



## Welcome to the new year

As we begin 2023, the South London Office of Specialised Services would like to thank all of our colleagues for their hard work, commitment, and determination.

Although 2022 was not without its challenges, we are encouraged by our progress in making great improvements across South London and beyond – resulting in better outcomes and experience for our patients.

Thank you.

### South London Pathfinder programme

Following the decision to delay formal delegation, the NHS England (NHSE) national team (specialised commissioning) indicated interest to London region and the South London ICBs for a pilot of what was called *Joint Working Arrangements Plus* (JWA+). Locally this has become known as the Pathfinder Programme. The pilot would serve as a shadow opportunity ahead of full delegation of specialised services for England in April 2024, creating an environment to test NHSE products and processes.

The Pathfinder will begin in January 2023 with outputs available for dissemination in September 2023. The scope of this initiative will focus on finance, contracting business intelligence (BI) and simulation events.

The South London Office of Specialised Services (SLOSS) team will continue to progress core business alongside the pathfinder pilot:

- Developing and delivering clinical pilots that test the integration case for change
- Integration of specialised networks into ICBs and alignment with APCs
- Development of transformation plans for 23/24.

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- *Focus on:* Blood borne virus testing in EDs and World AIDS Day (1 Dec)
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# South London programme updates

## SAFG: Linking finance, BI, and analytics

The first meeting of the Systems Analytics and Finance Group (SAFG) met in December, co chaired by Steven Davies, Chief Financial Officer, Guy's and St Thomas' NHS Foundation Trust and Helen Jameson, Chief Financial Officer, NHS South West London ICS. Their leadership provides requisite ICB and provider representation and oversight to meet programme objectives.

SAFG membership targets senior leadership, contracting, and business intelligence (BI) leads across trusts, ICBs, and NHS England. It is envisaged that the group will serve as the engine room for the South London specialised programme, identifying future opportunities for the system with an understanding of historic financial intelligence and activity.

## Year 2 pilot funding

The SLOSS team continue to work through innovative methods of funding the South London pilots, seeking ways that minimise financial contributions by the partner organisations.

## NHSE specialised services webinars

Beginning this month, NHS England will host a suite of webinars for ICB and provider staff working in specialised services.

Presented by NHSE colleagues, these sessions aim to provide a greater understanding of what specialised services are, how they are currently commissioned, how they will be commissioned in future and how the different business functions operate.

[Download the webinar flyer.](#)

Further details can be found on the [Specialised Services Future Commissioning workspace](#) within FutureNHS collaboration platform (login required).

## Question of the month

What do you view as the greatest risk / opportunity for specialised services delegation?

- A Quality management
- B Finance / funding flows
- C Health inequalities
- D Efficiency / operations
- E Other

Responses will be used to influence the South London pathfinder programme.

Topic	Date
Prescribed specialised services manual and service specifications	24 Jan, 16:00
Understanding joint working arrangements	7 Feb, 16:00
National governance, incl clinical governance structures	21 Feb, 16:00
BI and analytics	TBC
Transformation	TBC

# Transformation

## South London pilot updates



*Celebrating our achievements*

### Blood borne virus screening in EDs

**South London sites commemorate World AIDS Day - 1 December**

On 1 December, sites across South London commemorated World AIDS Day, whilst also recognising the success of the blood borne virus screening in emergency departments project. Patients who are having blood tests are screened for HIV unless they elect to opt out. The project expanded to hepatitis B and C in November 2022.

Each diagnosis of HIV saves £100,000 through better management and reduced transmission. In the eight months of the project, we have found 85 people newly diagnosed with HIV -- saving an estimated £8.5 million in avoided healthcare costs with reduced transmission.

**208,692**  
HIV tests in  
South London  
Apr-Nov 2022

**£4.40**  
average  
test cost

1 diagnosis made per  
**2,875**  
tests- or £12,650

Each diagnosis saves  
**£100,000**  
through better management  
and reduced transmission

**85** new people  
diagnosed  
with HIV

**£8.5M** saved  
(estimated, future costs)



# Transformation

## South London pilot updates



### South East London



Great visit to @KingsCollegeNHS for #WorldAidsDay to see how we are diagnosing HIV faster through opt-out testing in emergency departments.

Nationally, £20m of funding has been given to hospitals through our HIV Action Plan and is helping to identify cases and provide treatment



6:18 PM · Dec 2, 2022

(Clockwise from above) Steve Barclay, Secretary of State for Health, visits Clive Kay, Chief Executive and teams at King's College Hospital;

Ian Abbs, Chief Executive, meets teams at St Thomas' Hospital;

Ben Travis, Chief Executive, meets with HIV colleagues at Lewisham Hospital



For #WorldAIDSday, our HIV outpatients team have stalls today at Guy's and St Thomas' hospitals, with red ribbons, condoms, information on HIV prevention and treatment, as well as sexual health testing kits.

#WAD22



Burrell Street and 7 others

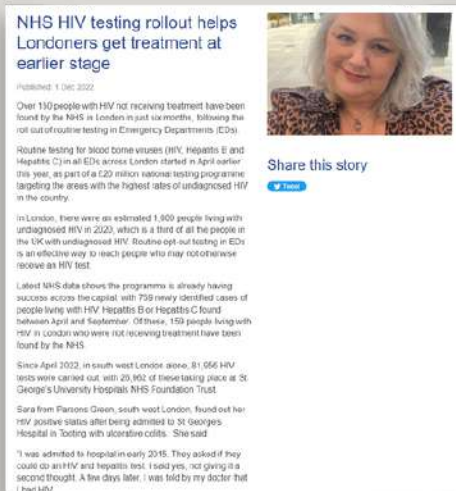
11:48 AM · Dec 1, 2022



## Patient stories in the media



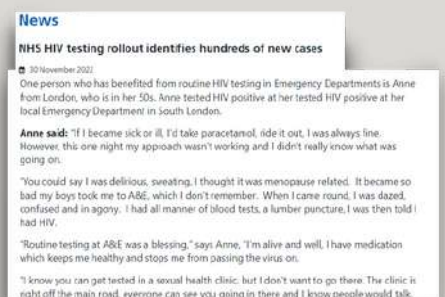
Sara from Parsons Green, south west London, found out her HIV positive status after being admitted to St George's Hospital in Tooting with ulcerative colitis.



(Above) Evening Standard article  
(Right) St George's Hospital news  
(Far right) NHS England news

## Media coverage highlights the success of HIV testing and the impact for patients

Click on the image to read the full article.



# Transformation

## South London pilot updates

### South West London

South London sites tweet out photos on World AIDS Day.



## NHS England highlights South London clinicians and project managers

### Emergency department opt out testing for HIV, hepatitis B and hepatitis C: The first 100 days

This [NHS England report](#) shares the findings of the initial four months of the programme's implementation, reflecting on its design, delivery and early outcomes.

### Opt out BBV testing

In this [short video](#), **Kate Drysdale**, Hepatology Registrar at St Thomas' Hospital, and **Oliver Mizzi**, Consultant in Emergency Medicine and Major Trauma at King's College Hospital, discuss the importance of the ED testing and to finds patients who may otherwise not be picked up.



[Click on the image to view the video.](#)

# Transformation

## South London pilot updates

### Cardiac Network overview

*Treating appropriate patients in the community through an OPAT service*

#### **OPAT successes provide a positive forward focus**

An update on the King's College Hospital outpatient parenteral antimicrobial therapy (OPAT) service was presented to the KCH Executive Board in December. It outlined the successes achieved since implementation plus a forward look. In less than three months, the service treated 33 patients on OPAT, saving 623 bed days (5 Sep to 14 Nov).

Referrals have come from numerous care groups, including:

- Neurosciences (patients with spondylodiscitis, brain abscesses, viral encephalitis, and infected cranioplasty),
- Planned medicine (diabetic foot infections),
- Cardiovascular sciences (infective endocarditis), and
- Surgery (bone and joint infections and intra-abdominal abscesses).

#### *What's next*

The OPAT service plans to expand to ensure all suitable patients are discharged on OPAT. The service also aims to increase the number of patients who are taught to self-administer antibiotics at home, which will allow benefits to the patient (care closer to home and a better experience) whilst simultaneously returning benefits to the trust (increased capacity and reduced costs).

The team are looking for novel ways to streamline appropriate diagnostic pathways (eg infective endocarditis, spinal discitis) to decrease the length of time in hospital and increase the time on OPAT in the community.

The addition of an OPAT pharmacist to the team in January will help in the scrutiny of pharmacy data to identify patients in the hospital suitable for OPAT, oral antibiotics or even reduced / ceased antimicrobial courses.

[Read more about the OPAT project.](#)

**OPAT target:**

**1,800**

**bed days saved**

**between**

**Sep 2022 and Jan 2023**

# Transformation

## South London pilot updates

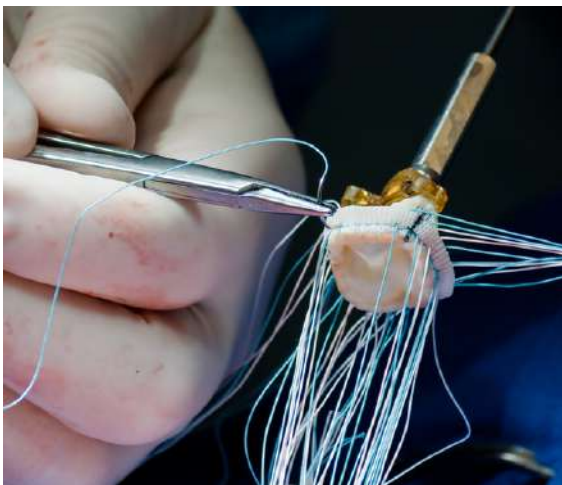
### Cardiac **Network overview**

- Addressing ethnic inequalities in treatment of aortic stenosis
- Reducing variances in access and treatment for diverse populations plus increased public education and awareness

### **Valve Inequity Steering Group**

The first Valve Inequity Steering Group convened, joined by guest speaker Nadine Fontaine-Palmer, Director of [Mabadiliko CIC](#). Nadine overviewed the initial findings of the [valve disease community engagement project](#), which explores the understanding of valve disease, attitudes and behaviours towards health services by Black African and Caribbean communities, and how we can improve culturally sensitive clinician communications for them. The report is currently in a feedback and revision stage and will be shared widely in due course.

The Valve Inequity Steering Group has been established to progress the actions and recommendations stemming from the report and study, as well as to set up the mobile valve clinics across Lewisham.



### **Valve inequity project: Nursing post recruitment**

The KCH team are recruiting to a nursing post within the valve inequity project which will be responsible for running the mobile valve clinics in Lewisham, as well as serving as a network educator, providing information to GPs, referring centres, patients, and families on aortic stenosis, TAVI, and South London services.

# Transformation

## South London pilot updates

### Neurology Network overview

Managing chronic conditions – Improving case management across care settings for the four most common neurological conditions – epilepsy, Parkinson's, multiple sclerosis and neuromuscular disorder – for care closer to home with seamless patient navigation.

Work is continuing on development and recruitment to regional clinical roles for the network in South West London and Surrey Heartlands.

Building on the neurology baseline data review, work is now underway with Population Health Management teams in both ICBs.

The Neurosciences Network Board meeting agenda included the network approach to advice and referral in the region, an update on projects in South West London and Surrey Heartlands, and an update on the Functional Neurological Disorder (FND) Network.

The patient-led Involvement Strategy is being finalised with South West London Neuro Voices, and the Network has been invited to the next Surrey Long Term Neurological Conditions Group meeting to provide an update.



# Transformation

## South London pilot updates

### Renal Network overview

#### Health equity audit

The London Kidney Network (LKN) health equity baseline audit results and recommendations have been published, using pre-COVID data to identify inequities in access, outcome and experience based on ethnicity, sex, socio-economics and geography. Thirty healthcare professionals, data and population health experts, and patients attended a workshop where the findings were validated and discussed. Results have been presented to each ICS and LKN workstream.

The primary recommendation proposes that all LKN workstreams should assimilate the findings of the health equity audit baseline, using them to inform plans to reduce variation in care pathways. All quality improvement projects should include improving equity as an objective, with associated monitoring capability (such as using a Core20PLUS5 approach to monitor access to, and quality and outcomes of renal care). Detailed recommendations to be implemented by LKN workstreams, groups, renal units, and ICSs are laid out in the full report.

#### London Kidney Network equity audit: key findings



Age

##### Inequities found:

Older people and Peritoneal Dialysis /transplant

Younger people and outpatient attendance/late presentation



Sex

##### Inequities found:

Women and CKD diagnosis / RRT

Young men and outpatient attendance/late presentation



Socio-economic Status

##### Inequities found:

Patients from more deprived areas and:

- Late presentation
- Outpatient attendance
- Transplant
- Peritoneal Dialysis



Ethnicity

##### Inequities found:

Ethnic groups other than white and outpatient attendance / transplant



Geography

On all equity metrics there was wide variation between renal centres or Integrated Care Board areas.

# Transformation

## South London pilot updates

### Renal Network overview

#### Demand and capacity model

As demand for in-centre haemodialysis has grown, many units have struggled with capacity issues. In order to support ICS response to anticipated short- and long- term growth, the LKN Demand and Capacity Model has been further developed over the last quarter to include:

- Individual renal unit and ICS level forecasts
- Five and 10 year predictions of ICHD demand
- Future additional dialysis stations required
- Capacity thresholds to indicate early warning for escalation

More detailed work is being developed with the North Central London team to support a time critical capital plan. The NCL population health management team are linking the demand and capacity model with local public health data related to dialysis growth including diabetes, obesity, age, ethnicity. It is expected that this approach will be replicated across other London ICSs in the coming months.

#### Data pack and system performance dashboards

The London Kidney Network provides quarterly reports of ICS level to its Board. Following refinement of the data validation process, the system performance dashboards will be shared more widely in the new year. These will allow comparison with neighbouring ICSs and highlight where good practice can be shared, and where unwarranted variation needs to be addressed through LKN workstreams, local renal networks, and within renal units.

Enquiries may be sent to Nicola Cunningham, [nicola.cunningham14@nhs.net](mailto:nicola.cunningham14@nhs.net).



## The commissioning and funding landscape is changing.

*South London ICSs and tertiary providers have taken the opportunity to work collaboratively to integrate specialised services and deliver an end to end pathway approach for patients.*

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Integrated care systems (ICSs) in England are taking on delegation of specialised services from NHS England. The South London programme ensures the necessary infrastructure and operating models are in place to achieve success for our patient populations.

### South London partners

- [Guy's and St Thomas' NHS Foundation Trust](#)
- [King's College Hospital NHS Foundation Trust](#)
- [St George's University Hospitals NHS Foundation Trust](#)
- [South East London Integrated Care System](#)
- [South West London Integrated Care System](#)
- [The Royal Marsden NHS Foundation Trust](#)

**[Download the overview.](#)**



## Want to know more?

**Would you like more information on the specialised services programme?**

We would be happy to speak with you and your colleagues to answer any questions you may have.

**[Contact the team.](#)**