



# Annual Impact Report 2023/24 Summary

# **This report gives a snapshot of Transformation Partners in Health and Care's impact and activity in 2023/24<sup>1</sup>, showing how we helped our partners and customers to achieve their goals, and the impact this had.**

Our full report can be accessed on our website and features a larger selection of projects and programmes delivered by our teams covering:

- Cancer
- Children and young people
- Digital, data and analytics
- Equality, diversity and inclusion
- Health inequalities
- Integrated urgent care
- Maternity
- Mental health
- Workforce.

**[transformationpartners.nhs.uk/our-impact](https://transformationpartners.nhs.uk/our-impact)**

<sup>1</sup> Some cases studies and programme led initiatives may precede this date.

## Forewords by Sue Hunter & Robert Prince

I am thrilled to introduce the first ever Annual Impact Report for Transformation Partners in Health and Care (TPHC), capturing the work and impact of our talented teams.

We are proud to showcase recent examples of our work as improvement and transformation experts and demonstrate our track record in designing and delivering complex NHS transformation projects and programmes. Importantly, this summary report captures the deliverables, outcomes and the impact of our work for our partners and customers, and the patients and communities they serve.

It also provides a snapshot of the rich knowledge and skills our teams have, including in digital, data and technology; mental health; tackling health inequalities; and supporting the health and care workforce.

I encourage you to read our full report on our website, which provides more detail.

Our skills and knowledge can support your organisations to achieve your goals.

*Sue Hunter*

**Managing Director, TPHC**

TPHC is a valued part of the Royal Free London NHS Foundation Trust family, where it sits within the Group Corporate Services division which I lead.

With its NHS values, experience and expertise, TPHC is trusted by dozens of partners and customers every year to guide them through complex improvement and transformation challenges.

As well as helping customers achieve their goals, TPHC staff add social value and embed sustainable change. What's more, working with TPHC also means resources are invested back into Royal Free London, our people, and the communities we serve.

*Robert Prince*

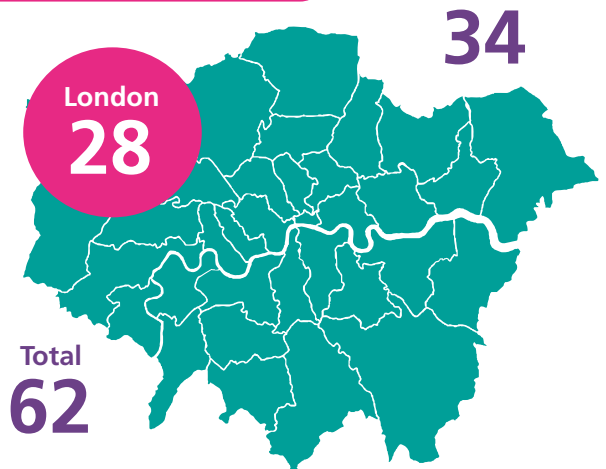
**Managing Director,**  
*Group Corporate Shared Services*



# At a glance: 2023/24 in figures



Where our customers are



# Together with our customers and partners we are making a difference to patients and communities

Results include:

Feedback from children and families is shaping the future Children's Cancer Centre in south London

Updated healthcare standards will ensure children in secure settings in England get improved access to healthcare

An additional 224,657 primary care appointments have been made available each year in north east London

100% satisfaction with the Capital Midwife Anti-Racism Framework

Remote monitoring tools are being used in 85% of care home providers in north central London

Raising awareness of childhood asthma through the #AskAboutAsthma campaign – reaching over 3.5 million people on social media

Nearly 5,000 Londoners celebrated Great Mental Health Day 2024

Launching London's first HIV Confident Charter to tackle stigma





**Consulting**

## Our diverse and expert consultancy team provide high-quality bespoke programme management and advisory services to organisations across health and social care and, increasingly, other sectors.

Specialisms include digital, data and analytics, project and programme management, service/process improvement design, and strategic communications and engagement.

### Supporting social care to go digital

**Priority area: digital, data and analytics**

In just four months, we supported over 250 care homes and 500 care providers in north west London to be digitally safe and secure.

After being commissioned by North West London Integrated Care Board in 2023 to tackle low levels of compliance with national standards by care homes and providers, we:

- built relationships with NHS and local authority social care leads, and care providers

- demonstrated how to comply with the national Data Security and Protection Toolkit and the benefits for services
- communicated regularly on progress and shared resources
- offered one-to-one email and phone support to care providers.

Almost 90% of care homes are now compliant beating the national target of 80% (compliance is 88%, up from 67% at the start).

#### *Better for social care service users*

- Their data is protected from the risk of a data breach or cyber-attack.
- Compliant care services can use NHSMail and Digital Social Care Records to support joined-up working by health and social care.

We continue to support this work.

**“Thank you for your work supporting improvements which, whilst techy, have a direct impact on care for our residents.”**

Jane Wheeler, Director of Local Care, NWL ICB

## Working towards integrated primary care in north east London

### Priority area: primary care

We provided North East London Integrated Care Board with the case for change needed to invest multi-year funding in a same-day urgent primary care service for north east London that meets the requirements of the Fuller stocktake report.

In six months from April to October 2023, our team:

- developed the full business case for investment in same-day primary care access including service design principles
- developed the service specification and undertook a compliant procurement approach
- achieved widespread clinical consensus and support, and the backing of the ICB's assurance processes
- helped secure Board agreement to allocate around £22million over three years to increase urgent primary care capacity in the evenings and at weekends
- supported the system and enabled the ambitious go-live date of 1 October 2023 for the new specification, ensuring service delivery and continuity of care.

### Better for patients

- An extra 224,657 primary care appointments a year will be available in the evenings, at weekends and over bank holidays.
- This will help residents get convenient same-day care when they need it.
- It will also help reduce the pressure on key urgent services such as A&E, 111 and Urgent Treatment Centres.

## Children's Cancer Centre consultation

### Priority areas: children and young people, cancer

We led communications and engagement for a high-profile consultation on changes to very specialist cancer treatment services for children who live in south London and much of south east England.

It was very important the programme heard from children with experience of cancer as well as their families, staff, councillors, and others.

We spoke to children and young people about what would help them take part, and created clear simple materials, including an animation. We arranged



Transformation Partners  
in Health and Care  
**Consultancy**



for letters to be sent to current patients and parents, and for special sessions with families in more deprived areas. We brought in a play specialist organisation who:

- created a play hospital for younger children to understand the proposal, share useable responses, and have fun while doing it. It was taken to the bedsides of very sick children
- encouraged older children to tell the story in their own words, using cards on a bulletin board, comic strip images, or writing a 'letter to the big boss' using a template.

There were more than 2,600 responses to the consultation. The decision in March 2024 took account of the consultation feedback including the different concerns raised.

**Feedback on behalf of the London Mayor mentioned "the seriousness and effectiveness" of engagement with the public and stakeholders and added: "...there has been a creative approach taken to consultation, using a variety of media and access options and multiple delivery partners, and strengthened by using an independent organisation to report on consultation activities. That report found that those engaged were broadly representative of the patient cohort. "**

### *Better for children with cancer and their families*

- Plans for the future centre are being shaped by what children, young people and parents said they would most value.



**Toys used by play specialists to talk to children being treated for cancer about the Children's Cancer Centre Consultation, and hear their views.**

## Appropriate Adult service for vulnerable adults in London

### Priority area: tackling health inequalities

All vulnerable adults who are suspected of an offence should have access to an Appropriate Adult (AA) as per the Police and Criminal Evidence (PACE) Act Code C. However, no organisation has the statutory duty to commission and fund these services for adults.

A new service delivery model for vulnerable adults in London was needed by March 2024 and we were commissioned to carry out an options appraisal to outline and analyse possible models.

We undertook:

- desktop research
- detailed analysis of the current service, jointly funded by London bodies
- comprehensive stakeholder engagement including with local authority representatives (both users of the funded service and of alternatives), independent custody visitors, custody officers, and people with lived experience.

Our Design Group included representation from local authorities, the National Appropriate Adults Network, Metropolitan Police, Mayor's Office for Policing and Crime, NHS England, and people with lived experience, coordinated by third-sector organisation, Revolving Doors. In the group, we listened to and addressed their suggestions and concerns.

This robust process resulted in a way forward being agreed by all stakeholders, solving a longstanding issue.

### *Better for vulnerable adults*

- There will be a consistent, comprehensive Appropriate Adult service for vulnerable adults in London.

## Supporting north central London to retain and develop vital workforce

### Priority area: health and care workforce

We supported the development and are supporting the implementation of a five-year People Strategy for North Central London Integrated Care System's 88,000 strong health and care workforce.

Published in May 2023, the strategy focuses on achieving a sustainable workforce for the NHS, local authorities and voluntary organisations in the five boroughs in north central London by:

- training, developing and retaining staff and reversing leaver rates
- transforming clinical and care delivery models
- transforming the skills and capabilities of the health and care workforce in north central London.

We are supporting leaders to implement the People Strategy by:

- facilitating engagement, setting up governance and supporting collaboration
- developing a detailed implementation plan for year one delivery and a formal reporting process
- setting up Workforce Delivery Boards, and developing workforce data dashboards with the Integrated Care Board data team
- finding funding opportunities
- working with partners to find and share good practice.

### *Better for residents*

- Greater stability of staffing will benefit the 1.4 million residents of north central London when they need support from health and care services.





# Digital Productivity



**Our multi-award winning Digital Productivity Team is revolutionising healthcare operations through the strategic implementation of intelligent automation and supporting technologies to improve NHS efficiency and reduce costs.**

With over seven years experience in this field, it has long been at the forefront of leveraging digital solutions to enhance the NHS's operational capabilities.

Our team comprises experts in healthcare, technology, and process optimisation, all passionate about providing healthcare professionals across all sectors with the tools and expertise to fully harness the power of automation.

### **Award-winning automation speeds up recruitment**

**Priority: workforce, digital transformation**

The NHS in north central London has slashed its time for bringing in new staff from 30 to 18 days, largely thanks to smart technology.

The initiative, by our Digital Productivity team and North London Partners Shared Services who support 10 north central London NHS trusts:



- enables successful applicants to complete new starter forms online
- uses robotic process automations created by our team to securely transfer that data to other NHS databases won the HPMA Award for Smarter Working in 2023.

#### **Better for applicants**

- Faster, smoother processes.

#### **Better for NHS teams**

- Time saved on processing forms is freed up for other tasks.
- Vacancies in clinical and non-clinical teams are filled faster.

#### **Better for patients**

- More staff where they're needed, faster.



**Transformation Partners  
in Health and Care  
Digital Productivity**



# Partnerships



**Our partnerships team is an integral part of London's health and care system. We support the NHS in London to tackle health inequalities and work towards making London the world's healthiest global city, and the best global city in which to receive health and care services.**

We deliver work to improve Londoners' mental health and emotional wellbeing with city-wide initiatives led by Thrive LDN and free digital mental health and wellbeing support through Good Thinking; put an end to HIV in London; improve homeless health; deliver personalised care; and transform urgent and emergency care, and cancer services. We also work closely with partners including The Office of London Partnership.



Transformation Partners  
in Health and Care  
**Partnerships**

## Tackling HIV stigma in London

### Priority: tackling health inequalities

Fast-Track Cities is a global initiative to end the HIV epidemic by 2030. London joined the global Fast-Track Cities Initiative in January 2018. At TPHC, we host transformation support and programme management for the Fast-Track Cities London leadership.

Despite major advances in clinical care, quality of life for people living with HIV suffers because of stigma.

In April 2023, we supported the launch of London's first HIV Confident Charter to tackle stigma and discrimination in frontline public services, and in society. Organisations sign up to the charter to access training, support with HIV policies, tools to report stigma, and a staff survey. Once this is successfully completed, they are awarded an HIV Confident Charter mark. We commissioned National AIDS Trust, NAM aidsmap and Positively UK to develop the charter, working with the HIV sector.

We also developed and launched a three-year HIV Ambassadors programme in partnership with Terrence Higgins Trust. This recruits and trains people living with HIV to act as ambassadors, educating people to tackle stigma in society.

And as usual we supported Pride month, highlighting the work of LGBTQ+ and HIV community groups. We secured attendance at the Pride London parade with some of London's most senior leaders.

### *Better for people living with HIV*

- London's anti-stigma programme empowers people living with HIV to take charge of their health and wellbeing and to advocate for and support others.
- The HIV Confident Charter and Ambassadors programme are integral to the efforts to get to zero new cases of HIV, zero preventable deaths, zero stigma and 100 per cent of people living well with HIV in London.

15

founding members of the Charter including NHS trusts, general practices, the Greater London Authority and local authorities

18

ambassadors onboarded, trained and delivering sessions








People on HIV treatment can't pass it on.  
**GET TESTED, GET TREATED.**



SUPPORTED BY

OF LONDON

The image features three overlapping sticky notes on a background of corrugated cardboard and a white surface with small black dots. The top sticky note is pink and contains the word 'DIVERSITY'. The middle sticky note is yellow and contains the word 'EQUALITY'. The bottom sticky note is light green and contains the word 'INCLUSION'. The notes are slightly offset from each other, creating a layered effect.

DIVERSITY

EQUALITY

INCLUSION



## Championing homeless and inclusion health in London

### Priority area: tackling health inequalities

People experiencing homelessness face significant barriers to health services, and often have unmet health and care needs. Even if able to access services, they may experience discrimination or stigma which puts them off coming back.

The Homeless Health London Partnership (HHLP) is a pan-London programme led by TPHC that works with the five NHS Integrated Care Boards (ICBs), statutory health bodies, local government, third-sector organisations, and people with lived experience to address challenges that impact the health of people experiencing homelessness.

### Insights

In 2023/24, our team provided valuable research and insights for this population:

- a hostel survey, published in April 2023, quantified the level of health and care needs of residents
- a report of the outcomes and recommendations from three workshops with the London Homeless Health Primary Care Working Group was published in March 2024. This addresses priority areas including training on GP registration, and improving access to care for people experiencing multiple disadvantages.

### Tackling Hepatitis C

We are also delivering a pilot project to improve local testing and treatment in primary care for Hepatitis C virus (HCV), for people experiencing homelessness.

We have centred the voices of experts by experience from the start, identified two pilot sites (one specialist homeless practice and one mainstream) to carry out the six-month pilot, and trained clinical and non-clinical practice staff so they have the tools and skills required for the pilot.

NHS England's goal is to eliminate Hepatitis C by 2025.

### No wrong door

We also host the Pan-London Co-Occurring Conditions programme. This aims to improve access to services and quality of support for people who are homeless and also have substance use issues, mental health challenges and/or neurodiversity. We want to ensure that there is 'no wrong door' to people when they seek support and treatment.

### Better for people experiencing homelessness

- *Training:* Over 1500 people have completed our co-occurring conditions e-learning course. Hackney Council has made the training course mandatory for all customer-facing staff in its benefits and housing needs service.



- *Influencing practice and service design:* There are now service standards for substance use services, co-created with people with lived experience.
- *Building the evidence base:* Our Market Position Statement and data mapping report (March 2023) identifies the issues and makes recommendations for change. These recommendations are informing the programme's influencing work at pan-London level.
- *Raising awareness:* The programme created a short film 'Searching for answers' which highlights the lived experience of people with co-occurring conditions when trying to get help.



**Thrive**LDN  
towards happier, healthier lives



## **It's OK to not feel OK**

Feeling worried or stressed is normal during challenging times. However, it is really important that we take care of our mental health and wellbeing as much as possible.

This is a pack of little things you can do to keep yourself well and some useful ways to get support if you are finding it hard. Don't be afraid to ask for help if you need it.

## Leading London's Great Mental Health Day

### Priority areas: Mental health, tackling health inequalities

In January 2024, Thrive LDN, which works to ensure all Londoners have an equal opportunity for good mental health and wellbeing, led the third annual Great Mental Health Day (GMHD).

This awareness event saw thousands of Londoners come together to talk about mental health, destigmatise asking for help, and shout about the great local support available to them.

Thrive LDN, a citywide mental health partnership hosted by our partnerships team, laid on in-person and online events. We produced content, resources and toolkits to help individuals and organisations to get involved.

GMHD 2024 offered Londoners:

- the chance to connect with local services and groups
- safe spaces to talk about their mental health and wellbeing
- signposting to support beyond the day
- the opportunity to celebrate the people and communities who have got them through tough times.

The Mayor of London was among those who championed it.

### *Better for people with mental health and wellbeing needs*

- Nearly 5,000 Londoners celebrated GMHD 2024, with almost 3,000 taking part in person at 60+ events in 15 London boroughs.
- There were more than 80,000 views on social media, and more than 13,000 views of the GMHD web pages on the Thrive LDN website.

### **Speaking about the impact of Great Mental Health Day, Londoners said:**

"It highlights how important everyone's wellbeing is."

"It has opened up a safe space for people to speak freely about their mental health."

"It gives people a great understanding of mental health issues."





## Working together

This report gives a snapshot of our approach and the impact we achieved in 2023/24.

## About us

Transformation Partners in Health and Care (TPHC) delivers high-quality bespoke consultancy, programmes and projects from neighbourhood to national level, with an outstanding track record in achieving positive and tangible results for populations.

We have three distinct offers, 'partnerships', 'consulting' and 'digital productivity', with all teams working together to support programmes, and share expertise and learning. Our experience gives us a unique understanding of the needs of our partners and customers, along with the challenges they face.

Contact us on: [rf-tr.tphc-communication@nhs.net](mailto:rf-tr.tphc-communication@nhs.net) to discuss how we can help you achieve your health and care goals.

Our full 2023/24 Annual Impact Report, latest news, reports and case studies are on our website:

**[transformationpartners.nhs.uk](https://transformationpartners.nhs.uk)**

