

3. Orthopaedic clinical network

Members of JHOSC will be aware that over the last eighteen months we have looked at the desirability of creating an Orthopaedic Clinical Network that would provide inpatient elective orthopaedic services on fewer sites in SEL, allowing us to implement the GiRFT (Getting it Right First Time) recommendations and improve quality of care and efficiency.

In November 2016 we considered proposals to centralise inpatient elective care on two sites, whilst ensuring that any change proposed meets certain safeguards.

Through this process we received strong representation that we should thoroughly test and describe a three site option for delivering orthopaedic care, and we should ask our providers to work collaboratively in describing that model.

During these assessments, it has become clear that it was not possible for us to reach a consensus within the NHS in South East London on what the best model to adopt would be that met the conditions we had set out.

We still intend to secure the patient benefits identified through the process, and have therefore moved forward with creating an Orthopaedic Clinical Network across our three providers to oversee the delivery of quality and efficiency benefits described by Professor Briggs in GiRFT over the next 12- 18 months.

This approach has been agreed by NHS commissioners and the hospital trusts in SEL London and the clinical directors of the three orthopaedic departments in SEL have been involved in formulating the terms of reference for the network and recommended to the STP clinical board that the network be established.

The network will be appropriately resourced and a Clinical Lead appointed by the STP. From 2018-19 we intend to commission our providers against the standards and performance metrics set out in the GiRFT report.

9th October 2017

Dear Mathew and Andrew,

In June 2017, CCG Chairs and Chief Officers paused plans to consult on a consolidated two or three site elective orthopaedic model for South East London and agreed that a single elective orthopaedic clinical network would be implemented across the existing providers in SEL. This proposed network will provide oversight for the clinical and operational activity of elective inpatient orthopaedic care at; Guy's and St Thomas NHS Foundation Trust, Kings College Hospital NHS Foundation Trust and Lewisham and Greenwich NHS Trust.

As part of this process CCG Chairs and Chief officers agreed that the establishment of the network would be key to ensuring that the same quality and efficiency benefits that would have been expected under the consolidated model can still be delivered across the system. Commissioners have agreed that they will assess the delivery of these improvements to patient care in 12 to 18 months' time from the point of the network being established.

Provider medical directors, orthopaedic clinical directors and directors of strategy met in late July and agreed that the Elective Orthopaedic Clinical Network for SEL should enable collaborative working between all providers in the pathway with the aim of:

- Improving patient outcomes by ensuring all services in SEL deliver the highest possible standards of care and world class outcomes, whilst ensuring the most cost-effective use of resources.
- Identifying, challenging and reducing any unwarranted variations in patient care experienced across services in SEL and create a culture of continuous improvement.
- Developing services across all providers that align with recognised developments in clinical evidence and are sustainable and fit for the future.
- Using the opportunity of greater scale and collective working to lead the way in the development of clinical research, service design and education across the sector.

During the last month, clinical directors/leads and operational colleagues in all providers have worked collectively to consider and agree the approach and requirements for forming this network, including the roles that would be essential to establish and lead the network. This has led to the creation of:

- An agreed shared terms of reference for the network (attached)
- An agreed clinical lead role description and recruitment letter (attached)

As clinical directors and clinical leads of the three elective orthopaedic services in South East London we are writing to you jointly to confirm our support for both the terms of reference and the clinical lead job description and recruitment process.

To enable the network to progress a with recruiting a clinical lead as soon as possible we ask that the SEL STP Clinical Programme Board support both of these initial elements of the network's development. We also ask yourselves, as chairs of the clinical programme board, to support the process by leading the selection and appointment of the network clinical lead, alongside an independent orthopaedic clinical lead from outside of south east London.

Commencing this process as soon as possible will allow for the network to be established in early 2018 and allow us to progress collectively with the delivery of our shared network objectives.

Regards,

Peter Eamshaw,

Clinical Director of Surgery and Consultant Orthopaedic Surgeon, Guy's and St Thomas NHS Foundation Trust

Naveen Cavale,

Clinical Director, Planned Surgery, Kings College Hospital NHS Foundation Trust

Ajeet Kumar,

Clinical Director and Consultant Orthopaedic & Knee Surgeon Lewisham & Greenwich NHS Trust

Ramon Tahmassebi,

Clinical Lead for Orthopaedics, Kings College Hospital NHS Foundation Trust

3. Orthopaedic clinical network- Assessment of Impact

The network's progress in delivering the quality and efficiency benefits will be independently assured by the London Clinical Senate.

Commissioners will review the findings of the Clinical Senate on the delivery of the Briggs recommendations over three sites after 12 to 18 months, at which time a decision will be made on whether quality and efficiency benefits have been met and can be sufficiently sustained across three sites.

At all stages, we will continue to engage with patients and representatives on progress with this.