

October
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A Healthier Future

Hertfordshire and west Essex STP
Deborah Fielding: Leader's Update

Hello,

There's a lot to update you on in this edition of the Leader's Update, which comes at a crucial period in the development of the Hertfordshire and west Essex



Sustainability and Transformation Partnership (STP). Please help to keep your colleagues updated by **circulating this newsletter** to anyone who is interested in improving health and care in our area.

Integrated health and care strategy and 10-year financial plan

In recent weeks, colleagues from across the STP have been working together intensively to develop an overarching integrated health and care strategy for Hertfordshire and west Essex, supported by a 10-year financial plan.

Drawing heavily on expertise from within our organisations, our cross-organisational improvement 'workstreams' and supported by the recommendations and findings of advisers Carnall Farrar and Newton Europe, the draft strategy and financial plan are shaping up well.

Frontline clinicians from across all health providers, social care representatives and commissioning organisations have all been

involved and committed to pushing forward this important work.

This month, key clinical and professional leaders, together with representatives of patient groups, are reviewing our developing strategy and financial plan. We aim to get these plans onto the agenda of each of the STP's governing organisations later in the autumn.

Working together to tackle winter

Meanwhile, colleagues involved in urgent and emergency care recently met to formulate a single winter plan for our area for the first time. Leaders of our three urgent and emergency care systems have committed to providing mutual aid to each other in times of increased pressure and demand.

To support this, a new 'dashboard' that brings together information about the three urgent and emergency systems in our area has been developed by the STP's technology workstream, funded by NHS England.

The dashboard will display urgent care information, such as ambulance handover times and A&E waits, in as near 'real time' as possible. This will help staff across the whole of Hertfordshire and west Essex to quickly identify pressures and work together to take prompt action, heading-off problems at an early stage.

Welcome to the team

I'm delighted to welcome some new faces to the STP team, supporting the development of an improved, integrated health and care system for our population.

Our Director of Strategy, **Harper Brown** started in post over the summer. Harper has taken a



secondment from his Director of Commissioning role at East and North Hertfordshire CCG, initially working part-time, but now full-time for 18 months. He

has a wealth of experience in health service management and has worked internationally for several charities.



Head of Programme Management, **Dennis Carlton**, has started with us. A physio by training, most recently he has been working for NHS

Improvement on a London-wide transformation programme, and is looking forward to working at a system-wide level to improve health and care for local people.

We are looking forward to being joined by an Independent Chair later this autumn.

Responsible for holding the system to account and keeping the STP focused on the task in hand; the chair will also act as an ambassador for our STP, building and enhancing relationships with a wide range of stakeholders locally, regionally and nationally. I'll let you know who's appointed to this role when I can.

Some success stories...

The planned care workstream has been singled out for national praise recently for its results in a national NHS '100 day challenge', which has tested new ways of working in **three** different speciality areas:

- A new referral management system for respiratory services at West Hertfordshire NHS Hospitals Trust, aimed at improving the quality and relevance of referrals to specialist services, should result in a 40% reduction in avoidable face-to-face appointments.
- A pilot project which dedicates operating theatre time to gall bladder removal (cholecystectomies) at Princess Alexandra Hospital has seen waiting times for patients with gallbladder disease halved.
- A first contact practitioner service for urogynaecology, initially tested in East and North Hertfordshire, with the aim of reducing avoidable referrals to secondary care and ensuring women start treatment at the earliest opportunity, is now being trialled by Herts Valleys CCG and West Herts NHS Hospitals Trust. Watch this space for the results.

Cancer funding

The STP has been allocated just over £4m as its share of the East of England Cancer Alliance transformation funding bid. Our implementation plan includes projects to improve a number of cancer treatment pathways in line with national best practice, including increasing early diagnosis of high-risk prostate cancers, improving patient experience and supporting cancer patients after treatment by ensuring they have full access to a recovery package.

National profile for our medicines optimisation work

NHS England has announced that our STP will be one of only seven nationally to take part in a programme exploring how pharmacy and medicines optimisation can be embedded into the breadth of work across our STP.

Our area was chosen because of the “maturity of the local system and existing leadership for pharmacy and medicines in the area”. Research published in February estimated 237 million medication errors occur in the NHS in England every year with 28% causing moderate or serious harm.

For these reasons, STPs and Integrated Care Systems (ICS) can benefit from considering medicines optimisation and pharmacy activities in every aspect of their work, rather than as a standalone item or as ‘medicines management’.

Workstream SRO changes

We’ve had a couple of changes of senior responsible officer (SRO) across the workstreams, with Andrew Geldard, interim Chief Officer of West Essex CCG, taking on Technology and Beverley Flowers, Chief Executive of East and North Hertfordshire CCG, as interim SRO for Urgent and Emergency Care.

You can keep up-to-date with progress from the different workstreams online, as they are starting to publish regular updates on our website, A Healthier Future. [Take a look here](#)

Mental health nurses trial a success

Community psychiatric nurses have been supporting patients in GP surgeries in Watford, Hertford and Stevenage, in a Mental Health workstream trial.

The new service has been very well received by patients and carers. More than 100 people gave feedback and 95% said they had a positive experience. Making mental health help available in a convenient and familiar setting, with reduced waiting times, is a big step forward in improving care.

Improving the hospital discharge process

The Urgent and Emergency Care workstream

held a whole-system workshop in the summer, with all STP organisations asking what can be done differently to help to get people home or into a nursing or care home, when they are ready to leave hospital.

Speakers, including representatives from NHS Improvement and senior ‘Allied Health Professionals’, gave examples of best practice and successful initiatives. Some of the key themes the group agreed to develop included: an STP-wide roll-out of ‘Discharge to Assess’, to engage GPs in supporting out-of-hospital interventions, to increase third sector and charity involvement throughout the patient pathway and for all multidisciplinary teams to receive Health Coaching.

Good luck for awards season



It’s good to see work across the STP being short-listed for the highly regarded Health Service Journal (HSJ) Awards.

Herts Valleys CCG’s Kathryn Magson is in the running for Chief Executive of the Year, a title currently held by HPFT’s Tom Cahill. It would be wonderful to keep that prestigious title in our STP! Other award nominees from across our STP are:

Innovation in Mental Health: Hertfordshire Partnership University Foundation Trust, for the ‘May Contain Nuts’ Theatre Group;

Optimisation of Medicines Management: Central London Community Healthcare Trust and Herts Valley CCG, ‘an integrated approach to optimise home oxygen’;

Patient Digital Participation: West Hertfordshire Hospitals Trust, ‘iSeeU Baby’;

System Led Support for Carers:

Hertfordshire and West Essex STP

Partnership, 'A Healthier Future for Carers:
integrating vision, pathways and support';

Workforce: East and North Hertfordshire CCG,

'Tackling the workforce crisis: empowering and
inspiring our primary care staff'.

I look forward to hearing how we get on at
the awards ceremony in November, good
luck all,

Deborah