



Healthy London Partnership

Healthy London Partnership planning 2018/19

Executive Summary

This is a paper from the CCG Accountable Officers and NHS England (London) Directors and provides an update to CCG Governing Bodies and NHS England (London) on the Healthy London Partnership (HLP) 2018/19 planning round and, following rigorous review, the proposals for 2018/19 which are for agreement.

HLP was formed by London CCGs and NHS England (London) in 2015 with the aim of supporting delivery of the ambitions set out in [Better Health for London](#) and the [NHS Five Year Forward View](#). The landscape has changed significantly since then, with the establishment of Sustainability and Transformation Partnerships (STPs) and the signing of the London Health and Care Devolution Agreement, as well as increasing financial challenges. It is therefore entirely appropriate that we again look to reassess and rebalance our collective resources.

HLP has successfully evolved on an annual basis in response to the changing context and demands. Initially, when it was established three years ago, it was a programme solely supporting NHS commissioners, with £17m funding. Last year significant resource (circa £5m) was released and deployed back locally to support the establishment of the emergent STPs, and as we go into the third year, HLP is increasingly seen as London's delivery vehicle for transformation across both health and care (as referenced in the Devolution Memorandum of Understanding).

Reflecting this evolution, HLP has successfully attracted broader financial contributions beyond the initial partners. In 2015/16, CCG contributions as a percentage of the total HLP budget was 92% and NHS England 8%. In 2017/18 this changed to a CCG contribution of 37% with the remainder contributions from NHS England and wider partners.

Following the recent planning round, the HLP programme funding envelope from CCGs and NHS England (London) is proposed at £9,244k for 2018/19. This rebalancing means a 40% reduction on the total HLP London-wide budget compared to last year, and a reduced CCG contribution by 45% to support transformation locally, either at a CCG footprint or an STP footprint. Further partner funding contributions are also being confirmed as financial planning with other organisations continues.

CCG Governing Bodies and NHS England (London) are asked to note the planning process and approve the HLP budget for 2018/19 at £9,244k. This equates to a total CCG contribution of £7,777k (Average - £243k; Range £153k - £332k) and a sustained NHS England (London) contribution of £1,467k.

HLP planning for 2018/19

1. Purpose of paper

This paper provides an overview of proposed Healthy London Partnership 2018/19 activity and resources for CCG Governing Body and NHS England (London) agreement.

2. Context

Healthy London Partnership (HLP) has been in existence for almost three years, established by London CCGs and NHS England (London) in response to the London Health Commission report – [Better Health for London](#) - and the [NHS Five Year Forward View](#) to bring together the fragmented system that had formed and undertake activity best done Once for London. In 2016 HLP undertook a review of its activity and operating model in light of the emergence of STPs. During engagement in this review there was broad acknowledgement that a pan-London transformation resource was needed and the operating model was revised to support the system to move to delivery at pace.

HLP's revised operating model throughout 2017/18 brought STPs together through London-wide forums with robust clinical leadership to support implementation of national and London priorities. Alongside this, programmes have included delivery of a number of once for London projects, as well as transitioning staff to be embedded within STPs to support the move from planning to delivery and connecting back to HLP to share learning and good practice across the system.

HLP's partnerships, networks and programme management have led to the following achievements across London throughout 2017/18:

- The Mayor of London, Secretary of State for Health Jeremy Hunt, London Councils and NHS, Public Health and wider health and care leaders signed the London Health and Care Devolution Memorandum of Understanding in November 2017. This will accelerate London's ambition to become the world's healthiest city.
- Nearly two million Londoners are now registered for GP online services and every London borough offers evening and weekend appointments (8am to 8pm, 7 days per week) to people in their local area
- The mental health dashboard continues to be developed and now has over 500 users who access it through a dedicated web portal
- The A&E and police process pilot handover at four A&Es in London has contributed to a 82% reduction in missing persons from the pilot sites (compared to the previous year)
- Thrive LDN has reached 15.5 million people to date and delivered a viable Digital Mental Wellbeing Service called Good Thinking for Londoners experiencing sleep difficulties, anxiety, low mood and stress directing people towards self-care support
- More than 60 NHS organisations and around 120,000 NHS employees took part in our Healthy Living Week in September 2017, with over 400 events taking place across London. Furthermore, almost 200 staff at 16 NHS organisations in London have received training to become Healthy Living Ambassadors as part of our work to make sure the capital's workplaces support Londoners to lead healthier lives
- The London Fire Brigade fire, safe and well visits, with pilots running in each of London's STP footprints. The first focus is on falls prevention, smoking cessation, winter warmth and any locally agreed priorities
- Developed and published online training for GP receptionists to help people who are homeless access GP practices and produced 60,000 'my right to access healthcare' cards for people who are homeless
- An interactive dashboard that analyses the results of the National Cancer Patient Experience Survey for each London CCG and STP to support commissioners and clinical leaders to understand the experiences of people with cancer in their local area and make changes needed to improve cancer care for patients.

- Development of analytics tools to understand the cancer 62 day pathway, including inter-trust transfer timescales, shadow monitoring of reallocation and breach analysis
- London Estate board and the delivery unit established enabling a wider partnership approach to estates. This has been instrumental in supporting direct investment into health through the One Public Estate programme, to date this investment is almost £1 million in London.
- The children and young people programme has worked on a series of programmes to improve the health and happiness of young people in London for example over 60,000 downloads of the NHSGo app for young people providing advice and support on topics they need to know about.

As STPs continue to develop, and integrated care systems emerge, HLP is increasingly seen as London's delivery vehicle for transformation across both health and care, and as such was referenced in the Devolution Memorandum of Understanding. We are therefore considering the activity HLP undertakes and its operating model to ensure it continues to effectively support the changing landscape through 2018/19.

3. Planning round 2018/19

The HLP 2018/19 planning round was led by the CCG Accountable Officers (AOs). A number of potential scenarios for a 'reshaped' HLP were set out for consideration. AOs agreed HLP should aspire to **Provide a strategic delivery function and a limited number of Once for London projects**. This reflected their consideration that HLP is part of the fabric of the London Health and Care system and the planning process was about making HLP 'fit for the future' now that STPs are more developed and we have secured devolution in London.

In line with this, the vision for HLP was reaffirmed as a collaborative, agile, and responsive strategic transformation delivery unit that is aligned to local system needs and valued by all health and care partners, focussed on supporting delivery of London's ambition to be the world's healthiest global city. To do this its offer would include:

- Bringing partners together across health and care and across different geographical levels to support transformation and improvement.
- Supporting improvement and transformation to happen at the pace required and across our whole population by doing some things once for London where there is clear benefit in doing so, particularly around the devolution commitments and five year forward view priorities; and provide bespoke support to STPs where requested.
- Supporting the system to navigate and leverage the wider improvement and transformation support landscape and bring alignment and coherence where possible to make best use of our collective resources.

An individual programme review process was led by AOs, or their nominated representative, to consider what activity should stop, be devolved to delivery elsewhere in the system or continue to be supported by HLP as once for London activity and the associated resources.

AOs came together in February 2018 to consider the output of the individual programme review process, and reach an agreed collective view. This view was then shared and debated with NHSE(L) leads. This paper presents the agreed collective view of CCG AOs and NHSE.

4. Programme resource requirements

A summary output of the core HLP and project review is provided in appendix 1, this includes 2017/18 programme budgets; proposed envelope for 2018/19 and potential other funding sources based on 2017/18.

In summary, the total 2018/19 HLP portfolio envelope is £9,244k, this is broken down by the core HLP function and Once for London programme costs and is shown in the table below by CCG and NHS England contributions. Individual CCG and STP contributions are provided in appendix 2.

Resources	Total	Core HLP	Programme
By CCG	£7,777k (Average - £243k; Range £153k - £332k)	£1,467k (Average - £45k ; Range - £28k - £62k)	£6,308k (Average - £197k; Range £124k - £269k)
NHS England	£1,467k	£1,467k	<i>Other programme contributions to be confirmed</i>
Total	£9,244k	£2,934k	£6,308k

Programme activity proposals describing the issue to be addressed, the pan-London deliverables and actions planned to address the issued and the expected impact of the proposed action are included in appendix 3.

5. Operating model

With the proposed level of rebalancing of funding a fundamentally different workforce and operating model will be developed by HLP to ensure projects – particularly the non 5YFV projects - remain viable and deliver as anticipated.

HLP will therefore develop a flexible operating model, bringing together core policy, strategy and transformation and change management skills together with subject matter expertise.

6. Governance

A less dispersed leadership model and governance of the portfolio is proposed in line with new CCG and STP leadership arrangements:

- Programmes will be overseen by an AO and an NHS England (London) Director as joint programme SROs (see appendix 4 for agreed SROs). SROs – supported by the programme teams - are responsible for ensuring robust delivery plans and financial plans are in place and monitored.
- Each programme would also have a CCG Chair link to facilitate the raising of the clinical voice.
- A nominated lead for the programme from each STP footprint will ensure connections between London and local STP activities are maintained.

HLP and the portfolio of programmes would be overseen by the revised London Transformation Executive (with AO and NHS England representation) and the London Health and Care Strategic Partnership Board. Robust financial management arrangements will be put in place as follows:

- Programme Transformation and Delivery Boards will be responsible for putting in place a programme financial plan and ongoing monitoring.
- Monthly portfolio financial reporting to the London CCG Chief Financial Officers (CFO) Group.
- HLP portfolio financial reporting would be through the London Transformation Executive and the Chair of the London CCG CFOs group would sit on the group to support this function.
- HLP will explore moving to a single host to simplify financial management and other arrangements and minimise risk.

7. Recommendation

CCG Governing Bodies and NHS England (London) are asked to:

- Note the planning process that has taken place to establish the HLP funding envelope for 2018/19.
- Approve the recommended 2018/19 HLP portfolio envelope of £9,244k. This equates to a total CCG contribution of £7,777k (Average - £243k; Range £153k - £332k) including:
 - CCG contribution to programmes - £6,308k (Average - £197k; Range £124k - £269k)
 - CCG contribution to core HLP function - £1,467k (Average - £45k ; Range - £28k - £62k) and NHS England (London) contribution to core HLP - £1,467k
- Note the proposed changes to the HLP operating model and approve the proposed pan-London transformation governance arrangements

Appendix 1. Summary output of the project review

Project	17/18 CCG Funding	18/19 CCG Funding proposal	Funding % change	Partner funding contributions*	% CCG funding	Agreed outcome
Core HLP	£2,431k	£1,032k	-58%	£1,032k (confirmed)	50%	<ul style="list-style-type: none"> • Provide secretariat function across the health and care partnership • Provide external stakeholder communications, marketing & social movement and behavioural change design
Primary Care	£1,544k	£488k	-68%	£2,000k (GPFV)	20%	<ul style="list-style-type: none"> • Continue Workforce and Digital & Infrastructure projects as 'Once for London' activity
Proactive Care	£444k	£198k	-55%	£594k (100k GLA; £80k NHSE; £414k LFB)	25%	<ul style="list-style-type: none"> • Continue 'Working in partnership with the London Fire Brigade' and Social Prescribing as 'Once for London' activity
Cancer	£1,349k	£1,012k	-25%	£958k	51%	<ul style="list-style-type: none"> • Support early diagnosis, cancer waits, and living well and beyond cancer • CCG levy and HLP funding considered together
Adult Mental Health	£766k	£590k	-23%	-	100%	<ul style="list-style-type: none"> • Continue Mental Health in Integrated Care Organisations (Previously Return on Investment) and IAPT Digital projects as 'Once for London' activity
Homeless Health	£196k	£166k	16%	£0	100%	<ul style="list-style-type: none"> • Continue as 'Once for London' activity aligning with Greater London Authority
MH Crisis Care	£329k	£174k	-47%	£0	100%	<ul style="list-style-type: none"> • Continue as 'Once for London' activity, providing pan-London oversight and support, but start to transition to STPs for local implementation
Good Thinking	£752k	£396k	-47%	£397k LA; PHE TBC	50%	<ul style="list-style-type: none"> • Continue as 'Once for London' activity but reduced outputs
Thrive LDN	£285k	£86k	-70%	£540k (£420k GLA, £120k LA)	14%	<ul style="list-style-type: none"> • Thrive LDN to continue as 'Once for London' activity and CCG contribution to match London Councils' funding
CYP MH	£0	£0	0%	£163k (NHSE)	0%	<ul style="list-style-type: none"> • Continue as 'Once for London' activity
Workforce	£688k	£216k	-69%	£650k (£100k NHSE; £100k OCCGs; £100k GLA; £50k PHE; £300k London Councils)	25%	<ul style="list-style-type: none"> • Continue the London Partnership programme as 'Once for London' activity and CCG contribution to match London Councils funding
Estates						
Integration						
Prevention	£1,019k	£306k	-70%	£4,630k (£2,200k GLA; £1,200k PHE; £1,000k HEE/PHA; other)	6%	<ul style="list-style-type: none"> • Health Creating Society – Health and Wellbeing Fund projects to remain as 'Once for London' and well as the integrated planning and delivery function across partners. • Workplace Health & MECC to transition to STPs with some continued HLP oversight through the planning and delivery function • Getting to Zero (HIV) and 'Delivering Devolution Prevention Commitments' remain 'Once for London', supported by funding obtained from partners
Digital	£935k	£935k <i>planning assumption</i>	-	£4,500k (ETTF)	-	<ul style="list-style-type: none"> • A separate review of CCG contribution to programme is taking place • The funding envelope is available but not agreed to yet until the review has concluded
Children and Young People	£593k	£215k	-64%	£237k	48%	<ul style="list-style-type: none"> • Continue asthma and CYP primary care projects as 'Once for London' • Transition CYP urgent and emergency care project to STPs
IUC Mobilisation	£417k	£307k	-26%	£4,300k (NHSE)	7%	<ul style="list-style-type: none"> • IUC/111 support to transition to STPs, where possible
Digital IUC	£852k	£792k	-7%	£1,200k (NHSE)	40%	<ul style="list-style-type: none"> • Digital urgent care project to continue as 'Once for London'
Care Closer to Home	£0	£0	0%	£1484k (NHSE); £471k BCF	0%	<ul style="list-style-type: none"> • To be reviewed
Urgent & Emergency care	£822k	£427k	-48%	£284k (NHSE)	60%	<ul style="list-style-type: none"> • Transition embedded resources to STP
Overheads	615k	£437k	-29%	£437k (confirmed)	50%	<ul style="list-style-type: none"> • Continue to explore reductions in overheads with NWL and NHS Islington
Total	£14,038k	£7,777k	-45%	£23,877k	24%	

*Partner funding contributions are non-recurrent and in many cases indicative based on 2017/18 as financial planning with other organisations continues. This excludes NHS England contributions to Core HLP and overheads.

Appendix 2. Individual CCG and STP contributions

CCG	CCG Contribution	STP Contribution
NCL		
NHS Barnet CCG	321,745	1,304,954
NHS Camden CCG	242,058	
NHS Enfield CCG	271,416	
NHS Haringey CCG	240,859	
NHS Islington CCG	228,876	
NEL		
NHS Barking & Dagenham CCG	184,539	1,700,993
NHS City and Hackney CCG	258,834	
NHS Havering CCG	240,859	
NHS Newham CCG	293,585	
NHS Redbridge CCG	236,665	
NHS Tower Hamlets CCG	249,247	
NHS Waltham Forest CCG	237,264	
NWL		
NHS Brent CCG	283,399	1,888,528
NHS Central London (Westminster) CCG	182,742	
NHS Ealing CCG	331,931	
NHS Hammersmith and Fulham CCG	177,948	
NHS Harrow CCG	197,720	
NHS Hillingdon CCG	241,458	
NHS Hounslow CCG	231,872	
NHS West London (K&C & QPP) CCG	241,458	
SEL		
NHS Bexley CCG	205,509	1,625,500
NHS Bromley CCG	294,184	
NHS Greenwich CCG	251,644	
NHS Lambeth CCG	315,154	
NHS Lewisham CCG	283,399	
NHS Southwark CCG	275,610	
SWL		
NHS Croydon CCG	327,736	1,257,022
NHS Kingston CCG	152,784	
NHS Merton CCG	167,164	
NHS Richmond CCG	158,176	
NHS Sutton CCG	165,366	
NHS Wandsworth CCG	285,796	

Appendix 3: HLP programme XYZ – see separate spreadsheet

Appendix 4. CCG and NHSE programme leadership

Programme	CCG lead (Joint SRO)	NHSE lead (Joint SRO)
Cancer	Andrew Eyres	Khadir Meer
Mental Health	Jane Milligan	Oliver Shanley
Primary Care	Andrew Bland	David Slegg
Urgent & Emergency Care	Sarah Blow	Dr Vin Diwakar
Digital	Helen Pettersen	Jane Barnacle
Devolution	Andrew Eyres	Jane Cummings
Estates	Marc Rowland / Peter Kohn	David Slegg
Workforce	Angela Bhan	Oliver Shanley
Children and Young People	Martin Wilkinson	Ceri Jacobs
Prevention	Angela Bahn	Matthew Bazeley