



North West London
Integrated Care System
Working together for better health and care



North West London

Compassionate care for all

**Improving adult community specialist palliative care services for
all residents in North West London**

Hammersmith & Fulham

The new model of care: key improvements

What it means for Hammersmith and Fulham

Current community specialist palliative care services	New community specialist palliative care services we are consulting on	Change
Adult community specialist palliative care team supports between 9am to 5pm, 7 days a week	Increased hours of support to 8am to 8pm, 7 days a week	Enhanced service with longer operating hours
No Hospice at home service	New Hospice at home service providing up to 24/7 enhanced care for those in their final weeks of life in a residents own home by care staff with enhanced end of life care skills. This include overnight nursing. This team coordinates the residents care and has support from the specialist palliative care multidisciplinary team if needed	Additional new service
Specialist Palliative Care hospice in-patient unit bed care at Royal Trinity and St John's Hospice	Residents will be able to access specialist hospice inpatient beds at all north west London hospices, not just the one closest to them	Increased choice
No enhanced end-of-life care beds	Five new enhanced end-of-life care beds providing specialist palliative care weekly ward round support in a 24/7 care facility by those with enhanced palliative care skills and knowledge	Additional service – new
24/7 specialist palliative care telephone advice for patients that are already known to community specialist palliative care services.	Expand the 24/7 advice line for those residents and those involved in their care who are not known to the service, as well as for those who are	Expanded service
Hospice outpatient and multidisciplinary clinics including lymphoedema and wellness centres	No change	No change
Hospice psychology and bereavement	Improved psychology and bereavement support led by specialist psychologist where necessary with a clear pathway for access and support	Enhanced service
Personalised care	Improved training of all staff working within specialist palliative care services to enhance cultural competences, reduce inequalities providing truly personalised care	Improved training

Timeline of engagement and decision making to date

Date	Engagement / publication / decision making
December 2021	Issues paper published
December 2021 to May 2022	Engagement “What is important to north west London residents”
June 2022	Interim engagement report published
March 2023	Final engagement report published
May 2022 to April 2023	Co-design of the model of care through the New Model of Care Working Group (12 residents and professionals)
September to October 2023	Initial model of care approved, published and engaged on
November to December 2023	Engagement on options for delivering the model of care
February 2024	Revised model of care approved and published
February to October 2024	Completion of assurance stages with London Clinical Senate, NHS England, London Mayor’s office and North West London Integrated Care Board leading to further revision of model of care
May 2024	Endorsement of proposals by the ICB Strategic Commissioning Committee
22 nd October 2024	JHOSC review of the communications and engagement strategy for the public consultation on the new model of care
18 th November 2024	Public consultation launched
24 th February 2025	Public consultation closed (14 weeks)
April 2025	Endorsement of the new Model of Care Service Specification, KPIs and outcome measure by the NW London Clinical Advisory Group
May 2025	JHOSC review of the themes from the consultation and anticipated next steps for the implementation of the new model of care
June to July 2025	Approval of the CSPC Business Case by Business Case Review Group, ICS Leadership, UEC Board, Performance & ICB Finance Committee and ICB Board

Where are we up to and what next?

What has happened to date...

- 1 ICB Board has approved **Option A** (*Full implementation of the model of care with Pembridge Palliative Care Inpatient beds not reopening*) as the new model for CSPC Services across NW London and additional **£15m investment** over 6 years
- 2 **One NW London CSPC Service Specification** drafted and endorsed by NW London CAG and CSPC Steering Group – finalising with providers ahead of inclusion in Contracts
- 3 One set of **Activity and Outcome metrics** developed across all providers with streamlined reporting to enable impact monitoring and benchmarking
- 4 **Financial modelling** undertaken – finalising Provider allocations
- 5 Five **enabler work streams** underway – reducing inequalities, workforce development, digital & data, organisational development and leadership governance & integration
- 6 Initial **implementation workshops have taken place** for West, Central and H&F, and continue to do so.

What next...

- 1 New **Contracts** to be in place with all Providers by **1st October 2025**. Will contain the timeline of
- 2 **Implementation** for West, Central and H&F:
 - Finalise timescales for implementation of each service line
 - Agree implementation plan and publish in October including local governance framework for oversight of implementation and timelines
 - Monitoring delivery against the implementation plan
 - Consistent stakeholder and public communications throughout

Enhanced EoLC bed locations:

 - Stage 1: Developing service options (June - July)
 - Stage 2: Listening to communities and refining options (August - early September)
 - Stage 3: Agreeing the delivery option and timeline (September)
- 3 Workforce development enabler – publish **workforce plan/strategy** in November 2025

Engagement on Enhanced EoLC bed locations

- Once in a position to share the options appraisals on the location of the Enhanced EoLC beds, plan to host a **one-off two hour local workshop** to gather community feedback before any final decisions are made
- The central ICB programme team will carry out **widespread communication with stakeholders** to issue invitations
- To make this meaningful and inclusive, we would like to do this **jointly with Boroughs** and we'll need your help to:
 - **Encourage participation** from relevant local authority teams including elected members if relevant
 - **Promote the event** through local channels and networks
 - Support us in ensuring **that local voice, including those with lived experience are at the heart of the discussion**
- Workshop **objectives**:
 - Explain what enhanced EOLC beds are and why they are important
 - Share possible providers and site locations, including the pros and cons of each
 - Present any early recommendations based on clinical and operational input
 - Invite feedback: Have we missed anything? Are there additional considerations we need to think about?
- Aiming to hold workshops in **September 2025**

What support we need...

- **The NW London programme team will lead on:**

- Financial modelling and allocations
- Contract negotiation and management
- Service specification, activity & outcome metrics, provider reporting
- Procurement
- Lead on enabler work streams (inequalities, workforce, training, digital,
- Support with implementation across all Boroughs in NW London

- **Place level support on:**

- Local implementation planning for the new model of care
- Identification of locations for Enhanced EoLC beds and options appraisal – June/July
- Engagement on options appraisal for location of Enhanced EoLC beds – August/September
- Develop, agree and maintain oversight for implementation plans for local area – October
- Agree local governance for decision making
- Oversight of delivery of implementation – escalation of risks to NW London governance, any areas off-track etc.
- Support with ongoing monitoring of delivery