



London Health and Care Strategic Partnership Board

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This paper is in draft

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

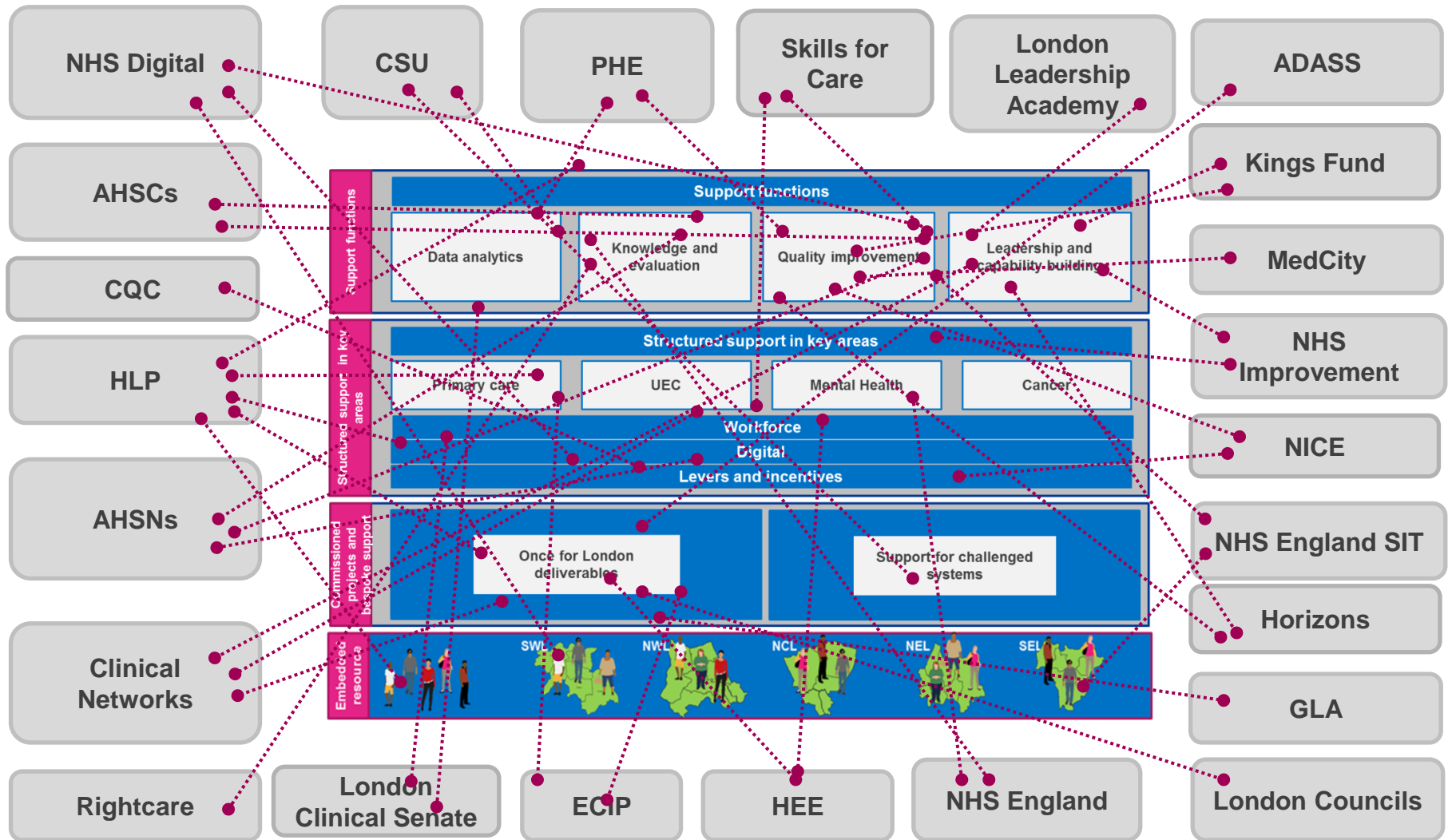
Context for this programme of work

- 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

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

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"> To provide direction, ensuring pace, rigour and progress to achieve programme objectives To provide a broad perspective from their sector(s) To engage with stakeholders from their sector(s) to seek views, provide feedback and build broad support for this programme To work collaboratively, looking beyond local and sector priorities, to achieve the broader vision for London's improvement and transformation support offers
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"> To provide a forum for key stakeholders to engage in collaborative discussions on proposals for improvement and transformation support in London An opportunity for stakeholders to provide critical feedback and review To build upon and enhance existing relationships across the system

- 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 for any further information on this programme.