Health and care devolution in London

19th April 2016
London’s health and care system faces significant challenges that need to be addressed to be sustainable
London’s health challenges will put increasing pressure on the system in the future

State of Health in London

More than 8.6 million people live in London. By 2039 there will be over 10 million people living in London. A baby born in London today can expect to live...

What’s threatening the health of children today?
- 2 out of 5 children in London aged 5 years are not active enough
- 1 out of 5 children in London aged 4-5 years in London are overweight or obese
- 1 out of 4 children in London live in poverty

What’s threatening the health of adults today?
- Over 1 million people in London suffer from disorders like anxiety and depression
- 13.9% of working days were lost due to sickness absence in the previous week in London
- The incidence of TB has reduced by 9% over the past 9 years but London accounts for 3 in 5 cases of TB in England

Healthy life expectancy varies across London

Top 5 risk factors contributing to disability and premature death in London:
- Smoking
- Obesity
- High Blood Pressure
- Alcohol
- Prediabetes

For more info visit...
www.gethealthy.london

https://www.youtube.com/watch?v=TdLU7bEbTHA


Source: LSE Cities, London School of Economics, 2015

https://www.youtube.com/watch?v=TdLU7bEbTHA
London’s challenges have far-reaching implications for the future of the health and care system

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<th>Challenge</th>
<th>Implication</th>
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<td>A growing, more disparate and increasingly demanding population will require a different response from the health and care system</td>
<td>London needs a tailored health and care delivery system that meets the population’s needs</td>
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<td>Risk factors for poor health will increase health and care demand in London</td>
<td>Efforts to deliver effective prevention and health promotion need to be accelerated</td>
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<td>The London health and care system is also facing its own organisational challenges, including fragmentation in health and social care and recruitment and retention challenges</td>
<td>Health and care services need to be more patient centered, including greater integration; health and care workforce challenges must be addressed</td>
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<td>The health and care system in London faces a significant affordability gap, which risks adversely affecting service delivery.</td>
<td>London needs to innovate to meet the funding needs of the health and care system</td>
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The health and care system needs to work in a fundamentally different way in the future
London already has a shared vision for better health and care
London has a strong mandate for action
The health and care system, together with Londoners, has committed to a shared vision.

“As the London Health Commission and *Five Year Forward View* found, there are significant challenges and opportunities to improve health and wellbeing outcomes for Londoners. We are committed to working together at all levels to make the best use of our assets and resources. The partners of the London Health Board have decided to use the London Health Commission’s ten aspirations for Londoners’ health as a set of shared goals for London. *Better Health for London: Next Steps* sets our shared ambition and gives us a way to measure our collective progress towards our shared goals.”

- Give all London’s children a healthy, happy start to life
- Enable Londoners to do more to look after themselves
- Get London fitter with better food, more exercise and healthier living
- Ensure that every Londoner is able to see a GP when they need to and at a time that suits them
- Make work a healthy place to be in London
- Create the best health and care services of any world city, throughout London and on every day
- Help Londoners to kick unhealthy habits
- Fully engage and involve Londoners in the future health of their city
- Care for the most mentally ill in London so they live longer, healthier lives
- Put London at the centre of the global revolution in digital health

London partners view devolution as a tool to support greater collaboration and integration
Two London agreements were signed on 15th December 2015

The London Health and Care Collaboration Agreement
Agreement to transform health and wellbeing outcomes and services, recognising:

- the need to **shift from reactive care** to prevention, early intervention, self-care and care closer to home
- the scale and complexity of the health and care system in London - transformation will be driven at **three geographical levels**
- the need to **tailor solutions** to the different needs of people and places and that locally shaped solutions will progress at **different paces**
- The importance of enablers, including **estates**

The London Health Devolution Agreement
Commitment by government and national bodies to working with London to explore:

- aligning capital programmes and removing barriers to make best use of the **NHS estate**
- flexibility of **payment mechanisms**
- developing **place-based provider regulation**
- **workforce planning** and delivery of education and training
- devolving **transformation funding**
- **Using planning & licensing** to support prevention
- joint working on **employment and health**.
The five London health and care devolution pilots will test different elements of devolution at different spatial levels.

**Local prevention** – note that this borough is also part of the sub-regional estates pilot.

**Sub-regional care integration**

**Sub-regional estates**

**Local care integration**

**Lewisham integration**: Developing a whole system model which fully integrates physical and mental health and social care, tailored and delivered to the whole population.

**Barking, Havering and Redbridge sub-regional health and care integration**: Aims to develop an Accountable Care Organisation with full budget accountability.

**Hackney integration**: particular focus on achieving parity between mental and physical health services. Exploring a single delivery organisation taking responsibility for Hackney’s whole population, with combined financial resources and a capitated budget.

**North Central London estates**: Aims to develop the estate needed for new models of care. This will optimise existing assets and reinvest capital in health and care services which support wider benefits for local communities.

**Haringey prevention**: aims to embed best practice and test the limits of existing powers to promote prevention. It seeks to find the most effective ways of using planning and licensing powers to create healthy environments. The pilot will also identify new ways of supporting more people into sustainable employment.
The London devolution pilots and programme are now underway
The devolution programme and pilots are in set-up phase

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<th>Devolution programme Board</th>
<th>Established in March 2016 with representation by London and national partners.</th>
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| Devolution programme       | • Working with pilots to determine preferred support arrangements       |
|----------------------------|• Learning from vanguards, integration pioneers and other devolution areas |

| Devolution pilots          | Developing business cases including:                                  |
|----------------------------|• Establishing programme governance, team and resourcing                |
|----------------------------|• Clarifying the details of devolution asks                             |
|----------------------------|• Undertaking attitudinal research                                     |
|----------------------------|• Alignment with STP process                                           |
The principles behind the STPs are in alignment with the principles of devolution

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<th>Joint strategy development and governance spanning the NHS, boroughs and providers</th>
<th>STPs</th>
<th>Devolution</th>
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<tr>
<td>Local, placed-based plans</td>
<td>✓</td>
<td>✓</td>
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<td>Financial sustainability tied to transformation plans</td>
<td>✓</td>
<td>✓</td>
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<td>A stronger, collaborative focus on health promotion and the prevention of ill health</td>
<td>✓</td>
<td>✓</td>
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<td>Using health and care estate to support the overall sustainability and transformation of a local health economy</td>
<td>✓</td>
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<td>Access to transformation funding contingent on a sustainable and credible plan</td>
<td>✓</td>
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Significant engagement will be needed with London’s health and care workforce within pilot areas and more broadly

It will be important to:

• Consider the HR implications of different organisational structures
• Consider the workforce needs to meet current and future models of health and care
• Ensure the expertise of London’s health and care workforce informs health and care transformation.