



Public Health
England



BETTER HEALTH FOR LONDON: ONE YEAR ON

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Foreword



A year ago Lord Darzi's Better Health for London report and the NHS England Five Year Forward View gave London the blueprint towards becoming a healthier city.

I am now pleased to report we have made great progress towards our ten aspirations.

The London Health Board, which I Chair, brings together all the main health partners with London government. This gives us a solid platform for political oversight to improve health and health care services in London. The board is focusing on childhood obesity, mental health, NHS estates and primary care. It is also looking for ways to support and accelerate the broader transformation of health and care services.

At City Hall, I am investing in areas that will bring health benefits in the longer term. This includes schools, workplace health, cycling, walking, sport and improving London's air quality. Already, two thirds of the capital's schools are signed-up to Healthy Schools London. Around 178,000 employees work for organisations accredited by the Healthy Workplace Charter. Over the next decade, we will have invested £913m in cycling. By the end of next year, 1,700 hybrid buses will be introduced. Finally, the Sports Legacy Programme is investing £22.5m in projects to get more people playing regular sport across every London borough.

Through the London Enterprise Panel, we are investing £500m over the next seven years to support workless, low skilled and low paid Londoners into sustainable, good quality jobs. Making it easier to gain long-term work is one of the best ways to help people to be healthy. It is also a great way to reduce health inequalities.

To achieve this we need to involve Londoners. We must harness their ideas, talents and enthusiasm to find new ways to approach huge challenges like obesity. Communities, business, charities, as well as the public sector, all have vital roles to play.

NHS England (London) and London's 32 clinical commissioning groups (CCGs) have come together to form the Healthy London Partnership to address London's health and care challenges. These include a clear focus on prevention and wellbeing, fostering closer working between health and social care, more personalised services tailored to the individual, improving patient experience, and ensuring consistent and safe care is delivered every time.

It is at local level where local authorities and CCGs commission the health and care services Londoners rely on. Work is underway to break down barriers between health and social care and collaborate at scale where this yields the best results. Local authorities, supported by Public Health England, are leading efforts to protect health and promote healthier lifestyles. Health and wellbeing boards are helping us focus on the wellbeing and health inequalities of the local population.

Here in London we need the freedom to innovate and come up with our own solutions to the city's challenges. London government has put forward a proposal on health and care devolution. We are committed to working with health partners to identify pilots, build a business case and work together to secure the best deal for London.

Our collective efforts are gathering momentum. Since 1990, life expectancy for both men and women has improved. Men are now living seven years longer and women almost five. We have made fantastic progress in a short space of time. However, there is always still more to do.

Boris Johnson
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Introduction

London has a richly vibrant and diverse population, world-leading academic institutions and is home to some of the greatest health and healthcare innovations in the world. But, to be the healthiest major global city, the health and care system must work seamlessly to support Londoners to be as healthy as possible, reduce health inequalities and provide high quality care when and where it is needed.

London has seen dramatic improvements in health and healthcare over recent decades but there is still much more to be done to realise our health goals. Last autumn, the London Health Commission's *Better Health for London* report set out the challenges facing the health and care system and proposed over 60 recommendations to improve health and healthcare in our capital. Building on the *NHS Five Year Forward View*, London partners are working together to prevent ill health, improve the quality of care and create a better, more efficient health and care system that meets the needs of every Londoner. *Better Health for London* recognised the considerable efforts already underway to improve the health of our population and described specific actions by local, London and national partners that would unlock greater progress. One year on, we are taking stock of what we – as a system and a city – have achieved and how we can go further and faster in delivering the vision described in *Better Health for London*.

The London Health Commission, established by the Mayor, set an overarching goal: make London the world's healthiest major global city. In order to support and deliver this, in March 2015, the London Health Board partners published *Better Health for London: Next Steps*. This shared vision of ten key aspirations clearly outlines what needs to be achieved to improve the lives of Londoners.

These are tough goals and will take time to deliver - but as a city we are building strong foundations to deliver lasting improvements in health and care. This report describes some of the actions underway to deliver each aspiration.

Across the capital, local government, the GLA and health partners have established a strong leadership coalition that is committed to transforming public services and creating innovative solutions designed around Londoners. This means joining up how we design, commission and deliver care through greater collaboration and integration enabled by greater autonomy in local decision making. Through this, we can create the services that are right for London and Londoners. Tools such as the devolution of national powers and responsibilities to London provide ways to accelerate progress towards this vision. The commitment by London and national partners to explore a fundamentally different way of working acknowledges the collaboration already underway in London and represents a significant opportunity to radically improve the health of Londoners.

London's health and care system faces significant challenges

Better Health for London highlighted our city's unique health and care challenges. Many of these are set to increase as our population grows and changes. So while we need to work to improve the health and care of today's population, it is also important to support Londoners to stay healthy for as long as possible and to ensure that the health and care system is on a sustainable footing.

London's changing population will require a different response from the health and care system. The *State of London's Health* published in October 2015 (see Appendix) sets out some of London's current challenges. London is growing at a faster rate than any other region in England, with the population expected to increase to 10.1 million by 2041. London also has a transient population with 37 per cent of England's short-term residents. This affects primary care as London GPs experience a 20 to 40 per cent turnover in their patient lists each year. London has wide inequalities in healthy life expectancy between and within London boroughs. Nearly 25 per cent of all Londoners are under 25 and these younger citizens need particular investment in 'upstream' prevention to avoid or delay ill health and disability later in life. But London also has a growing number of older people. By 2031, there will be a 40 per cent increase in over 80 year olds – the biggest users of health and care services.

The proportion of Londoners who smoke is declining but, due to the long-term damage that smoking causes, it remains the biggest killer in our capital. Many other risk factors for poor health are worsening and their costs to the system will spiral without system-wide action. For example, 57 per cent of adult Londoners are overweight or clinically obese and London has the highest rate of childhood obesity of any similar global city and any region in England. London already spends around £1 billion on illnesses related to obesity and these illnesses and their costs are set to increase.

London's health and care system is also facing its own challenges. Prevention needs to be further embedded throughout the system. Only a small fraction of the health and care budget is currently spent on prevention, with the vast majority instead used to treat preventable diseases. With over 1,600 NHS services in London and a vast array of social care providers and commissioners, the needs of individual Londoners can slip through the net.

We need to bring health and social care closer together so that Londoners are not forced to coordinate their own care and experience delays, gaps and duplication in services. We need to improve the quality and consistency of care, such as the outcomes and experiences of cancer patients or those with mental ill-health conditions. We also need to support our staff, addressing challenges like the high cost of living in London, so that we are able to attract and retain a high quality workforce.

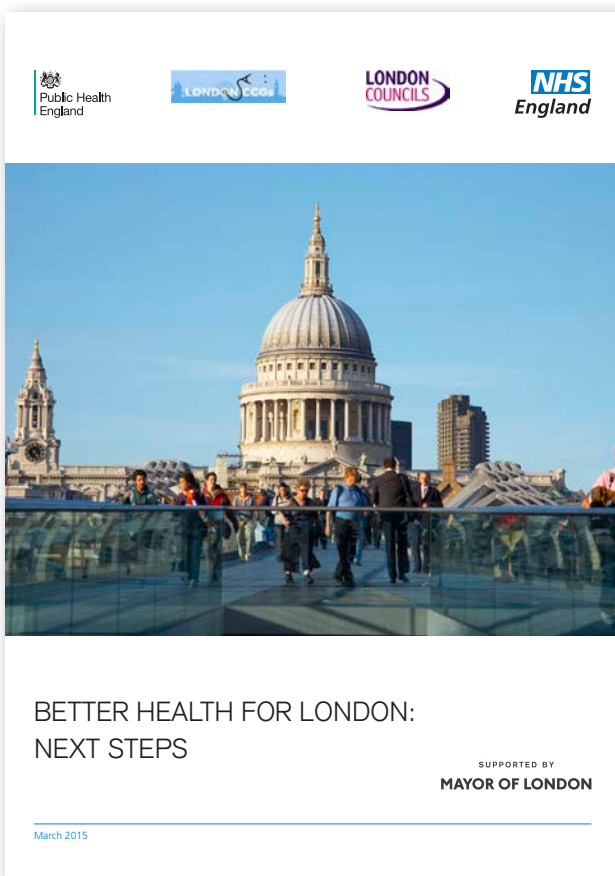
1 ONE YEAR ON: ACTIONS TO DELIVER BETTER HEALTH FOR LONDON

London partners have a joint vision for better health and care

Many parts of the London system have a long-standing history of partnership to improve health and care outcomes. The London Health Commission provided an opportunity for London's health and care partners to come together in a more systematic way. Over the course of the commission, partners explored common challenges and opportunities to plan and deliver joined-up services. This collaboration has strengthened over the past year, with a collective vision and joint actions underway across the system.

In March 2015, NHS England (London), London's 32 clinical commissioning groups (CCGs), boroughs, the Greater London Authority (GLA) and Public Health England London (PHE London) considered the *Five Year Forward View* and *Better Health for London*. Together, they ratified a collective vision to improve the lives of Londoners.

Better Health for London: Next Steps has collective sign up to a wide-reaching vision for health and care. As a result, we are galvanising organisations and individuals within our city to deliver against these aspirations.



“As the London Health Commission and Five Year Forward View found, there are significant challenges and opportunities to improve health and wellbeing outcomes for Londoners. We are committed to working together at all levels to make the best use of our assets and resources. The partners of the London Health Board have decided to use the London Health Commission’s ten aspirations for Londoners’ health as a set of shared goals for London. Better Health for London: Next Steps sets our shared ambition and gives us a way to measure our collective progress towards our shared goals.”

– Better Health for London: Next Steps¹

¹ London Health Board. Better Health for London: Next Steps. 2015 [cited 12 October 2015]. Available from: https://www.london.gov.uk/sites/default/files/Better%20Health%20for%20London%20Next%20Steps_2.pdf

We have set out shared aspirations and ambitions

Aspiration	2020 Ambition
 Give all London's children a healthy, happy start to life	Ensure that all children are school-ready by age 5 Achieve a 10% reduction in the proportion of children obese by Year 6 and reverse the trend in those who are overweight
 Get London fitter with better food, more exercise and healthier living	Help all Londoners to be active and eat healthily, with 70% of Londoners achieving recommended activity levels.
 Make work a healthy place to be in London	Gain a million working days in London through an improvement in health and a reduction in sickness absence.
 Help Londoners to kick unhealthy habits	Reduce smoking rates in adults to 13% - in line with the lowest major global city and reduce the impact of other unhealthy habits.
 Care for the most mentally ill in London so they live longer, healthier lives	Reduce the gap in life expectancy between adults with severe and enduring mental illness and the rest of the population by 5%.
 Enable Londoners to do more to look after themselves	Increase the proportion of people who feel supported to manage their long-term condition to the top quartile nationally.
 Ensure that every Londoner is able to see a GP when they need to and at a time that suits them	Transform general practice in London so Londoners have access to their GP teams 8am-8pm, and primary care is delivered in modern purpose-built/designed facilities.
 Create the best health and care services of any world city, throughout London and on every day	Work towards having the lowest death rates for the top three killers. Close the gap in care between those admitted to hospital on weekdays and at weekends.
 Fully engage and involve Londoners in the future health of their city	Achieve 10 basis point improvements in polling data on how organisations that deliver health or health-related services engage Londoners in service design.
 Put London at the centre of the global revolution in digital health	Create 50,000 new jobs in the digital health sector and ensure that innovations help Londoners to stay healthy and manage their conditions.

We have begun to organise our system differently to deliver this vision

Better Health for London emphasised the importance of different parts of the health and care system working more closely together. This means greater collaboration between the NHS and government bodies in London and also between organisations in different parts of our capital.

In March 2015, the London Health Board was refocused and now brings together the Mayor, borough leaders, NHS England (London), CCG leaders and PHE London. The board is focusing on areas where strategic leadership can unblock some of the delivery challenges that the health and care system faces. The board will oversee progress in delivering London's ambitions and has already demonstrated strong collaboration and joint working on issues as diverse as obesity and health and care estates.

In April, the Healthy London Partnership (HLP) was set up to support the delivery of better health and care. Through HLP, NHS commissioners have jointly agreed priorities for transformation, with Londonwide activities supporting local and sub-regional action. NHS England (London) and the 32 London CCGs have all committed resources to local, sub-regional and Londonwide transformation, pooling funding where needed to deliver significant change in health services in the capital. Partners in London welcome the NHS vanguard initiatives and are committed to building on these through our transformation effort

At the borough level, local government and the NHS are working to better integrate care and support for local people. Almost all of London's CCGs have taken up the offer by NHS England to directly commission primary medical services. Health and wellbeing boards are growing in maturity and effectiveness and budgets are increasingly being shared through the Better Care Fund.

In a large and complex system like London, Londoners move between boroughs for school, work, leisure and healthcare. This makes multi-borough working key to

planning and delivering health and care services and to effective health promotion and prevention. London has six sub-regional strategic planning groups (SPGs) for health. These have strengthened over the past year, with the development of five year plans. More recently, boroughs have committed to work with CCGs and NHS England (London) at sub-regional level.

New and maturing delivery mechanisms at each of these three levels – borough, sub-regional and Londonwide – have been instrumental in promoting collaboration and aligning the priorities of different groups. Alongside the continued efforts of individual organisations, these partnerships have enabled us to make significant progress in delivering the vision of the London Health Commission. As a result, over half of the recommendations are underway. The following pages highlight progress over the past year. These address many of the commission's recommendations and also go further.

The benefits of collaboration are clear and we want to accelerate progress. We are asking for commitments by Londoners and other organisations in our capital to join these efforts to deliver lasting health improvement by [pledging](#) action against one or more of the aspirations.² Together we can deliver better health for our city.

² Gethealthy.london. Make a pledge [Internet]. 2015 [cited 12 October 2015]. Available from: <http://www.gethealthy.london>





1. Give all London's children a healthy, happy start to life

We aim to ensure that all children are school-ready by age five, achieve a ten per cent reduction in the proportion of children obese by year 6 and reverse the trend in those who are overweight.

System-wide action on child obesity

Many local Health and Wellbeing Board strategies prioritise action on childhood obesity. Tower Hamlets, Newham, Waltham Forest and Barking & Dagenham have instituted fast food exclusion zones near schools and similar plans are underway in many other boroughs. Boroughs are also making healthier alternatives more accessible.

St Peter's London Docks Primary School in Tower Hamlets, supported by the Borough's Healthy Lives Team, has achieved a Healthy Schools London Silver Award. The school has implemented family style dining where pupils serve the food themselves from the table. This increases independence and maturity and encourages pupils to try the food on offer.

The London Association of Directors of Public Health network is leading child obesity efforts in different parts of the city. A London Obesity Leadership Group has been established to bring together the GLA, PHE London, HLP, planners, directors of public health, academics and third sector organisations, such as the Jamie Oliver Food Foundation. The group will support locally-based interventions that have been shown to reduce child obesity.

Supporting London's vulnerable young children

PHE London and NHS England (London) have worked closely with boroughs to ensure a good transfer of health visiting from the NHS to boroughs to strengthen this service in the places that support parents in the early years.

Promoting health and wellbeing at school

PHE London are working with Ofsted to enhance health and wellbeing across education and promote a healthy learning environment. Ofsted has now developed standards on health and wellbeing through this

collaboration.

The Mayor's Healthy Schools London programme is working with over 1,500 schools and 25 boroughs to recognise schools that are creating health enhancing learning environments, through healthy meals, anti-bullying programmes, walking and cycling to school and supporting pupils to build positive relationships. Two thirds of London's schools are now part of this programme.

Improving the quality of care for children

HLP is designing easier to access, more streamlined, reliable care for children and young people that reduces variation across London. HLP is working with health and care commissioners and providers through networks of geographical populations. The first network has been established in south west London, co-chaired by a paediatrician and director of children's social services. CCGs and boroughs are also working together more closely to provide more seamless health and care to children and young people.

HLP is developing Londonwide quality standards, with acute care and asthma standards published and high dependency and out-of-hospital care standards in development. These are providing CCGs with the tools to commission safe, effective high quality services for their local population and enabling providers to improve their services.

Supporting mental health and wellbeing

PHE London is supporting mental health academics and schools to promote adolescent resilience. HLP is running study clubs across London that bring together commissioners from CCGs, boroughs and NHS England to support child and adolescent mental health service transformation. HLP is also sharing best practice examples in children and young people's mental health.





2. Get London fitter with better food, more exercise and healthier living

We aim to help all Londoners to be active and eat healthily, with 70% of Londoners achieving recommended activity levels.

Supporting Londoners to get active

Transport for London (TfL) is supporting Londoners to travel actively by investing over £4 billion to improve London's roads. This includes greater road safety and facilities for walking and cycling. TfL's 'Mini-Hollands' programme is investing almost £100 million between three outer London boroughs to create safer, quieter and more attractive streets and encourage walking and cycling, especially for short trips.

HLP is working with London's professional football clubs to use healthy competition between fans to get men over 35 years more active. The 'FanActiv' campaign and app has launched this year in Tottenham Hotspur FC, Brentford FC and Fulham FC. FanActiv will be evaluated to understand how club-based rewards and incentives can nudge people towards healthier choices.

Boroughs are working with partners to get London active. For example, 'ProActive Islington' brings together partners from across the council, leisure services, education and other organisations to promote physical activity. In Camden, 'Give it a go' offers free gym membership to residents identified as inactive through an NHS Health Check or the Outreach Service, with emphasis on the most deprived areas of the borough.

Making healthy food choices easier

Many boroughs are promoting healthy eating in innovative ways. Croydon is a GLA Food Flagship borough, undertaking projects such as the Community Food Learning Kitchen, delivering healthy cooking lessons in schools, and supporting 15 food businesses to provide sustainable and healthy food.

Promoting health in places relevant to Londoners

HLP is launching 'Healthy Steps Together' – local demonstrators to embed health and wellbeing in schools, primary care and housing. These sites will test behavioural interventions that can motivate and support Londoners towards healthier choices. The London Prevention Board will work with these demonstrators and other initiatives to build a portfolio of high impact interventions to reduce obesity in London.

Strengthening the role of health in regulatory and planning decisions in London

Public Health Specialists within the GLA provided health input into the *Further Alterations of the London Plan* that were adopted in March 2015. For the first time nationally, Public Health Specialists in London also co-authored the *Supplementary Planning Guidance on Social Infrastructure*, key guidance for planners at a local level. Health partners are supporting the development of 'healthy' towns, including contributing to the design of Old Oak Common in north west London. The GLA and boroughs are working with national government to further embed and strengthen health and wellbeing criteria in local decisions about planning and licensing. This aims to encourage healthy, diverse high streets and safe environments for Londoners to get and stay active.

Improving air quality to promote health

In the past year, the Mayor has approved an Ultra Low Emission Zone, which will set new exhaust emissions standards and a daily non-compliance charge to encourage cleaner vehicles to drive in central London from 2020. TfL's bus fleet is being upgraded so that all double deck buses operating in central London will be hybrid and all single deck will be zero emission by 2020. By the end of 2016, 1,700 hybrid buses will be introduced.





3. Make work a healthy place to be in London

We aim to gain one million working days in London through an improvement in health and a reduction in sickness absence.

Encouraging employers to promote the health of Londoners

The GLA has expanded the Healthy Workplace Charter to 68 accredited organisations representing 178,000 employees. Almost 40,000 employees have been added in the last six months. Employers come from sectors as diverse as manufacturing, business, charities and universities. Most boroughs are working towards accreditation and borough workplace health leads are engaging and supporting local employers to deliver the charter. The City of London is leading work on the Mental Health First Aid Tool Kit and progress has been particularly significant in organisations that are engaged with the charter.

Over 650 London employers are fully accredited with the Living Wage Foundation paying all employees at least £9.15/hour.

The NHS is leading by example in supporting staff health and wellbeing

London's NHS, as the largest employer in the city, has committed to support staff to stay healthy, and become ambassadors for health and wellbeing. Many NHS employees are already covered by the charter and by March 2016 all large NHS organisations in London will have committed to implementation.

The London Prevention Board's workplace health initiative aims to activate NHS staff to make healthier choices and gain the skills and tools to support patients and communities to do the same. NHS organisations will work with employees to redesign environments and practices to make healthy choices easier. Supporting staff to become fitter, healthier and build resilience will begin to address the high rates of sickness absence seen in recent years, and enable staff to be at their best in working with patients.

Imperial College Healthcare NHS Trust has launched initiatives such as a bicycle user group, a weight management programme and a self-referral physiotherapy service. At the last staff wellbeing event, over 700 flu jabs were given, 180 staff signed up to lose weight and over 1,200 received health checks.

This year, a sample survey of NHS staff will examine the barriers to health at work and crowdsource ideas to be more active, improve nutrition and support wellbeing.

People who work and volunteer in emergency services are more at risk of experiencing mental health problems than the general population. MIND is engaging with the London Ambulance Service using the blue light programme to support staff, recognising the extreme pressure they face providing emergency services across the capital.

Supporting Londoners to return to or stay in work

Local NHS and borough organisations are working with Londoners to help them return to or stay in work by upskilling and supporting them.

The Burnt Oak Opportunity Support Team (BOOST) is a multi-agency jobs team in Barnet set up as part of the wider West London Alliance Working People Working Places programme. By supporting residents who are unemployed in an integrated way, BOOST is helping them get back into work. Support teams help with their employability and mental health problems, including by helping them access talking therapies.





4. Help Londoners kick unhealthy habits

We aim to reduce smoking rates in adults to 13% – in line with the lowest major global city – and reduce the impact of other unhealthy habits.

A fresh crackdown on illegal tobacco

London has been taking action against illegal tobacco through city-wide, sub-regional and local collaboration. The GLA, boroughs, HMRC, London Fire Brigade, Border Force, Metropolitan Police, Trading Standards and PHE London have formed a Londonwide illegal tobacco group, led by the Director of Public Health in Tower Hamlets. This group has identified where collaboration could help in combatting illegal tobacco, which makes it easier and cheaper for London's children to start and continue to smoke.

Londonwide action is also supporting three sub-regional illegal tobacco groups in London, ensuring that best practice is shared across different parts of the city. This autumn, PHE London will be working with partners to support boroughs to prioritise and effectively enforce action on illegal tobacco.

A social marketing campaign 'Keep It Out' targeting illegal tobacco has been established in south east London. PHE London is supporting more boroughs to adopt this campaign locally.

Supporting a smoke-free environment

Some boroughs have used regulation or voluntary approaches to 'de-normalise' smoking and address passive smoking. The City of London banned smoking from playgrounds in 2014. Waltham Forest implemented a voluntary ban on smoking in children's play areas in March 2015. Haringey is also expanding 'smoke-free' places.

Reducing harmful drinking through licensing

Almost all boroughs completed a London survey to baseline alcohol licensing activity. A number of London boroughs have implemented innovative approaches

for Public Health responses to licensing applications, including 13 boroughs that have implemented the Public Health licensing process developed by the Safe Sociable London Partnership. PHE London has established an online licensing forum to support London boroughs to learn from each other how health factors can have the greatest influence over licensing decisions.

The City of London has developed a traffic light scheme for licensed premises. Penalty points are marked for each relevant incident that occurs and enforcement measures escalate as penalty points collect. The scheme also recognises good practice and awards credit points for any measures implemented by the licence/certificate holder to prevent or minimise subsequent problems.

Providing support for Londoners with alcohol misuse

PHE London has been supporting the commissioning, expansion and development of hospital alcohol liaison and care teams in the capital.

Hounslow Public Health is piloting an enhanced alcohol liaison service in West Middlesex University Hospital in 2015/16. A multidisciplinary team now provides a seven-day alcohol liaison service, including early mornings and late evenings.

In Camden, a newly commissioned Assertive Outreach Team is now proactively targeting frequent hospital attenders and those repeatedly admitted due to alcohol misuse in order to reduce the burden on local hospitals and support recovery in the community.





5. Care for the most mentally ill in London so they live longer, healthier lives

We aim to reduce the gap in life expectancy between adults with severe and enduring mental illness and the rest of the population by 5 per cent.

Supporting mental health in primary care

HLP is working to improve the capacity, confidence and capability of GPs to care for people with mental illnesses. HLP is developing training and education guidance for CCGs and is working with Health Education England to improve the uptake of mental health training across primary care. HLP is also working with GPs to support and encourage innovative approaches to promoting mental health within their local areas. The new London Transforming Primary Care Strategic Commissioning Framework encourages GPs to provide flexible appointment lengths for patients with mental ill-health as appropriate and dedicated care plans for those requiring more coordinated care.

Camden and Islington CCGs have developed a new service model to improve mental health and physical health outcomes for people living with psychosis. A proportion of funding will only be paid if improvements in priority outcomes are achieved. A group of service users, clinicians and managers agreed the outcomes and have identified the system changes needed to achieve improvements.

Improving access to crucial services for treatment

HLP is developing commissioning guidance for perinatal mental health that builds on existing good practice in London, new national guidance and feedback from service users and other stakeholders. This will support the provision of improved perinatal services across the capital.

In April 2016, a new access and waiting time standard will come into force for people experiencing psychosis for the first time. HLP is supporting commissioners and providers by examining current service delivery across London, including the quality of care, caseloads, skills and workforce.

This has helped to prepare for improved access and reduced waiting times so that Londoners experiencing psychosis for the first time get timely access to services.

Ensuring that Londoners in crisis get the support they need

HLP has launched a mental health crisis care group that is jointly led by clinicians from mental health and urgent and emergency care (U&EC). The group also has broader representation from across the crisis care system, including the Metropolitan Police and social care. Through the Mental Health Strategic Clinical Network, London has set clinical commissioning standards for mental health crisis care, in line with the Crisis Care Concordat. The Londonwide group is supporting local and sub-regional organisations to transform the delivery of crisis care across the city. U&EC networks in London are using these standards to plan and deliver urgent care services.

Improving the physical health of Londoners with mental ill health

HLP and PHE London have launched a project to respond to the premature mortality gap for people with serious mental illness in London. Partners are developing a data set on physical health outcomes for people with serious mental illness, including a London benchmark on premature mortality. This will be used to explore variation in outcomes across London in order to identify interventions likely to have the greatest impact on life expectancy.

The London Borough of Lewisham commissions a tailored smoking cessation service for people with serious mental illnesses. A specialist stop smoking advisor is commissioned as a key part of the stop smoking specialist team. In 2014/2015, support was provided for 108 smokers with a serious mental illness. Since then 48 per cent have quit smoking.





6. Enable Londoners to do more to look after themselves

We aim to increase the proportion of people who feel supported to manage their long-term condition to the top quartile nationally.

Learning from Londoners and from best practice

HLP is examining the evidence to identify which activities have the greatest impact in personalising care and support. Health and care commissioners and providers are working with service users and carers to learn from social care, NHS pilots and other industries. These findings will drive further efforts to tailor services and support Londoners to manage their own health.

Widening access to personal health budgets

Most London CCGs are providing personal health budgets and are working to increase uptake among Londoners with mental ill-health and those with complex needs. HLP is supporting CCGs to broaden access to personal health budgets for population groups with other long-term conditions.

CCGs are encouraging providers to support Londoners in having greater flexibility and choice of community and mental health services. This may include freeing up a proportion of their fixed block contracts to be used more flexibly or using Commissioning for Quality and Innovation (CQUIN) payments to support personalised care for specific population groups.

Airdrina was one of the first Lambeth recipients of an integrated personal budget. She used to live in residential care, entirely dependent on services costing £62,000 each year. Now, living in her own flat and supported at the times of her choice by the people she's chosen, Airdrina is starting to live the life she wants rather than the life that services said she could have, freeing up £45,000.

Developing Citizen Accounts

HLP has collated best practice across the NHS and social care in administering and managing personal health budgets including setting outcomes, brokerage, payment systems and access to provider markets. HLP is now using this information to prototype an online citizen account with a 'single sign on' process so that Londoners can book appointments, order repeat prescriptions, view and contribute to their medical record and care plans, spend their personal budget and upload relevant information for use in a crisis.

Testing new payment models to support patient-reported outcome measures (PROMs)

Many CCGs have rolled out PROMs for segments of their population. Commissioners are now trialling and testing new payment models linked to these PROMs. This will enable payments to London providers to relate more closely to what matters to patients in London.

Empowering Londoners to be partners in their health

As part of the new primary care framework, all patients who would benefit from more coordinated care will be invited to co-develop a holistic care plan. Primary care practices will identify local services that can support Londoners to stay healthy and GPs will work to understand an individual's health goals.

Mobilising community assets

HLP is working with boroughs, the voluntary sector, industry partners, CCGs with experience in social prescribing and other partners to work out how to mobilise local people and support so that Londoners have access to rich and varied self-help opportunities within their local community. This will include addressing legal and governance issues as well as developing options for sustainability and outcome measurement.





7. Ensure that every Londoner is able to see a GP when they need to and at a time that suits them

We aim to transform general practice in London so Londoners have access to their GP teams 8am-8pm, and primary care is delivered in modern purpose-built or designed facilities.

Setting ambitious new service and quality standards for primary care in London

The London Transforming Primary Care Strategic Commissioning Framework was published in March 2015, supported by all CCGs, NHS England, Londonwide LMCs, the Clinical Senate and the CQC. Co-developed with over 1500 stakeholders, the framework describes 17 outcomes focused on delivering accessible, proactive and coordinated care. CCGs, with support from HLP, are now implementing the framework across London.

Innovating in primary care

HLP has launched an innovation group for primary care leaders in London to help problem-solve common issues and identify and spread best practice. The group is running events to bring providers together to share innovative practice.

Investing in primary care in London

The Primary Care Infrastructure Fund is providing £1 billion national investment over four years to accelerate improvements in GP premises and infrastructure, including information technology. London's CCGs have started to use this funding to modernise with around 200 bids being taken forward this year. The national £100 million Prime Minister's Challenge Fund has also increased investment in primary care in 2015/16.

Localising primary care commissioning decisions

Almost all CCGs in London are now participating in primary care commissioning, and six CCGs have fully delegated commissioning abilities. Decisions about primary care are happening more locally, responding closely to the needs of Londoners in different parts of the city.

GPs in Barking and Dagenham, Havering and Redbridge have launched three new access 'hubs' giving more than 700,000 patients the opportunity to see a GP between 6:30pm and 10pm. GPs have also worked with local commissioners and providers to set up Health 1,000 – a 'practice' that will eventually care for 1,000 patients with multiple long term conditions through a multi-disciplinary team. This will deliver co-ordinated patient care focusing on the needs of an individual patient to improve outcomes.

Enabling Londoners to move freely within primary care networks

CCGs and the HLP are supporting GPs to organise into locality networks that deliver population health. Currently 83% of the population are supported by these networks. These will allow Londoners to access GPs across the locality network and receive a wider range of services, focused on supporting them to stay healthy and independent.

Improved IT will enable patients to access GP services more readily and 98 per cent of practices now have online booking. Patient records will be more easily shared across different sites providing continuity of care. As networks develop, they will increasingly broaden services, including setting up new primary care services in areas of persistent poor provision in London.





8. Create the best health and care services of any world city, throughout London and on every day

We aim to work towards having the lowest death rates for the top three killers, and to close the gap in care between those admitted to hospital on weekdays and at weekends.

Providing high quality and consistent urgent and emergency services in London

To further strengthen the 111 service, London is piloting a digital solution that enables NHS 111 services to retrieve patient crisis or care plans during clinical decision-making. This will ensure that patient care needs and wishes are followed, 111 callers do not have to repeat information from previous calls and, if ambulance crews are required, view crisis information from 111 enroute or at the scene. Londoners now have access to a range of specialists by calling 111.

London 111 pharmacy services have expanded this year. A survey of London 111 callers demonstrated that without 111 pharmacy services, 41 per cent would have gone to A&E and 19 per cent would have not taken their medication.

Five U&EC networks are being developed in London. Each brings together diverse stakeholders to address the challenges in their geographical area and transform local services. HLP has worked with clinical leaders, patients and commissioners to develop a systems and facilities specification that reduces confusion and meets Londoners' expectations. This aims to deliver consistent U&EC services seven days a week across the capital. Networks are now beginning to design their U&EC services, including the designation of services to improve the quality, access and outcomes of care. Barking & Dagenham, Havering and Redbridge will go faster in developing an U&EC network, as a vanguard site. Monitor has agreed to support two further London pilots of new payment models for U&EC to support the delivery of high value care.

Improving cancer care

Three 'Be Clear on Cancer' campaigns were delivered this year to improve awareness of the signs and symptoms of

cancer in London. HLP has supported CCGs and providers to:

- Improve waiting times, learning from organisations who have achieved sustained improvements.
- Support patient choice of care services.
- Produce standards for managing cancer as a long term condition in primary care
- Develop new commissioning guidance to ensure appropriate and adequate access to psychological support during and after active cancer treatment.

Delivering care in centres of excellence

North central and north east London are reconfiguring cancer and cardiac services to create centres of excellence. NHS England and CCGs are considering how the lessons can be best applied to other parts of London.

Delivering holistic and integrated services for population groups with similar needs

Many SPGs, CCGs, local providers and health and wellbeing boards are tailoring services for specific population segments. This approach is used for adults in north west London and for children and young people in south east London. Some CCGs have begun to trial capitated budgets for specific groups of the population, such as the frail elderly, based on outcomes that matter to these populations.

Lambeth and central London CCGs have been appointed as lead commissioners for a collaborative pan-London, multiagency model of healthcare for homeless people. Through integrated working that is more responsive to the complex needs of this vulnerable population, the new model will support early intervention and improve care pathways. CCGs will commission services based on health outcomes for this population group.





9. Fully engage and involve Londoners in the future health of their city

We aim to see 10 basis point improvements in polling data on how organisations that deliver health or health-related services engage Londoners in service design.

Co-developing health and healthcare transformation efforts with Londoners

All of the HLP programmes have set priorities in partnership with Londoners, including through patient representatives sitting on each programme board.

HLP has developed a public engagement framework that has been embedded into each of the 13 transformation programmes. The framework builds on the engagement principles in *Better Health for London* and aims to ensure a meaningful conversation with Londoners using relevant channels. The London Prevention Board will be supporting a social campaign on personal health and prevention via TalkLondon.

Providing Londoners with high quality information about health in London

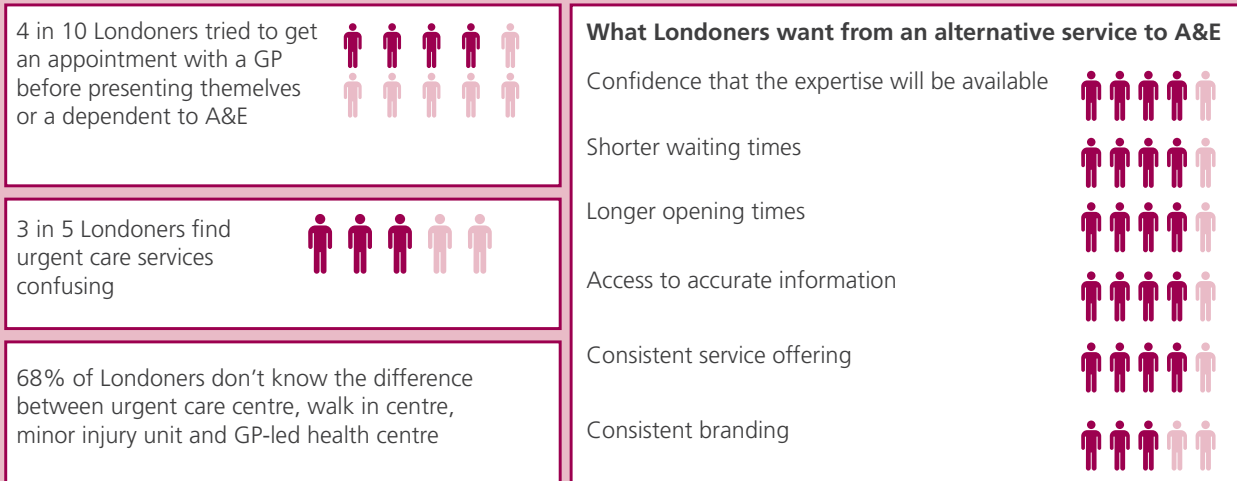
HLP is developing an interactive health platform to support Londoners to manage more of their personal health affairs online. The platform will also provide Londoners with information about local health, voluntary and community services and how to best use and be involved in these.

Partnering with Londoners to deliver the ten aspirations for London

Many of the actions described in this report are led by organisations within the health and care system. Significant and lasting health improvement can only be achieved if we work in closer partnership with Londoners. We are asking for commitments by Londoners to join our efforts by [pledging](#) individual or collective action towards one or more of the aspirations described in this report.

HLP held a co-development session in conjunction with the Croydon Drop-In Centre. This event was led and designed by young people, and facilitated by Association for Young People’s Health. This provided an opportunity for young people to reflect on their personal experience of NHS services - both good and bad. Young people also described what they wanted from local health services and set out their vision of what services for children and young people could look like, writing ‘prescriptions’ for the future.

Survey responses and feedback from groups such as the London Clinical Senate patient and public voice forum have helped understand Londoners’ expectations and behaviours when accessing U&EC services. This has significantly shaped the design of the U&EC specification. A survey of over 1,000 Londoners revealed:



Healthy London Partnership: Best practice engagement steps





10. Put London at the centre of the global revolution in digital health

We aim to create 50,000 new jobs in the digital health sector and ensure that innovations help Londoners to stay healthy and manage their conditions.

Supporting Londoners through digital mental wellbeing services

Over recent months, the London Digital Mental Wellbeing project has been collaboratively commissioned by all London CCGs and the majority of London boroughs. London will be the first city in the world to develop this type of project at scale. This preventative city-wide service will enable Londoners to self-assess and manage their own mental wellbeing via advice, peer-to-peer support, virtual communities and online support. Evaluation is an integral part of this project and will contribute to the emerging evidence base on digital interventions to support wellbeing.

Promoting London as a global destination for digital health

MedCity, the GLA and London's three academic health science networks (AHSNs) are codesigning an approach for digital health to support London's role as a global centre for the development and uptake of digital health technologies. This approach will build on London's world class assets to accelerate innovation and the adoption of digital healthcare solutions by health and social care providers across the city for the benefit of Londoners.

Accelerating digital health innovations and commercialisation

As part of this, Medcity, the GLA and London's three AHSNs have applied for substantial European funding to establish a Digital Health Accelerator. The accelerator will support digital health small and medium enterprises by:

- providing collocation and coordination support;
- encouraging early pilots and product validation, by providing access to health economics and clinical support;
- providing access to a network of digital health entrepreneurs, investors and corporates.

Creating an international dementia research institute in London

The Mayor has supported national efforts on dementia by calling for the government and private sector to come together and fund an international dementia research institute. A GLA-commissioned investment case showed that this could contribute £850 million to the UK economy and create nearly 2,000 jobs. Leading pharmaceutical companies and charities have shown their support for the concept, which they believe would bring together the disciplines and expertise needed to speed up progress in tackling dementia.

Improving clinical research in London

The partnership between MedCity, AHSN and London National Institute for Health Research Clinical Research Network (NIHR CRN) aims to give life science industry customers a 'pan-London, connected' view of clinical research capabilities and to simplify access to these capabilities.

The partnership is working with key research centres in London to produce case studies that demonstrate London's clinical research strengths, capabilities and value. MedCity has led significant work in collating commercial research activity in London over the last three years. These data show a growth in commercial clinical trials in London over this period and that almost two thirds of commercial trials conducted through the NIHR CRN take place in London.

2 ENABLING DELIVERY OF LONDON'S VISION AT PACE AND SCALE

Significant progress has been made in enabling better health and healthcare delivery

Better Health for London emphasised the importance of focusing on the enabling factors of change, in addition to change itself.

Developing robust information exchange solutions to support high quality care

Many of our key healthcare services – including emergency care and cancer service – are reliant on the need to locate and share information that may be contained in multiple records across the capital. Londoners need similar functionality to enable them to actively participate in their care. Local providers and commissioners are developing tailored health IT solutions so that patients can access their records and important health information can be shared between providers when needed for care. HLP is supporting local IT solutions by co-developing the appropriate standards for information exchange that can transcend geographies and organisations, putting Londoners at the heart of the system. HLP is supporting commissioners and providers to deliver on a paperless NHS, through electronic prescribing, results reporting and clinical document sharing.

Ensuring that London has the workforce it needs now and in the future

Delivering high quality services for the future depends on addressing the capital's most pressing workforce challenges. HLP and Health Education England are working together to deliver a workforce transformation programme for London. By working in collaboration with trade unions, HR Directors and Directors of Nursing this programme will identify London's most pressing workforce challenges and the actions needed to address them in the short and longer term.

Accelerating innovation in health care delivery

London AHSNs and national partners are working to overcome the systemic barriers to adoption of innovation including through the Test Bed initiative. The three London AHSNs are working with the strategic clinical networks and HLP to align innovation and transformation agendas and collaborate on Londonwide value improvement projects, starting with atrial fibrillation.

London's AHSNs are also working to simplify the sign-up of patients for clinical trials in London. For example, Imperial College Health Partners is developing a Contact to Consent system for primary care research based on a successful scheme in Scotland.

Embedding estates planning within wider service planning

London has a large amount of underutilised health estate, despite the desperate need for modern facilities in many parts of the capital. The London Estates Programme Board has been established as a key governance body for health estates and is working with the newly formed London Land Commission, set up by the Mayor to address London's housing shortage. The estates programme has worked with the Valuation Office Agency and other partners to create a comprehensive estates database, includes all GP, NHS Property Services, community health partnerships and NHS provider estate in London. The database includes over 3,700 estate properties and provides data on location, ownership, service usage, voids, size of estate, costs and subsidies. The database is now being used in the development of CCG local estate strategies and the development of five-year health service plans.

Sub-regional estates workshops have brought together health and care commissioners and providers to support local stakeholders taking forward the estates planning work. Formal sub-regional strategic estates groups are now being established.

Greater collaboration, integration and devolution will enable faster progress in delivering better health for London

To fully deliver our aspirations, we need to partner even more closely with Londoners and ensure that health and care organisations work hand-in-hand with shared priorities and seamless services.

The NHS in London faces a £4.8 billion affordability gap between forecast funding levels and the expected rise in demand for healthcare by 2020/21. In that year, London local government will be facing a funding gap of over £3 billion. Of this £900 million will be for adult social care as part of cumulative pressures on those services of £2.4 billion over the next four years. We have made significant strides to transform our health and care system. But, given the resource context, if we are to fully realise the vision described in *Better Health for London*, we need to work in a fundamentally different way in the future.

This means working together to improve the quality of care in all parts of the system, reducing hospitalisation through proactive, coordinated and personalised care that is effectively linked up with wider services to help people maintain their independence, dignity and wellbeing. When Londoners need acute or emergency physical or mental care they should all be able to access consistently world class services, seven days a week. But Londoners should be just as confident about being able to access consistently high quality support to address lower level health issues or to best manage their ongoing health conditions so as to minimise the impact on their wider lives and families.

There are significant opportunities to radically transform the health and care landscape so that we can improve health and care outcomes in a sustainable way. Currently a fraction of the health budget is spent on prevention and self-management, even though the benefits of proactively addressing worsening risk factors are clear. Bringing health and social care together provides an opportunity to deliver an integrated system that much better meets Londoners' varying needs. New models of care are being developed through the NHS vanguards and local and sub-regional initiatives in London. We welcome these and are committed to moving further and faster in improving health and care.

To achieve our vision, partners in London are committed to greater collaboration and integration. We also believe that the ability of our city to have greater responsibility and control over health and care decisions and spending could enable greater progress in delivering better health in London.

In the context of wider public sector reform, devolution of decision making and powers could provide an opportunity to strengthen and support partnership working in London, integrate health and care budgets and embed health promotion and prevention throughout health and care services to improve health and wellbeing. It would also provide an opportunity to strengthen joint planning and greater investment in out-of-hospital settings and health and care estate. In this way London could go further and faster in ensuring proactive coordinated services are centred on the needs of Londoners and delivered in the most appropriate settings.

Greater collaboration, integration and devolution would represent a step-change in London's health and care system. In order to truly realise the benefits, we commit to working ever more closely with Londoners to ensure that our whole city shares the vision of *Better Health for London*.



APPENDIX: STATE OF LONDON'S HEALTH

State of Health in London

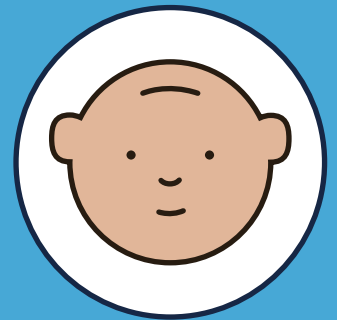
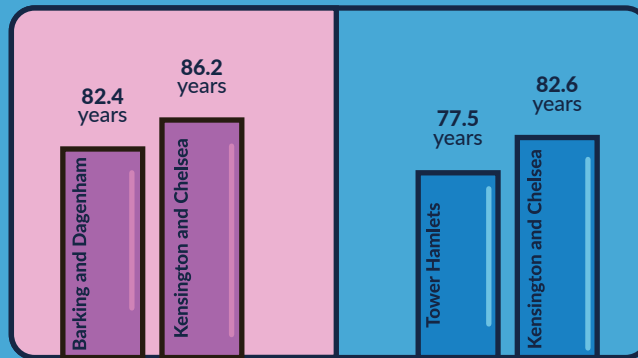
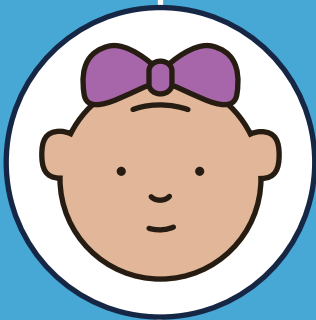
More than **8.6 million** people live in London

This is an increase of **2 million** over the last 25 years



By 2039 there will be over **10 million** people living in London

A baby born in **London** today can expect to live...

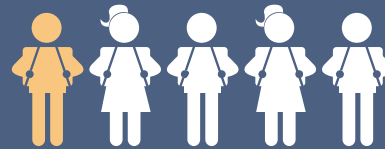


What's threatening the health of children today?

2 out of 5 children in London aged 5 years are not school ready



1 out of 5 children aged 4-5 years in London are overweight or obese



1 out of 4 children in London live in poverty



2 out of 5 children in London are an unhealthy weight when they start secondary school

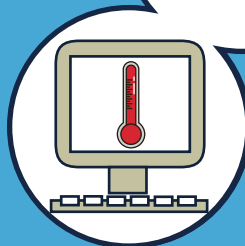


What's threatening the health of adults today?

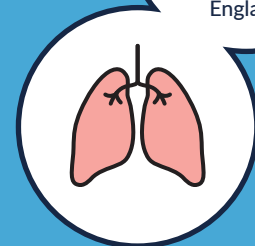
Over **1 million** Londoners suffer from disorders like anxiety and depression



1.3% of working days were lost due to sickness absence in the previous week in London



The incidence of TB has reduced by **9%** over the past 9 years but... London accounts for **2 in 5** cases of TB in England






Tobacco kills
8,500
Londoners each year

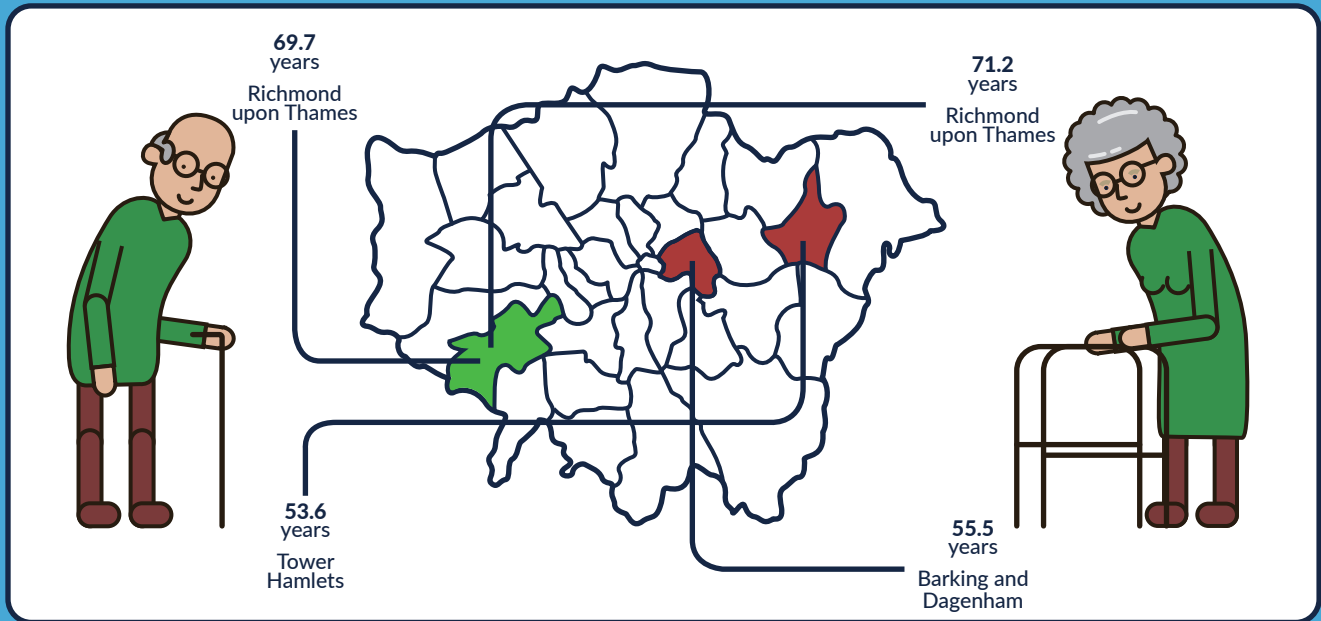


3 out of 5
Londoners
achieve at least 150
minutes of physical
activity per week

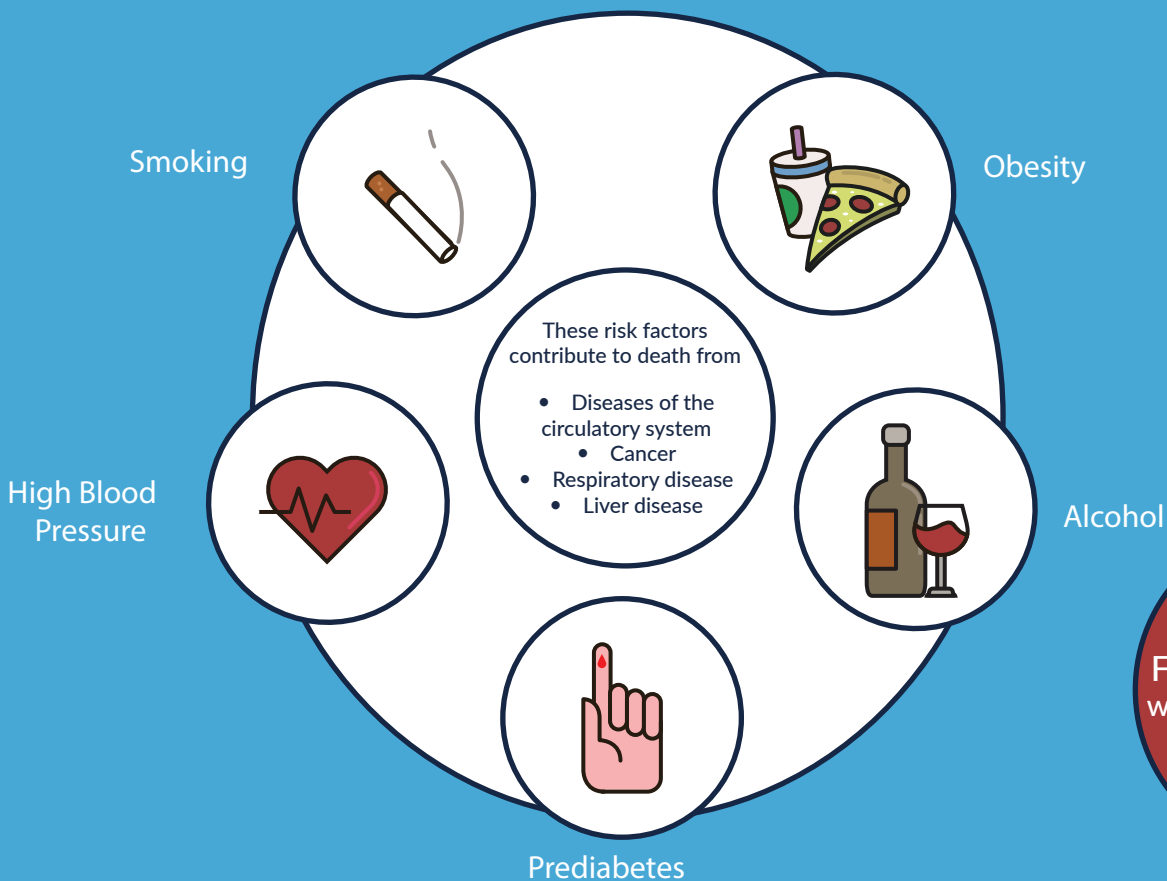


Over **100,000**
Londoners are
diagnosed with a
sexually transmitted
infection each
year

Healthy life expectancy varies across London



Top 5 risk factors contributing to disability and premature death in London:



For more info visit...
www.gethealthy.london

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