

SLOSS South London sustainability review



opportunity

Uncovering system opportunities

Pages 4-5

NHS England board approves London delegation

On 5 December 2024, the NHS England Board approved the delegation of commissioning responsibility for 70 specialised services to all ICBs in London from April 2025, along with three other regions: North East and Yorkshire; South East; and South West.

This major milestone will significantly strengthen the hand of integrated care boards (ICBs) in acting as strategic commissioners for the system and leading on population health management, consistent with the evolving NHS operating model.

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NHS England updates

The path to ICB specialised delegation approval

Several checkpoints to delegation have been in place to ensure a safe transition for commissioning specialised services by ICBs from April 2025.

Timeline

- **Feb 2025 / Dec 2024** - South East London and South West London ICBs to hold face to face organisational development workshops with NHSE specialised colleagues designed to connect teams, ways of working, and future cultures.
- **Jan 2025** - SEL ICB and SWL ICB boards to approve receipt of specialised services delegation, following NHSE board approval.
- **Dec 2024** - The NHSE board approves the delegation of commissioning responsibility 70 specialised services to all ICBs in the North East and Yorkshire, London, South East and South West regions from April 2025.
- **Oct 2024** - The National Moderation Panel recommends the delegation of specialised services to London (and other remaining) ICBs from April 2025 to the NHSE board.
- **Aug 2024** - The NHSE London Regional Executive Team (LRET) approved the lifting of conditions from the pre delegation assessment framework (PDAF) process, following recommendation by the London Joint Committee. Conditions focussed on multi ICB decision making, legacy risk logs and their clinical review, and the development of a future operating model.

The focus now turns to ICB readiness and the transition programme, including robust governance, compliance against the safe delegation checklist, and signed collaboration agreements.

NHSE specialised webinars

NHS England will host a webinar series is for those interested in gaining more understanding on key topics relating to specialised services ahead of delegation in April.

Upcoming topics:

- 27 January, 2-3pm - High cost drugs
- 28 January, 3-4pm - Finance
- 30 January, 4-5pm - Contracting



[Link to series on FutureNHS \(login required\)](#)

NHS England updates

Local and regional collaboration

The future delegated operating model includes a single London hub of expertise that docks into ICB teams.

- The Specialised Services Shared Commissioning Team (SSSCT) will work on behalf of the five London ICBs.
- The SSSCT will be hosted by one ICB, North Central London, as confirmed by an expression of interest and evaluation process.
- The SSSCT will have North London and South London facing elements, to ensure a local view of commissioning and support.

Retained operating model

- Three NHSE regions will commission nationally retained services in partnership with neighbouring regions: London (for South East and South West regions); East of England (for Midlands regions), and North West (for York and North East regions).

Staff consultation

- NHSE staff are undergoing a phased consultation on future staffing arrangements, host organisation, and focus areas (ie, NHSE for retained services; NCL ICB for delegated services).
- There will be further clarity on posts, vacancies, and functions in Q4.

SHA report into the first six months of specialised delegation

The Specialised Healthcare Alliance (SHA) has published a report this month summarising its findings from the first six months of delegated specialised commissioning by ICBs. The report emphasises the importance of collaboration between all stakeholders, including ICBs, providers, NHS England, and charities, to ensure successful and equitable delivery of specialised healthcare services.

The following themes are noted within the report:

- Delegation presents opportunities to join up patient pathways across different care settings.
- There is a risk of unwarranted variation arising from the differing approaches to specialised commissioning across the country.
- Charities are concerned about the challenges involved in engaging with ICBs post delegation.

[Read the report.](#)

NHSE appointment

We are delighted to share that **Vimbai Egaru** has been appointed as Director of Specialised Commissioning by NHS England London region oversee the London retained services and SSSCT teams from February 2025.

Hazel Fisher, current London Director of Specialised Commissioning, will retire this month. We wish her the best.

South London programme updates

South London specialised sustainability review

SLOSS has gained executive board approval to progress with its comprehensive review of South London specialised services, which will support partners in maximising the opportunities associated with delegation and as a contribution to system sustainability.

Aims

- Assess financial sustainability, efficiency, and effectiveness of specialised services within South London
- Review performance, equity of access, and outcomes within the specialised portfolio
- Inform future transformation and reconfiguration programmes, including opportunities to support a 'shift to the left' through prevention, early detection and intervention and care pathway redesign
- Support whole system strategic and sustainability planning across South London, and with South East region.

Deliverables

The outputs of the South London sustainability review will include:



Compendium of opportunities

The compendium will draw together existing known issues and opportunities by programme of care and specialty in order to understand what projects are already in the pipeline or are being developed.

Data review and analysis

A holistic data review, looking at trends in activity, out of area flows, efficiency metrics, patient demographics and inequalities, and finance. Initially this will be a broad review across the entire portfolio, which will be narrowed down with validation and input from clinicians and networks.

Outputs and project proposals

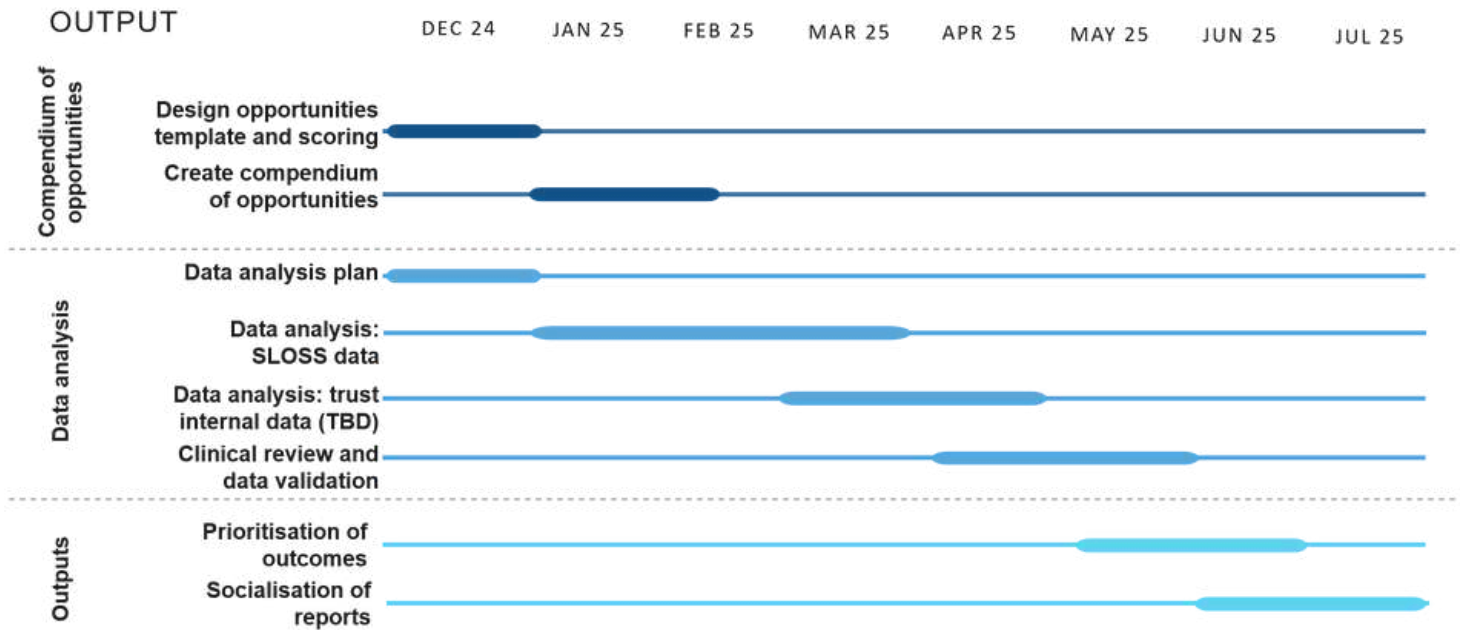
Validated outcomes and variation from the data review will be prioritised and turned into proposals for change. These will be returned to the Executive Management Board and other forums for agreement.

South London programme updates

South London specialised sustainability review

Timeline

The anticipated timeline of this ambitious work is as follows:



Approvals

The proposal for the South London sustainability review has been widely shared with SLOSS partners and stakeholders. Feedback from these groups has been incorporated into the overall plan.

- Chief Executive Strategic Oversight Group (Dec 2024)
- Executive Management Board (Nov, Dec 2024)
- System Analytics and Finance Group (Dec 2024, Jan 2025)
- South London Transformation Group (Dec 2024)



South London programme updates

South London Transformation Group

The South London Transformation Group (SLTG) will serve as a central hub to oversee integration transformation and efficiency projects.

Feeding in to the Executive Management Board (EMB), the group will drive greater impact by providing a necessary collaboration channel for discussion, escalation, and resolution of programmes and priorities.

The SLTG brings together key stakeholders, including clinical leads, network managers, and representatives from NHS England and local integrated care systems (ICBs) across South London, Kent, and Surrey. This diverse membership ensures a comprehensive approach to addressing the challenges and opportunities facing specialised services across regional footprints. The group is chaired on a rotating basis across the SLOSS clinical leads, Jonathan Byrne, Consultant Cardiologist, Miriam Fine Goulden, Paediatric Intensive Care Consultant, and Niran Nirmalanathan, Consultant Neurologist.

The inaugural meeting of the SLTG included discussions on:

- Proposed streamlining of neurosciences networks
- Transition of patients between care settings
- Specialty deep dives

The December meeting was held jointly with the System Analytics and Finance Group (SAFG). Linking the two groups provides a comprehensive view of transformation initiatives within a financial lens. Included on the agenda:

- South London sustainability review (*see pages 4-5*) and
- Oversight of clinical networks' mid-year achievements and budgets.

The group will play a pivotal role in the governance structure for transformation work, ensuring alignment across vision, finance, and delivery.

Aims

The SLTG aims include:

- **Ensure value for money in the system** - Prioritising local, regional and national asks to make sure we're working on opportunities that yield greatest impact
- **Demonstrating measurable success** - Establishing agreed outcomes and metrics to evidence impact and provide ongoing assurance
- **Reducing barriers to achieve impact** - Acting as a central platform to identify and address complex challenges that may affect project and network progress
- **Leveraging collective strength** - Creating a collaborative environment for all stakeholders to increase visibility, share best practice, maximise positive impact.

Finance

Systems Analytics and Finance Group (SAFG)

The January meeting of the Systems Analytics and Finance Group (SAFG) included discussion of:



Transformation

Links with South London Transformation

SAFG members discussed future alignment with the South London Transformation Group (*see page 6*) and ways to optimise the connection cross financial and system analytics insight and transformation initiatives.



Allocations

NHS England overviewed work in progress on 2025/26 **indicative activity plans (IAPs) and financial allocations**. The IAP reporting specification enables a consistent interchange of contract plans between commissioners and providers. Further detail is expected to be released within the month.



Specialised sustainability

Dan Kyle, SLOSS Associate Director of Delegation and Efficiencies, reviewed the **South London sustainability review** (*see pages 4-5*), including timeline, approach, data sources, and metrics to gather feedback from SAFG members. Their insight will be incorporated into the outputs of this ambitious initiative.



South London programme updates

Insight and intelligence

BI for delegation

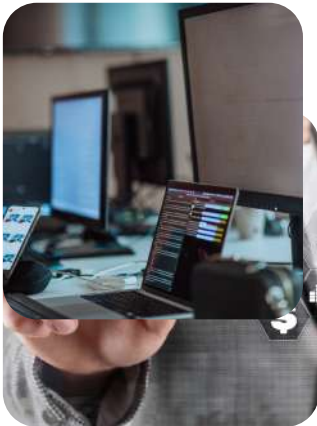
The pan London specialised business intelligence (BI) group, comprising representatives from ICBs, NHS England London, and SLOSS, coordinates specialised BI activities across ICBs in preparation for delegation. The group will determine which BI functions ICBs will assume responsibility for from April, and which functions the NHSE London BI team will continue to support.

The BI safe delegation checklist has been coordinated and completed through this group. It serves as a way for ICBs to note their progress against specific criteria for delegation. This tool provides specific BI detail beyond the [national safe delegation checklist](#) (*Future NHS, login required*) for use by regional and ICB teams.



Clinical network data strategy

Ilesha Lovatt, SLOSS Senior Informatics Project Manager, co chairs a group with NHS England London region BI lead, Peter Saiu, working to jointly develop a new data strategy for clinical networks and establish pan-London network analyst community of practice. These will ensure that mandated networks are given the appropriate tools to conduct effective data analysis.



Driving transformation through data

The SLOSS intelligence team continues to drive transformation through evidence, and have been actively analysing data to ensure ongoing benefits of projects and identification of new opportunities, including:

- HIV - Re-engagement of patients in SEL
- Neurology - Pilot evaluation
- Renal - Development of evaluation and analysis
- Respiratory - South London analysis of paediatric patients with asthma
- Sickle cell disorder - Development of evaluation and analysis
- Digital - Scoping of opportunities with SEL and SWL ICB colleagues



South London programme updates

Transformation programme

Increasing impact in neurosciences

The SLOSS Transformation Programme team has been actively shaping the future of healthcare in South London. Recent efforts have focused on solidifying the foundation for neurosciences networks.

Following extensive South London engagement, a revised integration framework, informed by discussions with key stakeholders across NHS England and South East region ICBs (Surrey Heartlands, Kent and Medway), seeks to optimise resources and maximise impact.



Network managers meeting: 22 January

The next monthly network managers meeting will be held via Microsoft Teams on 22 January 14:00-15:00.

In addition to system updates and network sharing, Freya Copeland Parker, South London Cardiovascular Network Manager, will deep dive into the successful approach of their collaborative procurement initiative.

Learn more and join the attendee list by emailing [Jessie McCulloch](mailto:Jessie.McCulloch).

South London Paediatric Asthma summit - 13 February

On Thursday, 13 February, SLOSS will host a half-day meeting for colleagues working across health and education within paediatric asthma.

The event will consider how we can deliver the best possible care for children with asthma and allergies across South London. It will be an opportunity to review current provision, learn from examples of best practice, and identify where further action can be taken, in light of learnings from recent child deaths in South London and the National Child Mortality Database (NCMD) report on child deaths due to asthma or anaphylaxis (Dec 2024, [link to report](#)).

To learn more, please contact [Giacomo Esposito](#).



South London programme updates



Sickle cell

Personalising sickle cell care in SWL

South West London ICB is urging those living with sickle cell to personalise their future care by registering preferences about their treatment through the NHS app. ([Link to SWL ICB story.](#))

Claudette Allerdyce (*pictured*) is NHS South West London's head of medicines optimisation and a member of the Sickle Cell Society's board. She is working to raise awareness of this disease and improve care.

"The Universal Care Plan on the NHS App is an important step in improving the support people with sickle cell will receive in London – ensuring appropriate clinicians across the capital are able to see the right information about the person they are treating."



ITV features SEL sickle cell improvements

Enhanced sickle cell community services in South East London were featured on ITV London on 9 January. ([Watch the video.](#))

The special segment celebrated the recent launch of the enhanced service, building on the incredible existing community work and showcasing the positive impact that the team is making.

This follows on from a previous ITV segment that showcased the benefits of innovative peer mentoring programme, in conjunction with the Sickle Cell Society. ([Link to SEL ICB story](#))

This is testament to the wider role in improving care for those with sickle cell as part of the London Sickle Cell Improvement Programme across the capital.



South London presents at ASCAT

The recent Academy For Sickle Cell and Thalassaemia (ASCAT) conference focussed on *Achieving equitable progress* in sickle cell and thalassaemia care.

Ella Wilson (*right, centre*), SLOSS Project Manager for the South East London Sickle Cell Improvement Programme, presented on innovative community service initiatives.



The conference showcased advancements in research and treatments, emphasising the importance of collaboration to address healthcare disparities.

Questions may be directed to [Donna Wallace](#).

South London programme updates

Sickle cell

London Sickle Cell Improvement Programme

Enhanced community service

South West London are delivering an integrated approach that aligns with their local population needs. This includes specialist teams and community outreach, including increased community nursing roles across the six boroughs, plus additional psychological input and better data management.

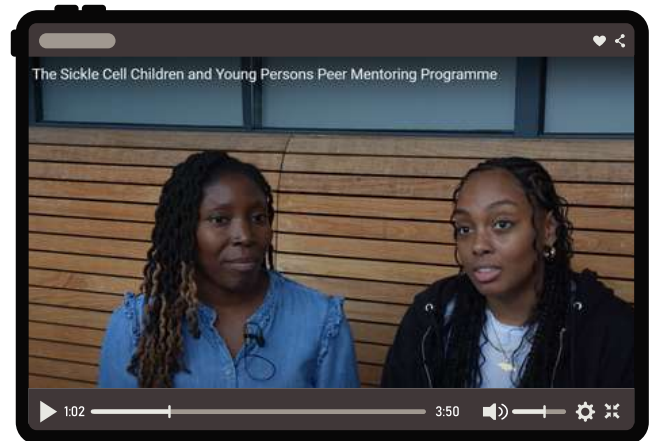
In **South East London**, all specialist post holders are actively in role, and the service is operating equitably across all six boroughs. The effectiveness of the service can be seen in the numbers:

- 504 phone calls
- 181 referrals
- 123 appointments

ED bypass service

St George's and Lewisham and Greenwich sites continue to make progress towards a 24/7 emergency specialist service for patients in sickle cell crisis. Areas of focus include infrastructure, training and policies, and estates updates.

Video: Sickle Cell Society's peer mentoring programme



Peer to peer mentoring

This innovative programme, run in conjunction with the Sickle Cell Society, links children and young people aged 10-24 living with sickle cell to mentors with similar lived experience for advice, support, and signposting. There has been a positive response in referrals to the programme. SEL has enlisted 86 mentees, and SWL 14 already thus far.

Learn more about the programme and its benefits through the [Sickle Cell Society video](#).

Universal care plan (UCP)

ICB and trust colleagues were urged to accelerate upload of UCPs to 75% completion rates across all age groups. SEL and SWL have uploaded 84 and 69 per cent of UCPs, respectively.



NHSE ACT NOW webinar - 30 January

NHS England will host an interactive webinar on 30 January, 15:00-16:00 on its ACT NOW campaign. The session aims to help front line colleagues learn how to effectively identify and treat patients in a sickle cell crisis.

[Register online to join.](#)

Transformation

South London pilot updates



Blood borne virus (BBV) programme

HIV



Empowering our EDI community
SEL Inclusion Collective EDI Conference & Awards

World AIDS Day: Reducing HIV stigma

World AIDS Day, held annually on 1 December, provides a time to reflect on those who we have lost to HIV. Additionally, it offers a time to:

- Support people living with HIV
- Pledge an end to new cases of HIV by 2030
- Stand against HIV stigma

...and to recognise the work that we're doing in South London to address these.

Click each case study for full size view.

Expanding access to HIV testing
Earlier diagnosis and treatment via opt out testing in EDs

Rationale
Traditional methods of HIV testing often targeted high-risk populations or relied on individuals proactively seeking out testing. However, this approach can overlook individuals who may be unaware of their risk or who may face barriers to accessing testing services - leading to delays in diagnosis and treatment.

What we did
EMERGENCY: By implementing opt out HIV testing in emergency departments, South London providers can cast a wider net and identify individuals who may be unaware of their HIV status. This approach is particularly effective in reaching populations that are not typically considered high risk. Early diagnosis of HIV is crucial for initiating timely treatment, improving health outcomes, and reducing the risk of transmission. By expanding access to testing, we empower individuals to take control of their health and contribute to the national aim for ending HIV transmission by 2025.

Impact
• Increased early diagnosis of HIV infections
• Improved health outcomes for individuals living with HIV
• Reduced HIV transmission rates
• Increased equity in access to services

750 people newly diagnosed with HIV
519 people previously diagnosed now re-engaged in care
4.6M tests for blood borne viruses performed in South London EDs

system benefit of £220k per person
(£140,000 of cost avoided through treatment plus £80,000 avoided by reduced onward transmission)

NHS South London Office of Specialised Services



Re-engagement in HIV care
Re-engaging and empowering: Addressing health disparities in HIV care for SEL

Rationale
People living with HIV, particularly those from underserved communities, often face significant challenges in accessing and adhering to treatment. Factors such as poverty, stigma, and discrimination can contribute to disengagement from care.

What we did
The re-engagement programme in South East London highlights the importance of a person-centred approach to re-engagement. By addressing the social and economic barriers that hinder access to care, this initiative has successfully brought many people back into treatment. This has not only improved individual health outcomes but has also contributed to reducing HIV transmission.

Impact
• Increased rates of viral suppression among people living with HIV
• Reduced HIV transmission
• Improved quality of life for individuals living with HIV
• Reduced health disparities

197 patients successfully re-engaged
<£10k cost to find or re-engage one person with HIV
versus
<£200k cost to the NHS potentially avoided by newly linking a person with HIV to care

Overall, the South East London ICS re-engagement project demonstrates the effectiveness of a person-centred approach in bringing individuals living with HIV back into care. The programme's success highlights the importance of addressing social determinants of health and implementing targeted strategies to achieve health equity.

NHS South London Office of Specialised Services

SEL HIV re-engagement EDI award submission

SLOSS is pleased to submit a nomination on its HIV re-engagement project to South East London ICS's first Inclusion Collective Equality, Diversity and Inclusion (EDI) Conference and Awards, scheduled for 4 March.

This vital initiative focuses on bringing individuals living with HIV back into care after they have fallen out of treatment. With a high prevalence of HIV in South East London, the project addresses significant health inequities, particularly impacting Black communities.

By employing a person-centred approach and addressing both clinical and social needs, the project has achieved remarkable success, re-engaging nearly 200 individuals in the first two years.

This holistic approach not only improves individual health outcomes, but also delivers significant cost savings to the NHS. The project demonstrates the power of collaboration, with teams working flexibly and creatively to reach and support those most in need.

This nomination recognises the dedication of our teams in providing high-quality, equitable care for all people living with HIV in South East London. *(Project details)*

Transformation

Renal

The South East London (SEL) multi-morbidity model of care (MMMOC) programme is making significant progress in transforming care delivery for patients with complex chronic conditions. Strengthened collaboration across primary, community, and secondary care through this programme is improving patient outcomes and building a more sustainable healthcare system.

Integrated neighbourhood teams

- All seven project sites are running complex case management clinics with accompanying multidisciplinary teams (MDTs), and changes are being incorporated into patient care plans.
- All integrated teams have secured named secondary care consultants to support their MDTs, fostering seamless care transitions. Teams are working to streamline routes into the model from primary and secondary care with clinical and non clinical staff input to ensure holistic care for patients.
- Teams are actively developing population health approaches to identify, diagnose, and medically optimise patients with chronic kidney disease (CKD). They are collaborating with renal registrars to develop point of care testing clinics. Three sites are already running, with four more scheduled to go live within weeks.
- A standardised coding system ensures consistent data collection for programme evaluation.
- Patient and staff experience surveys have been distributed across integrated neighbourhood teams to gather valuable feedback. Responses already received reflect positively on our integrated, proactive, holistic approach to patient care.

Prioritising learning

A community of practice, including both clinical and non clinical representatives from primary and community care, convenes every two months to share best practices and address challenges.



Transformation

Renal

Spread and scale

- To facilitate programme expansion, the team is developing a training video and a comprehensive "spread and scale" toolkit with practical guidance. Collaboration with SEL workforce development hub colleagues is also underway to finalise a refreshed training programme for clinicians and a revamped approach for implementation.
- Facilitating the transfer of funds to the three hospital trusts to compensate for consultant input (renal, cardiology, diabetes, geriatrics) is a key priority.
- The two multi speciality pharmacists are in post and beginning to work with colleagues across SEL as key points of integration for cardio-renal metabolic care.
- Establishing a standardised method for collecting staff experience data along the care pathway is crucial.
- Integrating supportive care into the programme framework will be a focus area moving forward.

Patient perspective

The team held a filming day at Belmont Hill Surgery in Lewisham, documenting the patient pathway and the benefits from the MMMOC model.

The final video will be included in the spread and scale toolkit and shared with colleagues across SEL ICB..



London progress

Learn what all London ICBs are doing to improve renal care through the new [Working collaboratively](#) webpage from the London Kidney Network.

South London programme updates

SLOSS team updates

Danielle Harris, Informatics Project Manager

Danielle Harris (*right, top*) joined the SLOSS team in November, filling Iesha Lovatt's post as Informatics Project Manager.

Danni has a strong background in data analysis, project management, and healthcare. With more than nine years of experience in the NHS and academia, Danni has demonstrated a proven ability to lead complex data projects, extract meaningful insights from complex datasets, and collaborate effectively with diverse stakeholders.



Danielle Harris

Giacomo Esposito, Project Manager

Giacomo Esposito (*right, centre*) will now lead on South East London sickle cell work as Project Manager, taking over from Ella Wilson, who has joined the Evelina London Children's Hospital. Giacomo brings great knowledge and experience to the role, having served as a SLOSS project manager since joining the team in 2023.



Giacomo Esposito

Jessie McCulloch, Associate Director for Networks and Integration

Jessie McCulloch (*right, bottom*), joined the SLOSS team as Associate Director, Networks and Transformation to cover Alice Ward's maternity leave.

Jessie brings a wealth of experience to the role, having worked extensively across the South London healthcare system. She holds a Master's degree in Practice Education and has professional qualifications in nursing, health visiting, and leadership.

Jessie's previous roles have included Deputy Director for Education at King's Health Partners, where she led workforce development and system wide educational initiatives. She has a strong track record of building networks and driving collaboration across organisations.



Jessie McCulloch

South London network updates

Hepatitis C clinic: New success

The Hepatitis C Virus (HCV) clinic at VIA in Greenwich has recently transitioned to a new model of care that effectively ensures continued access to essential treatment for individuals living with hepatitis C in South East London. This successful initiative is a collaboration between VIA and the HCV network based at King's College Hospital.



The clinic now provides both in person testing and assessments, as well as remote nursing consultations. This innovative approach has enabled the team to maintain a high treatment completion rate of 87% from new HCV RNA-positive referrals since its implementation.

The clinic's success demonstrates the power of partnership and the importance of adaptable healthcare models in addressing the challenges of hepatitis C, ensuring timely and effective care for patients in South East London.

[Download the December SEL ODN newsletter.](#)

Queries may be directed to [Carlos Moro](#), Engagement Manager.



The commissioning and funding landscape is changing.

South London ICSs and tertiary providers have taken the opportunity to work collaboratively to integrate specialised services and deliver an end to end pathway approach for patients.

Integrated care systems (ICSs) in England are taking on delegation of specialised services from NHS England. The South London programme ensures the necessary infrastructure and operating models are in place to achieve success for our patient populations.

South London partners

- [Guy's and St Thomas' NHS Foundation Trust](#)
- [King's College Hospital NHS Foundation Trust](#)
- [St George's University Hospitals NHS Foundation Trust](#)
- [South East London Integrated Care System](#)
- [South West London Integrated Care System](#)
- [The Royal Marsden NHS Foundation Trust](#)



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