



North East London

# Barts Health NHS Trust

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Meeting name: INEL JHOSC

Presenter: Shane DeGaris, Chief Executive

Date: 6 November 2024

## National developments

- The Darzi report sets the scene for a new 10-year NHS plan in the spring. This sets out the need for three strategic shifts to prevention, community and digital as being key to NHS sustainability.

## Elective update

- In the last six months our hospitals treated almost 18,000 people who would otherwise have waited more than 65 weeks for a planned appointment. This has reduced the number of patients for treatment to 590. Most of these are complex cases, and we are working across NEL and the London region to find a treatment solution for them.
- We recently received funding from Barts Charity to fund additional surgery robots, which enable less invasive treatment and result in faster recovery for patients.

## Urgent and Emergency Care

- Our emergency departments at the Royal London, Newham and Whipps Cross hospitals remain busy.
- We are seeing increasing numbers of patients presenting in our ED who require mental health support and, unfortunately, they are now staying in ED longer as we wait for the care to be available in the mental health trusts.
- We continue to see high numbers of patients awaiting discharge remaining in hospital due to homeless or because they require social care support that is unavailable.
- This is impacting on other patients, and we are working with our system colleagues to address this ahead of the winter so we can maximise our capacity for patients requiring medical treatment.
- We have also been given additional support from NHS England to look at our ED pathways to help reduce admissions and avoid discharge delays.

## Financial position

- Like the rest of the NHS, our financial position is challenged, primarily driven by operational pressures which require additional funding to keep patients safe in our hospitals.
- We have been impacted heavily by industrial action, so we are pleased to see that an agreement has been made with the BMA to end consultant and junior doctor strikes.

## Board appointments and changes

- Adam Sharples is now acting Chair of Barts Health following the resignation of Jacqui Smith in July. The appointments process for the new Chair is underway.
- This signals an intention to expand our collaboration with our neighbouring Trusts, and we have established an Acute Provider Collaborative to lead this.
- Ann Hepworth has joined our Board as the Director of Strategy & Partnerships.
- Our Chief Medical Officer, Professor Alistair Chesser will step down from his role in March 2025 but will remain at the trust in a clinical role.

## Other highlights

- The latest series of [Channel 4's Emergency](#) was aired in August and showcases the incredible work being done by our trauma teams at The Royal London Hospital.
- In September, local MPs James Asser and Uma Kumaran and Councillor Susan Masters attended the official opening of our new intensive care unit and ward at Newham Hospital.



North East London

# Homerton University Hospital NHS Foundation Trust

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Meeting name: INEL JHOSC

Presenter: Bas Sadiq, Chief Executive

Date: 6 November 2024

# Homerton Healthcare NHS FT

## Operational performance

- **ERF Performance** achieving **118.9%** against plan for **first 5 months (Apr'24 – Aug'24)**. Please treat this as provisional until NHS E release their figures.
- **Elective care performance** Trust's **Aug'24** PTL position is **35, 198. 281** patients waiting over 52 week at end of **Aug'24**. The number of pathways transferred from other NEL trusts – c. **10,817** pathways to-date.
- **Cancer – Jul'24** 62-day treatment performance was below target (**75.9 % in Jul'24**); 2ww referral performance is below target (**73%** for **Aug'24**). 2ww wait performance is primarily impacted because of the Breast Surgery position due to Radiology staffing capacity.
- **4-hour emergency care performance** in **Aug'24** is **87.1 %** compared to **86.9 %** in **Jul'24**. However, the performance is above the target of 78%.
- **Community services:** IAPT Recovery Rate for **Aug'24** is **57.0%** against the target of 50 %. One of the new metrics for 2024/25 is, Reliable recovery rate for those completing a course of treatment and meeting caseness. For this metric, Trust achieved **53 %** for **Aug'24** (against the target of 48%).

## Corporate activity

- In July Lei Wei joined the Trust as Chief Financial Officer, from Surrey and the Borders Partnership NHS FT. Lei took over from Rob Clarke.
- **Reducing our spend on agency staff** – the Trust spent £6.3 million less on agency staff in the first six months of this financial year compared to the same period last year.



North East London

# North East London Collaborative updates

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Meeting name: INEL JHOSC

Presenter: Lorraine Sunduza OBE, Chief Executive

Date: 6 November 2024

# Mental Health, Learning Disability and Autism Collaborative

## Introduction

The North East London Mental Health, Learning Disability and Autism (NEL MHLDA) Collaborative is a partnership between the NEL Integrated Care Board (ICB), East London Foundation Trust (ELFT), North East London Foundation Trust (NELFT), and the seven place-based partnerships. Lorraine Sunduza OBE, who is ELFT's CEO, is the Senior Responsible Officer (SRO) for the Collaborative.

The aim of the Collaborative is to work together to improve outcomes, quality, value and equity for people with, or at risk of, mental health problems and/or learning disability and autism in north east London.

## Approach

We collaborate closely with service users and carers, communities, local authorities, primary care and the voluntary and community sector. The Collaborative includes a joint committee to carry out functions associated with investment, and the Programme Board to develop and deliver the Collaborative programme.

# Community Healthcare Collaborative

## Introduction

The North East London NHS Community Collaborative (NELCC) aim is to improve community health services by working collaboratively across NHS trusts, local authorities, and other healthcare providers including, East London NHS FT, North East London NHS FT, Homerton Healthcare NHS FT and Barts Health NHS Trust. NELFT CEO, Paul Calaminus is the SRO for the NELCC.

The collaborative focuses on delivering more integrated, person-centred care, improving outcomes for local populations, and enhancing the efficiency of community health services in the region. Through this partnership, they aim to address health inequalities and ensure that patients receive the right care in the right place at the right time.

## Approach

To maximise benefits, it is advantageous if we - NEL providers - work together to reduce variance, improve equal outcomes for local residents, share best practice and provide mutual aid. The CHS collaborative can continue to add value as the coordinator, enabler and conduit for community care in NEL. It brings together PLACES and providers to progress system wide solutions, share local learning and ensure impacts of potential decisions are fully articulated to give a NEL wide umbrella position to NHSE.

# Mental Health, Learning Disability and Autism Collaborative Update

## Collaborative Priorities

### National Priorities from NHS England

- Dementia diagnosis rate
- Reducing out of area placements
- Perinatal access
- Talking Therapies recovery and improvement outcomes
- Children and young people's mental health access
- Physical health of people with SMI
- Inpatient quality plan

### 5 Local Priorities

- Private sector bed exit plan
- Neurodiversity services review project
- Housing review and complex care
- Mental health in emergency departments
- Reducing and preventing self-harm in children and young people

### Learning Disability Priorities

- Reducing variation in use of dynamic support registers
- Reducing reliance on inpatient services
- Improving quality of inpatient care in mainstream mental health settings
- Improving physical health of people with a learning disability
- Understanding variation in the community learning disability service offer

### Service User Priorities

- Improving experience of accessing mental health services
- Promoting children and young people's right to access confidential care
- Increasing the number of lived experience roles

# Mental Health, Learning Disability and Autism Collaborative Update

## Service User and Carer Priorities

Since holding a Mental Health Summit in 2022, service users and carers have been central to leading improvements in areas that matter most to them. This has meant translating priorities into lived experience-led improvement projects – giving them the confidence and skills to accomplish their aims.

### Project Welcome

- Improving experiences when first accessing services by ensuring they feel welcomed.
- Lived experience leaders are working with two east London community mental health teams to review welcome packs.

### Project Buzz

- Improving experiences of waiting to be seen in clinical settings.
- Research has been undertaken to explore ‘buzzer’ systems, allowing service users to wait in alternative places.
- However, no teams to date are currently able to test this technology.
- The project team will explore alternative adaptations to improve waiting experiences.

### Project Social

- Creating experience-led social media channels, with the support of ELFT/NELFT’s communications teams.
- The aim will be to share residents’ stories with the wider community.
- The project team will soon record its first podcast, focussing on what people do during a mental health crisis.

### Project Jobs

- Focussing on skills development and supporting those working in lived experience professions.

### Project Research

- Establishing a lived experience research unit across NEL, evidencing improvements in accessing services.
- Lived experience researchers will review home treatment services across NEL in collaboration with the Crisis Improvement Network.



# Mental Health, Learning Disability and Autism Collaborative Update

## Latest Updates

### Mental Health Crisis Support

In 2023/24 and 2024/24, the Collaborative has delivered:

- Launch of Rodney Ward, a ward to provide an additional 12 inpatient male acute mental health beds to residents in NEL.
- Creation of mental health crisis response service via NHS 111 since April 2024.
- Appointment of a new Lead Nurse for Mental Health in emergency departments (ED) to improve quality of experience.
- Coordination of 'Right Care, Right Person' to ensure safe responses to those calling 999, when requiring mental health support.
- Review of Health-Based Places of Safety, including adding an additional Section 136 Suite at Goodmayes.
- Investment at King George's Hospital following a review of capacity/demand of psychiatric liaison services.

### Special Review of Mental Health Services at Nottinghamshire Healthcare

- MHLDA Board is undertaking a rapid review of community services for people with Serious Mental Illness (SMI) and complex needs.
- Further workshops are planned for the autumn to address gaps before approval at the ICB's Board meeting in public later this year.

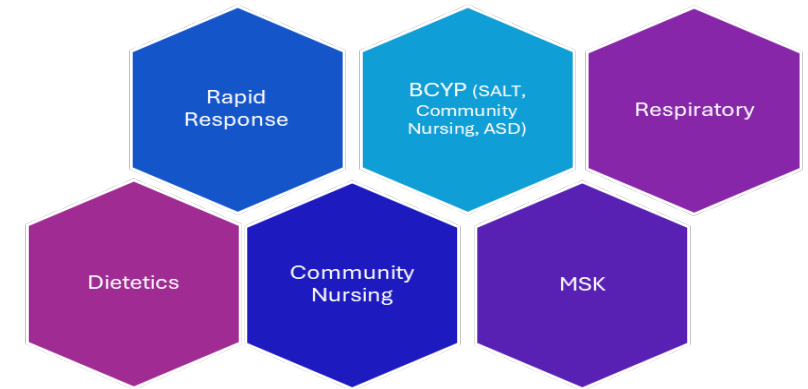
### Additional Areas of Note

- The Collaborative has been shortlisted for 'Provider Collaboration of the Year' at this year's HSJ Awards.
- Stephen Halsey, the Chief Executive of the London Borough of Tower Hamlets, has joined the Collaborative as a local authority committee member.

# Community Healthcare Collaborative

## Improvement Networks

The North East London NHS Community Collaborative (NELCC) is made up of a number of improvement networks. Focus areas include working to consistent, core offers for all North East London Residents, sharing best practice and learning, improving clinical pathways and service delivery and reducing waiting times.



## Improvement Update

- **MSK:** Wholesale system-wide transformation - across primary care, acute and community - by fostering collaborative efforts in prevention, timely detection, and lifelong care. The network will also focus on early advice, reducing waiting times and moving support from hospitals into community services. Agreed priority areas of focus include developing a Single Point of Access (SPoA) and workforce.
- **Children's Services:** Agreeing a core offer for children's community nursing that is equal across North East London, making best use of our skilled therapeutic workforce, improving early support and reducing waiting times for children with neurodiverse needs, their families and schools.
- **Community Nursing:** Developing a core community nursing offer across North East London with lived experience experts, with an initial focus on discharge pathways (between acute hospitals, community nursing and primary care) and diabetes. This will link to improvement networks focusing on rapid response (urgent community response) and our intermediate care and community beds.
- **Rapid Response:** Looking at types of interventions provided by rapid response teams, sharing learning and good practice as a community of providers. The network has scoped out and understood the core offer and standardisation model and clinicians and operational leads will be sharing best practice and discussing winter plans.
- **Intermediate Care Beds:** Working to improve the commissioning arrangements for specialist pathways, to achieve improved outcomes for North East London Residents.

# Community Healthcare Collaborative Update

## Latest Updates

### Focus on Reducing Waiting Times

Key operational initiatives have been launched to reduce waiting times, particularly over 52 weeks. A significant focus is on children's therapy services and musculoskeletal (MSK) services.

- The total number of patients on the waiting list for all adult services in NEL is 25,820, based on June 2024 data – an increase of 3% compared to May. The largest waiting list is for MSK. The MSK transformation collaborative has set a goal to reduce waits to 6 weeks.
- Despite children and young people making up 25% of our population, they are disproportionately affected by long community waits. The total number of patients on the waiting list for all CYP services in NEL is 11,863, based on June 2024 data - a decrease of 8.9% compared to May. The largest waiting list is for Community Paediatric Services. In June, the total number of those waiting for 52 weeks and over was 1,687 and our aim is to ensure no young person waits over 52 weeks.

### Joint Planning Sessions

- Five collaborative planning sessions involving over 40 stakeholders from PLACES, providers, and the third sector. These sessions agreed on the core community collaborative strategy and priorities with a transparent understanding of income, expenditure, and pressures across the NEL system from all four community providers.

### Promoting the Impact of Community Services (PICS) and Collaboration Across Regions

- PICS involves collaboration with leaders from North Central London, Mid-South Essex, other London ICSs and NHS England policy and quality improvement leads. The group aims to influence national strategies, establish a core community offer, and identify local challenges and share resources.

### Shift Left Investment Decision Evaluation Tool

- In line with the Darzi review, the development of this tool can evidence the economic case for increased investment in community services by quantifying the return on investment and demonstrating the system-wide impact, particularly in reducing reliance on acute care.

### Performance and Data Quality

- We are working with NHS England to address data anomalies, improve quality, and establish baselines for accurate reporting. This has involved setting up a Providers Data Group to tackle issues such as waiting list discrepancies and data reporting variations by undertaking an overall data quality review, looking at local data analysis and governance and clarifying processes and requirements for local and national data submissions.