

East London Health and Care Partnership update – July 2019

What is the East London Health and Care Partnership?

- The East London Health and Care Partnership (ELHCP) is the name for the north east London Sustainability and Transformation Partnership (STP).
- STPs were created by the NHS to bring local health and care leaders together to plan around the long-term needs of local communities.
- Initially, different parts of the local health and care system in north east London, following discussion with staff, patients and others in the communities they serve, drew up a plan in 2016 to be delivered in partnership.
- The partnership is made up of the area's eight councils and 12 NHS organisations, combining expertise and resources to make sure health and care services meet the needs of local people, now and in the future.
- ELHCP is overseen by an executive group made up of local authority and provider chief executives as well as ELHCP managers, Clinical Commissioning Group (CCG) managing directors and GP Federation representatives.
- Jane Milligan is the executive lead for the STP and Rob Whiteman is the independent chair. Simon Hall is the Director of Transformation.

Who are the partners?

We are:

- **Seven CCGs**
- **Eight London Councils**
- **Five NHS Trusts – three acute and two community**
- **286 GP Practices**

City and Hackney

Population: 277,000
 Deprivation (IMD rank): 2 (Hackney) & 226 (City of London)
 Life Expectancy at birth: 80.9 (Hackney)
 GP Practices: 42
 Major Hospitals: Homerton[3]
 St Bartholomew's [7]

Waltham Forest

Population: 276,000
 Deprivation (IMD rank): 15
 Life Expectancy at birth: 82.4
 GP Practices: 40
 Major Hospitals: Whipps Cross [5]

Redbridge

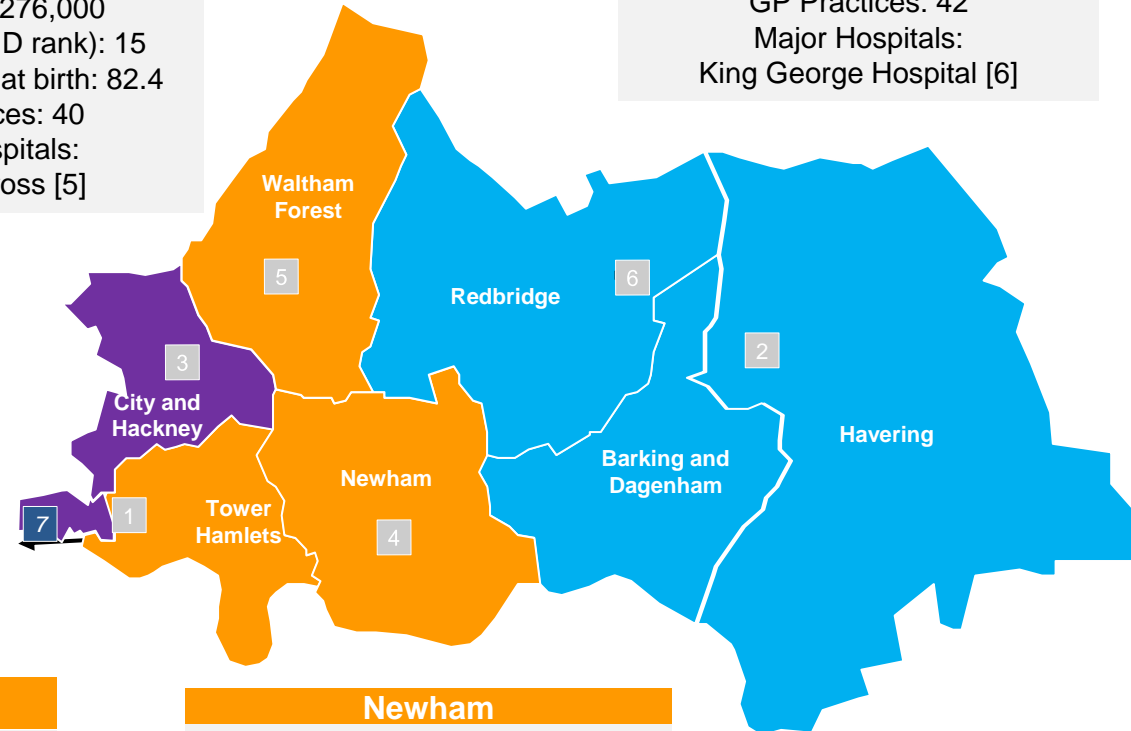
Population: 300,600
 Deprivation (IMD rank): 119
 Life Expectancy at birth: 82.7
 GP Practices: 42
 Major Hospitals: King George Hospital [6]

Community Trusts

North East London Foundation Trust (NELFT) and East London Foundation Trust (ELFT) provide community and mental health services in the area.

Havering

Population: 250,500
 Deprivation (IMD rank): 166
 Life Expectancy at birth: 81.9
 GP Practices: 43
 Major Hospitals: Queen's Hospital [2]



Tower Hamlets

Population: 296,300
 Deprivation (IMD rank): 6
 Life Expectancy at birth: 81.0
 GP Practices: 35
 Major Hospitals: Royal London [1]

Newham

Population: 338,600
 Deprivation (IMD rank): 8
 Life Expectancy at birth: 81.3
 GP Practices: 49
 Major Hospitals: Newham University Hospital [4]

Barking and Dagenham

Population: 206,700
 Deprivation (IMD rank): 3
 Life Expectancy at birth: 80.0
 GP Practices: 35

Our challenges

We have:

- the highest population growth in London – equivalent to a new borough in by 2034
- poor health outcomes for local people including obesity, cancer, mental health, dementia
- a changing population with increasing diversity, people living longer with one or more health issues, and a high reliance on health and care services
- high deprivation with high proportions relying on benefits, experiencing fuel poverty, unemployment and poor housing and environment
- service quality issues including a high reliance on emergency services, late diagnoses and treatment and access to services particularly primary care
- a health and care workforce with a high turnover, recruitment difficulties and high reliance on temporary agency workers – although there are huge differences across the patch and between providers/sectors and
- a gap between the demand and cost of services with the resources available. This is estimated at £1.2bn over the next 5 years if nothing is done.

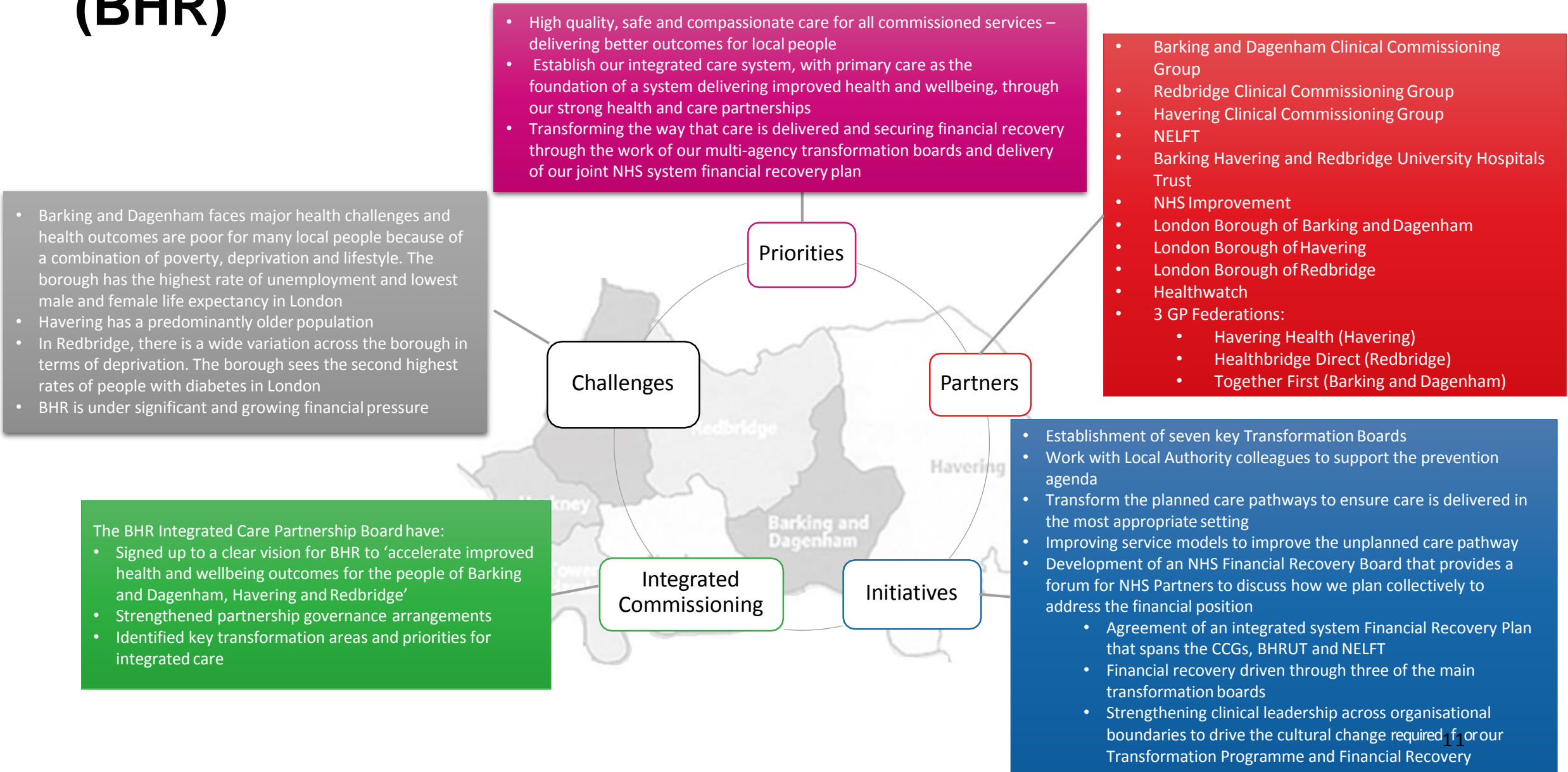
Local variation

ELHCP recognises that there is significant variation within north east London – health and care outcomes, population, services and quality, relationships between organisations and resources.

The following pages provide analysis to look at this variation divided into three geographical areas.

- Barking and Dagenham, Havering and Redbridge
- Newham, Tower Hamlets and Waltham Forest
- City of London and Hackney

Barking and Dagenham, Havering and Redbridge (BHR)



Newham, Tower Hamlets and Waltham Forest (WEL)

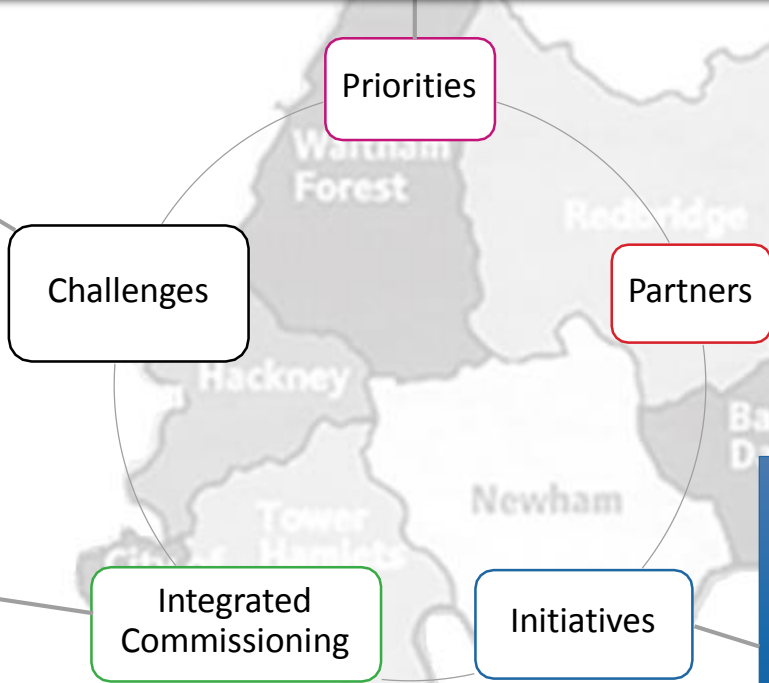
- Newham is ranked fourth worst in the country for housing deprivation. About half of all the households living in private housing live in overcrowded conditions and 20% in social housing
- Many people in Tower Hamlets are living with a long-term condition and hospital admission rates for heart disease and stroke are above the national average
- For Waltham Forest, the younger population are reported to have significant issues related to childhood obesity and incidents of tuberculosis compared to the rest of London

- Finalisation and implementation of a new community services model, to deliver the agreed ICS outcomes
- Developing a case for change
- Deliver some initial significant strategic programmes
- Unscheduled care pathway redesign
- Improve the health outcomes of the local population through the effective commissioning of high quality services
- Commission person-centred, integrated health and care services

- Barts Health NHS Trust
- East London Foundation Trust
- London Borough of Tower Hamlets
- Tower Hamlets GP Care Group
- NHS Tower Hamlets Clinical Commissioning Group
- London Borough of Newham
- Newham Health Collaborative
- NHS Newham Clinical Commissioning Group
- North East London Foundation Trust
- Waltham Forest GP Fednet
- London Borough of Waltham Forest
- Waltham Forest Clinical Commissioning Group
- Healthwatch
- Community and Voluntary sector services

- Newham has agreed to a vision for developing an integrated community (health and social care model) through the Newham Wellbeing Partnership
- Tower Hamlets established Tower Hamlets Together to take forward arrangements for integrated health and Social Care services including an integrated commissioning function
- Waltham Forest have established their Integrated Strategic Commissioning Function which integrates commissioning portfolios across London Borough of Waltham Forest and Waltham Forest CCG

- Strengthen collaboration with neighbouring CCGs and local providers
- Support local people and stakeholders to have a greater influence on services at a place level
- Work in partnership to commission high quality hospital services
- Commission person-centred, integrated health and care services
- Create a high performing and sustainable workforce
- Transform care and long term conditions including Diabetes, TB and Respiratory
- Commission and develop GP services that are modern, accessible and fit for the future



City and Hackney

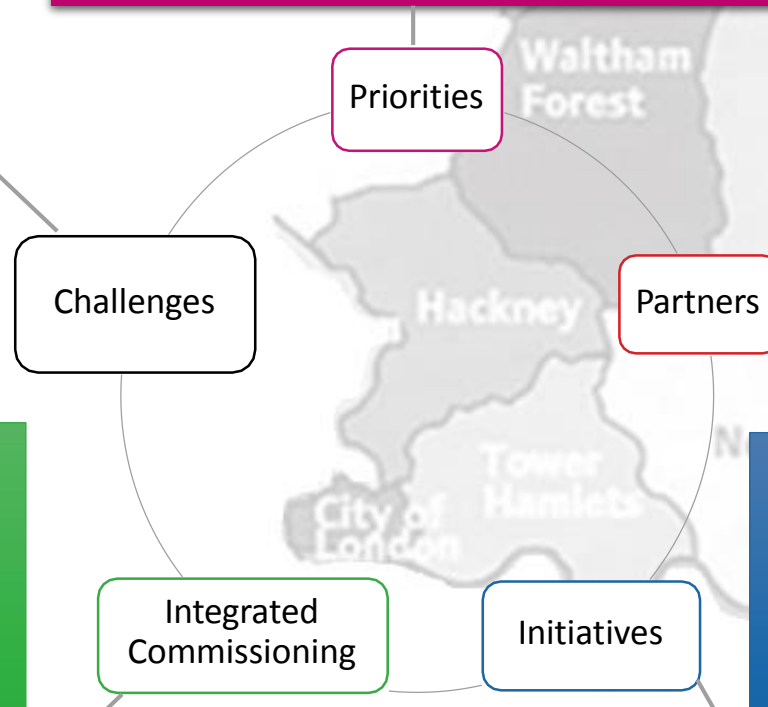
- General population increase in recent years. Hackney has seen the largest population increase
- The CCG faces significant health and wellbeing challenges
- Specific pockets of very high deprivation, high levels of child poverty, high mortality rates from causes considered preventable, along with higher than national rates of mortality from cardiovascular disease are reported for the CCG
- Over 40% of children in Year 6 are overweight or obese
- Hackney has one of the highest rates of smoking in London
- Residents are more likely to be living with a long-term condition, such as diabetes, lung conditions, heart problems
- A high number of local people are reported to have mental health conditions, including severe mental health conditions

- Improve the long-term health and wellbeing of local people and address health inequalities
- Maintain financial balance as a system
- Deliver a shift in focus & resource to prevention and early intervention
- Deliver proactive community-based care closer to home and outside of institutionalised settings where possible
- Deliver integrated care which meets the physical, mental health and social needs of our diverse communities
- Empower patients and residents
- Joined up support that meets the physical, mental and other needs of patients and their families
- Developing and retaining a skilled workforce
- Transforming services and achieving efficiencies through our improved digital offer
- Reducing exposure to the main preventable risk factors for poor health and inequalities (including smoking, inactivity, obesity, alcohol and substance misuse)

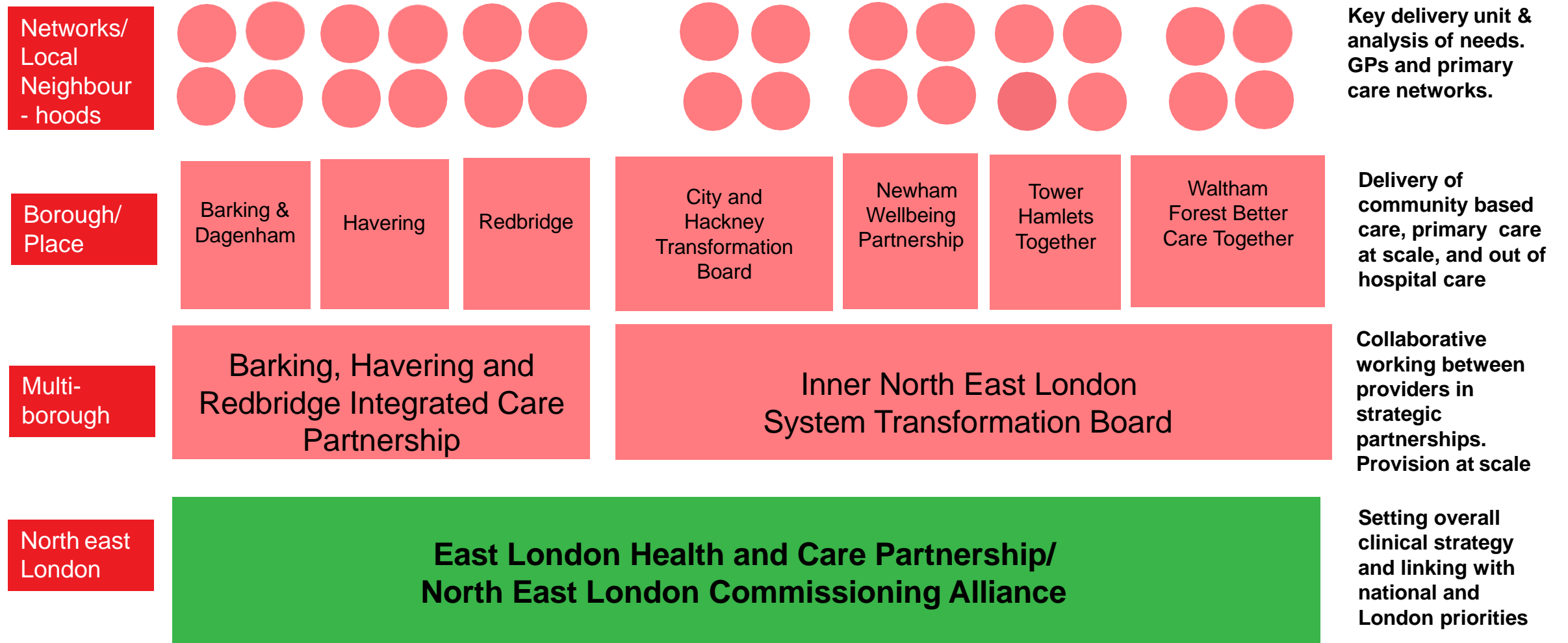
- NHS City and Hackney Clinical Commissioning Group (CCG)
- City of London Corporation
- London Borough of Hackney
- The commissioners are partnering with the organisations that provide services and support in our area:
 - City and Hackney GP Confederation
 - City and Hackney Health and Social Care Forum (HSCF)
 - City and Hackney Local Pharmaceutical Committee (LPC)
 - East London NHS Foundation Trust (ELFT)
 - Healthwatch City of London
 - Healthwatch Hackney
 - Homerton University Hospital NHS Foundation Trust (HUHFT)
 - Voluntary sector providers

- The move to a neighbourhood model for the delivery of prevention, health and social care community-based services will continue at pace for City and Hackney and will enable innovation in the redesign of community services, and enable partners to work even more closely together to deliver new models of care
- Innovation in the approach to prevention making use of all our existing staff 'Making Every Contact Count'
- Redesign of outpatients services with care being provided closer to home
- Design a **clear prevention offer for children and young people** in relation to their well-being
- Maintain a financially robust health and care system
- Develop our integrated commissioning system

- More health and care budgets from across Local Authorities and the CCG will be pulled together to ensure efficiencies
- Improve health and wellbeing outcomes for City of London and Hackney residents through closer joint working and integration between local health and care organisations
- Improve health and wellbeing outcomes in our boroughs, by planning and delivering health, social care and public health services together
- Involve service users are at the centre of everything, and better tailor services to the needs of our diverse communities
- Establishment of four work streams, and five enabler groups to improve services and care for local people
- Developing a systems medium term financial plan and 15 financial control total



Health and care in north east London: a visual representation



Responding to the NHS Long Term Plan

- The national Long Term Plan sets out how the NHS will improve the quality of patient care and health outcomes. For more information visit the NHS website. The East London Healthcare Partnership is responsible for working with partners to develop a local version of the Long Term Plan to show how the new aims and commitments will be delivered locally
- A system operating plan has been submitted to NHS England and can be viewed on our website <http://www.eastlondonhcp.nhs.uk/ourplans/>
- This sets out how the partnership will work together and deliver specific commitments to improve performance in key priorities like cancer, maternity and mental health during 2019/20.
- It forms the first stage in our response to the NHS Long Term Plan.
- The next stage is to develop a five year plan and we are involving our partners and local people to produce this.

ELHCP priorities – overview

2016 STP Priority	NHS Long Term Plan Priority	NEL Long Term Plan Response
Digital Transformation Estates Workforce	Digital Transformation Workforce	Digital Transformation Estates Workforce System Reform
Maternity 0-25	Starting Well	Start Well Maternity 0-25
Cancer Mental Health Urgent and Emergency Care Medicines Optimisation	Cancer CVD Mental Health Respiratory Stroke	Living Well Cancer CVD Mental Health Respiratory Stroke Urgent and Emergency Care
Frailty End of Life Care	Ageing Well	Ageing Well Frailty End of Life Care
Primary Care Prevention	Personalisation Primary Care Prevention	Cross Cutting Personalisation Primary Care Prevention

Timelines

- NHS England released the implementation framework and system support offer for developing our response to the Long Term Plan:
www.longtermplan.nhs.uk/implementation-framework/
- The implementation framework sets out the approach Sustainability and Transformation Partnerships are asked to take to create five-year strategic plans for 2019/20 to 2023/24.
- Our initial plan needs to be submitted by **27 September 2019** and we intend to take it to each health and wellbeing board in advance of that deadline.
- Plan will then go to JHOSCs (ONEL/INEL) in **September/October**
- Final plans submitted and published by **mid-November 2019**. We will publish a plain English summary of the plan alongside the main document.

Engagement

- The seven Healthwatch organisations have been leading a piece of engagement focused on primary care, prevention and personalisation. Their evidence suggests that our communities want:
 - Better access to GP appointments (preferably within one week)
 - Good quality information and advice
 - Responsive person centred services that include carers, family and social network.
- Stakeholder event on 6 June with over 200 attendees
- Engagement at local, system and NEL level continues

National next steps

- NHS England will aggregate system plans along with additional national activity
- This will be published as part of a national implementation plan by the end of the year, so that NHS England can properly take account of the Government Spending Review decisions on workforce education and training budgets, social care, councils' public health service and NHS capital investment.
- Locally, we see our response as an opportunity to signal to NHS England's national team what we think we need from the spending review.

Next steps

- Planning for submission of initial plan in September
- Workstream level engagement and events e.g. mental health summit
- Meeting with cabinet members for health to discuss process for sign off and submission
- Next ELHCP event, focusing on delivery of the plan is planned for **16 October 2019** with a session on social care (save the date).
- Work does not end with the submission of the plan – focus on delivery.

Any questions

Thank you

www.eastlondonhcp.nhs.uk