Healthy London Partnership
2016/17
Highlights
Get involved! There has never been a better time to create a healthier future for London. A city where everyone takes responsibility for their own health, and helps those less able, will be a place where we can enjoy living longer, healthier lives. By working together we can improve health and care for all. GET IN TOUCH TODAY
Healthy London Partnership was established in 2015. It brings together the NHS in London – Clinical Commissioning Groups and NHS England – and partners across health, care and beyond. Together we aim to improve health services and deliver changes to health in the capital. We want to take London to the number one spot in the global healthy city rankings.

Health is everybody’s business. We know for our city and its people to truly transform their health, we need to take the challenge beyond the NHS. Our partners include the Mayor of London, Greater London Authority, Public Health England, London Councils and Health Education England. We are united by the ambitions set out in Better Health for London: Next Steps and the NHS Five Year Forward View. We think that collectively we can make London the world’s healthiest global city.

Our approach is to tackle the issues that are best solved once for London. That means addressing standards of care for health problems that are common or notable in London; interpreting national guidance and providing localised tools so care quality improves; and dealing with issues in the health system that are making NHS services more costly and confusing than they need to be. By pooling partner resources and attracting unique sources of funding we inject the best possible value into London’s health transformation.

London’s five sustainability and transformation plans set out how geographical areas aim to improve NHS services. Everything we do is focused on ensuring their success. We have been in a unique position to support their development and will continue to enhance their delivery with strategic advice, resources and staff embedded in planning areas.

How we work:

- Across London to deliver on national, London and local aspirations that aim to make London the healthiest city in the world.
- Bringing together political drive, academic research and delivery networks to make sure change is taken forward at every level.
- Attracting additional funding to London for transformation work – in 2017/18 London will benefit from up to £18 million of extra funding.
- Horizon scanning, summarising and sharing best practice, evaluation, data and policy to make sure London’s health and care system has access to the most up-to-date information.
- Bring together and facilitate London-wide networks to build consistent standards of care so all Londoners have access to the best possible health and care services.
- Working on once for London projects where this is the most efficient and economic model for improving health and care for Londoners.
Cancer

We could fill Wembley stadium twice with the number of Londoners living with cancer.

Cancer patients in England have rated eight out of the 10 London trusts as being the worst.

There is significant variance in one-year cancer survival rates across London.

Londoners don’t know how to spot the signs and symptoms of cancer and screening uptake is low.

70% of people with cancer have at least one other condition.

E-referral forms for suspected cancer

More people are being referred and diagnosed via the urgent two-week suspected cancer referral route than ever before.

Last year we produced the pan-London suspected cancer referral forms for EmisWeb, SystmOne (Integrated, Non-integrated), Vision and DXS. They follow updated guidance published by NICE in 2015 known as NG12.

We worked with London CCG Cancer and GP Leads and Macmillan GPs, alongside hospital specialists, pathway groups and patient representatives to develop the forms. Our aim has been to improve care pathways and speed up referral for a patient with suspected cancer, for a faster diagnosis and a better chance of positive outcomes.

Get the referral forms from our website

Good practice screening guide

In most areas of London cancer remains the single largest cause of premature death. This good practice guide to cancer screening in London provides primary care with a practical how-to guide of evidence-based recommendations representing the current best practice in cancer screening.

The three cancer screening programmes (breast, cervical and bowel) are delivered by the NHS through screening centres (bowel and breast) or in primary care (cervical). This reference guide highlights areas of good practice in primary care. The guide will help practices to support screening participation in their populations, including those who often find services hard to reach. It will increase the number of cancers prevented and detected earlier to improve survival and reduce mortality from cancer.

Download the guide
“London’s health and care partners have been working together at a regional level to realise the changes required to achieve the NHS Five Year Forward View vision for London’s population and Healthy London Partnership’s ambition to take London to number one in the global city rankings.”

Read the Transforming Cancer Services Team’s annual report

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**GP-led prostate cancer pathway**

The Croydon primary care led prostate cancer follow-up service is a joint pilot scheme between us and NHS Croydon CCG, with funding from Prostate Cancer UK.

From this pilot we generated a range of resources to support CCGs to implement this pathway locally. This includes an evaluation report that provides the model of care and a supporting commissioning pack and practical tools. It also includes an overview for commissioners, and those interested in pathway redesign, of processes, challenges and benefits of a primary care delivered service.

[Download the resources]

**Increasing participation in bowel cancer screening**

Stakeholders across London requested support for interventions to increase bowel screening participation. In particular, people asked for details of incentivised and enhanced services in primary care. We collected information relating to services in London since 2012.

Details of 19 services in 16 CCGs were assessed, including nine service evaluations. Service specifications were audited using a published review of evaluations of interventions to increase cancer screening participation. The review identified four interventions most likely to improve participation in cancer screening, including in underserved populations.

[Download the report]

**Lymphoedema care guidance**

Lymphoedema can have a devastating impact on people surviving cancer, including uncontrolled pain, recurring episodes of infection, having to take time off work, or stop work completely.

We found that reducing risks, early diagnosis, early intervention and help with self-management are fundamental to better outcomes for patients with lymphoedema and better value for money for the NHS. Ultimately, good lymphoedema care empowers individuals and makes a real difference to people's lives.

This document provides commissioners with a blueprint for changes that can ensure all Londoners benefit from the best possible lymphoedema care.

[Find out more and download the guidance]
A quarter of London’s population (2,116,223) are children or young people.

They have higher levels of mortality and serious illness, poorer mental health, variability in outcomes from common diseases such as asthma, and significant public health issues such as obesity.

A boy born in Kensington and Chelsea has a life expectancy of over 84 years; for a boy born in Islington, less than five miles away, it is around 75 years.

Asthma whole-system toolkit

More than 200,000 children and young people have asthma in London – around three in every classroom. London’s asthma-related emergency admissions are high for children and young people. Seventy-seven are admitted every week: 11 children a day or 4000 a year; 70% of these are preventable.

Around 12 children still die of asthma in London each year. This is usually preventable and more needs to be done across the system to improve outcomes. The online toolkit aims to support commissioners, GPs, hospital clinicians, parents and carers, pharmacists, school nurse, and teachers to provide the best care.

Go to the London asthma toolkit

Pharmacy e-learning for asthma

Pharmacies are a readily accessible place to help young people improve inhaler techniques and offer every day guidance to young people about managing their asthma.

Developed with London pharmacists, the e-learning follows an asthma audit carried out across the capital’s pharmacies in 2015 that found that one in four children had requested emergency salbutamol inhalers in the previous 12 months.

These free learning sessions aim to help pharmacists further develop their skills in supporting children and young people with asthma, particularly around inhaler technique assessments.

Visit the pharmacy asthma e-learning hub
Children and young people

2016/17 Highlights

NHS Go

Young Londoners told us they wanted easier access to health and wellbeing information. As higher than average attenders to A&E it’s important they can find the right services and take better care of themselves.

NHS Go lets users search local health services and find information on general health, wellbeing, mental health, sex, relationships, healthy eating and puberty – all topics that young people told us they needed to know more about.

Launched in July 2016 with a You Tube campaign, it won the 2017 Patient Experience Network National Award for ‘Championing the Public’ and is an excellent example of effective co-design.

Learn more about NHS Go

Acute care

Children and young people’s acute and high dependency care services vary across London. Issues affecting acute healthcare for children and young people arise because services and commissioning structures are fragmented, and providers are poorly integration. Analysis of serious incidents shows care often fails children and young people when they move across care settings.

We have produced a range of resources to support commissioners and providers to level out the playing field, including standards for acute care, paediatric critical care (levels one and two) and paediatric assessment units.

Download the acute care resources

Out-of-hospital care

It is important to avoid admitting children to hospital unless absolutely necessary. The aim is to minimise time lost from education, distress and other impacts of hospitalisation. Admission should only be considered when clinically unavoidable and necessary. It is also important that there is an effective way to store and share information so families do not need to keep repeating their child’s health history.

We have produced a suite of materials to outline new standards for this type of care, alternative models for providing acute care and best practice examples where it is already happening.

Find out more and download the out-of-hospital resources
Crisis care

Only 14% of Londoners feel they have support when in a mental health crisis.

In London’s health based place of safety sites only 36% of patients felt safe in their surroundings.

Over 75% of section 136 detentions occur out of hours yet only two sites in London have 24/7 staffing.

Londoners experiencing a mental health crisis are in ever increasing numbers – section 136 detentions increased by 19% between 2015/16 to 2016/17.

Improving mental health crisis care

Londoners who have experienced a mental health crisis continue to tell us their care has not met their expectations for dignity, respect and high-quality care. Care is often delivered in the wrong environment to help people recover.

During 2016, we developed a London section 136 pathway and specification for health based place of safety sites. Significant engagement occurred across London. Over 300 service users from across London helped with development as well as key stakeholders from London’s acute and mental health trusts, London Ambulance Service, London’s three police forces, local authorities and the voluntary sector. It has been endorsed by the London Urgent and Emergency Care and Mental Health Boards. This includes the Cavendish Square Group and all organisations involved in the pathway.

The Mayor of London, Sadiq Khan, also recognises the importance of this work and its significant multi-agency partnership working. The Mayor launched the guidance at an event at City Hall in late 2016 and continues to show his support alongside the Deputy Mayor for Policing and Crime, Sophie Linden.

“Real improvements only come from listening to and respecting those suffering from mental health problems and from the experts – those who have been in crisis and experienced the service, and those who work tirelessly to support them – be they NHS workers, social workers, police or volunteers. These new guidelines bring together every agency involved in crisis care, with a shared goal of truly putting the interests of our most vulnerable Londoners first.”

– Sadiq Khan, Mayor of London

Read London’s section 136 pathway and the specification for health based place of safety sites
Better Health for London, the NHS Five Year Forward View and the National Information Board Framework have each identified the need for collaboration to achieve information sharing at scale in order to support key transformations.

Information and record exchange services remain disconnected, proving to be a significant barrier to integrated care when an individual moves across the capital.

London health and care information exchange

We gave our first live demo at e-Health Week of how London’s future digital information sharing solution would work for NHS organisations, clinicians and patients.

We used end-of-life care planning to demonstrate the working proof of concept. It showed how clinicians in a range of organisations would update a virtual, standards-based end-of-life care plan, using local native systems in real-time.

It showed how patients would create a digital identity that can be used to communicate with all NHS organisations in London. The demo proved the solution is viable and we progressed towards implementation. It will mean at-scale information sharing and collaboration that will link existing exchanges, connect the patient, enable system-wide transformation and improve London’s ability to deliver proactive, coordinated care.

Learn more about the information exchange

Simplifying data sharing agreements

The first step toward a truly integrated NHS in London is agreeing to share information throughout the whole system. We have rolled out an online platform for creating, agreeing and updating information sharing agreements.

The data controller console is for information governance managers in trusts, care providers, local authorities and GP practices. Voluntary organisations, arm’s length bodies and care providers with existing data sharing agreements will also be able to use it.

It was piloted with north London’s NHS organisations and is beginning to roll out across London.

Learn more about the data controller console

Soon individuals and the NHS organisations providing their care will be easily sharing information about their health and care. It will streamline processes and support people to take more control.
Health for people who are homeless

Homelessness can be a cause and a consequence of physical and mental health problems.

At any one time, hundreds of people sleep rough in the capital. Over a quarter of people sleeping rough in the UK are now in London.

Many people who are homeless will have significant needs in relation to physical health, mental health and substance misuse and are very high users of acute NHS services.

Research carried out by Crisis found that the average age of death of people who are homeless is between 43 and 47 years.

Guidance for commissioning healthcare for people who are homeless

London has a significant number of people who are homeless and those sleeping rough. They are often affected by physical and mental health issues. There are many examples of good practice when it comes to their healthcare across London. Often simple ideas can be adopted locally within regular healthcare settings to ensure people experiencing homelessness have the same access to healthcare as people who are securely housed.

We engaged with more than 100 NHS and non-NHS organisations across London, including all CCGs and many service providers, to develop this guide that is based on 10 essential commitments.

Download the commissioning guide

Online learning for practice staff

People who are homeless have told us that strict access requirements – such as being asked to provide proof of address and ID - are a key barrier to them accessing primary health care in GP practices.

We worked with Pathway to create a training package for GP receptionists and practice managers. It aims to improve the care and experience of people who are experiencing homelessness in London, make better use of available primary care pathways and avoid unnecessary A&E attendance.

Complete the online training

SHORT FILM: BETTER GP CARE FOR PEOPLE WHO ARE HOMELESS
Right to access healthcare cards

People who are homeless and living rough on the streets in London live half as long as the rest of the population and are five times more likely to use A&E services.

Following research we commissioned from the charity Groundswell, we produced ‘My right to access healthcare’ cards to help people who are homeless register and receive treatment at GP practices in London. Demand was high with the initial delivery of 10,000 cards to shelters, day centres, drop-in centres, and other organisations across London, finally reaching over 30,000. They were featured at the Tate Modern’s ‘Museum of Homelessness’ and on request we have shared our learning with regions beyond London.

Find out more and download template cards

More than a statistic

We commissioned homeless charity Groundswell to carry out a peer-led consultation project to talk to people who are homeless to better understand their experiences and needs.

This report gives their perspective of healthcare in London. The findings of the report are organised according to areas of healthcare delivery. Many of the topics highlighted, and stories told, have crosscutting themes that apply to other areas of healthcare.

The experiences shared in this report played a significant role in shaping our commissioning guidance.

Download the report

The price of a bus ticket

Rob Edgar, Groundswell peer researcher and London Homeless Health Programme board member who has lived experience of homelessness, writes about his work to support people who are homeless to access health services.

“...I came to be a homeless health peer advocate after a chance encounter with one of the other residents who was also staying in my hostel. He was doing some volunteering with a charity in Vauxhall called Groundswell, a charity that I had heard nothing about before I started volunteering with them. It was just before Christmas and I was already four months’ sober and looking to keep up the good work that I had done on myself but knowing that the “festive season” was just around the corner and that this was going to be a challenging time. My friend told me that one of the keys to successfully staying sober was to keep myself busy. I took the plunge. I called the number and volunteered my services and enrolled on Groundswell’s six-week training program.

Six weeks does not sound like much time at all but how wrong was I. I had only gone and signed up to the one charity that gives everybody the maximum amount of training in six weeks...
Mental health

People with severe mental illness die 17 years earlier than the rest of the population.

London has the highest demand for child and adult mental health services in the country, the highest rate of compulsory psychiatric admissions in England and the highest rates of schizophrenia.

Mental illness remains under-diagnosed and under-treated, with 75% of people experiencing mental illness receiving treatment compared to 92% of people with heart disease.

Mental health dashboard

Data about mental health is collected every day in the NHS. Finding it is harder than it should be.

The dashboard was co-developed with London’s mental health leaders. It provides easily accessible data that supports commissioners in developing new models of care as part of sustainability and transformation planning.

This is a one-stop data shop. It is a reliable and timely resource showing the whole state of mental health across London. Intuitive and user-friendly, it goes beyond provider activity data. It provides transparency on regional service delivery variation (warranted and unwarranted) and demand. It is already informing sustainability and transformation planning processes across London.

Early intervention in psychosis

Psychosis costs the NHS £2 billion nationally every year. Only 65% of people with psychosis are receiving treatment. Early intervention would save £44 million every year.

Treating someone as early as possible once they have their first episode of psychosis is vitally important. Research shows it impacts long-term outcomes. Failing to intervene early with the right support and treatment can have social and emotional costs for an individual and impact their education and employment.

We developed a range of easy-to-use materials that can support GPs if they suspect someone may be experiencing a first episode of psychosis.

Download our resources

Sarah was diagnosed with psychosis over four years ago. She shares her story of finding help through her local early intervention team.
Perinatal mental health commissioning guide

Around 23% of women who die between six weeks and one year after pregnancy die from mental health related causes. Perinatal mental health problems are common and affect up to 20% of women. Whole families are affected.

We worked with service users and professionals across London’s health and care system to develop a guide that commissioners can use to improve care throughout the perinatal mental health care pathway.

It considers London’s unique challenges and highlights commissioning priorities based on national standards. It also outlines how to respond to users needs by commissioning services according to how they are most commonly accessed.

Learn more about perinatal mental health and download the guide

Keeping Mum

Emma Fox, mother to two children, explains why she’s so passionate about ensuring pregnant women and new mothers have access to high quality and timely mental health services.

“I was diagnosed with bipolar in my early twenties. I’ve worked hard, with the support of many services, to understand my condition and gain stability in my life. I knew pregnancy and motherhood would be a risk and not a decision to be taken lightly. I wanted support to make an informed decision about my life, but getting expert advice on the implications of pregnancy on my mental health, and how to approach issues like medication and physical health proved difficult.

After much searching, I learnt of a pilot service running at my local hospital that could help me. A perinatal* psychiatrist was able to support me and gave me information I needed. My pregnancy went well and after a pre-birth planning meeting, coordinated by my psychiatrist, midwife and local mental health trust, I was confident about the future. The birth was difficult. We spent time within a special care baby unit and then were sent home.

Like most new babies, mine brought exhaustion and disruption. I clung to my birth plan with its details of services and professionals identified to help me. When I organised myself to get out and ask for help, I was sent home and told that I should just give it time. I was left feeling really isolated. About six weeks after my baby was born I admitted to my husband that I thought we should consider putting the baby up for adoption.

Motherhood felt like a terrible mistake, I was deeply unhappy, very lonely and overwhelmingly anxious. In desperation, after trying and failing to access a number of services, I ended up under the care of the mental health trust. They provided a combination of talking therapies and medication, helping me get through this difficult period.

Now it’s two years on and I really enjoy my son. Without a doubt, this has been made possible thanks to the care and support my family and I received from so many different professionals – perinatal psychiatry, the adult mental health trust, health visitors, my GP, IAPT and children’s centre staff... Continue reading
Primary care

Only 50% of Londoners think it’s easy to access GP services.

Three in four Londoners think it is important that routine services are available seven days a week.

Patient online

Everyone who is registered with a GP can sign up and access their practice’s GP online services. Online services encourage individuals to actively manage their health and reduce pressure on GP practices. By March 2017, all London practices needed to have 10% of patients registered for their online services and 80% of appointments available to book online.

Many practices have been grappling with the new way of offering services. We worked with NHS England’s Patient Online Team to explore and demonstrate new online approaches to practice managers, administrators, CCG IT leads, CCG IT support and programme facilitators across London.

We shared best practice tips and tools to support local areas meet the requirements of the general medical services and personal medical services contracts.

Use our marketing tools to encourage patients to sign up

Provider development support toolkit

The way general practice services are provided is changing. General practice providers need to work together to form larger primary care organisations. This will give groups of practices the opportunity to focus on population health and provide extended opening hours while protecting local, personalised care continuity.

GP practices will need to interact as equal partners with other organisations in an integrated health system in order to deliver person-centred coordinated care. The challenge is therefore to develop primary care working at scale.

We worked with provider organisations to make a toolkit that supports them to understand their requirements so they can develop and grow in maturity and readiness.

Download the provider development toolkit
Provider maturity model tool

General practices in London are under pressure. Providers are asked to focus more on an individual’s needs, offer new options for accessing care, and proactively manage patients’ health conditions to prevent illnesses. Many are straining to meet the new expectations for 21st Century primary care.

We worked with providers to develop a flexible learning tool to support at-scale development of primary care providers.

It can be used to self-assess an organisation’s provider development needs and sets out necessary activities. It includes tools, thought leadership and supporting resources. It recognises that depending on local needs a provider’s development journey may take many paths and supports users to find the right one.

“General practices in London are under strain and bearing the brunt of pressures to meet increasing and changing health needs. A patient and their GP should be at the heart of a multidisciplinary effort to deliver patient-centred coordinated care. This should occur in general practices which are recognised as centres in each neighbourhood, developing community resilience and supporting Londoners to stay as well and as healthy as possible.”

Read the Primary Care Strategic Framework (2015)

Download the interactive provider maturity model tool
More than half of adults in London are overweight or obese.

In London almost one in four children in reception and more than one in three children in year 6 are overweight or obese.

1.8 million adult Londoners report they do less than 30 minutes moderately intense physical activity each week.

The Great Weight Debate

London has more seriously overweight children than New York, Sydney, Paris or Madrid. More than a third are overweight or obese when they leave primary school. It will affect the rest of their lives. It’s time to recognise why and motivate communities to help solve the problem.

We worked with 120 Londoners and experts in obesity, prevention, public health, NHS and social care to gather evidence and discuss ideas for tackling childhood obesity across the capital. Then we asked more locals what they thought we could do to help London’s children be fitter and healthier. We used their feedback to create resources for London boroughs to have conversations with their residents. All over London, boroughs held debates for residents to raise awareness of the issues and invite their thoughts and ideas on how local communities can help reduce childhood obesity.

Learn more about the Great Weight Debate

Healthy Living Week

Workplace health is an NHS priority. London’s NHS organisations are significant employers and committed to supporting staff to be healthier. Evidence also shows a direct link between staff wellbeing and good patient care. Having a healthy and happy workforce is simply good for staff and patients.

Last year more than 80,000 staff from 45 London NHS workplaces took part in our first ever Healthy Living Week. It was the first time NHS organisations in London teamed up en masse to focus on workplace health.

Healthy Living Week provides a platform for hospital charities, NHS organisations and their partners to work together and offer events and activities to staff promoting workplace health and behaviour change. Salsa dancing, smoothie bike racing, lunch time walks and mindfulness classes were just some of the 250 activities and events offered to NHS staff last year.

Find out more about Healthy Living Week
Proactive care

Three quarters of Londoners with several long-term conditions say each condition is treated separately rather than holistically.

Financial modelling showed that self-care can reduce hospital admissions by 25-30%, saving London up to £430 million a year by 2020/21.

Steps towards implementing self-care

London has committed to promoting the health and wellbeing of its citizens. This includes helping people look after their own health better, and making it easier for them to use health services when needed. All London’s sustainability and transformation plans feature increased self-care and prevention.

We have created a practical and easily accessible guide to implementing self-care. It aims to support clinical commissioning groups to work closely with appropriate local partners to increase the number of people who care for themselves effectively.

Download the guide (updated June 2017)

Social prescribing guide and wiki-style resource

People are living longer. As they age they develop long-term health conditions. These can be affected by a wide range of factors, including employment, housing, debt, social isolation and culture. Social prescribing is a way of linking patients with sources of support within the community. It means they can access the help they need that doctors and nurses are not equipped to provide, like help getting a job, housing, managing debt and social contact.

Free services are often readily available through local authorities, charities and community organisations that can make a huge difference to people’s lives.

We have published a guide to social prescribing and an online wiki-style resource to support commissioners to make the most of social prescribing.

Find out more and use our resources
Urgent and emergency care

500 Londoners’ lives could be saved if weekend care were the same as during the week.

Patients are defaulting to A&E due to confusion in the current system.

Only 14% of people get the support they need in a mental health crisis.

Leading-edge, customer service telephone technology

More people are reaching for the telephone to get urgent healthcare advice from NHS 111 than ever before. To keep them coming back, and discourage unnecessary visits to A&Es, their over-the-phone session needs to be good.

We led on the development and implementation of new technology that means people dialling 111 are getting a much higher quality of care and an all round better experience.

Callers with care plans and crisis information are connected with a clinician who can securely see their clinical information in real time, helping them make the right clinical decision and ensuring callers are referred to the right service the first time. The technology has already won customer service awards and the prestigious UK IT Industry Award for best use of cloud services.

Learn more about our patient relationship manager technology

Dedicated GP support for healthcare professionals

Healthcare professionals in care homes and the community need urgent clinical support and advice to respond to their patients’ needs 24 hours a day, seven days a week. While the situation may not be life threatening, it is often out of hours and 999 is called. Once an ambulance is at the scene, delays occur while crews try to contact a patient’s GP or local out-of-hours service before they can take action. Calling 999 is not always necessary or best for the patient.

In January, we set up fast GP access lines for London Ambulance Service, care homes and community nurses. By dialling 111 and pressing unique codes they can speak to a GP or be called back. In 61% of cases the calls were successfully closed and an ambulance callout avoided. When it was needed, fewer hold ups occurred. The service is continuing and preparing to respond to Winter 2017/18 pressures.
Live testing of an integrated NHS 111 London mobile app

Residents in Barnet, Camden, Enfield, Haringey and Islington have been trialling a free NHS 111 mobile app to check symptoms and get accurate, safe, medical advice, 24/7. NHS 111 powered by babylon, has been running as a pilot to help inform the development and delivery of future online services.

Designed to complement the existing NHS 111 telephone service, it gives users immediate, accurate and personalised advice and medical information from their smartphones, whenever and wherever they are. This was part of a pilot to test a mobile digital approach to accessing an integrated urgent care system.

Find out more

London model for streaming and redirection

A&Es are under increasing pressure with overcrowding. Londoners are confused about where to go to treat their needs. More Londoners (7%) choose A&E as their urgent care provider than others nationally (4%). Up to an estimated 336,000 attendances could be seen elsewhere annually.

We have developed a consistent streaming and redirection model for London by using academic research and extensive engagement with expert clinicians, service users, patients, and frontline staff across all of London’s A&E departments and co-located urgent treatment centres.

Combined with a consistent approach to urgent treatment centres, it will help Londoners understand where to get urgent care, ease A&E overcrowding and improve patient flow through the hospital. The London model will be in place by October 2017.

Find out more

Specialist A&E mental health support around the clock 24/7

For many people, A&Es are the first place they go when they need medical help. That goes for help with their mental health too. In these high demand environments, non-physical concerns can be overlooked.

We successfully supported London’s NHS to win national funding for 17 A&Es to have specialist liaison mental health services.

The funding means Londoners with mental health needs will be assessed and cared for around the clock by skilled and compassionate staff. The aim is that by 2020/21 all London’s acute hospitals will have liaison teams in place in emergency departments and in-patient wards, with at least half of these working around the clock.

Find out more
Many qualified healthcare professionals leave London for a number of reasons including the high cost of living.

The majority of training is delivered in hospitals meaning that a hospital-focused mind-set persists, and we are yet to deliver a cultural and behavioural shift.

**Tools and resources to support London’s workforce transformation**

In March 2016 we launched London’s workforce strategic framework. It seeks to establish a shared understanding throughout London’s health and care system of the most pressing workforce challenges and enable transformation of services across the capital. Over 1,000 people played a role in developing the approach, including clinical leadership groups and boards, workforce steering groups, the London HR Directors Group, the London Nurse Directors Group, the London Social Partnership Forum, and the London Clinical Senate.

Since its launch we have created a toolkit of practical materials to support workforce transformation across London.

The toolkit focuses on eight workforce findings identified in the framework:

1. Retaining and recruiting the best staff.
2. Supporting staff to collaborate across organisational and professional boundaries.
3. Supporting workforce versatility to adapt to the multiple needs of patients.
4. Developing leaders and managers at all levels.
5. Supporting workforce agility to respond to change.
7. Ensuring care is delivered in the right place with a particular focus on primary healthcare and community services.
8. Delivering improved value, quality and productivity through the workforce.

**Explore the supporting resources for London’s Workforce Strategic Framework**
Developing the role of physician associate

Physician associates are new healthcare professionals. While not doctors, they work to the same medical model within the general medical or general practice team and have defined levels of supervision. Their attitudes, skills and knowledge base combine to deliver holistic care and treatment.

We worked with the Faculty of Physician Associates, strategic planning groups, Local Education and Training Boards and St Georges University to facilitate engagement across London and establish a consistent career pathway across the capital; standardise existing versions of job descriptions; develop supporting materials and best practice case studies.

Find out more and download resources

Workforce modelling

We partnered with Health Education England and London's five sustainability and transformation planning areas (including clinical commissioning groups, providers and local authorities) to consider the additional pressure a growing and ageing population would place on London's future workforce.

Using a system dynamics modelling tool, we supported STPs to baseline the current primary care workforce, create adaptable models to test future needs, and support the development of local strategies for providing sustainable services to 2021 and beyond. STP developers have used this to inform the primary care and workforce elements of their transformation plans. Social care and mental health models have also been developed using the same principles.

Find out more and download resources

“The ambition in London is to support the development of a modern health and social care workforce that is trained, focused and supported to deliver transformed services in London.”

Read the Workforce Strategic Framework
New and coming soon

Cancer: Improving radiology services for cancer patients

Making sure Londoners with cancer get diagnosed quickly and start their treatment as early as possible are key areas of work for our cancer team. New technology and optimisation work in radiology are reducing the time it takes to get patients diagnosed and treated. To showcase some real London examples of implementing these improvements, we brought together more than 60 radiology clinicians, cancer managers, operational managers and commissioners from across London at an action learning event on 29 June. Find out more

Children and young people: Guides for commissioners of children and young people’s mental health services

Using clinical outcomes for service improvement: This looks at outcome measures that are meaningful and realistic for children and young people’s mental health services. Download

Datasets and reports guide: Signposts readers to available datasets and reports about children and young people’s mental health and wellbeing. Download

Crisis care: London’s multiagency staff skill up

The Mental Health Act is changing soon. It will impact how crisis care needs to be given in London. We are ensuring professionals across the capital’s crisis care system are ready. Our multiagency training sessions are facilitated by a mental health legal consultant and trainer. The sessions aim to ensure individuals understand the new requirements and have the necessary skills to provide the right care for people who experience a mental health crisis in London. Find out more

Digital: Tools to support NHS data sharing

We have rolled out a variety of online tools to support take up of the data controller console - an online platform that makes creating, agreeing and updating information sharing agreements fast and efficient. It is for information governance managers in trusts, care providers and local authorities, plus GP practices, voluntary organisations, arm’s length bodies and care providers with appropriate shared agreements are also encouraged to use it. Find out more

Homeless health: Find the right services for patients who are homeless

We have new resources specially designed to support NHS staff and commissioners in their work with people who are homeless. NHS staff said they find it hard to find services that offer the right support. That’s a pity because there are plenty of services available, including those working to find emergency accommodation. Homelessness can be caused by and impact on health related issues. The new pack makes it easy for frontline NHS staff and others to find information on homelessness services. Download the resource pack

Children and young people: Keeping young Londoners out of hospital

Children should only be admitted to hospital when it is absolutely necessary. Hospital stays can be distressing, mean missing school and can have all kinds of negative effects. Last month commissioners and providers across London joined us to explore a whole-system approach to moving appropriate care out of hospitals. Find out more

Healthy London Partnership
Homeless health: Highlighted at the Tate Modern

The Museum of Homelessness featured our healthcare cards at their two day State of the Nation event at the Tate Modern in early April. The cards aim to improve how people who are homeless access primary care, the quality of the care they receive, and ultimately reduce the unnecessary burden on hospital services in London. Cards have been issued by 134 London organisations, including day centres, outreach centres, winter night shelters and soup kitchens. Almost 900 people have also completed the online training for GP receptionists and practice managers which we launched in March. Find out more

Mental health: Thrive LDN

Everyone who lives and works in London has been invited to join a new citywide movement that aims to get everyone in the capital talking about mental health and wellbeing, and taking action to make London the happiest, healthiest city in the world. ThriveLDN got underway in July 2017. It was launched by the Mayor of London, with our support and in partnership with the Greater London Authority, NHS England (London Region), Public Health England (London Region) and London Councils. Get involved with Thrive LDN

Prevention: Feedback on the Mayor’s Health Inequalities Strategy

We are helping to collect feedback on the Mayor of London’s Health Inequalities Strategy. The vision is for a healthier, fairer city, where nobody’s health suffers simply because of who they are or where they live. It is unacceptable that your background, upbringing or financial circumstances can still determine the quality of your health. Improving the health of Londoners will also help them make the most of the opportunities here and reach their potential. What could you do to help make London healthier? Make a pledge

Prevention: Healthy Living Week 2017

This year it’s on September 25th to 29th. Over 90 organisations are joining in. Sign up now!

Prevention: Ideas to strike at unhealthy habits and childhood obesity

We have findings from three locally developed, community-based, pilot initiatives, that are affordable and sustainable, and could change lives and improve health all over London. By working with local entrepreneurs, social enterprises, schools and others, we found new ways for encouraging healthy behaviours and healthy communities.

All three initiatives have been independently evaluated, including findings, processes and learnings. Read the reports

Primary care: GP online service

All across London, GP patients can now manage their health online in much the same way they handle banking and shopping. Everyone who is registered with a GP can get access to their practice’s online services. Over the summer we have been running a marketing campaign to raise Londoners’ awareness of the online services available via their GPs and encourage them to sign up and get started. Find out more

Primary care: Making online consultations a reality

More than 130 London GPs, practice managers and commissioners joined us in April to explore using new technology to offer patients online consultations. Dr Robert Varnam, Head of General Practice Development at NHS England, spoke to delegates about the vision for online consultations in London and provided some top tips about what to do to make it work. A virtual group is now up and running on Slack to spur it along. Find out more
Thank you for reading. Please get in touch if you would like to know more about our work.