

## HEALTH UPDATES

<b>Committee name</b>	Health and Social Care Select Committee
<b>Officer reporting</b>	Nikki O'Halloran, Democratic Services
<b>Papers with report</b>	None
<b>Ward</b>	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 Health and Social Care 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.

Currently, work is progressing to develop plans for a new Hillingdon Hospital on the existing site.

#### **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)**

The Royal Brompton & Harefield NHS Foundation Trust merged with Guys and St Thomas's NHS Foundation Trust (GSTT) in February 2021 and, from April 2022, joined with the cardio respiratory services at GSTT to form a new Heart & Lung & Critical Care Group across the three sites. At the same time, the Evelina Children's Hospital took over the running of the paediatric services at Royal Brompton.

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.

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.

The main challenges facing the hospitals are:

- The elective services recovery programme which is focused mainly on cardiac surgery. We currently have circa 600 cases on the waiting list (in “normal” times our waiting list would be about 400) with a requirement set by NHSE to have no one waiting over 18 months from referral by March 2023 – we have no one waiting over 2 years and, at Royal Brompton and Harefield hospitals, no one waiting over 18 months. Maintaining elective throughput is especially challenging at Harefield where there is significant pressure from non-elective caseload (i.e., emergency and inter hospital transfers).
- Covid – the biggest pressure, from which we are just recovering, was from staff absence rather than patient cases.
- Recruitment – critical care nursing, cardiac physiologists and radiographers are current areas of staff shortage. Overseas recruitment and close working with partner organisations such as Brunel are some of the measures being used to address these issues.
- Constraint on capital expenditure is a problem across the NHS and particularly for Harefield where some of the clinical areas (wards and theatres) need replacing in the near future.

### **The London Ambulance Service NHS Trust (LAS)**

The London Ambulance Service (LAS) answers more 999 and NHS 111 calls than any other ambulance service in the UK. LAS crews go to more than 3,000 emergencies each day and handle over two million 999 calls a year.

Its 24-hour 111 integrated urgent care services in north east and south east London answer more than 1.2 million calls a year. The LAS has recently been awarded a three-year contract to provide the NHS 111 service to the two million people who live in North West London, beginning on Thursday 17 November 2022. The organisation will also take on responsibility for running the North West London Clinical Assessment Service (CAS) which helps to decide where patients who call-in would be best cared for.

The LAS is the only NHS provider trust to serve the whole of London and the nine million people who live in, work in or visit the city. The Trust covers an area of 620sq miles and its average response time to the most serious emergencies is less than seven minutes.

The LAS has 8,000 people who work or volunteer for it and together they are striving to ensure patients receive the right response, in the right place, at the right time. The Trust works closely with its NHS partners including: NHS England (which commissions the LAS); hospitals; specialist trusts; and the five Integrated Care Systems (ICS).

The LAS plays a leading role in integrating access to emergency and urgent care in the capital. Its collaboration with the Metropolitan Police Service, London Fire Brigade, London’s Air Ambulance and London’s Resilience Forums means that the Trust is ready and prepared to respond to major incidents and ensure that they keep Londoners safe.

By integrating the 999 and 111 services, the LAS is able to treat more patients over the phone; in their home; or refer them to appropriate care in their own community. This is key in achieving the LAS’ strategic ambition of reducing the number of unnecessary trips to hospital, and should mean 122,000 fewer patients a year being taken to emergency departments.

### **Hillingdon Health and Care Partners (HHCP)**

Hillingdon Health and Care Partners (HHCP) is the ‘Place Based’ alliance of health and care organisations that seeks, through collaboration and co-design, to make significant

improvements to the quality and cost of care in Hillingdon. 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 Confederation (which brings together all of Hillingdon's GPs). HHCP works together closely with the London Borough of Hillingdon and North West London Integrated Care Board (NWL ICB) to deliver 3 key strategic aims:

- Improving the outcomes for our population - delivering Hillingdon's Joint Health and Wellbeing Strategy
- Delivery of sustainable, person-centred, joined up models of care aligned to the new hospital plans and activity assumptions
- Delivering the NWL Integrated Care System (ICS) priorities through local care models building from a population health management approach

Shared delivery models are through 6 integrated Neighbourhood Teams and a range of joined up Borough wide teams across health and care

### **North West London Integrated Care System (NWL ICS)**

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 Systems (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 the CCG 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

On 1 April 2021, the eight Clinical Commissioning Groups in North West London (NWL) became one organisation, and the ICS then came into being in 2022.

### **NWL Integrated Care Board (ICB) Hillingdon Borough Team**

#### **Winter Planning**

All partners across Hillingdon's health and care system have collaborated on the preparation of the winter 2022 planning, implementation and delivery programmes, to offer both targeted and holistic support to residents and visitors during this period. Kelly O'Neill, as the Council's Director of Public Health, with Adult Social Care and the NWL ICB Hillingdon Borough Team, has led a process to agree schemes and access funding for Hillingdon Hospitals, H4All, GP Confederation and CNWL. Projects will support general practice and wider primary care to offer additional access to advice and medical treatment and will strengthen the ability of the hospital's Integrated Discharge Team to improve flow of patients either to home or appropriate nursing or residential care. Weekly meetings with Hillingdon partner organisations, the monthly Health

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Protection Board, and with NWL will monitor progress and agree additional actions as necessary.

### Vaccination Progress

Hillingdon has continued to make excellent progress with the autumn flu and Covid vaccination programmes. With over 50,000 flu and 54,000 Covid booster immunisations given to date to the priority patient groups, Hillingdon is in the top two boroughs of NWL in terms of performance and coverage. Over 11,400 polio booster vaccinations have been given to local children (the highest in NWL), with impressive performance by Stockley Park Pharmacy for the 5-9 year olds. Opportunities for accessing vaccinations continue to be publicised and a number of Winter Wellbeing & Cost of Living workshops are being run in community venues across the Borough (including at the Civic Centre).

### Phlebotomy

Access to phlebotomy at general practice continues to be available for adult patients across Hillingdon. We have supported general practice to offer an 'urgent blood test' service, where results are required the same working day. Healthwatch Hillingdon and individual patients have highlighted some issues relating to waiting times and conflicting communications on phlebotomy. There are being investigated and a Task and Finish Group is being set up with Healthwatch Hillingdon to help resolve these issues. It is believed that these issues are linked more to individual practices where staff sickness or absence have resulted in poorer standards of service. The Hillingdon Borough Team is also aware that waiting times for children's phlebotomy have lengthened so is actively discussing ways of resolving this with general practice.

### Mental Health Crisis Services

Congratulations to CNWL and Comfort Care for opening the Crisis House, initially able to accommodate up to 6 adult clients, referred from either LAS or Hillingdon Hospitals Emergency Department (ED). This has been in planning for some time by Adult Social Care and local mental health services and will make an enormous contribution to the range of choices the Borough can offer to people in crisis.

The Crisis Concordat meeting – between Hillingdon, Hounslow, Ealing and the Metropolitan Police West London team – is scheduled for 22 November 2022, and a verbal update can be given to the Select Committee.

### 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.

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Health and Social Care Select Committee – 22 November 2022

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.

### **Witnesses**

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

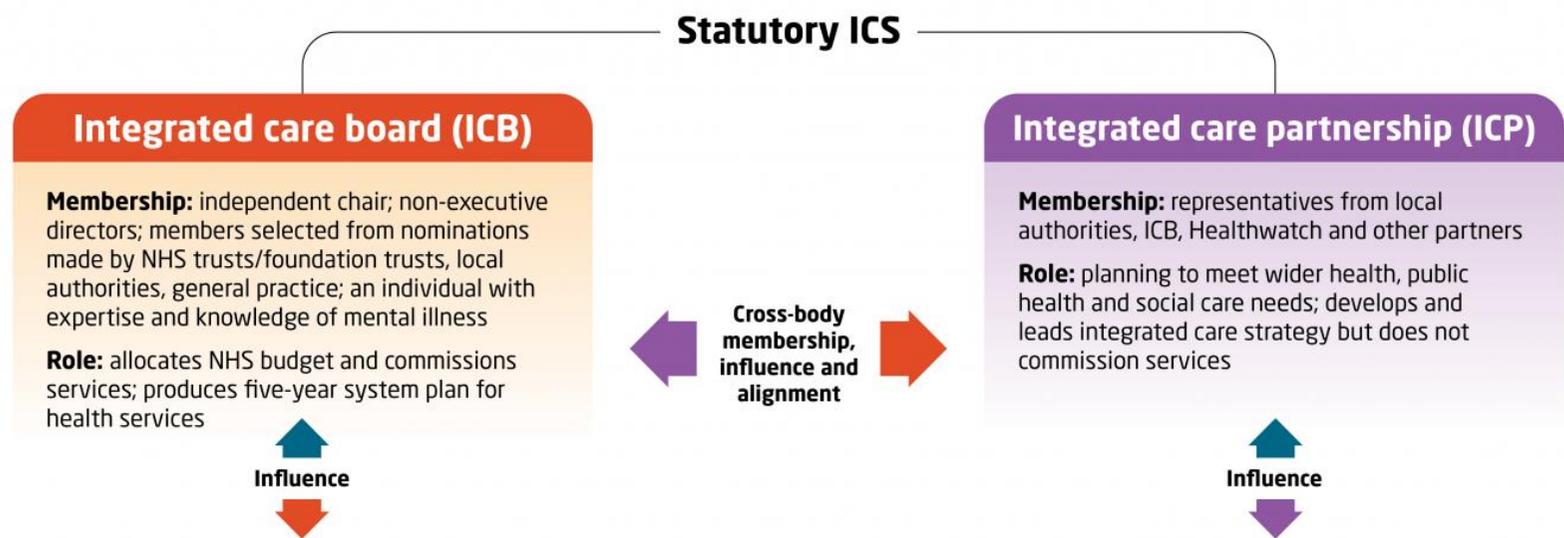
1. The Hillingdon Hospitals NHS Foundation Trust (THH)
2. Central and North West London NHS Foundation Trust (CNWL)
3. Royal Brompton & Harefield NHS Foundation Trust (RBH)
4. The London Ambulance Service NHS Trust (LAS)
5. Hillingdon Health and Care Partners (HHCP)
6. North West London Integrated Care System (NWL ICS) / North West London Integrated Care Board (NWL ICB)
7. Healthwatch Hillingdon (HH)

# Integrated care systems (ICSs)

Key planning and partnership bodies from July 2022

**NHS England**  
Performance manages and supports the NHS bodies working with and through the ICS

**Care Quality Commission**  
Independently reviews and rates the ICS



Partnership and delivery structures		
Geographical footprint	Name	Participating organisations
<b>System</b> Usually covers a population of 1-2 million	<b>Provider collaboratives</b>	NHS trusts (including acute, specialist and mental health) and as appropriate voluntary, community and social enterprise (VCSE) organisations and the independent sector; can also operate at place level
<b>Place</b> Usually covers a population of 250-500,000	<b>Health and wellbeing boards</b>	ICS, Healthwatch, local authorities, and wider membership as appropriate; can also operate at system level
	<b>Place-based partnerships</b>	Can include ICB members, local authorities, VCSE organisations, NHS trusts (including acute, mental health and community services), Healthwatch and primary care
<b>Neighbourhood</b> Usually covers a population of 30-50,000	<b>Primary care networks</b>	General practice, community pharmacy, dentistry, opticians