

System Intentions 2018/19

Background

So what are these “system intentions”?

Since 2013 there have been NHS Clinical Commissioning Groups (CCG's), for each London borough. Essentially each CCG told local providers, such as hospitals, what they thought was needed for patients in their patch, and drew up contracts individually with them to ensure that certain services were available.

However, a new direction was set nationally in 2016 by NHS England, in order to plan ahead over the next five years. This was done in part to save money, and in part to seek improvements where things were not working well, such as long waiting times, poor GP access, and much needed improvements in mental health care. To achieve this the local NHS bodies (CCG's) were asked to work more closely with neighbouring CCG's, and with their providers and local councils.

In 2016 therefore, the North Central London CCG's in Barnet, Camden, Enfield, Haringey and Islington came together with their local councils, to begin organising health and social care services together. As elsewhere in England, they developed a Sustainability and Transformation Plan (STP), a detailed picture of the local health and care landscape. This also outlined how North Central London would go about achieving both the efficiencies and service improvements required.

This major partnership of NHS and council organisations has branded itself as North London Partners in Health and Social Care. The five CCG's have set up a Joint Commissioning Committee to improve the efficiency of purchasing hospital care for patients across the five boroughs, while individual borough CCG's will continue to commission mental health, community and other services.

At the same time, North Central London Partners will work towards developing more co-ordinated services at scale across the whole NHS and social care system, throughout the five boroughs. To signal its intentions it has produced a set of guidelines for how it will go about this. These are known as "system intentions".

The "system intentions" are arrived at by taking into account the national NHS England priorities, as well as particular local challenges identified in the STP by in the five boroughs. They must also take account of the views of patients and the public in the area.

System Intentions for 2018/2019

So what happens next?

The joint working began slowly in 2016/2017. This has developed further in the current year, with a small team now appointed at North Central London level to develop the partnerships between both the CCG's, local councils and hospitals that are needed. Changing the current system is a major challenge and expected to take time to achieve.

The system intentions for 2018/19 are intended to continue to progress towards the "big picture" challenges in our area, as identified in the STP document and to increase collaboration between the NHS, local

authorities, and providers of all services. These challenges concern preventing ill health, reducing variations in care and the cost of services, and bringing in new ways of providing care - as well as finding the savings of some 4.5% that have been required by NHS England. In practical terms they plan to do this by:

- Supporting teams working across the NCL area to improve provision in several areas. The work streams will include prevention, care closer to home, urgent and emergency care, mental health, and non-emergency surgery and medical treatments (known as planned care, because they can be arranged in advance).
- Ensuring local views about the need for investment in primary care and preventive care are taken account of, including the strong desire for making GP's practices the centre of co-ordinated care by health and social care teams. Moves towards the involvement of patients and a carers in designing and managing their own care will be encouraged, as will reducing the variation in the quality of care across North Central London in primary and hospital care.
- Whilst recognising the advantages of providing services at scale across the patch, allowing other services to still be purchased at individual CCG level where a specific need has been identified.
- Looking closely at those specialist services provided directly by NHS England, to see if these can be more cost effectively or locally provided
- To meet the financial saving required, NCL Partners will look carefully at the way it pays for services in future, and at how the

- payment systems can be shaped to give the right incentives to those who provide services. This will mean experimenting with payments mechanisms and contract terms and conditions, and in the future building these into contracts from 2019/20 onwards
- Providing more services jointly run by the NHS and the local authorities in North Central London. In particular they will develop plans together to improve services for those with Learning Disabilities, and to avoid admission to hospital by providing support in the community. Both staff and buildings will increasingly be seen as shared assets
- Continuing to work to deliver NHS England priorities, e.g. to upgrade the urgent and emergency care system, to strengthen access to good quality care through GP services, and to improve cancer services and mental health provision.