

Health and Social Care Scrutiny Committee

THT and the Integrated Care Board update

27th July 2023

**TOWER HAMLETS
TOGETHER**

*Delivering better health
through partnership*



The ask

As this will be the first meeting the chair has asked the Integrated Care Board and local health partners to provide an overview on:

- Reflections and achievements
- Priorities for 2023/24
- Ongoing pressures and challenges

Primary Care

presented by Roberto Tamsanguan, Clinical Director

Reflections and achievements	Priorities for 2023/24
<ul style="list-style-type: none"> • *Primary Care Network (PCN) Organisational Development programme • PCN delivery of the Spring 2023 Covid-19 booster programme (previously delivered by other organisations) • PCN agreement to deliver Spirometry hubs in the community • PCN IT interoperability to enable PCNs to deliver services to its practices patients • Digital Exclusion Policies in every Practice • General practice teams trained to support young people to understand the transition from parental to personal responsibility for accessing health care • 'Healthspot' service for young people – GP service provision at 2 youth centres in Tower Hamlets <p>*Tower Hamlets has 7 PCNs. PCNs are groups of 4-6 Practices collaborating together</p>	<ul style="list-style-type: none"> • To further enable PCNs to support a sustainable General Practice and improve access to primary care • PCN Capacity & Access Improvement Plans • Cloud based telephony in all practices, including queue functions • PCN transformation projects: <ul style="list-style-type: none"> • PCN Same Day urgent care service pilot • Document Workflow Improvements – reducing practice workload • PCN & borough patient call and recall service (to support for example immunisation uptake) • Primary/Secondary Care interface – set up a working group to enact solutions to remove/reduce friction • Support from Tower Hamlets Council to develop a Communication campaign to its residents on how to access primary care and educate the wider primary care workforce, self care, pharmacy services etc.
Ongoing pressures and challenges	
<ol style="list-style-type: none"> 1. Rapid population growth 2. Mobile population leading to high turnover of patients (30%) 3. GP and Nurse workforce crisis – exacerbated by the cost of living/housing compared to outside of London 4. Hospital waiting lists add to existing pressures in primary care 5. Telephony and access biggest issues post pandemic 6. No single approach to Access 7. Revenue implications for Practices in newly built health centres 	

Community Health Services

presented by Richard Fradgley, Director of Integrated Care and Deputy CEO
East London Foundation Trust

Reflections and achievements	Priorities for 2023/24
<ul style="list-style-type: none"> • Our early therapeutic interventions winter scheme at Royal London Hospital was hugely successful. Provision of early therapy interventions in the emergency department avoided admission in 126 cases (Jan-Mar 2023) and where patients were admitted, our intervention reduced peoples' length of stay in hospital from an average of 12-13 bed days to 6-7 bed days. • Progress with recruitment, particularly nurses following weekend recruitment days • We were finalists at the HSJ Awards for the work of our Advanced Care Planning Team for people with low-level learning disabilities 	<ul style="list-style-type: none"> • Integrated working with partners, with a particular focus on working more closely with care home managers, Royal London Hospital teams (e.g. pharmacy, therapies and discharge teams) and primary care • Wellbeing, workforce, recruitment and retention • Virtual wards - supporting new models of care and partnership working with Royal London Hospital and Frailty Practitioners • Continuing to consistently meet the 2 hour rapid response target (maintaining our performance) • Recovery planning, with a particular focus on waiting list management, integrated triage approaches, and QI project on maximising the therapy resource
Ongoing pressures and challenges	
<ol style="list-style-type: none"> 1. Workforce (therapies in particular) presents a significant and on-going challenge. There is a national shortage of Occupational Therapists, for example 2. Demand for our services, including the increasing complexity of presentations, is greater than our capacity. While we are doing what we can to work more efficiently with the resources we have, there is a significant financial pressure 	

Mental Health

presented by Richard Fradgley, Director of Integrated Care and Deputy CEO
East London Foundation Trust

Reflections and achievements	Priorities for 2023/24
<ul style="list-style-type: none"> We are deepening our relationship with social care across adult mental health and learning disabilities. This includes opening learning and development opportunities to each other (e.g. Quality Improvement training), and supporting each other around CQC inspections The move towards an ageless mental health support offer within neighbourhood mental health teams has been very successful (removing the boundary between adults and older adults services), and we are looking to spread this more widely A Quality Improvement (QI) project to improve transitions from children and young people (CYP) services to adult services, including the development of neighbourhood huddles that bring CAMHS and adult services together We are making some progress in implementing the THRIVE approach to CYP mental health and emotional wellbeing. For example, we have been able to articulate the offer for Tower Hamlets Education and Wellbeing Service (THEWS) Tower Hamlets Talking Therapies have been extremely successful at increasing access to more residents with anxiety and depression, with a particular focus on community outreach to increase access for minoritised communities 	<p>For adults:</p> <ul style="list-style-type: none"> Improved Staff Experience – ensuring there are a range of developmental opportunities and well being initiatives to boost retention Improving and sustaining mental health inpatient care Reducing inequalities – continue the roll out of cultural awareness training to all staff, provided by the Islamic Centre <p>For children and young people:</p> <ul style="list-style-type: none"> Integrated Care, Partnerships & Coproduction – in particular, integration with social care, other health services and the VCSE New service developments – including CAMHS Crisis, Eating Disorder Service, Home Treatment Team (ICCS) and Intensive Support Team Improved pathways for children with neurodevelopmental needs e.g. autism
Ongoing pressures and challenges	
<ol style="list-style-type: none"> The availability of adult mental health inpatient beds is a real and on-going pressure, which is also contributing to longer waits in A&E. This partly driven by higher complexity and acuity of need in the population, and longer lengths of stay in hospital because of delayed transfers of care. Our workforce is tired and has been continually impacted by strike action. We are doing a lot to maximise staff wellbeing but wider system pressures and rising acuity and complexity of need in our population are having an impact on peoples' resilience We are hoping to secure a greater commitment across the system for more integrated working around CYP, which will enable us to consider the totality of our resources and work strategically in partnership to shift our attention and resources towards upstream interventions in line with THRIVE, away from crisis services 	

Acute Care

presented by Neil Ashman, CEO Royal London & Mile End Hospitals and Place Exec Lead.

Reflections and achievements	Priorities for 2023/24
<ul style="list-style-type: none"> • Working collaboratively with partners across NEL • Providing care closer to home at our Mile-End Hospital site • Providing hospital at home for children in TH • Supporting virtual ward for frailty and respiratory pathways in the community • Supporting improved partnership working with local partners in Tower Hamlets 	<ul style="list-style-type: none"> • Improve Patient Flow through our hospital to bring the discharge process to earlier in the day • Meeting the demands for Urgent and Emergency Care and meeting the national performance standards • Delivering equitable care to all of our patients with a focus on reducing our waiting lists • Continuing to work with partners to sustain quality services and focus on long term conditions and the prevention agenda
Ongoing pressures and challenges	
<ol style="list-style-type: none"> 1. Increased demand for urgent and emergency care 2. Increased number of patients with Mental Health needs attending our Emergency Care Department with a longer length of stay 3. Working to deliver equitable care to all patients on our waiting lists 4. The demand for Primary Care Access from a growing population 5. The need for more Community Service provision 	

Integrated Care Board (ICB) presented by Charlotte Pomery, Chief Participation and Place Officer



Reflections and achievements	Priorities for 2023/24
<ul style="list-style-type: none">• First year of operation of the ICS – effective governance, development of Place Partnerships, Collaboratives, the ICB, with more development work still to do• The development of the Integrated Care Partnership Strategy, the Joint Forward Plan and the Operating Plan• Real focus on working with partners across the system to strengthen co-production and community led working• Draft Workforce Strategy to address the ongoing resourcing issues faced across the system	<ul style="list-style-type: none">• Implementation of ICS Financial Strategy to ensure our resources address our demand and need• Continued focus on co-production and the voice of local people in identifying challenges and solutions• Implementation of the Workforce Strategy• Implementation of the ICP Strategy and addressing our core priorities as well as reshaping our urgent and emergency care response
Ongoing pressures and challenges	
<ol style="list-style-type: none">1. Workforce capacity across the system – in both health and social care with particular pinchpoints in some disciplines (for example, Occupational Therapy, Speech and Language Therapy, community nursing including for social care).2. High levels of demand into the health and care system, again across all sectors, reflecting the urgency of a focus on prevention and early intervention.3. Availability of capital funding to secure the long term changes in infrastructure we need to see	