



A summary of the NHS Long-Term Plan for NW London

January 2020

Introduction

The NHS Long-Term Plan was published by NHS England in January 2019. The aim of the plan is to:

- support integration of care
- dissolve the divide between primary care and community based health services
- and set out a new service model for the 21st century
- provide financial sustainability to services
- reduce unwarranted variation in performance and outcomes
- better support the workforce,
- improve digital tools to help join up and improve care

“As medicine advances, health needs change and society develops, so the NHS has to continually move forward so that in 10 years’ time we have a service fit for the future.

“The NHS Long Term Plan will do just that. Drawn up by those who know the NHS best – frontline health and care staff, patients and their families and other experts. It will give everyone the best start in life; deliver world-class care for major health problems, such as cancer and heart disease, and help people age well.” NHS England – Long Term Plan

These slides provide an overview of our Strategic plan and how we will achieve these aims in NW London over the next five years.



Key themes of the Long Term Plan

Making sure everyone gets the best start in life

- Supporting women's health, pregnancy, birth and early care
- Immunisation / vaccination services
- Focus on population health approach and tackling health inequalities
- Children and young people's mental health services
- Children and young people with cancer

Delivering world-class care for major health problems

- Improving cancer diagnosis and early treatment
- Cardio-vascular disease and stroke care
- Long Term Conditions – obesity, diabetes, respiratory disease

Supporting people to age well

- Urgent community response, re-ablement and recovery support
- Maintaining independence and reducing social isolation
- Better support to people living in care homes
- Pre-hospital urgent care and Same Day Emergency Care
- Cutting delays in getting patients home
- Support to last phase of life; Co-ordinate My Care etc.

'Doing things differently'

- Thinking and Working as an Integrated Care System with strong borough-based partnerships
- Training, supporting, retaining and recruiting our staff
- Primary Care at scale, with Primary Care Networks linking primary and community partners
- Health, local authority, and voluntary sector working on shared aims
- Digitally enabled care



Our strategic plan also demonstrates how we will deliver the London Vision

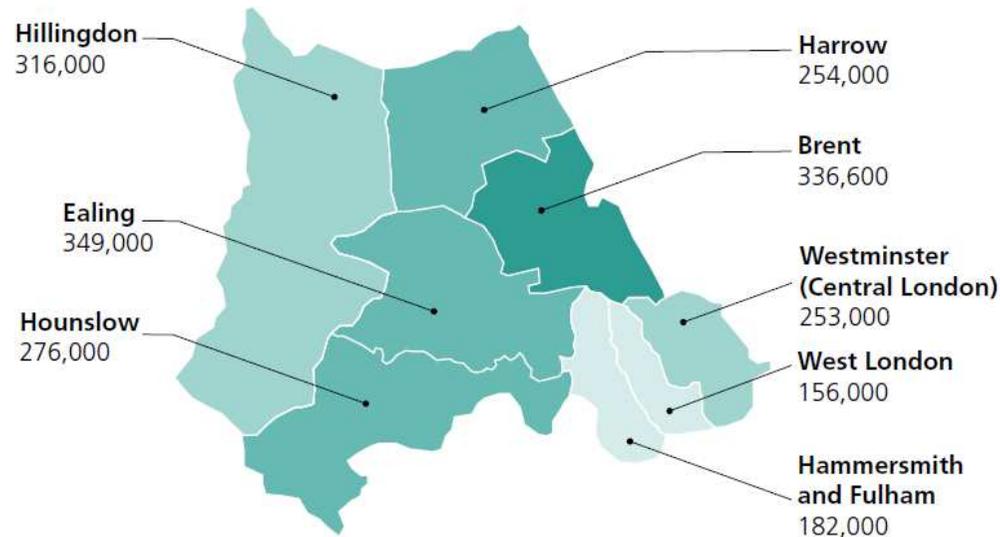
The Greater London Authority, Public Health England, London Councils and the NHS in London are working in partnership to deliver the London Vision.

Working together to make London the healthiest global city and the best global city in which to receive health and care services

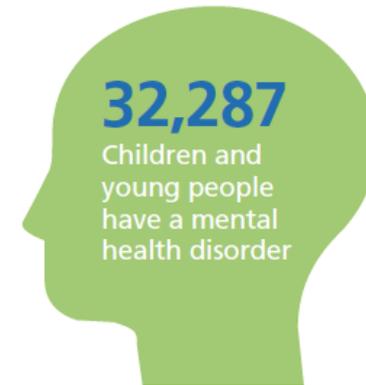
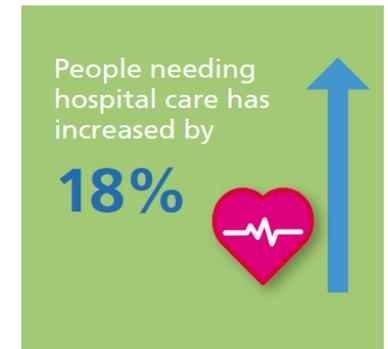
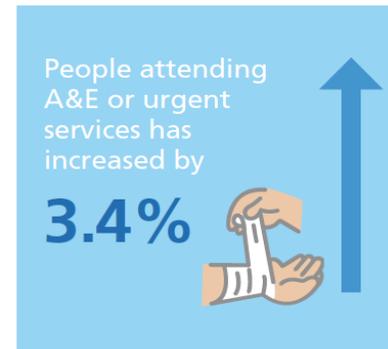
 Reduce childhood obesity	 Improve the emotional wellbeing of children and young Londoners
 Improve mental health and progress towards zero suicides	 Improve air quality
 Improve tobacco control and reduce smoking	 Reduce the prevalence and impact of violence
 Improve the health of homeless people	 Improve services and prevention for HIV and other STIs
 Support Londoners with dementia to live well	 Improve care and support at the end of life



NW London an overview (and challenges)



- over 2.4million people
- an annual health spend of over £3bn
- 8 boroughs
- 360 GP practices
- 10 acute specialist hospitals
- 2 community and mental health service providers
- 2 community health service providers
- a range of voluntary sector organisations



The NW London strategic plan

The NW London plan contains nine chapters that discuss how we will work to improve care and services – **outlining nearly 200 planned activities** over the next five years.

1. Transformed 'out-of-hospital care' and fully integrated community-based care
2. Reducing pressure on emergency hospital services
3. Giving people more control over their own health and more personalised care
4. Prevention
5. Digitally-enabling primary care and outpatient care
6. Improving cancer outcomes
7. Improving mental health services
8. Shorter waits for planned care
9. Population health

The North West London
health and care partnership 

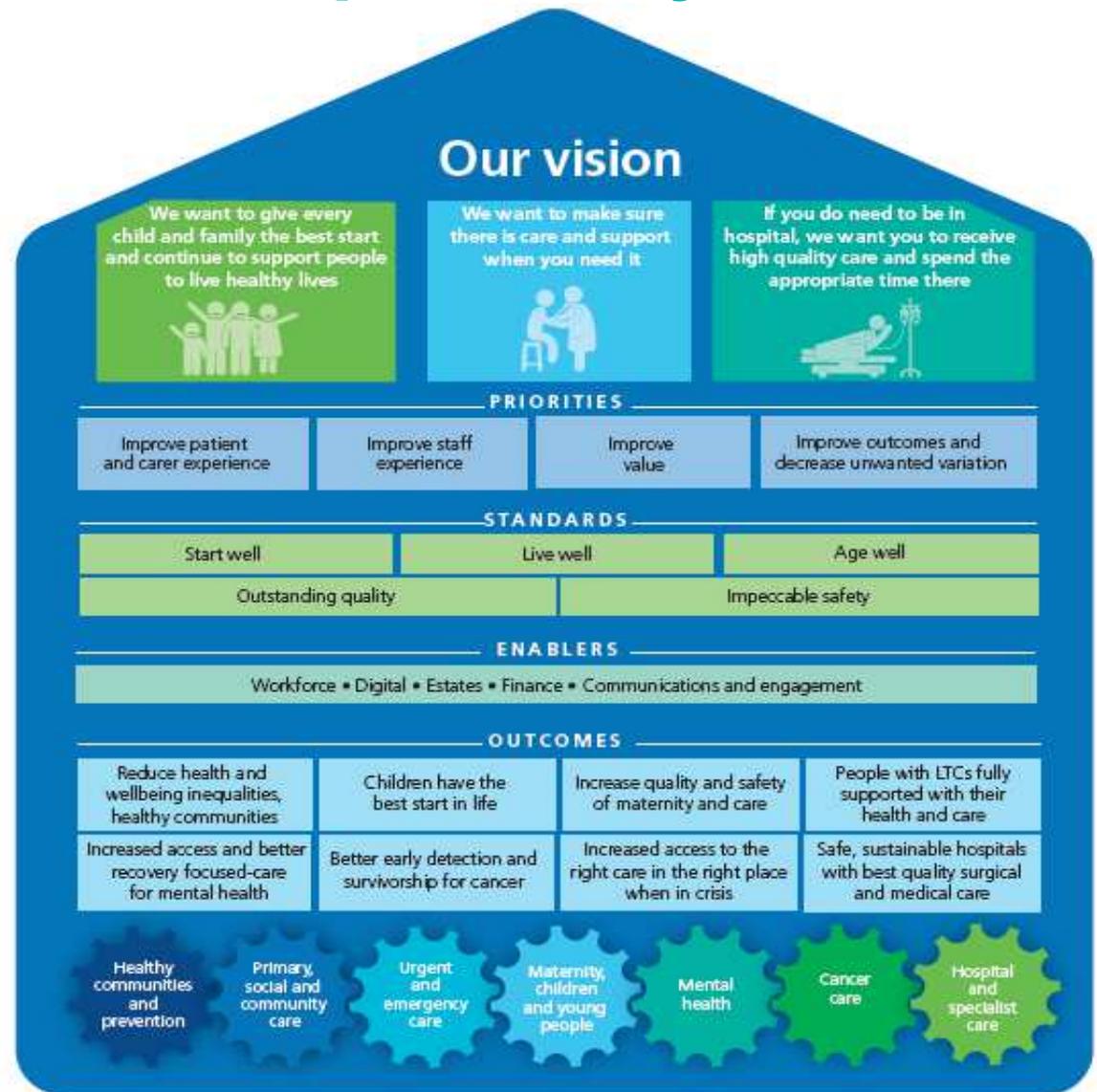


The North West London
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Our strategic plan is underpinned by our clinical strategy

Over the past year we have worked with a wide range of stakeholders, residents, patients, local authority and health staff and organisational leads to develop our **clinical strategy**.

The strategy will be delivered through our **seven interconnected programme areas**.



Our key priorities for 2020/21

- We have identified 9 key priority areas with strong population health outcomes that will improve resident, patient and staff experience as well as financial sustainability
- These are all underpinned by a focus on mental health

Access to specialist opinion

Long term condition management

Safer care - maternity

Frailty / last phase of life

Early detection for cancer

Proactive urgent care

Care planning

Social isolation

High intensity users

Mental Health



What will this mean for patients

High level outcome	Start well	Live well	Age well
Improved life expectancy	I am immunised, my parents are informed and my teeth are healthy	I am empowered and supported to be healthy	I can manage my long term conditions effectively
Access to the right treatment, at the right time, in the right place	I get access to the right care and support when I need it	I get timely access to good support, and receive compassionate care and treatment	I receive advice and care from services that prevent my worries from escalating
People are able to recover and stay well	Overall, I am happy and supported at home and at school	I engage in meaningful activities and have a safe place to live	As I get older I have I have a supportive community and services around me



We want our services to be followed up with more feedback like this:

"It's easier to book online or in person (than it was)."

"I got a telephone triage – I phoned, described my symptoms and they were able to tell me if I needed to come in. Very good service."

"GP did a good initial assessment and sent me to the hospital, where I was diagnosed with a serious condition the next day and operated on."

"There is a course for informing people about avoiding diabetes – very good for prevention and awareness."

"I felt listened too and the support I was provided really helped me get back on track."

"My pharmacist gave me a 'My Medication Passport' – excellent idea!"



How have people been involved so far and going forward?

Developing the plan

Spoken to more than **1,750** people to ensure we are developing services

Healthwatch held **18 events** and provided a report for inclusion in our planning

500 surveys completed in locations including: community events, in shopping centres, A&E and outpatient departments, GP centres and public focus groups

Engagement since 2018 on programmes through **our seven interconnected programme areas..** *This will continue*

Going forward

To support our on-going engagement a new programme is being launched in December

EPIC - engaging people in co-design

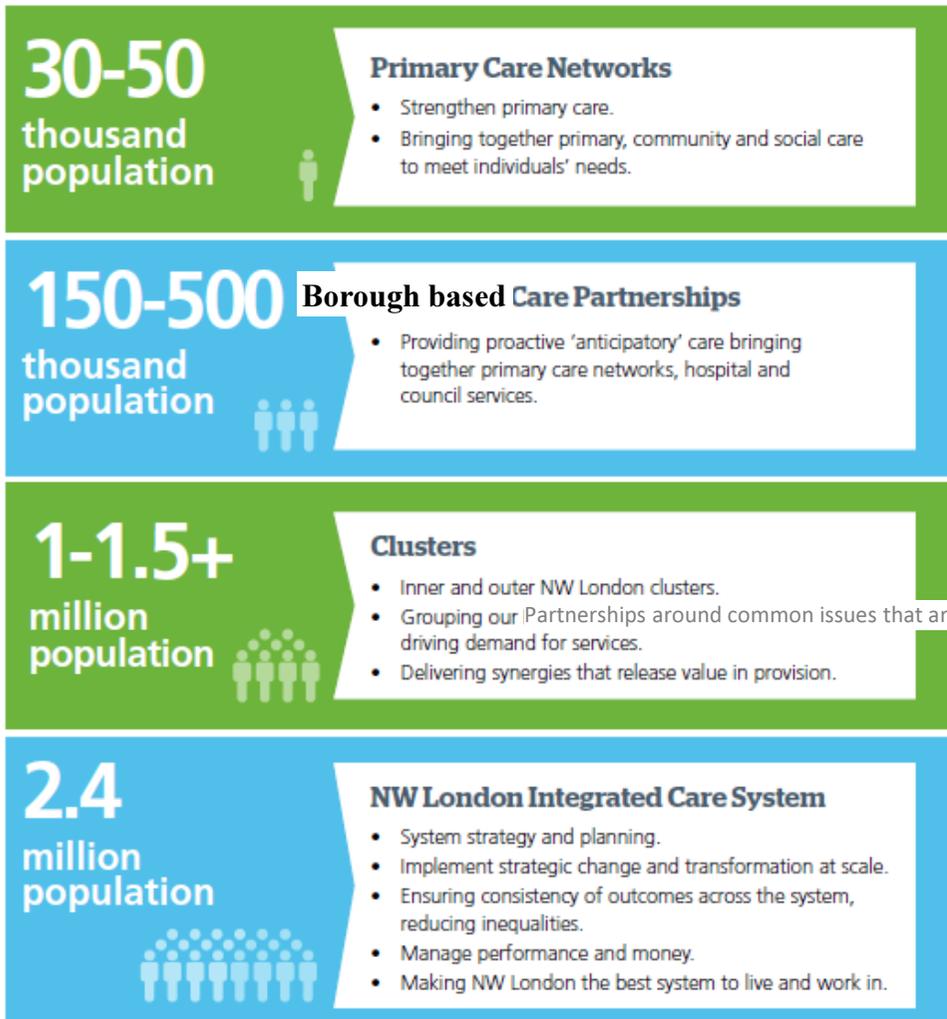
This is in addition to our other engagement channels:

- **Out reach programme**
- **Local engagement**
- **Citizens panel**
- **Community voices programme**
- **Lay partner groups** and representatives on each of our seven programme teams

The publication of our plan is **not the end** of our conversations **with you**, our communities and patients, **it is just the beginning...**



To get there we need to change the way we work across NW London – developing our Integrated Care System



We also need to **improve our finances** to ensure we provide sustainable services for the future.

Working together across NW London, focussed on our key outcome improvement priorities, will help us to improve this.



Local Authority and NHS Chief Executives are working together to develop our joint priorities and the underpinning system governance that will deliver these for our residents. Building on **strong borough-based partnerships** to ensure **consistency and continued improvement in care and outcomes** for all our 2.4 million residents across NW London



Where to find the plan for NW London

The North West London health and care partnership

DRAFT
Five year strategic plan
Overview document
November 2019

5.3 | Giving people more control over their own health and more personalised care



What people have told us

- There needs to be better access to self-help and peer support.
- "I want to take more responsibility for my own health."
- Innovation and the use of technology is useful but the benefits need to be explained better.
- People need more choice and control over condition and care.
- We want better shared decision making and making care services work for everyone.
- Social prescribing is seen as a good idea, but how will it work in practice?

What progress has been made as a system so far?

- Over 40,000 people with a long term condition have completed the patient activation journey or RAN assessment since 2016.
- Over 600 patients have approved myCOPD - those surveyed so far.

Progress in action
RM Partners - West London Cancer Alliance

Top Cancer Alliance for one-year survival, top 10 variations that we are working to address

Our colorectal redesigned pathway has seen a 20% to 21% result of telephone stage

Around 2,000 through 2019

By March 2019 over 1,800 people have been called to encourage them to attend for a lung health check. In partnership with allian and will result in 26 cancers being diagnosed early

Over 20,000 patients have been called to encourage them to attend for a bowel screening

7.4 | Finance

Currently the health services we provide are allocated to us and we need to address collectively have an underlying NHS commissioning groups and NHS services of the total NHS resources in NW London.

Local authorities in NW London also face significant financial challenges. Whilst considerable savings have been made by local authorities in recent years, demand for both children's and adults social care continues to rise, placing continued strain on the finances of all authorities.

The system is expecting to have an underlying deficit of £272m (£86m CCGs and £192m sector) and starting from that point the following assumptions have been applied to the financial model:

- Activity growth is based on historic levels.
- Provider cost improvement programme (CIP) is set at 3.3% across the model which is based on the implied productivity rate reported in the NHS Improvement Q4 2018/19 provider report, with an additional 1% to cover cost pressures.
- Pay inflation and non-pay inflation is funded as per the latest tariff guidance with an additional 1% of cost pressures.
- Tariff assumptions are based on national guidance.
- Business as usual QIPP is reflected in commissioner spend and provider income and where there are acute savings it is assumed that 30% is reinvested in out of hospital healthcare and community services.
- Quality, Innovation, Productivity and Prevention programme (QIPP) levels are based on previous years' achievement.

In 2020/21 despite delivering £336m of recurrent efficiencies the current financial gap to our system trajectory in our health remains £48million.

The following chart demonstrated how this £48m is made up. NW London will finish 2019/20 hitting its agreed plan but being £43m off trajectory. In delivering that position the sector will use £48m of non-recurrent benefits and has on-going unfunded pressures of £10m. Together these create a £101m

3	Back and mid-office efficiencies	£10m	• Limited experience of success currently making slow progress, potential for delay related to workforce consultations.	£50-76m FYE
4	Simplifying our organisations	£10-25m	• Significant progress will require close leadership alignment and wider work on this topic has already been subjected to delay	

You are able to find and read the five year strategic plan - overview document at:
www.healthiernorthwestlondon.nhs.uk/about/patientsandthepublic/longtermplan