

## **Place Based Director Report for Bromley**

**Dr Angela Bhan**

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### **Developing the ICS – One Bromley Clinical and Professional Advisory Group**

As the Health and Care Bill works its way through Parliament, South East London CCG, together with its health and care partners, continues to prepare for the changes set out in the Bill, including the establishment of the Integrated Care System as a statutory body, the Integrated Care System Partnership, and the development of place based arrangements.

In Bromley, the proposed changes build on the already established work as an integrated system locally, under the One Bromley Local Care Partnership. This partnership is underpinned by a strong clinical and professional focus to improve patient care and services and improve health and wellbeing. An important element of these arrangements has now been developed in the recently formed 'One Bromley Clinical and Professional Advisory Group.' This group is made up of clinicians across the different agencies, as well as professional representatives, such as those leading social care and the third sector. Individuals come from across Bromley to provide a care and clinical perspective on the development of strategic plans and objectives and the transformation programme. The objectives of this group include:

- Providing an integrated local clinical and professional perspective on national, regional and local issues, including advising on local implementation of regional and national policy.
- Advising the local care partnership Board (within current and future place arrangements) on specific proposals to improve integration of services across health and social care, for the benefit of patients and service delivery
- Review and support the work on the One Bromley Executive to ensure a co-ordinated approach on clinical and care matters and within the component parts of the local health and care system
- Taking an active role in advising the Board and the Executive in Bromley on the potential for service improvement
- Engaging widely with local clinicians and care professionals, to develop broader ownership of the work of the local care partnership
- Ensure good oversight of clinical effectiveness work in Bromley

The One Bromley collaboration of local health and care partners is already delivering many programmes of work across organisations, including our response to the challenges posed by the Covid-19 pandemic. In previous Borough Based Boards we have heard about such services, such as the single point of access for discharge (SPA), community covid services and the children's hospital@home services.

There is an extensive programme of work being delivered through the One Bromley Local Care Partnership, which is regularly reported to, and co-ordinated by the One Bromley Executive through the Programme Management Office.

### **Covid vaccination**

The CCG also continues to work closely with One Bromley partners in delivering a coordinated approach to our successful vaccination programme in the Borough, on which you will hear more from our Head of Primary Care. Our focus recently has been on:

- Ensuring pregnant women are vaccinated, SEL has launched a media campaign targeted at pregnant women and their families, as well as running webinars for pregnant women and their families and separately, for health professionals
- Vaccinating 16 and 17 year olds
- Identifying and vaccinating 12-15 year olds who are at increased risk from Covid-19 infection
- Tackling lack of confidence in the vaccine

### **Planning for Winter**

Across the One Bromley Partnership, planning for winter is well on the way to ensure arrangements and system capacity is in place to meet the additional seasonal demand as well as any increased pressure on services due to the impact of the pandemic or other factors. Unseasonal urgent care pressure this summer has meant that planning has started early.

Robust governance and escalation processes are already in place. A review has been completed of the previous 2020/21 Winter Plan to inform the development of plans and services for this year.

There has been wide engagement with partners, including a special inaugural meeting of the One Bromley Clinical and Professional Advisory Group, which focussed entirely on enhancing plans for the coming winter months. Such a clinical focus has not been undertaken in previous years, and as we plan for a very challenging winter, we have been discussing how clinicians and professionals might work differently together. This might include receiving regular real time data, developing common thresholds for action, and whether there might be the ability to share clinical staff and flex criteria for services in a different way. Communications with patients and the public is an important part of this approach. Consideration is also being given to joint development and training for people from different organisations (through the Bromley Education and Training Hub – BETH) and ensuring the health and wellbeing of staff.

We will hear shortly about Initial proposals for priorities, including the continuation, and mainstreaming to the single point of access for discharge, enhancing primary and community capacity and a focus on mental health pathways.

### **Post-Covid Services**

One Bromley partners are continuing to develop services for patients with post-covid symptoms. Along with Post Covid Respiratory Assessment Clinic at the PUH, this has now been expanded to include a Post Covid Neurology Assessment Clinic.

Bromley Healthcare has been successful in recruiting a therapist to support the community assessment and multidisciplinary team model (MDT). The first MDT meetings have commenced for internal referrals as a pilot working towards a wider roll out in the coming weeks. We are also working with the Bromley Well integrating car co-ordination and third sector support for patients

This is a developing service and much has been learned already which will inform the development of the service going forward. This will be supported by a One Bromley wide information dashboard to monitor the effectiveness of the service and associated interventions.

### **Single Point of Access for Discharge (SPA)**

One of the significant successes of collaborative working during the pandemic, the Single Point of Access (SPA) for discharge, continues to support discharge pathways from the

hospital by facilitating more timely discharge enabling vulnerable residents to be supported in a more appropriate community-based setting.

One Bromley partners are working together to formalise the service across all partners and mainstream the service on an ongoing basis. The model is being reviewed, finessed and costed, with resources being identified so that the service is able to continue when Covid19 discharge funding ceases to be available.

This joint work has been recognised as being of great benefit to patients and has been shortlisted for a prestigious MJ Achievement Award for 2021.

### **Children's services**

This key One Bromley programme will look review and refresh the delivery of children and young people's community health services across acute, community and PCN settings. A key aim will be to develop a joint programme to deliver changes across CYP community services, with a renewed emphasis on improved delivery, coordinated care and a reduction in unnecessary A&E admissions and outpatient clinics at the PRUH, such as the new Hospital@Home service.

Also included in this programme is the Bromley Integrated Therapies programme, which provides a focus on the delivery of good therapy and community equipment services to children and young people in Bromley, with clear pathways across NHS and local authority services. Agencies are committed to ensuring that therapy services from the NHS and Bromley Council meet local need, and that common resources are used to best effect. Further work is proposed to ensure that the clients' needs and wellbeing are at the heart of service design, that there is a well-embedded approach to the transition of children and young people into adult services, including consideration of a 0-25 offer in line with the SEND reforms.

Children and Young People's Therapies were agreed as core workstreams in the programme, with a focus on speech and language therapy and occupational therapy. The reviews are now complete with work now underway on delivering the outcome of these projects.

The NHS in Bromley and Bromley Council have jointly appointed a new Associate Director of Children and Young People, who will provide some much-needed capacity and leadership to drive the work forward.

### **Estates**

A key enabler to the Integration Programme is the estates work led by South East London CCG. Local leadership is provided by the One Bromley Local Estates Forum to co-ordinate estates planning and utilisation across the Borough. South East London CCG has commissioned a wide ranging piece of work to support the development of PCN Estates Strategies. In Bromley, we have been working with the 8 PCNs to review and evaluate the current primary care estate, support PCNs in developing strategies to support the clinical plans, particularly with the recruitment of additional roles in practices, changes in working practices and the need to modernise existing premises. There are several specific projects such as the development of Bromley Health and Well Being Centre, a review of estate in Penge and Anerley and the relocation of practices in Chislehurst and Woodlands.

### **Digital & IT**

The digital and IT programme covers a whole range of areas from the Digital First programme for primary care, computer infrastructure and networks, the use of business intelligence and dashboards, and information tools to support population health management.

The Digital First programme is a nationally funded scheme focussing on providing equitable access for all patients, not solely about the adoption of new technology but using it as enabler to support behaviour change across our population and workforce. Through the programme we have appointed a digital first change manager who will help to drive the adoption and utilisation of the digital suite of tools and the digitisation of all patient records.

In Bromley, we have pioneered Referral Optimisation Project (ROP) as a resource, available to GPs, which has enabled access to referral forms and other resources which we hope will optimise referrals to secondary care, ensuring they are appropriate and of good quality. The Bromley team continue to build the ROP and now all referral forms, guidance and patients/professional resources are housed in one place and managed centrally by the ROP Team. The team continues to maintain existing resources and is developing intelligent pathways within specialities which guide the user to the optimum pathway using automated evaluation of patient and clinical factors.

Population Health Management (PHM) is an approach aimed at improving the health & wellbeing of an entire population, while addressing and reducing inequalities. This is achieved by data driven planning and delivery of proactive care to achieve maximum impact. There are several population health projects and workstreams running across One Bromley. The aim of the PHM programme is to ensure that there is sight and support of these projects and to provide mechanisms to enable PHM to be scaled and replicated across Bromley. A diabetes PHM pilot project has recently been undertaken in a Bromley PCN between GPs and Bromley Healthcare, with the outcomes being evaluated for wider dissemination.