NW London STP – cover paper for the Joint Health and Oversight Committee (JHOSC)

In October 2016 we published our Sustainability and Transformation Plan (STP) for NW London. The plan, developed across health and local government, aimed to change the model of care from a reactive system which waited for people to fall ill and attend a hospital, to a proactive one focussed on prevention and giving people the right care in the right place at the right time, with a real integration between health and social care.

The Plan was originally organised into five delivery areas:

1. Improving your health and wellbeing
2. Better care for people with long term conditions
3. Better care for older people
4. Improving mental health services
5. Safe, high quality sustainable hospital services

Within those five delivery areas we identified the following priority areas:

- Investment and support for GPs and their
- Saving lives through improved cancer
- Long term conditions and mental
- Providing the right care every time to prevent serious illness
- Supporting people to take control of their own health
- Getting the whole health and care system working together for older people
- Home from hospital
- Last phase of life
- Supporting adults with serious and long-term mental health
- Targeted support for specific groups of people
- Crisis care
- Children and young people
- Commissioning high-quality and effective care for older people
- Improving commissioning of specialised services
- Getting hospital patients better, quicker
- Organising hospital
- Hospital productivity programme

To make this a success we focussed in on what is at the heart of the challenge facing us in North West London – supporting our urgent care system.

As a result we identified a number of key programmes based on the STP which could help us make real, sustainable progress to improving the quality of urgent care – taking the pressure off some of our most challenged acute hospitals.

We are doing this through three key (interdependent) programmes. Work streams across these programmes are working together to improve care across the whole spectrum of non-elective activity:

- Our **keeping people well** programme proactively supports people with long-term conditions to prevent exacerbation and crisis which could lead to hospitalisation.

- When people are in crisis, our **support in times of crisis** programme ensures people receive a swift and effective package of care and out of hospital support so that they can be cared for in the home or a community setting.
- If people do need acute hospital care, our **appropriate time in hospital** programme makes sure that they see the right experts at the right time in the right place, so that they can be discharged – or as quickly as possible.

Within these three programmes are nine specific work streams (and the relevant STP delivery area they fall under):

Keeping People Well
- Long term condition management: Diabetes transformation (DA2)
- Integrated community teams

Support in times of crisis
- Frailty services (DA3)
- Mental health support (DA4)
- Referral to rapid response
- Supporting care homes & People in last phase of life (DA4)

Appropriate time in hospital
- Acute patient flow improvements (DA5)
- Home First (DA5)
- Hospital transfer (DA5)

All of these interdependent programmes and work streams are focussed on managing our non-elective (NEL) admissions, which is the cornerstone of our STP. While we in NW London have been fully focussed on this task we haven't always communicated as well as we should about how we can achieve this and so the paper which follows sets out how these key parts of our STP are being taken forward to reduce the amount of NEL admissions.

The paper that follows sets out very clearly how these three programmes are set up, how they interrelate with each other, highlights some of the evidence base for the work we have done – in particular where pilots have been run successfully either elsewhere or within NW London – and most importantly showcase where we have made real progress.