

## 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>	Appendix A – Hillingdon Health and Care Partners Update Appendix B – North West London integrated Care Board Update Appendix C – Royal Brompton and Harefield Hospitals Update Appendix D – Central and North West London NHS Foundation Trust Update Appendix E – The London Ambulance Service NHS Trust Update
<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

#### **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.

#### **The Hillingdon Hospitals NHS Foundation Trust (THH)**

The Hillingdon Hospitals supplies services from two sites; Hillingdon Hospital and Mount Vernon Hospital and has an annual turnover of around £320 million, employing approximately 3,700 staff. We are proud to deliver services for our local borough of Hillingdon, and to those living in

the surrounding areas of Ealing, Harrow, Buckinghamshire and Hertfordshire, giving us a total catchment population of over 350,000. Hillingdon Hospital is the only acute hospital in the London Borough of Hillingdon and offers a wide range of services, including accident and emergency (A&E), inpatient care, day surgery, outpatient clinics and maternity services. The Trust's services at Mount Vernon Hospital include routine day surgery, an Urgent Care Nurse Practitioner service and outpatient clinics. The Trust hosts several other organisations that supply health services at the Mount Vernon site including East & North Hertfordshire NHS Trust's Cancer Centre.

The following provides a status update since last reporting to this Committee in April 2023. The NHS has faced unprecedented challenges over recent months and The Hillingdon Hospitals has not been exempt from these. We have faced Industrial Action from Nurses, Junior Doctors and Consultants which has resulted in some of our elective services being disrupted. We have seen increases in patients experiencing mental health needs, to ensure we continue to provide the highest quality of care we have increased our numbers of specialist nursing.

The Hillingdon Hospitals has developed a 2023/24 Business Plan, which outlines our approach to delivering the national planning priorities and the North West London Acute Provider Collaborative priorities.

Key headlines from the 2023/24 national planning priorities are:

1. Deliver a balanced financial position
2. Recovering our core services and improving productivity
3. Investing in the workforce

The trust has six strategic objectives:

1. Quality
2. People
3. Performance
4. Finance
5. Strategic Programmes
6. Partnerships

The **Quality** strategic objective ensures we will deliver consistent high quality, safe and compassionate care that strives to achieve a 'Good' overall rating with the Care Quality Commission.

Quality strategic objective progress since last update in April 2023:

- Ongoing work to improve compliance with the Care Quality Commission through the various initiatives
- Continued with weekly Quality Rounds held (clinical visit morning/education session/audit/learning from incidents)
- Ongoing ward and department accreditation programme in place; focused on improving ward and outpatient services for patients
- Trust has started implementation of the new Patient Safety Incident Reporting Framework
- Working with our peer to have external reviews conducted on our services

The **People** strategic objective ensures we will be a great place to work by improving staff engagement through a range of focused activities.

People strategic objective progress since last update in April 2023:

- Health and wellbeing programme in place
- Staff recognition awards and events well received by staff; Annual awards ceremony to take place at The Chapel, Mount Vernon Hospital on 05 October 2023
- Staff Soiree to take place on 26 August at Mount Vernon Hospital
- Trust open days held at Hillingdon Hospital and at Mt Vernon Hospital
- Scores in staff survey maintained in line with NHS as a whole but further work to do to increase staff engagement and make the Trust a great place to work
- With continued focus on improving staff experience, we are re-invigorating the Trust CARES Values and have a kick-off week of events planned for September 2023. The aim is to use the CARES Week activities to support collaborative working, culture change and staff empowerment.

The **Performance** strategic objective focuses on deliver of the right care at the right time for patients and improving performance against national standards.

Performance strategic objective progress since last update in April 2023:

- The Trust's plans projected activity levels will exceed national targets both in elective activity and referral to treatment with 65-week and 52-week waiter reductions. The plan accounts for the risks associated with the launch of Cerner (electronic patient care record) and the associated activity downturns.
- Current activity and 65-week and 52-week waiters referral to treatment levels are outperforming planned targets
- Current total elective activity with advice and guidance continues to meet plan targets despite ongoing industrial action. Data indicates the Trust lost over 10% activity due to industrial action in July but still met plan targets.
- By 31 July the Trust had provided first definite treatment to all patients on patient treatment list waiting 78 weeks and over for elective care except for 2 patients. Benchmarked the Trust has achieved the lowest end of month 78-week position in the acute collaborate March – July
- The Trust continues to perform well in theatre utilisation with figures consistently above 80% and is predominantly placed in the top quartile nationally

The **Finance** strategic objective aims to maximise resources available for the benefit of patient care.

Finance strategic objective progress since last update in April 2023:

- The Trust's delivered its financial plan for 2022/23 of £5.6m deficit and the external audit of the Trust's annual accounts has now been completed
- The Trust submitted a compliant break-even financial plan for 1 April 2023 to 31 March 24. North West London was the first integrated care system in London and one of the first in the country to submit a breakeven financial plan for this year
- As of July, The Trust is broadly to deliver it plan on savings, the target for the year is £18.5m

The **Strategic Programmes** objective focuses on delivery of our digital solutions, new hospital programme and the wider acute provider collaborative initiatives.

Strategic Programmes objective progress since last update in April 2023:

- Digital focus has been on CERNER (Electronic Patient Record System) implementation; go live date for The Hillingdon Hospitals is the 6<sup>th</sup> November 2023.
- The Local Authority has resolved to grant approval for the new hospital plans
- The redevelopment enabling and decant programme has been supported by the national new hospitals programme
- North West London Sector Acute Provider Collaborative has agreed their 2023/24 Business Plan

The **Partnership** strategic objective focuses on ensuring we are an active partner with the community, our Hillingdon Health Care Partners and wider NHS colleagues to deliver sustainable integrated models of care for the population of Hillingdon.

Partnership strategic objective progress since last update in April 2023:

- The North West London Acute Provider Collaborative has an approved business plan that focuses on five Chief Executive Led programmes of work (Quality, Infrastructure, Digital, Finance, People).
- The Trust has agreed a strategic alliance with Chelsea Westminster Hospital NHS Foundation Trust that will ensure that high quality services are developed through clinical and operational networks, that there is closer working between the senior leadership teams, and that learning is shared across the Trusts to deliver high quality care to our local population.
- The Hillingdon Health Care Partners are working collaboratively with the Trust focused on development of a place based financial recovery plan, Integrated Neighbourhood teams establishing Same Day Urgent Primary Care Hubs, addressing hospital discharge delays and reducing hospital length of stay.

### **Royal Brompton and Harefield Hospitals (RBH)**

The Royal Brompton & Harefield Hospitals merged with Guy's and St Thomas's NHS Foundation Trust (GSTT) in February 2021 and, from April 2022, joined with the cardiorespiratory 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 four to five 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.

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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.

### **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.

### **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.

### **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.

### **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.

## **Witnesses**

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

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