



South London

Office of
Specialised Services

S L O S S

ANNUAL REPORT

*Delivering impact,
shaping change*



2024/25

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FOREWORD

Jackie Parrott

Chief Strategy Officer,
Guy's and St Thomas' NHS Foundation Trust and
Chair, South London Specialised Services
Executive Management Board

“Our partnership approach lays the foundations for a more sustainable, equitable and high quality system.”



This year has been one of impact for the South London Office of Specialised Services (SLOSS) team. The team has strengthened its role as a trusted partner in enabling real system change – bringing the evidence, insight, and collaboration South London needs to support specialised services for the future.

As the NHS faces unprecedented financial and operational pressures, this work has never been more important. Our strong partnership approach – with South London integrated care boards, tertiary providers and colleagues across the system – lays the foundations for a more sustainable, equitable, and high quality specialised care system.

Ahead of the 1 April delegation of specialised services from NHS England to local integrated care boards, SLOSS has supported our partners to prepare for a seamless transition, whilst also working closely together with clinical networks to embed transformation and innovation.

This progress aligns closely with the ambitions set out in the [NHS 10 year plan](#) – particularly the shift towards more proactive, integrated, and population focussed care. SLOSS's work across data, governance, transformation and financial insight continues to enable the system to move in this direction with confidence.

I am proud to see this progress reflected in this report, and I look forward to what we can achieve together in the coming year as we build on this momentum to improve care for the South London population and for patients coming to us from a much wider geography.

Martin Wilkinson

Director

South London Office of Specialised Services

SLOSS exists to enable system wide improvement...



SLOSS exists to enable system wide improvement – providing the evidence, insight, and collaboration that support partners to deliver more equitable, efficient, and sustainable specialised care.

This year, our focus was on driving tangible delivery and measurable improvement. Working with South London’s two integrated care systems (ICSs), tertiary providers, clinical networks, acute provider collaboratives and NHS England, we enabled progress in expanding opt-out testing for blood borne viruses, improving sickle cell pathways and community support, strengthening neurosciences networks, and designing new models for renal and multimorbidity care. In each case, our work ensured decisions were evidence based, targeted, and focussed on outcomes and value.

Alongside this delivery we helped prepare the system for the future. Through financial modelling, service analysis, and collaborative planning, we supported South London’s readiness for delegated commissioning of specialised services. Building on our national Pathfinder experience, we translated learning into action, strengthening decision making, highlighting risks, and laying the groundwork for more integrated and sustainable care.

Amid wider NHS pressures, SLOSS remained focussed on creating value: reducing inequalities, improving outcomes, supporting sustainability, and driving efficiency where it matters most.

On a personal note, having joined as Director during this defining year, I’ve been proud to lead a team that brings expertise, integrity, and deep commitment to its role. This has been a year of real partnership – with ICSs, providers, and regional colleagues – and it’s those collaborations that make progress possible.

Thank you to all our colleagues and partners for your dedication to improving specialised care for South Londoners. Together, we are shaping a stronger future.

DELIVERING IMPACT, SHAPING CHANGE

4.6M



blood borne virus tests

delivered in South London EDs, uncovering new diagnoses in HIV (750), hepatitis B (3,600) and hepatitis C (1,040)



20 → 7

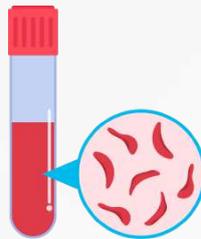
emergency admissions cut

per 100 patients through the SEL multimorbidity model of care

53%

capacity increase

to 660 appointments per month in SEL's enhanced community sickle cell service



30

clinical networks

supported with leadership, plans, budgets, and development



£1.84M

saved by reducing hospital stays related to HIV and preventing onward transmission in Croydon



220

community neurology referrals with 3 avoided admissions (MND and FND, in six months)



DELIVERING IMPACT, SHAPING CHANGE

Blood borne virus testing

Opt out testing across all EDs using routine blood samples



4.6M BBV tests delivered

750 People newly HIV diagnosed

3,600 Hepatitis B diagnoses

1,040 Hepatitis C diagnoses

£1.84M saved in Croydon by reducing hospital stays and preventing transmission



Holistic care for long term conditions

Integrated teams delivering personalised, proactive multimorbidity care



15,000+ patients identified across 7 neighbourhood teams

13.9% rise in SGLT2i prescribing for CKD + diabetes

20 TO 7 emergency admissions cut (per 100 patients)

36 TO 22 outpatient activity down (per 100 patients)

Fewer hospital visits, better care, improved outcomes



DELIVERING IMPACT, SHAPING CHANGE

Getting people back into care

Driving re-engagement for better outcomes and reduced HIV transmission



197 people re-engaged in HIV care

56% of those re-engaged attributed to the three most deprived Index of Multiple Deprivation (IMD) deciles

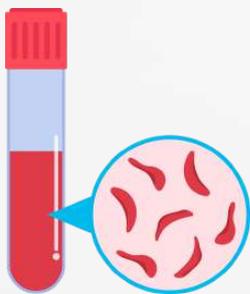
70.1% from Black African, Black Caribbean, and other Black communities

£ 220 K system benefit **per re-engaged person** through avoided treatment and transmission costs)



Transforming sickle cell care

Reducing disparities, improving outcomes, empowering patients



MDT **New specialist teams** delivering holistic community care

£275 K in **welfare gains** for SEL patients via targeted support

200+ **young people supported** via peer mentoring

5,540 **universal care plans live** – covering 92.3% of Londoners

ED BYPASS **specialised unit development** at St George's and Lewisham hospitals

3

Personalised, trusted support – improving lives far beyond the clinic



DELIVERING IMPACT, SHAPING CHANGE

Better neurology, closer to home

New patient facing roles,
improving coordination; reducing
pressure on tertiary centres

220 community referrals
(MND and FND, in six months)

416 direct patient interventions
(in six months)

3 hospital admissions
avoided



A new networked, data-driven care model
improving outcomes and reducing system pressure



Delegation readiness

Enabling a safe, informed
transition of specialised
services commissioning to ICBs

SEL / SWL

support to ICBs for 1 April
delegation

RISK

System wide risk review
and scenario modelling

FINANCE

Analysis and modelling of **future
financial models** and activity

LOBBYING

system leaders to ensure
an equitable and accurate
future system



Turning learning into action
— equipping ICBs with
delegation intelligence



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DELIVERING IMPACT, SHAPING CHANGE

Strengthening clinical networks

Driving integration, coordination, and delivery of transformation priorities, giving ICBs added assurance



30 clinical networks receiving leadership and support

125+ documents reviewed for input (business cases, work plans, progress and annual reports)

6 network manager peer support meetings annually

Creating a stronger, more connected network community – with clearer priorities, better visibility, aligned oversight, and a shared voice at system level



Real impact. Better care. A system working together for South London.



SLOSS OVERVIEW

SLOSS is a **system change catalyst**, guiding specialised healthcare in South London towards a more **equitable, efficient, and sustainable future**.

Our values of collaboration, inclusivity, and a commitment to excellence enable us to foster strong partnerships across the system, breaking down silos and enabling seamless care delivery.



OUR ROLE

- Data driven transformation advice
- System wide collaboration support
- Intelligence for pathway redesign
- Evidence base for delegated commissioning readiness

GOVERNANCE

SLOSS operates as a system resource on behalf of South London's four tertiary trusts and two ICBs.

SLOSS is directly accountable to these partners via the South London Executive Management Board (EMB), which provides strategic oversight, decision making and advice, and assurance across all areas of our work. The EMB plays a central role in shaping specialised service transformation, supporting delegated commissioning readiness, and ensuring alignment with wider system priorities.

South London partners

- NHS South East London Integrated Care Board
- NHS South West London Integrated Care Board
- Guy's and St Thomas' NHS Foundation Trust
- King's College Hospital NHS Foundation Trust
- St George's University Hospitals NHS Foundation Trust
- The Royal Marsden NHS Foundation Trust

Evolving to system needs



In 2024/25, SLOSS worked closely with partner organisations to strengthen governance arrangements ahead of the 1 April 2025 delegation of specialised services commissioning responsibilities from NHS England to ICBs. This included supporting local decision making models that are transparent, collaborative, and fit for delegated accountability.

Aligned to efforts in North London, the South London EMB evolved into its current role within the collaborative London ICB governance structure, serving as a key vehicle for capital wide strategy and decision making via the London Partnership Board.

Specialist South London subgroups reporting into the EMB include the Systems Analytics and Finance Group (SAFG) and the South London Transformation Group (SLTG) These groups provide focussed leadership on key enablers of change.

Regular briefings from the SLOSS team to the CEO Oversight Group ensure that executive leaders across all partner organisations are sighted on progress, risks, and system opportunities.

Throughout the year, SLOSS ensures robust programme governance across all its activities – spanning transformation delivery, financial modelling, service and system efficiencies, and data and analytics.

MANAGING RISK

Risk management remains an integral part of SLOSS governance. Our programme risk register is reviewed quarterly to ensure appropriate oversight and mitigation of delivery risks. In parallel, we collate wider system-level risks, including those identified by NHS England as legacy risks ahead of delegation, and test these with partners to ensure collective understanding and standardisation across the system.

At a glance

- ✓ **Executive Management Board (EMB)** – Strategic decision making and advice, South East region collaboration and coordination
- ✓ **Specialist subgroups:** Systems Analytics and Finance Group (SAFG), South London Transformation Group (SLTG) - Engine rooms driving change
- ✓ **CEO Oversight Group** –briefings and assurance for partner executives
- ✓ **London Partnership Board** – Pan London strategy alignment

This governance supports SLOSS to consistently deliver value, impact, and sustainability for the South London system.

ACHIEVEMENTS

Delivering impact, shaping change

In 2024/25, SLOSS helped deliver real progress across our priority areas for specialised services – combining intelligence, collaboration, and system leadership to drive change where it matters most.



Expanding testing in EDs

Transforming access, saving lives, reducing costs

CHALLENGE Stigma and access gaps in HIV and hepatitis testing

APPROACH Opt out testing across all EDs using routine blood samples

RESULTS

- **4.6 million blood borne virus (BBV) tests** delivered across South London emergency departments – ensuring earlier detection of HIV, hepatitis B, and hepatitis C.
- **750** people newly diagnosed with HIV; **3,600** with hepatitis B; **1,040** with hepatitis C – supporting earlier treatment and better long term health outcomes.

In Croydon, targeted interventions reduced average hospital stay for newly diagnosed HIV patients from 35 days to less than 3 – avoiding 23 onward transmissions and saving an estimated £1.84 million.



ACHIEVEMENTS



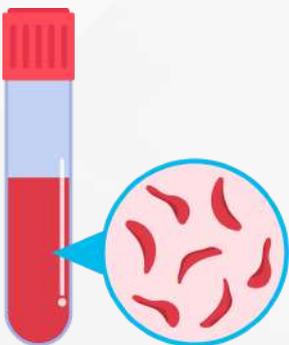
Transforming sickle cell services

Reducing disparities, improving outcomes, empowering patients

CHALLENGE Poor hospital care and fragmented support for people with sickle cell, historical bias against these patients, as uncovered in the No One's Listening report

APPROACH ED bypass units, enhanced community services, peer support, universal care plans

RESULTS



- **Holistic community care:** specialist nursing capacity plus co-located multidisciplinary support—including dietitians, physiotherapists, pharmacists, welfare advisors, and community psychologists.
- **£275k** in welfare gains for SEL patients via targeted support
- **200+ young people** supported via Sickle Cell Society delivered peer mentoring programmes, building confidence and resilience.
- **5,540 universal care plans** – 92.3% of Londoners – uploaded to the system, giving emergency and care teams instant access to patient specific information, improving safety and response during crises.
- **ED bypass** development at St George's and Lewisham hospitals.

The London Sickle Cell Improvement Programme is reshaping pathways, improving trust in services, and reducing historic inequalities.

ACHIEVEMENTS

Re-engaging people with HIV back into care

Driving re-engagement for better outcomes, and reduced HIV transmission

CHALLENGE Disengaged patients with HIV are at risk of worse outcomes and higher transmission rates

APPROACH Person-centred outreach across South East London

RESULTS

- 197 previously diagnosed individuals successfully re-engaged in HIV care, improving health outcomes and reducing future risk – of which 70.1% were from Black African, Black Caribbean, and other Black communities.
- Successful re engagement has led to improved viral suppression, reduced potential hospitalisations, and demonstrated cost savings.



System benefit: £220,000 per re-engaged person in avoided treatment and transmission costs.

ACHIEVEMENTS

Developing a multimorbidity model of care (MMMOC)

A new approach to whole person care for chronic conditions

CHALLENGE Chronic kidney disease (CKD) underdiagnosis, fragmented care for long term conditions

APPROACH Proactive, integrated neighbourhood teams



RESULTS

- **15,000+ patients identified** for proactive monitoring and support across seven integrated neighbourhood teams.
- **13.9% increase** in SGLT2i prescribing for those with CKD and diabetes.
- **Reduction in non elective admissions** from 20 to 7 per 100 patients.
- **Reduction in outpatient activity** from 36 to 22 per 100 patients (diabetes, cardiology, nephrology).
- **Positive feedback from patients and staff** reflects the model's success in providing holistic, joined up care.



“A really person-to-person experience with health professionals willing to listen to my health concerns. I am truly grateful.”

— MMMOC patient



ACHIEVEMENTS

Improving neurological care pathways

Piloting new roles, improving coordination, reducing pressure on tertiary centres

CHALLENGE Fragmented, delayed specialist neurology care

APPROACH Multi-region network pilot with specialist care advisors spanning South West London and Surrey

- RESULTS**
- **110** community referrals managed in six months by motor neurone disease (MND) and functional neurological disorder (FND) care advisors.
 - **416** individual patient actions delivered by the FND care advisor to improve care experience.
 - **3** hospital admissions avoided through targeted community management in MND.
 - **Restructured neurosciences networks** into a cohesive programme with shared resource, creating optimal efficiencies.



Early success shows potential for wider adoption of networked, multidisciplinary neurological care – easing system pressure while improving access.



ACHIEVEMENTS



Supporting delegated commissioning

Enabling a safe, informed transition of specialised services to ICBs

- CHALLENGE** Major change, with ICBs assuming responsibility for commissioning specialised services from April 2025 – requiring clear financial insight, robust governance, and system wide readiness
- APPROACH** Coordinated intelligence, planning, and leadership to support safe delegation across South London
- RESULTS**
- Led financial modelling, risk assessment, and impact analysis to support ICB decision making.
 - Developed governance and accountability frameworks in partnership with provider trusts and ICBs.
 - Convened regular planning forums, bringing together transformation, finance, commissioning, and clinical leads.
 - Flagged critical risks in national allocations methodology and enabled system wide challenge through CFO and CEO engagement.
 - Supported alignment of clinical networks and transformation programmes to ensure continuity of care and shared priorities post-delegation.



“SLOSS has been instrumental in helping the system understand what delegation really means – not just structurally, but financially and operationally, too.”

– South London ICB leader



INSIGHT AND INTELLIGENCE

Powering system change

Our data analytics programme continues to play a vital role in enabling evidence based decision making across South London's specialised services. In 2024/25, our insight, modelling, and business intelligence supported transformation, strengthened financial sustainability, and prepared the system for delegated commissioning.

Supporting transformation and service redesign

We provided data driven insight to underpin pathway improvements in our key focus areas, whilst also uncovering new opportunities. Our work helped partners reduce unwarranted variation, target resources effectively, and demonstrate measurable impact.

Modelling for delegation readiness

We developed detailed financial models and demand projections to help the South East London and South West London ICBs prepare for delegated commissioning of specialised services. This work enabled partners to understand the risks, costs, and opportunities of the transition.

Exploring digital opportunities

We explored emerging digital innovations – including universal care records and clinical decision support tools – to help shape future care models and improve quality, efficiency, and coordination across pathways.

Building business intelligence capability

We expanded access to self service analytics tools, giving partner organisations the ability to explore activity, variation, and outcomes data to inform service planning and delivery.



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Driving financial sustainability

Our allocations analysis flagged risks in the proposed methodology that could have misrepresented South London's specialist service needs. By convening key CFOs and CEOs, SLOSS ensured the system's concerns were clearly voiced – enabling partners to understand potential financial impacts and plan accordingly.



EFFICIENCIES AND VALUE

Delivering better care

In a challenging financial and operational environment, creating value across specialised services is more important than ever. Our work in 2024/25 delivered meaningful efficiencies – helping the system improve outcomes while making best use of resources.



Planning for future efficiency

Recognising the scale of financial challenge ahead, SLOSS initiated the South London Specialised Services Sustainability Review – a major programme to identify opportunities for efficiency, value, and transformation across the region’s specialist care portfolio. This work will help inform priorities for delegated commissioning and future service models.

Building a shared understanding of value

As part of the Sustainability Review, we began a systematic assessment of spend across key programme areas, including high cost drugs and devices, to identify opportunities for efficiency and better value.

This work involved scoping data categories, establishing consistent definitions, and setting a foundation for deeper analysis in 2025/26. While there were some local savings during early pilot work (including high cost drug switching at King’s College Hospital), the primary focus this year was enabling shared understanding and laying the groundwork for sustainable decision making in the delegated environment.



Laying foundations for sustainable care

SLOSS supported the system to design and implement care models that reduce long term cost pressures – such as enhanced community sickle cell services and neighbourhood based teams for long term conditions and multimorbidity care – with the potential to scale these innovations for wider impact.

TRANSFORMATION

Harnessing the power of networks

South London is home to 30 specialised clinical networks, connecting clinicians, managers, patients, and partners to improve care across pathways and geographies. These networks are a vital part of the region's specialised services transformation architecture – shaping care that is more coordinated, person centred, and outcome focussed.



Over time, networks have grown organically, leading to variation in scope, structure, maturity, and function. In response, SLOSS has taken on a core leadership role – supporting consistent development, alignment, and delivery.

Working closely with network managers, SLOSS provides strategic coordination and senior oversight to help operationalise priorities, navigate system governance, and build integration with ICBs in line with the delegation of specialised commissioning. Our team supports consensus building, unblocks barriers to progress, and acts as a connector between network level work and system level decision making.



SLOSS also serves as the strategic interface between the networks and NHS England's regional and national teams – ensuring that our collective voice is heard in shaping national priorities and transformation agendas.

To support transparency, collaboration, and shared learning, NHS England (London) developed a digital Sharepoint workspace, *Improvement, transformation and partnerships*, where networks can share work plans, progress reports, and budgets.



LOOKING AHEAD



The year ahead presents both significant opportunities and considerable challenges for specialised services in South London and for the SLOSS team.

The full delegation of specialised commissioning to integrated care boards from 1 April 2025 enables a more joined up, end to end approach to pathway redesign – creating the conditions for more integrated, responsive, and equitable care. SLOSS will continue to support this transition by providing insight, governance, and engagement across partners and pathways to ensure safe, effective, and equitable care.

Alongside delegation, the ongoing South London Sustainability Review will play a critical role in identifying efficiencies, aligning resource to need, and shaping future service models amid growing financial and operational pressures.

We will continue to work closely with the South London clinical networks to accelerate transformation, spread successful innovations, and explore new opportunities for improvement.

Our work remains aligned to the wider ambitions of the NHS 10 year plan and the “three shifts”, towards proactive care, joined up local systems, and a rebalance model of hospital based care.

However, these ambitions sit within a complex and uncertain landscape. These include significant ICB funding reductions, planned changes to national bodies (including the abolition of NHS England) and evolving ICB remits as outlined in the Model ICB blueprint. These challenges reinforce the importance of strong governance, prudent resource use, and collaborative leadership.

Despite these challenges, SLOSS remains committed to delivering impact and shaping change, working with our partners to create a specialised care system that is resilient, patient centred, and sustainable for the future.



ACKNOWLEDGEMENTS

The achievements in this report reflect the dedication and collaboration of many across South London's health and care system.

We extend our sincere thanks to the members of the South London Executive Management Board (EMB) for their ongoing leadership, expertise, and invaluable time dedicated to guiding this programme. We also thank our partners in provider trusts, integrated care boards, clinical networks, NHS England, and community sites for their commitment to improving specialised services.

Finally, we recognise the vital contributions of patients and peer supporters whose lived experiences help shape better care.

Together, we are delivering impact and shaping change towards a more sustainable and equitable specialised care system.