



ISLINGTON

HEALTH AND CARE SCRUTINY COMMITTEE

2 October 2018

SECOND DESPATCH

Please find enclosed the following items:

Item 10	Whittington Estates Strategy - Update - Presentation	1 - 10
Item 11	London Ambulance Service - Performance update - to follow	11 - 28

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Whittington Health

Transforming our Estate – update on progress

October 2018



Trust priorities include:

- **Modern, fit-for-purpose maternity and neonatal facilities**
- **Child-centred community children's facilities**
- **Modern community-based facilities that support and deliver the integrated care-closer-to-home vision**
- **High quality staff accommodation**



Whittington Health is progressing estates transformation through:

- § Preparation of a Strategic Outline Case, including an estate development control plan, by April 2019**
- § Building on relationships with GLA, North Central London STP, Haringey and Islington Wellbeing Partnership and the London Estates Board**
- § Working with Camden and Islington Foundation Trust to support the delivery of improvements in mental health facilities, and Project Oriel, by agreeing to the siting of mental health facilities on part of the WH hospital site**



- § **The Trust will have a strategic outline case (SOC) by April 2019**
- § **As part of this work, the Trust has begun the process of preparing an estate development control plan**
- § **The Trust has procured specialist resources to support the work:**

Using SBS framework – mini competition

Architectural-led team

Resources will include: design, health planning, cost consultancy, and engineering and energy specialists



§ **Delivering the SOC will require:**

Presentation of the strategic context, including commissioner support

Demonstration of Health Service need

Shortlist of options (including a development control plan)

Demonstration of Affordability

Presentation of timetable and deliverability

§ **The Trust has begun the preparation of the design brief, and a more formal assessment of its current estate**

§ **The Trust will begin to engage externally on delivery options in early 2019**



§ **Delivery of estates transformation will require support from, and engagement with: staff, patients, our local communities, commissioners, and our health and wellbeing provider partners**

§ **A number of more formal relationships/forms of engagement are already in place, including:**

Membership of the Haringey and Islington Wellbeing Partnership, and associated pathway groups and estates group

Membership of the North London Partners (NCL STP) and associated Estates Strategy Board



- § **The Trust has a relationship with the GLA through the signing of a Memorandum of Understanding (MOU)**
- § **Through the MOU, the GLA will provide strategic housing expertise and advice to the Trust**
- § **This support will enable the estate transformation plan to consider the delivery of affordable housing, to meet the aspirations of the draft London Plan, London Housing Strategy and LB Islington Local Plan**



- § **Through the H&I Estates Group and the NCL Estates Strategy Board, we are engaging with a range of partner providers, from primary through to tertiary care, to support an integrated approach to estates transformation**
- § **The Trust has an agreement with Camden & Islington FT for the use of part of the WH hospital site for the provision of inpatient mental health beds. This will further facilitate the development of the St Pancras and Moorfields hospital sites**



Questions?



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London Ambulance Service
NHS Trust



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Kingston HOSC Quality Account 2017/18 1 October 2018

Agenda Item 11

Our Quality progress

Following the inspection in March 2017 , we moved from an overall rating of 'Requires improvement' to 'Good', which is a tremendous achievement and recognition of the efforts of people across the Service

Our care for patients is once again rated as 'outstanding'

Among the CQC's key findings were that our staff often went above and beyond their expected duties in order to meet patient needs

The report also found that people working across all parts of the Service demonstrated care which was consistent with our values

In the 'well-led' element of the inspection, they found strong leadership and more widely also highlighted the expertise in the care of maternity and mental health patients



Quality Improvement Progress 2015 to now

2015/16

2016/17

2017/18

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Domain	Rating
Safe	Inadequate
Effective	Requires improvement
Caring	Good
Responsive	Requires improvement
Well-led	Inadequate
Overall	INADEQUATE

Inadequate overall
Placed into special
measures

Domain	Rating
Safe	Requires Improvement
Effective	Good
Caring	Outstanding
Responsive	Good
Well-led	Requires Improvement
Overall	Requires Improvement

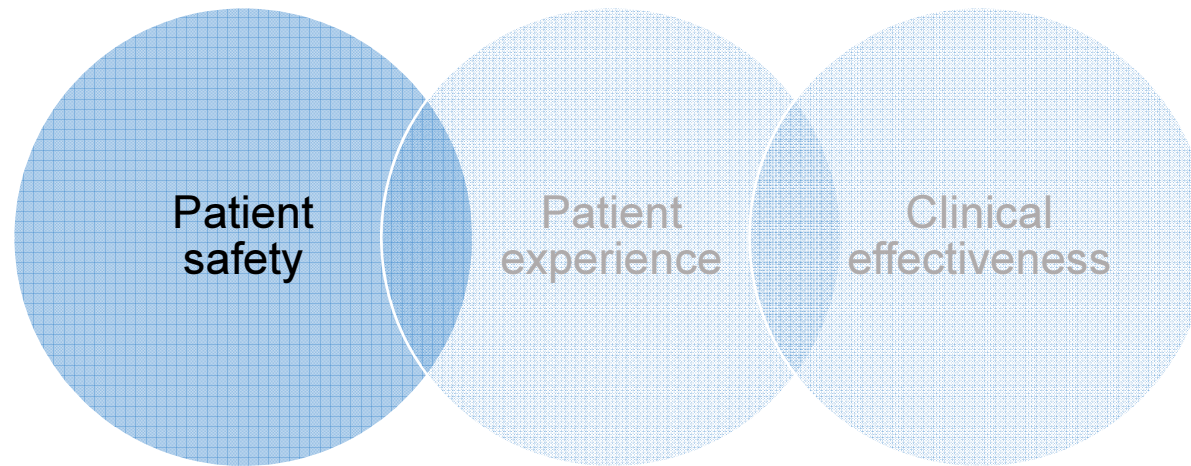
Requires improvement
overall
special measures retained

Domain	Rating
Safe	Good
Effective	Good
Caring	Outstanding
Responsive	Good
Well-led	Good
Overall	Good

Good overall
Removal of special measures



We have made significant progress against all of our 2017/18 Quality Priorities



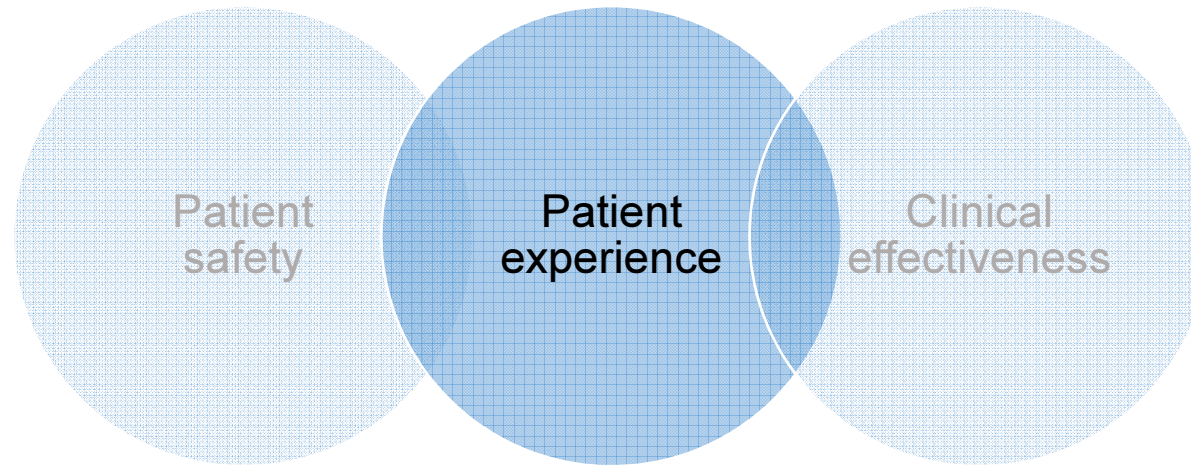
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Target 1 – development of pathways for patients who fall, have mental health issues, are at the end of life and psychiatric

Target 2 – Improve and embed learning from incidents



We have made significant progress against all of our 2017/18 Quality Priorities



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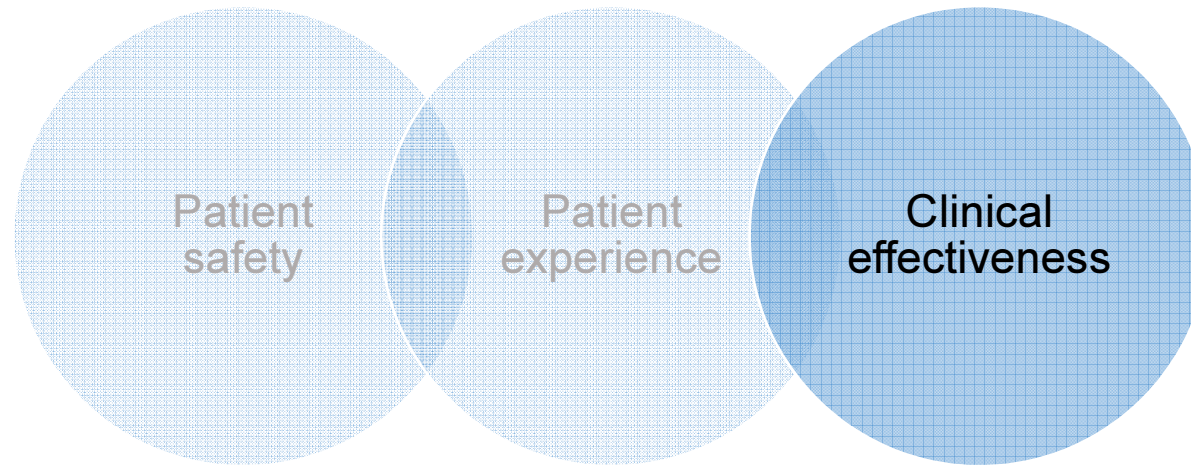
Target 1 – Effective and consistent risk assessment completed for patients in mental health crisis

Target 2 – Improved compliance with infection control standards

Target 3 – Ensure patients have timely and appropriate access to services



We have made significant progress against all of our 2017/18 Quality Priorities



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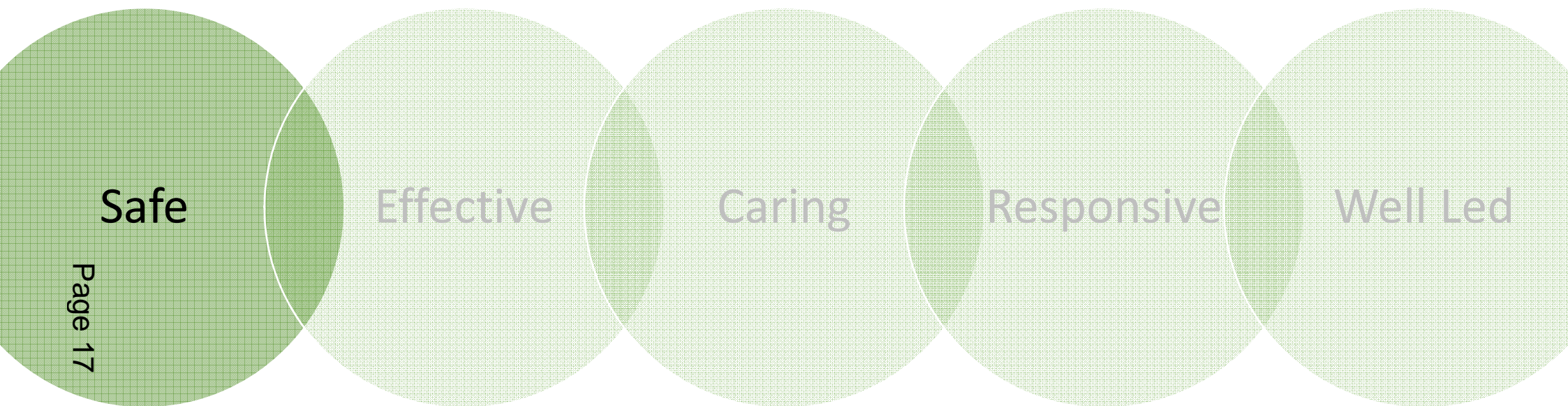
Target 1 – Improve outcomes as reported by Ambulance Quality Indicators

Target 2 – Standardise hospital handovers including use of NEWs for the sickest patients

Target 3 – Develop a mortality and morbidity review process



Moving Forward: 2018/19 Quality Priorities



Target 1: Implementation of Health Assure functionality

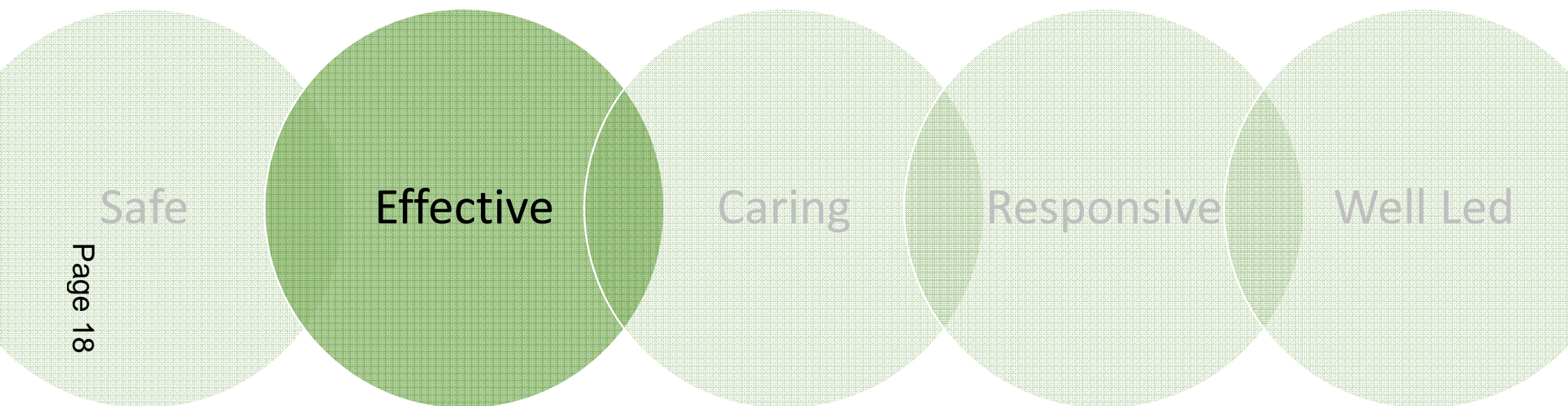
Target 2: Improve hospital handover delays

Target 3: Secure drug rooms completed in every station

Target 4: Increase number of defibrillator downloads



Moving Forward: 2018/19 Quality Priorities



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Target 1: Independent review of training

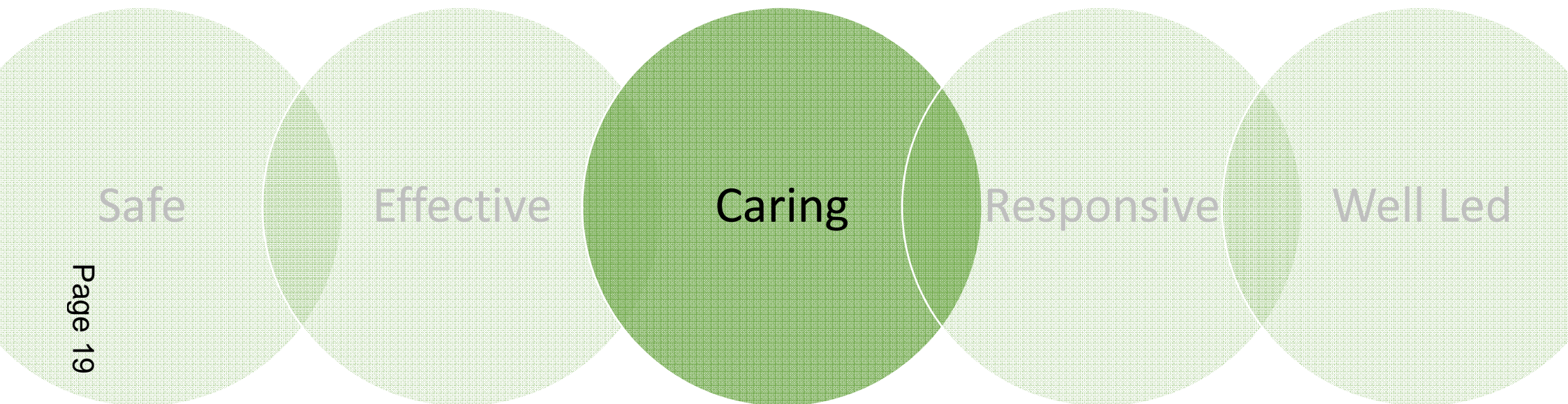
Target 2: New quality indicators developed and being reported on

Target 3: Quality improvement training plan agreed and rolled out

Target 4: Completion of sector roster reviews



Moving Forward: 2018/19 Quality Priorities



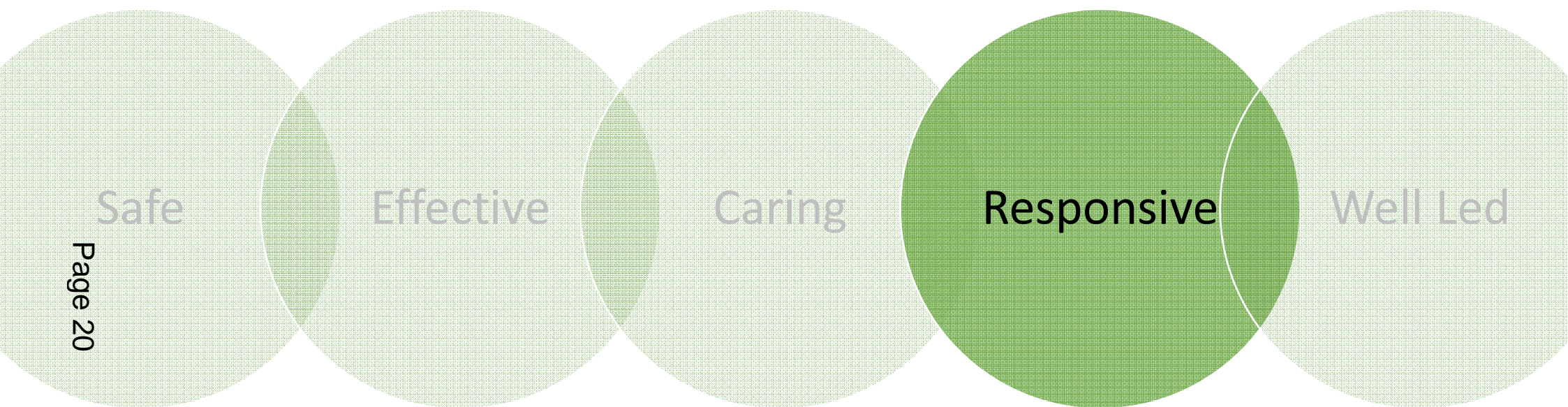
Target 1: Reduction in calls from frequent callers

Target 2: Evidence of patient involvement in all quality improvement and service design

Target 3: Reduce the number of ambulance conveyances for maternity cases



Moving Forward: 2018/19 Quality Priorities



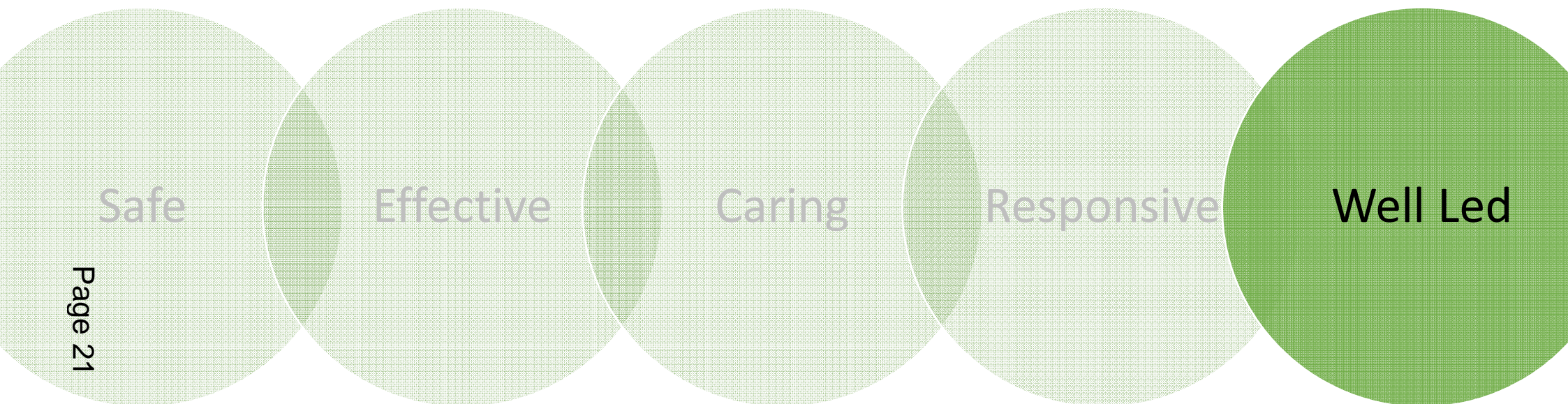
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Target 1: Review of operational model and meet our new performance standards

Target 2: Ensuring patient complaints are responded to in a timely manner



Moving Forward: 2018/19 Quality Priorities



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Target 1: Compliance with statutory and mandatory training

Target 2: Leadership programme developed

Target 3: Implement new People & Culture strategy and improve quality improvement capability across the organisation



Our new five year strategy introduced our new vision



Our purpose

We exist to:

Provide outstanding care for all our **patients**

Be a first class employer, valuing and developing the skills, diversity and quality of life of our **people**

Provide the best possible value for the tax paying **public**, who pay for what we do

Partner with the wider NHS and public sector to optimise healthcare and emergency services provision across London



Our Patients

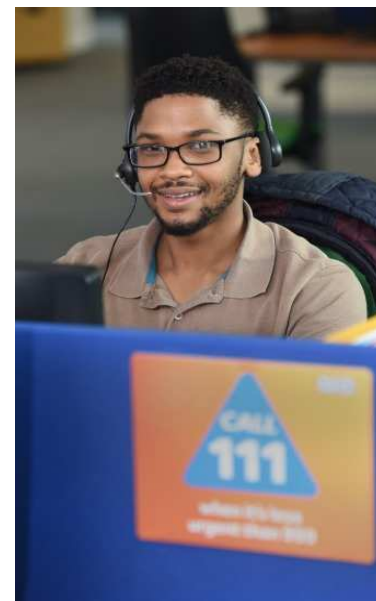
Playing a larger role in 111/Integrated Urgent Care provision across London

Integrating 999 & 111 call answering and clinical support to provide better and faster care

Working with patient groups and other providers to introduce more specialized models of care for a greater proportion of our patients – our pioneer services:

- Urgent care Advanced Paramedic Practitioners
- Falls
- Mental health
- Maternity
- End of life care

Reducing unnecessary conveyances to emergency departments



Our people

Recruiting and retaining talent

Improving engagement to make sure we are listening to our staff

Ensuring a healthy workplace

Aspiring to excellence in leadership and management

Championing inclusion and equality

Recognising and rewarding excellence



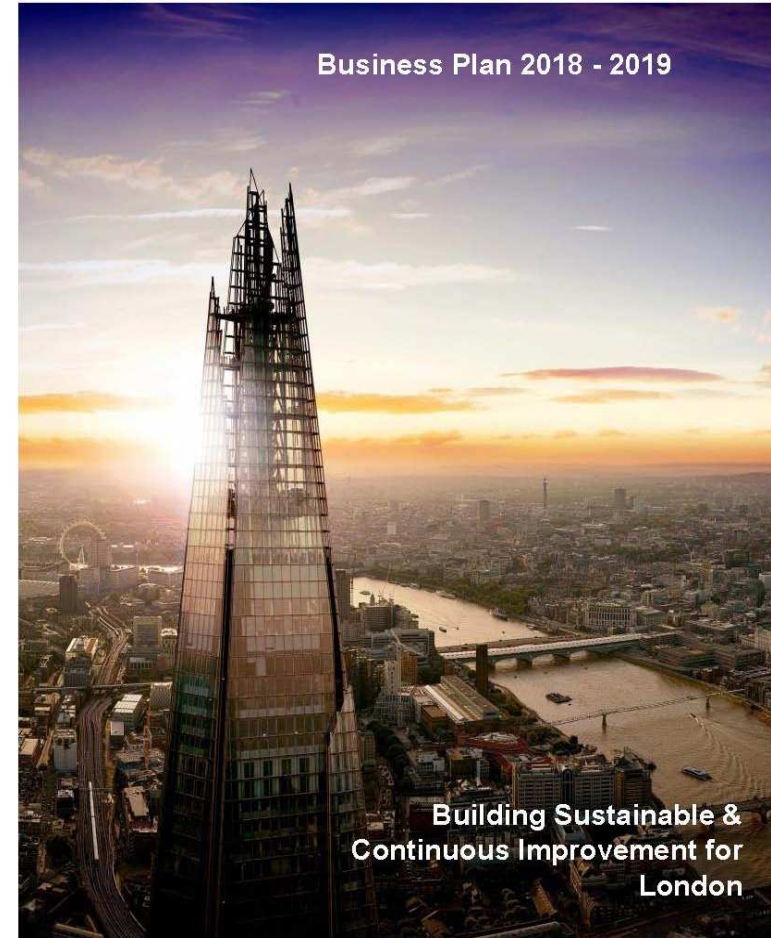
Public Value

Integrating 999 & 111 call answering will also
provide a more cost effective service

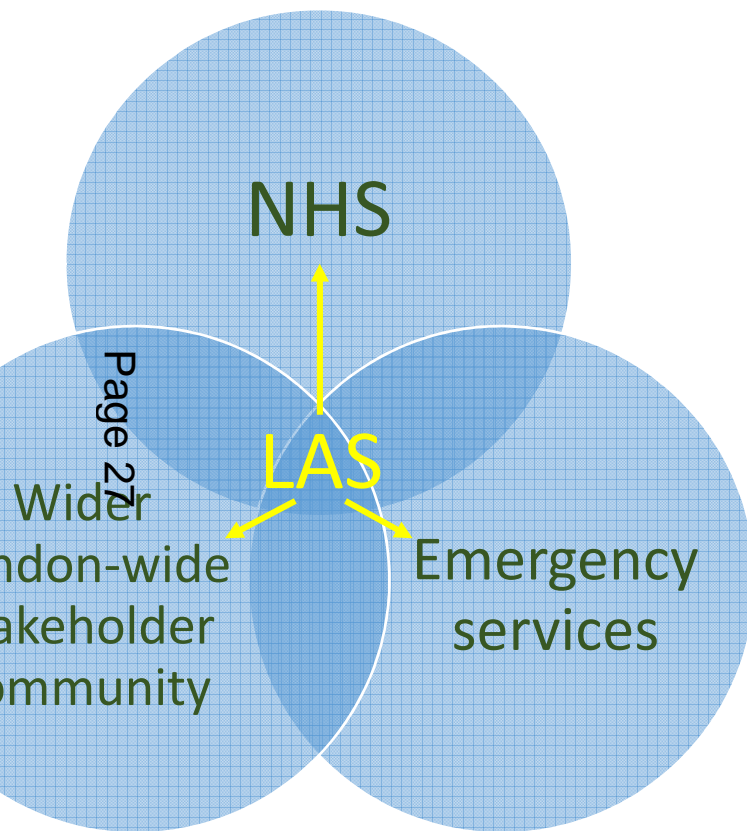
Our pioneer services will reduce unnecessary
hospital conveyances, delivering savings for our
system partners

A detailed internal programme of work to
implement the recommendations of Lord Carter's
review into unwarranted variation within the NHS

New Partnership with South Central Ambulance
Service



Our Partners



- We work closely with a range of NHS partners across London including: STPs, CCGs, Mental health and community trusts, NHS England, NHS Improvement, the Care Quality Commission. We have a number of joint priorities, including:
 - Increasing usage of alternative care pathways
 - Reducing conveyance to emergency departments
 - Reducing handover delays at hospitals
- We also work with the Metropolitan Police and the London Fire Brigade as well as other ambulance services round the country
- We are now working increasingly closely with other public sector bodies in London including the Mayor, TfL and local authorities



...and in Islington

(to follow)

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