

EXTERNAL SERVICES SELECT COMMITTEE - HEALTH UPDATES

Committee name	External Services Select Committee
Officer reporting	Nikki O'Halloran, Chief Executive's Office
Papers with report	Appendix A – Healthwatch Hillingdon Annual Report
Ward	n/a

HEADLINES

To enable the Committee to receive updates and review the work being undertaken with regard to the provision of health services within the Borough.

RECOMMENDATIONS:

That the External Services Select Committee notes the presentations.

SUPPORTING INFORMATION

The Hillingdon Hospitals NHS Foundation Trust (THH)

THH services are provided from both Hillingdon Hospital and Mount Vernon Hospital. The Trust has a turnover of around £222 million and employs over 3,300 staff. It delivers high quality healthcare to the residents of the London Borough of Hillingdon, and increasingly to those living in the surrounding areas of Ealing, Harrow, Buckinghamshire and Hertfordshire, giving a total catchment population of over 350,000 people.

Providing the majority of services from the Trust, Hillingdon Hospital is the only acute hospital in Hillingdon with a busy Accident and Emergency, inpatients, day surgery, and outpatient clinics. Some services are also provided at the Mount Vernon Hospital in co-operation with the East & North Hertfordshire NHS Trust. Mount Vernon Hospital has a modern Diagnostic and Treatment Centre which comprises a two-storey building and the existing Princess Christian Unit. These buildings house four state-of-the-art operating theatres to carry out elective surgery, plus outpatient services, a spacious waiting area and coffee shop.

Care Connection Teams (CCT)

The Hillingdon Health Care Partnership (HHCP) comprises The Hillingdon Hospitals NHS Foundation Trust; Central North West London NHS Foundation Trust (CNWL); H4All, a partnership of voluntary sector health care providers; and Hillingdon's GP Federation, which brings together all of Hillingdon's GPs.

HHCP brings hospital services, GPs and community care together in Care Connection Teams (CCTs), designed to help prevent emergency admissions to hospital among older residents, many of whom have complex medical conditions. It also prioritises the identification of older people who might be at risk of an emergency hospital admission, and makes treatment in their own home the norm.

After a home visit from a Guided Care Nurse, which includes a top-to-toe medical examination and review of the patient's medication, a care plan is drawn up in consultation with family and carers, and given to the patient with guidance on how to use it. For example, it might include information about symptoms, so the patient can call the team for advice such as when to start medication if their situation has changed. This helps to take pressure off GPs, reassures the patient that support is always available and, because they are known to the team and their treatment is regularly discussed, stops them having to endlessly describe their varying medical problems. The whole system is designed to head off an admission to hospital through the use of early intervention.

The Brunel Partners Academic Centre for Health Sciences

The Brunel Partners Academic Centre for Health Sciences was officially launched at Brunel's Uxbridge campus in November 2017. The establishment of the Centre is a pioneering new partnership between The Trust, Central and North West London (CNWL) NHS Foundation Trust and Brunel University London. The new Centre, jointly funded by the three partners, aims to revolutionise the way health and social care is delivered to meet the changing needs of society - moving away from delivering in a supply model, to where customers see it designed around them, and can exercise their own choice. The Centre will bring about this transformation in Hillingdon by providing the perfect setting for research and developing new methods of healthcare delivery across allied health, nursing, social care and medicine.

The Centre's work will focus on five distinct areas:

- research and innovation
- educating the workforce
- outcomes-based care
- quality improvement
- digital health.

Central and North West London NHS Foundation Trust (CNWL)

CNWL is a large and diverse organisation, providing health care services for people with a wide range of physical and mental health needs. The Trust employs approximately 7,000 staff who provide healthcare to a third of London's population and across wider geographical areas, including Milton Keynes, Kent, Surrey and Hampshire.

Community Mental Health Teams (CMHTs) work with patients to develop recovery goals and offer continuity of care. They will assess the needs of the patient to make sure the treatment provided is personalised. They also offer more intensive care when people need it most and help patients to work towards greater independence in managing health and wellbeing. The Community Rehabilitation Team offers care coordination and support to people with a mental illness in supported living or care homes, with a view to helping develop independent living skills and improving quality of life. Staff from a range of clinical backgrounds work within the CMHTs/Community Rehabilitation Teams, in addition to peer and employment support advisors.

- Single Point of Access - The Single Point of Access (SPA) offers mental health triage for routine, urgent and emergency referrals, mental health signposting, information and advice, 24 hours a day, 7 days a week, 365 days a year. SPA also incorporates CNWL's Urgent Advice Line (UAL), providing out of hours crisis support and advice. The team consists of qualified clinicians who are able to direct callers to the most appropriate service to meet their needs.

- Primary Care Mental Health Team - The team works within GP surgeries, helping people to adjust once discharged from secondary mental health services, or providing advice to GP's on what services to offer their patient.
- Talking Therapies - Hillingdon Talking Therapies is a free, confidential NHS service, which provides psychological treatment for depression and anxiety disorders, phobias and post-traumatic stress disorder. Conditions are treated using a variety of therapeutic techniques, including cognitive behaviours therapy (CBT), interpersonal therapy (IPT) and couples therapy. The service accepts referrals from GPs, health care professionals and self-referrals.
- Crisis and Home Treatment Team (HTT) - The team has doctors, nurses, social workers, occupational therapist and support workers who are available to support patients, carers and their families 24/7. The team supports people in mental health crisis in their own homes and seeks to avoid unnecessary admissions to mental health inpatient settings.
- Liaison Psychiatry Team - The liaison psychiatry team work 24/7 alongside colleagues in A&E and general hospital wards, providing assessment, treatment and signposting to people who have a mental illness.
- Early Intervention Services - The service offers intensive support and treatment to people who have been diagnosed with a psychotic illness for the first time. They work with people from 14 years old and offer support for up to 5 years.
- Child and Adolescent Mental Health Services (CAMHS) - CAMHS services are mostly provided in the community, but CNWL also has a specialist inpatient service for 8-13 year olds. Family therapy plays an important role in CAMHS care

Acute mental health services provide assessment and treatment for adults with severe mental illness. This may mean a person needs care as an inpatient in hospital or intensive support through a home treatment team in the community.

Royal Brompton and Harefield NHS Foundation Trust (RBH)

Royal Brompton and Harefield NHS Foundation Trust (RBH) is the largest specialist heart and lung centre in the UK and among the largest in Europe. The Trust works from two sites:

- Royal Brompton Hospital in Chelsea, West London
- Harefield Hospital near Uxbridge

The Trust is a partnership of these two specialist heart and lung hospitals which are known throughout the world for their expertise, standard of care and research success. They only provide treatment for people with heart and lung disease and carry out some of the most complicated surgery, and offer some of the most sophisticated treatment that is available anywhere in the world

Specialist trusts treat patients with rare and complex conditions in a specific area of health. Their clinical teams are skilled in the development and early adoption of new therapies and techniques, and many of the patients they care for cannot be treated in general hospitals.

Specialist trusts are at the forefront of innovation in healthcare and are often responsible for breakthroughs in treatments, which are then adopted by the whole healthcare system. Clinical staff at specialist hospitals are experts in their chosen field and often relocate to specialist centres to further develop their skills. UK specialist trusts welcome clinical specialists from around the globe.

Among their many achievements, experts at RBH:

- pioneered intricate heart surgery for newborn infants born with a congenital heart disease
- performed the first successful heart and lung transplant in Britain
- implanted the first coronary stent
- achieved a world first by implanting a Tendyne transcatheter mitral valve system to treat a leaking mitral heart valve.

Research programmes play a vital role at both our hospitals. This is because the most talented medical experts are rarely content with using tried and tested methods to treat their patients. The opportunity to influence the course of modern medicine by developing new treatments is a prospect that attracts them to specialist centres, where research opportunities are a fundamental part of delivering patient care. Many medical advances made at the Trust have been taken up across the NHS and beyond.

Each year, between 500 and 600 papers by researchers associated with the Trust are published in peer-reviewed scientific journals, such as The Lancet and New England Journal of Medicine. The Trust's main partner is the National Heart and Lung Institute at Imperial College, London. Additional research projects are run with other hospitals and universities in the UK and abroad.

RBH is the leading UK provider of respiratory care and is the national leader in the specialist areas of paediatric cardiorespiratory care, congenital heart disease and cystic fibrosis. In 2016, the Trust cared for around 200,000 patients in its outpatient clinics and supervised around 40,000 inpatient stays. It is one of the country's largest centres for the treatment of congenital heart disease, treating both children and adults and its clinical teams treat more than 10,000 patients with these diseases each year (many receive care from their first few days of life through to adulthood).

The RBH heart attack centre at Harefield has pioneered the use of primary angioplasty for the treatment of heart attacks and has one of the fastest treatment times in the country at only 27 minutes, compared to the national average of 42, a crucial factor in patients' survival. The on-site fetal cardiology service enables clinicians to begin caring for babies while still in the womb; some are scanned and diagnosed at just 12 weeks, when the heart measures just over a millimetre.

Harefield Hospital has more than 1,300 staff, five operating theatres and four catheter laboratories. It has 168 beds, including beds for:

- cardiac and thoracic surgery
- cardiology
- day case unit
- adult intensive care
- the transplant unit.

The hospital is a major centre for the treatment of:

- lung cancer
- chest cancer and oesophageal cancers
- other chest surgery.

The hospital is one of the largest and most experienced centres in the world for heart and lung transplants and has jointly pioneered work in the development of 'artificial hearts' (also known as left ventricular assist devices or LVADs).

RNH's dedicated heart attack centre deals with heart attack emergencies from outer north-west London, providing primary angioplasty in its specialist catheter laboratories. It is thought that the Trust's arrival-to-treatment time of 27 minutes is one of the fastest in Europe, where speed of treatment has been shown to be crucial to survival in these cases.

In the Care Quality Commission inspection report published on 10 January 2017, Harefield Hospital received an overall rating of Good.

NHS Hillingdon Clinical Commissioning Group (HCCG)

The proposal for new clinical commissioning groups was first made in the 2010 White Paper, 'Equity and Excellence: Liberating the NHS' as part of the Government's long-term vision for the future of the NHS. In order to shift decision-making as close as possible to patients, power and responsibility for commissioning services was devolved to local groups of clinicians. The role of CCGs is set out in the Health and Social Care Act 2012 and specifies that CCGs will:

- Put patients at the heart of everything the NHS does
- Focus on continually improving those things that really matter to patients – the outcome of their healthcare
- Empower and liberate clinicians to innovate, with the freedom to focus on improving healthcare services

HCCG has a governing body which meets in public each month and the agendas and papers for these meetings can be found on the CCG website. The governing body is made up of GPs from the Hillingdon area and at least one registered nurse and one secondary care specialist doctor. It is responsible for planning, designing and buying/commissioning local health services for Hillingdon residents including:

- Planned hospital care
- Urgent and emergency care
- Rehabilitation care
- Community health services
- Mental health and learning disability services

HCCG covers the same geographical area as the London Borough of Hillingdon and comprises all 46 GP practices across the Borough of Hillingdon. As members of the HCCG, they guide the organisation and make sure the CCG is getting the most from the money it is allocated from the Government.

As a GP-led organisation, HCCG is in the unique position of being able to draw upon the first-hand experience of our patients who use the health services that it commissions. Taking into account their experiences, and talking to them about how best to meet their healthcare needs, HCCG can then commission the services that best meet their needs.

Hillingdon is the second largest of London's 32 boroughs covering an area of 42 square miles. Hillingdon's population for 2011 was estimated at 273,900 (13th largest in London), an increase of 2.93% over midyear estimates for 2010. Hillingdon has a significantly higher population of

young people (aged 5-19) compared with England and London. The population of older age groups (50+) is also larger than London but smaller than England. Both groups are expected to increase ahead of average population growth rates.

HCCG's vision is for a high performing, good quality and cost effective acute and community based health system for local residents, in an environment that delivers quality care, supports clinicians and is satisfying for all staff and members. To help the Trust achieve this vision, it has three key strategic programmes in place:

- the reconfiguration of hospital services through 'Shaping a healthier future';
- out of hospital strategy; and
- financial recovery and savings programme.

The success of these programmes will be measured through a range of services outside of acute hospitals including expanded primary and community care which will lead to a reduction in acute activity and spend, and better integrated hospital and community care, including social care. Working closely with providers, the local authority and community and voluntary sector groups is essential in for HCCG to achieve this.

In North West London (NWL), the CCGs are working together across the NHS to improve healthcare services for the two million residents who live in the area. By working together, the CCGs can ensure that residents have better access to care, around the clock. Whether that means being able to get appointments with a GP quickly and conveniently; making sure more specialist doctors are available, no matter what day of the week it is; that their mental health is considered at the same time as their physical health, with a single, coordinated approach by health and voluntary sector organisations; and that when a resident needs longer term care from different people, it is joined up and they don't need to keep repeating their story.

NWL CCGs are also making sure the public helps shape care, involving them from an early stage in the design of services, and listening to their feedback along the way. Through this joint approach, NWL CCGs will improve people's health and wellbeing, giving them a better quality of life.

Sustainability and Transformation Plan

The NHS Five Year Forward view set out a national requirement for all local health and care systems to be integrated by 2020 in 2015. In December 2015, it was announced that local areas would need to deliver this vision through sub-regional Sustainability and Transformation Plans (STPs). The NHS North West London Collaboration of Clinical Commissioning Groups (CCGs) decided to form a sub-regional plan for eight CCGs and corresponding local authorities: Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow, Kensington and Chelsea, and Westminster.

In NWL, there is currently significant pressure on the whole system. Both the NHS and local government need to find ways of providing care for an ageing population and managing increasing demand with fewer resources. Over the next five years, the growth in volume and complexity of activity will outstrip funding increases. But this challenge also gives partners an opportunity. It is recognised that services are not joined up and don't treat people holistically, that there is duplication and gaps and that there are inefficiencies that mean patients often have poor experiences, making them feel that their time is not necessarily valued. NWL is focused on helping to get people well, but does not spend enough time preventing them from becoming ill in the first place.

The NWL STP is the CCG plan for North West Londoners to be well and live well. It gives the partners the opportunity to deliver better and more integrated health and social care and seek to address the three identified gaps over a five year period:

- The health and wellbeing gap – by preventing people from getting ill where possible and supporting people to stay healthy.
- The care and quality gap – by ensuring the delivery of consistently high-quality and person centred care.
- The £1.3 billion funding and efficiency gap – making sure services are structured and delivered as effectively and efficiently as possible.

The NHS and all eight local authorities across NWL are working together to deliver a better health and care system. Although there will be points of disagreement between different stakeholders, there is a general consensus that these points of disagreement will not stop the different parties from working together to improve the health and wellbeing of our residents.

In NWL, a working partnership between the NHS and the relevant local authorities has been the approach for a while. The NWL CCGs are proud of their record of working together with all of the councils in NWL and the wider NHS and community and voluntary sector to deliver new and improved integrated services.

As part of the STP's development, a governance structure has been established to oversee the delivery of the plan over the next four years, maintaining the links with local health and wellbeing boards. This includes a Joint Health and Care Transformation Group that acts as the system leadership group and oversees the delivery of the STP. Group representation comes from system leaders across NWL, including council, NHS and lay partners. Meetings take place on a monthly basis.

HCCG works closely with the London Borough of Hillingdon on health and social care issues. This close relationship with the Council is more important than ever as we deliver the Better Care Fund (BCF), which is a single pooled budget to support health and social care services to work more closely together in local areas.

The London Ambulance Service NHS Trust (LAS)

The LAS is the busiest emergency ambulance service in the UK and provides healthcare that is free to patients at the time they receive it. It is also the only London-wide NHS trust. The LAS has around 5,000 staff who work across a wide range of roles based in 70 ambulance stations and serve more than eight million people who live and work in the London area. The service operates over an area of approximately 620 square miles, from Heathrow in the west to Upminster in the east, and from Enfield in the north to Purley in the south.

The LAS' main role is to respond to emergency 999 calls, providing medical care to patients across the capital, 24 hours a day, 365 days a year. Other services offered include providing pre-arranged patient transport and finding hospital beds. Working with the police and the fire service, the LAS is prepared for dealing with large-scale or major incidents in the capital.

As the mobile arm of the health service in London, the LAS' main role is to respond to emergency 999 calls, getting medical help to patients who have serious or life-threatening injuries or illnesses as quickly as possible. The majority of patients, however, do not have

serious or life-threatening conditions and they don't need to be sent an ambulance on blue lights and sirens. Often they can receive more appropriate care somewhere other than at hospital.

As an emergency service in the capital, the LAS needs to be prepared to deal with large-scale incidents. The biggest challenges the Trust has faced have been the London bombings in July 2005, the Westminster and London Bridge terror attacks in 2017 and the tragic fire at Grenfell Tower in 2017.

The LAS was assessed by the Care Quality Commission (CQC) in June 2015 when the Trust was given an overall rating of 'inadequate'. After being given a rating of 'Requires improvement' in a report published in June 2017, in May 2018 the LAS was rated as 'Good' overall and the care it provides was again rated as 'Outstanding'.

Healthwatch Hillingdon

Healthwatch Hillingdon is a health watchdog run by and for local people. It is independent of the NHS and the local Council. Healthwatch Hillingdon aims to help residents get the best out of their health and social care services such as doctors, dentists, hospitals and mental health services and gives them a voice so that they can influence and challenge how health and care services are provided throughout Hillingdon. Healthwatch Hillingdon can also provide residents with information about local health and care services, and support individuals if they need help to resolve a complaint about their NHS treatment or social care.

Healthwatch Hillingdon is one of 152 community focused local Healthwatch. Together, they form the Healthwatch network, working closely to ensure consumers' views are represented locally and nationally-led by Healthwatch England.

Healthwatch Hillingdon is all about local voices being able to influence the delivery and design of local services. Not just people who use them, but anyone who might need to in the future. By making sure the views and experiences of all people who use services are gathered, analysed and acted upon, Healthwatch can help make services better now and in the future.

To make sure that the voices of children and young people are heard, Healthwatch Hillingdon created Young Healthwatch Hillingdon (YHwH). YHwH is made up of volunteers who represent the views of children and young people living, working or studying in Hillingdon. They do this by:

- Sharing and promoting information about health issues and services that affect children and young people through events, social media updates and reports.
- Speaking to children and young people and gathering their views about what health issues and services are important to them.
- Working with health and social care services representatives to try to shape and improve services for children and young people.

Local Medical Committee (LMC)

Londonwide LMCs supports and acts on behalf of 27 Local Medical Committees (LMCs) across London. LMCs represent GPs and practice teams in their negotiations with decision makers and stakeholders from health and local government to get the best services for patients. They are elected committees of GPs enshrined in statute. Londonwide LMCs and LMCs also provide

a broad range of support and advice to individuals and practices on a variety of professional issues.

A local medical committee is a statutory body in the UK. LMCs are recognised by successive NHS Acts as the professional organisation representing individual GPs and GP practices as a whole to the Primary Care Organisation. The NHS Act 1999 extended the LMC role to include representation of all GPs whatever their contractual status. This includes sessional GP and GP speciality registrars. The LMC represents the views of GPs to any other appropriate organisation or agency.

In the United Kingdom, LMCs have been the local GP committees since 1911. They represent all General Practitioners in their geographical area which is historically coterminous with the successive Primary Care Organisations or other healthcare administrative areas. As the organisation and complexity of primary care has increased, and along with the call for increased professionalism and specialisation of, for instance, negotiators, LMCs' administrative structures have developed from a pile of papers on the kitchen table of the LMC medical secretary to permanent staff and offices with substantial assets. This has allowed the LMCs to develop relationships ranging over time, topic and space between mutual suspicion and antagonism to useful cooperation for common benefit with NHS administrative organisations.

Care Quality Commission (CQC)

The Care Quality Commission (CQC) makes sure that hospitals, care homes, dental and GP surgeries, and all other care services in England provide people with safe, effective, compassionate, high-quality care and encourages care services to improve. The CQC does this by inspecting services and publishing the results on its website to help individuals make better decisions about the care they receive.

The CQC:

- registers care providers.
- monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety and publishes what it finds, including performance ratings to help people choose care.
- sets out what good and outstanding care looks like and makes sure services meet fundamental standards below which care must never fall. Where the CQC finds poor care, it will use its powers to take action.
- takes action to protect people who use services.
- speaks with its independent voice, publishing its views on major quality issues in health and social care.

Throughout its work, the CQC protects the rights of vulnerable people, including those restricted under the Mental Health Act. It also listens to and acts on residents' experiences, involves the public and people who receive care and work with other organisations and public groups.

Activities regulated by the CQC include:

- Treatment, care and support provided by hospitals, GPs dentists, ambulances and mental health services.
- Treatment, care and support services for adults in care homes and in people's own homes (both personal and nursing care).
- Services for people whose rights are restricted under the Mental Health Act.

NHS Property Services (NHS PS)

NHS PS brings property and facilities management expertise to the NHS estate. At a time of major change and increasing demand for the NHS, NHS PS attempts to reduce costs, create a more fit for purpose estate and generate vital funds that are reinvested to support improvements in frontline patient care.

NHS Property Services manages, maintains and improves the NHS properties and facilities within its portfolio, working in partnership with NHS organisations to create efficient, sustainable and modern healthcare and working environments. The organisation has a major role as both landlord and service provider for NHS customers and services fall into four main business areas:

- Strategic estates planning – supporting customers to deliver healthcare premises that meet future needs for patient services. This includes: strategic estates planning; commercial property advice; capital investment; and property development.
- Asset management – acting as landlord, disposing of surplus properties that commissioners decide are no longer needed, regularising leases and developing new facilities. This includes: property management; planning and development; property disposals; new property purchases; rent reviews; lease renewals; and lease regularisation.
- Construction project management – managing the development of new buildings and refurbishment of existing buildings, along with investment in its estate. This includes: new build; contract management; procurement; and refurbishment.
- Facilities management (FM) services – including health and safety, maintenance, electrical services, cleaning and catering.

NHS PS is playing a vital role in helping the NHS make the most of its property. A key part of NHS England's Five Year Forward View is to make the estate more efficient to save money, free-up resources and provide buildings suitable for new ways of delivering healthcare. The Property Strategy team at NHS PS has been supporting Clinical Commissioning Groups and Sustainability and Transformation Plan groups to look at ways of better using the local health and public estate.

Strategic estates planning helps the NHS plan for the future and use the existing estate more effectively. The process can benefit patients and the NHS by:

- Reducing running and holding costs;
- Reconfiguring the estate to better meet commissioning needs;
- Sharing property (particularly with social care and the wider public sector);
- Identifying property that is no longer needed, leading to sale receipts for reinvestment; and
- Ensuring money for improvements is invested in the right place at the right time.

NHS PS works closely with the Department of Health's other property company, Community Health Partnerships to provide expertise to local health systems on behalf of NHS England and the Department of Health. The advice NHS PS provides is: independent; in the interests of the local healthcare system as a whole; and tailored to meet local needs. The organisation also helps commissioners deliver their strategic estate plans so they realise tangible benefits from the process and supports the NHS by seeking sources of funding for projects.

Witnesses

Representatives from the following organisations have been invited to attend the meeting:

- The Hillingdon Hospitals NHS Foundation Trust (THH)
- Central & North West London NHS Foundation Trust (CNWL)
- Royal Brompton & Harefield NHS Foundation Trust (RBH)
- Hillingdon Clinical Commissioning Group (HCCG)
- The London Ambulance Service NHS Trust (LAS)
- Healthwatch Hillingdon (HH)
- Hillingdon Local Medical Committee (LMC)
- NSP Property Services (NHS PS)