



West London Clinical Commissioning Group

15 Marylebone Road
London NW1 5JD

By Email

Mr Mansfield QC
c/o Peter Smith
Room 39
Hammersmith Town Hall
London
W6 9JU

23 February 2015

Dear Mr Mansfield QC,

NHS West London CCG submission

Thank you for giving NHS West London Clinical Commissioning Group (WLCCG) the opportunity to submit evidence to your inquiry. This letter, and the supporting documents enclosed, provides evidence to demonstrate that we are committed to the Shaping a Healthier Future programme, and that we are able to commission and provide the services that meet the needs of residents across North West London.

The GPs of West London CCG have served the local community for many years, care passionately about the services we provide and the challenges we face as people live longer and the population of London increases. We remain committed to the principles of centralising specialist hospital care onto specific sites. At the same time, we continue to invest in out of hospital care so that we can prevent avoidable visits to acute care and A&E.

In 2012 we developed our '*Better Care, Closer to Home*' strategy which demonstrates our longstanding commitment to providing high quality community services. Our key commitments are to:

- Develop interventions that empower patients to stay healthy for longer, prevent ill-health and reduce health inequalities,
- Develop a greater range of well-resourced services in primary and community settings, designed around the needs of individuals,
- Ensure quality improvement and innovation across the whole system - this is central to our plans to deliver better value for money in the process,
- Put the needs of patients first to ensure the coordinated and integrated delivery of health and social care.

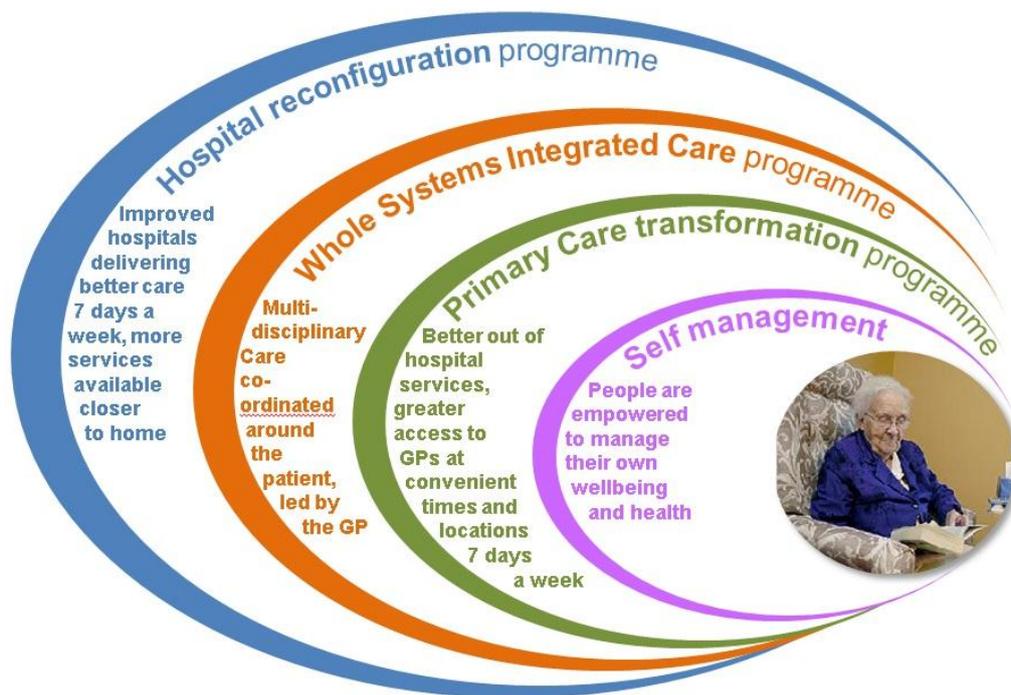
These commitments support patients to access care closer to home, maintain their health, and prevent avoidable visits to acute care and A&E.

WLCCG, as part of the wider North West London NHS, is involved in a number of transformational programmes, all of which align in a way that will help us to achieve our vision of '*Better Care, Closer to Home*'. Our key programmes are outlined below.

Chair: Dr Fiona Butler
Chief Officer: Daniel Elkeles
Managing Director: Carolyn Regan

CWHHE is a collaboration between the Central London, West London, Hammersmith & Fulham, Hounslow and Ealing Clinical Commissioning Groups





Transforming Primary Care

Our practices provide high quality accessible primary care services and we are committed to supporting them to achieve our 'Better Care, Closer to Home' vision. To support this, we have invested in four GP practices and two walk-in centres that are open during the weekends and available to all patients.

Through the Prime Ministers Challenge Fund (PMCF), we have further invested in 28 practices, offering telephone consultations as an alternative to face to face appointments. Five of these offer email consultations, and 22 offer online appointment booking.

We are committed to ensuring better access to primary care and in 2015/16 we aim to offer all our patients urgent appointments within four hours, and they will be able to access primary care anytime between 8.00am and 8.00pm.

We are excited by our emerging GP Federation which will incorporate all of our practices and has aspirations to be a credible provider of choice for innovative primary care services, including provision of Out of Hospital services, bringing services previously provided by hospitals into the community

We are confident that these initiatives will provide services for patients that offer more convenient and continuous care than using A&E services.

Whole Systems Integrated Care

Our Putting Patients First Initiative builds on the principle of care planning, case management and integrated working, and all of our practices have regular Multi-Disciplinary Team (MDTs) meetings, which include input from social care.

In addition to this, we commission Age UK Kensington & Chelsea to provide 13 Primary Care Navigators based in local primary care practices to help patients aged 55 and over with complex physical and/or mental health needs navigate their way around the health and social care system. They provide information to support patients' needs and can also co-

ordinate their care. This improves the take-up of services, and also reduces social isolation and can provide feedback to their GPs concerning any gaps.

During the first quarter of 2015, we are launching our Whole System model of care for Older People - initially in the North focusing on creating a dynamic, multi-professional hub at St Charles. This is a new model of primary care, where the GP is central to caring for older people and is able to offer care planning appointments with rapid access to a number of other providers including social care and the third sector. In quarter two we will launch our model in the South. The key principles outlined in the model are:

- 1) Centred around the holistic needs of the service users and carers, involving them in all decisions while providing simpler access and a shared care plan;
- 2) Personalised and tailored to changing health as well as social needs, covering planned as well as reactive needs and one that empowers self-care;
- 3) Has clear point of accountability (both for clinical and non-clinical outcomes) with a core team that reflects user's needs and helps coordinate their care;
- 4) Is supported by a number of local operational whole systems bases where joint teams work on a day to day basis coordinating the care and tracking outcomes;
- 5) Helps coordinate the services (via the base) as needed from different organisations, on behalf of the service users and their carers;
- 6) Is brought together by shared cultural values and ethos, organisations working as an Accountable Care Partnership that is commissioned to single set of outcomes and is enabled by shared systems and incentives.

At the heart of our Whole Systems Model is the newly commissioned Community Independence Service (CIS). This will deliver more rapid and responsive out of hospital care for people with acute needs; care will be provided by health and social care teams working together in a co-ordinated way. The tri-borough CCGs (Central London, West London and Hammersmith & Fulham CCGs) have commissioned a single provider to manage the new financial investment of £1.7m (to health providers) over 2015/16 to ensure appropriate staffing levels for the expected increase in referrals and delivery to the new specification across all boroughs. The CIS will deliver more rapid and responsive out of hospital care for people with acute needs which will be provided by health and social care teams working together in a co-ordinated way.

Through the Better Care Fund, we will see an increased investment in neuro-rehabilitation community and bed based capacity, and extension of the community rehabilitation period up to 12 weeks in the community including homecare. We have also developed self-management and peer support programmes/interventions, with a focus on those with chronic obstructive pulmonary disease (COPD), cancer, diabetes and, dementia; and we have extended Personal Health Budgets to adults with long-term conditions. We are working on an integrated Adult Social Care and primary care IT system.

Acute services in North West London

Our Accident and Emergency departments have done an incredible job this winter to deliver even more care than ever. We have already increased senior cover with six more A&E consultant posts across Imperial College Healthcare Trust's A&E sites.

Chelsea and Westminster Hospital remains one of our flagship hospitals, and we are proud to commission services from it. We are constantly seeking improvements to the site, investing in an expanded A&E services, adding more inpatient beds as well as expanding the critical care capacity with a new Intensive Care Unit.

Urgent and Emergency Care in North West London

Urgent Care Centres play a vital role in providing care when patients really need it, but when their condition isn't life-threatening. We now have nine 24/7 urgent care centres including St Mary's, Chelsea and Westminster, and Charing Cross hospitals.

Our Better Care, Closer to Home strategy has rapid response to urgent healthcare needs as one of our key priority areas. We continue to work to ensure that patients requiring urgent or emergency care are treated in the appropriate timeframe and setting for their needs. By using services in the community, such as those described in this letter, we are working to reduce unnecessary Urgent Care Centre and A&E attendances and avoidable hospital admissions.

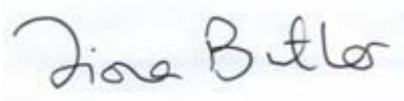
During 2014/15 we are looking at ways to improve NHS 111 and have commissioned a 'GP in the room' pilot over winter to enhance pathways for complex or vulnerable patients. We will also commission local health champions to support the community to understand how best to access urgent care, including encouraging patients to use their local GP practice as an alternative to secondary care services.

We will be holding health roadshows in the spring of 2015 to convey these messages to as wide an audience as possible. We are also developing a self-care website, which will include helpful information about urgent care, to support patients with choosing appropriate services.

Based on monitoring of services commissioned using 'winter pressures' funding during 2014/15, we will commission on a recurrent basis those services that can be shown to have contributed sufficiently to the effectiveness and efficiency of the whole system to make baseline funding a worthwhile investment. The GP in the room was an example of this; evaluation of the project will be presented to us later in the year, and will inform our future commissioning decisions.

I trust that the above reassures you of our on-going commitment to supporting the Shaping a Healthier Future agenda across North West London and locally in West London.

Yours faithfully

A handwritten signature in black ink that reads "Fiona Butler". The signature is written in a cursive, flowing style.

Dr Fiona Butler
Chair, NHS West London CCG