

# South West London Integrated Care System

## Explaining integrated care and what it means for South West London

Shared with Richmond's voluntary and community sector by  
Richmond CVS

# What is Integrated Care ?

Integrated care is about giving people the support they need, joined up across local councils, the NHS, and other partners including social care providers, voluntary and community enterprise sector and charities.

These two animations help explain how

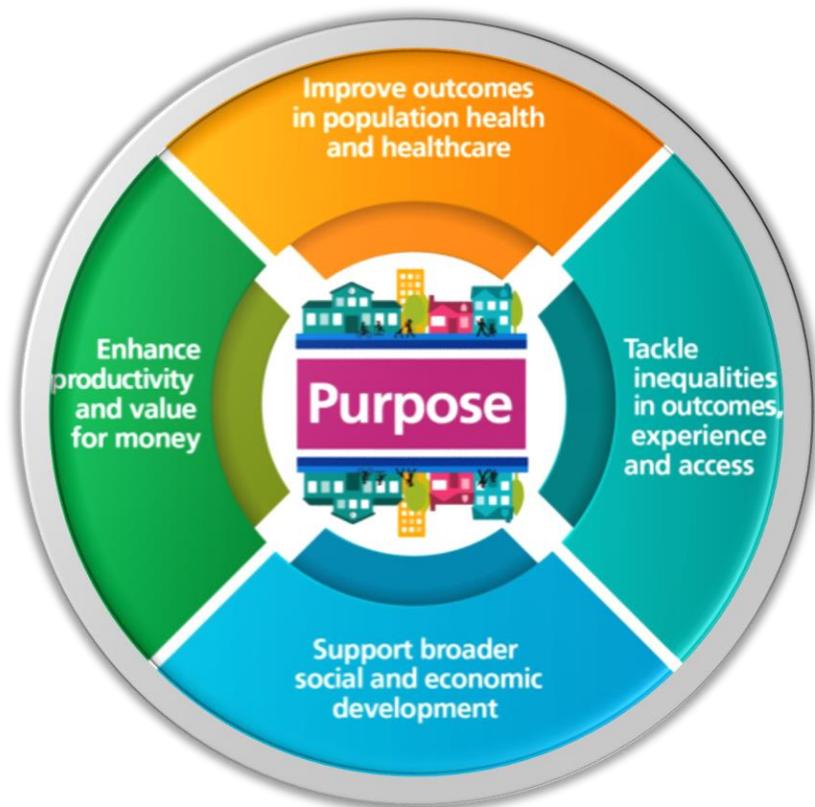
King's Fund animation: how the NHS works and how it is changing  
<https://youtu.be/blapgFKXv0I>



NHS England: Strong Integrated Care Systems Everywhere  
<https://youtu.be/mz4FFE2y8PM>



# What are Integrated Care Systems?



Integrated Care Systems are partnerships of organisations that come together to plan and deliver joined up health and care services to improve the lives of people in their area. They will be responsible for how health and care is planned, paid for and delivered.

## ICSs have four key purposes:

1. improving outcomes in population health and healthcare
2. tackling inequalities in outcomes, experience and access
3. enhancing productivity and value for money
4. supporting broader social and economic development

# What are Integrated Care Systems?

The Health and Care Act 2022 will establish 42 ICSs across England on a statutory basis.

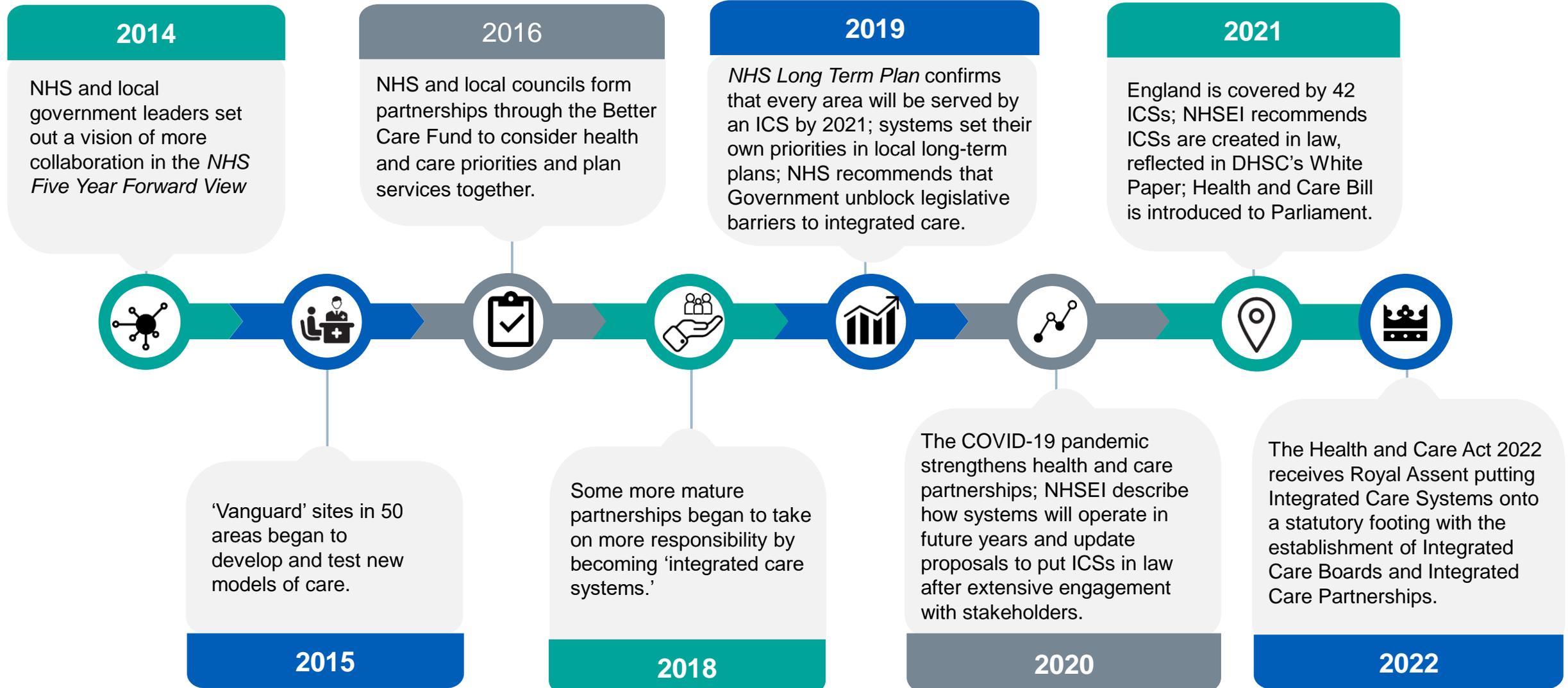
Integrated Care Systems will be made up of two parts:

- **Integrated Care Boards** decide how the NHS budget for their area is spent and develop a plan to improve people's health, deliver higher quality care, and better value for money
- **an Integrated Care Partnerships** bring the NHS together with other key partners, like local authorities, to develop a strategy to enable the Integrated Care System to improve health and wellbeing in its area

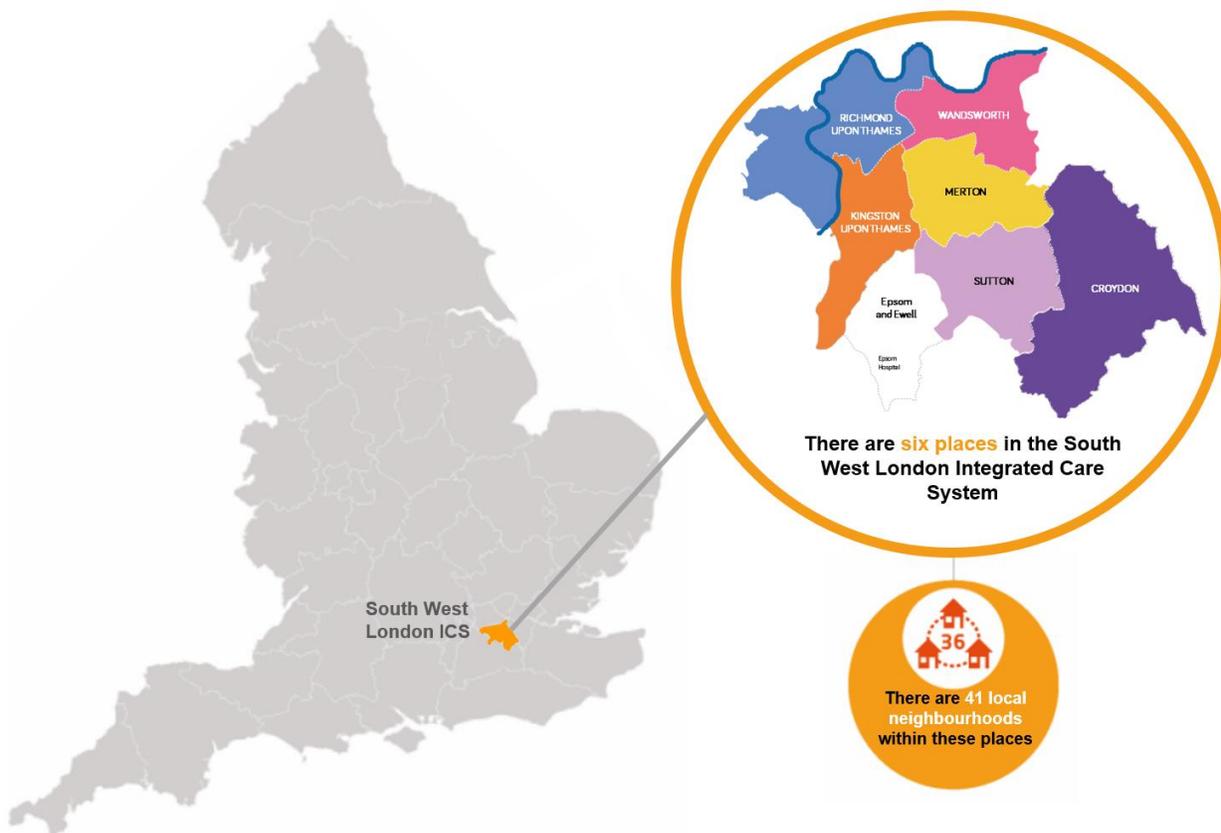
## Other important ICS features are:

- **Local authorities**, which are responsible for social care and public health functions as well as other vital services for local people and businesses.
- **Place-based partnerships** lead the detailed design and delivery of integrated services across their localities and neighbourhoods. Our place partnerships involve the NHS, local councils, community and voluntary organisations, local residents, people who use services, their carers and representatives and other community partners with a role in supporting the health and wellbeing of the local population.
- **Provider collaboratives** bring NHS providers together to achieve the benefits of working at scale across multiple places and one or more ICSs, to improve quality, efficiency and outcomes and address unwarranted variation and inequalities in access and experience across different providers.

# The journey to integrated care systems



# SW London Integrated Care System



South West London Health and Care Partnership was granted Integrated Care System status in 2020, and on 1 July 2022 we will take on statutory responsibilities.

We bring together NHS organisations, local councils, Healthwatch, charities, community and voluntary organisations to improve local health and care services and to improve the health and wellbeing of local people.

- Our ICS is made up of six ‘places’ – Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth.
- Since we were set up in 2018, we have developed better and more convenient services, invested in keeping people healthy and out of hospital and set shared priorities for the future through our local health and care plans for each borough.

# South West London Integrated Care System

Our integrated care system will have two statutory committees:

**NHS South West London Integrated Care Board** decides how the NHS budget for their area is spent and develop a plan to improve people's health, deliver higher quality care, and better value for money

Our NHS Board will be made up of:

- Our Chair
- 4 non-executive members
- Chief Executive
- 4 partner members NHS and Foundation Trusts
- Partner member Primary Medical Services
- Partner member Local Authorities
- Chief Finance Officer
- Medical Director
- Director of Nursing
- 6 Place Members
- Deputy Chief Executive Officer

The first meeting of our NHS Board in public will be:

10am, Friday 1 July 2022  
The Chaucer Centre

The first meeting of our Partnerships Board will be in the autumn

**South West London Integrated Care Partnerships** bring the NHS together with other key partners, like local authorities, to develop a strategy to enable the Integrated Care System to improve health and wellbeing in its area

Our Partnerships Board will be made up of:

- Co-Chairs – the ICB Chair and a Leader of a SWL Council
- Health members
  - ICB Chief Executive
  - ICB Population Health Management Director
  - ICB CFO
  - 5 NHS SWL Provider Chairs
  - Primary care representative
- Local Authority members
  - 6 Chairs of Health and Wellbeing Boards
  - Chief Executive representative
  - Director of Children Services representative
  - Director of Adult Services representative
  - Director of Public Health representative
  - Growth and economy representative
- 6 Place representatives
- SWL Clinical Senate co-chairs
- ICB Deputy Chief Executive Officer
- Healthwatch representative
- Voluntary sector representative

# Our places in South West London

**Place-based partnerships** lead the detailed design and delivery of integrated services across their localities and neighbourhoods. We have six place partnerships across each of our boroughs.



## Croydon

Croydon Council  
Croydon Health Services NHS Trust  
Croydon Healthwatch  
South London and The Maudsley NHS Trust  
Croydon voluntary sector organisations  
Age UK Croydon  
NHS South West London



## Kingston

Kingston Council  
Kingston Hospital NHS Foundation Trust  
Hounslow & Richmond Community Healthcare  
South West London & St George's Mental Health Trust  
Kingston Healthwatch  
Kingston voluntary sector organisations  
Your Healthcare  
NHS South West London



## Merton

Merton Council  
St George's University Hospitals NHS Foundation Trust  
Merton Healthwatch  
South West London & St George's Mental Health Trust  
Merton voluntary sector organisations  
NHS South West London



## Richmond

Richmond Council  
Kingston Hospital NHS Foundation Trust  
Hounslow & Richmond Community Healthcare  
South West London & St George's Mental Health Trust  
Richmond Healthwatch  
Richmond voluntary sector organisations  
NHS South West London



## Sutton

Sutton Council  
Epsom and St Helier University Hospitals NHS Trust  
Sutton Healthwatch  
South West London & St George's Mental Health Trust  
Sutton voluntary sector organisations  
NHS South West London



## Wandsworth

Wandsworth Council  
St George's University Hospitals NHS Foundation Trust  
Wandsworth Healthwatch  
South West London & St George's Mental Health Trust  
Wandsworth voluntary sector organisations  
NHS South West London

# Provider Collaboratives in SWL

**Provider Collaboratives** are partnership arrangements involving two or more trusts (foundation trusts or NHS trusts) working across multiple places to realise the benefits of mutual aid and working at scale.

There are three Provider Collaboratives in South West London:

- **South London Mental Health Partnership** - comprising Oxleas NHS Foundation Trust, South London and Maudsley NHS Trust and South West London and St. George's NHS Trust
- **The Acute Provider Collaborative** - comprising Croydon Health Services NHS Trust, Epsom and St. Helier University Hospitals NHS Trust, Kingston Hospital NHS Foundation Trust, St. George's University Hospitals NHS Foundation Trust
- **RM Partners** - comprising all South West London and North West London bodies supporting the NHS Cancer Pathway, including Primary, Acute and Specialist providers and screening services

The purpose of provider collaboratives is **to work together to continuously improve quality, efficiency and outcomes**, including proactively **addressing unwarranted variation and inequalities in access and experience**

Together, trusts work collaboratively to **lead the transformation of services and the recovery from the pandemic**, making sure they have shared ownership of their objectives and plans

# In summary



- On 1 July 2022, we are launching South West London Integrated Care System as we take on health and care statutory responsibilities
- The ICS will have four purposes:
  1. improving outcomes in population health and healthcare
  2. tackling inequalities in outcomes, experience and access
  3. enhancing productivity and value for money
  4. supporting broader social and economic development
- The South West London Integrated Care System will bring our health and care partners closer together, to make sure local people receive the best care
- New legislation, outlined in the 2022 Health and Social Care Act, makes it easier for GPs, hospitals, mental health, social care, community services, and the voluntary sector to work together more closely.
- By working together, we can do more to: support people to live healthier and happier lives; prevent ill-health; keep people independent for longer; and take action together to address the wider-determinants of health. Examples of these wider-determinants of health are jobs, housing, education and our environment. We know these have a big impact on our health.
- All over the country, in the poorest areas people have worse health and lower life expectancy than the people living in the richest areas. Our South West London ICS will focus on reducing these health inequalities or unfair differences in health in different groups within our six boroughs.

## Our health and care partners

South West London Integrated Care System is made up of health and care partners across our six boroughs:

- Our six local authorities: Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth
- Our acute and community providers: Central London Community Healthcare, Croydon Health Services NHS Trust, Epsom and St Helier University Hospitals NHS Trust, Hounslow and Richmond Community Healthcare, Kingston Hospital NHS Foundation Trust, The Royal Marsden Foundation Trust, St George's NHS Foundation Trust and Your Healthcare
- Our two mental health providers: South West London and St George's Mental Health NHS Trust, South London and the Maudsley NHS Foundation Trust
- GP Federations in each of the six boroughs
- The London Ambulance Service
- Six Healthwatches: Croydon, Merton, Kingston, Richmond, Sutton and Wandsworth
- Key borough voluntary sector organisations
- And from 1 July 2022, NHS South West London Integrated Care Board, a statutory organisation that will take on many of the responsibilities previously held by NHS South West London Clinical Commissioning Group

# What are the benefits of Integrated Care Systems?



Collaborating as an ICS helps health and care organisations tackle complex challenges, including:

- Improving the health of children and young people
- Supporting people to stay well and independent
- Acting sooner to help those with preventable conditions
- Supporting those with long-term conditions or mental health issues
- Caring for those with multiple needs as populations age
- Getting the best from collective resources so people get care as quickly as possible.

# South West London Integrated Care System



South West London Integrated Care System is made up of three parts:



# Integrated Care Board Leadership Announcements



## Millie Banerjee CBE

### Chair Designate NHS South West London ICB

Following her appointment in 2020 as independent chair of the South West London Health and Care Partnership, Millie was appointed as Chair of NHS South West London ICB in November 2021. Previously, Millie has been chair of NHS Blood and Transplant and the College of Policing and a non-executive director of East London Foundation Trust. She has extensive experience in corporate governance, having held several non-executive appointments, including the non-executive director of the Cabinet Office, Channel 4 TV, the Prisons Board, Ofcom and Barts Health. Millie spent her executive career in BT and continues to maintain her connections with the digital sector. Millie was appointed a Commander of the Order of the British Empire (CBE) in the Queen's Birthday Honours list in 2002 for her work supporting Civil Service reform. She is a Fellow of University College London.

## Sarah Blow

### Chief Executive Designate NHS South West London ICB

Sarah has 30 years' experience in the NHS. She is an experienced Chief Executive and has led programmes across partnerships while working widely across systems to improve health and care services. Sarah has held operational and strategic roles with Local Authorities, providers and the Department of Health, and values and recognises that a strong collaborative approach delivers better care for local people. Read more about Sarah [here](#).

# Integrated Care Board Executive Announcements



**Karen Broughton**

**Deputy Chief Executive Officer and Director of People and Transformation**

Karen Broughton has worked in a variety of roles within the NHS over the course of her 30+ year career and has specific expertise in working with provider and commissioning organisations across London. Karen has held a number of Director roles across a range of areas - Workforce Director, Commissioning Director and Strategy and Transformation Director.



**Jonathan Bates**

**Chief Operating Officer**

Jonathan Bates has worked for the NHS for more than 25 years in a wide variety of roles. Jonathan's background includes working in acute hospitals, primary care, Primary Care Trusts and nationally for the NHS and the Department of Health.

Since 2006, Jonathan has worked in South West London, more recently as Chief Operating Officer for Sutton CCG until 2017 and then as an Executive Director responsible for planning, performance and delivery across South West London CCG.



**Dr John Byrne**

**Executive Medical Director**

Born in Dublin, Dr Byrne graduated in medicine from University College Dublin in 1994 before serving for six years as a doctor in the Royal Army Medical Corps, where he completed his training in general practice. In 2002 he became a partner at a GP surgery in Hampshire, and in 2008 was appointed locality medical director for Hampshire Community Healthcare.



**Dr Gloria Rowland**

**Chief Nursing and Allied Professional Officer and Director for Patient Outcomes**

Previously Director of Midwifery for the country's largest maternity service at Barts Health NHS Trust, Dr Rowland has been recognised by CQC Chief Inspector Ted Baker for her "outstanding practice in the leadership and drive shown" to improve Midwifery services.



**Helen Jameson**

**Chief Finance Officer**

Helen is a finance professional with over 20 years of experience working in the NHS. In 2018 she became Chief Finance Officer at Great Ormond Street Hospital leading the finance, procurement and commercial functions as well as Executive lead for the North Thames Genomic Laboratory Hub.



**Charlotte Gawne**

**Executive Director of Communications and Strategic Stakeholder Relations**

Before joining us in South West London, Charlotte was the executive director of communications at The London Ambulance Service. Charlotte has worked at Board Director level for 18 years and has also worked at NHS England London and NHS England South, Epsom and St Helier University Hospitals NHS Trust, Sutton and Merton PCT, St George's University Hospitals NHS Trust, Wandsworth Community NHS Trust, Surrey Oaklands Mental Health and Learning Disability NHS Trust, NHS Direct and the Department of Health.

[Read more about the team here](#)

# Non Executive Members



## Dick Sorabji

Dick Sorabji has worked in public policy and management across four decades. In the 1980s he was the Parliamentary Adviser to the Shadow Health Secretary. He was elected a councillor in Lambeth becoming leader in 1988.



## Mercy Jeyasingham MBE

Mercy Jeyasingham has mainly worked in the voluntary health and social care sector, most recently as the CEO of the umbrella organisation for the eye health and sight loss sector. She is a non-executive Director of the medicines and devices regulator, the MHRA, and Chairs its Patient Safety and Engagement Committee.

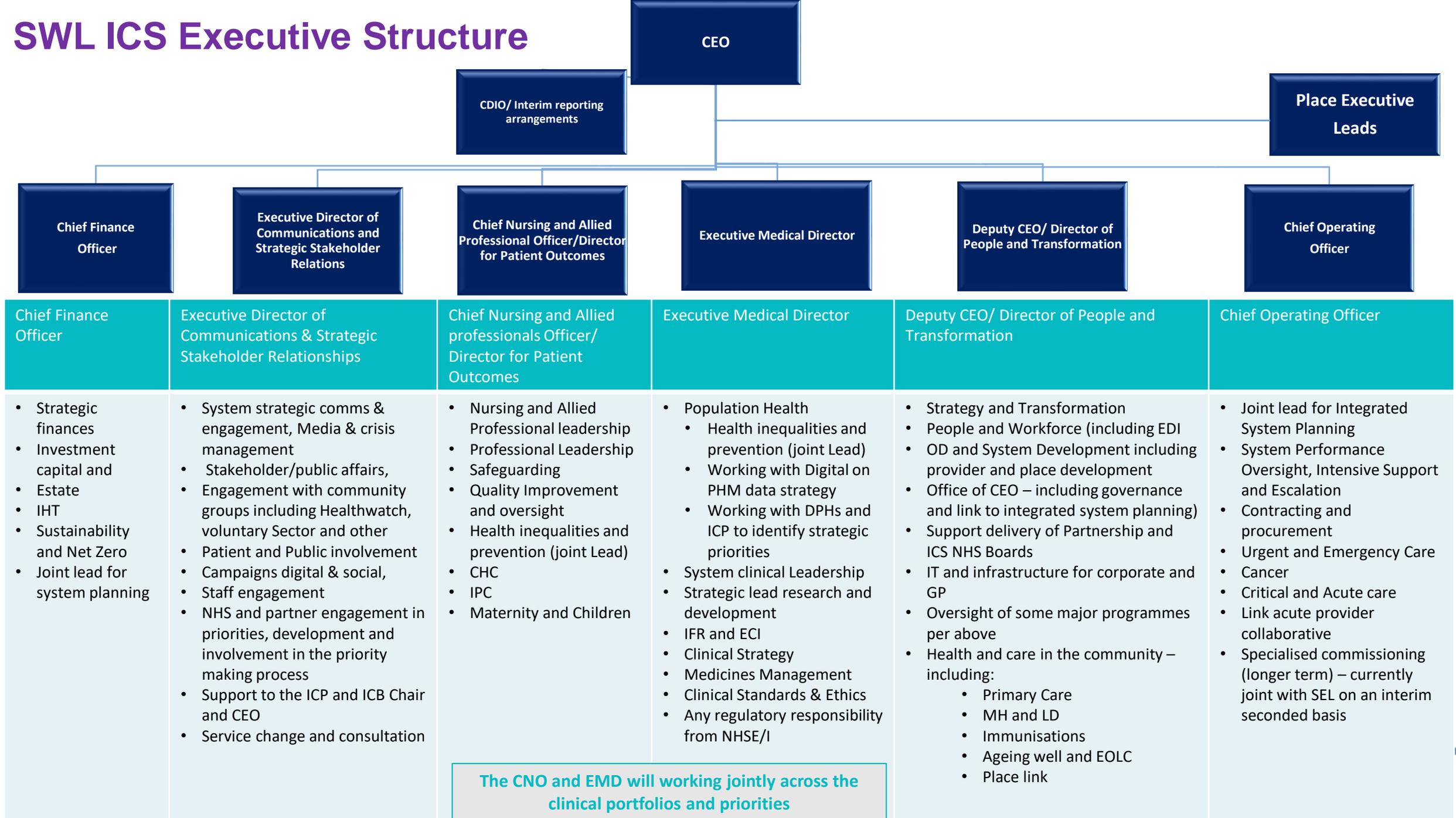


## Ruth Bailey

Ruth Bailey has 23 years of experience working in the public sector in strategy, delivery and human resources. She was HR Director in the Cabinet Office, the Care Quality Commission and the Department of Housing Communities and Local Government between 2015 and 2021.

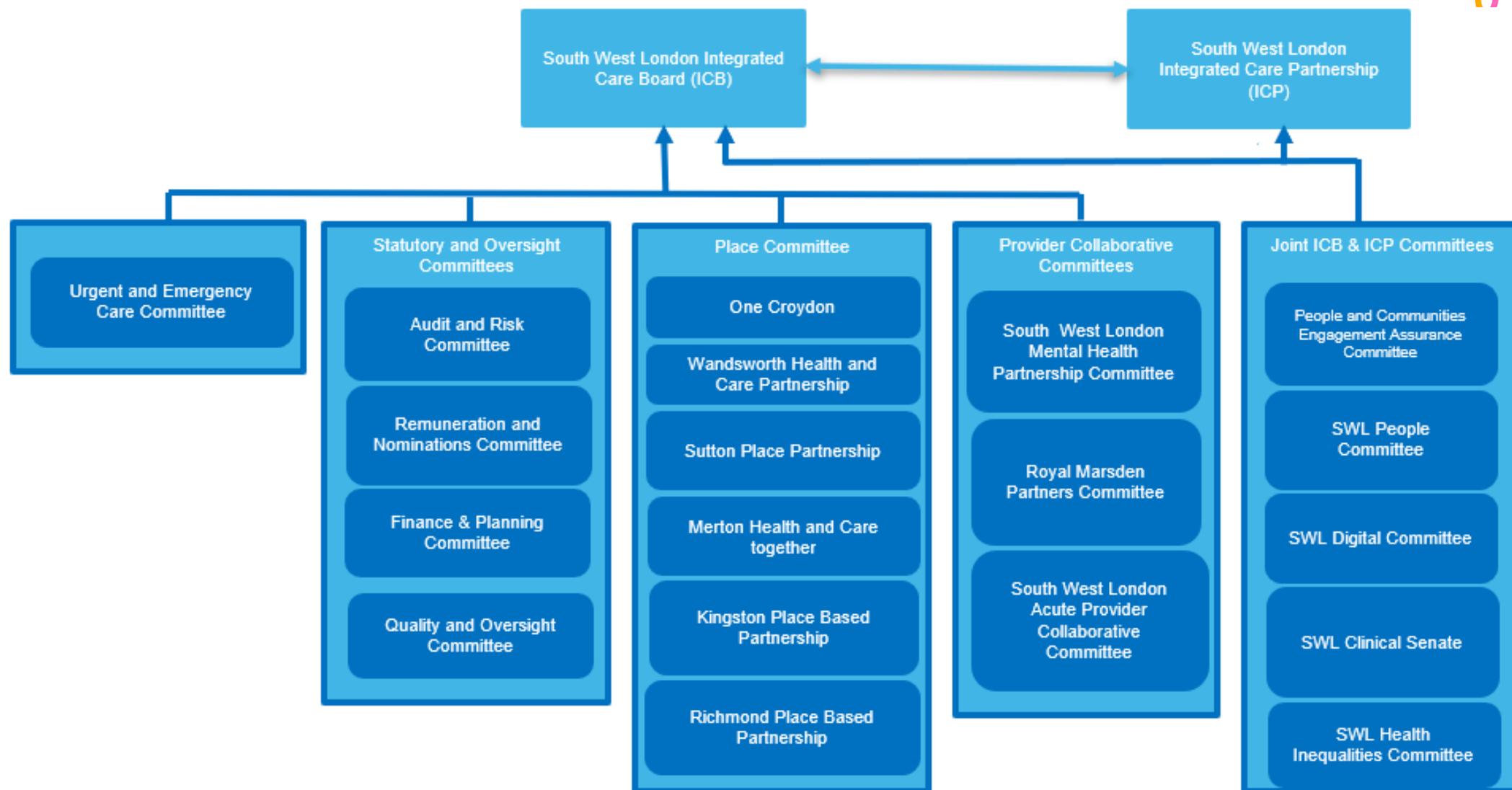
[Read more about the team here](#)

# SWL ICS Executive Structure



**The CNO and EMD will working jointly across the clinical portfolios and priorities**

# SWL ICS emerging governance structure



# How will we improve health & care in SW London?



**"This is all about making a difference to the people we serve" - Improving services for local people**

Gillian Norton, Chairman of St George's, Epsom and St Helier Hospitals Group <https://youtu.be/5nx-wn1O7oc>

**"We can make services more accessible, efficient and patient centered" - Reducing health inequalities**

Imran Choudhury, Director of Public Health, Sutton Council  
<https://youtu.be/5bVBcBtBV7c>



# Why are we coming together?



**"It's more about residents and their needs"** - Bringing health, care and voluntary services together

Simon Shimmens, Chief Executive of Merton Connected  
<https://youtu.be/uZpP1Ose94k>

**"We can't do this on our own in the NHS"** - Why we are bringing health and care services together

Sarah Blow, Chief Executive of the South West London Integrated Care System  
[https://youtu.be/D\\_wfw5gwZeQ](https://youtu.be/D_wfw5gwZeQ)



# South West London updates – sign up



To keep our partners and stakeholders updated every month we are sharing the ‘Message from Millie and Sarah’, this updated features stories of delivery from across South West London and information about the transformation to ICS.

- Share the web version of the update - we post every message on our website check [here](#) every month for the latest edition
- There are also six local Place updates, if you’d like to be signed up [publicaffairs@swlondon.nhs.uk](mailto:publicaffairs@swlondon.nhs.uk)
- Promote the [sign up link](#) -to encourage people to receive the update directly to the their inbox

**South West London Health & Care Partnership**

## Message from Millie and Sarah

**Millie Banerjee CBE**  
Chair Designate  
South West London Integrated Care System

**Sarah Blow**  
Chief Executive Designate  
NHS South West London Integrated Care Board

**May 2022**

Welcome to our May 2022 update. The Health and Care Bill has been given Royal Assent and this means that we are on track for South West London Integrated Care System (ICS) to take on statutory responsibilities from 1 July. We hear from Imran Choudhury, Director of Public Health at Sutton Council, about what ICSs mean for health and care staff.

We also show you how partnership working is supporting people with learning disabilities and autism, new mums and people who experience health inequalities.

We are also delighted to be able to announce the new executive team for the NHS South West London Integrated Care Board.

**CONTENTS**

- People are going to want to come and work here
- Baby steps for new mums
- Creating practical solutions in Croydon
- Best foot forward in Wandsworth
- Going further faster to diagnose more cancers
- Sew, a needle pulling thread
- "We can't do this on our own in the NHS"