

Chief Officer's Report

January and February 2018

Purpose

This paper provides a summary of the key areas of business led by the Chief Officer in the CWHHE Clinical Commissioning Groups. CWHHE comprises 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;
- Quality and Patient Safety; and
- North West London CCGs' Business Intelligence (BI) Re-procurement and BI Interim Solution.

Sustainability and Transformation Plan

Work continues to refresh and reset priorities against our delivery plans, particularly in Delivery Area 1 DA1 – specific detail is contained within the report. The implementation of various models, pathways and initiatives to improve the quality of services and the care experienced by patients and their families across NW London continues and is benefiting from a variety of funding streams and training initiatives that have been secured.

The content below highlights some key development made since the last reporting round.

Delivery Area 1 – Improving health and wellbeing

This area remains focused on supporting local people to live healthier lives, promoting mental wellbeing and giving children the best start in life. Due to challenges including the wide remit of this area and limited resources, we are currently engaging with stakeholders to review priorities and strategy.

- **Suicide Prevention**
Thrive London and Ealing Local Authority have organised a NW London Suicide Prevention workshop to share learning. The key outcomes identified were the need to work together as a partnership across sectors (LA/CCG/Trusts/third sector) and at a local and NW London level to develop multi-agency suicide prevention plans. A proposal to take this work forward at an STP level has been developed but consensus is required for whether or not this workstream is prioritised and resource allocated.
- **Rollout of the national Making Every Contact Count programme (MECC).**
The MECC training has been extended for a further six months to enable further roll across NW London. Making Every Contact Count supports clinical and non-clinical staff in their day-to-day interactions with the wider NW London public. This is to encourage behavioural changes that have a positive effect on the health and wellbeing of individuals, communities

and populations. Training has taken place in Central London, West London, Hammersmith & Fulham, Brent, Harrow and Hounslow. The team is working with the Maternity Transformation Team to develop tailored antenatal MECC training specific for staff caring for pregnant women. The aim of this is to promote healthier lifestyles, for pregnant women and their children.

- **Physical Activity**

Ealing “Let’s go Southall” was successful in its bid for a share of £100 million funding from Sports England and will be working with the local community and key stakeholders to improve the physical health of Ealing residents

- **Health Benefits of Employment**

CCGs have committed to match funding with Local Authorities and the Social Impact Bond (1.2 million) for the Work on Individual Placement Support (IPS). The aim is to develop employment support for adults with addictions.

- **Alcohol**

Although the proposal for alcohol care teams in acute hospitals in London North West Hospitals Trust is unlikely to be endorsed, Brent CCG is further developing this model locally. The purpose is to assess the feasibility of implementing a team at Northwick Park Hospital.

Delivery Area 2 – Better care for people with long term conditions

- **Primary Care Access**

The team is delighted to confirm that during this third quarter, in addition to normal opening times, GPs and nurses are offering patients appointments in the evening, at weekends and on bank holidays. Residents can book these additional appointments by calling their GP practice. Alternatively they can call NHS 111 when their own practice is closed. These appointments are available for routine consultations and also in an emergency. The majority of CCGs have seen an increase in utilisation in quarter three, following a very extensive NW London-wide communications drive.

- **Provider Development**

February reporting on the resilience programme for NHS England has demonstrated that NW London has spent 89% of the funding available to increase the resilience of GP practices. The Local Service team has supported this process by providing bespoke guidance on what is required to meet the national requirements.

- **Practice Infrastructure – The Online Consultation Plan**

This programme aims to offer online consultations in primary care to increase digitisation of the NHS by offering a new way for residents to gain clinical advice. The first Online Consultation project delivery group was held in January and this group will take forward plans to roll out online consultations in primary care across NW London. Stakeholder engagement has begun and a procurement process is being developed based on the views of both GPs and patients.

- **Long Term Conditions and Mental Health**

The Long Term Condition (LTC) top-up training continues to be rolled out, with over 60 Psychological Wellbeing Practitioners/counsellors having completed the 2-day LTC top-up workshops. A mapping exercise has been completed to identify key referral points to IAPT services (Improving Access to Psychological Therapies) across Diabetes and COPD care pathway. Work is now underway to develop a joint work plan to help drive the talking therapies-diabetes care pathway development.

- **Diabetes**

The diabetes transformation programme is delivering to 4 key projects. £2.3 million funding has been awarded by NHS England to prime the programme, recognising that the benefits will be realised over a longer timescale. A full business case has been developed that is being considered in the CCGs This is being incorporated into 2018/19 QIPP programmes and is made up of:

- Project 1 - Increasing uptake of structured education, so that people with diabetes understand and can manage their condition.
- Project 2 – Reducing Unwarranted variation in the 3 Treatment targets of HbA1c, Blood pressure and Cholesterol.
- Project 3 – Reducing amputations by improving access to the multi-disciplinary diabetes foot team .
- Project 4 – Implementing Healthier You - the National Diabetes Prevention Programme (Type 2 diabetes).

- **Digital Self Care**

We are helping people with Chronic Obstructive Pulmonary Disease (COPD). All eight CCGs have agreed to implement myCOPD digital tool in 2018/19, which helps to enable patients to self-manage their condition. A total of 4,852 licences have been secured through NHS England Innovation in Technology Tariff (enough to cater for 20% of those recorded as having COPD).

Evaluation of the diabetes digital apps showed average weight change for participating patients of 3-4 kg and an average hbA1c reduction of 6-8 mmol/mol. These are significant positive changes in managing a person's diabetes. In addition, focus group feedback from trial participants was positive.

The Patient Activation Measurement (PAM) assessment tool helps to assess someone's ability to self-care. PAM activity for quarter three totals 8,578 across NW London bringing the total assessments to over 15,000. The January PAM report for CWHHE CCGs showed strong activity for Hounslow (550) and West London (240). NHS England PAM plans for 18-19 have now been submitted for NW London (58,000 target).

- **Primary Care Workforce Transformation**

As part of our commitment to GP recruitment and achieving the General Practice Forward View, we submitted expressions of interest for 40 GPs from across North West London via the International GP recruitment (IGPR) programme, surpassing the original STP target (of 37 expressions of interest). Interest was received from 6 CCGs and all expressions of interest represent real-time vacancies. Our bid for wave 3 was successful, and the Strategy and Transformation team are developing a programme plan, including recruiting an IGPR Practice Manager and Clinical Lead (funded through the national programme). There will be a further opportunity for practices to express an interest for wave 4.

Baseline data has been submitted to the General Practice Nursing (GPN) 10 Point Plan Delivery Board with a proposed trajectory for GPN recruitment of 5%, 8% and 10% above baseline over the next 3 years. £34k mentorship monies are being awarded to support the development of nurse mentorship across the STP. An innovative proposal was submitted which utilises a local pool of experienced GPNs on a sessional basis to act as facilitators to mentorship. The bid was supported by Health Education England North West London (HEENWL) and the Community Education Provider Networks.

The draft NW London Primary Care Workforce Strategy is undergoing a final phase of engagement with Primary Care Commissioning Committees, and the Local Medical

Committee. Feedback has been positive, and comments will be incorporated into the final draft strategy, for consideration by Governing Bodies in March.

Delivery Area 3 - Improving Care for Older People

- **Response at time of crisis**

The project team continues to support the implementation of A&E front-door frailty multi-disciplinary teams (MDTs) in NW London. Based on acute hospital sites, the MDTs aim to deliver holistic, safe and efficient bespoke care, minimising the likelihood of inappropriate frail elderly patients being admitted to hospital.

The front door frailty service at Northwick Park resumed full operation as a proof of concept on 29 January 2018 following a period of leave for the locum geriatrician lead. Frailty nurse practitioners are deployed to work in the A&E department to support hospital flow with particular focus on older patients presenting who would benefit from a full geriatric assessment. The Rockwood patient frailty score provides a consistent method of highlighting the appropriate patient cohort and is used increasingly by Ambulance staff, A&E clinicians and therapists to flag opportunities for rapid intervention within 2 hours of arrival at hospital.

At Ealing Hospital the second wave of the front door frailty pilot was paused in January 2018 due to challenges with regard to the appropriateness of referrals. Data on patients triggering the frailty score of the original pilot was collected and analysed by the project team and will be presented at the NW London Geriatricians group on 19 February 2018.

The project team presented plans to the West Middlesex Hospital Frailty Steering Group on 12 February 2018 and received permission to move ahead with the pilot. The start date and requirements for the pilot were agreed at the Operational meeting (12 February 2018) to commence from 26 February 2018. The pilot will run for eight weeks initially, followed by a subsequent review of outcomes.

- **Home First (also known as Discharge to Assess)**

Roll-out of the Home First discharge pathway continues across NW London, with the participating sites at varying stages of implementation.

Over 1300 patients have been discharged on the Home First pathway across NW London as of 19 February 2018.

Northwick Park Hospital has seen an increase in winter funding from Harrow CCG allowing for increased investment in staffing. Subsequently, discharges through the pathway reached double figures for the first time (week of 05 February 2018) since pilot commencement. There are early signs that the internal Trust discharge work stream facilitated by Hunter Healthcare is having a positive effect on ward referrals.

An agreement was reached at Chelsea & Westminster on the content for a presentation to the Operations Board on the future of Community Independence Service (CIS) liaison, with next steps agreed for taking forward Home First and maximising numbers.

At the West Middlesex Operational leads meeting in early February, it was agreed to map through the pathways for split-borough discharges. Additional transportation resources will be available for Home First from May 2018 to enable patients to be taken home by staff for assessment

A pathway simplification plan and phasing plan was presented to the Ealing Hospital Strategic Group on 29 January 2018. Further work on resource/activity planning was requested. The project team are currently conducting activity mapping to enable a phased approach to

pathway simplification. The first stage of activity mapping was undertaken by the project team and Home Ward manager on 29 January 2018.

- **Intermediate Care and Rapid Response (IC and RR)**

This programme consists of two main areas of focus. Strategic work to develop consistent intermediate care across NW London and focused work to enable London Ambulance Service (LAS) to refer directly to intermediate care and reduce conveyances to A&E.

Continued increase in referrals from LAS to Rapid Response teams across NW London has been achieved following the re-launch of the LAS admission avoidance pathway and extensive engagement and training.

Through each CCG's communications and engagement team, the LAS Admission Avoidance Pathway has been promoted to all GPs. A press release on the LAS admission avoidance was picked up by local media outlets across NW London.

An understanding of the extent of NW London ambulance calls relating to 'catheter problems' and the effect they have on LAS demand has been established via a demand mapping process. A subsequent benchmark analysis was undertaken of district nursing services commissioned across the eight NW London CCGs. A workshop was held on 19 February 2018 with community providers and commissioners to develop catheter care pathway to reduce unnecessary conveyances to A&E.

The project team continues to work closely with all boroughs to outline a programme of work to develop comprehensive intermediate and home care services.

A baseline assessment of eligibility criteria for intermediate care beds across the eight NW London CCGs was completed with a view to agreeing minimum standards across NW London by quarter 1 (2018/19)

- **Last Phase of Life (Telemedicine)**

The project team continues to work toward implementing the NW London telemedicine service for care homes to support residents in their last phase of life.

Following the soft launch of the service in December 2017, a Telemedicine Joint Programme Group with membership from all CCGs has been set up.

A full implementation plan is in place to ensure rollout of the service from April 2018.

A memorandum of understanding and contract variation documents exist between Social Finance and the providers and between both providers respectively. The team continue engagement with all care homes to support procurement and installation of teleconferencing support in care homes.

- **Enhanced Care in Care Homes**

Alongside the telemedicine programme a number of other initiatives are being taken forward to support care homes.

Training and engagement activities for the hospital transfer pathway (red bag scheme) were completed for Brent, Harrow and Ealing and the scheme went live on the 5 February in Brent, Harrow and Ealing. Plans are under development for roll out across the remaining boroughs.

A care home manager leadership programme has been commissioned by NW London CCGs with funding from HEENWL. Through an open procurement process, 'City University London My Home Life' was selected as the preferred provider to deliver training for up to 100 care

home managers. 50 expressions of interest have been received to date from care home managers with an initial cohort due to begin training at the end of February.

Further funding was also identified from HEENWL to support the rollout of a training programme to empower care home workers to recognise and act on early signs of deterioration (RAD). A clinical working group has been set-up to support development of best practice.

All CCGs are developing plans for the roll out of the bespoke in reach training with a view to commencing delivery from April 2018.

A NW London care home dash board, initially focusing on unscheduled hospital service utilisation was created to enable the sharing of intelligence between health and social care, support learning and promote best practice.

All CCG areas are developing their plans for the bespoke in reach training roll out with a view to commencing delivery from April 2018.

All areas are being supported to finalise plans before the end of February 2018. Recruitment of training providers has commenced.

- **Integrated Commissioning**

Integrated commissioning involves bringing health and social care commissioning together to manage the care home market more effectively. This ensures value for money and improves continuing healthcare processes to allow speed and equity.

Brent local authority agreed a proposal with Brent CCG and obtained Cabinet authorisation to proceed with integrated commissioning plans.

The draft PID created in December 2017 was agreed by project sponsors across NW London.

The refresh proposal for pricing of West London Alliance (WLA) Dynamic Purchasing System for care homes and supported living placements was agreed by WLA Market Management Strategic Steering Group.

- **Older People's Care Workforce**

Conversations have begun with key stakeholders including the Workforce Transformation Delivery Board, to implement a structured approach to develop training content for a centralised learning management system. This system allow NW London GP practice staff, nurses and care home managers to access standardised pathway and role specific training. Workforce will also ensure that a robust governance structure is implemented, and projects are aligned. The governance will include key stakeholders including Community Education Provider Networks and educators in health and social care

The clinical leads from the frailty standards group have agreed to complete an analysis of the older people's workforce focusing on increasing the capacity of the workforce including improving recruitment through the training pipeline, deploying staff effectively to support strategic aims and exploring innovative opportunities to use alternatives to the medical workforce. We will be working with teams from Chelsea and Westminster and West Middlesex, Imperial, Hillingdon, Ealing and Northwick Park Hospitals. The review will explore current workforce profiles at a site level and identify trainee placements, best practice and challenges around current deployment of workforce.

Delivery Area 4 - Improving Mental Health Services

- **New Models of Care for Serious and Long Term Mental Health**

Catalyze Ltd has been appointed for a London-wide Primary Care Mental Health Team Evaluation, jointly run with Healthy London Partnership (HLP). Evaluation has commenced at the beginning of February.

A workshop for local Primary Care Mental Health teams has taken place for the WLMHT teams and for the CNWL teams.

Additionally, Central North West London Trust is currently reviewing their admission standards and working to improve recording and focus on Delayed Transfer of Care. Work is on-going in both the main mental health trusts operating in North West London to reduce bed occupancy and increase accessibility to inpatient beds.

The Out of Hospital Contract for GPs is on track to be implemented across CWHHE in 18/19, and parallel efforts are being made to deliver an analogous service in Brent Harrow and Hillingdon. The specifications for Out of Hospital services have been endorsed by the Out Of Hospital Steering Committee and Key Performance Indicators (KPIs) have now been agreed for CWHHE CCGs.

- **Crisis Care**

A multi-agency panel was set up to review bid ideas for capital funding. The aim of the panel was to provide a governance structure to support bidders and provide feedback on how they could support the priorities of the NW London crisis care concordat. The three bids developed were for:

- 1) Refurbishment of two rooms at Imperial Hospital for people in mental health crisis or with learning disabilities.
- 2) Development of a psychiatric assessment suite at St Charles Hospital.
- 3) A step up, step down facility, which includes facilities to provide intensive support for Children and Young People.

These bid applications have now been submitted to the Department of Health, specifically to their 'Beyond Places of Safety' scheme.

In addition, stakeholder engagement has been undertaken in Hillingdon. Information was shared to the local acute Trust, Association of Directors of Social Service, CNWL and the CCG governing body members. This has increased knowledge around the proposals for Health Based Places of Safety to enable them to envisage potential impacts within their respective boroughs.

Additionally, preparation of a briefing paper outlining the process to enable North West London to create an STP-wide costs options paper and business case for s.136 Health Based Places of Safety is underway. This is in response to Healthy London Partnerships business case published in January 2018 following new guidance and legislation.

- **Children and Young People**

£197,000 has been awarded to CNWL and WLMHT to enhance the skills of the new Crisis Care Teams which will enable them to manage more complex Children and Young Persons (CYP) in the community thereby, reducing unnecessary admission to hospitals.

In addition, the CYP Eating Disorder Service evaluation has been successfully completed. A workshop took place in January 2018 to discuss the outcomes of the evaluation and define a quality improvement plan for 2018/19. One of the primary concerns was the quality of the data provided. A subsequent joint data workshop has been arranged for early March.

- Supporting people with learning disabilities and/or autism with challenging behaviour**
 Transforming Care Programme procured training to support people with learning disabilities and autism access health services. Supported by a local learning disabilities/autism provider called Certitude, an expert by experience will co-facilitate this training. To date, over 700 health and social care professionals across acute services, the London Ambulance Service, Single Point of Access and Mental Health Services have been trained and the programme continues to roll out until April 2018. It's anticipated that over 1000 staff will benefit from this training. Training modules look at autism in depth and gives the learner a greater insight into the patient experience for those with autism and how they can make reasonable adjustments to improve their support in work place environments.
- Serious and Long Term Mental Health Needs**
 A bid for Individual Placement Support (IPS) is currently in preparation, which aims to double the access for secondary mental health patients into IPS services within Community Mental Health Teams. The expansion of IPS is part of the NHS 5 Year Forward View and aims to reduce demand on the health and social care service by reducing hospital stays, reducing re-admission rates, as well as increasing employment levels and wellbeing. The reduction in admissions implies a saving of around £6000 per client in inpatient costs over an 18 month period (No Health without Mental Health, Department of Health, 2009).
- NWL response to the HEE Mental Health Workforce Strategy**
 A launch event, "Delivering the national Mental Health Workforce Plan in London", took place in January. HEE will shortly be sharing guidance to inform STPs' submissions of final plans and trajectories due in by the middle of March 2018.
- Supporting Mental Health Transformation – a review of pay and terms and conditions across two mental health trusts**
 The review of pay, allowances and terms and conditions report completed and signed off by Central and North West London (CNWL) Trust and West London Mental Health Trust (WLMHT) HR Directors. The analysis showed significant differences in the overall approaches to the way staff banks operate and the approaches taken with bonus schemes and other initiatives for substantive staff across both trusts. This includes the basis for setting bank rates, pay for permanent staff working bank shifts, frequency of paying bank staff, and recruitment and retention initiatives Trusts' leadership teams will now consider the report and its recommendations before agreeing next steps

Delivery Area 5 - Safe, High Quality Sustainable Acute Services

- Capital business case to support clinical improvements ("SOC1")**
 The Strategic Outline Cases part 1 (SOC1), requests over £500m to invest in buildings and facilities for GP practices and hubs across NW London and acute hospitals in outer NW London. As previously reported, NHSI and NHSE requested further assurances around SOC part 1. A response to this assurance request was submitted to regulators on the 19th January for their consideration. The next step is a meeting with the regional directors to agree whether sufficient assurance has been provided to allow the business case to go back to the NHSI Board.

The Programme team has also been working closely with the Estates team to monitor the progress of the Hubs intended to be used as local sites of care to reduce pressure on hospitals. The latest report identified that:

 - The large majority of the Hubs are on course to open according to the timelines set out in SOC1.

- Others are likely to open ahead of schedule; e.g., Willesden Hub in Brent CCG is likely to open ahead of the original expectations in April 2022 compared to initial prediction of a 2023/24 opening.
- Where there is slippage this will be alerted to the Programme Executive and escalated to the appropriate governing bodies.
- **Improvements to Women’s Services**
Implementation of new maternity models of care to provide better continuity of care is underway across all 8 NWL CCGs. One of the three new models of care developed focuses on providing women suitable for midwifery-led care with greater continuity on the birth centre. This model (model 2) is proving extremely popular with both women and midwives. Northwick Park is replicating this model and launching in March/ April. From February 2018, Chelsea and Westminster and West Middlesex hospitals will be launching Model 1 (case loading teams), to provide continuity of care throughout the complete maternity pathway, starting with two pilot cohorts of women. Imperial, who already run this model, will be expanding their teams to care for more women with complex social needs. Finally, all Trusts are reconfiguring their group practice community teams (model 3) to offer better continuity of care throughout the antenatal and postnatal pathway.

In addition, to support the Better Births initiatives around choice and personalisation for women, and better postnatal care we are:

- Running multidisciplinary “making every contact count” training, aligned to DA1 of the STP, at all Trusts.
- Introducing ‘personalised postnatal care plans’ and continuity team photo booklets at all sites.
- Adapting the “Mum and Baby” maternity app, and rolling this out at all sites.
- Developing key materials that promote consistent information including a sector-wide antenatal and postnatal information pack.

Enabler - workforce

Workforce initiatives that relate to delivery areas have been incorporated within their updates. Below are the workforce projects that relate to all delivery areas.

- **HR Director’s Network Collaborative**
At the end of month 8 agency spend at the 10 trusts in NW London was £96m, £35m (27%) lower than the same point last year. Total temporary staffing spend, bank and agency, is £249m, £2m (1%) lower than last year.

London North West Healthcare has started implementation of an app to support medical locum bookings to improve processes and reduce agency costs. There is an opportunity to develop collaborative bank arrangements for medical staff with Chelsea and Westminster which also uses the same app.

As part of the review of the occupational health services in NW London we have held process mapping workshops across nine trusts and there is a data collection process underway to support a process redesign workshop planned for March.

Health EE Transformation Funding projects The Workforce team has successfully secured funding to support implementation of five workforce transformation projects. The projects are as follows (updates for projects 2-4 provided under DA3):

- 1) Multidisciplinary team innovation pilot in Brent,

- 2) Across all CCGS - care home manager leadership and professional development programme,
- 3) Across all CCGS - Bespoke in-reach training for care homes,
- 4) Across all CCGS - 'Home First' operational leads model; and
- 5) Across all CCGS - Change Coach Development programme (see Change Academy update)

- **Change Academy**

The Change Coach Development programme is well underway with a cohort of 32 participants representing over 20 NWL organisations. Through this sustainable model, participants will be trained as change coaches and will use these skills to coach local transformation projects such as primary care transformation, the Early Adopter community midwifery team at Northwick Park Hospital, and the frailty unit at Hillingdon Hospital as part of their ACP development. Following the modules, the action learning set series runs from February - June.

The application process for cohorts 3 and 4 of the “Commissioning for Outcomes and Integration” programme is underway. These cohorts have been rebranded ‘Delivering Outcome Based Care and Integration programme’ and will support 4 teams through workshops interspersed with change coaching support. Teams had a coaching session prior to the first workshop at the end of February.

Enabler - Communications and Engagement

- **Joint Health Overview and Scrutiny Committee (JHOSC)**

The start of 2018 has seen a meeting of the JHOSC on 23 January, with a second scheduled for 13 March.

January’s agenda covered:

- Update from London Ambulance Service.
- Investment into Charing Cross Hospital.
- Performance metrics for the shaping a healthier future programme and STP.

March’s agenda will cover:

- A&E performance data.
- Update on SOC1 and STP implementation date/timeline.
- Performance metrics.

- **North West London health and care partnership update**

An update from The North West London health and care partnership has been developed and shared with staff and stakeholders. The booklet is available online and in print, covering achievements since the launch of the sustainability and transformation plan (STP) in October 2016.

The booklet showcases progress and key achievements made towards the five priority areas set out to transform health and care in North West London.

This update was also shared with MPs at the NHS England STP event on Monday 20 February.

- **Winter script**

To support staff attending public meetings to answer questions about winter performance in the context of NW London’s reconfiguration programme, a script has been developed. This has so far been used at health and wellbeing boards and scrutiny committees.

- **NHSmail rollout**
The communications team supported the rollout of NHSmail to more than 900 staff. Communication included guides, regular updates and information for the intranet. NHSmail provides a more secure way of communicating electronically.
- **Hub Naming - Engagement**
Over the last few months a single question about what 'Out of Hospital Hubs' should be called has been posed to residents and patients across NW London. The survey has now concluded with 2380 residents giving their thoughts; more than half said the service should be called a healthcare centre or health and care centre. A final report will be circulated in due course.
- **Telemedicine**
Materials are being developed to support the training of care home staff and the rollout of telemedicine. This included information on 111 for care homes. Materials include: a staff training video, information guide for staff, and posters.
- **Online consultations**
A communication plan has been developed to support the rollout of the online consultation pilots.
- **Outpatient engagement**
Patients were recruited for five workshops to support the planning for the outpatient transformation programme. An additional patient focus group is now being organised for March to ensure the programme has guidance from patients in NW London. Information about the outpatient programme is now being communicated on a regular basis to stakeholders and GPs.

Quality and Patient Safety

- **Recruitment update:**
The Quality and Nursing Directorate has successfully recruited to the CWHHE CCG's Head of Patient Safety and Assistant Director of Quality Improvement for Ealing CCG roles. Both candidates bring a wealth of knowledge and expertise in their field. We look forward to welcoming them in April.
- **Safeguarding – Good news stories:**
The West London Named GP for Safeguarding (Dr Andrea Goddard) has been invited to speak at the House of Lords on Domestic Violence. This is a reflection of the expert knowledge that Dr Goddard brings to the role.
- **Specialist Nurse - Child Death Overview Panel (CDOP):**
Jenni Davidson and Designated Dr CDOP (Nelly Ninis) were asked to present at a workshop on Major Incidents and Mortality. We have also received complimentary feedback from the Healthy London Partnership (HLP) about the excellent delivery of the Safeguarding CDOP service; we have been advised that service is an example of what 'good' looks like.
- **Safeguarding Rough Sleepers – Led by Healthy London Partnership's (HLP):**
A document has been drafted on behalf of the London Safeguarding Adults Board (LSAB) by people experienced in housing, care and support of people who sleep rough. The Adult Safeguarding Team will have input into the consultation.

- **Equality and Patient Experience – Update:**
All five of our CCGs have published their Annual Equality Report as required by statute and are compliant; their reports can be found on the website links below:
- **Central London -**
<http://www.centrallondonccg.nhs.uk/media/73843/Central-London-Annual-Equality-report-CN.pdf>
- **West London -**
<http://www.westlondonccg.nhs.uk/media/42924/WLCCG%20Annual%20Equality%20report%202017.pdf>
- **Hammersmith & Fulham -**
<http://www.hammersmithfulhamccg.nhs.uk/media/123395/NHS-Hammersmith-and-Fulham-CCG-Annual-Equality-Report-2017.pdf>
- **Hounslow -** <http://www.hounslowccg.nhs.uk/media/102707/Annual-Equality-Report-2017-Hounslow-CCG-Final.pdf>
- **Ealing -**
<http://www.ealingccg.nhs.uk/media/137459/NHS-Ealing-CCG-Annual-Equality-report-2017.pdf>

Update on North West London Business Intelligence (BI) Re-procurement and BI Interim Solution

NWL CCGs continue to use the interim BI solution while remaining part of the pan-London procurement process for a new BI solution. NWL CCGs are represented both on the London BI Programme Board and its sub-groups, one of which is considering BI needs for accountable care organisations.

We have an agreed set of pan-London requirements for the BI solution. These are largely based upon the initial BI requirements as set out by North West London CCGs. The intention is to have a procured solution in place by September 2018.

Clare Parker
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CWHHE CCGs

7 March 2018