



right care
right place
right time
right outcome

MERTON CLINICAL COMMISSIONING GROUP GOVERNING BODY

Date of Meeting: 25th May 2017

Agenda No: 5.2

Attachment: 05

Title of Document: Healthy London Update – February 2017	Purpose of Report: For Noting
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Executive Summary: This paper provides an update to CCG Governing Bodies and NHS England (London) of the continued progress of the Healthy London Partnership (HLP) programme and of HLP planning for 2017/18. CCG Governing Bodies confirmed two years of funding for HLP during the 2016/17 planning round. The attached update provides further information on the HLP operating model and functions (see recommendations section in the report). Members will note that the financial implications of the programme were considered by Governing Body at its March 2017 meeting where it also reviewed the January 2017 update.	
Key sections for particular note (paragraph/page), areas of concern etc: The attached paper considers the progress to date in the Healthy London Partnerships and the output of the 2017/18 planning process.	
Recommendation(s): As noted in section 5 of the report.	
Committees which have previously discussed/agreed the report: Executive Management Team 08.03.17	
Financial Implications: As per the guidance 0.11% of the CCG 17/18 allocation had to be set aside for HLP which amounts to £305k and was factored into the 17/18 plans already submitted.	
Implications for CCG Governing Body: None, already in Budget	
How has the patient voice been considered in development of this paper: N/A	
Other Implications: N/A	
Equality Assessment: N/A	
Information Privacy Issues: N/A	
Communication Plan: (including any implications under the Freedom of Information Act or NHS Constitution) N/A	



Healthy London Partnership

Healthy London Partnership beyond 17/18

It should be noted that SPGs and CCGs are able to localise or align this paper to their own strategies as appropriate and also consider the paper without taking to full governing body meetings in line with local governance arrangements.

Executive Summary

This paper provides an update to CCG Governing Bodies and NHS England (London) of the continued progress of the Healthy London Partnership (HLP) programme and of HLP planning for 2017/18.

During the 20/6/17 planning round CCG Governing Bodies confirmed two years of funding for HLP, recognising the programme design remains subject to continuous review. Following an extensive review process over the past six months involving CCG, STP and Programme leads refreshed proposals have been developed. This review has been overseen by the London Transformation Group comprising CCG and NHS England representatives (see full membership at Appendix 1). At its meeting on 14th February the London Transformation Group considered and supported programme proposal with a clear recommendation to CCG Governing Bodies and NHS England for approval.

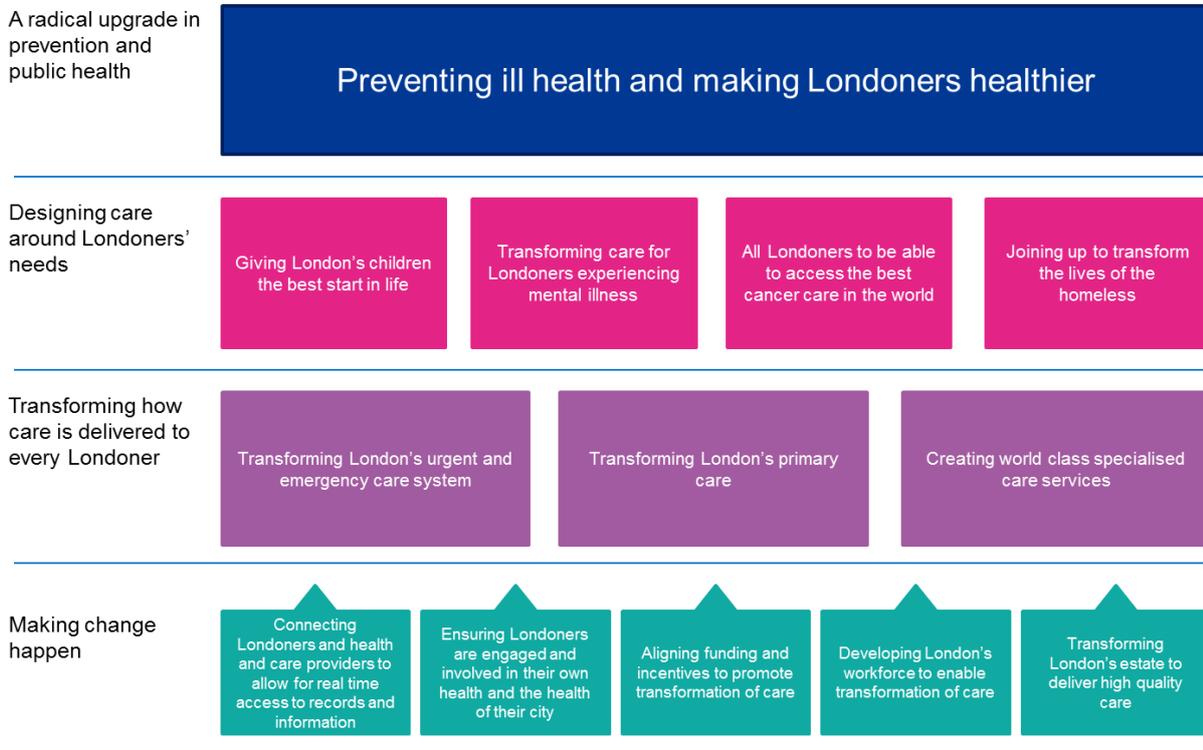
In the light of the more challenged financial position the overall programme budget for 2017/18 has been scaled back by around 24%.

The attached paper considers:

- Progress to date in the Healthy London Partnership;
- The output of the 2017/18 planning process, and;
- A recommendation to proceed with the proposed programme on the basis that the strategic function and embedded resource costs are agreed for the next two financial years and project costs are agreed for one year with an annual planning cycle to be taken forward

1. Context and background

HLP was established in May 2015 when 13 programmes shown below began mobilising to address London's priority transformation areas:



Over the last few months, planning for the suite of Healthy London Partnership programmes for the Financial Year 2017/18 has been underway.

Since HLP was established Sustainability and Transformation Plans (STPs) have emerged as mandated local 'structures' with a formal role in the delivery of transformation. In light of this, the London Transformation Group (LTG) agreed that an in-depth review of the activity required to enable whole system transformation would be undertaken to inform how HLP should develop. There was a recognition of the need to prioritise HLP activity and resources and reconsider the operating model to support the system in moving from planning to delivery, at pace.

This paper outlines the most recent achievements, the final proposals for delivery in 2017/18, the associated resource requirements and proposed changes to governance arrangements.

2. Recent achievements

Healthy London Partnership programmes have been progressing work at a pan-London level to support and enhance transformation at local and borough levels. When the partnership was initiated there was a commitment to making positive change happen through prioritising key areas where working at a pan-London level would add value. As an illustration of the success of this approach, in 16/17 the Programmes collectively attracted an additional £10million in funding for London and worked collaboratively with partner organisations to deliver health and care transformation.

Other highlights from this past quarter include the Mayor of London, Sadiq Khan formally launching London's all age section 136 pathway and Health Based Place of Safety specification, following extensive engagement across London's crisis care system. Engagement included over

300 service users, London's Mental Health & Acute Trusts, LAS, Local Authorities and London's three police forces. This culminated in an agreed pan-London pathway formally endorsed by these agencies as well as the Royal College of Psychiatry and National Crisis Care Concordat.

The Great Weight Debate (GWD) has really picked up momentum across London with 31 boroughs participating and joining the conversation. The GWD has reached over 2m Londoners with a strong presence on social media and events being held across London, including a citizen panel with 120 health champions, a young people's hackathon at City Hall and a roadshow across 8 boroughs. The GWD results are also influencing and inputting into strategies and policies across London, including fast food outlet restrictions.

A full progress report is shared with CCGs and NHS England (London) quarterly detailing progress, which supplements the monthly progress reports for Interim London Transformation Group that are shared widely and the eNews that provides updates to stakeholders every fortnight. Highlights from the most recent quarterly progress report include:

- In September more than 40 NHS organisations and around 100,000 NHS employees in London took part in Healthy Living week. Over 250 events took place across London, led by HLP in partnership with NHS Trusts and the London NHS Charities Group.
- London Mental Health Dashboard launched in October, designed with mental health clinicians and experts. The dashboard will help providers and commissioners benchmark performance and improve and transform services
- Launched NHS GO, services app for children and young people in London, includes content to support children and young people with issues they have told us they need help with, from blogs to videos to you tuber content. It's been viewed over 300,000 times and downloaded over 14,676 times
- The London Asthma Toolkit officially launched at the British Thoracic Society's winter symposium in December
- 90 homeless people interviewed, producing the report 'More Than a Statistic' resulting in new commissioning guidance for London with 10 recommendations to improve homeless health
- Early Intervention in Psychosis team supported the mental health system with the new psychosis target and developed a range of materials to support GPs if they suspect someone may be experiencing a first episode of psychosis
- Led the development of the Patient Relationship Manager (PRM), a cloud-based system designed to improve patients' experience of NHS 111, which has won the prestigious UK IT Industry Award for best use of cloud services as well as silver award at the European Contact Centre and Customer Service Awards 2016 in the category of Most Effective Improvement Strategy (Innovation, Technology & Effectiveness)
- The new commissioning model for Cancer Services in London (enabling cancer services to meet and surpass expected national outcomes for patients for 2020) was socialised at a pan-London Partnership event in December
- The Primary Care team have successfully negotiated with the national team on behalf of London's CCGs to secure agreement to spend the allocated £25.4m of GP Access Monies this year (and next) across 31 London CCGs to spread the offer across London to

serve a greater population (9m patients) as opposed to national allocation for pilot areas only.

3. Planning round

CCG Governing Bodies have broadly supported the principle of continuing to support the Healthy London Partnership by providing a commitment to continue funding the partnership for the next financial year.

In light of Sustainability and Transformation Plans (STPs) emerging as mandated local 'structures' with a formal role in the delivery of transformation, the London Transformation Group requested HLP undertake an in-depth review of the activity required to enable whole system transformation to inform how HLP should develop as part of a robust planning process. At the beginning of the planning process there was a recognition for the need to prioritise HLP activity and resources and reconsider the operating model to support the system in moving from planning to delivery, at pace.

The planning round was based initially on the same set of planning principles as those agreed in FY2016/17, reviewing all priorities and programmes, agreeing programme deliverables beyond 2016/17, and indicating the required resources for 2017/18 and beyond. Consideration was then given to the implications on the operating model and governance arrangements.

Date	Forum	Outcome
Various in 16/17	SRO Meetings and Programme Board activity	Planning principles for pan-London activity defined by SROs and proposed priorities scoped by Programme Boards (including SPG representatives)
Dec 2016 – Jan 2017	STP CCG Leads prioritisation	Alignment of proposed HLP activity to STP priorities
20 Jan 2017	Payments and Funding Group challenge session	Value for money recommendations
14 Feb 2016	London Transformation Group	LTG approved the 2017/18 Healthy London Partnership (HLP) scope and resources, operating model and proposed governance arrangements.
Feb / March 2017	Final paper considered by CCG Governing Bodies (or committees where appropriate) and NHS England (London)	

3.1 Planning principles for 2017/18

The principles that were applied to the planning process are set out below:

- The planning process has been jointly led by CCG Chief Officers and NHS England Programme SROs and there will be significant engagement across London on the development of the programme priorities and plans
- Programme planning has been conducted based on the pan-London principles, designed by SROs, Chief Officers and Chairs and upheld by the London Transformation Group. Principles for once for London activity:
 - Providing a voice for London e.g. lobbying National colleagues for funding / approaches to transformation that best support London as a whole
 - Delivering a consistent standard of care that all areas can commit to work towards

- Delivering solutions to consistent issues that are best delivered once
- Engagement with CCG and STP commissioner leads has continued throughout the process in order to align with STP priorities
- The planning process has been broadened to incorporate Strategic Clinical Network and Academic Health Science Network planning to ensure alignment is maximised to deliver against agreed London priorities and to minimise duplication across the system
- The programme governance, specifically the Payments & Funding Group providing value for challenge and the London Transformation Group, has been asked to consider and agree the proposed plans.

3.2 Planning process

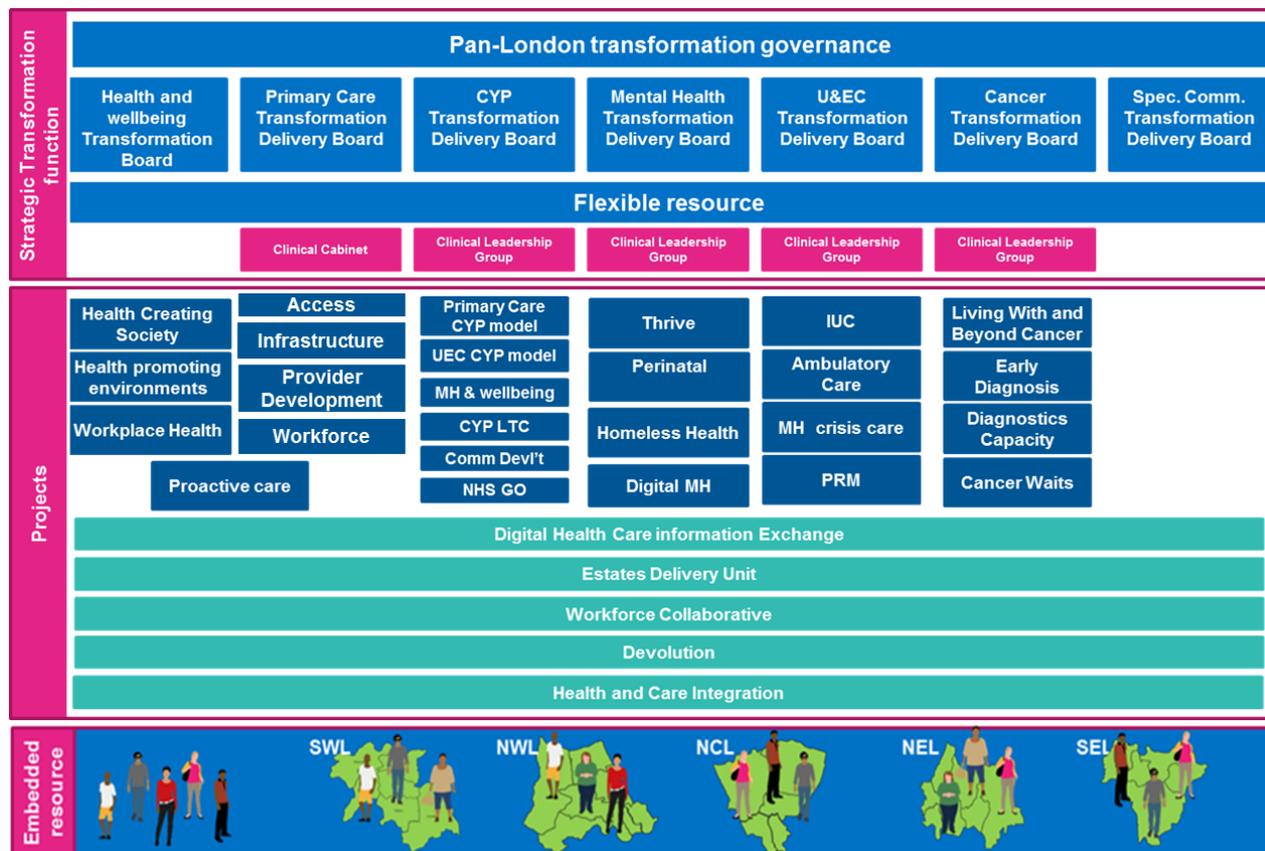
Programme SROs agreed that all Programme Boards would consider their current programme activity and identify if any areas of work should transition to more local (STP or borough) delivery in light of the pan-London principles. This process included consideration of when pan-London activity would cease; the transition process; plans for evaluation of delivery and ensuring effective knowledge spread.

Following the initial bottom-up development of programme plans a series of steps were taken to reduce the total Healthy London Partnership resource request for 2017/18. The steps included an efficiency review of non-pay costs by the HLP director, a value for money challenge session by the Payments and Funding group, prioritisation of projects by STP CCG leads and the identification of external funding. These steps have resulted in around a 24% reduction in the originally proposed resource requirement.

Extensive engagement with stakeholders took place throughout the review process. During this there has been broad acknowledgement that a pan-London transformation resource is beneficial and determining the right activity is critical; in doing so, feedback has included that HLP needs to interface effectively with emerging local transformation structures, delivering three functions:

1. **Strategic Transformation function** that will attract resource and provide a collective voice for London, build strategic partnerships and horizon scan for new opportunities
2. Tightly scoped **projects** that will deliver products best done once for London
3. **Embedded resources** in STPs to support delivery connected back to HLP and across STPs

The proposed HLP operating model responds to feedback and is intended to streamline governance and provide greater flexibility to respond to peaks and troughs in demand in the most efficient way across all programmes, as well as facilitate the transition to delivery with HLP resource embedded within STPs. The operating model is shown in the below figure.



3.3 Final programme resource requirements

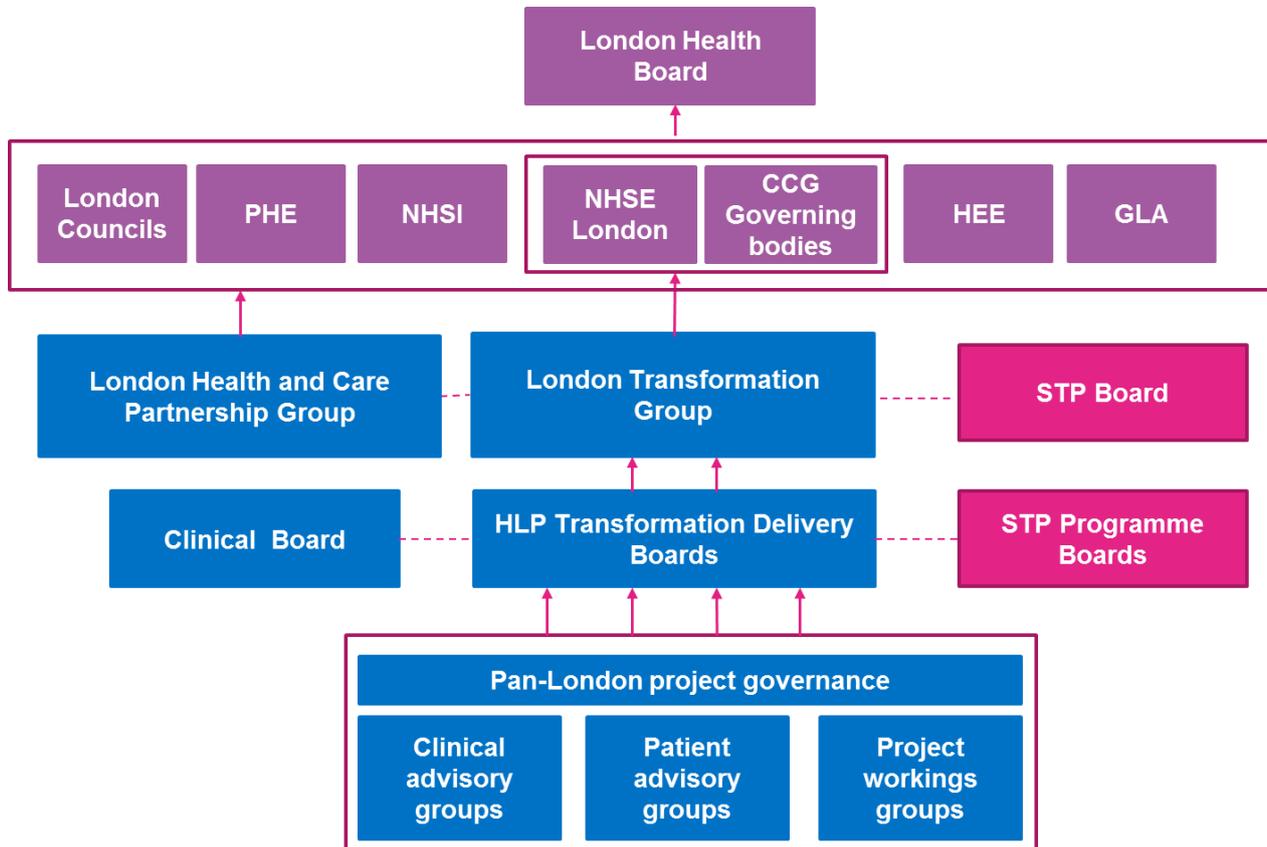
Detailed programme plans, included as Appendix 2, set out planned activity and the level of pay and non-pay resource associated with delivery of the programme objectives. Programme plans have all been signed off by their respective Programme Boards, including their member SPG representatives. The programmes within Healthy London Partnership have attracted a number of sources of funding in addition to the contributions made by CCGs and NHS England (London). Details of external funding are articulated in project plans.

These programme plans have been subject to the consideration of the London Transformation Group and were approved on 14 February. As we move into the next financial year, programmes will continue to work closely with STPs to ensure that their activities support the critical priorities identified by local areas.

The total cost of Healthy London Partnership programmes to be funded jointly by CCG and NHS England (London) contributions is £14,447k.

4. Governance

LTG considered revisions to governance arrangements in light of changes to the HLP operating model and the recognition that to achieve system transformation there was a need to engage broader partners.



The proposed governance arrangements bring together the Payments and Funding Group and London Transformation Group; provide comprehensive clinical oversight of the programme portfolio across CCG chairs, STP Clinical leads and Clinical Networks and align clinical leaders and subject matter experts with the overarching national, regional and STP strategy and delivery plans for improving patient outcomes; establish a Clinical Board to inform pan-London transformation; and ensure transformation delivery boards (with revised purpose and membership to existing programme boards) effectively bring together STP leads in an area to focus on joint issues requiring collective system leadership, share solutions and ensure HLP activity is effectively connected to local delivery. Programmes remain accountable to CCGs and NHS England (London) through the London Transformation Group.

5. Recommendation

CCG Governing Bodies and NHS England (London) are asked to:

- Note the in-depth review that has taken place to ascertain the HLP operating model and scope in 17/18.
 - Note the recent achievements.
 - Approve the London Transformation Group recommendations:
 - o 2017/18 HLP portfolio budget of £14,447k.
 - o HLP operating model and functions.
 - o The HLP and pan-London transformation governance
 - o The conclusion of the programme planning process on the basis that the strategic function and embedded resource costs are agreed for the next two financial years and project costs are agreed for one year with an annual planning cycle to be taken forward.
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Appendices

1. London Transformation Group Membership
2. Allocations by CCG and NHS England (London) and proposed resource allocations across programmes

Appendix 1. London Transformation Group Membership

Geographical area	Representative members
NWL	<ul style="list-style-type: none"> • Neville Pursell (GP chair , Central London CCG) – • Trevor Begg (Lay Member, Hillingdon CCG) • Rob Larkman (CO, Brent, Harrow, Hillingdon CCGs)
NCL	<ul style="list-style-type: none"> • Sarah Price (Chief Officer, Haringey CCG) • Dr Debbie Frost, Chair, Barnet CCG/Chair, NCL Collaboration
NEL	<ul style="list-style-type: none"> • Conor Burke (CO - Barking, Redbridge, Dagenham CCG) • Paul Haigh (CO Hackney CCG) or Dr Clare Highton (Chair, City and Hackney CCG) • Terry Huff, CO, Waltham Forest CCG
SEL	<ul style="list-style-type: none"> • Dr Marc Rowland (Chair, Lewisham CCG) • Dr Jonty Heaversedge (Chair, Southwark CCG) • Sarah Blow (Chief Officer, Bexley CCG)
SWL	<ul style="list-style-type: none"> • Graham Mackenzie (CO, Wandsworth CCG) - • Dr Naz Jivani (Chair, Kingston CCG) – co-chair • Paula Swann (CO – Croydon CCG)
NHS England (London Region)	<ul style="list-style-type: none"> • Anne Rainsberry, Regional Director - co-chair • David Slegg, Director of Finance • Helen Bullers, Director of HR and OD • Khadir Meer, Chief Operating Officer • Dr Vin Diwakar, Medical Director • Oliver Stanley, Chief Nurse • Jane Barnacle, Director of Patients and Information
Office of CCGs	<ul style="list-style-type: none"> • Andrew Eyres (Chair, Chief Officers Group)
Patient & Public Representative	<ul style="list-style-type: none"> • Nesrin Yurtoglu, Patient and Public Voice, member of London Clinical Senate
London Health Partnership	<ul style="list-style-type: none"> • Shaun Danielli, BHfL Programme Director

Appendix 2. Allocations by CCG and NHS England (London) and proposed resource allocations across programmes

- a) The associated allocations broken down by CCG and NHS England (London) are shown in the table below:

Organisation	17/18 allocation (£000s)	HLP Contribution @ 0.11% (£000s)
NHS Barking & Dagenham CCG	304,903	335.393
NHS Barnet CCG	478,689	526.558
NHS Bexley CCG	306,220	336.842
NHS Brent CCG	421,779	463.957
NHS Bromley CCG	438,178	481.996
NHS Camden CCG	359,966	395.963
NHS Central London (Westminster) CCG	271,999	299.199
NHS City and Hackney CCG	384,971	423.468
NHS Croydon CCG	487,656	536.422
NHS Ealing CCG	493,950	543.345
NHS Enfield CCG	403,873	444.260
NHS Greenwich CCG	374,195	411.615
NHS Hammersmith and Fulham CCG	264,789	291.268
NHS Haringey CCG	358,684	394.552
NHS Harrow CCG	294,268	323.695
NHS Havering CCG	391,881	431.069
NHS Hillingdon CCG	359,080	394.988
NHS Hounslow CCG	344,915	379.407
NHS Islington CCG	340,758	374.834
NHS Kingston CCG	252,790	278.069
NHS Lambeth CCG	469,065	515.972
NHS Lewisham CCG	422,051	464.256
NHS Merton CCG	277,100	304.810
NHS Newham CCG	488,590	537.449
NHS Redbridge CCG	388,537	427.391
NHS Richmond CCG	260,318	286.350
NHS Southwark CCG	409,831	450.814
NHS Sutton CCG	271,401	298.541
NHS Tower Hamlets CCG	414,881	456.369
NHS Waltham Forest CCG	391,641	430.805
NHS Wandsworth CCG	473,000	520.300
NHS West London (K&C & QPP) CCG	359,265	395.192
NHS England (London)		1,292.604
Total	11,959,224	14,447.750

b) The proposed allocation of these resources across programmes and central functions is shown in the table below:

Programme	Project	Cost
Cancer	Cancer	246,012
Prevention	Workplace Health	331,938
	Healthy creating environment	254,587
	Healthy creating society	300,272
Mental Health	Thrive/MH Roadmap	297,220
	Perinatal MH	149,978
	Homeless Health	200,000
	Digital MH and Wellbeing	772,196
UEC	Access IUC	240,845
	PRM/Digital Crisis Care	888,741
	Ambulatory Urgent Care	166,560
	MH Crisis Care	369,967
CYP	CYP Primary Care	98,377
	CYP UEC	56,890
	CYP Pharmacy	0
	CYP LTC management	65,900
	CYP Thrive	0
	CYP Commissioning development	30,000
	CYP NHS GO	56,000
	CDOP	0
	CYP Non pay costs across all projects	50,000
Primary Care	Transforming Primary Care	1,043,000
	Proactive Care	268,883
Enablers	Digital Healthcare Information Exchange	1,005,536
	Workforce	250,000
	Estates	388,286
	Devolution	200,000
	Specialised Commissioning	271,321
Total project costs		£8,002,508
Strategic Function costs		£4,475,366
Embedded Resources costs		£1,686,587
Total		£14,164,461
2% contingency recommended by LTG		£283,289
Total 2017/18 cost including contingency		£14,447,750