



**Healthy London
Partnership**

Health and Care Devolution – what it means for London

15 December 2017

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COUNCILS**

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London's NHS organisations include all of London's CCGs, NHS England and Health Education England

Agenda

Time	Wifi: Connect to QEll Guest, no password required	
2.00	Arrival, registration and refreshments	
2.30	Part 1: Overview of opportunities and progress underway	Plenary
2.45	Devolution: What it means for Londoners	Plenary
2.55	The MoU commitments: an overview <ul style="list-style-type: none">• Estates• Integration• Prevention A summary of the key commitments contained within the Devolution MoU	Plenary
3.15	Panel discussion and audience Q&A: Implications for health and care in London	Plenary
3.45	Comfort break	Westminster Room
4.00	Part 2: Delivering the MoU: shaping the next steps for London Breakout sessions <ul style="list-style-type: none">A. EstatesB. PreventionC. IntegrationD. Workforce	Breakouts
4.45	Next steps for London	Plenary
5.00	Close, followed by drinks and networking	

Overview

Will Tuckley

Chief Executive, Tower Hamlets Council

Co-Chair, London Health and Care Strategic Partnership Board

Professor Jane Cummings

Regional Director, NHS England (London)

Co-Chair, London Health and Care Strategic Partnership Board



London's journey to devolution

National milestones

NHS Five Year Forward View



Better Care Fund

Public health transfer to local government

Health and Social Care Act passed

2013

London Health Board formed

2012

London milestones



Better Health for London



Better Health for London: Next Steps



Better Health for London: One Year On

2014

2015

2016

2017

- New Care Models Programme
- London Health Devolution Agreement
- Greater Manchester's health and social care devolution deal
- Sustainability and Transformation Plans (STPs) announced

- London Health Board refreshed
- London Health and Care Collaboration Agreement

Healthy London Partnership established

Cities and Local Government Devolution Act 2016

Next Steps for the Five Year Forward View

London Health and Care Devolution MoU signed

London Health and Care Strategic Partnership Board formed

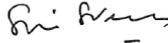
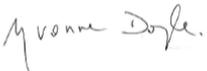
- London Health and Care Devolution Programme established
- Devolution pilots underway in Haringey, Hackney, Lewisham, Barking & Dagenham, Havering and Redbridge and North Central London

Five London Sustainability and Transformation Plans developed

The Devolution MoU was signed on 16 Nov 2017



Signed for and on behalf of London, Central Government and National Health and Care Partners:

 Rt Hon Jeremy Hunt MP Secretary of State for Health Department of Health	 Rt Hon Elizabeth Truss MP Chief Secretary to the Treasury HM Treasury
 Dr Marc Rowland Chair, London Clinical Commissioning Council	 Cllr Claire Kober Chair, London Councils
 Sadiq Khan Mayor of London	 Simon Stevens Chief Executive, NHS England
 Jim Mackey Chief Executive, NHS Improvement	 Dr Yvonne Doyle Director for London, Public Health England

London aspires to be the world's healthiest major global city

-  Give all London's children a healthy, happy start to life
-  Get London fitter
-  Make work a healthy place to be in London
-  Help Londoners to kick unhealthy habits

 Fully engage and involve Londoners in the future health of their city

London is a place that enables health and wellbeing

Londoners shape their health and care services

 Put London at the centre of the global revolution in digital health

 Care for the most mentally ill in London so they live longer, healthier lives

 Enable Londoners to do more to look after themselves

 Ensure that every Londoner is able to see a GP when they need to and at a time that suits them

 Create the best health and care services of any world city, throughout London & on every day

Londoners are supported to manage their health and care

Londoners have more choice and availability of services, particularly in the community

Londoners experience unified health and care

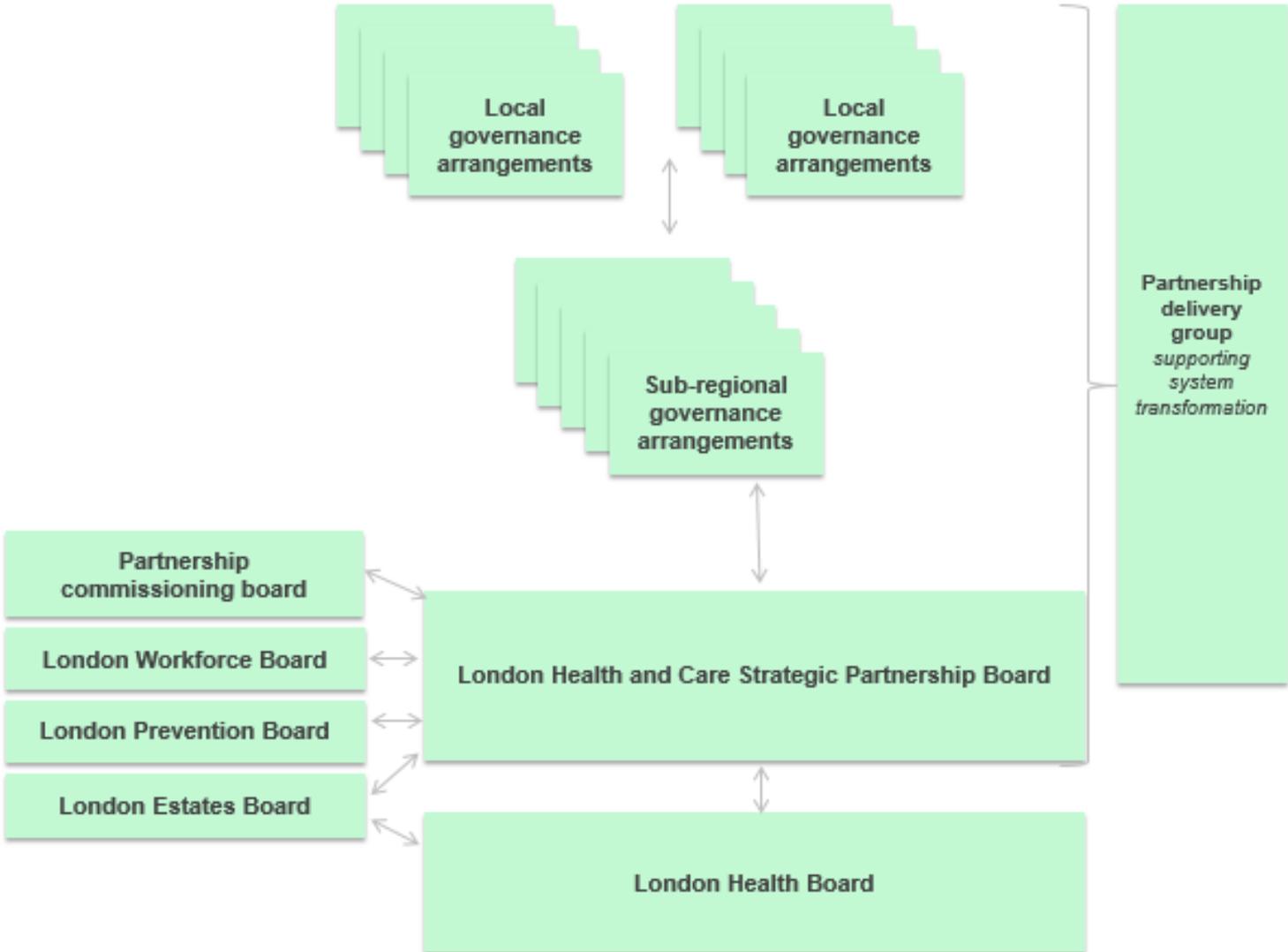
Quality of health and care is high across London

London has a high quality and resilient health and care workforce

London's Health and Care Devolution MoU marks a significant milestone to help meet the ambitions and aspirations set for the city



Devolution is not simply about transfer of powers or functions but presents an opportunity to work in different and more integrated ways



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Health and Care Devolution: What it means for London

15 December 2017

Dr Tom Coffey OBE, Health Adviser to the Mayor of London



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Manifesto commitments

Leadership

- champion London's health & care services
- fight for greater support and the funding needed
- campaign for extra powers to coordinate health services across the city
- Chair London Health Board

Mental health

- campaign to breakdown the stigma of mental illness
- work with partners on Thrive LDN
- support people in crisis and reduce suicides

Public health

- Get to grips with health inequality
- Promote healthy lifestyles (walking, cycling, sport, volunteering)
- Support people to reduce risk – drugs & alcohol, smoking, child obesity
- Prevention and screening of HIV and TB

And statutory duty to publish a health inequalities strategy

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Taking action on health

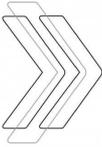
TheKingsFund nuffieldtrust

Sustainability and transformation plans in London

An independent analysis of the October 2016 STPs (completed in March 2017)

Authors
Chris Ham
Hugh Alderwick
Nigel Edwards
Sally Gainsbury

September 2017



MAYOR OF LONDON



Mayor's Transport Strategy
Draft for public consultation
JUNE 2017

MAYOR OF LONDON

HOMES FOR LONDONERS

AFFORDABLE HOUSING AND VIABILITY
SUPPLEMENTARY PLANNING GUIDANCE 2017



AUGUST 2017

MAYOR OF LONDON

Better Health For All Londoners

CONSULTATION ON THE LONDON HEALTH INEQUALITIES STRATEGY
August 2017



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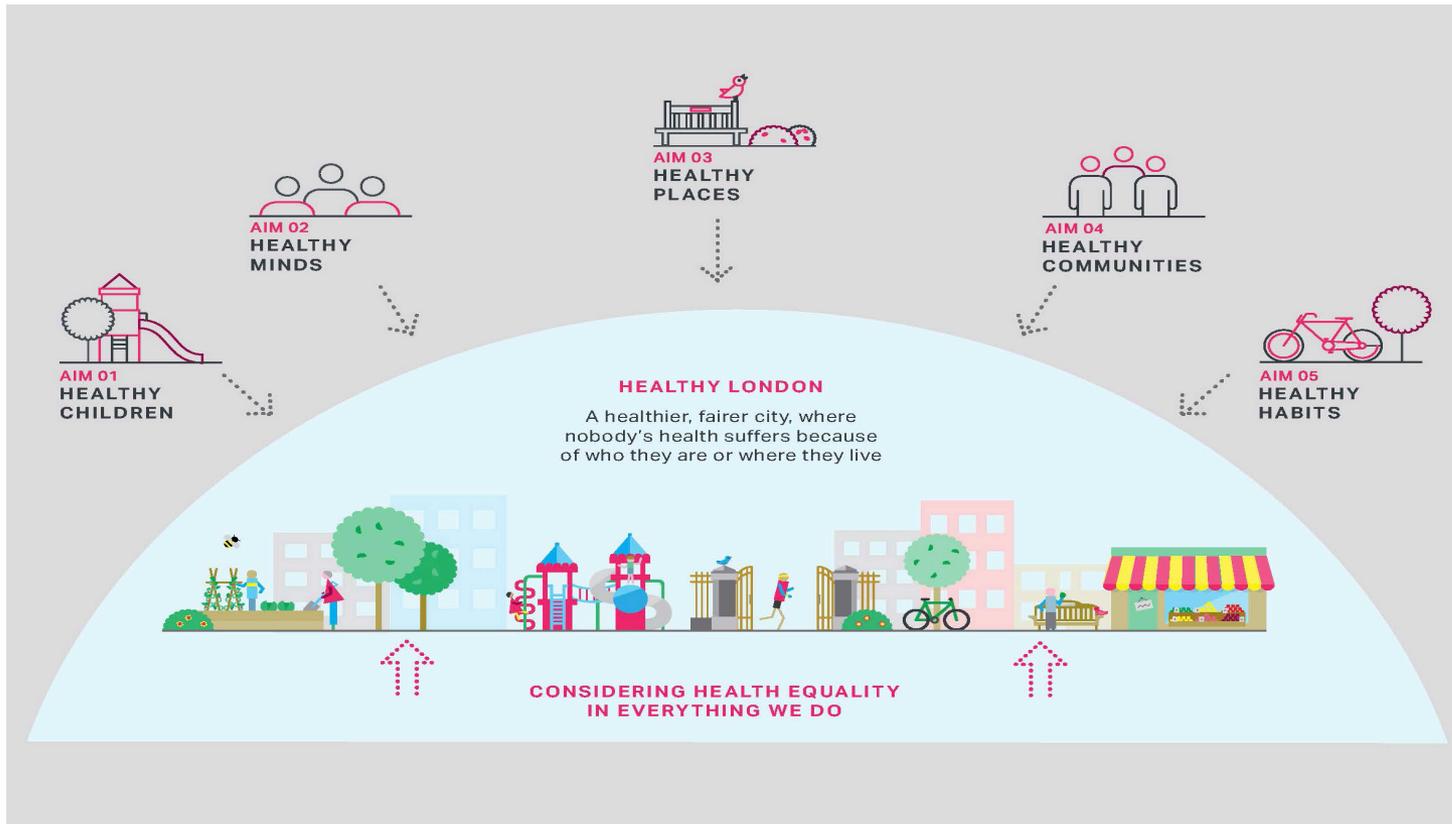
THE LONDON PLAN

THE SPATIAL DEVELOPMENT STRATEGY FOR GREATER LONDON
DRAFT FOR PUBLIC CONSULTATION
DECEMBER 2017



MAYOR OF LONDON

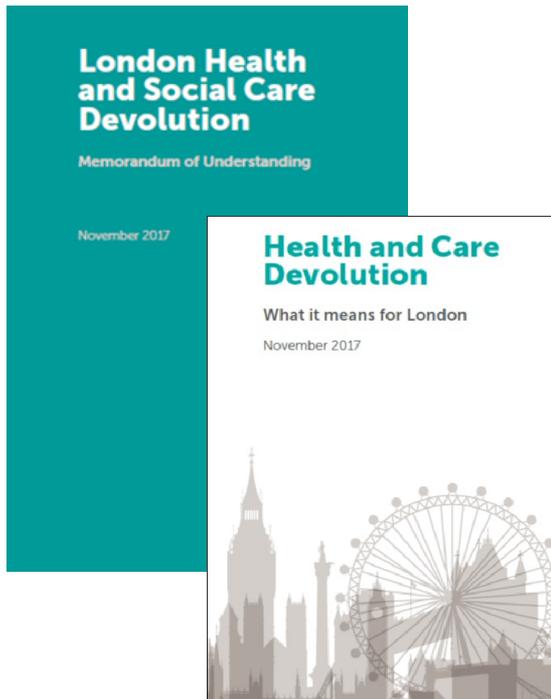
London Health Inequalities Strategy



The Mayor has committed to taking a leadership role

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Health and care devolution in London



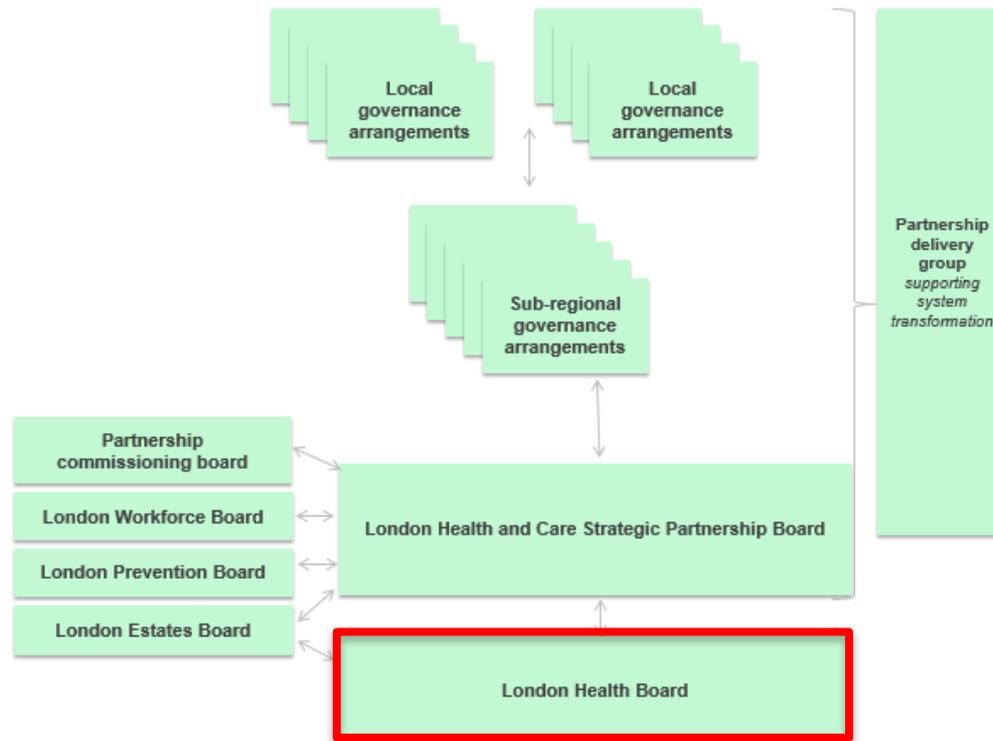
“
I’ve long argued that London needs greater control over the services that will help improve life in our city. It is vital that the capital has the powers to plan and coordinate health services that meet the needs of local communities and ensure Londoners have proper access to them.

Today is a really important step in the right direction in our journey to becoming the world’s healthiest city and an unprecedented level of partnership working, with more than 100 organisations, has made this all possible.”

Sadiq Khan, Mayor of London

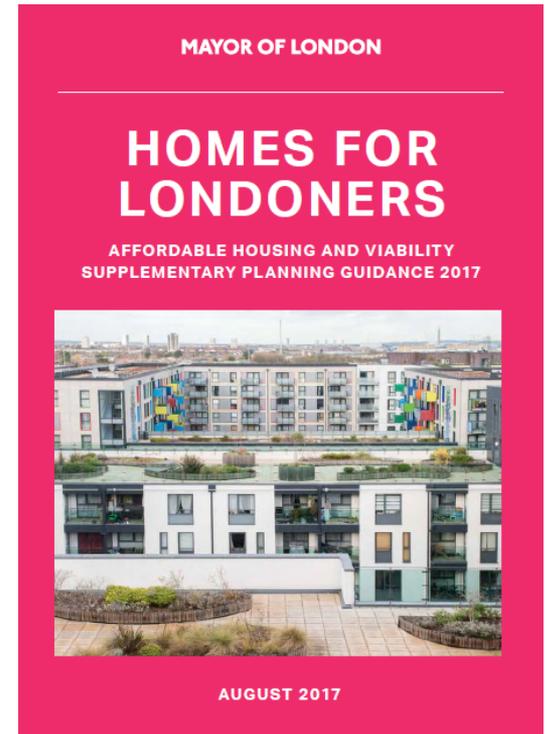
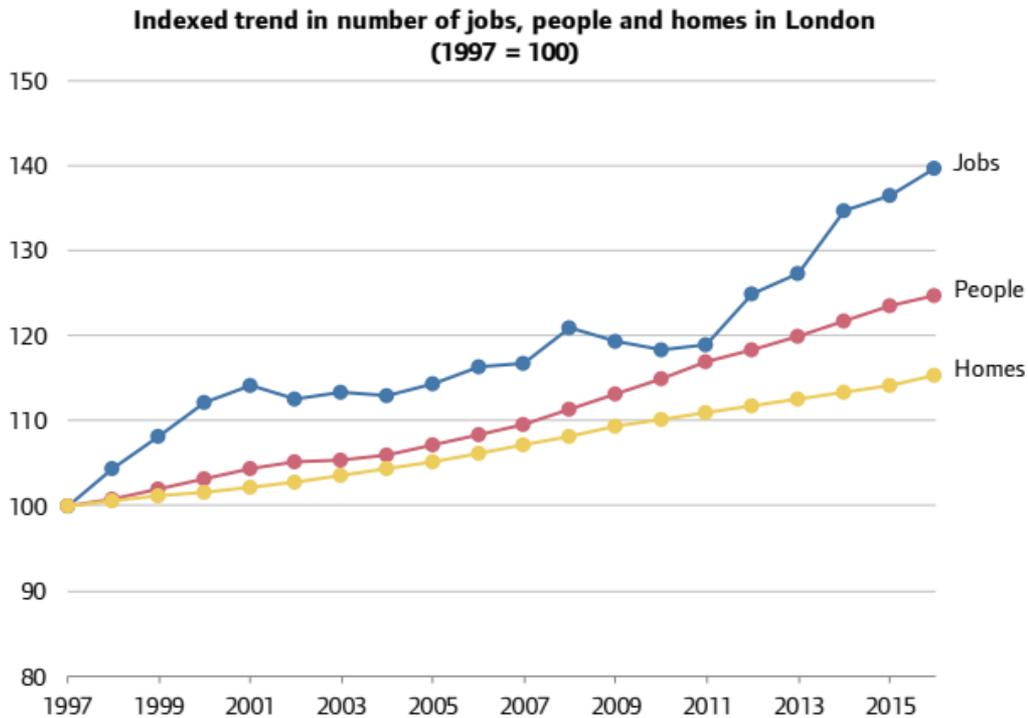
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Working better together



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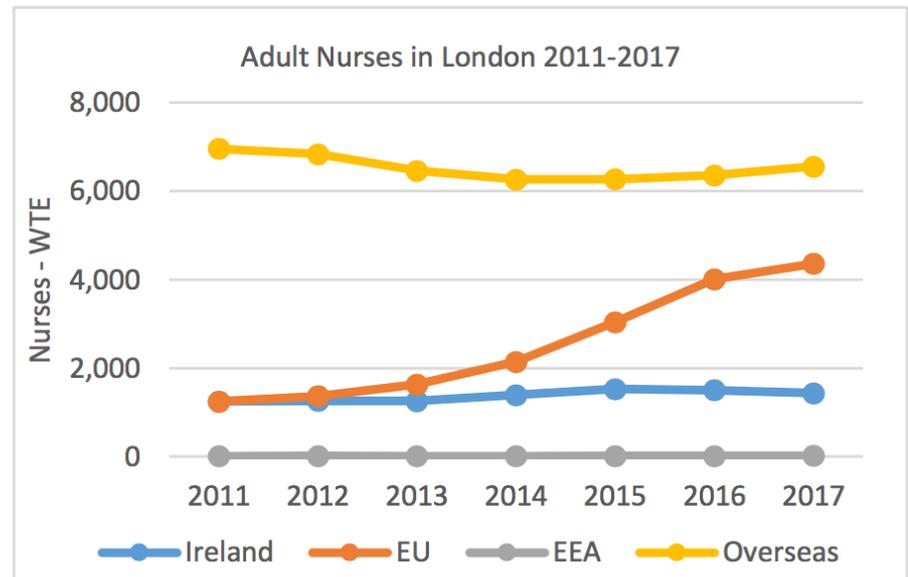
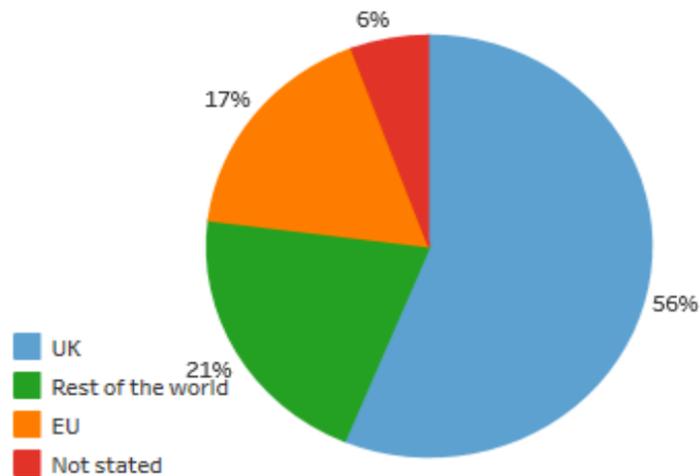
Estates



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Workforce

Adult Nurses in London, Aug 2017



Nursing profile and trend, by nationality, in London. Numbers of Adult Nurses in London by nationality in Aug 2017 and workforce trends by nationality from 2011-2017 (WTE, ESR March 2017)

Prevention

23%

of London children in
year 6 are obese.

10 -11 year olds

London has the highest rate
of obesity for 10-11 year olds
in England compared to other
regions.

THE LONDON PLAN

THE SPATIAL DEVELOPMENT
STRATEGY FOR GREATER LONDON
DRAFT FOR PUBLIC CONSULTATION

DECEMBER 2017



Estates

David Slegg

Director of Finance, NHS England (London)
Co-Chair, London Estates Board





NHS Estates: key commitments

Governance and delivery

- London Estates Board (LEB) with delegations of capital investment decisions
- London Estates Delivery Unit (LEDU)
- Support for development of sub-regional governance.

Capital investment and release

- NHS Trusts and FTs in London retaining capital receipts, and re-investing in line with system capital plans.
- Approach for NHSPS and CHP assets and sales which aligns national and London priorities.
- Ensuring that when surplus NHS sites are released, this considers wider opportunities.
- All health and care capital cases which are best considered jointly will be brought to the LEB.

Utilisation

A London report on NHS estate utilisation

Opportunities

- Identifying opportunities for 'marriage value'
- Streamlined business case approvals process
- Support to develop capital plans and deliver sites
- Clarity of capital availability, needs and pipelines to enable more effective health and care capital investment.
- London using its collective resources/assets to deliver housing



NHS Estates: London Estates Board

The nature of the London Estates Board (LEB)'s functions and decision-making ability will be phased over time.



Gateway points. Progression into the next phase will be subject to gateway criteria.



NHS Estates: implications

- Ensuring that the LEB adds value, with genuine and early engagement to make best use of all partners' expertise and influence.
- All parts of the system will need to work together to build a one public sector approach to how we plan for health and care infrastructure in London.
- We will need to enable support system-wide approaches while recognising statutory obligations of organisations
- To draw down delegated powers, we will need a clear capital plan, built up from sub-regional estates plans and co-developing an approach to prioritising limited funding

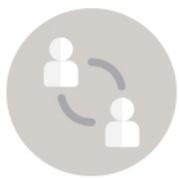


Integration

Andrew Eyres

Chief Officer, Lambeth and Croydon CCGs





Integration: key commitments

Contracting and payments

- Delegation of London's fair share of transformation funding
- Exploring changes to commissioning arrangements
- Support to develop new payment models.

Regulation and oversight

- Closer working at London level for CQC, NHSI and NHSE
- Consideration of joint roles across NHSE and NHSI.
- System-based regulation and oversight

Workforce

- London Workforce Board
- A London-wide workforce delivery system
- Exploring issues relevant to integrated working
- Exploring London weighting, in the context of challenges around recruitment and retention.

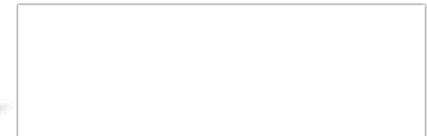
Opportunities

- Building partnerships and models of care from the bottom-up, delivering community based care and keeping people out of hospital
- Investing transformation funding in a way that meets London's unique needs
- A joined up approach to payments and regulation
- Co-developing workforce reforms, to enable the delivery of joint health and care training and workforce development, and supporting combined roles or closer working across health and care.



Integration: implications

- How can we engage better with local health and care partners and with local political leaders?
- Can we be bolder than national ambitions and ensure that our emerging health and care systems are able to moderate demand and incentivise collaboration through wider and deeper partnerships across health and care?
- How can we ensure partnerships and plans have time and headroom to develop to deliver reform and improvements?
- How can we co-develop an approach to prioritising limited funding that recognises system priorities?



Prevention

Professor Yvonne Doyle

Director, Public Health England (London)
Chair, London Prevention Board





Prevention: key commitments

Action on unhealthy habits

- Exploring the evidence base for initiatives, including action on illicit tobacco; gambling; impact of planning policy.
- Establishing a borough-led London-wide illegal tobacco and counterfeit alcohol enforcement team.
- Ensure the effective coordination of programmes which aim to combat childhood obesity (including soft drinks industry levy).
- Exploring options to further restrict the advertising and marketing of unhealthy food and drink in specific locations based on health harm.

Employment & health

- Transfer of Work & Health Programme funding to London
- Working with DWP and DH to test improvements to Fit for Work

Opportunities

- Focused and collaborative action on prevention and demand management
- Tackling the wider determinants of health – including employment, planning and housing - and addressing health inequalities.

Implications

- How can neighbourhoods, local areas, sub-regions and London best support consistent prevention strategies that are reinforced at every level and at every interaction with Londoners?



Panel discussion

- **Professor Jane Cummings**, Regional Director, NHS England (London)
- **Amanda Coyle**, Director, Health and Communities GLA
- **Dr Naz Jivani**, Chair, Kingston CCG
- **Professor Yvonne Doyle**, Regional Director, Public Health England (London)
- **Dick Sorabji**, Corporate Director: Policy and Public Affairs, London Councils
- **Daniel Elkeles**, Chief Executive, Epsom & St. Helier University Hospitals NHS Trust

Chair: **Will Tuckley**, Chief Executive, Tower Hamlets Council

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Comfort Break and Part 2

We want to work with you to shape the next steps for London

During the comfort break please think about the following:

- How can we ensure partnerships have time and headroom to deliver reform and improvements?
- How do we support system-wide approaches given statutory obligations of organisations?
- How can we maximise the potential of devolution in order to achieve the transformation needed to improve the health and care of Londoners?

Breakout sessions (apologies, space is tight so capacity is limited in some sessions)

- **Estates in Westminster Room** with: David Slegg (Regional Finance Director, NHS England London region), Brian Reynolds (Programme Director, One Public Estate), Henry Black (CFO, East London Health and Care Partnership)
- **Integration in St James Room** with: Vicky Hobart (DPH Redbridge), Andrew Blake Herbert (Chief Executive, Havering Council), Vin Diwakar (Medical Director, NHS England London), Sam Jones (former Director, New Care Models programme), Andrew Eyres (Chief Officer, Lambeth and Croydon CCGs), Richard Coleman (NED, Redbridge CCG)
- **Prevention in Room 460** with: Yvonne Doyle (Regional Director, PHE London), Steve Whiteman (DPH Greenwich), Naz Jivani (Chair, Kingston CCG), David Buck (Kings Fund)
- **Workforce in Room 461** with: Jane Cummings (Regional Director, NHS England London region), Lisa Bayliss-Pratt (Regional Director, HEE London), Amanda Coyle (Assistant Director (Health), Greater London Authority), Carmel Langstaff (Lewisham devolution pilot)



Integration Break-out session

Panel discussion with:

Vicky Hobart (DPH Redbridge)

Andrew Blake Herbert (Chief Executive, Havering Council)

Vin Diwakar (Medical Director, NHS England London)

Sam Jones (former Director, New Care Models programme)

Andrew Eyres (Chief Officer, Lambeth and Croydon CCGs)

Richard Coleman (NED, Redbridge CCG)

Discussion Questions:

- Across London, partners are trying to work better together to improve health and care for citizens. Often this means that organisations are engaged with a number of partnerships. What steps might be taken to reconcile the need to deliver place-based approaches with the reality that partnerships throughout London cross local and sub-regional boundaries (e.g. networked providers)?
- What opportunities does devolution offer to ensure there is congruence across the city whilst supporting and promoting different local approaches?
- How can we ensure the early involvement and engagement of all health and care partners in integration efforts, including primary care, local authorities and the third sector?
- Where could pan-London work best add value to local integration efforts, and what needs to be done to ensure that partnerships from across the city could engage in and benefit from this work? How can we make best use of learning from within London and elsewhere?



Estates and Capital Break-out session

Panel discussion with:

David Slegg (Regional Finance Director, NHS England London region)

Brian Reynolds (Programme Director, One Public Estate)

Henry Black (CFO, East London Health and Care Partnership)

Discussion Questions:

- How can we be more proactive in developing partnerships across health and care to support planning, development and access to innovative funding sources?
- How can we ensure that the LEB and the partnership it embodies adds value, with genuine and early engagement, particularly with local authorities and providers?
- How do we support system-wide approaches given statutory obligations of organisations?
- The opportunity for London to address its own capital investment challenge will require a clear capital plan, built up from sub-regional estates plans and co-developing an approach to prioritising limited funding. How can the LEDU best support this?



Prevention Break-out session, Room 460

Panel discussion with:

Yvonne Doyle (Regional Director, PHE London)

Steve Whiteman (DPH Greenwich)

Naz Jivani (Chair, Kingston CCG)

David Buck (Kings Fund)

Discussion Questions:

- How can we ensure that the London Prevention Board and the partnership it embodies adds best value to local work?
- How can we best support and encourage the development of sustainable partnership approaches to prevention, including partners outside the health and care sectors (e.g. housing, education)?
- How can we ensure that the learning from prevention initiatives (including the work referenced in the devolution MoU) is effectively shared and spread across London?



Workforce Break-out session, Room 461

Panel discussion with:

Jane Cummings (Regional Director, NHS England London)

Lisa Bayliss-Pratt (Regional Director, HEE London)

Amanda Coyle (Assistant Director (Health), Greater London Authority)

Carmel Langstaff (Lewisham devolution pilot)

Discussion Questions:

- How can pan-London work best complement local workforce needs and challenges? Should we focus collective energies on specific issues (e.g. apprentice levy) to test the collaborative approach?
- How can we ensure that health and care employers (including Trusts, primary care, social care providers) and trade unions are able to effectively engage with and influence pan-London discussions at the Workforce Board?
- How do we support system-based approaches while acknowledging the different statutory roles and remits of organisations?

Thank you for coming today. We look forward to shaping the future together...

London's journey to devolution

National milestones

NHS Five Year Forward View



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Better Health for London

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Better Health for London: Next Steps

2016

Healthy London Partnership established



Better Health for London: One Year On

Cities and Local Government Devolution Act 2016

Next Steps for the Five Year Forward View

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London milestones

Thank you