signed up to procure 'MJOG', a patient text messaging system, designed to help reduce the number of 'Did Not Attends' (DNAs – i.e. patients not making it to a booked appointment) and give patients a better experience of the service.

Communication materials have been developed and rolled out to support all eight CCGs launch their GP extended access programmes. The communication campaign has included:

- posters and flyers sent to GP practices, UCCs, pharmacies, libraries;
- flyers handed out at engagement events;
- adverts on GP waiting room screens;
- emails to GP practice managers to promote services and key messages, explain use of materials, request answer machine message to advertise appointments and advertisement on patient prescriptions;
- emails to trusts and local authorities asking for support in promoting key messages;
- a press release to local media within each CCG - good coverage achieved across all CCGs; and
- text for GP practice websites.

### **Online Consultation**

As part of the online consultations development, a small group of patients has been testing the symptom checker during September 2017, spanning six patient focus groups and a wide demographic area. As a result of this valuable exercise along with our partners, the decision has been made to not proceed with the proposed Babylon pilot.

However, we have 17 pioneer GP practices, Imperial College Health Partners and Health Education England (NW London) all working to develop an alternative. During November 2017, GPs are being invited to give input on the next steps and how we might shape digital access to general practice.

We have launched the first two of the CCG / GP Federation Provider Maturity Evaluations as part of our development of 'at-scale primary care'.

The effective running of general practice underpins the development of primary care at scale. At a co-creation event held with practice managers the design of a postgraduate programme is part of a bigger programme and is designed to enhance the capabilities of practices, helping to better ensure the resilience of primary care across NW London. 18 General Practice Managers are enrolled on the programme which is supplemented by action learning sets in which real challenges can be worked through as a peer group. The programme concludes in January 2018.

Based on learning from the merger of three practices (90 staff), a toolkit has been designed to support practices to address primary care workforce shortages and create a more sustainable way of working that allows the workforce to be utilised in a more consistent, creative and economical way.

The toolkit has been shared with all CCG Primary Care leads to work with practices to embed it locally.

### **Improving Care for People with Diabetes**

Providing better care is also about ensuring we cut the risk of residents developing a long term illness through consistent, proactive and coordinated care – the right care, at the right time. The diabetes programme has been successful in gaining further central funding to support these ambitions and the two healthcare awards have now become three with the addition of the Diabetes Prevention (Primary Care Innovation) award. We are also delighted to report that the process for recruiting to the key clinical roles is progressing well as is the recruitment to key analyst roles. The overarching programme plan was created and shared with NHS England to a positive response.

We are currently working on producing a package of inspirational story-videos from patients with diabetes in a range of local languages. The launch of our structured education hub is planned for 14 November 2017 - World Diabetes Day.

The referral period for the diabetes supported structured education app pilot concluded at the end of August 2017 with 328 patients having signed up across six of the CCGs in NW London. Early indications of its impact show an 8% reduction in bodyweight for patients who completed the course. We are now focusing on qualitative and quantitative evaluation of the pilot and have set up patient focus groups for November 2017. In addition, we have also created a number of powerful motivational video case studies to share with patients and the communications team are supporting the development of a new NW London diabetes website. The website will be launched on 14 November 2017 (World Diabetes Day) at an event in Brent Civic Centre. The new website will include translations and video resources in local languages.

### **Self-care – Patient Activation Measure (PAM) Assessment**

As part of supporting people to take control of their own health and feel confident to do so, the assessment of how well individuals and carers can manage is underpinned by self-care. The Patient Activation Measure (PAM) assessment project within CWHHE CCGs stands at 1,996 for 2017/18 bringing the total activity for the project to 4,821. Hounslow achieved the highest rate of activity in September 2017 for CWHHE CCGs (285 in August).

The **Health Coaching programme** promotes and embeds a motivational approach to enable self-care through empowerment, behaviour change and increased patient responsibility. A Legacy programme was held in quarter two to provide supplementary development to embed the training for the 270 health and care professionals and 14 clinicians from the 'train the trainer' programme. This was delivered through reflective workshops and master classes.

Building on the success of the programme, TPC Health were commissioned to deliver health coaching to carers to provide training for up to 100 carers. The programme delivered health coaching workshops to 68 carers (Brent – 15 participants, Tri-borough – 13 participants, Hounslow – 22 participants, Ealing – 18 participants.)

In addition, over this period we have also made successful submission of PAM progress reports to NHS England for all eight NW London CCGs and achieved agreement to align current licence allowance to 2017/18 NW London targets. Further, we delivered a PAM Case Study Video, reflecting on NW London Health Professionals use of the tool in collaboration with NHS England. A carer PAM pilot is in development within Harrow local authority to provide an evidence-based approach to expand across NW London and this is due to commence in quarter 3.

As part of our improved support for people with long term illness, we continue to **Improving Access to Psychological Therapies (IAPT) and develop service models for people with Common Mental Health** needs. Seeing the service delivery model for Wave2 integrated IAPT includes the placement of 21 Psychological Wellbeing Practitioners and 26 High Intensity. Nine High intensity trainee therapists have been recruited and started at the beginning of October 2017. Current performance indicates that NW London will be on track to achieve its Wave2 project and LTC target. As part of making sure that training remains accessible to staff an online training module is in development and will be available from October 2017.

### **Mental Health Transformation**

Health Education England (HEE) published *Stepping forward to 2020/21: The Mental Health Workforce Plan for England*, which was presented at the Workforce Transformation Delivery Board in September. The team will work with HEE NWL, and the Mental Health and Wellbeing Transformation Team to consider the specific STP challenge / growth trajectories and agree NWL's response to the plan. A collaborative piece, data collection is underway with WLMHT and CNWL to inform an analysis of pay rates (including a review of inner and outer London weighting, allowances, reward and recognition schemes) for substantive and bank clinical staff groups to understand where there are opportunities for a coherent pay strategy across the two trusts.

### **Delivery Area 3 - Improving Care for Older People**

Our aim of getting the whole health and care system working together for older people by the coordination of health care services, sees the Ealing hospital project **Response at a Time of Crisis** - which is about diverting patient from the A&E setting - is indicating that 60% of patients who have been seen avoiding hospital admission. The pilot went live in August 2017 and the evaluation of the first three weeks is positive in demonstrating that there are a number of older people who could benefit from these types of pathways during peak times from Monday to Friday. As part of this work, a Rapid Response Dashboard has been endorsed by commissioners and providers. As our providers continue to develop these alternative pathway improvements we see a soft launch of the frailty pathway in Northwick Park A&E commenced in early September 2017.

#### **Transfer of Care: Home First (also known as Discharge to Assess)**

All acute sites have now completed their eight week pilot phase of Transfer of Care Home First scheme with over 500 patients being discharged on the Home First pathway across NW London (as at the end of October 2017); this has resulted in a QIPP saving with DA3d and DA5b 'Reducing excess bed days' in Quarter 1 2017-18.

**Our Last Phase of Life Project** continues to develop its telemedicine and is in the process of finalising the funding agreement between Social Finance and the CCGs as a result of this the 111 \*6 pilot is to be extended for an additional two months for NW London and North Central London.

#### **Delivery Area 4 - Improving Mental Health Services**

Within this DA4 area, our focus remains on improving mental health outcomes with projects that support adults with serious long term mental health needs (SLTMHN) all stakeholders have been positive about the proposed serious and long term mental health care and support model. The support models focuses on crisis prevention, timely and appropriate response to crisis when it occurs, and care in the least intensive setting that is safe. These were seen as improvements by careers and users.

As part of the programme, our objective of targeting support for specific groups of people sees **Positive Behaviour Support** training offering 16 courses for social care support staff across the eight boroughs. These focus on any staff supporting children and adults who experience behaviour difficulties, have learning disabilities, autism or a mental health need. This has proved popular with some boroughs being oversubscribed and the team at S&T are currently investigating whether this training can be extended.

As part of working with the hospitals, police, ambulance services, GPs and local authorities to improve care for people experiencing a mental health crisis see our DA4 project **Crisis Care** project make a proposal to develop an overarching strategy for an integrated crisis care pathway between mental health and urgent care system has been agreed by the NW London Clinical Board. A scoping and planning exercise is being undertaken with key stakeholders to develop a roadmap for redesign of the pathway. This will also consider the section 136 pathway and the reconfiguration of the Health Based Places of Safety.

Part of making it easier for **children, young people and their families to access mental health support**, when and where they need it has resulted in a refresh in our Transformation. A workshop is to take place on 3 November 2017 to develop an effective and streamlined long term crisis pathway.

#### **Delivery Area 5 - Safe, High Quality Sustainable Acute Services**

To provide safe, high quality and sustainable hospital services, by making sure we improve commissioning of specialised services, is paramount so our Delivery Area 5 has been continuing our work on the Capital business case to support clinical improvements ("SOC1").

**The Strategic Outline Cases part 1 (SOC1)**, which request over £500m to invest in buildings and facilities for GP practices and hubs across NW London and acute hospitals in outer NW London, were approved at the NHS Improvements Resources Committee. SOC1 was then considered at the NHSI Board meeting on 28 September 2017, and further information and assurances were requested.

We continue to develop, in parallel, both a number of outline business cases (OBCs) for community hubs as well as the programme of work with relevant stakeholders to develop the models of care that will support local hospital development.

Under the umbrella of organising hospital services we continue to see the adapting and organising community and hospital services, with **improvements in the delivery of women's services and children's services**, the Early Adopters postnatal work stream developed several tools (personalised care plan, discharge booklet, photo booklet) to be implemented from mid-October 2017. The NW London Better Births draft implementation plan was submitted to the CCG Quality Committees for review.

The paediatrics transition evaluation report and Ealing CCG decision on the Rapid Access Clinic pilot, Patient Transport Services and UCC were signed off by Ealing Governing Body on 20 September 2017.

Four new Paediatric Assessment Units ("PAUs") were opened for children who arrive needing assessing and treating but not an overnight stay in hospital. Our major hospitals are now making great progress against the associated Acute Care Standards for Children and Young People.

### **Radiography and Diagnostics**

DA 5 is about safe, high quality and sustainable hospital services, and an important factor within this is working with providers to continue to improve hospital services by making sure hospital patients get the right tests, and expert advice. As a result of the publication by the Society of Radiographers Career framework, teams within NWL have established a Faculty of Practice Educators with the aim of improving the training and development of radiographers. This innovative new role was developed in NW London and we now have published a Day in the Life of a Practice Educator to show how they are making a difference to radiographers and patients in NW London.

### **New Inpatient Models of Care**

Have been piloted at all four acute trusts in NW London, looking at innovative ways to make sure patients get the best care possible in hospital wards seven- days-a-week. These pilots have focused on enhancing hospital services at weekends and developing better working relationships in the multidisciplinary team. The teams tested new ways of working involving medical, pharmacy, therapy, phlebotomy, and nursing staff. The results of the pilot demonstrated improvements to patient flow and quality of care – the changes made during pilots made significant improvements to patient's recovery, particularly patients returning home up to 2.2 days earlier, or receiving therapy at an earlier stage.

Using evidence generated from pilots, the 'seven day therapy proposal' has been submitted to CWFT and ICHT for trusts approval. The proposal recommends the implementation of a seven day therapy rota prior to winter to help reduce length of stay, improve flow and increase winter resilience.

### **Workforce - Enabler**

The Strategic Plan has been refreshed and was approved by both the Workforce Transformation Delivery Board and Joint Health and Care Transformation Group in September. The strategy is centred on four workforce priorities that cut across all five STP delivery areas.

An outline strategy and delivery plan for primary care workforce across NW London has also been developed. The strategy is focused on delivery of the STP objectives pertaining to primary care alongside delivery of the General Practice Forward View (GPFV) and workforce related elements of the London-wide Strategic Commissioning Framework (SCF). The strategy has developed a two-tiered approach. The first is designed to support and empower practices and practice groups to tackle their individual workforce situations relating to activity and capacity. The second is designed to deliver practical STP level initiatives and share best practice to drive transformation from within the primary care workforce.

Following the successful bid made to HEENWL of £500k to support the delivery of the STP, the Workforce Transformation Delivery Board have approved the areas that were identified and progress is now underway on each of the following areas:

- a pilot to develop the workforce and wellbeing of NWL care homes and their communities including a leadership programme for 140 care home managers and bespoke training for care home clinical leads (DA3);

- a pilot in new ways of working across ten practices to embed multidisciplinary and integrated working in primary care hubs, that should impact around 95 staff (DAs 2,3,4);
- supporting and developing the capacity and capability of family carers to shift focus towards prevention and early intervention (DA2);
- identifying and developing change capability to deliver transformation across NW London; up to 30 change coaches will be developed (all DAs); and
- training for 1,000 staff to embed new ways of working to simplify discharge pathways across NWL – ‘Home First’ (DAs 3 and 5).

### **Change Academy Phase 2**

The second cohort of the Commissioning for Outcomes and Integration programme launched in September 2017 with six teams; Commissioning Better Care Homes (Ealing), Joint Commissioning for Care Home Quality (Kensington & Chelsea, Westminster and Hammersmith & Fulham), Accountable Care Partnerships (Harrow), Fracture Liaison Service (Brent, Ealing and Harrow), Reducing Urgent Admissions and Effective Discharge (Hillingdon) and Developing Primary Care at Scale (West London). Teams attended their second of four workshops on 9 October 2017.

High Performing Care and Leading Transformation Programme teams continue to access dedicated team-based coaching support through their Change Coaches. Two webinars (quality improvement and coproduction) and two action learning sets have been held. The majority of teams have undergone changes to membership with an impact on project scope and delivery, which their Change Coaches are supporting them through.

### **GP International Recruitment**

A new wave of applications for the international recruitment of GPs falls on 1 November 2017, with a further application round due by 10 January 2018. (Applications are now mandatory). Revised guidance will be circulated once issued by NHSE. We are engaging with the primary care leads to send out an expression of interest form to each practice to identify appetite for international recruitment. We will follow up with calls to help build the case for each practice.

### **HR Directors’ Network Collaborative**

The NW London HR Directors’ network are leading on eight collaborative priority projects, including initiatives to baseline and redesign occupational health services to improve service productivity, and reduce costs and improve employee wellbeing. The project is also focused on using the collective buying power of the ten trusts to improve the procurement of HR systems including rostering software. Work is on-going with medical directors to develop an implementation plan to support the design for a procurement route to reduce costs, a review of the occupational health services at Imperial has identified £420k of savings and a working group of OH leads are planning to develop standardised processes for pre-employment and sickness absence processes using Lean principles.

### **Quality and Patient Safety**

#### **Infection Prevention and Control**

The main Infection, Prevention & Control (IPC) focus at present and going forward is the implementation of the proposals and plans to reduce E. coli bloodstream infections as part of a national ambition set by the government. The proposal has been jointly formulated with BHH CCGs as it is hoped that a NWL approach to this ambition would yield better results for our population. The proposal has been shared and agreed with all NWL Providers and the first collaborative steering group meeting will be held in November 2017.

In view of the IPC challenges faced by most of our care home providers last year, the IPC Lead will be undertaking Infection Control training sessions targeted for senior clinical care home staff. It is hoped that the training session will help raise IPC awareness with particular focus on outbreak management and pandemic flu.

Winter preparedness leaflet encouraging staff to stay well this winter including the need to have flu vaccination was produced by CWHHE CCGs’ IPC lead to be circulated by NWL Communications Team to all staff.

### **Quality and Primary Care – Update: Practice Nurse Celebration Event**

On the 3 October 2017 an educational celebration event was held at the RCN headquarters for practice nurses acknowledging their contribution to the delivery of primary care services. Topics covered included Sustainability and Transformation Plans, delegated commissioning with updates from the Community Education Provider Network lead nurses which culminated in a planning session for future primary care nursing events.

### **Research and Development: SCAMPI: Self-Care Advice, Monitoring, Planning and Intervention**

Eight new research projects that will help people self-manage chronic conditions at home while linked to support from carers and clinicians, have been announced by the Engineering and Physical Sciences Research Council which is funding the work with a £10 million investment and CWHHE CCGs are part of one of these which is known as SCAMPI: Self-Care Advice, Monitoring, Planning and Intervention.

SCAMPI's prime objective is to prototype a new computerised toolset to support the more seamless care planning, monitoring and interventions by people with chronic conditions and their carers. To achieve this, a team of leading researchers in computer science, the health sciences and digital business at City, University of London will co-design, prototype and evaluate the feasibility of the toolset with people with two example chronic conditions - dementia and Parkinson's disease. The researchers will work closely with the Alzheimer's Society and Parkinson's UK in order to engage people with these conditions, their families, carers and disease experts.

The projects have different emphases, some will concentrate on how systems can be made more intelligent and interpret data coming into them, while others will develop and refine sensors and monitoring equipment and ensure they can be accessed securely.

The research will explore how to improve the use and development of networks that connect patients, and those supporting them, to clinicians and treatment. It will investigate how using wearable devices like sensors, smart-watches, activity and heart rate monitors can allow clinicians to get the right sort of data to advise and assist patients to make choices.

Project partners include: Parkinson's UK; Evalucom Consulting Limited; NHS Sutton Clinical Commissioning Group; CWHHE CCGs Commissioning Collaborative; My Home Life; Alzheimer's Society. The grant total awarded for this bid is £0.98 million.

### **Safeguarding – Update: New Assistant Director of Safeguarding**

Molly Larkin has been appointed to the Assistant Director of Safeguarding for the CWHHE CCGs Collaborative. Some of you will recognise Molly's name from the excellent work she has led across NHS Hammersmith and Fulham, NHS West London and NHS Central London CCGs as their Designated Adult Safeguarding and Clinical Quality Manager.

### **NW London Digital Information Governance and General Data Protection Regulation (GDPR)**

The General Data Protection Regulation (GDPR) will apply in the UK from 25 May 2018. The government has confirmed that the UK's decision to leave the EU will not affect the commencement of the GDPR. The GDPR applies to data 'controllers' and 'processors'. The definitions are broadly the same as under the existing Data Protection Act i.e. the controller says how and why personal data is processed and the processor acts on the controller's behalf. If you are a processor, the GDPR places specific legal obligations on you; for example, you are required to maintain records of personal data and processing activities. You will have significantly more legal liability if you are responsible for a breach. These obligations for processors are a new requirement under the GDPR.

The NW London Digital Information Governance Group is currently commissioning work by Information Governance (IG) specialists to assure itself that existing digital information sharing agreements and IG processes in place across NWL remain valid, and if not, of necessary changes. This work is expected to conclude by the end of 2017 with all recommendations implemented by May 2018.

**Clare Parker**

Chief Officer CWHHE CCGs

31 October 2017