

ADULT ELECTIVE ORTHOPAEDIC SERVICES ACHIEVING THE BEST VALUE FOR PATIENTS

BULLETIN 6 – December 2018

Welcome to this sixth bulletin on the adult elective orthopaedics services review in north central London. This aims to keep you briefed on progress on this review which started in February 2018.

Please share this with anyone in your organisation who you think might be interested. If you want to be removed or added to the circulation list please notify the project team at nclstp.orthopaedics@nhs.net

We will continue to send out regular updates as the review progresses.

KEY POINTS

- The engagement phase of our programme has now drawn to a close and we have heard a wide range of views from those who participated
- During this phase, we shared our draft case for change which sets out the rationale for changing the way that adult elective orthopaedic surgery could be delivered in north central London in the future
- Engagement on the draft case for change started on Friday 17 August and drew to a close on Friday 19 October 2018
- We made a deliberate decision to engage very early on about the rationale for change before we had a defined service model – the opportunity to influence thinking so early on in the project was positively received.
- We were engaging in particular with three key groups to help in inform the service model:
 - patients and residents
 - all incumbent providers in north central London
 - clinical commissioners including those in neighbouring areas that have patients using services in our five boroughs
- The engagement has been independently evaluated
- During the engagement we spoke to over 500 people face-to-face across the three groups and reached out using bulletins and social media to at least 30,000 contacts. A big thank you to everyone who contributed to the engagement and our partners who helped to raise awareness of the review through social media and other channels.

- Alongside the engagement we held a series of clinical design workshops to begin considering how the future model might be shaped once the engagement evaluation has been received.
- We are now preparing for the next of the review and the decision-making process that will determine how we proceed.

HEADLINES FROM THE ENGAGEMENT EVALUATION

- **Many people in all three engagement categories** (residents, stakeholders, staff) welcomed the proposal to create specialist orthopaedic elective centres
- **The exercise was large-scale and participants engaged positively** – we received a wide range of views and comments which will help to shape future plans and focus engagement
- **It is early in the process**, and the engagement response supports the programme continuing to explore the potential for specialist centres
 - Where participants had concerns, these were often questions or related to issues / caveats to be addressed later in the review
- **Feedback included** comments on:
 - The review process (e.g. rationale for review, draft case for change)
 - Communications and engagement with the review (both at this stage and later)
 - Views relevant to the model of care – design principles

KEY THEMES FROM THE FEEDBACK RECEIVED

- **Travel and transport were very important to those who engaged**
 - particularly for patients with mobility impairments and economically deprived people
- **Workforce considerations were key to getting the model right**
 - skills, training and cross-site working
 - Practicalities – rotas, separating ‘hot’ and ‘cold’ sites
- **Building a sustainable system is important (e.g. financial, partnership)**
 - We need a model that works for all partners, is long lasting and supports the whole system
- **Consideration of how to manage complex patients/patients with comorbidities is key**
 - clinical treatment and management of care
 - supporting vulnerable patients across wider, complex system (e.g. notes, IT)
- **How patient pathway are designed needs to take account of all interdependencies and ensure that the right care happens in the right place**
 - what is local, what is central and how do they align?
 - continuity of care / joined-up working, including social care

The evaluation of engagement report can be found at:

www.northlondonpartners.org.uk/about/engagement-phase-reports.htm

BACKGROUND

- Our ambition is to create a comprehensive adult elective orthopaedic service for North Central London (NCL), which will be seen as a centre for excellence with an international reputation for outstanding patient experience and outcomes, and for education and research.
- We currently deliver adult elective orthopaedic services for NHS patients from ten different sites within NCL alone. While many of these services are of good quality, we know that there is unwarranted variation in the quality of care we are currently able to offer. We also know from our initial review of evidence that there is a case for consolidation of these services onto fewer sites in order to ensure that we are able to achieve excellent care and best value for local people.

NEXT STEPS AND DECISION-MAKING

The immediate next steps in the process are:

- **30 November 2018** – the Review team presented to the Joint Health Overview and Scrutiny Committee giving the headlines from the engagement process:
www.northlondonpartners.org.uk/about/engagement-phase-reports.htm
- **6 December 2018** – the Review Team will present to the Joint Commissioning Committee on the output from the clinical design workshops and share the summary of the evaluation of the engagement on the draft case for change
www.northlondonpartners.org.uk/about/engagement-phase-reports.htm
- **12 December 2018** – update on progress to the Health and Care Cabinet on the engagement process
- **3 January 2019** – Joint Commissioning Committee to consider and agree next steps, and governance for stage two of the review

The case for change is available on our website at:

www.northlondonpartners.org.uk/orthopaedicreview