



Chief Officer's Report  
September and October 2016

## Purpose

This paper provides a summary of the key areas of business as led by the Chief Officer for this and the other four clinical commissioning groups (CCGs) in the collaborative. It includes a brief summary of the main matters. The CWHHE collaborative comprises NHS Central London, West London, Hammersmith and Fulham, Hounslow, and Ealing CCGs. It has been written as a standard report across all five CCGs.

The report covers the following areas:

- North West London Sustainability and Transformation Plan;
- Implementation of the Serious and Long Term Mental Health Needs model of care
- Primary Care;
- Infection Prevention and Control;
- Quality assurance of our providers;
- Research and development;
- Safeguarding;
- Patient transport;
- Baroness Tanni Grey-Thompson launches 'exemplary' new local wheelchair services;
- Workplace wellbeing;
- Housing and Care Joint Strategic Needs Assessment for Kensington and Chelsea, Westminster, and Hammersmith and Fulham;
- Supporting self-care;
- Marie Stopes International;
- My Care, My Way; and
- Positive practice in mental health awards

## NW London Sustainability and Transformation Plan (STP)

I would like to thank everyone who took part in the recent Improving Health and Social Care engagement events to get local feedback on the North West London Sustainability and Transformation Plan (STP).

The STP is an opportunity for local government and the health service to work in collaboration to deliver a truly integrated health and social care network for the benefit of all our residents and patients.

It is about local government and the NHS working together to provide joined up services that our residents in North West London need. By coming together around prevention, mental health services, care for older people and those with long-term conditions we can support people to be healthier, happier and independent whilst also delivering services within the funding we have.

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The North West London STP covers a five year period, eight boroughs and some two million people. All eight councils have agreed on the need to develop improved out of hospital services but Ealing Council and the London Borough of Hammersmith and Fulham do not agree with the changes for hospital services and felt unable to fully endorse the STP.

We published our June submission over the summer and have updated it to reflect some of the feedback that we have received. NHS England will review the updated version, which we expect to publish soon. We believe we are in a good position and are hopeful we will receive favourable feedback and that additional funding will be released to NW London to the benefit of patients and local residents.

In the meantime, we will continue to engage with local residents and stakeholder through the online engagement tool and other mechanisms.

## **Implementation of the Serious and Long Term Mental Health Needs model of care across North West London**

We are finalising the business cases for implementation of the serious and long-term mental health needs model of care in NW London, which is all about making sure people have the care they need at the right time and in the right place. This involves working on a weekly basis with CCGs, Trusts and local authorities to finalise the benefits for patients and staff, the investments needed and what will be different about where care takes place in the future. In addition, we're holding workshops including CCG staff, patients, clinicians and managers from across NW London to agree the details and local needs that will underpin each business case.

This model of care is one element of our wider integrated care ambition, as defined in the Sustainability and Transformation Plan (STP). Joining up services, aligning ways of working and creating a more coherent, seamless journey for service users are parts of the model which are shared with wider initiatives already underway.

## **Primary Care**

Since July 2015 we have been working with NHS England on the commissioning of primary care services. We have been invited by NHSE to consider moving to a "fully delegated" model of commissioning for primary care services. Discussions are taking place with member practices of the CCGs across NW London to gather their views prior to responding.

There are various ways in which the CCGs support primary care. Of note this month:

- **Primary Care Nursing Development:** Nicky Bamford joined CWHHE CCGs in September to lead on Primary Care nursing workforce development with a focus on nurses based within the GP practices. She joins on a one year fixed term contract with funding allocated by Health Education NWL. Nicky brings with her a wealth of experience in primary care workforce and Community Education Providers Network development.
- **Medicines Management:** CCG pharmacists continue to work with general practices to maximise cost effective prescribing. The NHS Business Services

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Authority (a Special Health Authority and an Arms-Length Body of the Department of Health) is forecasting that we are on target to manage our expenditure within the set budget.

## **Infection Prevention and Control (IPC)**

The CCGs' Lead IPC Nurse continues to meet with Infection Prevention Teams in the NHS Trusts for which CWHHE CCGs are lead commissioners. Our role is to ensure that providers of healthcare have robust infection prevention systems in place. In the past two months, eight Post Infection Reviews for MRSA bloodstream infections and joint-provider reviews of 26 Clostridium Difficile cases have been carried to determine any lapses in care. Lesson learned from these reviews are used to inform improvements to patient care.

## **Quality Assurance of our Providers**

- **Hounslow and Richmond Community Healthcare NHS Trust (HRCH):** HRCH received its Care Quality Commission (CQC) report in early September, based on the inspection in March 2016. A Quality Summit was held on 12 September. The Trust was rated as '*requiring improvement*' and was asked to submit an action plan to the CQC by 12 October. The action plan is being followed up through the Clinical Quality Group meetings with Hounslow CCG and through quarterly joint meetings between CQC, the Trust, Hounslow and Richmond CCGs and NHS Improvement.
- **West Middlesex Hospital:** A follow up visit to the Urgent Care Centre at West Middlesex Hospital took place on 7 October. Hounslow CCG received assurance of actions taken by the Trust to improve patient assessment and the recognition, reporting and learning from incidents. In addition, we learned of the current work underway to upgrade triage and waiting areas to improve the patient pathway and experience through the centre and the Emergency Department. A full written report will be presented at Hounslow CCG's Quality and Patient Safety Committee.
- **West London Mental Health Trust (WLMHT):** the Quality and Patient Safety team participated in pre-CQC peer review visits to WLMHT sites across Ealing, Hounslow and Hammersmith and Fulham during August and September. The clinical visits involved a tour of the clinical environment, looking at issues which impact on patient safety and experience, as well as reviews of care records, medicines management and interviews with service users and the multi-disciplinary team. This provided a useful and informative insight into WLMHT services and assurance with regards to quality and safety. Areas visited included: recovery East and West Teams; early intervention services; crisis advice team; Kingfisher and Kestrel wards; cognitive impairment and dementia services; and single point of access.

## **Research and Development**

CWHHE CCGs have been successful in a research bid with City University titled 'SCAMPI': Self-Care, Advice, Monitoring, Planning and Intervention. SCAMPI's

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principal objective is to prototype a new computerised toolset to support seamless care planning, monitoring and interventions for people with chronic conditions and their carers. To achieve this objective, the project will co-design, prototype and evaluate the feasibility of the toolset with people with two chronic conditions, dementia and Parkinson's disease.

## **Safeguarding**

The program of clinical visits continues across a number of care homes and NHS providers. These visits provide an opportunity to forge strong collaborative working relationships with CWHHE CCGs' commissioned providers along with additional clinical assurance which reports into the respective Quality and Safety Committees. A number of bespoke pieces of work have been carried out by the safeguarding team in relation to both children and adults. The feedback received from providers is very positive and these clinical visits help them to work through their priorities and provide them with a level of support / advice around how others are attempting to meet some of the challenges they face.

## **Patient transport**

In early October, a public event was held to encourage patient transport service users to share their experiences. The event was well attended by a variety of guests including service users, carers, Healthwatch, disability support groups, GP representatives and local councillors. The event helped to identify key priorities for service users, including developing a standard assessment process across all North West London hospitals. All feedback received on the day will be used to inform the production of a consistent and equitable common assessment process for all hospital transport services across North West London. This will ensure that patients will be treated the same regardless of which hospital they attend.

## **Baroness Tanni Grey-Thompson launches 'exemplary' new wheelchair services**

On Monday 3 October, Baroness Tanni Grey-Thompson DBE, world record-holder and Paralympic gold medallist, announced the official launch of North West London's two new NHS wheelchair services. The new services have been designed with input from wheelchair users, and they both incorporate the principles of the Wheelchair Alliance's Wheelchair Charter. NHS England has described the North West London service as "exemplary" and has invited us to be a case study site. Baroness Grey-Thompson gave a moving speech on the importance of access to the right chair for the user's individual needs, and of the needs of their carer or personal assistant being taken into account during assessments. The Baroness praised the NHS in North West London for taking wheelchair services so seriously and for involving people who use chairs so closely and consistently in the design process.

## **Workplace wellbeing**

Across the five CCGs, staff participated in Healthy Living Week. Pledges were made, compliments given, yoga learnt, donations received and cycle vouchers put to good use. To add to this, Central London CCG, Ealing CCG and Strategy and Transformation have all achieved the first level of the Healthy Workplace Charter. Strategy and Transformation have also signed up to the 'Time to

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Change pledge to show their commitment to tackling mental health in the workplace. In the Autumn we will also gain access to a new wellbeing site provided by our Imperial Healthcare Partners. The site will be available to all CCG staff across NW London and will contain free apps, events, tools and information.

## **Housing and Care Joint Strategic Needs Assessment (JSNA) for Kensington and Chelsea, Westminster, and Hammersmith and Fulham**

A new deep dive JSNA has been published. This assessment looks at integrated approaches to the provision of housing support and care, focussing on challenges which can only be addressed through collaborative working. It explores the ways in which collaboration can improve customer journeys and value for money, and prevent or delay deterioration in health and wellbeing. This document supports the implementation of the draft Joint Health and Wellbeing Strategies (Hammersmith and Fulham, Kensington and Chelsea, Westminster) and the North West London Sustainability and Transformation Plan.

## **Special events**

- **Supporting self-care:** Self-care helps people to keep themselves well. In North West London we aim to provide our patients with the advice and expertise they need to have as much control as possible over their own health. This year's Self Care Week takes place from 14-20 November 2016 and to celebrate, the NHS is holding a free event open to NHS staff and all involved in health and social care in North West London as part of the Fresh Ideas seminar series. This event offers an opportunity to hear from a range of key note speakers and patients, to collaborate, share and discuss approaches for staff to support self-care in North West London. Hannah Burd, Senior Advisor for the Behavioural Insights Team who co-wrote the Realising the Value paper on 'Supporting self-management' will be contributing.
- **Diabetes education:** *Healthier You*, a diabetes prevention programme commissioned by NHS England began running across all five CWHHE CCG areas this Autumn. Diabetes education will help us tackle diabetes head on. Clinical evidence shows that education and lifestyle change when an individual is at risk of diabetes can be key in preventing diabetes. The service is provided by UKICS.

## **Marie Stopes International**

In August 2016, CQC inspections uncovered concerns at Marie Stopes International clinics leading to specific pregnancy termination services are being redirected to protect patients. The concerns CQC raised with MSI relate to poor governance arrangements which have given rise to specific immediate concerns relating to the lack of assurance in MSI, in areas such as consent and safeguarding and the lack of assurance in relation to training and competence in conscious sedation and general anaesthesia.

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As a result MSI suspended termination of pregnancy provision for under-18s and vulnerable groups of women. They also suspended terminations under general anaesthetic or conscious sedation.

NWL CCGs advised GP practices of the service suspension and played a leadership role locally, liaising with NHS England, Marie Stopes and alternative providers to ensure patients already booked in were helped to provide an alternative provider and that there was enough capacity available to cope with likely demand.

NHS England and the CQC have now confirmed that they are satisfied that MSI has made significant improvements to policies, equipment and put in new training for their HCAs, nurses and anaesthetists. The CQC have reviewed the rectifications made by the provider and have concluded; “*the level of service is much improved since we inspected in July*”, and “*the team have made sufficient progress to mitigate risk of immediate harm to patients*”.

MSI restarted the full range of their services with a gradual rollout across their centres, the first being Brixton, South London from 7 October 2016. The Ealing centre restarted 17 October 2016 and the Central London Centre 24 October 2016.

### **My Care, My Way**

My Care, My Way has been chosen by patients and carers as the new name for the West London CCG local service for adults aged 65+ previously known as Whole Systems Integrated Care. The development of this new name and logo is a great example of "co-production" in practice. The new icon and name for the service were developed with involvement from over 80 local residents and our partners providing the service. Following a work shop to produce potential names these were tested with market research groups of over 65s. Local people said they chose My Care, My Way as the service name and the icon because of: the focus on patient ownership, implied diversity, the respect for integrated working, and the recognition that the patient is at the heart of this pioneering service.

### **Positive practice in mental health awards**

The collaboration of North West London CCGs was highly commended on two new services at the positive practice in mental health awards on 13 October. We're proud that the community perinatal mental health service at West London Mental Health Trust and the 24/7/365 crisis care support across North West London were both highly commended in the awards; it shows how much the new services are helping our community.

**Clare Parker**  
Chief Officer CWHHE CCGs

**18 October 2016**