

London Borough of Waltham Forest

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North East London

Health Update – March 2025

Meeting name: INEL JHOSC

Presenter: Zina Etheridge, Chief Executive

Date: 5 March 2025

NHS North East London: Update

Our response on the 10 Year Health Plan

In collaboration with colleagues from across our system and drawing on the insights of those who we serve across NEL, we have submitted a consultation response outlining what we want to see in the government's 10 Year Health Plan and how they can make their three big shifts in healthcare a reality. We would like it to include the following which will also help achieve the three shifts:

- Levers to identify issues and patient needs early and address the causes of ill health.
- Methods to improve services that bring together patients, practitioners and clinicians, equalising power to change.
- A focus on patient empowerment so that we can be clear with the people we serve on what they can expect of us or what we expect of them.
- A focus on building trust, embedding the priorities of our local communities, collaboration and leadership within improvement and research agendas.
- A view on allocating resources (human, financial, social) to facilitate change.
- A longer-term capital allocation to facilitate the future investment in infrastructure we need.
- A laser focus on furthering equity and addressing health inequities for residents, communities and staff. This includes enabling access to meaningful health and care employment for our residents.

We encourage everyone to share their views on the Change NHS online platform, which will be live until Spring 2025.

NHS North East London: Update

Artificial intelligence set to improve outcomes across north east London

Thousands of people across north east London are set to benefit from personalised clinical coaching under a new NHS initiative that harnesses AI technology to better support those living with long-term health conditions.

NHS North East London, in collaboration with Health Navigator and UCLPartners, launched a new, three-year programme, providing preventative care for patients at greatest risk of needing unplanned emergency care. The initiative is designed to identify and better support people with long-term conditions, such as asthma, by helping them stay well and avoid the need for unplanned care. Through advanced AI screening technology, patients who can benefit most will be identified and offered personalised phone-based clinical coaching from healthcare professionals trained in delivering preventative care and self-management techniques. The programme has the potential to stop 13,000 A&E attendances annually.

AI will also help people across north east London who undergo chest X-rays to receive their results much sooner, following the rollout of an AI tool to help boost lung cancer survival rates. North East Cancer Alliance (NELCA) is using the technology to help radiologists and reporting radiographers prioritise urgent cases and enhance decision-making.

By rolling out AI-driven triage to local hospitals, NELCA aims to cut the waiting time for X-ray results from three weeks to just three days for scans with significant findings. This will ensure signs of lung cancer can be detected more quickly and enable patients who need follow-up or treatment to receive timely care – potentially boosting survival rates. It will also provide peace of mind sooner for patients where nothing is found on their scan. The software is now available to specialist teams at all major acute hospitals across north east London under a collaboration between Barts Health NHS Trust, Barking, Havering, and Redbridge University Hospitals NHS Trust, Homerton Healthcare NHS Foundation Trust, imaging IT provider Sectra and health tech company Qure.ai.

NHS North East London: Update

St George's Health and Wellbeing Hub is now open

The new health and wellbeing hub in Hornchurch welcomed its first patients in November when the St George's Country Park Surgery – formerly known as Upminster Bridge Surgery - opened at the site.

Health and care partners have worked together for several years to design the hub, which secured planning approval from Havering council in 2022. It is backed by £17million of government funding and £21million from north east London partners.

Once fully operational, the hub will provide access, seven days a week, to a wide range of high-quality health and wellbeing services all in one place; transforming the way health and care is delivered for around 250,000 people in Havering and surrounding areas. As well as a GP practice, this will include outpatient, mental health, children's and community services.

A new Ageing Well Centre will see frail residents supported through a comprehensive assessment service designed to support their physical and mental health needs. Patients will also be able to get scans and other diagnostic tests in a brand-new, purpose-built community diagnostic centre – avoiding the need for extra visits to local hospitals and helping clinicians provide faster, joined-up advice and support as part of the ground-breaking integrated care model that will be pioneered on site. The centre was backed by a further £5.6million in central capital funding.



NHS North East London: Update

Primary care quality outcomes framework

The objective of the Quality and Outcomes Framework (QOF) is to improve the care patients are given by rewarding practices for the quality of care they provide to their patients, based on several indicators across a range of key areas of clinical care and public health.

The latest primary care quality outcomes framework (QOF) data published in August 2024 shows just how well primary care in NEL, supported by colleagues from Queen Mary University of London (QMUL), are doing in some key areas of secondary prevention.

We are ranked first place in England for a number of indicators, including atrial fibrillation anticoagulation which is a great improvement as five years ago north east London was the second lowest in England. Without treatment atrial fibrillation leads to an approximately 30% risk of stroke over ten years but with treatment the risk is halved.

Other key achievements include a number of diabetes indicators, hypertension with blood pressure control and asthma or chronic obstructive pulmonary disease (COPD) indicators. We continue to work with primary care colleagues to improve health outcomes for people across north east London.

NHS North East London: Update

Designing responsive services for local people – NHS 111

We are reviewing the contract for the NHS 111 service in north east London, currently provided by London Ambulance Service. We want to ensure the specification meets the needs of local people, which is why we are asking what currently works well, what doesn't work well and whether anything needs to change.

We have already got lots of feedback from people that have used the service over the last couple of years, which highlights:

- a high level of satisfaction for both support and quality overall
- good communication and attitude, including positive examples from people with autism and learning disabilities who had some good experiences of being communicated with sensitively and appropriately. However, when things don't go as well as they should, communication and attitude is the thing most often identified as the problem
- prompt support and treatment. However, when there are delays – this caused distress and risk.
- NHS 111 does a great job to support services at GP practices and urgent and emergency healthcare to be more joined up for better patient care. However, this can always be improved and people had lots of constructive suggestions to help with improvements.
- We are now asking for views and experiences from our NHS 111 People and Communities Reference Group. Local people from across north east London attended the inaugural NHS 111 People and Communities Reference group in October, and the second meeting is scheduled for January. Members responded to a call out on the NHS North East London Patient's Panel to participate in the group. The People's Panel has over 2,000 people from across north east London who have signed up as interested to participate in health engagement.

We are currently at the early stages of this review and no changes to contracts or decisions have been made. We are committed to ensuring patient experience and voice feed into this work alongside input from clinicians and providers. We will continue to provide updates on the programme and opportunities to feed into this work.



North East London

Provider Updates – March 2025



North East London

Homerton Healthcare NHS Foundation Trust

Homerton Healthcare NHS FT

Operational performance

- **ERF Performance** achieving **117.7%** against baseline for **first 7 months (Apr'24 – Oct'24)**. The source of the data is ERF achievement published by NHSE.
- **Elective care performance** Trust's **Dec'24** PTL position is **34,626. 168** patients waiting over 52 week at end of **Dec'24**. The number of pathways transferred from other NEL trusts – c. **11,545** pathways to-date.
- **Cancer – Nov'24** 62-day treatment performance was below target (**78.8% in Nov'24**); 2ww referral performance is below target (**60.8%** for **Nov'24**). 2ww wait performance is primarily impacted by on-going capacity issues in Haematology, Dermatology, and Radiology.
- **4-hour emergency care performance** in **Jan'25** is **78.3%** compared to **74.0%** in **Dec'24**. The performance is above the target of 78%.
- **Community services:** IAPT position for **Dec'24** is **99.1%** seen within 18 weeks against a target of 95 % and a performance of **58.9%** against the **recovery rate** (Target 50%).

Corporate activity

- In November 2024 Tom Nettel, the Trust's Chief People Officer, took up the role of Deputy Chief Executive and Chief Delivery Officer. Delvir Mehet (Del) will become interim Chief People Officer in February 2025. Del is currently group deputy CPO for Barts Health.
- In January 2025 Dr Stephanie Coughlin took up the post of Chief Partnership and Place Officer. Stephanie has been a GP in City & Hackney the Clinical Director for City & Hackney Place-Based Partnership.



North East London

Barking, Havering and Redbridge University Hospital NHS Trust

Urgent and emergency care

- In November, over 77% of patients were admitted, transferred or discharged within four hours of attending our A&Es which was higher than the London and national average. That month, we saw an extra 100 patients a day when compared to the previous November.
- This placed us 3rd out of 18 acute trusts in London and 16th out of 122 trusts in England.
- Our Type 1 performance (those who are most seriously ill) was 53.61%.
- We also saw more than 100 extra LAS ambulances per week in November 2024 (1,097) than we did in the year before. There would have also been arrivals from the East of England Ambulance Service.
- We're continuing discussions around the securing the £35m we need to redesign Queen's A&E which is crucial to helping us end corridor care.
- Elderly patients are now being seen in our new Ageing Well Centre at St George's Health and Wellbeing Hub, which will help keep them out of our A&Es and see them cared for in a more suitable environment.

Patients with mental health needs

- 363 patients referred to mental health services from our A&Es in November. Their average A&E stay was 22 hours.
- Our priority this winter will be to do all we can to reduce harm to patients and staff in our A&Es.

Reducing our waiting lists

- As of the end of November, 60,170 patients were on our waiting list, around 90% of them were waiting for an outpatient appointment and 1,082 had been waiting over a year.
- In the same month, we tripled the number of cataract surgeries on multiple days to help treat these patients quicker.
- Women, many needing gynaecological appointments, account for 79% of those who've waited more than 52 weeks. Our new Women's Health Hub in Ilford will help tackle our waiting lists.
- In September, our [gynaecology teams held a super month](#) where they treated 123 women, 80% of surgeries were major procedures.

Finance

- We ended November with a deficit of £23.7m, adverse to plan by £12.8m.
- Our work over the coming months will be carried out in the context of the difficult financial situation facing our Trust; the healthcare system in NEL, which is under a high level of scrutiny; and the NHS more broadly. We are working with the NEL Integrated Care Board and NHS London to implement a number of financial controls that are required by NHS England.

Cancer targets in October

- We met all three cancer targets - 28-day Faster Diagnosis Standard (75%); 31 days (96%); and 62-day (70%)
- Our second [Community Diagnostic Centre at St George's has now opened](#)
- We're running an innovative project to [speed up diagnosis of mouth cancer using clinical photography](#)
- Our use of [Artificial Intelligence \(AI\) in chest x-ray results](#) is reducing wait times from three weeks to three days to detect cancer

Other news

- Health Secretary Wes Streeting inspired by our [work to help young adults with learning disabilities get into work](#).
- [Professor Andrew Deane is our new Chief Medical Officer](#).
- Bluebell A became our [third ward to achieve gold in our ward accreditation scheme](#) and the first at Queen's.
- We held our [first Global Health event](#) to celebrate the work our teams have done across the world to improve healthcare systems where we hosted the Tanzanian High Commissioner and Health Minister.
- We opened a [new state-of-the-art CT scanner](#) at Queen's that treats patients quicker and provides more accurate diagnosis.
- Apprenticeship success as we're the [first NHS trust in the country to achieve The 5% Club's gold standard](#).





North East London

North East London Collaborative updates

Mental Health, Learning Disability and Autism Collaborative

Introduction

The North East London Mental Health, Learning Disability and Autism (NEL MHLDA) Collaborative is a partnership between the NEL Integrated Care Board (ICB), East London Foundation Trust (ELFT), North East London Foundation Trust (NELFT), and the seven place-based partnerships.

The aim of the Collaborative is to work together to improve outcomes, quality, value and equity for people with, or at risk of, mental health problems and/or learning disability and autism in north east London.

Approach

We collaborate closely with service users and carers, communities, local authorities, primary care and the voluntary and community sector. The Collaborative includes a joint committee to carry out functions associated with investment, and the Programme Board to develop and deliver the Collaborative programme.

Community Healthcare Collaborative

Introduction

The North East London NHS Community Collaborative (NELCC) aim is to improve community health services by working collaboratively across NHS trusts, local authorities, and other healthcare providers including, East London NHS FT, North East London NHS FT, Homerton Healthcare NHS FT and Barts Health NHS Trust. NELFT CEO, Paul Calaminus is the SRO for the NELCC.

The collaborative focuses on delivering more integrated, person-centred care, improving outcomes for local populations, and enhancing the efficiency of community health services in the region. Through this partnership, they aim to address health inequalities and ensure that patients receive the right care in the right place at the right time.

Approach

To maximise benefits, it is advantageous if we - NEL providers - work together to reduce variance, improve equal outcomes for local residents, share best practice and provide mutual aid. The CHS collaborative can continue to add value as the coordinator, enabler and conduit for community care in NEL. It brings together PLACES and providers to progress system wide solutions, share local learning and ensure impacts of potential decisions are fully articulated to give a NEL wide umbrella position to NHSE.

Mental Health, Learning Disability and Autism Collaborative Update

Children & Young Peoples' (CYP) Mental Health in North East London (NEL) – Update

Challenges

- CYP with mental health conditions between 2017 and 2023 has doubled.
- Approximately 65,000 CYP in NEL have a probable mental health condition, up from 30,000 in 2016.
- Low-income families are 4.5x more likely to have severe mental health issues and are 10x more likely to be at risk of suicide.

Service developments

- Broadening access to support and maximising the impact of Mental Health in Schools Teams.
- Collaborating with the North Central East London (NCEL) Provider Collaborative to support those with mental health crises.
- Improving support for CYP with neurodevelopmental needs.

Addressing challenges

- Ensuring future investment takes into account historic under investment.
- Recognising impacts of poverty and diversity when setting ambitious goals.
- Working with local authorities to enhance and expand integration.
- Prioritising investment in self-harm prevention.
- Championing development of a NEL-wide CAMHS service specification and standard operating procedure.
- Ensuring we have the right clinical, lived experience and management capacity to drive CYP mental health transformation programme.

Mental Health, Learning Disability and Autism Collaborative Update

North Central and East London Child & Adolescent Mental Health Services (NCEL CAMHS) Provider Collaborative – Update

Collaborative is in its fourth year of operation. NHS England delegated commissioning responsibility to ELFT to commission inpatient services for CYP across north central and north east London.

Challenges

- Reducing out of area treatment and length of stay as an inpatient.
- Delivering agreed standards of care and reducing unwarranted variation.
- Investing into community and preventative services.
- Improving outcomes of service users to live life to the best.

Service developments

- Reducing overall patients by 46 per cent in 2023/24 and 47 per cent in length of stay since its formation.
- Approval of mental health specialised delegation to Integrated Care Boards (ICB) by April 2025 from NHS England.

Addressing challenges

- Understanding experiences of service users deemed Clinically Ready for Discharge (CRFD) but are unable to leave hospital.
- Reviewing findings from Learning Disability and Autism Strategic Health Needs Analysis.
- Refreshing Eating Disorder Clinical Strategy and embedding eating disorder clinical pathway.
- Understanding the impact of crisis teams and home treatment teams on admissions.
- Developing a workforce strategy across the footprint.

Mental Health, Learning Disability and Autism Collaborative Update

Intensive and Assertive Community Outreach – Update

In response to Valdo Calocane being convicted for killing three members of the public in Nottingham, NHS England asked all ICBs and Trusts to review its processes and undertake a rapid review of services for people who may not engage well.

Challenges

- Identification and holding in sight.
- Care co-ordination and planning.
- Policies on disengagement.
- Staff capacity.

Service developments

- Fast tracking flexible access to people with severe mental illness and triaging to more formal services.
- Creating an assessment framework and co-produced care planning tools.
- Creating a personalised model for service users to tailor support to enhance recovery and reduce risk of relapse.
- Using digital tools to categorise risk and acuity
- Providing support for rough sleepers via the Rough Sleeping and Mental Health programme (RAMHP) in inner north east London.
- Using Fast Assertive Community Treatment (FACT) teams to provide rapid step-up for patients at risk.

Addressing challenges

- Building on above positive developments and creating a NEL-wide improvement programme.

Community Healthcare Collaborative Update

Key updates

Improvement networks: Focus areas include working to ensure consistent, core offers for all North East London Residents, sharing best practice and learning, improving clinical pathways and service delivery and reducing waiting times. All the Improvement Networks align to the Darzi 3 shifts of Hospital to Community, Sickness to Prevention and Analog to Digital.

Community Nursing

- Developing a single high-quality service offer with lived experience experts
- Enhancing discharge pathway, e.g. Diabetes care and self-administration of insulin
- Reviewing the joint working between the rapid response team and the community beds
- Finalising the mapping of current patient pathways and developed patient education materials for self-care and support.

Musculoskeletal (MSK)

- Focusing on system-wide transformation to enhance prevention, timely detection, early advice, short waiting times and lifelong care in the community.
- Vision that no patient waits >6 weeks for an appointment in Adult MSK community services.
- The current focus of the network is to reduce the multiple access points by March 2025 and review workforce capacity and capability.

Children's Services

- Developing a core and consistent offer for Children's community nursing
- Developing equal Hospital at Home (virtual wards) access to reduce admissions to hospital
- Neurodiverse pathways- co-designing information materials to provide information and advice to parents of children with autism, standardising the Development Language Delay pathway and from January, streamlining clinical pathways for children who maybe autistic.

Rapid Response

- Developing core and consistent offers e.g. catheter care (as blocked catheters are a common cause of attendances at Urgent and Emergency Care)
- Enhancing joint working with other teams to streamline service offer to residents
- Winter pressures planning with leads to share learning, sharing and good practice.

Community and Intermediate Care Beds

- Developing an equitable and consistent offer for access across NEL and ensuring maximum occupancy to support UEC pressures, given a range of legacy commissioning arrangements across NEL.

Community Healthcare Collaborative Update

Key updates from other programme areas

Joint Planning for 2025/26

- Coordinate a joint approach to Planning to ensure a shared view of opportunities, risks and challenges
- 1st meeting planned January with 40 stakeholders from PLACES, providers, and the third sector.
- To agree core community collaborative strategy and priorities 2025 and provide clarity on income, expenditure, and pressures for our community services.

Promoting the Impact of Community Services (PICS)/Collaboration Across Regions

- PICS collaboration with leaders from North Central London, London ICS, Mid-South Essex, and NHSE policy and quality improvement leads.
- Aim to influence national strategies and establish a core community offer.
- December 2004, focused on plans to develop a 'core offer' for community services, national guidance expected during 2025.
- In line with the Darzi review, PICS has supported the development and use of a 'Shift Left Investment Decision Evaluation Tool'. This will evidence the economic case for change for systems to increase investment in community services (return on investment and demonstrating the system-wide impact).

Latest NELFT Updates

St George's Health and Wellbeing Hub

- The state-of-the-art hub in Sutton Lane, Hornchurch opened its doors in November. Health and care partners worked together for several years to design the hub, which secured detailed planning approval from Havering council in 2022. It is backed by £17million of government funding and £21million from north east London partners.

Ilford Exchange

- Official opening and engagement event with local residents and stakeholders at the Ilford Exchange Health Centre. The centre occupying two floors of the shopping complex, has been designed as a 'one stop shop', offering easy access to a range of healthcare, social care and community services in a central location.

Enhanced Integrated Crisis Assessment Hub

- A new hub is under construction at Goodmayes Hospital for all mental health activity generated by the three local emergency departments at King George Hospital, Queens Hospital and Whipps Cross Hospital and will be aligned with the relevant psychiatric liaison teams. The Hub will offer extended 24/7 support alongside existing mental health services to support crisis resolution.

Redbridge Crisis House

- Opening early in the New Year, the Redbridge Crisis House will provide an alternative to acute hospital admission for individuals experiencing a crisis or relapse in their mental health. Delivered in partnership with clinical teams, they provide 24-hour short-term, intensive support, providing a credible community-based alternative to inpatient care for people in crisis as well as short-term transition from hospital to home.

The Havering Speech and Language Therapy team highly commended at the HSJ awards

- NELFT Havering Adult Speech and Language Team and the Havering Place based Partnership's project 'One Voice' was highly commended last night for the Primary and Community Care Innovation of the Year award at the annual HSJ awards. There were only 26 awards and 26 high commendations out of over 1350 entries.

Nursing Times award for international recruitment experience

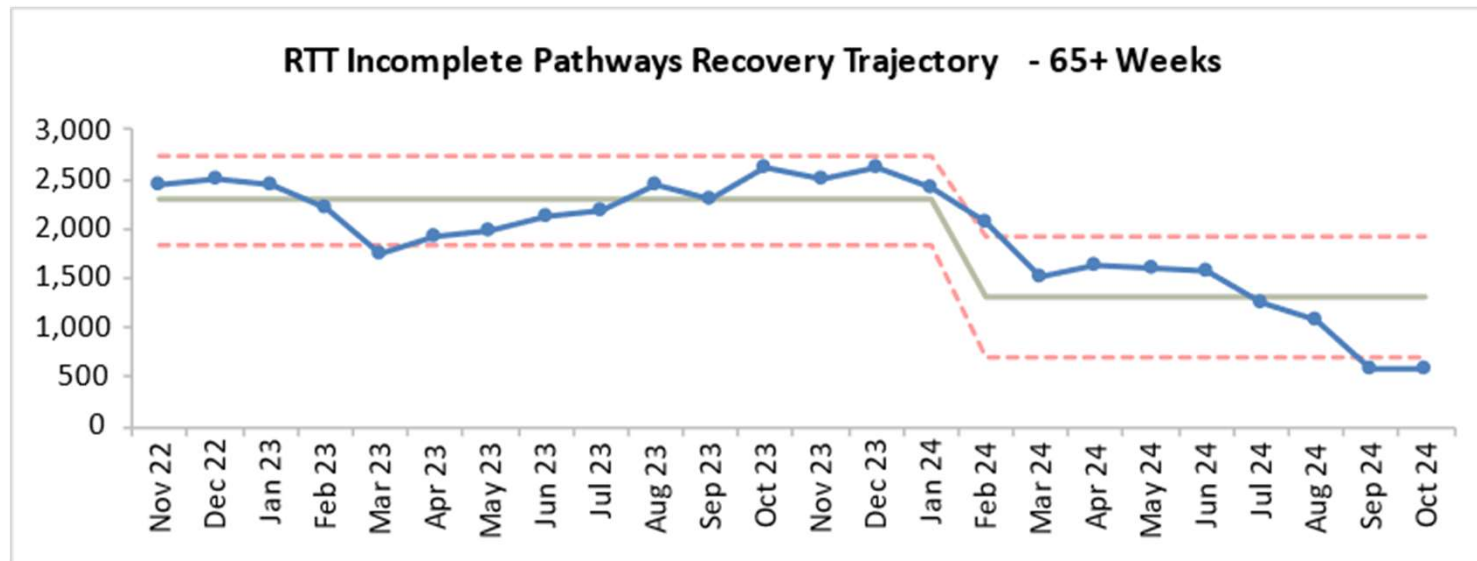
- NELFT's innovative international recruitment efforts have been recognised with a prestigious Nursing Times Award, celebrating our work in mental health nursing recruitment and pastoral care, delivered in partnership with NEU Professionals.



North East London

Barts Health NHS Trust

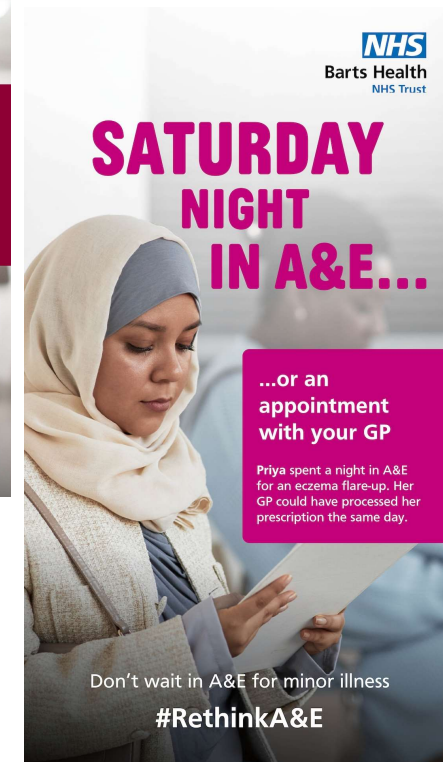
Elective Recovery



- We are prioritising treatment for our longest waiting patients.
- Over the last 12 months we have reduced the number of patients waiting over 65 weeks from around 2,800 to 588 in October.
- At the end of November, the number of 65 week waiters was just over 330.
- Many of those remaining require more complex surgery and we are working across the system to ensure they receive treatment as soon as possible.

Managing emergency pressures this winter

- We continue to report the highest number of A&E attendances in London, with over 50,000 people presenting in October, about 3,000 more than a year ago. The Royal London Hospital receives 40% of our urgent emergency attendances, with Whipps Cross and Newham Hospitals receiving 30% each. About 10% require hospital admission overnight.
- We are further expanding our Same Day Emergency Care (SDEC) facilities, with a set of new chairs installed at Newham and extra capacity planned at Whipps Cross, meaning more patients can be discharged the same day rather than be admitted. Health Minister, Karin Smyth recently visited Newham Hospital to see hospital preparations for winter.
- Our winter campaign is focussed around urging patients to **#RethinkA&E** and consider going to a GP or pharmacy instead, in line with the Finding the Right NHS Care messages of our local healthcare partners.
- All of our escalation beds are open, and we have increased the number of virtual ward beds to help keep patients out of hospital.
- We are also working with our partners to establish alternative pathways for patients with mental health issues who don't need to be in ED, while offering enhanced support through specialist nurses for those who do.



Board changes

- Our new chair has been announced as [Professor Ian Jacobs](#), a leading cancer surgeon and expert in health and higher education. He is currently a board member of Cambridge University Hospitals NHS Foundation Trust and the Chair of City St George's, University of London.
- We are delighted to announce that Professor Sanjiv Sharma will be joining us from Great Ormond Street Hospital next year as our [new group chief medical officer](#).
- [Siva Anandaciva](#), director of policy, events and partnerships at the King's Fund think-tank, has been appointed under the NHS NExT Director scheme as an associate non-executive director at Barts Health.
- After almost a decade as our Chief Nurse, [Caroline Alexander](#) will be retiring and formally stepping down in August 2025.
- [Professor Rupert Pearse](#) is stepping down as clinical director of research for Barts Health and our academic partners at Queen Mary University of London (QMUL).

Operational updates

- Our chief executive, Shane DeGaris, appeared on BBC London to share that the delays to the New Hospital Programme, as announced by the health secretary, is deeply disappointing for Whipps Cross Hospital, our staff, and the local people we serve. [Our full response here](#).
- Three of our top doctors are leading [an exciting new project](#) to ensure more patients get swifter access to routine surgery across our group of hospitals, in a new drive to bring down waiting times and improve outcomes.
- [A new initiative using artificial intelligence \(AI\)](#) and personalised clinical coaching was launched on 12 December by NHS North East London in partnership with Health Navigator, UCLPartners, and Barts Health NHS Trust, this three-year programme will proactively identify patients at risk of unplanned hospital visits and provide them with targeted support. Forecasting models suggest it will significantly reduce A+E attendances and unplanned bed days.
- Patients with autoimmune diseases will have better access to treatment thanks to the opening of a [new infusion centre at Mile End Hospital](#).
- Stroke patients will benefit from quicker and more accurate treatment thanks to a [state-of-the-art scanner](#) at The Royal London Hospital.

Finance and planning

- We continue to work in an extremely challenging financial environment but are currently on track to deliver our new revised financial plan for 24/25. We are expecting planning guidance imminently for next year which will set out expectations for the coming 12 months
- In addition we expect an announcement on the government's 10 year health plan in the spring of next year

Further updates

- BBC Northern Ireland visited our [Women's Health Hub](#), set up in December 2023 with the aim of reducing waiting lists for gynaecology care, to demonstrate how such services for women are beneficial to society.
- Clinicians from Barts Heart Centre [won a Health Service Journal Award](#) for developing a tool to identify patients most at risk of infection after receiving a cardiac device.
- [Sky news visited Whipps Cross Hospital](#) to speak with staff about winter challenges following a rise in flu cases.
- [Channel 4's Victoria Macdonald](#) met our pathway team at The Royal London Hospital, who help homeless patients access safe accommodation and support services after hospital discharge.
- Newham Recorder visited our brand new [ITU unit at Newham Hospital](#)
- [South London news](#) covered MP Liam Conlon's special Christmas visit to the ward he grew up on at The Royal London Hospital to thank NHS staff.
- Our community midwives featured in a BBC special '[The real midwives of Poplar](#)' which looked at their role in more detail.