



STP Update

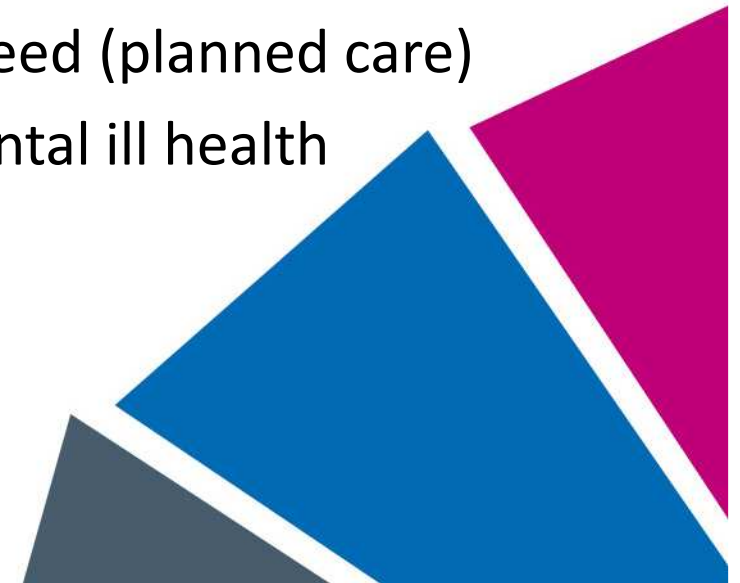
October 2017





2017/18 priorities

- Helping people stay healthy and well (prevention)
- Building health and care services near to where you live (care closer to home)
- Services you can rely on in an emergency (urgent & emergency)
- Planning and delivering the care you need (planned care)
- Supporting people to recover from mental ill health (mental health)





2018/19

- Helping people and families survive the impact of cancer (cancer)
- Giving mothers-to-be more choice and better support (maternity)
- Giving Children and Young People the best start in life (children & young people)
- Creating a caring and compassionate health and care workforce (workforce)
- Making the best of the buildings we own (estates)
- Harnessing the power of technology (digital)



Workstream update

SECTION 1: SUMMARY OF KEY ACCOMPLISHMENTS	
Health and Care Closer to Home (HCCH)	<ul style="list-style-type: none"> • Stock take and 'deep dive' of position for the implementation of the model providing an accurate position statement with which to move forward; • Report drafted to share with NCL CCGs' SMT on 12 September • Plan on a page being developed to support delivery • Review of governance and infrastructures being undertaken • Centralising of areas where possible
Planned Care (PC)	<ul style="list-style-type: none"> • Alignment of CCG and CSU resource • GIRFT appraisal of current NCL wide work and report completed • Progression of NCL <u>PolCE</u> work including completion of Enfield consultation
Urgent and Emergency Care (UEC)	<ul style="list-style-type: none"> • NCL Discharge to Assess pathway model signed off which will enable consistent implementation • National UTC Principles & Standards published in July – gap analysis undertaken to stocktake current provision against standards, action plans being formulated to address risks • All 5 Admission Avoidance workshops taken place and priority pathways agreed for implementation of increased ambulation
Children and Young People (CYP)	<ul style="list-style-type: none"> • No update provided

Workstream update

Digital (DIG)	<ul style="list-style-type: none"> • New workstream SRO appointed – Sir David <u>Sloman</u> • Clinical workstream analysis exercise completed. • Integration and Data architecture draft report complete. • Collation of organisation’s Digital investment plans has commenced
Estates (EST)	<ul style="list-style-type: none"> • Established much stronger connection between Workforce and Estates • Four Trusts now collaborating on office consolidation • Continuing asset database work • Site visits to Finchley Memorial Hospital, Edgware Hospital and Marie Foster. Plans now being progressed to better use/dispose of these sites.
Mental Health (MH)	<ul style="list-style-type: none"> • Recruitment completed for specialist community perinatal MH service • Recruitment completed for Integrated IAPT service
Workforce (WKF)	<ul style="list-style-type: none"> • Further progress has been made in creating links with key stakeholders across the STP including other enabling workstreams (Digital, Finance and Estates), local Authority HR Reps, Social Care reps and trade union officials; • Stakeholder event for L&D workstream arranged for 28 September 2017 with HR Directors, Directors of Nursing and Regional Trade Union officials invited; • The Mandatory and Statutory training survey has been compiled finalised and sent out to stakeholders across health and social care. The survey will run from 8 Aug – 7 Sep 2017. • Engaged a number of clinical workstreams to discuss workforce implications. Some key dependencies identified – other implications/requirements will be identified as clinical workstreams’ work-plans develop further. The dependencies will be fed into the STP wide interdependencies workshop on 18th September.

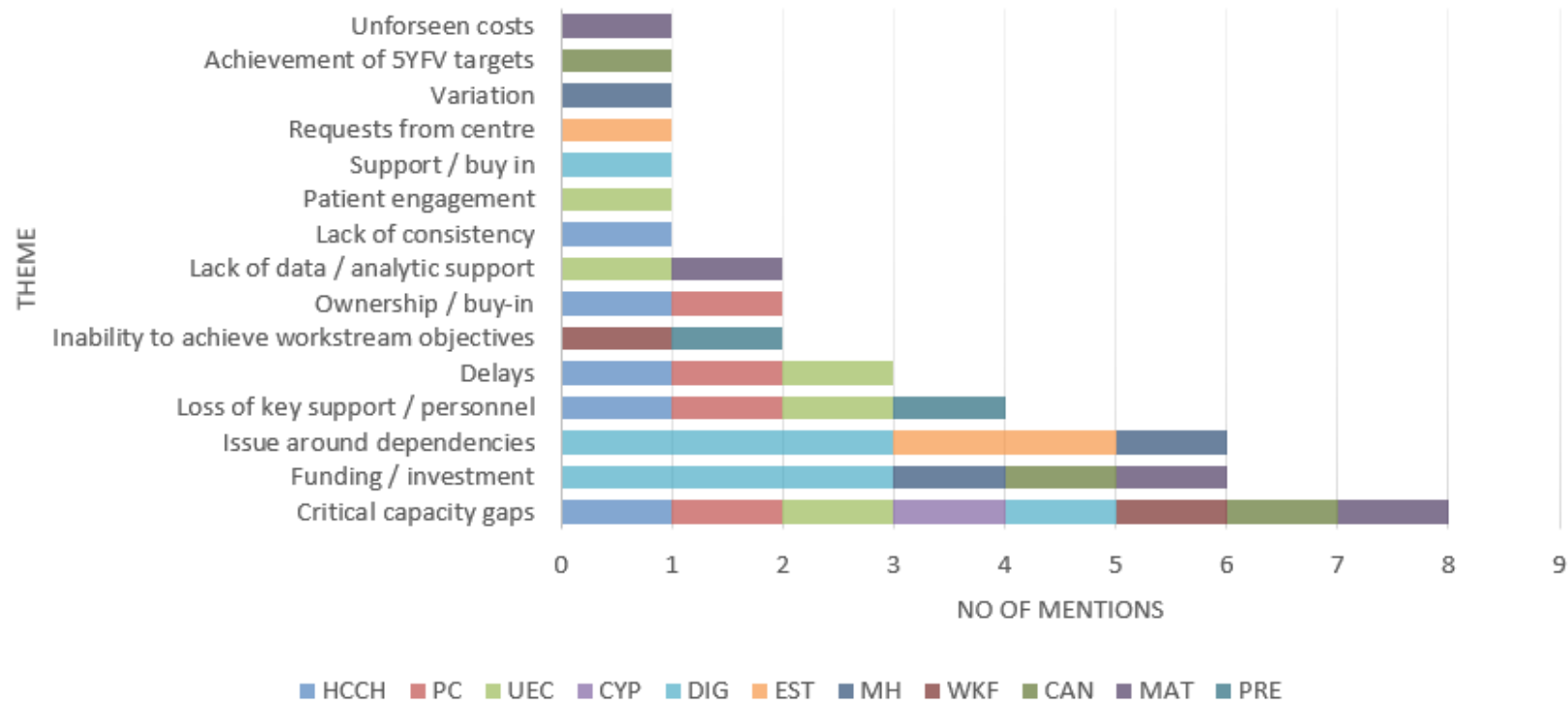


Workstream update

Cancer (CAN)	<ul style="list-style-type: none"> • RCA Tool: the new Root Cause Analysis (RCA) tool has been implemented at UCLH with positive feedback. The Performance Leadership group met on 9 August to discuss wider approach to analyse RCAs at sector level. • Radiotherapy collaboration: there have been positive discussions between three clinical/operational radiotherapy teams in NCL, with an agreement to draft an options paper to go to Executives at the 3 Trusts to seek approval and commitment to explore details, including preferred option for a single provider model
Maternity (MAT)	<ul style="list-style-type: none"> • Recruitment of Clinical Leads and Programme Support Officers • Proposed model of care for community pilots agreed
Prevention (PRE)	<ul style="list-style-type: none"> • Working group arranged for workplace wellbeing as a follow up to the workshop from previous month; • PID drafts submitted for review by prevention board against four priority workstreams (Falls, Smoking, Workforce, Workplace Wellbeing); • Meetings held with Care Closer to Home and Urgent and Emergency Care leads to discuss dependencies.



SECTION 2: DOMINANT ISSUE / RISK THEMES



KEY: HCC = Health and Care Closer to Home; PC = Planned Care; UEC = Urgent and Emergency Care; CYP = Children & Young People; DIG = Digital; EST= Estates; MH = Mental Health, WKF = Workforce; CAN = Cancer; MAT = Maternity; PRE = Prevention,

SUMMARY OF TOP THREE RISK / ISSUE THEMES

CAPACITY

Capacity remains the predominant issue raised by workstreams with eight out of twelve workstreams reporting gaps, but there are significant mitigations in place.

Current mitigation:

- Interviews have been scheduled to recruit new Programme Managers for Digital and Planned Care
- A substantive appointment has been made to the post of Programme Director for Health and Care Closer to Home
- The CSU is to identify capacity to support the CYP workstream; Director of Strategy to meet interim SRO to discuss support required.
- Establishment of single NCL-wide CCG lead for workstream initiatives in Planned Care, UEC and Health and Care Closer to Home
- Agreed to establish dedicated PMO capacity for the digital workstream
- Reprioritisation of current plans to reflect available capacity, and focus on initiatives that will deliver most benefits



Financial update

- Our plan in July 2017 left us **£61m** short of our 2017/18 'control total' target for all CCGs and NHS providers on the patch
- As a result of an agreed amendment to the control total for Royal Free London NHS Foundation Trust, our planned position has improved to leave us with a deficit of **£36m**
- However there remain significant risks to delivery of our plan





Comms & engagement update

- Website and social media (twitter and Instagram) is now live
- Responding to FOIs and other requests for information
- Responding to local and national media following on from articles in the Guardian on the capped expenditure programme
- Responding to letters from Royal College of Nursing, Healthwatch, on the status of the STP and the capped expenditure process
- Increasing levels of engagement with voluntary sector but still requires more
- £75k to develop an engagement plan (funded through NHSE)
- 1 x youth event (to be co hosted with East London health and care partnership) funded by NHSE as part of a broader youth engagement programme
- 1 x full time band 7 engagement manager for 12 months (funded through NHSE)
- 1 x day per week digital support
- Access to NHSE London regional engagement team and resources
- Access to an e-communications platform to develop e-newsletters and surveys (funded through NHSE)



Leadership update

Workstream	Role	Name	Job Title	Organisation
1. Health & Care Closer to Home	SRO	Tony Hoolaghan	Chief Operating Officer	NHS Haringey and Islington CCG
	Management Support	Daniel Morgan	NCL H&C Closer to Home Programme Lead	NHS Islington CCG
2. Urgent & Emergency Care	SRO (from 1 st July)	Sarah Mansuralli	Executive Director	Camden CCG
	Management Support	Jenni Frost	Programme Director	NHS Islington CCG
	Management Support	Rebecca Jowett	Project Manager	NHS Enfield CCG/ HLP
	Management Support	Samit Shah	Clinical Lead	NHS England (NHSE)
3. Mental Health	SRO	Paul Jenkins	Chief Executive Officer	Travistock & Portman NHS Foundation Trust
	Management Support	Hector Bayayi	NCL Mental Health Programme Manager	NHS Camden CCG
4. Cancer	SRO	Kathy Pritchard-Jones	CMO UCLH Cancer Collaborative	London Cancer & UCLH Cancer Collaborative
	Co-SRO	Dr Clare Stephens	Clinical Lead and Board Member, Barnet CCG NCL clinical advisor to Transforming Cancer Services team (NHSE London region) Chair, NCL Cancer Board (GP partner at the Speedwell practice, Barnet)	Barnet CCG /NCL Cancer Board
	Management Support	Nick Kirby	Divisional Manager for Cancer services	University College London Hospitals NHS Foundation Trust (UCLH)

Leadership update

Workstream	Role	Name	Job Title	Organisation
5. Elective Care	SRO	Richard Jennings	Medical Director	NHS Whittington Hospital
	CO-SRO		Chief Finance Officer	NHS Royal Free Hospital (RFH)
	Management Support	James Porter	Programme Director	NHS Royal Free Hospital (RFH)
6. Productivity	SRO	Tim Jaggard	Finance Director	University College London Hospitals NHS Foundation Trust (UCLH)
	Management Support	Stephen Davis	Chief Finance Officer	NHS Moorfields Eye Hospital
7. Prevention	SRO	Julie Billett	Director	Camden & Islington Public Health
	Management Support	Mark Watson	Programme Manager	Camden & Islington Public Health
8. Digital	SRO	Sir David Sloman	Acting Chief Executive Officer	NHS University College London Hospital (UCLH)
	Management Support	Cathy Kelly	Chief Clinical Information Officer	University College London Hospitals NHS Foundation Trust (UCLH)
	Management Support	Martyn Smith	Digital Consultant	Ehs Consultant
9. Estates	SRO	Dawn Wakeling	Director of Adult Social Services	Barnet Council
	Management Support	Neil Webster	NCL Estates Workstream Programme Manager	Cyclo Consulting

Leadership update

Workstream	Role	Name	Job Title	Organisation
10. Workforce	SRO	Maria Kane	Chief Executive Officer	Barnet, Enfield & Haringey (BEH), Mental Health Trust (MHT)
	Management Support	Barry Letham	NCL Workforce Programme Manager	NCEL Health Education England (HEE)
	Management Support	Rachel Roberts	NCL Workforce Programme Manager (Primary Care)	NCEL Health Education England (HEE)
	Management Support	Sarah Davies	Programme Manager	NCEL Health Education England (HEE)
11. Children and Young Person	SRO			
	Management Support	Kathryn Collin	Children - Commissioning Lead	Haringey CCG
12. Maternity	SRO	Rachel Lissauer	Acting Director of Commissioning	Haringey CCG
	Management Support	Julie Juliff	Head of Maternity Commissioning	Haringey CCG
	Management Support	Francesca MacVean	Maternity lead	PA Consulting
	Management Support	Dr Caroline Wright	Maternity lead	PA Consulting