Transforming Services Together

Waltham Forest Health and Wellbeing Board

22nd January 2015
Challenges faced in Waltham Forest

Significant Population Growth
The current WEL population is 839,000 – by 2031 the forecast growth is 270,000. This will have a direct impact on services provided in Waltham Forest.

Deprivation and Poor Health
significant parts of the area in the most deprived 10% of population in the country. Higher mortality and lower life expectancy than the national average and complex health needs.

Whipps Cross requires modernisation
Much of the Whipps Cross site is more than a century old and not suitable for providing healthcare. The redevelopment or modernisation of the site is essential.

Patient experience is often poor
Whipps Cross A&E is struggling to meet current demand.

There is a funding gap
WEL CCGs face a financial challenge where significant savings need to be realised. Doing nothing is not an option. Projected funding gap of:
- £128 million for commissioners by 2018/19
- £380 million would develop for 2 of the major WEL providers (the majority of this with Barts).

“*I have turned up for surgery but it has been cancelled. This has happened before – I received a cancellation letter the day after my appointment.*” Patient, Whipps Cross Hospital.
How TST will address the challenges in Waltham Forest

VISION:
Health and care services will put patients in control of their health and wellbeing, be comprehensive and coordinated, be of the highest quality and easy to access. By putting patients in control, we aim to unlock greater health benefits for our residents so that they live longer and healthier lives.

Transforming Services Together Programme

The TST Programme has been developed to deliver the WEL Five Year strategy and address the challenges faced in Waltham Forest (and the wider WEL health system)

This incorporates the Transforming Services Changing Lives Initiative, which will focus on the Acute provider productivity and reconfiguration.

Delivering within the Timeline

TST is a Five year programme, split into three phases.

- Mobilisation (Aug – Dec 2014)
- Implementation Phase 1 (2 Year View)
- Implementation Phase 2 (5 Year View)

Mobilisation has completed. The Programme is now in its Implementation Phase

Working with neighbouring boroughs to deliver TST…

The scope of the TST Programme means that whole system change is required to make a real difference to residents of Waltham Forest.
We cannot achieve this with addressing systemic challenges in Barts and other provider organisations together

KEY PRINCIPLES:
- Respond to the needs of the community
- Clinically Led
- Seek value for money
- Patient centred
- Focus on outcomes
- Collaborative
How will TST make life better in Waltham Forest

How will TST make life better for Waltham Forest residents?

• A better quality of NHS estates (e.g. Whipps Cross redevelopment work)

• Improved access to GPs

• Careful consideration of what can be delivered closer to home in the community, freeing up more space for complex procedures in hospital

• Improved and more comprehensive use of technology

What does it mean for GPs?

• An opportunity to work with clinicians from other settings of care and neighbouring boroughs to redesign services that suits residents of Waltham Forest

• *Waltham Forest has already appointed lead GPs for each TST workstream*

What does it mean for Whipps Cross?

• Redevelopment of theatres

• Improved patient wards

• Better access to the site

• Some services may move, others may be brought in

• Whipps Cross is central to the future of the Programme and will remain a prominent and equitable partner
What have we done in Waltham Forest to date

- Waltham Forest engagement has been critical in shaping the Programme to date
- We have engaged with several local groups and forums providing valuable input to the Case for Change
- This has helped to shape the overall TST Programme structure and informed our delivery plans

Non-clinical Engagement:
- Meeting with Waltham Forest Young Advisors
- Meeting with Whipps Cross Patient Panel
- Meeting with Save Our NHS Waltham Forest
- Meeting with London Borough of Waltham Forest
- Waltham Forest Local Medical Committee meeting
- Staff briefing at Whipps Cross Hospital
- Information stands at Whipps Cross Hospital
- Email bulletins via the Waltham Forest Health and Social Care Network and Healthwatch Waltham Forest
- Inner North East London Joint Overview and Scrutiny Committee
- Waltham Forest Health Scrutiny Committee meeting
- Waltham Forest Health and Wellbeing Board
- Waltham Forest Best Start in Life Board
- Waltham Forest CCG Governing Body meeting
- Waltham Forest CCG AGM

Clinical Engagement:
- Experience-led commissioning mental health commissioning forum
- Waltham Forest, East London and City Maternity Quality Board
- Meeting with Waltham Forest CCG member practices
- Meeting with maternity consultants
- Barts Health clinical support services imaging board
- Mental Health Focus Group
- Pharmacy Focus Group
- Walthamstow, Chingford and Leyton/Leytonstone GP locality meetings
- Meeting with North East London Foundation Trust
What does this mean for Waltham Forest

What is the role of Waltham Forest Council and the Health & Wellbeing Board?

- HWBB to maintain closes links to the TST Programme.
- Help shape joined up working across Health and Social Care and to ensure TST is representing the community’s needs
- Waltham Forest is represented at the TST Programme Board by Linzi Roberts-Egan
- We would like to come back and provide an update to the HWBB in June/July 2015 (following completion of the Clinical Strategy and the TST Investment Case)
- We are seeking Council inputs to TST workshops as required (Priority areas are Integrated Care, Estates, IT and Informatics)

How does TST link to other work which is taking place?

- We are looking for opportunities to work more closely with the Better Care Fund team
- Integrated Discharge work at Whipps Cross is a good example where the links to TST are strong
- We will be submitting a whole system Expression of Interest to seek additional funding for delivering new models of care

Where is Waltham Forest shaping the future?

- Engaging strongly with the Programme team through forums such as the HWBB
- Terry Huff leads the whole Programme acting as Senior Responsible Officer across the three boroughs
- The Programme Team is hosted in Leytonstone – taking the lead on collaboration
- Waltham Forest GP Leads identified for each workstream
- Council representation identified for some workstreams, we need your help to make this comprehensive across TST
# Transforming Services Together Integrated Plan

## TST Programme / Governance
- **FY2014/15**
  - Q3: Engage senior workstream stakeholders and other critical resources
  - Q4: Clinical and Management leadership identified, necessary resources onboarded

## TST Care Delivery Workstreams – Strategy
- **FY2015/16**
  - Q1: Conduct analysis to support strategy development
  - Q2: Develop clinical strategy, iterate initiatives through LTFM appraisal and investment processes
  - Q3: Estates, IT and Workforce baselines completed
  - Q4: Initial draft of enabler workstream strategies

## TST Enabling Workstreams – Strategy
- **FY2016/17**
  - Q1: Develop enabler workstream baselines
  - Q2: Develop draft enabler workstream strategies
  - Q3: Develop Demand and Capacity Model
  - Q4: Long list of project initiatives across TST

## Long Term Financial Modelling
- Use Model to assess all initiatives
- Develop Investment Cases for all prioritised initiatives
- Develop overarching TST investment case

## Implementation initiatives not requiring Consultation
- Conduct implementation activities through all workstreams
- Implement initiatives
  - **FY2014/15**
    - Q3: c.90% of all initiatives; c.70% of the value
    - Q4: c.10% of all initiatives; c.30% of the value
  - **FY2015/16**
    - Q1: Impact analysis of KGH closure on TST workstreams
    - Q2: MH: WEL / NEL Plan for collaborative strategy development
    - Q3: PC: Co-commissioning submission
    - Q4: PC: Prime Minister’s Challenge fund
  - **FY2016/17**
    - Q1: AR: Plans to develop clinical strategy for each acute workstream complete
    - Q2: AR: Acute Diagnostics Strategy completed
    - Q3: AR: Acute Clinical Strategies completed
    - Q4: UC: UC111 reprocurement complete

## Implementation initiatives requiring Consultation
- Prepare for consultation
- Hold public consultation
- Complete consultation report and develop DMBC
- Conduct implementation activities
- **FY2014/15**
  - Q4: UC: Care plans in place for top 30% at risk
  - UC:111 reprocurement complete
  - UC: CNEL 111/OOH GP / UCC reprocurement
  - IT: Information Sharing Agreements confirmed
  - Est: Whipps X surplus sale completed
  - MH: WEL / NEL Plan for collaborative strategy development
  - PC: Co-commissioning submission
  - PC: Prime Minister’s Challenge fund
  - AR: Plans to develop clinical strategy for each acute workstream complete
- **FY2015/16**
  - Q1: UC: NCH / NEL Plan for collaborative strategy development
  - UC: Urgent Care Out of Hospital Strategy
  - IT: Decision on ORION platform
  - IT: Information Sharing Agreements confirmed
  - PC: Co-commissioning submission
  - AR: Plans to develop clinical strategy for each acute workstream complete
- **FY2016/17**
  - Q1: UC:111 reprocurement complete
  - UC: Care plans in place for top 30% at risk
  - UC: CNEL 111/OOH GP / UCC reprocurement
  - IT: Information Sharing Agreements confirmed
  - Est: Whipps X surplus sale completed
  - MH: WEL / NEL Plan for collaborative strategy development
  - PC: Co-commissioning submission
  - AR: Plans to develop clinical strategy for each acute workstream complete

## Other, including Workstream-specific milestones
- Conduct implementation activities through all workstreams
- **FY2014/15**
  - Q4: IT: Decision on ORION platform
  - IT: Information Sharing Agreements confirmed
  - Est: Whipps X surplus sale completed
  - MH: WEL / NEL Plan for collaborative strategy development
  - PC: Co-commissioning submission
  - AR: Plans to develop clinical strategy for each acute workstream complete
- **FY2015/16**
  - Q1: UC: NCH / NEL Plan for collaborative strategy development
  - UC: Urgent Care Out of Hospital Strategy
  - IT: Decision on ORION platform
  - IT: Information Sharing Agreements confirmed
  - PC: Co-commissioning submission
  - AR: Plans to develop clinical strategy for each acute workstream complete
- **FY2016/17**
  - Q1: UC:111 reprocurement complete
  - UC: Care plans in place for top 30% at risk
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  - IT: Information Sharing Agreements confirmed
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## Key TST Critical Path Activities
- Key TST Critical Path Milestones

## Clinical Strategy & TST Investment Case
- Most of what we are doing will get on with, it will not require public consultation