



Reflecting on progress, sustaining momentum

December holiday greetings

As we move through the final quarter of the financial year, this feels like a moment to pause, not because pressures have eased, but because the pace and scale of change, combined with the usual seasonal pressures, across the system continue to be significant.

Across South London and nationally, colleagues are navigating ongoing change and reform. Within that context, this shorter December edition offers a brief reflection on what has continued to move forward in specialised services, and how current work is being shaped to remain resilient amid change.

We are grateful to colleagues across providers, networks, ICBs and communities for their continued commitment and collaboration, and wish all a warm holiday season of reflection, rest, and best wishes for the year ahead.

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Want to know more?

[Get in touch](#) and we can share with you and your teams.

Around the system

ICB allocations and financial context

NHSE has now published ICB allocations for 2026/27 and 2027/28, which compare each ICB's actual recurrent spend on specialised services with a calculated 'fair share' target.

Despite earlier indications of an increase in the pace of allocation movement towards target, convergence policy remains unchanged, with convergence continuing at up to 0.5% per year for delegated specialised services in over target systems, including SEL and, to a lesser extent, SWL.

The wider financial context remains challenging. SLOSS continues to support the South London system through financial analysis, assurance, and strategic discussions via our Executive Management Board and Systems Analytics and Finance Group.



Working across South London

South East London and South West London ICBs have confirmed plans to enter a clustering arrangement, sharing senior leadership while remaining separate statutory organisations. This reflects a wider national direction of travel, with systems exploring joint working to improve resilience and strategic commissioning.

For SLOSS, whose role already spans both systems, this reinforces the importance of coordinated, system wide approaches to specialised services across South London. We will continue to work closely with both ICBs as arrangements develop.



South London Sustainability Review

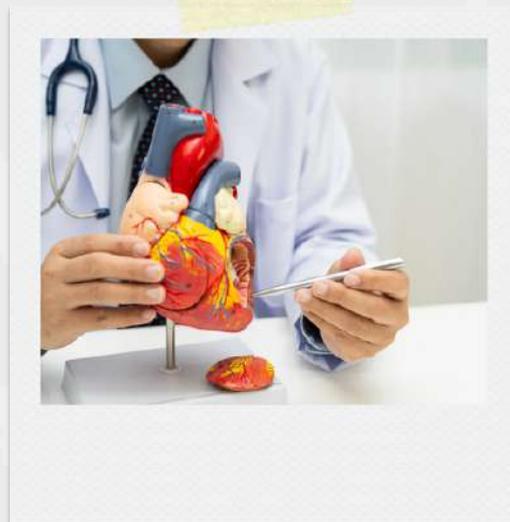
Paediatrics and cardiovascular: Testing what will make a difference

Work continues at pace on the South London Sustainability Review with a focus on identifying opportunities to improve sustainability, efficiency, and quality across specialised services.

Two in person clinically led workshops have been held, focussed on paediatrics and cardiovascular services. These sessions brought together providers, ICBs, and network leaders across strategy, clinical, operations, and commissioning.

The sessions tested appetite for a wide range of opportunities, including service reconfiguration, and confirmed where change would – and would not – add value. The agreed next steps focus on a small number of priority opportunities, including pathway optimisation and strategic procurement, where there is clear clinical support and scope for delivery at pace.

SLOSS will now coordinate further work through task and finish groups and the relevant networks with EMB oversight, aligned with wider ICB sustainability programmes.



South London transformation

Focus: Paediatrics and cardiovascular

Delivery continues across the SLOSS transformation portfolio. Notable developments include:

Blood borne virus (BBV) testing

- National policy underpins this work, with the HIV Action Plan 2025-30 confirming a three year extension of ED opt out HIV testing and continued commitment to viral hepatitis testing. DHSC and NHSE have confirmed funding through 2028/29.
- Alongside delivery of ED testing, the South London HIV Network continues to provide system leadership, including culturally competent HIV care, VCSE partnership working, stigma reduction initiatives, and peer support development.
- Across London, this programme has already identified over 12,000 people living with HIV, hepatitis B or hepatitis C.



Sickle cell services

- In South East London, agreement has been secured for a further year of ICB funding to continue enhanced community sickle cell services, reflecting progress in building depth, scale, and continuity of care.
- In South West London, work has focussed on redesigning acute and community interfaces, including a fully operational 24/7 ED bypass model, with a strong business case for ongoing funding in progress and positive commissioner support.
- Learning from all approaches will inform a London programme lessons learnt and reflection report as the programme moves into its final phase and future service framework from April 2026.

Multiple morbidity model of care (MMMOC)

- The South East London MMMOC model has received strong external recognition, including being shortlisted for two HSJ Awards and achieving a 'highly commended' Health Equity Award at the Personalised Care Awards 2025.
- Learning from MMMOC is being applied to integrated neighbourhood team (INT) development, including areas participating in the national neighbourhood health implementation programme.
- A comprehensive Phase II evaluation is underway, with publication expected in early 2026 to support next steps and inform future commissioning.

Neurosciences

- The South West London and Surrey neurology transformation pilot has completed a positive evaluation, demonstrating the impact of system wide case management roles in improving care coordination for people with complex neurological conditions and reducing avoidable hospital utilisation.
- The pilot has supported more integrated working across tertiary, secondary and community services, improving patient experience and clinician confidence while addressing fragmentation in existing pathways.
- Evaluation findings are now informing next steps as shared with SWL ICB and Surrey Heartland ICB boards, with options for recurrent funding and future delivery being considered through their financial planning processes from April 2026.

South London specialised networks

SL clinical networks: Safety, efficiency and transparency

South London's specialised clinical networks continue to play a critical role in improving quality, safety, and value across the system.

During Q3, network plans and mid year budget positions were reviewed through SLOSS oversight and the System Analytics and Finance Group (SAFG), strengthening assurance, transparency, and alignment with ICB priorities.

Alongside this, networks continue to lead a range of clinically driven improvement initiatives that demonstrate how system working can deliver both safer care and greater efficiency.

To learn more about the network's priorities or this analysis, please contact [Alice Ward](#).

Peer support for network managers

The next South London Clinical Network Managers meeting is scheduled for 14 January 2026, and will include an overview of South West London ICB priorities, mirroring the presentation from South East London ICB in November.

Agenda items welcome. Please contact [Andrea Marlow](#) for details.



Improving neonatal medication safety and releasing clinical time

The [London Neonatal Operational Delivery Network \(ODN\)](#) is progressing work to standardise intravenous (IV) medication infusions, in line with [national recommendations published in 2024](#). Moving away from bespoke, weight based preparation toward standardised, ready to administer solutions has been shown to significantly reduce variation and medication error risk, while also improving service efficiency.

Evidence suggests that standardised infusions can reduce nursing time spent preparing IV medications by up to 60 per cent, releasing capacity for direct patient care. Wider benefits include improved training consistency, better resilience during medicine supply pressures, and stronger foundations for digital safety interventions such as barcode medication administration and electronic prescribing.

Initial implementation is being explored with South East London neonatal providers, with a view to scaling learning across London over time. **This work exemplifies how clinically led network collaboration can deliver tangible safety benefits and release clinical time, even in a constrained financial environment.**

To learn more, contact Suzanne Sweeney, Director, London Neonatal ODN: Suzanne.Sweeney3@nhs.net.



The healthcare landscape is complex.

South London integrated care boards (ICBs) and specialist providers have taken the opportunity to work collaboratively to integrate specialised services and deliver an end to end pathway approach for patients.

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](#)

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.

Driven by our mission to underpin specialised transformation with a robust and compelling evidence base, we provide the data, insights, and implementation expertise needed to optimise specialised care pathways, reduce inequalities, improve efficiency, and ensure value for money.

**Want to know more?**

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