

London

Strategic Clinical Networks and Senate

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Key achievements – 2013/14

London Clinical Senate

Senate Council – 24 members

Senate Forum - ~350 members

- London Senate Council Chair appointed in December 2012 and in post since February 2013.
- Chair of the London Senate Council is Dr Jane Collins, Chief Executive of Marie Curie
- Dr Andy Mitchell, Regional Medical Director, and Caroline Alexander, Regional Chief Nurse, Co-Chair the London Clinical Senate Forum (slightly different arrangement to the rest of England due to London having had a Clinical Senate in place since 2010)

London Strategic Clinical Networks (over 1000 members)

Cardiovascular

- CVD Outcomes Strategy engagement event held and included whole pathway of care, including public health, patients, service users, providers and commissioners
- Developed CVD commissioning intentions for London CCGs Strategic Planning Groups

Cardiac

- Rolled out Inter Hospital Transfer (IHT) system across London between April – December 2013. Now embedded with the providers.
- Successful arrhythmia pilot of new protocol in South London. Protocol signed off by the London Senate and is now embedded in London Ambulance Service (LAS) procedures.
- Secured British Heart Foundation funding for three London providers to support diagnosis of familial hypercholesterolaemia via bid process

Stroke

- Annual review and report with CCGs of hyper acute stroke units (HASU) and acute stroke units (SU) performance against the London quality standards
- Transfer of the 'stroke look up tool' to the Royal College of Physicians
- Commissioning and implementation of best practice for early supported discharge of stroke patients
- Developed and commenced implementation of the detection and management of atrial fibrillation in primary care based on NICE guidelines
- Held a London-wide atrial fibrillation event to share best practice across the whole patient pathway

Renal

- Mapped renal centres and satellite units across London as part of reviewing patient access to services
- Joint work with the Diabetes SCN to embed 'one stop shop' approach to patient care
- Reviewed London Renal Registry data at a CCG level rather than provider view in alignment with the annual report
- Developed capitated outcome-based incentivised commissioning (COBIC) and service provision

Diabetes

- Clinical Director Dr Stephen Thomas attended the Mayor's London Health Committee to challenge the Greater London Authority to join with the NHS to reduce the prevalence of diabetes and its impact by addressing some of the wider determinants of health
- Completed survey of service provision across London
- Piloted 'one stop shop' approach to earlier diagnosis and prevention of limb loss and vision impairment
- Developed capitated outcome-based incentivised commissioning (COBIC) and service provision

Children

- Strategic Clinical Leadership Group established to bring together clinical leaders from across London to improve children's services. Clinical Lead recruited and group has 38 clinical representatives from tertiary, secondary, primary and community care, local authority and patients and public (Children England, National Children's Bureau and Association for Young People's Health).
- Children's Commissioning Group established to bring together children's commissioners from all settings to strengthen commissioning of children's services and future advice to Strategic Planning Groups.
- Proposals developed to implement three Children and Young People Healthcare Networks to enable a population based view of delivering healthcare for children, linking providers with public health and commissioners to improve children's health outcomes.
- Collation of existing children and young people healthcare standards to facilitate commissioning of services.
- Serious Incidents involving children which appeared to involve system level factors analysed. Findings published and recurrent factors used to facilitate the improvement of services.
- Nine pathway groups established, with in total 204 clinical members, including:
 - Critical Care – Agreement to strengthen HDU provision for children. Baseline assessment of providers initiated. Survey shared with other SCNs nationally for adoption.
 - Oncology – Agreement from London Cancer and London Cancer Alliance to develop model of care and rationalisation of PTC's and POSCU's in London. Proposals considered during stakeholder/patients events.
 - Asthma – Agreement to develop strategy and pathways to reduce variation in childhood asthma management. Being used as an exemplar of commissioning.
 - Cardiology – Agreement to develop standards for joint cardiac clinics and transition to adult services in networks.
 - Paediatric Diabetes – Agreement to adopt the London and SEC diabetes networks (5 networks and overarching partnership board). Work plan agreed, peer review almost complete for providers and 5 networks. Best practice tariff implementation in progress.
 - Gastroenterology – Developed a standardised inflammatory bowel disease pathway for children to implementation. Transition survey developed and distributed to specialised centres.
 - Nephrology – Agreement to develop pathways for four renal conditions.
 - Surgery – Agreement to develop surgery networks in London. Developed London wide surgical transfer protocols. London Ambulance Service paediatric transfer data analysed.
 - Neonates – Host organisation appointed for London Neonatal ODN. Three networks established and Joint Boards taken place.
- Neurosciences – Children's Neuroscience Networks (for the neurosurgical child) being established by four Children's Neurosurgical Providers
- Engagement - Launch event attended by more than 100 stakeholders; two newsletters distributed to approximately 700 stakeholders.

Maternity

- Key priorities established to improve outcomes in London maternity services which remain worse than those England wide (maternal death, serious maternal morbidity, stillbirth and patient experience)
- Developed London-specific toolkits of national best practice in specific areas of concern (eg, customised growth charts from the West Midlands to reduce London stillbirth rate)
- Ensured London wide service user representation particularly from 'hard to reach groups'
- Developed toolkits in key areas of good practice for sharing across London (eg, fetal fibronectin, / pre term labour and outpatient induction of labour) to improve patient experience and potentially reduce hospital bed days

Mental Health

- Mental Health CCG Leadership Programme - 38 GP CCG leaders from across London, networking virtually and in person
 - Six mental health leadership events and commissioning surgeries held to date
 - LinkedIn groups, consisting of more than 300 members, have been set up to enable members to network with leaders between meetings; membership includes commissioning managers, experts and representatives from various organisations and networks
 - The leadership programme completed in 2012/13 and this network model is being rolled out across the rest of the country by NHS England
- Primary care: Scoping completed with draft publication due in July which will produce case for change narrative
- Urgent care: Psychosis: scoping phase and literature review completed. Survey under way to track current provision
- Long term conditions: survey of CCG provision and provider perspective of psychological support offer completed
- Perinatal mental health network established

Dementia

- Core elements and outcomes for dementia training developed (including defining the tier approach to training) and will be adopted London-wide by the three LETBs and potentially by Health Education England
- Survey of dementia leads in hospitals to scope good practice and what support is needed
- Two-thirds of provider trusts have committed to implementing a Dementia Action Plan, with 75% now also committed to support Public Health England Dementia Friends campaign (to be launched 7 May)
- Baseline of all dementia data collated and shared with London Dementia Commissioners Network
- Held dementia awareness sessions for NHS England (London region); to date more than 100 staff have seen 'Barbara's story and 40 are now Dementia Friends

Neurosciences

Information workstream:

- Creation of a London neurological information website; in testing stage
- Production of a stakeholder newsletter

Integration workstream:

- The design of a neurological model for GP led care planning for multiple sclerosis as a test condition with NW London CCGs (pioneer site)
- Testing implications of neurological clinical specialist attending social care multi-disciplinary team, with Enfield social services

Quality and safety workstream:

- Design and distribution of quality and safety audit for regional neuroscience centres, local hospital neurological services, neurological rehabilitation - specialist, community (primary care and social services in design stage)

Shared learning workstream:

- Selection of common primary care neurological condition pathways - headache, dizzy spells and transient loss of consciousness. Intention to select/produce support aids for GPs held on a primary care IT system e.g. EMIS web. To be tested in Barnet and Kingston CCGs.
- Two members of the workstream are members of the national acute headache working group recently established.

Borough based teams - Teams established for each borough; launch event scheduled for June

Tuberculosis

- London TB Control Board set up
- London TB service specification published
- London TB commissioning intentions produced and agreed with London CCGs
- London TB key performance indicators agreed and included in provider contracts

London Strategic Clinical Networks and Clinical Senate: *Key achievements 2013/14*

- Primary care based latent TB case finding guide for commissioners and GPs
- Primary care based latent TB case finding business cases written with CCGs
- Primary care based latent TB case finding implemented with one CCG rather than just a small pilot
- Current National TB Strategy consultation drawn heavily on the London TB model of care

Respiratory

Products produced by the clinical leadership group and distributed to provider organisations:

- **Flu fact sheet** - The flu fact sheet explains the benefits of flu vaccination for clinicians and patients. The facts (death, admission and vaccination rates for frontline staff) ; action to be taken by clinicians to increase vaccination rates within their organisations and indirect benefits to patients are outlined
- **10 top tips for CCGs wanting high level respiratory care** - Ten tips to minimise the impact and cost of adult asthma and pneumonia, chronic obstructive pulmonary disease and pulmonary fibrosis (idiopathic pulmonary fibrosis) summarised for commissioners
- **Inhaled corticosteroid card** - Inhaled corticosteroid card for the management of asthma produced. The card references the most common and new drugs and will be disseminated to provider organisations

General**Organisational development**

- Establishment of 'Oversight Group' with 50 members
- Establishment of clear governance arrangements
- Defining our team values, as open and transparent, ensuring that patient views and clinical evidence form the foundation of our work
- Development of project management resources across all teams

Strengthening commissioning

- Expansion of original remit to include an additional 15 networks beyond the scope of the 4 mandated clinical focus areas; including 6 clinical networks plus 9 networks across 4 focus areas of operational delivery networks (ODNs). Additionally, there are a further 6 networks with a shared remit between the Medical Directorate and Transformation and Public Health directorates.
- Appointment of clinical directors across 9 SCNs and 5 clinical networks (total 15 clinical directors)
- Recruitment to the leadership groups for all of those networks and their working groups (approximately 1,000 clinical leaders in the capital)
- Creation of work plans based upon agreed clinical priorities for the capital
- Patient and public involvement strategies integrated into all of the networks

Events

July 2013 – Neuroscience SCN launch – 100 delegates
 July 2013 – Mental Health SCN launch – 99 delegates
 September 2013 – Children's SCN launch – 160 delegates
 October 2013 – Acute Hospital Dementia Network – 53 delegates
 December 2013 – Stroke / atrial fibrillation – 57 delegates
 January 2014 – Maternity SCN launch – 171 delegates
 January 2014 – Cardiovascular SCN launch – 146 delegates
 January 2014 - End of Life Care road shows – 78 delegates

Publications

Children's newsletter – October 2013, April 2014
 Cardiovascular newsletter – January 2014
 Dementia newsletter – March 2014
 Neuroscience – March 2014

Clinical Directors – London region

Professor Huon Gray	Cardiac
Professor Russell Viner	Children's
Professor Eileen Sills	Dementia
Dr Stephen Thomas	Diabetes
Dr Catherine Urch	End of Life
Dr Catherine Millington-Sanders	End of Life
Professor Donald Peebles	Maternity
Donna Ockenden	Maternity
Dr Matthew Patrick	Mental Health
Dr Nick Losseff	Neurosciences
Dr Neil Ashman	Renal
Dr Louise Restruck	Respiratory
Professor Tony Rudd	Stroke
Dr William Lynn	Tuberculosis
Dr Tom Coffey	Urgent and Emergency Care
Dr Simon Eccles	Urgent and Emergency Care
Dr Clare Gerada	Primary Care