



## South West London Sustainability and Transformation Partnership

### SWL Programme Update September 2017

Start well, live well, age well

This report provides an update on the major work programmes across the south west London Sustainability & Transformation Partnership (STP), as of September 2017. This update is the first in a new series of regular reports to CCG Governing Bodies, Local Transformation Boards, Health and Well Being Boards, Trust Boards, Local Authorities and wider stakeholders across SW London. Comments are welcome on the format, content and channels for dissemination for future reports to ensure that this is a robust and useful report.

## Summary highlights for September:

- A **refresh of SW London STP strategy** is being undertaken in order to ensure we move towards local planning and delivery to keep people healthy and out of hospital, and to ensure that delivery is centred around the Local Transformation Boards.
- **Local Transformation Boards (LTB)** and new ways of working across Local Delivery Units (LDUs) continue to be embedded to lead the development and delivery of the local health and care models.
- **5 Year Forward View programmes across SW London in Urgent & Emergency Care, Cancer, Primary Care and Mental Health** are beginning to ramp up with delivery plans submitted in June and detailed implementation planning now underway.
- In addition, further work continues in delivering a common approach to **Musculo-Skeletal Services (MSK) and Effective Commissioning Initiative** across SWL as well as agreeing a delivery plan for **Maternity** to meet the Better Births recommendations.
- Enabling programmes in **Digital, Workforce and Estates** are focusing on supporting the transformation required across SW London, including – becoming a national digital exemplar, implementing the Electronic Referral System (ERS), establishing a Local Workforce Action Board and developing common approaches to estates development and monitoring.
- A new approach for **Communications and Engagement** is to be taken to shift the focus locally into the four Local Transformation Board areas. This will include strengthening engagement with local Healthwatch organisations, Overview and Scrutiny Committees and patient groups.

# Refresh of SW London Sustainability & Transformation Partnership (STP) strategy



- The Sustainability and Transformation Partnership for SW London, which includes the NHS and local authorities is currently **refreshing its strategy**.
- Since the publication of the SW London STP document in November 2016, we have held **a series of public engagement events and more in-depth conversations** with our stakeholders. As a result, the STP programme Board is now updating its approach and primary focus.
- We want to **strengthen the focus on keeping people healthy**. Getting involved earlier, as soon as vulnerable people start to become ill at home. We want to **stop people from becoming more unwell** and give them the right support at home so that they don't need to be admitted to hospital. We know that being in hospital can in some cases lead to either a reduction in people's independence, or even getting an infection. If people do go to hospital, **we want to get them home**, so they can **recover more quickly in their own bed**, with the right care and support.
- To achieve this **focus on keeping people well**, the SW London STP recognises that **a local approach works best**. The NHS working jointly with Local Authorities and local people within boroughs, will **plan care based on people's health and care needs** from local-communities upwards. We want to move the conversation on, to be about planning and delivering care in these four health and care partnership areas:
  - Kingston/Richmond
  - Sutton
  - Croydon
  - Merton/Wandsworth

# Refresh of SW London Sustainability & Transformation Partnership (STP) strategy



- We will also be working with our partners in Surrey, and London borders. By the end of November these health and care systems will have **reviewed the feedback from local people** over the last 6 months, analysed their local data and identified their challenges. They will then set out how they plan to work together to improve services for local people, and be clinically and financially sustainable into the future.
- We will now take advice from the local stakeholders and **build on engagement to date** to involve local people in planning services going forward. If any proposals would mean significant change, the statutory organisations would of course consult local people, with advice from our Overview and Scrutiny groups in each area, and our Health Watch partners.
- Since the October 2016 version of the STP was published, NHS leaders have now stated that **all hospitals in South West London will continue to be needed in future**, but that not all these hospitals will need to provide the same services that they do today.
- In November, we will **publish an updated and refreshed strategy document** that will consolidate this view and strengthen our major focus on working together in local health and care partnerships, to keep people well and out of hospital.

## Updates on Local Transformation Boards (LTBs)

- LTBs are in place and meeting on a monthly/bi-monthly basis for each local delivery unit (LDU), with core representation at senior clinical and management level from respective CCG, Local Authority, Acute, Community Health, Mental Health, GP Federation/Collaborative, Healthwatch, and Voluntary sector organisations.
- All LTBs have been developing their terms of reference and ways of working.
- The focus of the LTBs have included:
  - **Croydon:** agreeing the out of hospital health and care model business case.
  - **Sutton:** reviewing progress of the development of the health and care model, beginning to look at accountable care system model. Continued work on activity and financial modelling.
  - **Merton & Wandsworth:** reviewing demographic growth analysis, and progress of planned, emergency, and primary care model developments. Continued work on activity and financial modelling.
  - **Kingston & Richmond:** reviewing progress of the development of the health and care model, the LTB workplan, and initiation of work on how to develop an accountable care system.

Re-launch of refreshed Croydon Transformation Board met on 27 July 2017 bringing together senior leaders from across the Croydon health and care system

Board will meet every second month to consider how we might:

- best work together to improve the health of Croydon people
- improve the quality of care available
- make sure that as a system we can deliver the best possible outcomes within the resources we have available between us

Given the challenges and the ambitions we share, cross-system working is key to delivering improved health outcomes and enhanced value for Croydon citizens.

At the core of our work as a partnership is:

- transforming services to become more prevention focused
- more joined up and more responsive to the different needs of communities and individuals

# Croydon Transformation Board membership

The core membership of the LTB comprising of representatives (managerial and clinical or professional) of:

- Croydon Clinical Commissioning Group
- Croydon Local Authority
- Croydon Health Services NHS Trust
- South London & The Maudsley Mental Health Trust
- Croydon GP Collaboration

In attendance:

- Healthwatch Croydon
- Commissioning Support as appropriate
- LTB Programme Management Office and Administrator

The LTB is supported by the Croydon Transformation Delivery Group – a group of professionals from the core partner organisations at director and associate director level

# Tackling problems together and building on learning

- Some of our challenges can be tackled at a borough-wide level, such as securing and developing our workforce. For example, by offering portfolio careers and the opportunity to work across partners, we can attract and retain key workers which are in short supply, across a wide range of care professions from social workers, nurses and allied health professionals and GPs.
- The Board recognised that the views of citizens, service users and carers are crucial to delivering our vision. Healthwatch Croydon have agreed to work with Croydon partners to bring together a united approach to citizen participation and involvement at all levels of transformation work.
- We are drawing on the learning from our Outcomes Based Commissioning of services for older adults. This work draws partners together from across the public sector to provide integrated, sustainable high quality services for Croydon residents over 65.
- We will wish to test the extent to which similar models and approaches can be used, not just for different age ranges, but also for specific groups of the population, for example, those with complex needs.
- The Board recognised that its own role in encouraging and facilitating relationships to enable and support similar future developments would be crucial to success.



## SWL Urgent & Emergency Care Transformation & Delivery Board

- Since April 2017, significant progress has been made to strengthen the leadership and governance for the Urgent & Emergency Care programme across SWL. A&E Delivery Board Chairs (AEDB) were consulted on a draft proposal to establish a **SWL Urgent & Emergency Transformation & Delivery Board (UECTDB)** which had its first meeting in May and has since met on a monthly basis.
- The Board brings together the AEDB Chairs, Acute Trust Chief Executives, Executive Leads, Clinical Leads and is chaired by Jonathan Bates, Senior Responsible Officer for Urgent Care.
- The Board oversaw the development of the **SWL Urgent and Emergency Care(UEC) Delivery Plan** which was submitted to NHS England at the end of June. The Board is looking at areas where learning and good practice can be shared and disseminated across local AEDBs and where we can work on improvements that can be addressed collectively across SWL.

## SWL UEC Delivery Plan

The SWL UEC Delivery Plan outlines the priorities for 2017/18-18/19, in line with national and regional expectations to transform urgent & emergency care and get A&E performance back on track.

The priorities include: NHS 111 and 111 Online, GP extended access, Urgent Treatment Centres, ambulance demand management, improving care for the frail elderly, improving hospital flow, Mental Health Crisis Care and Care Homes. Work is underway in all these areas, including:

- A SWL London Ambulance Service (LAS) working group has been in place since May with a focus on demand management across SWL.
- Developing the current 111 Integrated Urgent Care service across SWL to meet the requirement for increased clinical cover by a GP.
- Designation of Urgent Treatment Centres continues, with 3 facilities still to be designated. A further SWL stock-take is to be carried out by the end of Summer.
- A UEC Leads forum is also being set up to support the sharing of learning and also to support and inform a SWL approach where this is appropriate.
- Working with the London Collaborative to build local expertise and local leadership to transform services.

## Cancer performance across SWL

- Delivery of the **62 day standard** across SWL remains strong and above trajectory. There remains challenges for meeting the 2 week waits at St Georges Hospital and there is a possibility that this will impact the 62 day standard into the Autumn.
- The Cancer System Leadership Forum, which includes Trust Operational Leads and CCG Cancer Commissioning Managers, continues to implement the 62 day sustainability programme.
- Work continues across SWL to recover performance against the 6 week standard for diagnostics.

## SWL Cancer Delivery Plan

- The SWL STP Cancer programme is working alongside Royal Marsden Partners Cancer Vanguard to deliver improvements to cancer services across SWL and NWL STPs.
- A **delivery plan and transformation funding bids** were submitted to NHS England in March 17. Transformation funding has now been secured for Early Diagnosis, with further funding for Stratified Follow-up and the Recovery Package is due to be released by the Autumn.
- The SWL Cancer Delivery Group, which includes CCG and Trust Cancer Clinical Leads and Commissioning Managers, previously agreed the major priorities for joint working across SWL including prostate cancer stratified follow-up, improving bowel screening uptake and implementing the recovery package.

## Prostate Cancer Stratified Follow-up

- SWL Cancer leads have agreed a **clinical pathway and model for primary care led follow-up** for stable prostate cancer patients, building on the pathway already in place in Sutton and Croydon.
- Early engagement with Surrey and London-wide LMCs is in train. They have signalled support for the pathway and work will continue to negotiate consistent pricing.
- A business case and draft service specification has been developed.
- Acute Trusts are reviewing the processes and patient cohort to identify likely activity figures.
- Transformation funding has been agreed and due to be released in the Autumn.

## Improving bowel screening uptake

- All CCGs continue to **drive improvements to bowel screening** with a range of incentive schemes and initiatives in place.
- The SWL Cancer Delivery Group is working with RM Partners, Transforming Cancer Services team and other partners such as Cancer Research UK and the St George's screening centre to agree a SWL approach for accelerating these improvements through use of the Cancer transformation funding.

## Primary Care

The primary care programme submitted a delivery plan to NHS England in June 2017, this set out our strategy and delivery plan in a number of key areas aligned to the GP Forward View. Achievements from the first three months of the financial year include:

- Working closely with CCG Primary Care Lead colleagues to ensure that each CCG was providing extended general practice access for its patients. Significant progress has been made and now all 6 CCG's are providing some form of extended access to general practice 8am-8pm, 7 days a week.

**A workforce group** has been established to support the transformation of primary care and they have completed the following work:

- **A workforce audit**, which was completed by 37 practices across SWL, to understand demand for primary care and how skill mix could be used to manage demand in new ways. The results will be used to support transformation of the primary care workforce.
- Croydon, Sutton and Wandsworth bids for the **clinical pharmacist programme** have been successful, with an aim to extend this across SWL in the remaining part of the year.
- The move towards **locality working** has been supported through workforce modelling, discussions at individual CCGs, and aligning the primary care workstream with other areas of the out of hospital transformation programme.
- To **support practices in managing demand**, we were successful in securing resource for 3 cohorts of practices to be part of the productive general practice programme. Practices involved will have the opportunity to work with external change and Quality Improvement specialists to support them to become more efficient and release capacity. Learning from the programme will be shared across SWL.
- We have also begun to explore **increasing the use of technology in primary care**, such as online consultations, and held a roadshow to understand the solutions available in the market. Our patient group is informing this work through discussions about what patients want from technology solutions.

## Mental Health

- The Mental Health programme has moved quickly since April 2017. The programme now has dedicated programme support and submitted a delivery plan to NHS England at the end of June. The SWL Mental Health Network is overseeing the work to implement this delivery plan.
- **Key priorities** of the plan include: Children & Adolescent Mental Health Services (CAMHS), perinatal mental health, improving access to psychological therapies (IAPT), community and crisis services, dementia, forensic services and suicide prevention. Ensuring mental health is embedded within the work of each transformation workstream to drive integration of physical and mental health is a theme running throughout the work.

## Progress to date includes:

- Developing a **service model for community perinatal mental health services across SWL**, which would meet best practice guidance set out by Royal College of Psychiatrists. A bid for funding has been produced which will be submitted to the Community Perinatal Mental Health Services Development Fund in September 2017. This service will dramatically improve quality of care offered to women and their families during pregnancy and in the first year after birth.
- St Georges, Croydon, St Helier, and Kingston bids to **improve psychiatric liaison services** were all successful. From April 2018, all SWL acute hospitals will be compliant with “Core 24” standards, improving the care for people with mental health needs presenting at A&E.
- SWL work to support the London-wide agenda around **Health Based Places of Safety** is ongoing; testing the case for change and options locally, ahead of London wide pre-consultation engagement beginning in autumn 2017.
- The South London Mental Health Partnership (made up of SWLStG, SLaM and Oxleas) have successfully bid to **pilot new models of care for adult forensic and Children & Adolescent Mental Health Services (CAMHS)**. These new models of care aim to transform the pathways, ensuring high quality care is available locally and that investment is used efficiently across the whole pathway.
- Work is underway across SWL to produce **local suicide prevention plans**, which will be complete by end of December 2017. Plans will draw on local and national best practice and identify things that should be done once across SWL e.g. work with the transport and river networks.

# Integrated Community Care

- SWL is delivering **the transformation of community based services** through our four Local Delivery Units. This work is driven and overseen by the Local Transformation Boards (LTBs)
- LTBs are in the process of developing their models of care, setting out how they will **improve and develop integrated community based care**. This work involves developing the narrative plans, as well as modelling the activity and financial impact of the plans
- Whilst the work is being driven locally, there are **a number of common areas of priority across the four LTBs**. These include: integrated locality teams, intermediate care and crisis response, enhancing health in care homes, and end of life care
- **Progress to date from the LTBs includes:**
  - Implementation of pilots to test new care models and ways of working, for example:
    - Multi-disciplinary GP practice huddles are being assessed in Croydon, to form the basis for new ways of working in integrated locality teams.
    - Multi-disciplinary working, including health clinics for older people, are being assessed in Kingston and Richmond.
    - Community health and social care teams are being brought together in Sutton's Wallington locality
    - Work is underway across SWL to share learning from the Sutton Care Home Vanguard to implement the best practice interventions across the rest of SWL.
    - Work continues across SWL to embed the best practice in end of life care including identifying priority areas for joint working across SWL.
- These examples of **new ways of working across community based teams** will drive the further development and refining of LTB plans, with learning being shared across SWL.
- A tool has been developed which will **support LTBs to understand the activity and financial impact** of their plans for integrated community care.

## **The 6 SWL CCGs have agreed joint investment in Medicines Optimisation, including initiatives to:**

- Get better value for money for high cost drugs prescribed in secondary care by working with hospital colleagues to optimise high cost drug pathways and improve the procurement of high cost drugs.
- Get better value for money from our primary care drug spend by supporting patients with their self care where appropriate and working with prescribers to reduce prescribing of items which are less cost effective
- Support care homes to reduce the significant waste of prescription items which are paid for from primary care prescribing budgets
- Support patients and carers to take control of their care and their medicines by reducing over-ordering of items which are not needed and may, for example, expire before they are needed, checking prescription items before leaving their community pharmacy and training GP practice staff on the prescription reordering process
- Work with specialist colleagues to reduce the variation and price differences we have across SWL in the products available to patients for Oral Nutritional Supplementation (ONS) , Stoma, Continence and Wound Care.

## **The 6 CCGs are also working together on the 'Effective Commissioning Initiative'**

- The Effective Commissioning Initiative (ECI) policy contains a list of surgical procedures that are effective treatments only when certain clinical criteria are met. This is to ensure that patients receive the most appropriate care they require and that NHS funds are spent most effectively for the population of SWL.
- CCGs in SWL updated the ECI policy individually and signed these off in their Governing Bodies in Q4 of 2016/17. Although considerable similarities remained variation increased leading to inequality in access to surgical procedures listed in the ECI policy and leading to implementation challenges for providers.
- Variations are being aligned in a new ECI policy for SWL, which is due to be discussed and finalised by the Committee in Common of CCGs on 16 November.

# Planned Care - Musculo-Skeletal (MSK)

## Musculo-Skeletal (MSK)

- The output from the Musculo-Skeletal (MSK) workshop in July was for 6 CCGs to agree a shared direction of travel:
- All to achieve an **integrated MSK<sup>1</sup> Single Point of Access with Triage<sup>2</sup>** by the end of 2017/18
- For CCGs to **work together** and achieve as much commonality as possible in terms of specification and delivery
- Work together to identify and look at **how to close gaps** in the system, for example Pain Management, and also how to **support patients to self-manage** their condition better.
- This direction of travel was **supported by the Clinical Board on 3<sup>rd</sup> August** and a paper on how best to achieve a fully integrated MSK service across SWL is currently being drafted with support from senior clinicians and commissioner planned care leads.
- Work is ongoing to **identify more areas in Planned Care** where we may wish to undertake work on a SW London basis. Ears Nose and Throat is currently being discussed.

<sup>1</sup>: *Integrated MSK includes Physiotherapy, Pain Management, Rheumatology and Trauma/Orthopaedics*

<sup>2</sup>: *Triage in this context is clinical assessment of an inward referral to decide the right treatment*

- Since April, the SWL Maternity Network refreshed its terms of reference **to become the SWL Local Maternity System (LMS)**, as required by NHS England in line with the national commitment to deliver the Better Births recommendations for improving maternity services by 2020/21.
- The SWL LMS is led by Ann Morling, Director of Midwifery, CHS and Dr Anu Jacob, SWL Clinical Lead for Maternity. The LMS membership comprises Heads of Midwifery, Obstetric Clinical leads, CCG Maternity Clinical leads, Commissioning Managers, Local Authority, Patient and Public representatives as well as representatives from Obstetric Anaesthesia and Neonatology.
- All Trusts in SWL are **piloting “My Maternity Journey in SW London”** which provides consistent information on local maternity services, the maternity pathway and supports women to make informed choices about their care. This work is being undertaken as part of the NHS England funded Pioneer for Choice and Personalisation which runs to April 2018.
- Planning is underway **to develop a delivery plan for the SWL Local Maternity System** to respond to the national maternity review. The delivery plan is due to be submitted to NHS England by October 2017.



## SWL Digital Programme

- **Locally led** and supported at a SW London level, we are working hard to build on last year's **first Local Digital Roadmap**. In the last three months we have set in train a number of pan SWL initiatives.
- We have a **new whole system SWL Digital & Technology Board** with representation from all acute, mental health, primary social and community care partners across SWL
- For 2017/18, we obtained **sponsorship at the first SWL leadership conference**, to prioritise 3 Digital SWL initiatives:
  - To pursue support and funding for SWL to become England's first place based national digital exemplar (GDE)
  - To deliver the nationally led electronic Referral System (eRS) across primary and secondary care services
  - To ensure our citizens and patients have access to digital applications that facilitate and support self care and service signposting.
- Having written and submitted two digital business cases this year, we are going to **support all our systems to be connected and extend access and input** to shared care records across SWL.

- The priority since April has been to **move from strategic planning to implementation**. The joint Local Workforce Action Board (LWAB) with Health Education England has been re-launched.
- A delivery plan has been agreed that includes discrete workstreams on **Recruitment and Retention and Prevention and Wellbeing** plus joint work with the mental health, primary care and UEC programmes to address the workforce issues arising from their plans. Two programme managers have been recruited and commenced work in mid-August.
- **Our priorities for the next three months are to:**
  - Prepare for **commissioning of pan-SWL training** in Making Every Contact Count and Social Prescribing
  - Scope employers' involvement with the **Mayor's Healthy Workplace Charter**, encourage new participants, identify and scale up relevant initiatives to support progress through the stages
  - Develop an action plan based on the **recommendations of the new Recruitment and Retention working group** and commence implementation
  - Support the Mental Health programme team to **develop a local mental health workforce plan** as required by the national plan
  - Commence **scaling up of various local mental and physical health** initiatives
  - Develop **workforce plans** with remaining STP programmes

- The SWL Estates Board meets monthly, bringing together estates leads from all partnership organisations. The **SWL estates delivery plan** is under consultation and due to be agreed by partners by September.
- SWL estates leads support a strategy to ensure land and property in use across the health and social care system is **fit for purpose, accessible and drives value**.
- Estate use needs to be assessed and monitored to achieve efficiencies and avoid extra requirement for additional capital investment. SWL estates leads are developing tools and options to support Local Transformation Boards in this process.
- **Local Transformation Boards** will lead on confirming local estates needs following on from the confirmation of local health and care models from November 2017.
- Bids for a possible autumn **allocation of capital** are to be prepared by early September. Funding availability is subject to demonstration of proposals which are transformational for services and secure value for money.

- As part of the STP 'refresh', top level 2017/18 operating plans are now being modelled at Local Transformation Board level
- LTBs are expected to complete health and care modelling by 30 September 2017
- Growth rates and savings will be reviewed against original STP assumptions
- Updated bids for capital funding to be submitted to NHSI on 11 September 2017: main criteria for assessment will be how transformational schemes are, how they support delivery of the STP and return on investment. Bids need to fully worked up business cases with supporting evidence.
- Financial management at SWL level ongoing: monitoring of QIPP and CIP delivery, SWL financial position and risk, reporting to monthly Finance & Activity Committee and to NHS England and NHS Improvement via regular assurance meetings

## Update from the STP Programme Board

- STP Programme Board met on 20<sup>th</sup> July
- Support was given on the proposed future model of the Clinical Board
- Updates on the four national programmes were received; UEC, Primary Care, Cancer and Mental Health
- Health Care Model updates were received from the four Local Transformation Boards
- A draft refreshed narrative and approach to the STP was received by the Board, which outlined the next phase of communications and engagement
- The Board received an update on the Epsom & St Helier estates engagement process
- Support was given to the revised STP Leadership arrangements, a new Quartet arrangement was approved which is the Senior Responsible Officer (Sarah Blow), A Local Authority Representative (Ged Curran), A Provider representative (John Goulston) and a Clinical Chair (Dr Naz Jivani)
- Feedback from the Finance & Activity Committee from 14<sup>th</sup> July was received

## Update from the SWL Clinical Board

- Clinical Board met on 3<sup>rd</sup> August
- Agreement was reached on the core functions and on the revision membership of the Board
- The Clinical Board gave approval to progress with a standardised approach to MSK across SW London
- A paper was presented on the Epsom & St Helier clinical model, long term estates engagement. The Board acknowledged the paper and supported the principles outlined
- STP Clinical Standards paper with which each SWL acute trust should meet was received and reviewed. The Board gave recommendations on content changes with particular focus on acute medicine and paediatrics
- Mandate was given to a SW London wide ENT approach to modeling, similar to MSK. The first step being a workshop being set up to determine the scope

## Communications and Engagement

- The **focus for communications and engagement will now shift locally** into the four Local Transformation Board areas.
- We will build on the involvement of Health Watch, Overview and Scrutiny Committees and citizen/ patient representative groups in developing these communications and engagement plans going forward and have already had some helpful conversations with some Health Watch and Community Voluntary Service groups.
- This a good opportunity to **re-focus the communications and engagement locally**, and think strategically about what outcome we want to achieve from an integrated communications perspective around these areas:
  - clinical and staff engagement,
  - patient and citizen engagement
  - public affairs and stakeholder management
  - media, social media and campaigns.

# Summary of current thinking

- **A local approach works best** for planning health and care
- **The best bed is your own bed** – lets keep people well and out of hospital
- **Care is better when it is centred around a person, not an organisation.** Clinicians and care workers tell us this.
- **Likely to mean changes to services locally** - we are not proposing to close any hospitals
- **We need to show people how it works better** with local examples
- **Involving people at local level**

# Forward look – Autumn 2017

## SWL Commissioning Intentions 2018/19

- Preparations are now underway for the commissioning and contracting round 2018/19. It has been agreed by Directors of Commissioning that SWL Commissioning Intentions will be developed to reflect the Delivery Plans for Urgent & Emergency Care, Primary Care, Cancer and Mental Health and other local plans agreed this year. SWL Commissioning and Contracting Intentions will be finalised by 30 September

## Urgent & Emergency Care

- A&E Delivery Boards are preparing Winter Plans by early September. This includes a number of initiatives such as implementing front-door streaming and improving hospital flow processes including implementing the SAFER bundle.
- There is a national expectation that NHS 111 Online will begin to be implemented during Autumn – Winter. SWL will be expected to implement an online system which will triage symptoms and signpost patients to the most appropriate service.

## Cancer

- Continued work to launch projects in early diagnosis, including improving bowel screening uptake.
- Anticipated release of funding during Autumn for stratified follow-up to support primary care led follow-up for prostate cancer.

## Maternity

- Delivery Plan against Better Births national maternity review to be further developed through the SWL Local Maternity System and shared with LTBs, ahead of submission to NHSE in by end of October.



# Forward look – Autumn 2017

## Primary Care

- Prepare a bid for the next round of International GP Recruitment, support further bids for the clinical pharmacist programme
- Agree Memorandums of Understanding with practices successfully selected for resilience funding and support any future work required
- Rollout model of 111 direct booking into GP extended access hubs and pilot practices, and implement pilots for redirect from A&E to the hubs
- Engage with practices on primary care at scale, and share learning from the “time for care” initiatives with all practices.
- Locality working – Support planning and implementation of primary care at scale initiatives from interested practices.

## Integrated Community Care

- Development of more detailed implementation plans for the full roll out of the out of hospital health and care model across Croydon
- Work to understand the finance and activity impact of developing initiatives e.g.
  - Setting up of finance and activity groups with senior level finance representation from LTB members to provide oversight and ratification of activity and finance impacts
  - Development of an activity and financial impact modelling tool by the SWL STP Programme team to support LTBs quantify the impact of their proposed care models in a consistent manner across LTBs

## Planned Care

- SWL ECI Policy version 2.0 to be signed off by CCGs in November
- Continued work on MSK model for SWL, and further exploration of the ENT pathway.