

Collaboration in action

2025/26 ANNUAL REVIEW

**SOUTH LONDON
OFFICE OF
SPECIALISED
SERVICES (SLOSS)**



FROM THE CHAIR

The past year has reinforced the importance of partnership in delivering high quality specialised services across South London.

As the NHS continues to evolve, organisations are increasingly working across traditional boundaries to address shared challenges. Many of the opportunities facing specialised services cannot be addressed by any one organisation alone. They require collaboration, shared evidence and a collective commitment to improving care for our populations.

Throughout 2025/26, the South London Office of Specialised Services (SLOSS) has continued to support that collaborative approach. By bringing together providers, integrated care boards, clinical networks and regional colleagues, SLOSS has helped partners to navigate complexity, strengthen relationships and make informed decisions that benefit patients across South London.

This report highlights examples of that work in practice – from the South London sustainability review and clinical network oversight to transformation programmes in blood borne viruses, sickle cell disorder and multimorbidity. Whilst each programme is different, they all demonstrate the value of organisations working together to achieve more than they could alone.

I would like to thank all of our partners for their continued commitment throughout the year. Their expertise, openness and willingness to collaborate are what make progress possible.

I hope this report provides a valuable reflection on the achievements of the past year and the strong foundations that have been laid for the future.

JACKIE PARROTT

Chair, SLOSS Executive Management Board and Executive Director of Strategy and Strategic Partnerships, Guy's and St Thomas' NHS Foundation Trust





FROM THE DIRECTOR

Throughout 2025/26, SLOSS has continued to evolve alongside the wider NHS, whilst remaining focused on a simple purpose: helping partners work together to improve specialised care across South London.

We do not duplicate the work of providers, integrated care boards or clinical networks. Instead, we bring organisations together, provide trusted evidence, strengthen collaboration and help partners make informed decisions that improve services for the populations we collectively serve.

This report reflects that role in action. It highlights how SLOSS has coordinated system wide initiatives, supported transformation programmes, strengthened oversight of clinical networks and provided the insight and evaluation needed to support strategic decision making. Much of this work happens through collaboration rather than direct operational responsibility, but it plays an important role in enabling improvement across organisational boundaries.

As we look ahead, our role continues to evolve alongside the wider health system. Increasingly, our work can be described through five simple principles:

Coordinate. Connect. Inform. Strengthen. Enable.

These principles reflect the role SLOSS plays in supporting collaboration, informed decision making and sustainable improvement across South London.

None of this would be possible without the commitment of colleagues across our partner organisations. Thank you to everyone who has contributed their expertise, challenged our thinking and worked collaboratively throughout the year. The achievements described in this report belong to the South London system as a whole.

MARTIN WILKINSON

Director, South London Office of Specialised Services



2025/26 IN HEADLINES

Building a more sustainable future

South London's first sustainability review brought together providers, ICBs and clinical leaders to identify future opportunities across specialised services.

Strengthening clinical leadership

Thirty clinical networks were supported through coordinated oversight, work planning and financial governance.

Working across organisations

Partners collaborated to navigate delegated commissioning whilst preparing for further national reform.

Supporting transformation at scale

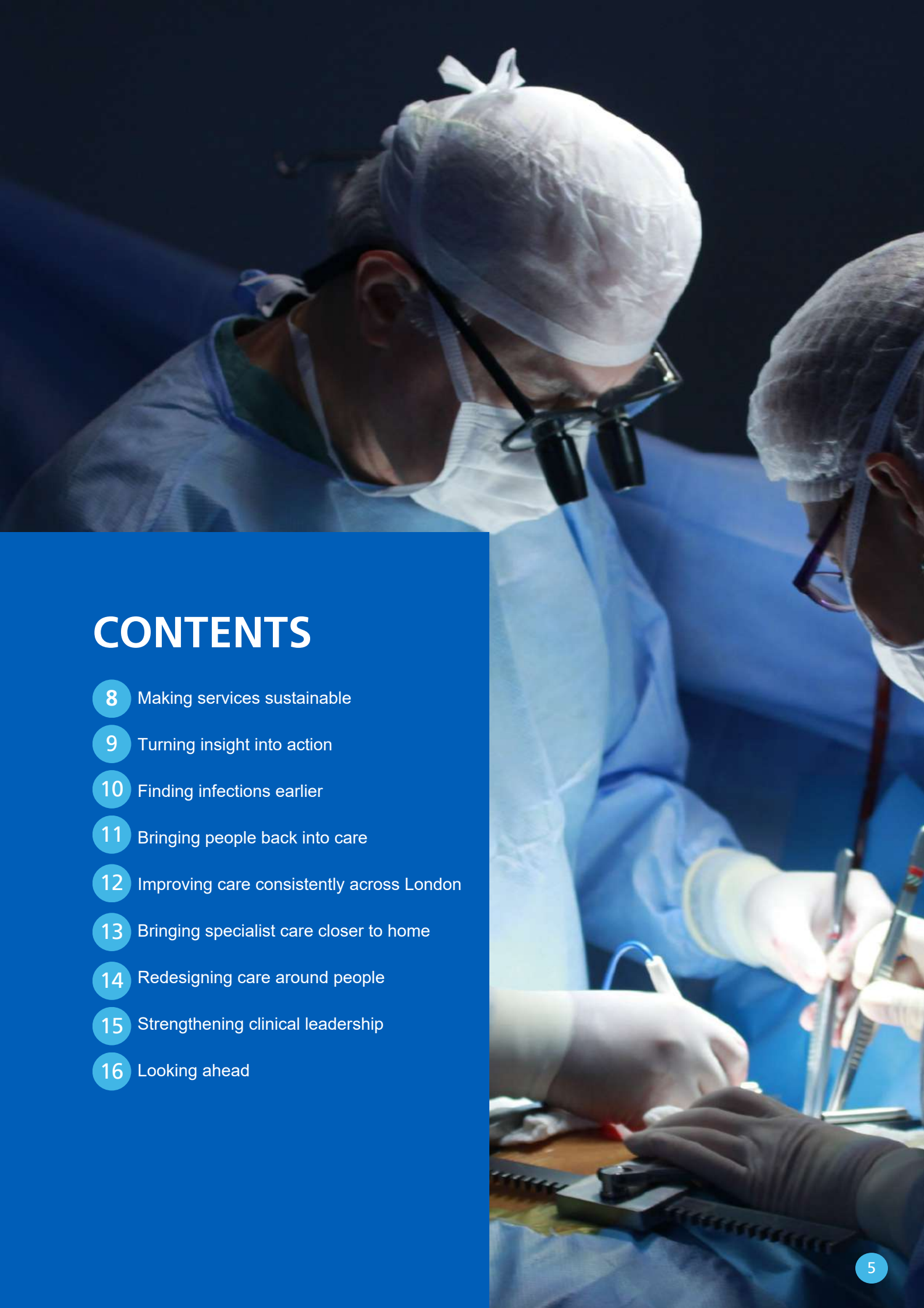
Blood borne viruses, sickle cell disorder and multimorbidity programmes continued to mature through partnership, evaluation and shared learning.

Informing better decisions

Evidence and analytics underpinned business cases, evaluation and strategic planning across South London.

National recognition

South London programmes received national recognition through HSJ Award shortlistings.



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NAVIGATING CHANGE TOGETHER

The pace of change across the NHS continued throughout 2025/26.

Delegated specialised commissioning entered its second year, integrated care boards continued to evolve as strategic commissioners, financial pressures intensified, and national expectations increasingly focused on productivity, neighbourhood working and organisational reform. At the same time, South London partners began preparing for the next phase of commissioning and system leadership.

Against this changing backdrop, one thing remained constant: the need for organisations to work together.

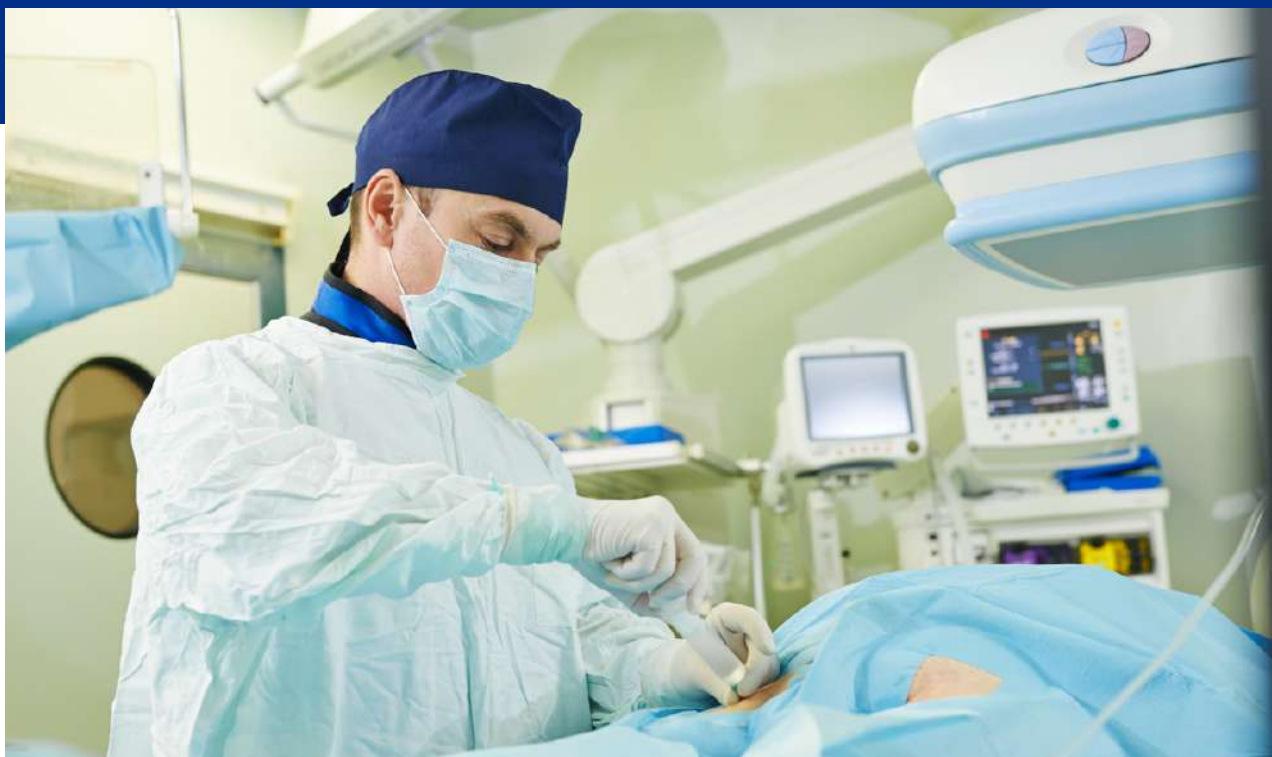
For specialised services, many of the most significant opportunities and challenges extend beyond the boundaries of individual providers or commissioners. Delivering sustainable improvement requires shared intelligence, collective leadership and coordinated action across the whole South London system.

Throughout the year, SLOSS continued to support that collaborative approach – bringing together partners, providing evidence to inform decisions, strengthening relationships and enabling progress across a broad range of specialised services.

The following pages highlight how this work has contributed to stronger partnerships, informed decision making and practical improvements across South London during 2025/26.







SUSTAINABILITY REVIEW

Building a sustainable future for specialised services

Why?

With increasing demand, financial pressures and changing commissioning arrangements, South London recognised the need to take a fresh look at how specialised services could be delivered sustainably over the coming years.

What we did

SLOSS coordinated a clinically led sustainability review, bringing together providers, integrated care boards, clinical networks and system leaders to identify opportunities to improve quality, reduce unwarranted variation and make better use of specialist expertise across South London.

Rather than focussing solely on financial savings, the review considered how services could become more resilient, equitable and clinically sustainable over the longer term.

What changed

Clinically led workshops across paediatrics and cardiovascular services generated practical recommendations now being taken forward by partners. Just as importantly, the review strengthened relationships across organisations, created a shared understanding of future priorities, and established a common approach to identifying system wide opportunities.

Why it matters

The Sustainability Review provides a foundation for long term service improvement, creating a shared South London approach to delivering high quality, sustainable specialised care.

DATA AND ANALYTICS

Informing better decisions

Why?

Good decisions depend on good evidence. As health systems face increasing financial pressure and changing commissioning arrangements, partners need timely insight to understand what is working, where improvements are needed, and how resources can have the greatest impact.

What we did

SLOSS provided analytical and evaluation support across a range of specialised services programmes, helping partners understand population needs, measure impact and inform future service development.

Working alongside clinicians, programme teams and commissioners, we combined quantitative and qualitative analysis to evaluate new models of care, identify health inequalities and generate evidence to support commissioning decisions. This included evaluations of programmes such as HIV re-engagement, the multimorbidity model of care and the South East London sickle cell programme, alongside bespoke analyses supporting South London strategic decision making.

What changed

Our insight helped demonstrate the impact of transformation programmes, strengthen business cases for continued investment and provide partners with greater confidence when planning future services.

By combining robust analysis with practical recommendations, SLOSS supported evidence informed decision making across South London's specialised services portfolio.

Why it matters

Data alone does not improve services. By turning information into meaningful insight, SLOSS helps partners make informed decisions, target investment where it will have the greatest impact and build the evidence needed for sustainable service improvement.



BLOOD BORNE VIRUS OPT OUT TESTING

Finding infections earlier, improving lives

Why?

Blood borne viruses such as HIV, hepatitis B and hepatitis C can remain undiagnosed for years, increasing the risk of serious illness and onward transmission. Emergency department (ED) opt out testing offers an opportunity to identify infections earlier, particularly among people who may not otherwise access healthcare, helping to reduce inequalities and improve long term outcomes.

What we did

SLOSS worked with providers, commissioners, operational delivery networks and the South London HIV Network to embed ED opt out testing and strengthen the wider system of care.

Alongside programme coordination and reporting, we supported collaboration across organisations, development of peer support, culturally competent HIV care, and the sharing of learning across South London as the programme matured beyond implementation. National confirmation of funding through 2028/29 also enabled partners to focus on embedding successful approaches into routine care.

What changed

ED testing continues to identify people who may otherwise have remained undiagnosed, whilst South London's HIV and hepatitis services strengthens collaboration across prevention, diagnosis and treatment pathways. Across London, the programme has now identified more than 12,000 people living with HIV, hepatitis B or hepatitis C, with learning from South London helping inform future programme development and service frameworks.

Why it matters

Earlier diagnosis saves lives, reduces health inequalities and prevents future illness. By strengthening collaboration across organisations and helping successful initiatives become embedded within routine care, SLOSS is supporting a more sustainable and equitable approach to blood borne virus services across South London.





HIV RE-ENGAGEMENT

Reconnecting people with life saving care

Why?

Not everyone diagnosed with HIV remains engaged in care. People who disengage are at greater risk of poorer health outcomes, avoidable hospital admissions and onward transmission. Evidence also shows that disengagement disproportionately affects people experiencing health inequalities, particularly those from Black African and Black Caribbean communities.

What we did

Working alongside South East London partners (SEL Integrated Care Board, Guy's and St Thomas', King's College Hospital, and Lewisham and Greenwich trusts), SLOSS supported a proactive HIV re-engagement programme that combined analytics, clinical leadership and person centred outreach to identify people who had fallen out of care and support them to reconnect with services.

Our role extended beyond programme coordination to include evaluation, impact assessment and dissemination of learning, helping demonstrate the programme's effectiveness and supporting wider adoption of similar approaches.

What changed

By the end of the year, 333 people had successfully re-engaged with HIV care, with more than 70% coming from Black African, Black Caribbean and other Black communities. Most people rapidly restarted treatment, with 70% achieving viral suppression within six months where follow up data were available.

The programme has informed national guidance, contributed to the HIV Action Plan, secured continued funding in South East London, and received recognition through national awards and conference presentations.

Why it matters

Re-engaging people in HIV care improves individual health, prevents avoidable harm and reduces transmission. It also demonstrates how data, partnership working and targeted outreach can reduce health inequalities whilst creating evidence that informs future commissioning and service improvement. The programme has now secured [Fast Track Cities](#) funding to extend this proven approach into South West London, creating a more consistent re-engagement model across South London.



LONDON SICKLE CELL IMPROVEMENT PROGRAMME

Raising the standard of sickle cell care across London

Why?

The *No one's listening* report highlighted unacceptable variation in sickle cell care and set out clear recommendations to improve the experience and outcomes of people living with sickle cell disorder. The London Sickle Cell Improvement Programme (LSCIP) was established to bring partners together and coordinate a consistent, London wide response.

What we did

SLOSS continued to coordinate the LSCIP, working with NHS England, London's integrated care boards, providers, clinicians and people with lived experience to support implementation of the report's recommendations.

The programme focused on strengthening collaboration across London, sharing best practice, monitoring progress and supporting system wide improvements in workforce development, emergency care, digital care planning and community services.

What changed

Measurable improvements have been achieved across multiple priority areas.

- Approximately 93% of people living with sickle cell disorder in London have access to a shared digital care plan available across trusts, emergency departments and the NHS app.
- Peer mentoring is available across all five London integrated care boards.
- Five community accelerator units expanded access to multidisciplinary care.
- Four emergency bypass units improved timely treatment during acute pain episodes.
- The ACT NOW emergency care approach was adopted nationally through Royal College of Emergency Medicine best practice guidance.

Why it matters

The London Sickle Cell Improvement Programme demonstrates how coordinated leadership, shared learning and sustained partnership working can translate national recommendations into measurable improvements for patients across an entire health system.

SEL SICKLE CELL IMPROVEMENT PROGRAMME

Bringing specialist care closer to home

Why?

People living with sickle cell disorder often experience fragmented care, repeated hospital attendances and significant health inequalities. The *No one's listening* report highlighted the need for more coordinated, culturally competent services that support people beyond episodes of crisis. In response, South East London (SEL) developed an enhanced community care model designed to bring specialist expertise closer to where people live.

What we did

Hosted by SLOSS, the SEL sickle cell improvement programme coordinated delivery of a community care pilot on behalf of NHS South East London.

Working with providers, the South East London and South East Haemoglobinopathy Coordinating Centre, the Sickle Cell Society, and community partners, the programme expanded specialist nursing capacity, introduced multidisciplinary community teams, strengthened welfare and psychological support, developed peer mentoring for children and young people, and delivered targeted education for patients, families and professionals. Alongside programme management, SLOSS led the evaluation to understand the pilot's impact and inform future commissioning decisions.

What changed

The project demonstrated a new way of delivering holistic, community based sickle cell care. Early evaluation showed substantial increases in referrals across all three community providers, improved access to multidisciplinary support, and highly positive patient feedback, with many people reporting greater confidence in managing their condition and stronger relationships with clinicians. The pilot also strengthened collaboration between acute, community and voluntary sector services, creating a foundation for more equitable and integrated care.

Why it matters

By testing and evaluating a new community model of care, the South East London sickle cell improvement programme is generating evidence to support future commissioning decisions whilst helping people with sickle cell disorder access more coordinated, holistic support closer to home.





MULTI MORBIDITY MODEL OF CARE

Redesigning care around people, not conditions

Why?

As more people live with multiple long term conditions, traditional models of care – those designed around individual diseases and separate services – can lead to fragmented care, repeated appointments and poorer outcomes. The South East London (SEL) multimorbidity model of care (MMMoC) was established to shift care closer to communities, move from reactive treatment to prevention, and develop more integrated, person centred models of care.

What we did

Building on previous work within the South East London MMMoC programme, SLOSS provided programme management, evaluation and system wide coordination as partners tested innovative approaches to integrated neighbourhood care.

Working across providers, primary care, community services and commissioners, we supported delivery of the programme and its independent evaluation, helping generate robust evidence to inform future service design. The programme supported more than 1,050 people with complex needs through integrated neighbourhood teams, with over 100 multidisciplinary team meetings bringing together expertise from across organisational boundaries.

What changed

The two phase evaluation demonstrated meaningful improvements in medicines optimisation, monitoring and blood pressure control, alongside reductions in outpatient activity and GP appointments for people receiving complex case management. Service user and staff feedback highlighted improved experience, trust and multidisciplinary working, providing strong evidence for more coordinated, neighbourhood based models of care.

Why it matters

The multimorbidity model of care is providing robust real world evidence that integrated neighbourhood teams can improve outcomes for people with complex long term conditions whilst supporting more preventative, person centred and sustainable models of care.

CLINICAL NETWORKS

Connecting networks and system priorities

Why?

South London's clinical networks play a vital role in improving specialised care, bringing together clinicians and organisations to share expertise, develop pathways and drive improvement. As the number and scope of networks has grown, so too has the need for greater visibility of their priorities, activities and investment across the system.

What we did

SLOSS strengthened its oversight of clinical networks by introducing more structured review of work plans, budgets and programme activity. This provided South London partners with a clearer understanding of how network priorities aligned with wider system objectives, whilst creating opportunities to identify shared themes, reduce duplication and make better use of available resources.

Alongside supporting individual networks, SLOSS also worked through the South London Systems Analytics and Finance Group (SAFG) to improve financial oversight, monitor investment and support strategic approaches to network funding.

What changed

For the first time, South London gained a more consistent view of network priorities, planned activity and financial position across the clinical networks. This enabled more informed discussions at the Executive Management Board, strengthened financial stewardship, and helped identify opportunities to reinvest underspends into agreed system priorities. Collaborative approaches also continued to support initiatives, such as the strategic procurement programme within the SL Cardiac Operational Delivery Network, helping partners maximise value whilst maintaining investment in future improvement.

Why it matters

Clinical networks deliver improvement. SLOSS helps ensure that improvement remains visible, aligned with South London's priorities and supported by effective governance and financial stewardship.



LOOKING AHEAD

The environment in which specialised services operate will continue to evolve. National reforms, changing commissioning arrangements and increasing financial pressures will continue to shape how organisations work together across South London.

Whilst structures may change, the need for collaboration remains constant. Many of the opportunities and challenges facing specialised services extend beyond the boundaries of individual organisations. They require trusted relationships, shared evidence and a collective approach to improving care.

Working alongside our partners, SLOSS will continue to focus on the activities that add greatest value across organisational boundaries:

- **Coordinate** - Bringing partners together around shared priorities
- **Connect** - Building trusted relationships across organisations and systems
- **Inform** - Providing evidence, insight and evaluation to support better decisions
- **Strengthen** - Reinforcing partnerships, governance and capability across South London
- **Enable** - Helping partners and clinical networks deliver sustainable improvement

As South London's health system continues to develop, SLOSS will remain committed to supporting collaboration, informed decision making and practical improvement, helping partners respond to today's challenges whilst building stronger foundations for the future.

Coordinate

Connect

Inform

Strengthen

Enable

The healthcare landscape is complex.

South London integrated care boards (ICBs) and specialist providers 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 Board](#)
- [South West London Integrated Care Board](#)

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