

Introducing Healthcare Central London

**Addressing health  
inequalities  
through innovation  
and collaboration  
in Primary Care**





# Foreword

by Kirstie Black, Managing Director,  
Healthcare Central London (HCL)

“ Here at HCL, the unique makeup of our patient population means we see first-hand how wider determinants impact health. **Westminster has a very dense and diverse population**, including London’s largest number of rough sleepers and a big student community from Kings College London and Imperial College London. The differences between our residents can be stark. The life expectancy of a male resident living in a deprived part of the Borough is 18 years less than of those living in the most affluent areas.

What have we learnt about health inequality through the care of our residents? **The future of health needs an ‘upstream’ approach**, which is proactive, not reactive.

To do this, we need a preventative approach with community at the centre.

We must also foster more **collaboration** with partners inside and outside the NHS – for example, by addressing housing needs with the Local Authority or managing mental health challenges and social issues with the voluntary and community sector (VCSE). To succeed requires an entrepreneurial mindset that is **agile and innovative**.

The future of health needs everyone on the journey, and we’d love for you to join us. ”

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# Working together to enhance health and wellbeing in Central London

A Federation of 32 General Practices in the borough of Westminster, HCL provides Community and Primary Care services to more than 275,000 local residents as well as a range of staffing, management and administrative support to our member Practices.

Guided by HCL's governance framework, we work with our patients, four Primary Care Networks (PCNs), Practices, and in close

collaboration with the Borough Team, to solve problems through trust, collaboration and innovation. Together, we provide high quality and equitable health and wellbeing services to local residents and are a strong voice for patients and Practices within the wider healthcare system.

By coordinating health and social care this way, we believe we can help people stay well and live healthier lives for longer.



Community Cardiology, Dermatology and Diabetes



ARRS roles

**HCL**  
Healthcare  
Central London

**Our core services**

The Octopus model



Access Hub



## How can we collaborate?

Alongside our patient-led services, HCL provides strategic services to the commercial sector. Our three areas of focus are:



**Consultancy**



**Joint Ventures**



**Research**

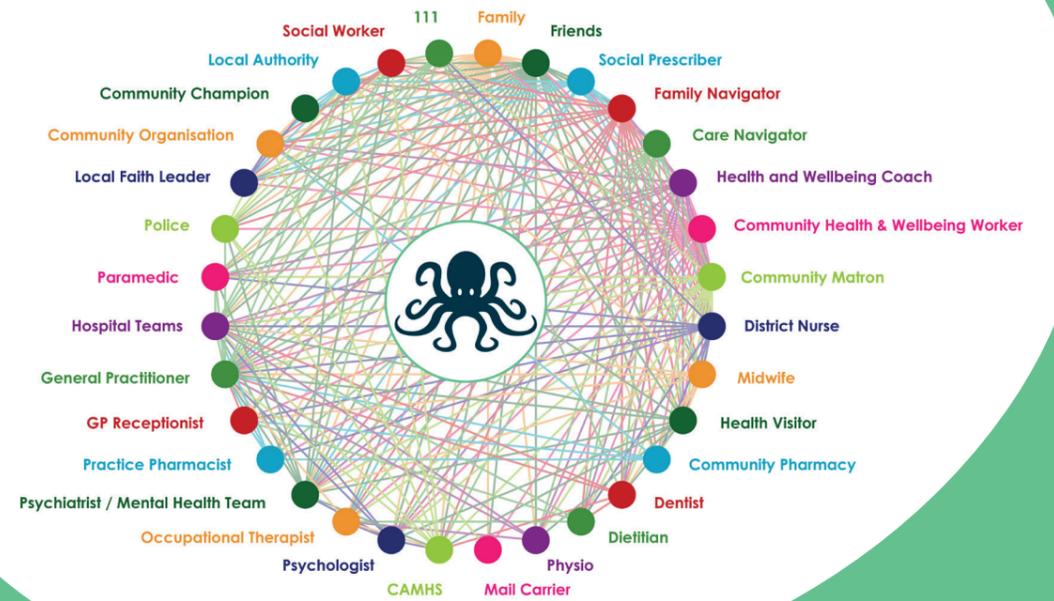
# The Octopus

## A pioneering model for community-led care and support



The Octopus starts our Westminster Integrated Neighbourhood Team (INT) journey. It brings together in partnership the Local Authority (LA), the Voluntary and Community Sector (VCSE) and health colleagues for the service of our population. Through this model, we are tackling imbalances and inequality in the system by focusing specific resources in deprived areas and improving communication.

The Octopus aims to allow us to work together, pooling learning, knowledge and resources. By collaborating this way, we hope to connect the dots between services and problem solve when we spot gaps in care or processes.



### Why is it called the Octopus?

Its name was inspired by the Community Health and Wellbeing Worker (CHWW) role. CHWWs live and work in our communities and make regular visits to residents. Over time, they build relationships and trust and help to drive impressive health and social outcomes.

Like an octopus' tentacles, the CHWWs act independently but also for the greater good and, like an octopus, this model has three hearts (healthcare, LA and VCSE).

There are multiple connector roles in the Octopus, some of which include: Care Navigators, Community Health and Wellbeing Workers, Community Champions, Community Matrons, Family Navigators, Health Visitors, Health and Wellbeing Coaches and Social Prescribers.

As the Octopus grows, it could include as many as 300 connector roles across the statutory and non-statutory sectors, including Dentists, District Nurses, Faith Leaders, Paramedics and Social Workers.

## How are we taking action?

- Encouraging and seeking regular feedback from the people on the ground to help shape what we do so that form follows function
- Having quarterly summits where we get together for nourishment and cross-fertilisation of ideas and thinking
- Investing a great deal of time and effort in embedding the Octopus ethos through, for example, "inter-vision", supervision, mentoring, workforce development, organisational development, communications, and liaising with new, or potential colleagues
- Using population health analytics to inform our approach

“ When working with residents, I think the most important tool I can use is listening to what is important to them and then thinking if and how I can help. ”

Dr Saul Kaufman, the Octopus lead, Vice Chair of HCL, Clinical Director of St John's Wood & Maida Vale PCN and GP Partner at St John's Wood Medical Practice

# Frontline insights

## Consultancy from the best in Primary Care

Thanks to the expertise and leadership across our Federation, HCL is uniquely positioned to share insights and recommendations on accessing and navigating Primary Care.

Work with us to understand how **best to market your solutions** or sell your proposition within complex systems.

Our expertise extends to delivering business intelligence and data analysis. We work with integrated care boards (ICBs) to **share insights on health inequality** and population health.

## Optimising market fit for large digital health equipment provider

Case Study

HCL worked with this global organisation to help maximise how its products can be distributed and implemented within Primary Care. We helped pinpoint the correct target patient group, improved interoperability with current systems, and advised on final product market fit. Using the insights from our 275,000+ residents proved an effective way to problem-solve at scale.





## Co-creating a digital platform ready to make an impact in Primary Care

This organisation approached HCL to become a venture partner in designing and implementing a Primary Care use case for its existing tech solution. HCL is joining forces as a hands-on advisor, providing strategic guidance on everything from the system pathways to communication with Practices. Alongside HCL project management team support, one of HCL's senior leaders will join the newly created company's board.

## GP-approved solutions

### Joint ventures fuelled by our expertise

Whether you are developing a new solution for Primary Care, or creating a new use case within this sector, HCL is the perfect partner.

Using the knowledge from our 32 member Practices, and our expert senior staff, we

support brands to co-create market-ready propositions. Our consultancy covers operational details like payment structures and system integrations through to marketing and promotional content.



# Solving ‘what’s next’

## Research and data analysis for the future of healthcare

HCL works in partnership with the NHS, universities, local government, industry, charities and pharmaceutical companies to improve the health and wealth of the nation.

Research at HCL is conducted via our sister company, Central London Healthcare CIC. The CLH Research team is the Primary Care research hub for Central London. It manages and develops this service on behalf of the National Institute for Health Research (NIHR) for

Federation members.

Our research offer includes reviewing service design, enhancing training and education and improving the overall population health.

We have a particular subject focus on health inequalities, community services (dermatology, diabetes and cardiology) and improving patient pathways but other areas may be considered.



### Case Study

## Addressing diabetes and population health through the HCL Child Health Check clinics

To promote the NIHR ELSA diabetes type 1 study, HCL devised an innovative recruitment model that supported the community while promoting trial uptake. Free child health check clinics were offered to all Westminster residents and involved any children under 13 receiving a full suite of health reviews alongside the offer of the diabetes test. To date, HCL has contributed the highest number of ELSA study recruits across the whole of England.



## Dr Rishi Chopra, HCL Chair, Regent Health PCN Clinical Director and General Practitioner at Paddington Green Health Centre

“ During my career to date in General Practice, there has been lots to celebrate in the field of medicine, particularly in cancer screening, treatments and immunisations. And while these advances, amongst others, have increased life expectancy for some, many have been less fortunate. We must keep innovating to improve the health of the population, address the gaps in care, and better support the communities for whom things aren't working.

I'm immensely proud that at HCL we're proactively listening to our residents and responding to what is needed. Whether that's through the Octopus model, our nation-leading research or via fresh approaches to patient care.

Let's work together to improve health and well-being for everyone. ”

At HCL, we believe that delivering quality healthcare requires connection and collaboration in and around the borough.

Our partners include:



For more information or to register your interest in partnering with us, please contact us on [hcl.corporate@nhs.net](mailto:hcl.corporate@nhs.net)