



# London Health and Care Strategic Partnership Board

16 November 2017

**02/02/2018:**  
This paper is in draft

<b>Title:</b>	Improvement and transformation support in London
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<b>Purpose of paper:</b>	<p>To provide an overview of the programme of work on London's improvement and transformation support :</p> <ul style="list-style-type: none"> <li>• background to this programme</li> <li>• an update on work to date</li> <li>• to highlight a proposition to be presented at the next Strategic Partnership Board meeting</li> </ul>
<b>Action required by Board members:</b>	The Board is asked to <b>note</b> the information in this update.
<b>Partnership considerations:</b>	This paper presents a review and proposal for changes to the improvement and transformation support landscape in London across the health and care system.

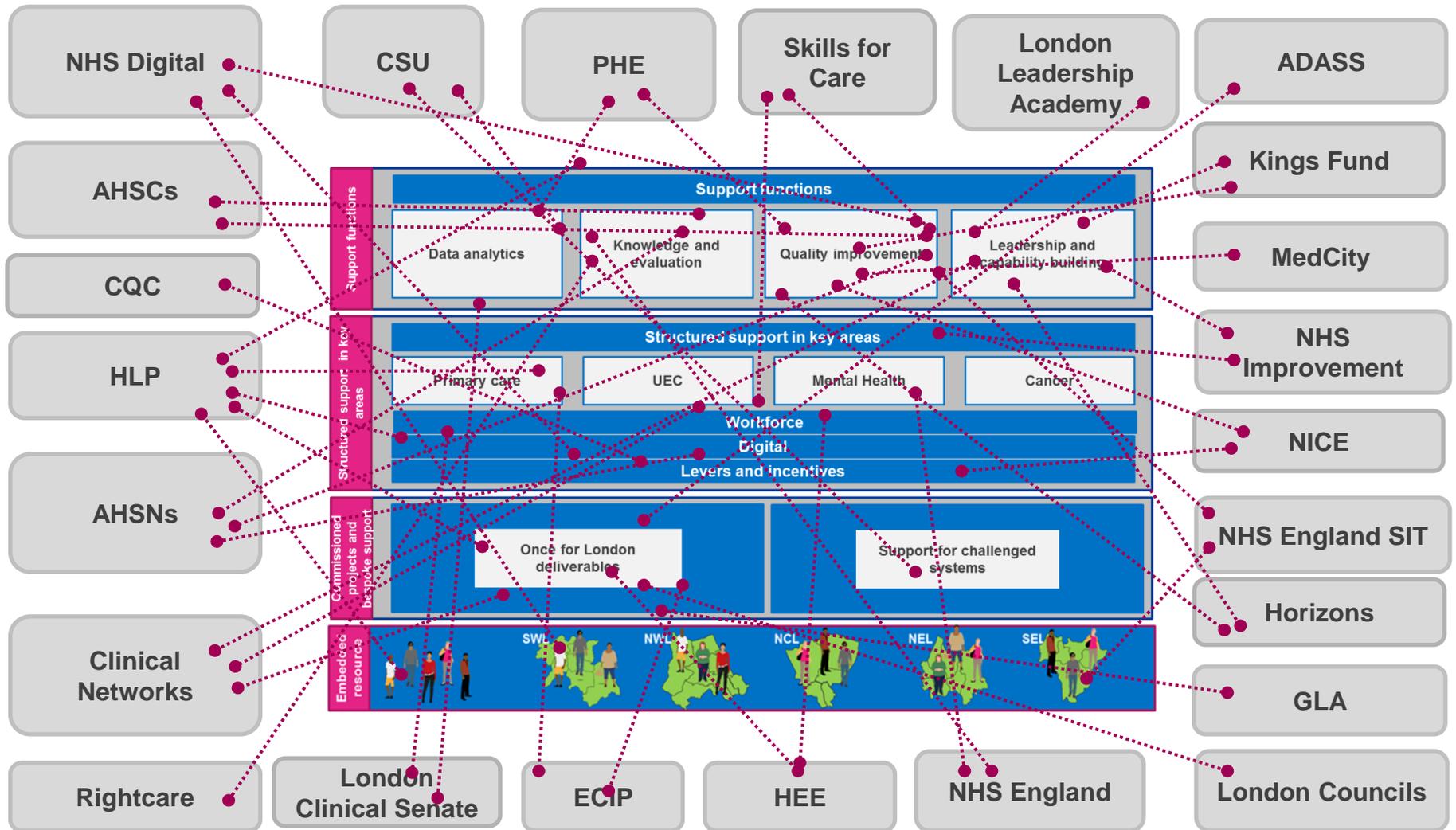
# Context for this programme of work

- The **challenges facing the health and care system nationally are well rehearsed** and it is recognised that to address these challenges will require **transformation and improvement at an unprecedented scale and pace**.
- **In London, these challenges are starker** with a population that is growing faster than any other region; wider health inequalities; and some of the best and worst health services in the country.
- **These challenges** cannot be addressed by any one organisation or any one part of the health and care system, it **requires effective collaboration across the system**.
- **London has a long tradition of working collaboratively in order to best serve its population**. In 2015 all health and care partners coalesced behind a shared vision to be the world's healthiest major global city by 2020 with a deep system-wide commitment to *Better Health for London's* 10 aspirations to achieve this vision.
- Whilst this collective core purpose remains a constant – the very best health and care for all Londoners - the system will and has changed and **we must continuously refresh and reframe to ensure we are best set up to support the delivery of this vision**.
- **Health and care partners are increasingly working collaboratively** at sub-regional level in the 5 London footprints. More local partnerships, in single boroughs or on a multi borough basis, are developing in many parts of London.
- There is now a need for increased **collaboration and joint working arrangements between organisations providing improvement and transformation support in London**, reducing any duplication.
- The unprecedented challenge facing health and care also mean that **scarce resources need to be maximised** to give Londoners a better deal.
- Beyond 2017/18 a **devolution agreement for London** gives health and care partners more control over transformation funding in London.

# Challenges facing improvement and transformation support in London

- A wide **range of regional and national partners provide improvement and transformation support across London**, supporting action at local and pan-London level.
- Whilst these **partners play an important role, they present a complex picture across London** (see slide 4)
- The **Smith Review**, published in 2015, found the current improvement and transformation landscape, and the roles of partners within it, to be **remote, fragmented and unclear**. It **recommended streamlining the landscape** with greater clarity of roles and strengthening accountability of existing bodies.
- To **gain deeper insights, stakeholder engagement has been conducted over the last six months**, with:
  - STP SROs, Chief Officers and Accountable Officers
  - Trust CEOs
  - Regional Directors for NHS England & NHS Improvement
  - CCG Chief Officers and key CCG colleagues
  - Key GLA colleagues and the Mayor's health advisors
  - Key London Council colleagues
- The key themes to emerge include:
  - **Support to transform health and care in London is needed**, however there are a multitude of organisations providing a range of support which **is fragmented, unclear and difficult to navigate**.
  - The improvement and transformation landscape in London is a **complex, crowded space** and **support offers are opaque**.
  - Partners are **not meeting the needs of the health and care system as well as they could**, either at local or pan-London level.
  - **It does not represent the best use of available resource**.

# Improvement and transformation support in London: a complex picture



# Emerging solutions are being tested and shaped

- To address these challenges, proposals for a future improvement and support landscape are currently being tested and refined with a broad set of stakeholders from across the health and social care system.
- The following are suggested foundations for a future improvement and support landscape:

## **An overarching governance framework**

- LHCSPB has control of London's share of transformation funding.
- It ensures strategic alignment of partners, a focus on London's shared priorities and effective use of resources in supporting health and care.

## **Collaborative leadership**

- Leaders across key partners work to shared principles and operate as a network, sharing learning and insights, and collaborating where necessary.
- Clinical and professional leaders are at its core.

## **Support is aligned to system needs**

- Support is based on the principle of subsidiarity, with transformation activity taking place at the most local level and only aggregated when necessary.
- Support is offered to local systems and at pan-London level when appropriate, with sufficient focus on the key enablers of change.
- Support is co-designed with local systems to embed sustainable change capability.

## **Operating principles**

- Key partners are agile, responsive and flexible, meeting near-term improvement as well as longer term transformation efforts.
- Partners continually review their efforts to ensure they meet current system need.

# An illustration of London's future support: being tested

## Strategic function

- Convene partners and clinical leadership at a pan-London level
- Provide a collective voice for London and mobilise for change
- Communicate shared vision widely to support change locally
- Monitor progress towards London's shared aspirations
- Horizon scanning
- Attract additional funding to London

### Data analytics

Business intelligence to enable population health management, health economics and data for improvement

### Knowledge and evaluation

Evidence and best practice, supporting evaluation, sharing lessons learnt and shining a light on success

### Leadership development

Leadership development and capability building

## Core structured improvement programmes

- Building support through co-production for a change model for London
- Providing a curriculum that develops and strengthens change capacity, capability and knowledge spread
- Providing online learning resources, quality improvement (QI) tools and techniques, QI coaching
- Developing a discipline and rigour around using data for diagnosis, action planning and measuring improvement
- Building collaborative networks to support peer learning and challenge

Priority

Priority

Priority

Priority

## Once for London deliverables

- Commissioned pan-STP when a pan-London approach is needed for consistency or economies of scale
- Examples may include:
  - Building a social movement e.g. Thrive LDN
  - Influencing regulatory change to aid prevention
  - Consistent pathway or standards
- Would draw on data analytics and knowledge and evaluation resources
- Connect with core enabler programmes
- Could also be commissioned on a local basis

Priority

Priority

Priority

Priority

Levers and incentives

Workforce

Digital

Resource embedded in local systems to support delivery and:

- **Maintain effective links with developments across the improvement and transformation support landscape** to ensure local developments are informed and connected and vice versa
- **Support sharing and learning across local systems**



# Current work streams linked to this programme

Work stream	Current activities
London has its fair share of funding	<ul style="list-style-type: none"> <li>• Work is underway to establish London's 'fair share' allocations for 2018/19 and to develop an investment framework for London</li> </ul>
Streamlined governance to oversee London's improvement and transformation support	<ul style="list-style-type: none"> <li>• A review of pan London governance and meetings with a view to streamlining is being completed</li> <li>• A proposal for SPB to oversee improvement and transformation support in London is being shaped</li> </ul>
Clear understanding of support offers and engagement with key partners	<ul style="list-style-type: none"> <li>• High level mapping of current support offers has been completed and a continued engagement strategy is being developed</li> </ul>
Aligned clinical leadership	<ul style="list-style-type: none"> <li>• Discussions on strengthening the collective clinical voice for London are taking place</li> </ul>
A clear understanding of the needs of a future system based on population health management	<ul style="list-style-type: none"> <li>• Health and care system priorities and support needs are being reviewed and confirmed</li> </ul>
Robust business intelligence is in place to manage population health	<ul style="list-style-type: none"> <li>• Discussions are taking place to understand future system needs and how business intelligence systems can support these</li> </ul>
Collective agreement on principles for pan London activity and change models in London	<ul style="list-style-type: none"> <li>• Mapping of current change models is underway to identify common themes and principles for London</li> </ul>
Limited number of agreed priorities	<ul style="list-style-type: none"> <li>• Review of priorities for London against 5YFV, STP plans, Mayors health priorities, aspirations of BHfL; and against principles of subsidiarity, impact and alignment – is taking place</li> </ul>
Collective agreement on activity to be done once for London	<ul style="list-style-type: none"> <li>• High level mapping across key partners to review priorities, principles and products / support offers is underway</li> </ul>
Agreed operating model to facilitate delivery	<ul style="list-style-type: none"> <li>• A mapping of operating models is underway</li> </ul>

# Programme governance structure and next steps

- To ensure that views from stakeholders across the health and social care system and from key partners delivering improvement and transformation support are incorporated into the re-design of London's improvement and transformation support landscape, the following governance structure has been set up:

Group	Membership	Purpose
Steering Group (monthly)	A small group that represents regulators, clinicians, health and care providers, local government, the voluntary sector and the patient voice	<ul style="list-style-type: none"> <li>To provide direction, ensuring pace, rigour and progress to achieve programme objectives</li> <li>To provide a broad perspective from their sector(s)</li> <li>To engage with stakeholders from their sector(s) to seek views, provide feedback and build broad support for this programme</li> <li>To work collaboratively, looking beyond local and sector priorities, to achieve the broader vision for London's improvement and transformation support offers</li> </ul>
Stakeholder Group (2 monthly)	A large group of stakeholders representing the health and care system, and key partners delivering improvement and transformation support	<ul style="list-style-type: none"> <li>To provide a forum for key stakeholders to engage in collaborative discussions on proposals for improvement and transformation support in London</li> <li>An opportunity for stakeholders to provide critical feedback and review</li> <li>To build upon and enhance existing relationships across the system</li> </ul>

- The SPB is asked to note that a proposition for improvement and transformation support in London will be presented at the next meeting in January 2018 for consideration.**
- Please contact Mandip Korotana, Programme Manager at Healthy London Partnership on [m.korotana@nhs.net](mailto:m.korotana@nhs.net) for any further information on this programme.