

DEMYSTIFYING delegation

Lessons from Pathfinder

See page 5

South London Pathfinder programme: Go live

The ICB allocations for delegated specialised services have been issued to ICB ledgers from Q2 2023/24, which ICBs have used to make provider payments for delegated specialised services from July.

Demystifying delegation: Pathfinder learnings from Phase I of the programme is now available, and documents issues and includes recommendations collated across the three workstreams, Contracting, Finance, and Data / BI.

INSIDE

NHSE update

- PDAF
- London commissioning hub

London updates

- London Sickle Cell Improvement Programme

South London programme

- Pathfinder - *New: Lessons learned*

Transformation

Specialised pilot updates

- Cardiac
- Blood borne viruses
- Neurology

SLOSS news

- SLOSS developments

NHS England updates

PDAF

The NHS England pre-delegation assessment framework (PDAF) for specialised services has been developed to support ICBs to prepare for delegation arrangements; and will underpin the assessment of system readiness. This is the process by which NHSE will determine whether ICBs are "ready" and capable of taking on the responsibilities of commissioning specialised services for their populations.

ICBs are to complete the questions within the PDAF proforma. The questions are aligned to certain domains and criteria: health and care geography; transformation; governance and leadership; finance; workforce capacity and capability; and data, reporting, and analytics infrastructure. Where ICBs are in their development journey, some questions look to examine strategic vision; whilst others are more focused on commissioning capacity and capability.

The PDAF is to be completed and signed off by ICBs and the relevant NHS England Regional Director of Commissioning by Monday, 25 September 2023.

PDAF responses are to be then verified and authorised by the relevant NHS England Regional Director, along with an overall assessment of whether the ICB is ready for delegation arrangements from April 2024.

Three categories will be used in assessment:

- **Category 1: Delegation** - The (multi-)ICB is ready for full delegated commissioning responsibility from April 2024.
- **Category 2: Delegation with conditions** - The (multi-)ICB is ready for delegated commissioning responsibility from April 2024, subject to developmental conditions.
- **Category 3: Intensive support required** - Where the (multi-)ICB is not yet ready for full delegated commissioning responsibility from April 2024, and needs an additional year of development and support through more intensive conditions attached to the arrangement.

In all three of the categories, ICBs will be delegated the allocation for their population for the delegated specialised services, but ICBs in Categories 2 and 3 will have increased oversight and restrictions associated with ICB spend in 24/25.

Further details, including the PDAF proforma, are available on the [Integrating specialised services within Integrated Care Systems](#) within the FutureNHS forum (login required).

NHS England London region commissioning hub workshops

From April 2024, the London regional specialised commissioning team will be hosted by a London ICB, or separately within NHS England, as part of the transition to ICB delegation. A subgroup of NHS London's Future Operating Model (FOM) group hosted a second workshop on 7 August on the operating model for the London wide specialised services commissioning hub. Invitees included representation from the London ICBs, London providers, the South London Office of Specialised Services, and NHS London specialised commissioning team.



At a national level, NHS England is deciding the hub hosting model that will be consistent across the country.

London updates

NHSE specialised priorities: Sickle cell

London Sickle Cell Improvement Programme

NHS England will invest £10M to London ICBs to address sickle cell at local level (£2M per ICB for two years).

HCCs

There are four London haemoglobinopathy networks that span the five ICBs in London, and have a patient catchment that expands into ICBs outside of London.

These networks include haemoglobinopathy coordination centres (HCCs), specialist haemoglobinopathy teams (SHTs) and local haemoglobinopathy teams (LHTs) in hospitals across London, the South East and East of England regions.

- **South East London and South East:** King's College Hospital NHS Foundation Trust in partnership with Guys and St Thomas' NHS Foundation Trust – including coverage across Croydon (part of SWL ICB)
- **West London:** Imperial College Healthcare NHS Trust in partnership with London North West University Healthcare NHS Trust and St George's University Hospitals NHS Foundation Trust, covering NWL and SWL ICBs
- **East London and Essex:** Barts Health NHS Trust, covering NEL ICB
- **North Central London and East Anglia:** University College London Hospitals NHS Foundation Trust in partnership with Whittington Health NHS Trust and North Middlesex University Hospital NHS Trust, covering NCL ICB



London updates

NHSE specialised priorities: Sickle cell

London Sickle Cell Improvement Programme Board

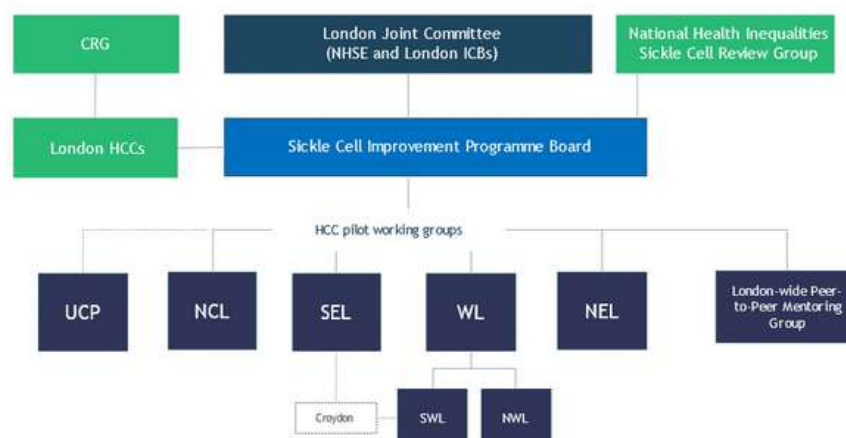
The Programme Board covers five separate improvement workstreams for people with sickle cell disease in London, and aims to co-ordinate the work to maximise impact for patients with optimal engagement of clinical teams and patient representatives. The five workstreams are:

- **Community investment** - Investment of £1M per ICB for each of two years in integration initiatives to improve support to people within and close to home, integrating with local 'universal' primary care, community and borough services.
- **Urgent care pathway** – Supporting local London implementation of a national pilot scheme for improvement in pain management for people in sickle cell crisis; currently approved for West London and North Central London HCCs.
- **Universal care plans** – Supporting local London implementation of a separate national scheme for implementing digital care records for people with sickle cell disease, enabling care plans to be accessed in primary, community, acute and ED.
- **CYP peer mentoring** – Working with the Sickle Cell Society across London to build on a NEL pilot demonstrating that peer mentoring for young people aged 10 to 25 reduces emergency admissions by over 40 per cent.
- **London networks** – Ensuring the current programme of improvement initiatives being taken forward by London HCCs can be aligned with the new workstreams (above); these include proposals for a new acronym for ED staff to help recognise sickle cell crisis.

Co-chaired by Dr Jacqui Lindo (Public Health Lead, NHSE London specialised commissioning) and Lucie Waters (Director, SLOSS), the Programme Board initially focused on set up activities (eg signing of a memorandum of understanding so the funding for community investment can be distributed to ICBs, ensuring that each ICB / HCC team has a local project group to co-ordinate activities locally). The September Programme Board will be focused on ensuring services are commissioned on the ground quickly to enable impact for patients as soon as possible.

London Sickle Cell Improvement Governance

May 2023



South London programme updates

South London Pathfinder learnings

The South London Pathfinder team has published [Demystifying delegation: Pathfinder learnings](#). This document collates our learnings from the first phase of Pathfinder (January through July 2023). Key recommendations are included across the three workstreams: Contracting, Finance, and Data / BI.

A further learning document will be published in Q2 (September) 2023/24, and will document ongoing lessons post Pathfinder launch.

It is envisaged that these publications will support ICBS with both their PDAF submissions, as well as on the delegation journey to follow.



FutureNHS: Pathfinder workspace

A Pathfinder workspace is live on the FutureNHS portal, within the Specialised Service Future Commissioning Model area. Included within the pages are [Demystifying delegation: Pathfinder learnings](#), plus details about the programme, workstreams, governance, partners, FAQs, and a glossary.

All are available on the Pathfinder pages within the [Specialised Services Future Commissioning Model workspace](#) on FutureNHS (login required).



Transformation

South London pilot updates

Cardiac

Lewisham community heart valve clinics: *Now live*

South East London treatment rates for severe aortic stenosis (AS) in the Black population in remain disturbingly low, and mortality rates for untreated disease remain concerningly high.

A recent report commissioned by the South London Cardiac ODN (see page 7) identifies how societal and cultural factors in the community contribute to these health inequalities. By providing greater access to these diagnostic services and teams, the team aims to increase earlier diagnosis and treatment of AS in this population.

As a result, the team is delighted to launch the new heart valve clinics at The Waldron Centre in Lewisham. The clinics, staffed with echophysiologist and nursing colleagues, will provide rapid access to echocardiography within the community, plus quicker referral into the valve team at King's College Hospital.

Working with primary care networks (PCNs), the team is seeking to establish clinics at up to 8 Lewisham GP practices or community sites, with each site holding a clinic once a month. A few sites have already signed up, and the team continue to promote this opportunity across the entire borough to ensure they are easily accessible for patients. They will be raising awareness of the new clinics and rapid access pathway through a series of upcoming engagement events, including lunch and learns, primary care protected learning times, and nurses' forums.

Research: Differences in aortic stenosis treatment: The impact on ethnicities and deprivation

Following on from the South London Cardiac ODN work that found ethnic disparities in the diagnosis and management of aortic stenosis (AS), clinicians from King's College Hospital will soon publish a peer reviewed article on their research focussed on disparities across the wider healthcare context – and whether they are affected by socio-economic deprivation.

Their research applied a type of artificial intelligence (AI) to electronic health records of nearly a million patients, looking at their self reported ethnicity against their diagnosis, treatment, and outcomes. Analyses were adjusted for age and social deprivation.

We will share more information upon publication.



Transformation

South London pilot updates

Cardiac

Building on the success of OPAT

The team that piloted outpatient parenteral antimicrobial therapy (OPAT) service at King's College Hospital continue to capture data to measure their progress and impact against their work plan objectives. They will define learnings through the pilot to share with other local OPAT services, creating a forum for better services and stronger collaboration.

King's College hospital OPAT Service has:

3,522 bed days saved

46 patients switched from IV to oral antibiotics

60 patients and carers trained to self administer their IV antibiotics

115 OPAT referrals accepted

Sep 2022 - Jul 2023

REPORT

Learning from Black African and Caribbean communities

Addressing inequalities in heart valve disease provides insight and recommendations for consideration of the ethnicity, lifestyle, and environment of our patients can help increase uptake and outcomes for communities.



Transformation

South London pilot updates

Blood borne virus screening in EDs

HIV

HIV testing uptake

The number of HIV tests in EDs continues to increase and trusts are being recognised for their efforts.

The average uptake in South East London is 88 per cent of eligible patients having an HIV test. Epsom and St Helier won the South West London QI conference prize in population health for their work in increasing HIV testing uptake in EDs.

Patients with HIV who are not currently in care

Using data collected by South East London sites, King's College Hospital, Lewisham and Greenwich and Guy's and St Thomas' NHS Foundation Trusts, the team is documenting the most effective re-engagement methods for patients who have been previously diagnosed with HIV but have dropped out of care.

To receive a copy of the report when published, email [Kathryn Harrop](mailto:Kathryn.Harrop).

DID YOU KNOW?

Of the 850,000 HIV tests carried out across London, Brighton, Blackpool and Manchester in 2022/23, **300,000 were in South London!**

2022/23 data

HIV Network

A survey has recently been distributed to South London staff working in HIV care to gain consensus on the objectives for the new HIV network.

Hepatitis B and C

All South London EDs have expanded opt out testing to hepatitis B and C, offering a full blood borne virus screening programme.*

DID YOU KNOW?

Every month in South London, about **15 patients** are newly diagnosed with hepatitis C and about **40 patients** with hepatitis B as a result of ED testing.

In South West London, the ODN is managing all reactive results and contacting patients.

*Except PRUH

Transformation

South London pilot updates

Neurology

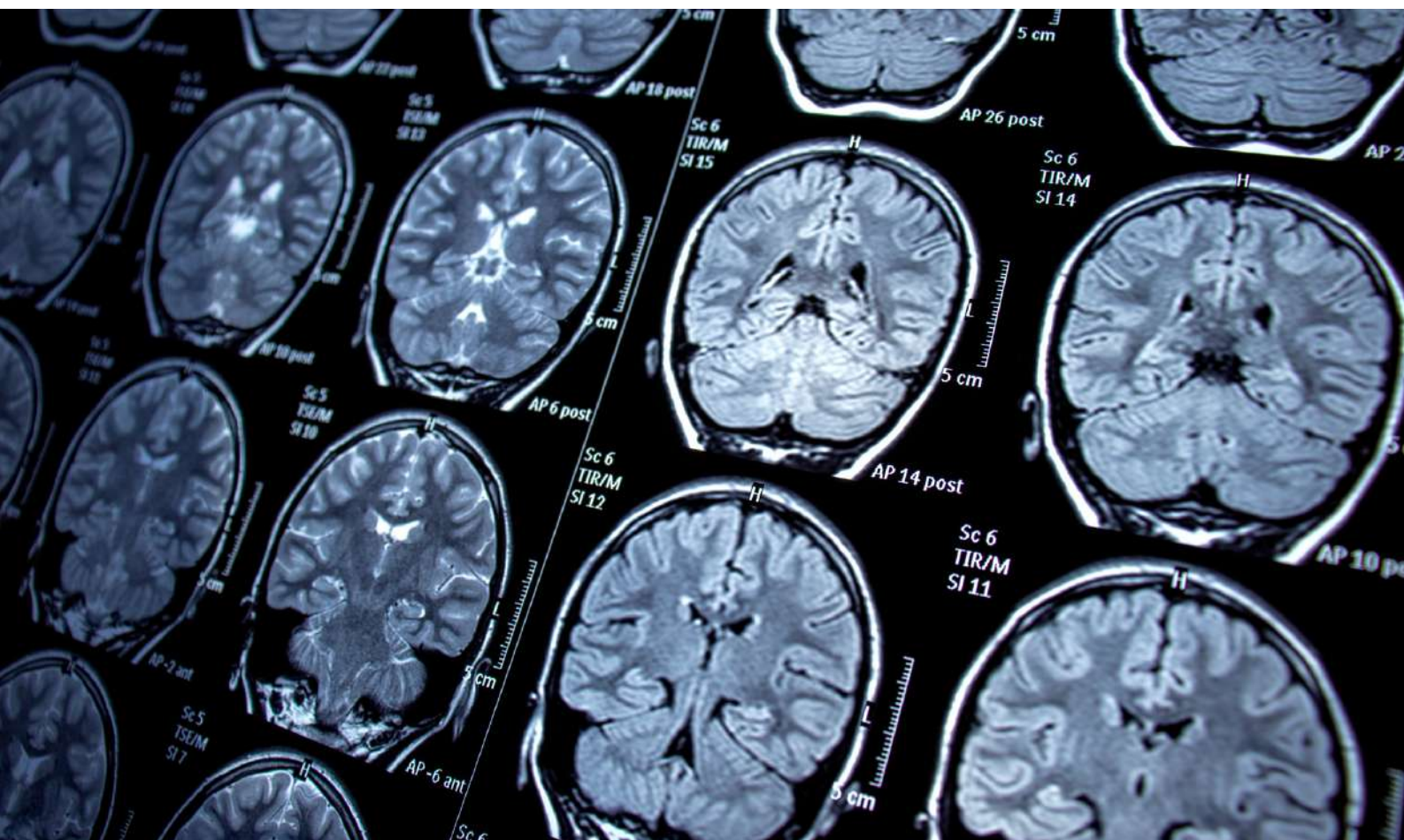
Universal care plan pilot

A universal care plan “town hall” was held as a second sprint towards developing a London clinical template for piloting across cardiometabolic, sickle cell, and neurology patients. An MDT working group has been established to document the benefits that UCPs will bring to patient experience and outcomes, whilst ensuring optimal usability and value of collected information. It is envisaged that UCPs will be available on the NHS app, allowing both clinical teams and patients to add data that will empower and improve their care.

Data and evaluation

Several new dashboards have been developed or are in process. These will provide an evidence base to the changes that the neurosciences network stakeholders are making. These include:

- Adult neurology, which has been shared with the national team
- Epilepsy, in final stages, and will be used within the South West London (SWL) population health management (PHM) pilot
- Headaches and migraines, currently in scoping phase, to be included in the SWL PHM pilot



South London programme updates

South London Office of Specialised Services

SLOSS team developments

Productivity and efficiency

A new SLOSS workstream will focus on identifying productivity and efficiency opportunities. By exploring hypotheses backed by robust data, this work will seek value improvements across all trusts. An initial area for consideration is high cost drugs. Finance directors and chief pharmacists have recently met to develop proposals for NHSE that can tackle rising costs, such as home share, biosimilar and generic pharmaceuticals.

Head of Clinical Networks

The SLOSS team has appointed Alice Ward to the new Head of Clinical Networks post. Alice will help to drive the development and delivery of South London specialised clinical networks through leadership support to network managers and clinical directors. Focus areas will include operationalising agreed priorities, navigating system governance, problem solving when issues arise, supporting consensus building, and unblocking hurdles to progress.

DID YOU KNOW?

The South London spend on specialised high cost drugs in 2022/23 was **£528 million.**

CONNECT

SLOSS on social media

Want to keep up to date with SLOSS and South London?

Connect and follow us:

[Twitter](#) | [LinkedIn](#) | [Web](#)



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.

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](#)



Want to know more?

Connect and follow us:
[Twitter](#) | [LinkedIn](#) | [Web](#)