

Executive Summary



Our strategy lays the foundations to deliver *Healthcare for London* across South East London

- a. *Healthcare for London* demonstrates that there are substantial opportunities to improve the health, healthcare and outcomes for Londoners. The South East London Acute Commissioning Unit, with our six primary care trusts, has developed this strategy setting out our response to reap these benefits for South East London. It is part of a suite of strategy documents: the six South East London primary care trust Commissioning Strategy Plans, South East London Health Services Strategy, and London Integrated Strategic Plan. This strategy outlines the challenges that we face and outlines the collective action required in response. It explains how we will implement the *Healthcare for London* pathways, introduce four delivery initiatives to transform the health system and provide a framework for primary care trusts to work within to deliver the change.

Our strategy is founded upon engagement with local people, clinicians and partners

- b. Our primary care trusts have comprehensive and innovative programmes of public, community and clinical engagement that inform decision-making and have helped shape Commissioning Strategy Plans. At a sector level, our clinical strategy was initially developed in 2007, recognising both clinical and financial concerns in Bexley, Bromley, Greenwich and Lewisham. We undertook an extensive programme of engagement with local people across all six boroughs, ('The Big Ask') which set the public's framework for service improvement through the 'People's Principles'. Consultation followed on the changes to acute hospital services, known as 'A Picture of Health'. Clinical leadership and engagement was provided through a Clinical Reference Group of senior clinical leaders, clinical redesign groups and networks.

- c. Significant public and clinical engagement has also taken place on the wider *Healthcare for London proposals*, including the recent reviews of stroke and trauma services. A cross-section of clinical leaders have given their input and leadership to the development of this strategy.

We understand the needs of the local population and the challenges in meeting those needs

- d. South East London has a vibrant and diverse character. Our six boroughs contain all contain widely diverse populations in terms of age, sex and ethnicity. Both the population and diversity are projected to increase significantly during the lifetime of this strategy. The impact of these demographic changes on health needs include an increased need for services for older people in outer boroughs, increased need for maternity and paediatric services in inner boroughs and increases in stroke and coronary heart disease morbidity in areas where proportions of black and asian ethnic minorities are increasing.
- e. Lambeth, Southwark, Lewisham and Greenwich are marked by intense inequalities and younger mobile populations, contrasting to the greener suburbs in Bexley and Bromley with an older age profile and greater social stability. However, within our boroughs the diversity repeats, with sizable pockets of inequality and deprivation, evident in all six boroughs. This means there is as much as a 15.2 year difference in average life expectancy at birth for men and 11.7 years for women across the sector.
- f. Our work with patients and the public, clinicians, public health and service leaders in South East London has identified five major health challenges and five major service challenges as priorities for action:

Major health challenges	Major service challenges
<ul style="list-style-type: none"> • Cancer • Circulatory disease • Respiratory disease • Mental health • Sexual health (HIV) 	<ul style="list-style-type: none"> • Clinical and financial viability and increasing productivity • Expanding primary and community services, increasing productivity • Re-configuring specialist hospital care • Enhancing mental health services • Improving the patient experience

- g. In addition to these challenges, the South East London sector will face increasing pressures on funding and increasing demand for services – our **affordability** challenge. As a result our ambition for radical change and the pace of implementation needs to increase.

Our mission, vision and goals will be achieved through a practical programme of work

- h. Our challenges span health, population, deprivation, service configuration, quality and performance, patient experience and financial strength. To respond to these primary care trusts must act now, taking collective action to drive up quality and transform the local NHS from ‘good’ to ‘great’.
- i. Our local primary care trust Commissioning Strategy Plans signal where we need collective action on issues that span more than one primary care trust and have a profound system wide impact. We have formulated our vision, goals and strategic approach in alignment with *Healthcare for London* and from a review of the vision, goals and initiatives of our constituent primary care trust Commissioning Strategy Plans:

- Goal One:** **Improve health and reduce health inequalities**
Goal Two: **Improve patient experience and strengthen engagement**
Goal Three: **Provide world-class services**
Goal Four: **Achieve financial strength and productivity**

- j. The actions to enable us to achieve our goals fall into two areas:
- Enabling system change through four major delivery initiatives involving design, commissioning and implementation of new models and settings of care.
 - Improving quality and clinical effectiveness through development and implementation of the eight *Healthcare for London* pathways (including the priority pathways for South East London Sector; head and neck cancer, trauma and stroke).

We will bring about co-ordinated change across the sector through our delivery initiatives

- k. Following on from our plans to improve care pathways, we have identified four major areas of system change to either models or settings of care which will be co-ordinated at sector level. These are our delivery initiatives and they describe *HOW* we will bring about radical change to deliver the quality, innovation, productivity and prevention agenda through the impact of care pathway implementation. Our delivery initiatives will also tie together actions to address our health and service challenges and ensure we meet the affordability challenge:
- **Collective action on staying healthy**
- l. The South East London Acute Commissioning Unit with our six primary care trusts will establish a collaborative programme of health improvement and self-care interventions. The initiative will recognise and support the pivotal role of primary care trusts in delivery and harness the contributions of other key partners, including King's Health Partners, Local Authorities, and Commissioning Support for London. The initiative will be targeted at interventions where collective action will have the greatest impact in addressing our five major health challenges and pan-sector priorities. It will particularly focus on changing behaviours, better screening and prevention and managing the burden of disease through self-care and case management of long-term conditions.
- **Transforming out of hospital care by developing a comprehensive polysystems framework**
- m. We need to enhance the community based capacity and infrastructure to enable system wide change in delivering care out of hospital. Polysystems are the way to dramatically improve, expand and develop primary and community care across London. Twenty-two polysystems are planned across South East London. Responsibility for local implementation lies with individual primary care trusts; however, the pace and scale of polysystem development needs to be firmly aligned with changes in acute sector commissioning to enable redesigned pathways to be effectively and, where required, consistently implemented to achieve health improvement and financial goals. The South East London Acute Commissioning Unit will work across the sector to assure delivery of polysystems and provide overall coherence, co-ordination and collective focus on enablement of system change.
- **Delivering A Picture of Health**
- n. The A Picture of Health programme primarily addresses issues of clinical quality and financial sustainability for acute services in Bexley, Bromley, Greenwich and Lewisham, by restructuring where services are delivered and redesigning care and treatment pathways. Having already begun reconfiguration work prior to the publication and consultation on *Healthcare for London: A Framework for Action*, we are now ensuring that the *Healthcare for London* requirements are translated and adapted into models of care in settings that make sense locally. The South East London Acute Commissioning Unit will assure overall implementation of the programme.
- **Secure the contribution of King's Health Partners to South East London and a wider population**
- o. King's Health Partners established an Academic Health Sciences Centre in March 2009, bringing together Guy's and St Thomas', King's College Hospital and South London and The Maudsley NHS Foundation Trusts with King's College, University of London. As with A Picture of Health, the King's Health Partners will act as the vehicle for *Healthcare for London* implementation, primarily for Lambeth and Southwark but also more widely for the other London boroughs which use the King's Health Partners services. As well as focusing on re-designing

local acute services, the partnership will lead innovation and redesign of both general and specialist acute care, which not only a local focus but London-wide and national too. The South East London Acute Commissioning Unit will support this work to ensure the benefits of the King's Health Partners innovations are reaped sector wide. In particular there is work to be undertaken, to redesign pathways and consolidate some specialist hospital care. Equally there is an agenda about de-centralising some specialist ambulatory care, such as chemotherapy, to improve access for patients in the outer South East London boroughs.

Successful care pathway implementation needs a combination of sector and local responses

- p. *Healthcare for London* describes eight care pathways (Staying Healthy, Maternity and Newborn Care, Children and Young People, Mental Health, Acute Care, Planned Care, Long-term Conditions, End-of-Life-Care) where significant improvements can be made to improve patient experience, health outcomes and achieve quality improvement and productivity gains.
- q. Implementing these pathways underpins our strategy. We have prioritised actions for borough and sector-wide effort with the sector providing a framework for joining up work across primary care trusts on the secondary and specialist care parts of the pathways. However, this alone is not enough to make the scale of transformation needed – and, crucially, to also meet the affordability challenge. The pathway initiatives will ensure best clinical practice, but they need to be delivered in the most efficient ways and locations too.

We will have the expertise and infrastructure in place to achieve our goals

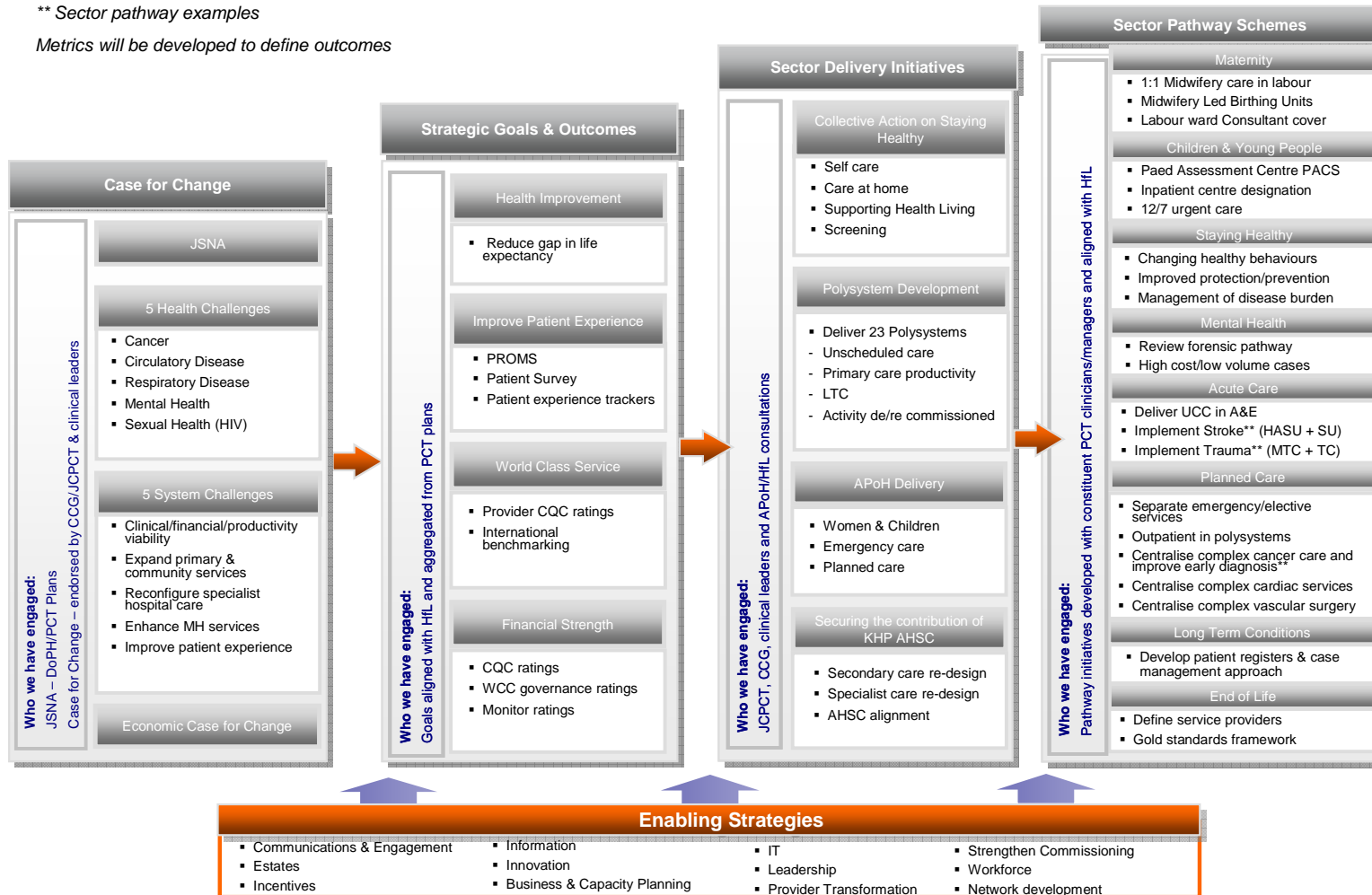
- r. The successful delivery of these initiatives will be enabled by a comprehensive delivery framework, co-ordinated by the sector. Implementation plans are being underpinned by robust analysis and modelling. Activity and financial analysis is being conducted at a sector level to demonstrate capacity and affordability. This analysis is being used at a local level to plan capacity and workforce requirements.
- s. The South East London Acute Commissioning Unit will also ensure the programme of change is supported by the ten NHS London enabling strategies and that the correct structures, support and infrastructure are in place to deliver them. Enabling strategies will be aligned to our sector priorities so that change can be delivered with greater pace.

Our strategy will deliver significant benefits across the sector

- t. The implementation of our strategy will have significant impact across the sector delivering the following benefits:
 - Enhanced quality will be delivered to patients (meeting the *High Quality Care for All*, Quality, Innovation, Productivity and Prevention (QIPP) agenda) through our care pathway implementation.
 - Productivity and efficiency will be increased, meeting the demand and affordability challenges through our service redesign work.
 - Patients will receive better access to services and care closer to home through the implementation of twenty-two polysystems across the sector.
 - Locally relevant models of care, meeting the needs of the population as well as *Healthcare for London* requirements will be delivered through the A Picture of Health and King's Health Partners Academic Health Sciences Centre strategy.
- u. This programme of work lays the foundations to deliver world class health care and improved health outcomes across South East London.
- v. The diagram on the following page summarises our strategy.

** Sector pathway examples

Metrics will be developed to define outcomes



*Through a benefits management process we will define outcomes and monitor success