



Better health and care:
developing a sustainability
and transformation plan
for north east London

A photograph of three children running happily on a grassy field in a park. The child on the left is a young girl with long brown hair and a pink bow, wearing a white shirt and pink shorts. The child in the middle is a girl with curly hair and a blue headband, wearing a light blue shirt and denim pants. The child on the right is a boy with short blonde hair, wearing a white long-sleeved shirt and dark blue pants. They are all running towards the camera with joyful expressions. The background shows lush green trees and a clear sky.

A summary of progress to date

Everyone living in north east London should live independent and healthier lives, and for this to happen, the health service needs to improve and change. In order to achieve this, the NHS and councils are working to develop a Sustainability and Transformation Plan (STP) for north east London.

This plan will turn the ambitions of the NHS Five Year Forward View into reality.

Our vision is to:

- ▶ Measurably improve health and wellbeing outcomes for the people of north east London and ensure sustainable health and social care services, built around the needs of local people
- ▶ Develop new ways of working to achieve better outcomes for all, focused on the prevention of ill health and out of hospital care
- ▶ Work in partnership to plan, commission (buy), contract and deliver services efficiently and safely.

Five Year Forward View

The NHS Five Year Forward View is a strategy for the NHS in England. It sets out the gaps in health and social care, describing how the quality of NHS care can be variable, preventable illness is widespread, and health inequalities deep-rooted. People's needs are changing, new treatment options are emerging, and there are challenges in areas such as mental health, cancer and support for frail older patients. Pressure on NHS services continue to increase.

The NHS Five Year Forward View sets out solutions for the future based around new models of care (changing the way care is delivered) and highlighting the importance of public health and ill-health prevention, joining-up services across health and social care, empowering patients and communities, strengthening primary care and making further efficiencies in the health service.

Working together to achieve change

Clinical commissioning groups, local authorities and NHS provider trusts (hospitals, community services and mental health services) are working together to drive genuine and sustainable change, putting the patient and their experience at the heart of quality improvement and achieving improved health outcomes in the longer term by developing the STP for north east London. This involves 20 organisations:

Clinical commissioning groups (GP-led groups responsible for planning and buying NHS services): Barking and Dagenham, City and Hackney, Havering, Newham, Redbridge, Tower Hamlets and Waltham Forest.

Local authorities: Barking and Dagenham, City of London Corporation, Hackney, Havering, Newham, Redbridge, Tower Hamlets and Waltham Forest.

Providers: Barking, Havering and Redbridge University Hospitals NHS Trust, Barts Health NHS Trust, East London NHS Foundation Trust, Homerton University Hospital NHS Foundation Trust, NELFT NHS Foundation Trust.

We are also working with colleagues from NHS England, NHS Improvement, Health Education England and UCL Partners.



The STP is under development and nothing has been finalised. This document is a summary of progress to date and what we think the STP for north east London should address and include. We expect to have a completed STP in the autumn.

Why we need a Sustainability and Transformation Plan

Our challenges in north east London:

- ▶ Our population is projected to grow at the fastest rate in London with an 18% growth over 15 years (345,000 more people, the equivalent of a large borough).
- ▶ There are high rates of people being admitted to hospital with conditions that could be cared for in the community.
- ▶ A&E use is increasing in most boroughs.
- ▶ There are highly deprived areas, with many residents challenged by poor physical and mental health which is linked to factors such as low incomes, poor housing and high rates of smoking.
- ▶ There are generally high rates of physically inactive adults, which can lead to diabetes, dementia and obesity, all of which are more common in people living in poverty.
- ▶ People are living longer, meaning that they require more care and support later in life, and conditions linked to ageing such as dementia are becoming more common.
- ▶ We have higher than average rates of childhood obesity and below average immunisation rates.
- ▶ Two of our three hospital trusts are in special measures, meaning there are concerns about the quality of care they provide.
- ▶ More people than average find it hard to get an appointment with their GP.
- ▶ There is a national shortage of GPs, and many local GPs are nearing retirement age.
- ▶ The money we spend on health and care will increase significantly over the next few years but the money available to us will not.

Working together to address these challenges will give us the best opportunity to make sure health and care services in north east London are sustainable by 2021.



Sustainability: using resources to meet the needs of people today without reducing the ability of future generations to meet their own needs.

Solving our challenges

Our top three ambitions are:

- 1 Promoting prevention and self-care** – to reduce the burden on health care services, we want to encourage more people to look after themselves and their health so that they stay well.
- 2 Improving primary care** – to meet the rising demand placed on our primary care services, we will transform primary care by working together and using multi-disciplinary teams comprised of community, social care and healthcare professionals.
- 3 Reforming hospital services** – most of our hospital care does not currently meet the required standards. We will change this by reforming hospital care through redesigning patient pathways and working together more closely.



The STP will act as an ‘umbrella’ plan for change, underneath it are a number of local plans such as:

Hackney: devolution pilot, bringing health and social care providers together to deliver an integrated, effective and financially sustainable system that covers the whole range of wellbeing. To find out more: www.cityandhackneyccg.nhs.uk

Barking and Dagenham, Havering and Redbridge (BHR): as a devolution pilot BHR is exploring bringing health and social care services together to deliver better outcomes for residents, including the option of a single local accountable care organisation. To find out more: www.bhrpartnership.org.uk

Newham, Tower Hamlets and Waltham Forest: a partnership between Newham, Tower Hamlets and Waltham Forest CCGs and Barts Health NHS Trust, involving multiple other organisations and stakeholders. It aims to deliver safe, sustainable, high-quality services to improve the local health and social care economy in east London – in line with the challenges of the NHS Five Year Forward View and the established case for change. www.transformingservices.org.uk





In north east London there are also two 'vanguard' programmes, aimed at supporting improvement and integration of services. Each vanguard site has freedoms and flexibilities which they would otherwise not have in order to deliver innovation at pace and share their learning. These are:

Urgent and emergency care vanguard

Local GPs, hospitals, community services and councils are working across Barking and Dagenham, Havering and Redbridge to transform urgent and emergency care services. This is happening by changing the way people access urgent care locally, creating a simplified, streamlined urgent care system that delivers intelligent, responsive urgent care for local people.

For more information:
www.bhrpartnership.org.uk



New models of care vanguard

In Tower Hamlets local health and care partners are developing new ways of working to provide integrated and person-centred care to local people, including looking at how to transform the way care is provided to adults with complex needs and children and young people. With a focus on prevention and being able to access high quality services, the vanguard will improve physical, social, emotional and cognitive development and improve life-long health and wellbeing.

For more information:
www.towerhamletsccg.nhs.uk



Our approach



Promote prevention and personal and psychological wellbeing in all we do

- Workplace
- Housing
- Self-service care

- Leisure
- Education
- Employment



- Self-care
- Peer-led services
- Voluntary sector services
- Home-based support
- Mental health services
- Children's services
- Social care services
- Opticians/dentists/pharmacies
- GPs
- Integrated multi-disciplinary teams
- Support from volunteers

- Maternity
- Acute physical and mental care
- Emergency care
- Specialised services



Promote independence and enable access to care closer to home



Ensure accessible, high quality acute services for people who need it

We have identified six priorities to focus on across north east London:

1 Make sure we have the right health and care services in the right place to care for our growing population

Our growing population is putting pressure on our health and social care services. Rather than building another hospital, we need to focus on preventing illness, improving primary care (GP) services and making sure there are beds in our hospitals for those who truly need them. We can make this happen by:

- ▶ Changing the way people use health services by focusing on in prevention and self-care, equipping and empowering everyone to help themselves where possible.
- ▶ Making sure our urgent and emergency care system directs people to the right place first time, with proactive, easy to access primary care at its heart.
- ▶ Offering effective outpatient care on each hospital site, so hospital beds are only for those who really need to be admitted.
- ▶ Making sure our hospitals work together and with community and social care to deliver seamless, patient-centred care.
- ▶ Making sure our buildings and our workforce can support local people from cradle to grave.

2 Transform the way care is provided: encourage self-care, offer care close to home and make sure secondary care is high quality

We will empower people to manage their own health and wellbeing where possible, and make sure the care they receive is of a consistently high quality. We want to make this happen by:

- ▶ Transforming primary care by addressing areas of poor quality/access, including offering care from 8am to 8pm, seven days a week.
- ▶ Making sure that people receive high quality care in the right setting, ideally close to their home.
- ▶ Delivering coordinated care to support the health and wellbeing of people with complex health and social care needs.
- ▶ Making sure that when people fall seriously ill or need emergency care, hospitals provide strong, safe, high-quality services.
- ▶ Improving hospital services: streamlining outpatient pathways, delivering better urgent and emergency care, coordinating planned care/surgery, offering more birthing options and encouraging hospital trusts to work together.
- ▶ Changing the way and order that people are treated (triage) in urgent and emergency care so that patients receive the right care at the right time according to their needs. Only patients who need more intensive care should be admitted to hospital, reducing the demand for costly hospital beds.
- ▶ Developing services that provide planned, short term intensive help so people can stay independent, rather than have to go into hospital.



3 Secure the future of our health and social care providers

Many of our health and care providers face challenging financial circumstances, and although they have made significant progress in improving services and making savings, more needs to be done to make sure we have better quality, innovative services which deliver value for money. The challenge is to work together to develop a plan to support organisations providing local services. This will involve:

- ▶ changing the way services are provided so fewer people attend or are admitted to hospitals unnecessarily (and that those are admitted can be treated and discharged more efficiently).
- ▶ driving greater efficiency and productivity initiatives within and across organisations providing services (e.g. procurement, clinical services, back office and bank/agency staff).
- ▶ looking at formal ways to work together.
- ▶ exploring opportunities for the NHS to work more closely with local authorities through local devolution pilots.

4 Improve specialised care

Specialised services are expert services such as some rare cancers provided in relatively few hospitals and accessed by small numbers of patients. Demand for these services is growing, and we need to work with other NHS organisations in London to become a world class destination for specialised services.



Spotlight on workforce

We cannot achieve any change without our staff – they are crucial to the success of the STP. We will transform our workforce by:

- ▶ **Retaining staff** - by making our organisations great places to work, offering career development, education and training so our staff have the skills needed to deliver amazing care, and keeping our staff happy and healthy.
- ▶ **Promoting north east London as a great place to live and work** – in order to recruit staff/ talent, we need people to recognise this part of London is a great place to live and work. We must create career and education opportunities for people so they want to live and work here.

Finances – how will we pay for this?

We are clear that things need to change. If we carry on as we are in north east London, we will have a shortfall of £527m by 2021. We have identified ways to help close this gap and find savings, including through:

- ▶ Individual CCGs' and providers' savings programmes – to run the organisations more efficiently and effectively.
 - ▶ Working together – using our transformation programmes such as Transforming Services Together to achieve savings.
 - ▶ Standardising and combining back office functions - in many cases, back office functions such as HR, finance, facilities management and IT are duplicated across providers and cost and quality vary. Consolidating services and sharing good practice can improve productivity and save money.
 - ▶ Using our buildings more efficiently – so we are making the best use of our spaces.
 - ▶ Capitalising on our collective buying power – where it is better value for money to do so, we will procure contracts and spend at a north east London level, for example buying medicines in bulk will save money and ensure consistency.
 - ▶ Working with local people to co-design new services and identify opportunities for productivity and efficiency improvements.
- We can also receive funding from the national Sustainability and Transformation Fund, but this is conditional on the quality of our STP.

5 Work together to tackle challenges, identify solutions, make decisions and improve the health of local people

We need to change the way we work if we are to improve care and create models of care that are truly people-centred and sustainable. This will involve:

- ▶ pooling health and social care budgets
- ▶ joining previously separate services, where practical
- ▶ close working between local authorities, the NHS and other voluntary and community organisations.

6 Use our buildings better

We want care to be provided in modern buildings suitable for healthcare. We are developing an estates strategy that looks at our buildings, what services are based in them and where there are opportunities to use them more effectively, or if they should be sold. We also need to look at how we can better manage our private finance initiative (PFI) buildings, which place significant financial pressure on some providers.

How we will know our plan is making a difference

We will:

- ▶ Make sure people live longer and healthier lives by reducing major health risks such as obesity, smoking and alcohol misuse.
- ▶ Develop new ways to deliver care, focusing on keeping people well (prevention) and keeping them out of hospital.
- ▶ Make sure all our hospitals provide care that is safe, compassionate, effective and efficient, every time.
- ▶ Make sure all local health and social care services provide high quality care that local people need, do it well, and are sustainable.
- ▶ Work together to make sure health and social care services are planned and delivered innovatively, efficiently and safely.
- ▶ Break down organisational barriers so care is provided seamlessly between GPs and hospitals, between physical and mental health services, between health and social care.
- ▶ Better support patients and unpaid carers, and further develop our work with voluntary organisations and local communities.
- ▶ Make sure we can afford to run a safe and sustainable NHS.



What do you think?

We'd like to know what you think about our STP. It's still a draft, so the content can and will change. We'd like to hear from as many people as possible about what you think so we can refine our ideas and further develop our STP, based on your comments, before it is finalised later in the year.

- ▶ What do you think about what we've chosen to focus on?
- ▶ Do you think we have the right priorities?
- ▶ Is there anything missing that you think we should include?

Please send us an email and tell us what you think:

nel.stp@towerhamletscg.nhs.uk

To find out about STP-related events, sign up to our newsletter or read a more detailed version of the STP visit: www.nelstp.org.uk