



INNER NORTH EAST LONDON SYSTEM WORKING

TRANSFORMATION BOARD

BRIEFING NOTE ON THE EMERGING ARRANGEMENTS TO SUPPORT TRANSFORMATION ACROSS CITY & HACKNEY, NEWHAM,
TOWER HAMLETS AND WALTHAM FOREST

MARCH 2019

INTRODUCING THE INEL SYSTEM TRANSFORMATION BOARD

Health and care partners across City & Hackney, Newham, Tower Hamlets and Waltham Forest have agreed to set a framework and narrative to develop arrangements for working together, stressing the importance of borough/place arrangements, with a clear acknowledgement that we need to strengthen our partnership across INEL.

A strengthened INEL partnership will focus on:

- Developing a case for change so we have a common understanding of the challenges we face.
- Delivering some initial significant strategic programmes.
- Building on the work of borough-based systems, ensuring that providers and commissioners work together more effectively across INEL to improve outcomes for populations where it makes sense to do so at scale, as well as understanding system implications and interdependencies of local work.

Through this we will build trust, openness and faith that we can make improvements by working in this way. The system transformation board (STB) will promote the development of positive system leadership and culture, and ensuring alignment in delivery of coordinated care across health and social care in INEL.

INEL SYSTEM TRANSFORMATION BOARD PRIORITIES

At our March Board meeting, four strategic programme high level plans were agreed. These programmes will be developed in more detail over the next two months with identified leadership and resources:

Outpatients – delivering the LTP commitment to reduce outpatient face to face contacts by a third.

Urgent care – taking responsibility for the urgent/emergency pathway and collective impact of interventions, ensuring consistency of the offer for local residents to reduce unnecessary ED attendances through the development of same day urgent care, models for primary urgent care etc

Health and well-being of rough sleepers and homeless people - to scope and confirm through partnership workshop.

Clinical configuration and provider collaboration – continue the development work being undertaken across INEL looking at surgical configuration across sites, mental health provision and associated moves to improve utilisation of local capacity (East Ham Care Centre, Homerton East Wing), maximise capital opportunities and drive transformation.

The STB is taking responsibility for the INEL contribution to the Long Term Plan, starting with the 19/20 planning process through its emergent governance arrangements to signal the scale of our ambition. The System Operating Plan will be the sum of a number of constituent parts but will also be an opportunity to ensure alignment so we reflect that we are developing individually and as a collective. The Board will be producing a paper setting out its plans as a contribution to the Long Term Plan refresh (May 2019).

Common framework for integrated care delivery and planning in north east London (March 2019)

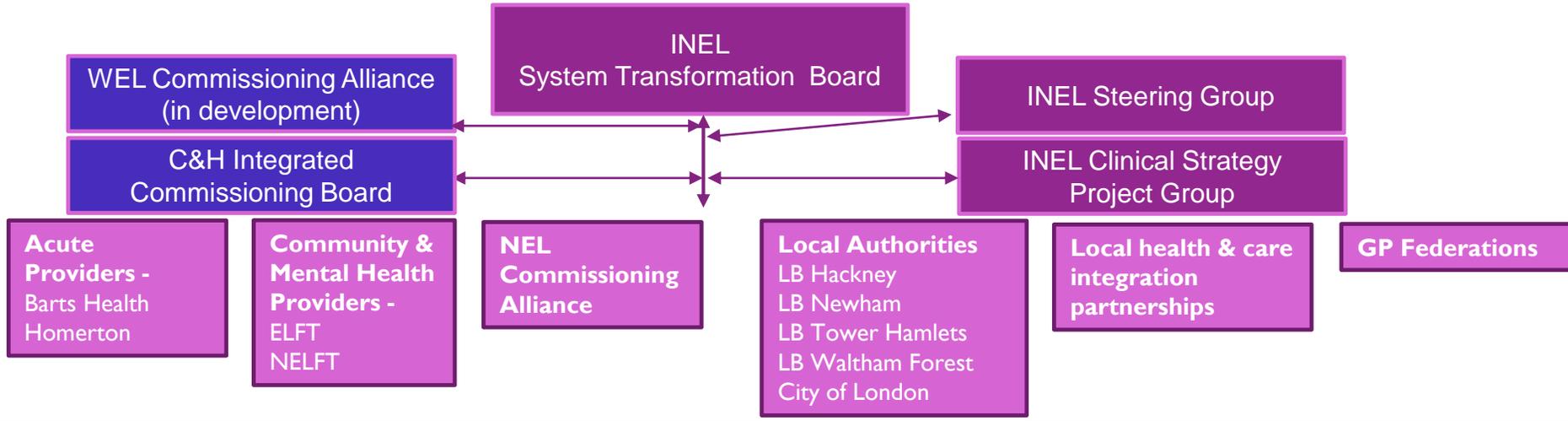
<p>Neighbourhood Network/ Locality</p>	<ul style="list-style-type: none"> • Understanding local need, including predictive analysis • Coordinating care for the defined population of local people • Improving service access and quality of care for local people • Addressing inequalities and unmet need • Co-producing and co-designing health services with patients and the public • Helping local people to stay healthy to include the wider determinants of health and positive mental wellbeing • Using personalised interventions to support care navigation, e.g. social prescribing/personal health and care budgets • Mobilising community assets to improve health and wellbeing • Primary care networks, delivering enhanced services (e.g. long-term condition management at GP practice/group level) 	<p>Multi-borough</p>	<ul style="list-style-type: none"> • Strengthen system support for local health and care integration partnerships and plans • Enable and support greater provider collaboration, increasing utilisation of existing capacity and resource and the development of provider alliances • Develop and enable a collaborative approach to tackling significant system challenges • Delivery of key clinical strategies best planned across multi-borough footprint (e.g. frail elderly pathway, homelessness, planned care/outpatients, prevention) • Achievement of key performance standards (e.g. cancer diagnostic standard, mental health investment standard) • Delivery of networked services (e.g. diagnostics)
<p>Borough/ Place</p>	<ul style="list-style-type: none"> • Developing local health and care plans to integrate health, social care and voluntary and community services at neighbourhood/network and borough level to address key challenges and improve outcomes for local people • Ensuring borough-based service commissioning and delivery, linked to place based strategies • Supporting the development of neighbourhoods and networks and to hold them to account • Addressing inequalities within and between neighbourhoods/networks • Focus on effective use of resources across the system, improving outcomes and service quality for local people • Delivery of local community-based services (e.g. Children & Young People's services, IAPT) 	<p>ELHCP</p>	<ul style="list-style-type: none"> • Oversight and support of system development and 'once for north east London' infrastructure development (e.g. Discovery) • Delivering on enablers to support system development including digital, workforce, estates and financial sustainability • Holding systems to account for delivery of outcomes-based care for local people • Leading transformation programmes best planned across the north east London footprint (cancer, maternity, mental health) • Providing strategic overview and direction for multi-borough and place-based transformation programmes (e.g. end of life care, primary care, prevention, personalisation) • Leadership of clinical strategy for north east London through the Clinical Senate (e.g. neuro-sciences)
		<p>NELCA</p>	<ul style="list-style-type: none"> • Strategic commissioning development around key priorities and outcomes • Development and agreement of commissioning strategy to support the ELCHP transformation plan • Commissioning governance and decision making • Future responsibility for specialised commissioning

Transformation is happening at three levels – NEL, INEL and borough/place

NEL level – strategic oversight of system development and performance; focus on NEL-wide enablers e.g. digital

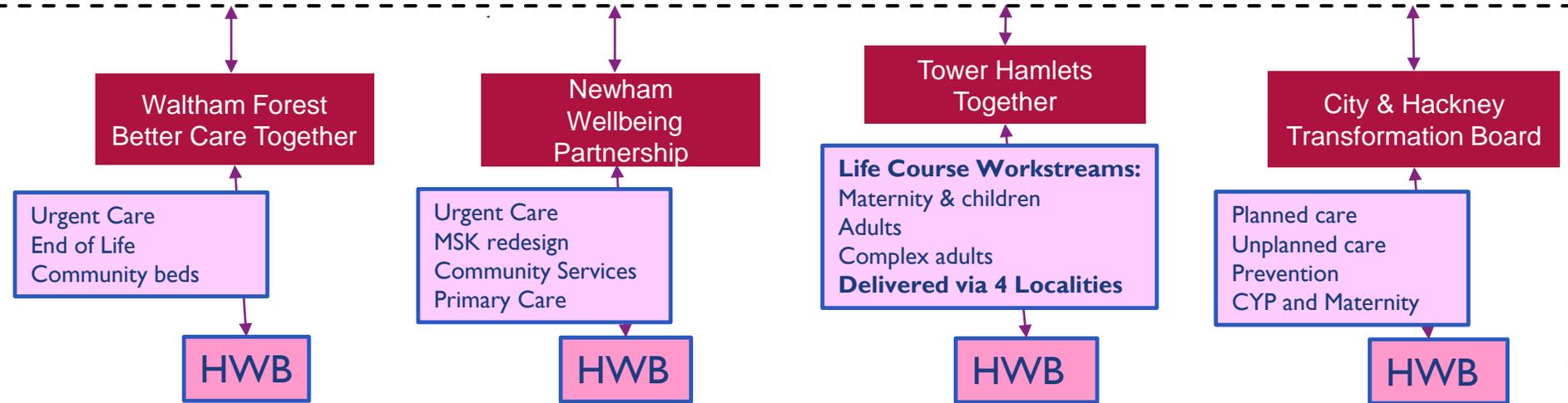


Multi-borough system level – focus on providing a system wide approach to improving outcomes and tackling significant challenges (quality, operational, financial) through support for local integration, provider collaboration and ‘at scale’ transformation



STB priority programmes (in development): Outpatients, Urgent & emergency care, Rough sleepers/homelessness, Clinical configuration & provider collaboration

Borough or ‘place’ level – integrated care partnerships bringing local health and care service delivery together within ‘neighbourhoods’, or localities and leading delivery of local transformation initiatives



INEL SYSTEM TRANSFORMATION GROUPS AND ROLES

INEL System Transformation Board - Chair Navina Evans

Providing a system wide approach to improving outcomes and tackling significant challenges (quality, operational, financial) through support for local integration, provider collaboration and 'at scale' transformation

Members

LAs - Tim Shields (Hackney), Martin Esom (WF), Will Tuckley (TH), Katherine Kerswell (Newham), Simon Cribbens (City)
CCGs – Selina Douglas (WEL), David Maher (C&H)
NHS Providers – Navina Evans (ELFT), Alwen Williams (BH), Tracey Fletcher (Homerton), John Brouder (NELFT)
Local IC partnerships – Wax Naqvi (Newham), Isobel Hodgkinson (TH), Tim Shields (City & Hackney), Ken Aswani (WF)

INEL STB Steering Group - Chair Selina Douglas

Supporting the Board on delivery and currently leading the development work needed to agree the Board priorities including scoping the transformation programmes

Members

LAs – Anne Canning (Hackney), Denise Radley / Warwick Thomsett (TH), Nick Davies (WF), Simon Cribbens (City), Grainne Siggins (Newham)
CCGs – Selina Douglas (WEL), David Maher (C&H)
NHS Providers – Richard Fradgley (ELFT), Ralph Coulbeck (BH), Frances O'Callaghan (Homerton), Jacqui Van Rossum (NELFT)

INEL Clinical Strategy Project Group – Chair Tracey Fletcher

Supporting the Board through leading the development and delivery of collaborative programmes focused on clinical configuration and provider collaboration

Members

Providers – Eugene Jones (ELFT), Ralph Coulbeck (BH), Frances O'Callaghan (Homerton)
CCGs – Les Borrett (NELCA)
ELHCP – Anamaria Icleanu (estates)

INEL SYSTEM TRANSFORMATION TEAM

Contacts

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PMO

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