Collaborating in northwest London

*Shaping a Healthier Future*

Improving healthcare for two million people in North West London
North West London
The 8 boroughs of NW London
https://www.healthiernorthwestlondon.nhs.uk/
Who we are...

Our population....

...and financial outlook

<table>
<thead>
<tr>
<th>Segment</th>
<th>£m - Residual Gap</th>
<th>20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providers</td>
<td></td>
<td>(55.9 )</td>
</tr>
<tr>
<td>CCGs</td>
<td></td>
<td>(29.9 )</td>
</tr>
<tr>
<td>Specialised commissioning</td>
<td></td>
<td>(18.8 )</td>
</tr>
<tr>
<td>Primary care</td>
<td></td>
<td>(15.4 )</td>
</tr>
<tr>
<td>Total NHS</td>
<td></td>
<td>(1,154 )</td>
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<tr>
<td>Social Care</td>
<td></td>
<td>(16.5 )</td>
</tr>
<tr>
<td>Total NWL Health and social care</td>
<td></td>
<td>(1,289 )</td>
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</tbody>
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% Increase

Future Population (2030)

Current Population

- Mostly healthy
- One or more long-term conditions
- Cancer
- Serious and long-term mental health needs
- Learning disability
- Severe physical disability
- Advanced dementia/Alzheimer’s
- Children
- Societies Excluded Groups

Numbers 3,500 figures included as basis of input for financial forecasts including £3m.
The perception of NW London

YouGov Survey 2014

(1294 respondents asked to align adjectives to areas of London)
…and the reality
8 CCGs ‘inherited’ a Hospital Transformation Programme

2013 – Secretary of State confirmed the PCT commissioner plans

• to close 2 A&E, make 2 local A&Es
• close a maternity, paed unit
• develop elective care

➢ Need to invest in primary care
➢ Need to invest in mental heath
The challenge & the opportunity
Clinically-led, managerially enabled

• Collaboration Board – 8 CCG chairs – lead and oversee
• Strategy and Transformation Team
• Finance Strategy
  • Integrated Care Pioneer
  • 7 Day Services Early Adopters
  • Standard PM Challenge Fund plan

Leading to…

• CHWEE and BHH – 2 exec teams and joint programmes exec
• CSU – in housing – needed to ‘manage’ large providers
• Shared IT strategy:
  • Moving practices onto SystmOne or EMIS
  • IT governance, portal, templates, reporting
What we achieved

- Decommissioned A&E at Central Middlesex and Hillingdon
- Decommissioned Maternity & Paed Inpatients from Ealing, with expansion in other areas
- Extended general practice access: 8 to 8 and at weekends
- Whole System Integration
Putting it all into action in real time

MDTs / “MOTs”, integrated response, with the community
What now?

Prof Welbourn reviewed the SaHF programme (Dec 2015), praising the thorough and inclusive approach but stated:

“The review has highlighted that the majority of existing business processes related to commissioning, performance and financial flows are predicated on managing commercial relationships between organisations.

“These processes are generally not fit-for-purpose in the whole system model of collaboration and partnership that [transformation] requires, especially as it progresses towards an Accountable Care Partnership model of commissioning.

“A recent report from the Nuffield Trust suggests that the current trends of integration will change the nature of commissioning beyond recognition.

“A programme stream is required to ensure timely development of the business models and infrastructure processes that will enable the transformation of services to be achieved.”
We need a new model of commissioning but…

Who wants change?

Who wants to change?
It takes courage and leadership…

Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— Steve Jobs —
Starting where we started…
Taking collaboration to the next level

• We shown we can do it – now we’re re-grouping, re-energising

• Building on our progress

• Careful steps leading to big change

• Now a “system” & we need to collaborate more as 8 CCGs
  • Joint Committee
  • Single AO and single CFO
  • Shared commissioning plan and approach
Reflections…

• Leadership across CCGs is critical
  Managerial
  Clinical

• Leadership across system is critical
  Clinical Board
  Programme Board
  Collaboration Board

• But keep it locally sensitive…
And finally…

Think differently, challenge conventions & keep going…
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