



# **North East London Strategy Delivery Plan**

**Developing our local response to the  
NHS Long Term Plan**

**Health and Social Care Scrutiny, City of London  
- 30th October**

# NHS Long Term Plan



- The NHS Long Term Plan was published in January 2019
- It sets out an ambitious vision for the NHS over the next ten years and beyond as medicines advance, health needs change and society develops
- It outlines how the NHS will give everyone the best start in life; deliver world-class care for major health problems, such as cancer and heart disease, and help people age well
- To deliver on the NHS Long Term Plan we will become an Integrated Care System by April 2021 – all health and care services across NEL working in partnership for the benefit of local people
- We have been working locally in north east London to plan how we will deliver the Long Term Plan's commitments over the next five years. We are calling this response our **Strategy Delivery Plan (SDP)**
- In September 2019 we submitted our first SDP draft to NHS England & Improvement (NHSE/I). We have published this draft on our website, and are now engaging actively with our staff, our strategic partners, and our local residents
- On 16 October 2019 we ran a stakeholder event focused on how we will work better with our social care partners to deliver joined up health and care for both adults and children in north east London, and we are currently incorporating this thinking in our plans
- A final version will be submitted to NHS England on 15 November 2019, which will also include commitments on finance and key service targets required by NHSE/I

Our latest draft can be found at <https://www.eastlondonhcp.nhs.uk/ourplans/draft-response-to-the-long-term-plan.htm>

# **Our vision for health and care services**

- Delivering a 21st century NHS for our local population using the opportunities afforded to us by new technology, quality improvement, urban regeneration, research opportunities and new models of care that we have already been piloting in NEL
- Addressing the significant health inequalities challenges for our local population, particularly by improving primary, community and mental health care; promoting earlier and faster diagnostic services, and working with our local authority partners to tackle many of the wider determinants of health (such as housing, air pollution, and promoting a culture of personalised care)
- Pioneering a new approach to the health and care workforce, promoting recruitment from our local population through apprenticeships and training opportunities. We will build and expand our approach to develop new and exciting roles enabling our staff to have portfolio careers
- Taking a different approach to services for the young and the old in our communities. We will take our ambitions on maternal health further, ensure we have a holistic approach to the health of our 0-25 year olds that dovetails with their social and educational development. For our older people and others with long term health conditions we will pioneer holistic and less dependent models of care, particularly through personalisation and placing prevention at its centre
- We will take a visionary approach to finance, making population health our key financial driver and investing properly in prevention and longer term planning

**Underpinning our vision is an absolute commitment to involving local people in decision-making about their care, and the aspiration to embed co-production at all levels in our system underpinning our planning and delivery.**

# What are we saying in our SDP?



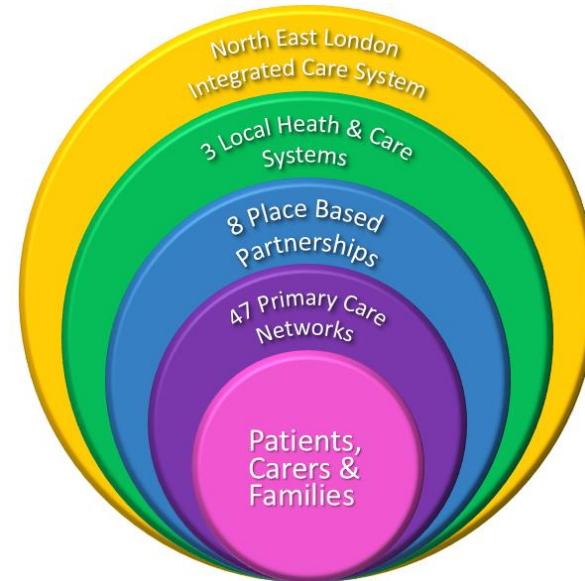
Our key Challenges	<ul style="list-style-type: none"> <li>➤ <b>Growing population and increasing demand</b> – 13% projected growth in the next 10 years, we need to respond to demand differently if we're going to manage this successfully</li> <li>➤ <b>Health inequalities</b> – we need to make more progress in tackling the health inequalities of our local population.</li> <li>➤ <b>An unbalanced delivery system</b> – we are set up to respond to illness and need to refocus towards prevention and population wellness</li> <li>➤ <b>Workforce</b> – we currently have 11% vacancies across our system putting pressure on the existing workforce and our ability to recruit and retain staff; we need to grow our own going forward and think about different roles.</li> </ul>
Our top Priorities	<ul style="list-style-type: none"> <li>✓ <b>Improving quality of care delivery and reducing unwarranted variation</b> – working together with our communities to create an integrated care system that will improve the quality of care they receive and make it much more joined up and person-centred</li> <li>✓ <b>Invest in local integrated primary and community infrastructure</b> – help people stay well for longer and support them at home when they need it</li> <li>✓ <b>Population Health management and intelligence</b> – using the information we have to direct resources and action where it is most needed and maximise our impact</li> <li>✓ <b>Digital revolution</b> – taking advantage of advances in technology to radically change the way we access and provide care (e.g. information technology, artificial intelligence)</li> <li>✓ <b>Workforce transformation</b> – changing how we work, the skills we need, what we offer our workforce so that we can attract the workforce we need, and developing new roles that are more relevant to 21<sup>st</sup> century health and care provision</li> </ul>
Our change programmes	<p><b>A better start in life</b>  <i>Improving maternity services and supporting young people to have the best start in life they can.</i></p> <p><b>Living well</b>  <i>Supporting people to live healthy and happy lives, to manage any long-term health problems, and to age well.</i></p> <p><b>A good end to life</b>  <i>Helping people as they get older, and supporting people and their families through death ensuring dignity and choice of where to die.</i></p> <p><b>Better mental health</b>  <i>Putting mental health on an equal footing to physical health, removing stigma and providing better support in the community.</i></p> <p><b>People seldom heard</b>  <i>There are many groups with whom the NHS has been poor at engaging, and that have some of the poorest health outcomes (e.g. homeless people, some of our newer migrant communities); we need to help them find the support that suits them.</i></p>

# How we will make change happen:



## Strategy delivery plan

- Integrating care for our local residents through improved and responsive out of hospital services.
- Tackling demand in a meaningful way, focused on addressing the social determinants of health.
- Developing our clinical services to support our population needs, taking a different approach to services for the young and the old in our communities
- Delivering a 21st century NHS for our local population using the opportunities afforded to us by new technology, quality improvement, urban regeneration and research opportunities.



Through  
our  
federated  
Integrated  
Care  
System

## Working better as a “System”

- Developing collective responsibility for population health across all partners
- Strengthening clinical leadership from network to ICS level and across all health and care disciplines
- Enhancing place-based partnerships, particularly with local authorities and embedding patient and public engagement.
- Empowering local people to take more control over their health and lifestyle choices
- Utilising the centres of excellence and models of good practice that exist already across NEL for the maximum benefit of our local communities

## System enablers

- **Workforce** Addressing retention through supporting our current workforce to thrive, improving our leadership culture, developing new roles, and embedding a culture of learning and development
- **Digital** Further developing our capability to share records and accelerating the use of digital for patients in primary care.
- **Estates** Working together to deliver care in modern, fit for purpose buildings
- **Finance & analytics** Taking a visionary approach to finance, making population health our key financial driver

# **Our ambition: What our Strategy Delivery Plan will deliver for...**



Local people	Health and care staff
That they don't notice organisational boundaries – it is all one health and care system working together to provide the best care	That they can easily talk to and share information with staff working in other organisations so they can provide the best care
That they are supported to stay well	That they support people to stay healthy, with a focus on longer-term health and wellbeing and prevention
That they can access the best care possible in modern, fit for purpose facilities	That they work in modern, fit for purpose facilities that make it easy to do their jobs well
That they can view their patient record online, and are confident it is stored securely	That they can easily and securely access patients records in order to provide knowledgeable, consistent care, and don't have to ask people to repeat themselves
That they access care provided by skilled, motivated, kind staff with a culture of continuous improvement	That they are supported to provide the best care by continually developing their skills and expertise and are offered training  That they want to work in north east London because there are flexible, innovative roles with opportunities to develop
That they benefit from world class research and innovation which means earlier diagnosis and more effective treatments	That they can use research and innovation to provide the best care

# Next steps

- We will continue to work on our Plan after submission as it is a working document rather than something that will sit on a shelf
- A plain English summary and easy read version is being developed
- We will continue to maximise opportunities for engagement and involvement – for local people, health and care staff, and our partner organisations
- Our focus will move more to delivery
- We will agree an accountability framework with each part of our federated ICS in order that we are all clear on what is being delivered where
- We will report annually on progress and what we've achieved
- We will work more closely with our elected representatives, particularly to secure integrated service delivery and to provide independent scrutiny