

<b>Committee(s):</b> Inner North East London Joint Health Overview and Scrutiny Committee	<b>Dated:</b> 15/10/2025
<b>Subject:</b> Health Update – October 2025	<b>Public</b>
<b>Report of:</b> <ul style="list-style-type: none"> <li>• LQGTQ+ Health Services - Dr Paul Gilluley, Chief Medical Officer</li> <li>• Financial overview - Henry Black, Chief Finance Officer</li> <li>• NEL Collaborative updates - Lorraine Sunduza, Chief Executive Officer (ELFT)</li> <li>• Homerton update –</li> <li>• Barts update - Ann Hepworth, Director of Strategy and Partnerships</li> </ul>	<b>For Information</b>
<b>Report author:</b> Zina Etheridge, Chief Executive	



North East London

# Health Update – October 2025

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Meeting name: INEL JHOSC

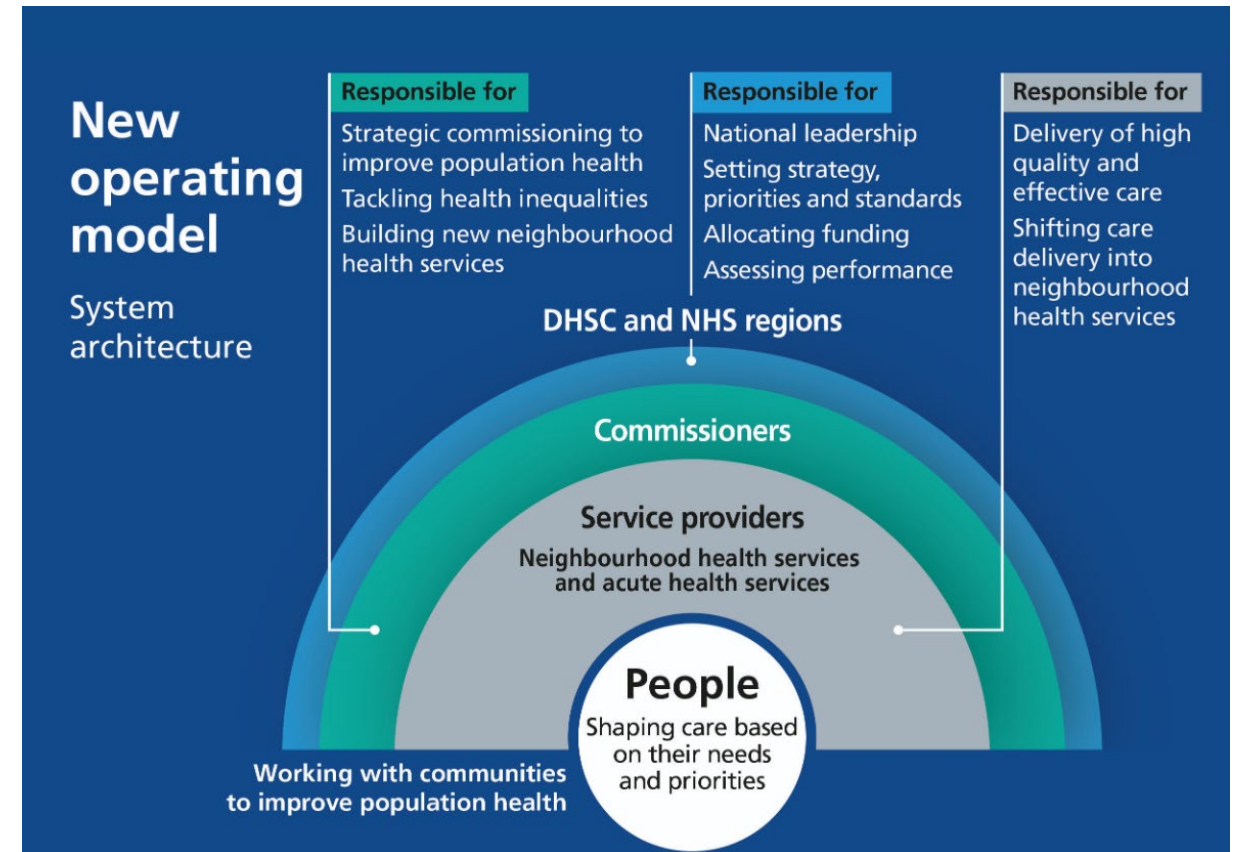
Presenter: Zina Etheridge, Chief Executive

Date: 15 October 2025

# NHS North East London: Update

## Organisational Change

- In March 2025 a national decision was made to reduce ICBs' running costs by 50%.
- ICBs were asked to develop a new operating model focused on strategic commissioning.
- Since March we have been engaging with staff and local stakeholders about what this means for us, and north east London.
- We have been working to refine our operating model, focussed around a stronger emphasis on strategic commissioning, a set of transitional functions to support the move to place based delivery of integrated neighbourhood working and continuing to focus on important statutory and clinical functions.
- The diagram opposite outlines the proposed new operating model for ICBs, providers and the region. It sets out a simple hierarchy of DHSC, Commissioners and Providers - all accountable to government, with responsibilities clarified and with patients at the very heart.



# NHS North East London: Update

## Organisational Change

In line with the new operating model, we have now completed the restructure of our senior team and confirmed that our executive management team going forward will comprises of four roles, reporting into a Chief Executive. These are:

- Chief Clinical and Quality Commissioning Officer (CQCO) – Dr Paul Gilluley
- Chief Finance Officer (CFO) – Henry Black
- Chief Strategic Commissioning Officer (CSCO) – Charlotte Pomery
- Chief Strategy officer (CSO) – Ralph Coulbeck

We have confirmed that our Chair, Dame Marie Gabriel will continue to lead the ICB as she has been confirmed as remaining in her role. As you know Marie is a huge champion for north east London and her leadership will continue to provide stability over the coming months.

In July, Zina announced that she would be standing down as CEO. Recruitment is underway for an interim CEO and Zina will be departing later this year.

We are not yet able to confirm when we will launch the next phase of our organisational restructure, which will cover the rest of the organisation, as well as our clinical leadership functions, pending further clarity from NHSE, but have committed to our staff that this will not take place in the summer holiday period. We will share further updates with stakeholders when we are able.



Paul Gilluley



Henry Black



Ralph Coulbeck



Charlotte Pomery

# NHS North East London: Update

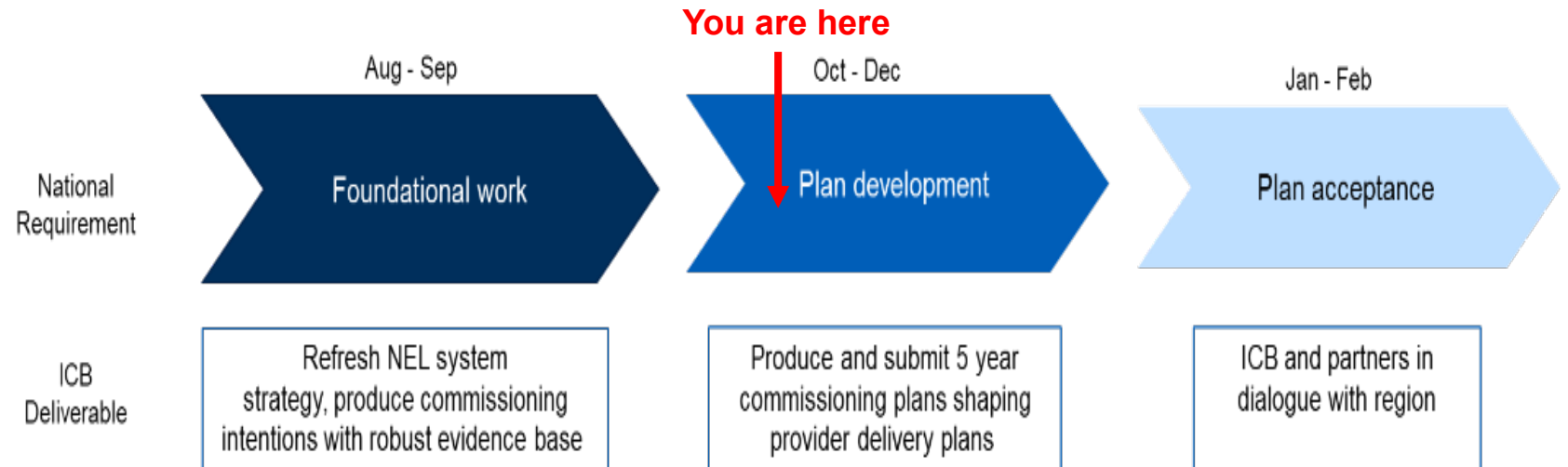
## Our strategic commissioning plans

The recently published **NHS 10-year health plan** created a new context for commissioning plans and a clearer policy agenda centered on achieving the three shifts. This has prompted a need to refresh the ICB's overall strategy and set out the approach to delivery of a long term system strategy.

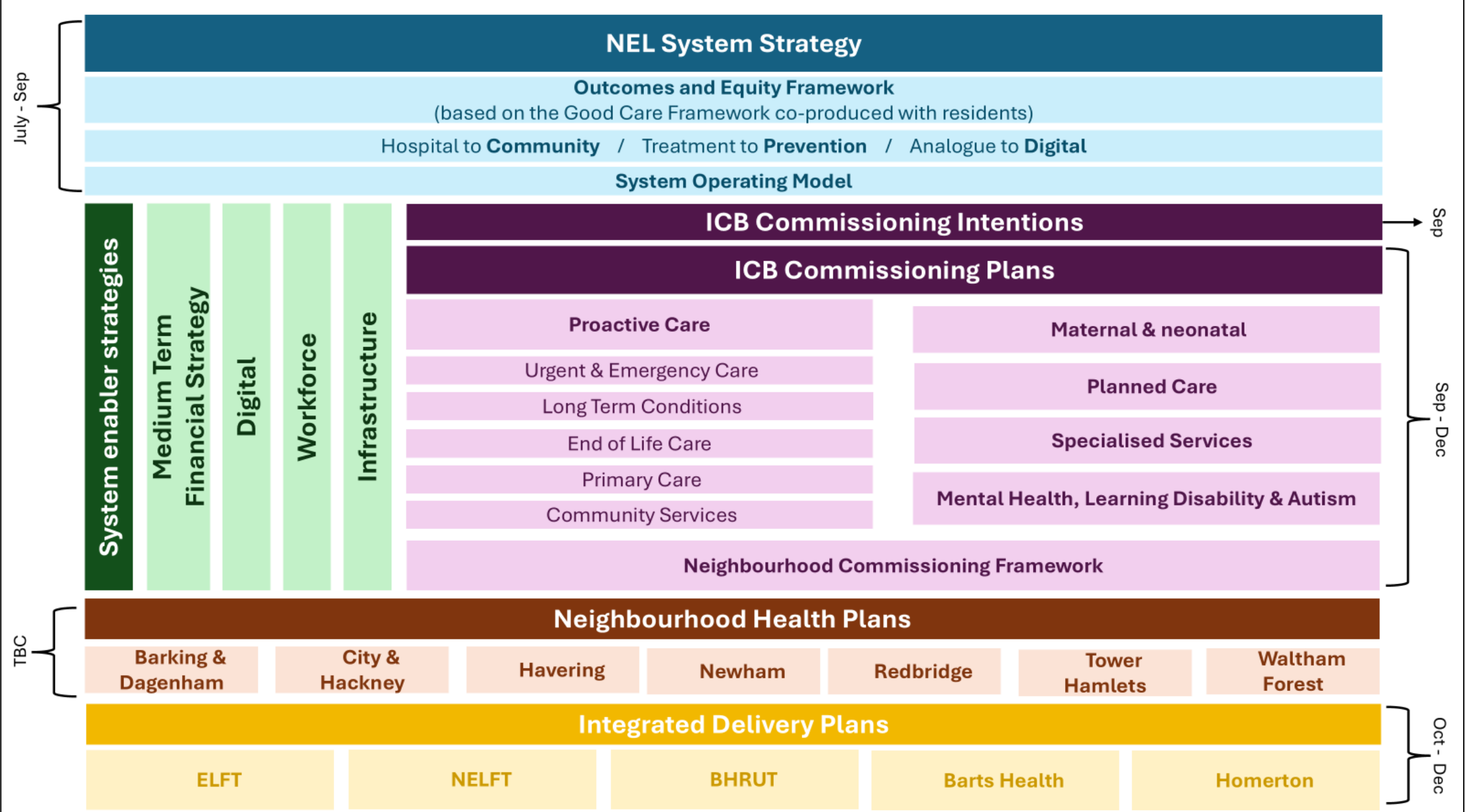
A **draft NHS Planning Framework** was released in mid August confirming a two phase approach to the creation of **medium-term plans** which mirror the policy direction of the 10 year health plan:

- ICBs lead system level strategic planning, the understanding of population health outcomes, allocation of resources and setting of commissioning intentions
- Providers and ICB create five year integrated delivery and strategic commissioning plans respectively
- Providers and ICB submit national planning templates – details tbc

In the next stage of the process, commissioners and providers will develop aligned 5-year plans for submission in December, followed by a national assurance process in quarter 4.



# The outputs from the medium-term planning process



# The scope of our system strategy

**Our integrated care partnership's ambition** is to  
"Work with and for all the people of north east London  
to create meaningful improvements in health, wellbeing and equity."

## What is important to local people - Good Care Framework

We want to **enable everyone to thrive** and deliver Good Care that is:

Accessible

Competent

Person centred

Trustworthy

The Good Care Framework, together with the national CORE20PLUS5 approach, has informed  
our Outcomes and Equity Framework that takes a life course approach

## NEL Outcomes and Equity Framework – Our missions

Starting Well  
Quality Care and Access

Living Well

Prevention and early detection  
Health Inequalities and Communities

Ageing Well  
Sustainable Services

### Shift 1: Hospital to community

Moving healthcare services from traditional hospitals into  
local communities to provide care closer to people's homes

Implement our vision for neighbourhood working, building  
a **'team of teams'** for people with multi-morbidity,  
children with complex needs and mental health

### Shift 2: Treatment to prevention

Shifting the focus from treating illnesses to preventing them  
in the first place, with an emphasis on public health and  
well-being

Deliver six-step prevention framework, moving us  
towards **preventing illness using tools such as PHM**  
**Optum platform**

### Shift 3: Analogue to digital

Transforming the health and social care system from a  
traditional, paper-based model to a modern, digital one

Delivery digital innovation and empower local people and  
staff, through initiatives such as **NHS App, Health**  
**Navigator and ambient voice technology**

## Enabling the Change

- Provides a stable **economic environment** enabling shift to prevention, reallocation of funding to drive quality whilst also delivering a more standardised set of services across the system
  - Improving our physical **infrastructure**
- Create meaningful **work opportunities and employment** for people in NEL

## Transitioning to a new system operating model

- Moving to the new system approach for strategic planning and commissioning
  - Changing responsibilities across region, our system and providers
- Continuing to build our collaborative culture to support system working – co-production, building a high trust environment and a learning system



# Our commitment to building and strengthening local partnerships

Maintaining a strong and engaged North East London system is vital to achieving our long-term goals. We are committed to maintaining and strengthening the strategic, clinical and operational partnerships that underpin our system.

We will further develop our **Integrated Care Partnership** and our vital relationships with Local Authorities in their democratically mandated Place making roles as well as across the wider social care system. We will work with the VCFSE across engagement, delivery and capacity building, with providers, and with local communities



We will work closely with our **public health** community on setting strategies, shared analytics and prevention

We will build on our links with adult social care to draw up a set of shared commissioning intentions, supporting us to understand and respond to local needs ensuring residents can live well in in their homes and communities with a range of conditions



We will work collaboratively as a system by ensuring providers are involved in the development of commissioning plans, including **NHS, independent sector and voluntary sector partners**



We will continue to embed the **agreed principles** in our system of co-production, building a high trust environment and developing as a *learning system*

We will develop **local neighbourhood teams** in order to integrate care at a local level, embedding joint working at every layer of the North East London system



We will strengthen our relationships with local authorities and partners to improve outcomes for babies, children, young people and families, working closely with children's social care leads and with the NEL Commissioning Partnership to draw up a set of shared commissioning intentions



# Commissioning intentions

Our commissioning intentions form the basis of the next steps of our planning – shaping and being shaped by integrated delivery plans, strategic commissioning plans and our NEL System Strategy which are in development.

In taking forward our commissioning intentions, we aim to support our whole workforce's wellbeing, development and retention to enable the delivery of high-quality, clinically led services across all ages, with increasing levels of trust and cross-organisational working, while commissioning care that meets or exceeds national standards.

We do not commission in isolation: we work closely with local authorities which commission a range of services and interventions to keep people well at home and in their communities. We work with our neighbouring ICBs to deliver cross-boundary care which works for local people, we work with the other ICBs in London, as a region, to build consistency and coherence and we work on a national footprint too to drive the best health and wellbeing outcomes for our population across north east London.

Working through our Places with the NEL DASS and the NEL DCS Groups we are now drawing up a set of shared commissioning intentions which reflect our connectedness and the integrated impact of our work on local people and communities.

Maternity and Neonatal

Mental Health, Learning Disabilities and Autism

Planned Care, including Specialised Services

Proactive Care: Community

Proactive Care: End of Life Care

Proactive Care: Long Term Conditions

Proactive Care: Primary Care

Proactive Care: Urgent and Emergency Care

Neighbourhoods

# NHS North East London: Update

## 10 Year Plan – implementing the three shifts

The [NHS 10 Year plan](#) was published in July and sets out a new ‘system architecture’ for the NHS. It confirms that ICBs will be the strategic commissioner for the system they serve, leading the delivery of improvement in population health through allocation of the financial resources available, working to redesign pathways and ensuring that improved health outcomes and reduced inequalities are delivered. The plan also sets out three shifts, hospital to community; analogue to digital; and sickness to prevention. Across north east London we already have considerable work underway that will support the delivery of these three shifts and transform care for those we serve.

Following are just some examples of the work we are already delivering to improve care and outcomes for people across north east London.

# NHS North East London: Update

## 10 Year Plan – implementing the three shifts

### Our work to move care from hospital to community

- delivering [integrated neighbourhood working](#), to build prevention and early intervention and reduce demand on primary care and acute services including urgent and emergency and planned care
- commissioning an integrated pathway for [women's health](#), including improved access to the community services offer
- developing a care closer to home approach and provide services that enable patients to stay home for longer to avoid admissions and move patients home as soon as medically optimised
- ensuring increased speciality uptake for advice and guidance and referral management schemes as mechanisms to ensure care in the community when appropriate
- developing a mandate for a core offer for community services to ensure people wherever they live in NEL access the right care at the right time, making the CHC service a home first model with wrap around service
- commissioning a consistent wound care model across NEL which acts on best practice and responds to quality concerns
- developing a new approach to integrated community palliative care / End of Life care across NEL, including end of life care plans to ensure that more people die in their preferred place of death
- reducing out of area placements for people with mental health conditions through effective commissioning of services

# NHS North East London: Update

## 10 Year Plan – implementing the three shifts

### **Hospital to community case study: The community health and wellbeing drop-in model**

In Barking and Dagenham, we have an ethnically diverse local population with high churn, low levels of health literacy and little trust in mainstream services, which makes the delivery of healthcare challenging.

‘See a GP – no appointment necessary!’ started as a one-off event in a small geographic area in the borough, which is underserved with health services due to its rapid population growth. After seeing what could be achieved by working closely with the Council, voluntary sector organisations and the local community to run Covid vaccination clinics and target hard-to-reach groups in community settings, this community-led way of working was given a life of its own.

The community health and wellbeing drop-in ‘model’ has been firmly established in Barking and Dagenham, and [over 11,500 residents have attended 30 events in the 12 months](#) since they launched in late 2023.

Local GPs lead each event in partnership with the voluntary sector, which are based on the preferences and needs of the target populations to create an environment that allows them to engage with us about their health. Our GP practices have worked closely with the Council and our local partners to run the events, with vaccinations, health checks, and bloods tests on offer alongside help and advice on topics such as foodbanks, debt and finances, cookery classes, walking groups and bereavement support.



# NHS North East London: Update

## 10 Year Plan – implementing the three shifts

### Our work to move from analogue to digital

- implementing [an electronic patient record](#) at BHRUT (Oracle Millennium) which is used by Barts Health (BH) and Homerton
- working towards implementing the Secure Data Environment which will provide a data layer for all of London to be able to do predictive modelling and for AI tools to be used on where approved and appropriate.
- promoting the NHS App as an interface for the patient with primary care and secondary care with our Patient Engagement Platforms like Patient Knows Best and DrDoctor
- rolling out [Health Navigator AI](#) to identify patients that would benefit from health coaching to reduce health care appointments.
- using digital therapies for depression and anxiety to free up therapist hours.
- delivering more care in virtual wards – remote monitoring of higher acuity patients and remote monitoring by Homecare Assistants.

# NHS North East London: Update

## 10 Year Plan – implementing the three shifts

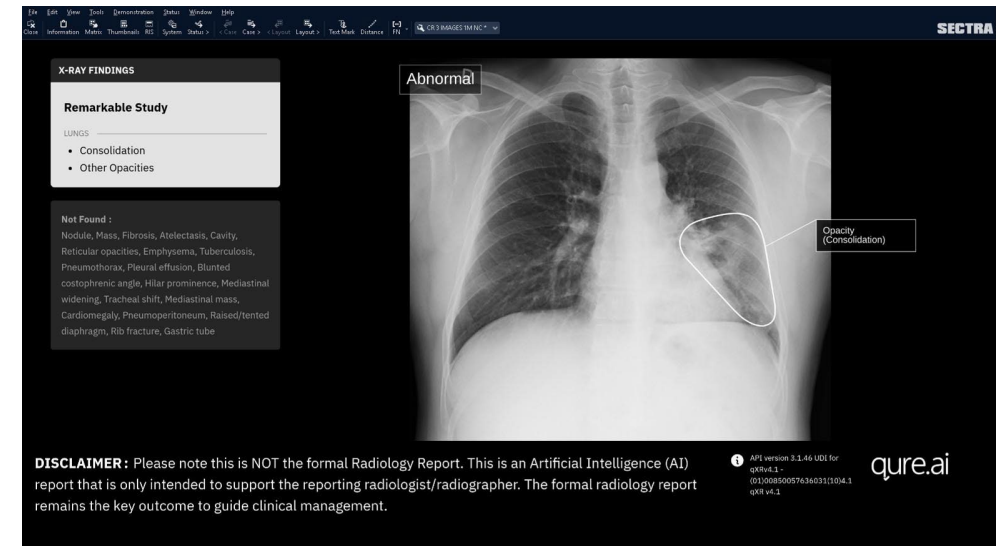
### Analogue to digital case study: Using Artificial Intelligence for faster Chest X-ray results

North East London Cancer Alliance is leading an initiative to integrate Artificial Intelligence (AI) into cancer diagnostic pathways. This project aims to reduce the wait time for chest X-ray results from three weeks to just three days for scans with significant findings.

In collaboration with Sectra and Qure.ai, North East London Cancer Alliance is using the Sectra Amplifier services integrating qXR (Qure X-Ray) AI tool to help radiologists and reporting radiographers prioritise urgent cases, enhance decision-making, and streamline the patient journey.

This is a collaboration between Barts Health NHS Trust, Barking, Havering, and Redbridge University Hospitals NHS Trust, and Homerton Healthcare NHS Foundation Trust.

Read more: [Using Artificial Intelligence for faster Chest X-ray results | North East London Cancer Alliance](#)



# NHS North East London: Update

## 10 Year Plan – implementing the three shifts

### Our work to move from sickness to prevention

- standardising secondary prevention - optimising the use of secondary prevention measures such as statins to reduce cholesterol or high blood pressure, equitable vaccination programmes, cancer awareness and screening with a focus on health equity.
- reducing the number of people with undiagnosed LTCs / ensure more residents with health conditions are identified and provided with condition management as early as possible
- improving coordination of care / develop proactive and multidisciplinary approach to support adults with LTCs
- [reducing health inequalities](#) – through, for example, targeted programmes, education and health literacy tools
- improving outcomes for children with Asthma
- commissioning for the best start in life for babies, models of care including shared care (midwife, health visitor and GPs), streamline Pre and Post natal care pathways across the system
- increasing uptake of physical health checks for patients with SMI
- increasing the take up and impact of learning disability health checks to improve health outcomes



# NHS North East London: Update

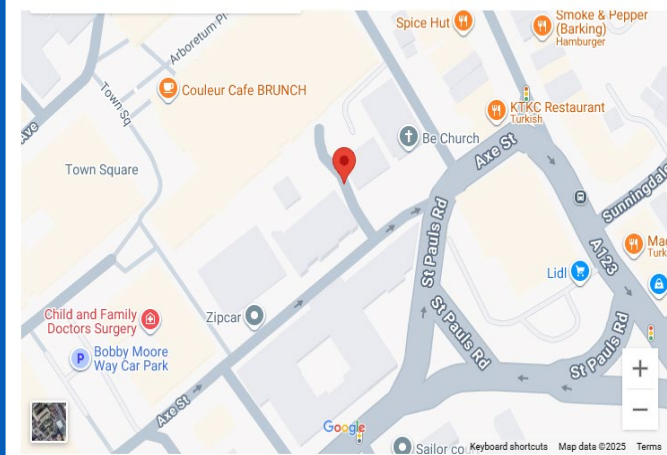
## 10 Year Plan – implementing the three shifts

### Sickness to prevention case study: ShowerBox Barking

Barking and Dagenham Council, in partnership with the Barking and Dagenham Health Inequalities Programme led by NHS North East London Integrated Care Board, [ShowerBox](#), and [Barking Churches Unite](#) launched [ShowerBox Barking](#) – the UK's [first permanent shower facility for people experiencing homelessness](#).

Located at Barking Learning Centre, the facility provides hot showers, clean underwear, respite, and refreshments to promote better hygiene and health. With rough sleeping in the borough rising 64% from 2020/21 to 2022/23, this initiative addresses the urgent need for sanitation, reducing health risks and hospital admissions.

The project emerged from “Pop-Up” events where people experiencing homelessness could access showers, food, and medical care, with surveys showing a strong demand for permanent hygiene facilities. ShowerBox Barking is a testament to the power of collaboration and how we are working hard with local partners across north east London to prevent ill-health and reduce pressures on our services.



**ShowerBox**

Our next Barking ShowerBox session will take place on:

- 📅 **Every Friday** (check [showerbox.org](#) for more details)
- 🕒 **11:00am – 2:00pm** (last sign-ups for showers at 1:30pm)
- 📍 **Behind the Barking Learning Centre** Access via [Axe Road, Barking IG11 7FS](#) next to Axe Street Service Road Car Park

📄 **what3words:** [///rates.region.sprint](#)

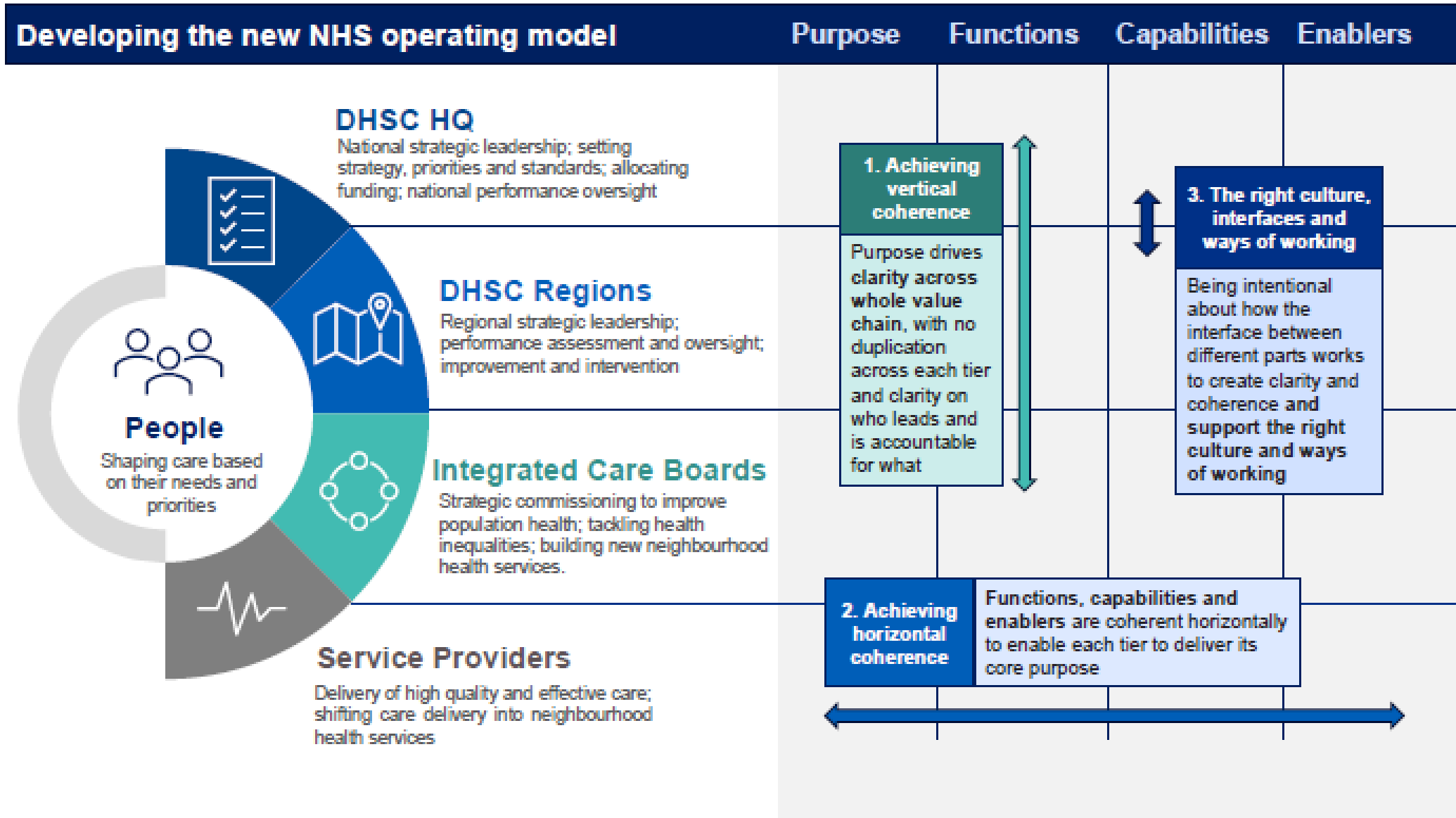
We provide clean towels, underwear and socks to each guest, as well as toiletries. Please print this page and pass it onto anyone who would like to use the ShowerBox Service. For more information please visit: [showerbox.org](#)

# NHS North East London: Update

## 10 Year Plan – Model Region

The model region has now been published and gives a high-level view of what the regions will do going forward. Regions will essentially have three key objectives:

- to provide strategic leadership of regional health systems. This means that regions will lead local reform, oversee investment and the reconfiguration of local services; support innovation; and ensure an effective leadership strategy and talent pipeline to get the best from our people
- to performance manage and oversee local commissioners and providers. This means regions will have holistic oversight of performance in line with national frameworks, ensure Board and leadership capability, as well as identify 'early warnings' and manage risk
- to have a regional approach to improvement, support and intervention. This means regions will support systems and trusts to deliver high quality and sustainable care, develop capability, and address underperformance.



# NHS North East London: Update

## Managing winter pressures

NHS North East London (NEL) and its partners are working together to keep local people safe and healthy this winter. The plan builds on previous years' successes and focuses on strong teamwork across the NHS, local councils, mental health services, and community organisations and is underpinned by the National UEC Plan.

### Our approach

- Collaboration: joint planning with local authorities, mental health providers, ambulance services and voluntary groups.
- System Coordination: via the embedded system coordination centre
- Supporting those most at risk: identify and help people who need extra support, including via digital tools and targeted outreach and targeted work with the frail population including falls prevention

### Key priorities for Winter 2025/26

- Faster ambulance handovers: Working to make sure ambulances can hand over patients within 45 minutes—so they're ready for the next emergency.
- Same Day Emergency Care: Expanding services so more people can be treated and return home the same day, reducing hospital stays, including the use of alternative pathways of care
- Quicker, supported discharges: Streamlining processes so patients who are ready to leave hospital can do so safely and quickly.
- Vaccinations: Offering Covid-19, flu, and RSV vaccines to those who need them most.
- Out-of-Hours GP appointments: Making sure GP appointments are available in the evenings and at weekends.
- Mental health and local authority partnership: Strengthening crisis support and ensuring timely help for mental health needs.

### How you can help

- Everyone is encouraged to support winter health campaigns, share important messages, and help direct people to the right NHS services and encourage people to get their flu vaccination in particular.



# Three years on: where are we now

In May we undertook a stocktake in how NHS North East London, as the Integrated Care Board (ICB), has worked through System and Place, innovatively and at pace, to meet its four statutory aims. These aims are to: improve outcomes in population health and health care; tackle inequalities in outcomes, experience and access; enhance productivity and value for money and help the NHS to support broader social and economic development.

## 1. Improve outcomes in population health and health care.

- Established a population health management approach – including developing resident led success measures through our Big Conversation with local people across north east London; creating our outcomes framework which moves our system focus to impact and outcomes rather than performance and service delivery alone; understanding our population through segmentation of their needs rather than solely through the set of services in place to support them.
- Confirmed our role as strategic commissioners – we identified well over a year ago that we needed to return to commissioning as one of our principal means of improving the health of people in north east London.
- Introduced our Integration Roadmap – an approach built on research in action which shows how integration is a core enabler for improving population health outcomes occurring as it does throughout our system vertically and horizontally.
- Adopted a strategic approach to Integrated Neighbourhood Working – building on the impressive work led by Places to develop integrated neighbourhoods across north east London.





# Three years on: where are we now (2)

## 2. Tackle inequalities in outcomes, experience and access

- Delivering our Working with People and Communities Strategy – the first strategy signed off by the Board in recognition of the importance placed on listening to and working with local people and communities in north east London. We hear consistently from local people about what matters to them, how differences in outcomes, experience and access affect their day to day lives and how we can work together to address these.
- Published our System Anti-Racist Strategy – built on system partners' strong track record in this area, and providing a strong counterpoint through a strengths-based approach.
- Maintained our health inequalities funding – led by our seven Place Partnerships, which are uniquely well placed to understand and work with their local communities and the richness and diversity of their assets, we have focused largely on micro responses which engage with and build capacity in local communities as a principal agent in addressing inequalities.
- Rolled out our model of Women's Health Hubs and Youth Access Hubs – working collaboratively across System and Places, we have created some brilliant hubs which underline how important it is to respond to how different communities access health care.
- Focused on delivering primary care access improvements – as local people have consistently highlighted the huge importance they place on primary care and how vital it is to them to be able to access their local universal offer, in the place where they live.



# Three years on: where are we now (3)

## 3. Enhance productivity and value for money

- Contributing to financial sustainability as the ICB – we have saved £169.9m through the release of non-recurrent benefits and our cost improvement programmes since 2022/23, which focus on improving efficiency and making best use of our resources, whilst staying within our means.
- Embedding system approaches to our financial challenges –the ICB has led work across our system to deliver our system control total, understanding and managing financial risk at a system wide level and working directly with providers to understand not only their position in relation to our funding but in position to their whole income and spend.
- By advocating together as system leaders, we have highlighted the low levels of capital funding into north east London, levels heightened by our significant population growth. We had been successful in gaining an additional £57.8m in capital allocation in 2024/25 and have received an additional £232.1m growth allocations for planning processes in 2025/26. We have produced a Medium Term Financial Strategy collaboratively with partners.
- Adopting a system approach to our Operating Plan – through triangulating workforce, finance and performance and working together across our complex landscape.
- Developing the role of Collaboratives – with a particular focus on reducing unwarranted variation, improving productivity and working to core offers which are sustainable, affordable and equitable and link effectively to Places and Neighbourhoods.





# Three years on: where are we now (4)

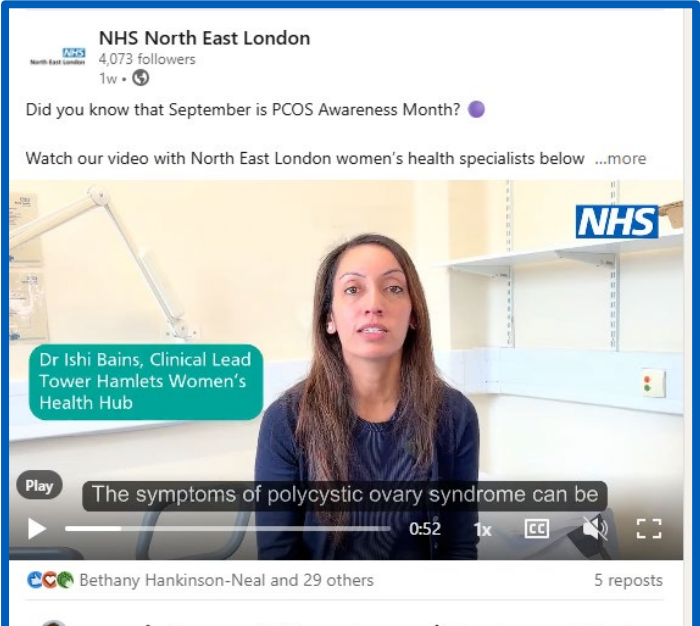
## 4. Support broader social and economic developme

- London Living Wage – we are the first living wage ICB in the country and have worked through our Places and across the System to raise awareness of the importance of living wage approaches in our work.
- Produced our System People and Culture Strategy – which acts both to support our existing workforce and to ensure we are accessible as employers, and employers of choice, to local people living in north east London
- Developed our Anchor Charter – working through Places, we set out how we in the NHS can fully embrace our role as anchor organisations working alongside local authorities and the wider voluntary, community, faith and social enterprise sector, and contribute positively to our local economy, recognising our significant purchasing and spending powers through our over £5bn spend in north east London.
- Evolved as a learning system – including working alongside local academic institutions to deliver innovation and research which matters to local people's health and wellbeing. The Academic Centre for Healthy Ageing, recently formally launched, is a prime example of system partners leading work to apply learning to improving the health and wellbeing of local people.
- Contributed as a partner to work led by local government – through our Place Partnerships which act as system convenors at a local footprint acting as a strong and consistent partner to building coalitions in the employment space.



# Our achievements

- Implementing **Women’s Health Hubs**: Working with local partners, we are working to ensure women have easier access to expert help with menstrual problems, contraception, pelvic pain, menopause care and other reproductive health issues. These include Women’s Health Hubs which aim to reduce health inequalities, ease pressure on hospital services and help cut local waiting lists, particularly in gynaecology. We have now agreed the plans to set up the final Hub in north east London, creating an equitable offer across our sub-region.
- We’re thrilled to share that our **Child and Adolescent Mental Health Services (CAMHS) have been ranked second nationally** and the best in London in the May 2025 Children’s Commissioner report.
- As part of a visit by NHS England, **the National Autism Programme highlighted** the amazing work NELFT teams with the ICB and the local authority have done to transform services for children and young people from north east London referred for an autism assessment. A focus on early help, joint work with education, local authority and voluntary sector partners – and a true multidisciplinary collaborative approach – have brought waiting times down by more than 80% for new referrals and enabled full recruitment to this innovative new service.
- The **North East London Local Maternity and Neonatal System won the London Maternity and Neonatal Excellence Award for reducing inequalities** after it’s work to bring together health and care professionals to deliver a free, inclusive pop-up clinic at Barking Learning Centre. The event welcomed over 700 residents, most from global majority backgrounds, and offered expert advice on fertility, pregnancy, child health, and wider wellbeing. With strong engagement and multi-agency collaboration, the clinic delivered safe, personalised support and is now inspiring further outreach in high-need areas.
- Congratulations to colleagues in primary care and across our ICS for their incredible work on one of our most challenging long term conditions in north east London.
- The [latest National Diabetes Audit \(NDA\)](#) for 2024-25 shows we are the leading ICB in reaching and providing care for our patients with diabetes! Each year, every person with [type 2 diabetes](#) should receive eight annual checks. These checks include measuring blood glucose levels, blood pressure, cardiovascular risk, kidney function (two tests), healthy weight, smoking status and a foot examination. ICBs are monitored by how well we deliver these checks as it helps identify early deterioration and supports patients to better manage their condition. Our completion rate last year was 73.1% while the national average for England was 57.6%. This is a testament to the work of our primary care and ICS colleagues.



## CHILDREN'S COMMISSIONER

Table 30: 2023-24 ICB performance by indicator, best overall score to worst overall score.

ICB name	Spend per child referred	% budget spent on CYPMHS	Median wait in days	% referrals closed before treatment	Overall score (higher is better)
NHS Bedfordshire, Luton and Milton Keynes ICB	£1,515	1.23	13	21	19
NHS Cornwall and the Isles of Scilly ICB	£1,470	1.2	21	29	17
NHS North East London ICB	£2,175	1.19	27	25	17
NHS Norfolk and Waveney ICB	£1,746	1.72	67	24	16
NHS North Central London ICB	£2,403	1.58	56	31	15
NHS Northamptonshire ICB	£1,392	0.92	31	19	15
NHS North West London ICB	£2,513	1.18	34	32	15
NHS Leicester, Leicestershire and Rutland ICB	£943	0.91	6	17	14
NHS Derby and Derbyshire ICB	£1,283	1.09	51	26	14
NHS South East London ICB	£1,577	1.13	37	32	14
NHS Staffordshire and Stoke-on-Trent ICB	£1,524	1.31	36	50	13
NHS Greater Manchester ICB	£1,097	1.04	14	32	13
NHS Birmingham and Solihull ICB	£1,775	1.32	52	43	13