

EXTERNAL SERVICES SELECT COMMITTEE - HEALTH UPDATES

Committee name	External Services Select Committee
Officer reporting	Nikki O'Halloran, Corporate Resources and Services
Papers with report	None
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

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 integrated healthcare (more than 300 different health services) across 150 sites and in many other community settings. Types of services include:

- **Physical health:** Community treatment for physical conditions that do not require general hospital treatment or conditions that require long-term care. This includes district nursing, health visitors, stroke care and support for people in recovery.
- **Mental health:** Community and hospital treatment for children, adults and older people with mental health problems. Services range from counselling support for mild conditions to rehabilitation treatment for long and enduring mental health problems.
- **Learning disabilities:** Assessment and treatment for people with learning disabilities who also have complex mental health needs and/or challenging behaviour. Services are provided in the community or hospital.
- **Eating disorders:** Admission to hospital or appointment sessions are provided to support men and women with an eating disorder.
- **Addictions:** Community drug and alcohol treatment services are provided, as well as hospital admission when it is needed. Specialist services to address problem gambling, compulsive behaviour and club drug problems are also available.
- **Sexual health:** Appointment and walk-in services are available for anyone who needs them. This includes contraceptive choices, treatment of sexually transmitted infections and HIV testing and treatment.
- **Prison and offender care:** Full healthcare services, including primary healthcare, addictions and mental health support, are provided in a number of prisons. Mental health support is also provided in the community for people who have offended in the past or people at risk of offending.

Royal Brompton and Harefield NHS Foundation Trust (RBH)

On 1 February 2021, it was announced that Royal Brompton & Harefield NHS Foundation Trust had officially joined Guy's and St Thomas' NHS Foundation Trust, bringing together world-leading expertise in the care and research of heart and lung disease.

The merger of the two NHS foundation trusts was approved by the Boards and Councils of Governors of both organisations in December 2020 and came into effect on 1 February 2021. This merger saw the creation of a newly expanded Guy's and St Thomas' NHS Foundation Trust, with Royal Brompton and Harefield forming a new Clinical Group within the Trust.

Since 2017, Guy's and St Thomas' and Royal Brompton & Harefield NHS Foundation Trusts have been working together, and with colleagues across King's Health Partners, to develop plans to transform care for adults and children with heart and lung disease. This merger is a key step towards achieving these ambitions.

To begin with, the merger will mean clinicians and teams working more closely together, building on the partnership work over the last three years, but generally providing services to the same patients and in the same places as they do now.

Subject to the necessary public consultation, children's services will move from the Royal Brompton Hospital site to an expanded Evelina London Children's Hospital at St Thomas' in around five to six years' time. Subsequently, and again subject to consultation, the Trust hopes to build a new centre for heart and lung services at St Thomas', which will be the home to adult heart and lung services from across the new Trust and potentially other partners as well. There are no plans to move services from Harefield Hospital, but these services will be an integral part of the integration across the new trust.

Professor Ian Abbs, Chief Executive of Guy's and St Thomas' NHS Foundation Trust, says: "I am proud to welcome colleagues from Royal Brompton and Harefield to the Guy's and St Thomas' family. Together, and with our partners, we have a once in a generation opportunity to build a lasting, world-renowned heart and lung centre, providing the highest quality care for patients from before birth to old age, and conducting world-leading research.

"We have already demonstrated that by working together we can achieve more for our patients, not least during our current pandemic response, where partnership working has helped us care for many patients requiring the most specialist treatment.

"I am looking forward to taking the next step on our exciting shared journey, both with our new colleagues and our clinical and academic partners."

Dr Richard Grocott-Mason, Managing Director of the new Royal Brompton and Harefield Clinical Group at Guy's and St Thomas' says:

"This is a hugely significant moment in the history of Royal Brompton and Harefield hospitals. From our earliest discussions with Guy's and St Thomas' we realised we had the chance to create something new and dynamic with colleagues who shared our values and appetite for innovation and transformation – vital for a specialist Trust with a strong reputation for breaking new ground in heart and lung disease treatment and research.

“Healthcare will undergo radical transformation over the next ten years and hospitals and healthcare providers will need to respond. Joining Guy’s and St Thomas’ gives us the best chance of leading and shaping the transformation of heart and lung care and research on a national and international stage.”

Members were assured at their meeting on 10 November 2020 that the proposed merger would not change what happened at Harefield Hospital and that there might actually be potential for expansion at Harefield if costs of a new build in central London proved prohibitive. This could also be married with the possible transfer of cancer services from Mount Vernon Cancer Centre. Proposals for a new build in central London would take at least 10-15 years to become a reality.

NHS Hillingdon Clinical Commissioning Group (HCCG)

In response to the NHS long term plan, which suggested that the number of CCGs will be significantly reduced to align with the number of emerging integrated care system (ICSs), North West London (NWL) CCGs launched a case for change for commissioning reform on 29 May 2019. The case for change recognised that there were questions on how the CCGs respond to the configuration issues raised by the long term plan which required exploration and resolution. Following the engagement period, the recommendation to governing bodies was to proceed to a formal merger of CCGs from 1 April 2021, using 2020/21 as a transition year to focus on the following:

- System financial recovery
- Development of integrated care at PCN, borough and ICS level
- Building closer working relationships with the local authorities
- The development of a single operating structure across the commissioning system, and meet the expectations of NHSE that we would operate in 2020/21 under a single operating framework, with the associated reduction in management costs and streamlined governance
- To work with providers to develop alternative reimbursement structures from 2020/21 to support delivery of ICP/ICS

From the 1 April 2021, the eight Clinical Commissioning Groups in North West London (NWL) became one organisation, a key step towards an Integrated Care System in this part of London. The role of the North West London Clinical Commissioning Group will be to work together with ICS partners to plan, deliver and improve health and care for local people and develop Primary Care Networks across the eight boroughs.

Jo Ohlson, Accountable Officer for NWL CCG says: “We strongly believe forming a single CCG is the right thing for our residents. We will focus on equity of access to services, outcomes and reducing health inequalities. The pandemic has been challenging for the NHS but it has also fostered innovation and collaboration in the health and care system.

“Joining together as a single CCG will formalise and support this new way of working not just in the NHS, but with our partners in local authorities and the voluntary and community sector too.

“Working as a single organisation will enable us to better tackle our biggest challenges together in the NHS; the recovery of services following the pandemic, reducing health inequalities and better joining up care to improve the patient experience for local people.

“Our biggest successes in the NHS arise when we work together with local residents and patients to shape services, and we will continue to work closely with our local communities going forward.”

The transition comes following a consultation period with all eight CCG Governing bodies who voted in favour of the move, as well as discussions with staff, GP members, local authorities, provider trusts and Healthwatch organisations.

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 Uxminster 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.

Hillingdon Health and Care Partners (HHCP)

Hillingdon Health and Care Partners (HHCP) is an innovative, joined-up approach to improving care for older people in Hillingdon. The HHCP brings together hospital services, GPs, community and voluntary services to provide more seamless care for older people in Hillingdon,

with the aim of preventing hospital admissions and looking after older people in their own homes, through care connection teams. Admission to hospital is also avoided through the use of early intervention.

The HHCP is made up of Hillingdon Hospitals NHS Foundation Trust, Central and North West London NHS Foundation Trust (CNWL), H4All, a partnership of voluntary sector health care providers and Hillingdon's newly formed GP Federation (which brings together all of Hillingdon's GPs).

The Hillingdon Hospitals NHS Foundation Trust (THH)

Members should note that representatives from THH attended a meeting on 28 April 2021 so have not been invited to attend this meeting.

Witnesses

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

- Central & North West London NHS Foundation Trust (CNWL)
- Royal Brompton & Harefield NHS Foundation Trust (RBH)
- The London Ambulance Service NHS Trust (LAS)
- North West London Clinical Commissioning Group (NWL CCG)
- Healthwatch Hillingdon (HH)
- Hillingdon Local Medical Committee (LMC)
- Hillingdon Health and Care Partners (HHCP)