



**North West London  
Occupational Health  
Shared Service**

# **North West London Occupational Health Shared Service**

# Our Vision

*“To develop a clinically excellent Occupational Health service that consistently delivers equitable, high quality, cost-effective services to all NHS staff working across North West London”*

# How our journey started

- The creation of the ICS
- The experience of positive partnership working across NWL Trust's in the early months of pandemic
- A recognition that OH response was varied and inequitable

The above were all instrumental in changing in the direction of travel and resulted in Pre-COVID intentions to pursue procurement of OH in some Trusts were reviewed.

# Challenges being faced in OHS (1)



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Occupational Health Services across our region have faced a number of challenges resultant in the services delivered being inequitable. The CEO's and CPO's across the region agreed that the way forward was to consider a single shared OH service hosted by one of the Trusts.

Challenges	Benefits
<p><b>Workforce:</b> Increased demand and a constant challenge to fill vacant posts (medical in particular). Lack of opportunities for trainees to progress into substantive posts Small team results in many potential single points of failure.</p>	<p>Shared risk and option for broader team with subject matter experts within nurses and other allied professionals to help mitigate recruitment challenges Programme for growth of OH team via HEE funded places as applicable. Progression of substantive post holders, into more senior roles as knowledge, skills and experience develops.</p>

# Challenges being faced in OHS (2)



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Challenges	Benefits
<p><b>Estates:</b> Current OH accommodation is for some expensive to run, but opportunities to relocate are few as many are deemed unsuitable.</p>	<p>Potential for teams to be accommodated in the new OH host environment – whilst retaining locality benefits, reducing/ sharing running costs,</p>
<p><b>Limited Access:</b> Small teams are challenged to offer access to services on site, at remote local venues where the workforce deliver services or closer to staff homes</p>	<p>A large team with portable IT solutions, facilitates benefits arising from greater on-site working. Regular commitment to run local OH services across a larger footprint enhances choice (London and Non London based options)</p>

# Challenges being faced in OHS (3)



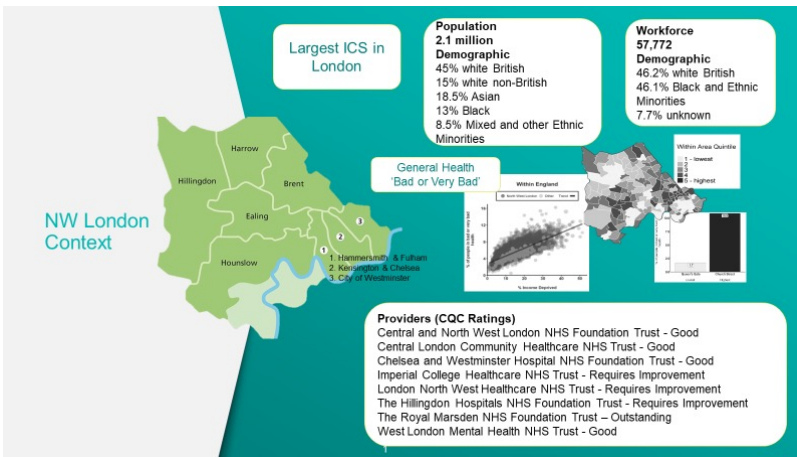
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Challenges	Benefits
<p><b>Lack of speciality specific support for senior staff</b> Lack of Peer support / Duplication of Effort / Restricted capacity for service development.</p>	<p>Full management team support with governance framework for all areas of service review / development. CBPG and Service &amp; Operations group offers wider range of ideas.</p>
<p><b>Economies of scale:</b> Single user status limits purchasing power e.g. OH record keeping system, EAP service.</p>	<p>Benefit of being part of wider procurement programme(s) for economies of scale. Ability to pilot new innovations</p>

# Becoming a Growing OH Trailblazer

Have embarked on the journey the programme was evaluated with all others consolidation in London and was selected to be the London region submission.

## NWL one of the largest ICS in London



## Trailblazer

**Growing the strategic OH brand**

Enabling OH to be a trusted, strategic, and integrated organisational partner

**NWL OHH Consolidation Programme aim is to:**  
"To develop a clinically excellent occupational health service that consistently delivers high quality, cost-effective services to all NHS staff working across NW London"

CNWL OHS is the nominated host - the management team has proven ability to maintain an excellent relationship with their Trust and the Trust staff.

**SEQOHS Feedback May 2021:**

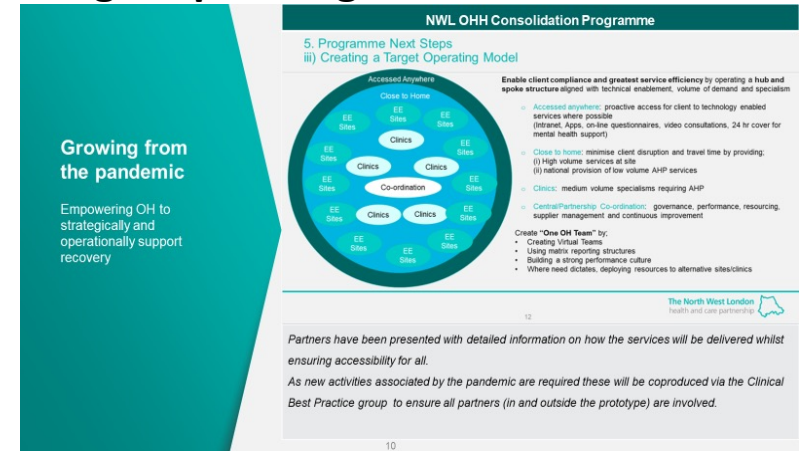
"The service appears to have an excellent relationship with the host Trust and are highly regarded, their involvement in the Covid-19 vaccination programme demonstrates that they are ahead of the curve in relation to other OH services"

"The service should be congratulated on their level of integration with the host Trust, and some excellent documentation which demonstrates their continued interaction with Trust staff along their employment journey"

The CEO's and CPO agreed the direction of travel for OH during the pandemic. Based in the initial work by CNWL - London regional Head of Staff Experience and Engagement" bid for Growing OH funding.

CNWL was invited to submit a vision and subsequently to pilot this new approach and subsequent to the successful Growing OH submission became a trailblazer.

## Target operating Model



CNWL OHS history of delivery of an OH service to 2 Local authorities 7 NHS organisations, and 55 smaller to medium sized businesses under a series of SLA's and commercial contracts with a hub / spoke model of delivery and tiered approach

# Our Programme journey



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A series of landmark milestones, accompanying papers, development of associated documentation. All to act as a “Blue Print” for other systems, have been produced over the last 2 years as the Vision was developed, piloted and reviewed.

Milestones	Documentation:
<ul style="list-style-type: none"><li>• Vision paper</li><li>• Options paper</li><li>• Pilot paper for proof of concept for a “shared service”</li><li>• Estate review</li><li>• Pilot review with recommendations</li><li>• Authorisation to proceed</li><li>• Milestone plan for launch and YEAR 1</li><li>• Business plan YEAR 1</li></ul>	<ul style="list-style-type: none"><li>• MOU (all 7 Trust)</li><li>• Mgt agreement (Pilot Trusts)</li><li>• Consultation programme pack</li><li>• Shared Service agreement (Partners sign as they join)</li><li>• Service level agreement detailing Core, Core plus, Bespoke services (to support local needs and retain individualisation for each partner within the legal framework)</li></ul>



# Mechanisms within pilot

On review of what consolidation meant across various regions / systems, the pilot consisted several key components.

- Shared OH record keeping system → More robust reporting
  - Clinical Best Practice Group
  - Service & Operations
- } Sharing learning, common standards, reducing duplication of effort
- In our pilot we offered Management support to help the development of core services to an agreed standard / KPI's to ensure equitability of services towards SEQOHS.

# The Offer

## Our offer consists of:

- **Core services** – range services offered to all within capacity limits to meet KPI's are based full data evaluation.
- **Core plus** – associated services that may be added to from part of the overall package e.g. EAP and Musculoskeletal
- **Bespoke** - Services enjoyed by each partner from their existing OHS that they wish to retain.

The intent is not to “take over” or dictate but to pool resources for the benefit of all

# Where we are now



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## The new NWL OH Shared service was formally launched in May 2023

Hosted by Central and North West London NHS Foundation Trust (CNWL) the OHS now includes OH staff TUPE'd from our first partner - Chelsea and Westminster Foundation Trust (CWFT) jointly circa 18,000 employees, plus commercial portfolio  
= Circa 22,500 staff

The NWL OHS will support a larger proportion of the NHS workforce across North West London as new partners join - 3 Trusts are pencilled in for this first year.

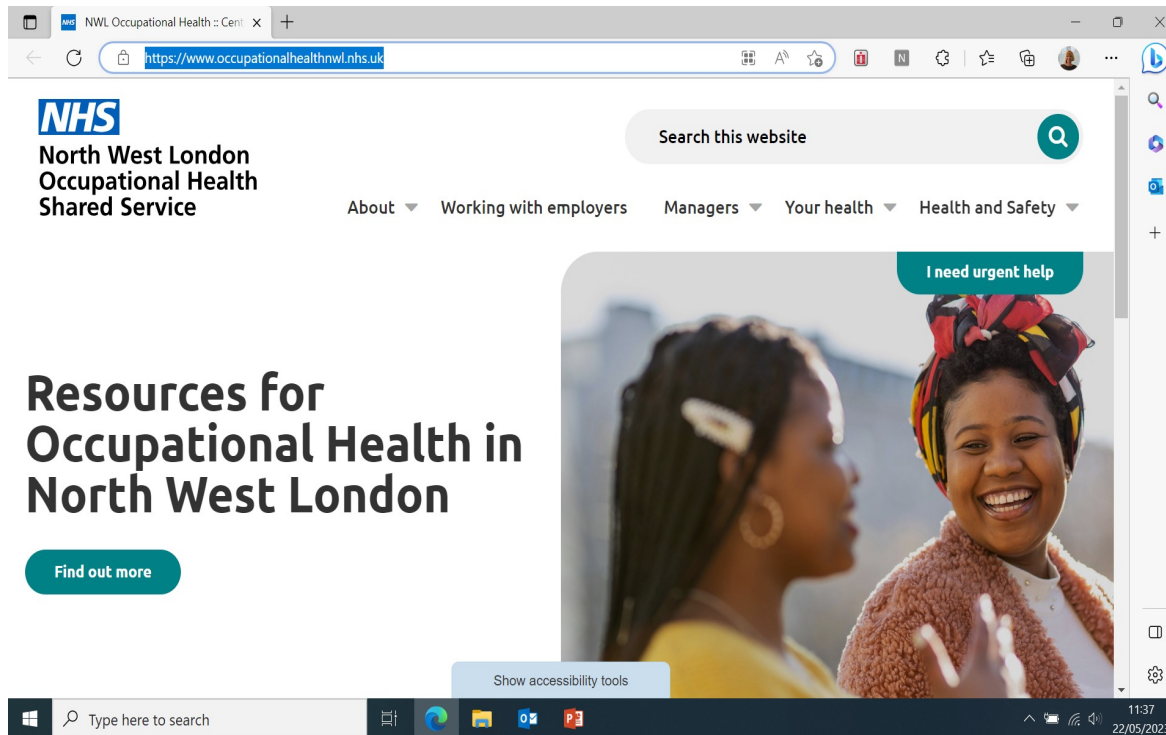
In addition, requests are already coming in from non NHS Trust / ICS providers and pilot for Primary Care Networks starts in October 2023

# Developing our “brand”

New dedicated website - with a new service name to promote shared ownership.



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With the shared service launch, a new dedicated website was developed whereby local Trust’s can link from their intranets into further information about the service. It included information on

- How to refer
- What to do if staff need something urgently such as a sharps injuries
- Information about health and safety and how we work with employers
- A managers zone for further advice

[www.occupationalhealthnwl.nhs.uk](https://www.occupationalhealthnwl.nhs.uk)

# In summary:

## Is it worth it ? .....

- It has been and remains incredibly hard work
- There are constant challenges and “bumps in the road”
- It is not easy integrating and consolidating, when virtually nothing else is e.g. ICT platforms, Estates and facilities are equally linked.
- Recruiting into vacancies – especially experienced staff remains a challenge
- Not all Trusts want to engage / participate

# In summary (2)



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.....**absolutely!**

- Our team is growing from the bottom up - we have 4 trainees and already able to offer promotion within team, growing our own talent
- We are now looking to grow our MDT
- Feedback re: our impact in addressing legacy issues and delivering on service improvement plans has been extremely positive
- SEQOHS is being renewed under our new brand based on the hard work in ensuring we work as one team to one set of standards.
- All key authorised staff in both our host and our partner Trust, have been incredibly supportive / welcoming.
- As potential new partners come forward and the partnership grows our commercial ceiling increases facilitating the growth of our commercial portfolio.



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# Questions and Answers