

# An Integrated Tariff for Sexual Health Services

21 May 2015  
(as revised 16 June 2016)

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# Introduction

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- Pathway Analytics commissioned to undertake a refresh based on LA populations
- Also requested to consider potential ‘unexpected’ activity scenarios (something not undertaken by the NHS)
- Huge amount of data has been crunched
- Very good engagement from providers and from most commissioners
- Shows significant savings at least **£18.6m** - even greater than in the slide pack
- Will enable commissioners to understand in much greater detail what is happening to patients accessing SRH services - this will assist in effective transformation
- Clearly this could be an important part of our future sexual health commissioning toolkit – though this is not a ‘wonder solution’
- Need to agree if / how we proceed
- Need to understand how this interfaces with other sexual health commissioning activity occurring in London

## House keeping points...

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- Tariff refers to Integrated Sexual Health Tariff (ISHT) – not GUM PbR tariff
- Analysis based on ISHT prices for 2015 and activity data received during Apr 2013 to Apr 2015 (impact of inconsistencies negligible)
- All available patient activity data has been annualised
  - 12 months+ of data from 27/30 providers
  - 18 months+ of data (last 24 months) from 25/30 providers
- Transitions to new provider organisations have been accounted for
- Local provider Market Forces Factor (MFF) has been applied
- LSOA of resident has identified the Responsible Commissioner
- Data labeled: “*Responsible Commissioner Not Identified*” is aggregated for London Commissioners

# What is the ISHT?

| Currency                                  | 2015 Tariff |            |
|-------------------------------------------|-------------|------------|
|                                           | Primary     | Additional |
| STI Intervention C                        | £281.15     | £267.13    |
| SRH Complex                               | £213.76     | £187.16    |
| Medical Gynaecology                       | £148.00     | £131.92    |
| LARC Procedure                            | £139.91     | £120.55    |
| Psycho Sex / Counselling                  | £126.45     | £116.19    |
| STI Intervention B                        | £113.09     | £81.78     |
| T5 HSV Test                               | £83.40      | £76.30     |
| T4 Full Screen                            | £81.79      | £56.31     |
| TT 3 Site Chlamydia & Gonorrhoea Test     | £70.12      | £70.12     |
| T6 Hepatitis Test                         | £67.48      | £60.61     |
| T3 Chlamydia, Gonorrhoea & Syphilis Tests | £60.58      | £42.51     |
| SRH Standard                              | £58.08      | £31.11     |
| HIV Test                                  | £53.11      | £28.36     |
| T2 Chlamydia & Gonorrhoea Test            | £48.57      | £30.51     |
| STI Intervention A                        | £27.98      | £20.31     |
| Ultrasound                                | £29.05      | £29.05     |
| TS Microscopy                             | £14.48      | £14.48     |

- A tariff that reflects the cost of delivering good practice SH care
- A tariff that allows for marginal pricing (Primary and Additional Tariff prices)
- A tariff that allows for de-hosting (only charging LAs for their own residents)
- Methodology scrutinised by London Directors of Finance and PWC auditors
- Clinical, technical and financial scrutiny and impact assessments conducted across the country
- Supported by IT suppliers
- Process has been stable since Jan 2011
- Technically ready to implement

## A number of Guiding Principles were embedded into the development of the Integrated Sexual Health Tariff

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- ✓ Promote best interests of **patients** and **public health**
- ✓ Ensure **open access** services are maintained
- ✓ Promote **integrated service** delivery (GUM and contraception services)
- ✓ Offer **value for money**, affordability and not destabilise services or commissioners
- ✓ Promote use of **clinical best practice** care pathways
- ✓ Currencies and tariffs should be **setting-independent**
- ✓ The information management burden should be kept to a minimum – use existing statutory reports (GUMCAD and SRHAD)
- ✓ Provide a tariff that represents the true cost of delivering **best practice care**
- ✓ **Patient first** - not to disadvantage patients with expensive needs and encourage a patient-led approach to care delivery
- ✓ Allow **cross-charging** - encourage investment in quality services without compromising local budgets

London Sexual Health Programme sponsored the original ISHT project which involved working with all London commissioners and providers, while engaging with a parallel costing project in Portsmouth and the PbR team

## Why use the Integrated Sexual Health Tariff in London?

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1. ISHT pays a fair price for good clinical practice
2. Potential savings for London at least £18m and includes de-hosting
3. Authoritative data for PH / commissioning – transparent, near real-time
4. Provider audit, benchmarking and service re-design opportunities

## We can now compare 2014/15 As Is spend on sexual health vs. 2015 ISHT charges for all London residents accessing London providers

### Provider ISHT 2015 Charges on Average Annual 2013/15 Activity

£ 122.0m London Providers' charges to London Commissioners (incl. "Not Known's")

£ 7.6m London Providers' charges to Non-London Commissioners (6%)

£ 129.6m Total charges raised under ISHT by London Providers

### Commissioner As Is Spend (2014/15 figures)

£ 140.6m Total As Is Spend within London (reported)

**Difference**  $140.6 - 122.0 = \text{£}18.6\text{m}$ : 13% 'saving' for London Commissioners

*However, Commissioner As Is Spend is estimated to be under recorded by up to £11.5m  
Suggesting a potential saving of **£18.6m to £29.5m***

1.0m Patient Attendance/Episodes, 1.9m Tariffs Charged

1.9 Average Tariffs Charged per Attendance/Episode

**£122** Average Charge per Attendance/Episode Under ISHT

# The As Is spend breakdown highlights boroughs where cross-London GUM spend on their residents might be 'missing' from reported totals

## Commissioner As Is Spend with Breakout of GUM spend

| Borough: AS IS Spend 2014/15 (£k)       | Total As Is Spend for London | SRH Spend | Integ'd SH | GUM TOTAL | GUM 1 | GUM 2 | GUM 3 | GUM 4 | GUM 5 | GUM 6 | GUM 7 | GUM 8 | GUM 9 | GUM 10 | GUM 11 |
|-----------------------------------------|------------------------------|-----------|------------|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|
| Barking and Dagenham Borough Council    | 1,632                        | 232       | 1,400      |           |       |       |       |       |       |       |       |       |       |        |        |
| Barnet Borough Council                  | 4,113                        | 930       |            | 3,183     | 3,141 | 42    |       |       |       |       |       |       |       |        |        |
| Bexley Borough Council                  | 1,104                        | 531       | -          | 573       | 446   | 33    | 25    | 22    | 22    | 25    | 84    |       |       |        |        |
| Brent Borough Council                   | 5,313                        | 899       |            | 4,414     | 1,775 | 1,393 | 555   | 220   | 307   | 98    | 19    | 17    | 20    | 10     | 47     |
| Bromley Council                         | 2,268                        | 738       |            | 1,530     | 948   | 152   | 192   | 54    | 34    | 150   |       |       |       |        |        |
| Camden Borough Council                  | 6,202                        | 1,038     |            | 5,164     | 2,126 | 1,399 | 957   | 344   | 154   | 135   | 22    | 19    | 8     |        |        |
| City of London                          | 367                          | 120       |            | 247       | 130   | 59    | 25    | 21    | 6     | 4     | 0     | 2     |       |        |        |
| Croydon Borough Council                 | 4,754                        | 1,233     |            | 3,521     | 2,456 | 1,065 | 144   |       |       |       |       |       |       |        |        |
| Ealing Borough Council                  | 4,356                        | 1,068     | -          | 3,288     | 984   | 850   | 537   | 276   | 413   | 130   | 71    | 26    | 1     |        |        |
| Enfield Borough Council                 | 4,338                        | 1,274     |            | 3,064     | 1,395 | 367   | 66    | 426   | 106   | 235   | 62    | 98    | 105   | 204    |        |
| Greenwich Borough Council               | 2,926                        | 954       |            | 1,972     |       |       |       |       |       |       |       |       |       |        |        |
| Hackney Borough Council                 | 7,707                        | 2,143     |            | 5,564     | 2,884 | 814   | 686   | 604   | 246   | 124   | 108   | 51    | 26    | 21     | 1      |
| Hammersmith and Fulham Borough Council  | 4,990                        | 1,040     | -          | 3,950     | 3,204 | 149   | 0.5   | 12    | 1     | 467   | 67    | 18    | 29    | 2      |        |
| Haringey Borough Council                | 5,482                        |           | 3,000      | 2,482     | 1,575 | 434   | 8     | 4     | 2     | 195   | 149   | 31    | 2     | 82     | 742    |
| Harrow Borough Council                  | 2,212                        | 767       |            | 1,445     | 1,427 | 18    |       |       |       |       |       |       |       |        |        |
| Havering Borough Council                | 1,567                        |           | 1,300      | 267       | 267   |       |       |       |       |       |       |       |       |        |        |
| Hillingdon Borough Council              | 3,050                        | 1,150     |            | 1,900     | 1,200 | 700   |       |       |       |       |       |       |       |        |        |
| Hounslow Borough Council                | 3,090                        |           | 2,347      | 743       | 375   | 85    | 65    | 41    | 43    | 28    | 30    | 26    | 18    | 32     | 43     |
| Islington Borough Council               | 6,644                        | 1,311     |            | 5,333     | 3,209 | 890   | 533   | 196   | 189   | 128   | 124   | 50    | 7     | 7      | -      |
| Lambeth Borough Council                 | 8,080                        | 3,951     | -          | 4,129     | 2,394 | 1,735 |       |       |       |       |       |       |       |        |        |
| Lewisham Borough Council                | 6,266                        | 3,767     | -          | 2,499     | 581   | 470   | 507   | 550   | 127   | 133   | 74    | 22    | 18    | 17     |        |
| Merton Borough Council                  | 2,993                        | 696       |            | 2,297     | 1,769 | 528   | 18    |       |       |       |       |       |       |        |        |
| Newham Borough Council                  | 5,945                        | 2,000     |            | 3,945     | 2,849 | 282   | 152   | 142   | 197   | 125   | 84    | 52    | 28    | 34     | 21     |
| Redbridge Borough Council               | 2,482                        | 323       | 1,090      | 1,069     | 574   | 103   | 165   | 73    | 57    | 54    | 14    | 2     | 9     | 1      | 17     |
| Richmond upon Thames Borough Council    | 2,064                        | 429       |            | 1,635     | 1,635 |       |       |       |       |       |       |       |       |        |        |
| Royal Borough of Kensington and Chelsea | 3,504                        | 895       | -          | 2,609     | 1,656 | 106   | 1     | 1     | 1     | 816   | 9     | 14    | 4     | 1      |        |
| Royal Borough of Kingston-Upon-Thames   | 2,296                        | 324       |            | 1,972     | 1,730 | 242   | 33    |       |       |       |       |       |       |        |        |
| Southwark Borough Council               | 9,065                        | 4,332     | -          | 4,733     | 2,351 | 2,382 |       |       |       |       |       |       |       |        |        |
| Sutton Borough Council                  | 1,797                        | 635       |            | 1,162     | 700   | 462   | 38    |       |       |       |       |       |       |        |        |
| Tower Hamlets Borough Council           | 7,200                        | 2,000     | -          | 5,200     | 3,200 | 2,000 |       |       |       |       |       |       |       |        |        |
| Waltham Forest Borough Council          | 4,343                        | 1,243     | -          | 3,100     | 1,700 | 1,400 |       |       |       |       |       |       |       |        |        |
| Wandsworth Borough Council              | 6,906                        | 1,380     | 5          | 5,521     | 2,446 | 466   | 204   | 1,845 | 58    | 194   | 140   | 98    | 20    | 5      | 45     |
| Westminster City Council                | 5,537                        | 1,090     | -          | 4,447     | 1,641 | 2,212 | 488   | 16    | 3     | 4     | 0     | 1     | 82    |        |        |
| <b>Total</b>                            | <b>140.6m</b>                |           |            |           |       |       |       |       |       |       |       |       |       |        |        |

**Commissioners' Reported As Is Spend**  
**Suspected to be under reported by up to £10.4m**

Main local provider (s)  
Other London providers  
Multiple London providers  
Out of London Providers

# How reliable is the provider data and how is it processed?

- All available patient activity data has been annualised
  - 12 months+ of data from 27/30 providers
  - 18 months+ of data (last 24 months) from 25/30 providers
- Data returns from London providers uploaded to the Grouper are now achieving a robust level of consistency (see slides 15-19 in the pack)
- Data is processed by a grouper. The Grouper is a secure online web application that provides the following services:
  - Maintains the Tariff rule set and data mapping
  - Validation of uploaded provider activity data
  - Transformation of activity data to valid currencies
  - Presentation of Tariff charges to provider and commissioners



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## For each borough, we can compare what commissioners are currently spending (As Is) on SH services vs. what they would spend under ISHT

### As Is Spend vs ISHT Charges

| As Is 2014/15 (£'s)    | Spend inside London | Tariff             | Diff Under/ (Over) |
|------------------------|---------------------|--------------------|--------------------|
| City of London         | 367,000             | 225,705            | -141,295           |
| Barking and Dagenham   | 1,632,000           | 1,048,468          | -583,532           |
| Barnet                 | 4,113,000           | 3,505,732          | -607,268           |
| Bexley                 | 1,104,000           | 771,976            | -332,024           |
| Brent                  | 5,313,000           | 5,404,648          | 91,648             |
| Bromley                | 2,268,000           | 1,909,442          | -358,558           |
| Camden                 | 6,202,000           | 4,224,976          | -1,977,024         |
| Croydon                | 4,754,000           | 3,500,611          | -1,253,389         |
| Ealing                 | 4,356,000           | 4,653,893          | 297,893            |
| Enfield                | 4,338,000           | 2,844,162          | -1,493,838         |
| Greenwich              | 2,926,000           | 2,875,551          | -50,449            |
| Hackney                | 7,707,000           | 6,027,036          | -1,679,964         |
| Hammersmith and Fulham | 4,989,500           | 4,586,926          | -402,574           |
| Haringey               | 5,482,000           | 5,140,572          | -341,428           |
| Harrow                 | 2,212,000           | 2,446,708          | 234,708            |
| Havering               | 1,567,000           | 895,619            | -671,381           |
| Hillingdon             | 3,050,000           | 2,597,290          | -452,710           |
| Hounslow               | 3,090,000           | 3,237,882          | 147,882            |
| Islington              | 6,644,000           | 4,757,840          | -1,886,160         |
| Kensington and Chelsea | 3,504,000           | 2,976,877          | -527,123           |
| Kingston upon Thames   | 2,296,000           | 1,880,353          | -415,647           |
| Lambeth                | 8,080,000           | 7,766,124          | -313,876           |
| Lewisham               | 6,266,000           | 6,264,853          | -1,147             |
| Merton                 | 2,993,000           | 2,562,483          | -430,517           |
| Newham                 | 5,945,000           | 4,513,457          | -1,431,543         |
| Redbridge              | 2,482,000           | 1,355,014          | -1,126,986         |
| Richmond upon Thames   | 2,064,000           | 1,698,768          | -365,232           |
| Southwark              | 9,065,000           | 7,419,174          | -1,645,826         |
| Sutton                 | 1,797,000           | 1,710,752          | -86,248            |
| Tower Hamlets          | 7,200,000           | 5,416,303          | -1,783,697         |
| Waltham Forest         | 4,343,000           | 2,625,451          | -1,717,549         |
| Wandsworth             | 6,906,000           | 6,103,037          | -802,963           |
| Westminster            | 5,537,000           | 5,190,348          | -346,652           |
| LSOA Not Known         |                     | 3,851,645          | 3,851,645          |
| <b>Total</b>           | <b>140,592,500</b>  | <b>121,989,676</b> | <b>18,602,824</b>  |

**By switching from the current GUM PbR and block contract arrangements to ISHT across London commissioners could 'save'**

**£18.6m**

**13% 'saving' for Commissioners**

# We can review the ISHT Cost Per Episode/ Visit for each Commissioner and each Provider to gain insight into the cost variations

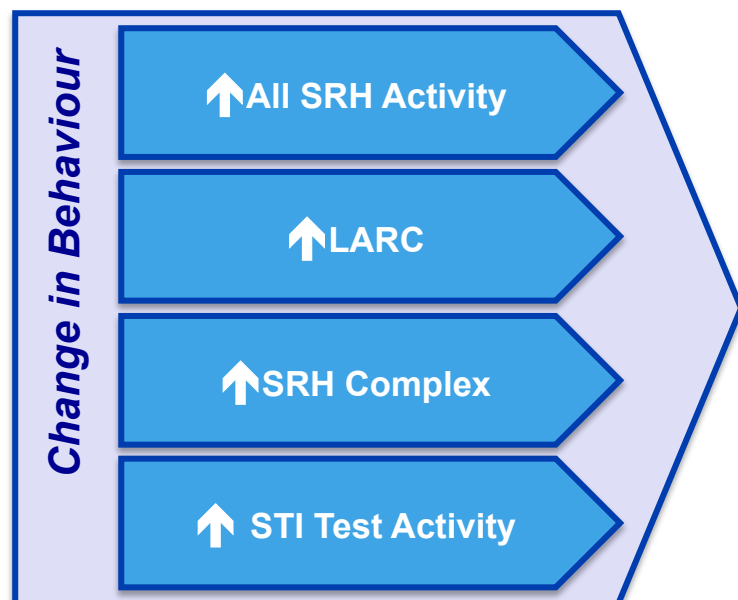
## Commissioner ISHT Summary

| Avg Annual Tariff Charges from London Providers | Avg Annual Spend   | Episode/ Visit   | Cost Per Episode/Visit |
|-------------------------------------------------|--------------------|------------------|------------------------|
| Brent                                           | 5,404,648          | 38,990           | 138.62                 |
| Lambeth                                         | 7,766,124          | 57,420           | 135.25                 |
| City of London                                  | 225,705            | 1,697            | 133.01                 |
| Kingston upon Thames                            | 1,880,353          | 14,163           | 132.77                 |
| Southwark                                       | 7,419,174          | 56,423           | 131.49                 |
| Harrow                                          | 2,446,708          | 18,800           | 130.15                 |
| Barnet                                          | 3,505,732          | 27,615           | 126.95                 |
| Havering                                        | 895,619            | 7,093            | 126.26                 |
| Westminster                                     | 5,190,348          | 41,162           | 126.10                 |
| Waltham Forest                                  | 2,625,451          | 20,919           | 125.51                 |
| Redbridge                                       | 1,355,014          | 10,856           | 124.81                 |
| Greenwich                                       | 2,875,551          | 23,222           | 123.83                 |
| Kensington and Chelsea                          | 2,976,877          | 24,044           | 123.81                 |
| Richmond upon Thames                            | 1,698,768          | 13,759           | 123.47                 |
| Hammersmith and Fulham                          | 4,586,926          | 37,173           | 123.39                 |
| Wandsworth                                      | 6,103,037          | 49,542           | 123.19                 |
| Barking and Dagenham                            | 1,048,468          | 8,604            | 121.85                 |
| Lewisham                                        | 6,264,853          | 51,523           | 121.59                 |
| Bexley                                          | 771,976            | 6,399            | 120.63                 |
| Hillingdon                                      | 2,597,290          | 21,567           | 120.43                 |
| Tower Hamlets                                   | 5,416,303          | 45,050           | 120.23                 |
| Hackney                                         | 6,027,036          | 50,214           | 120.03                 |
| Haringey                                        | 5,140,572          | 43,006           | 119.53                 |
| Merton                                          | 2,562,483          | 21,716           | 118.00                 |
| Croydon                                         | 3,500,611          | 29,844           | 117.30                 |
| Camden                                          | 4,224,976          | 37,073           | 113.96                 |
| Newham                                          | 4,513,457          | 39,818           | 113.35                 |
| Islington                                       | 4,757,840          | 42,256           | 112.59                 |
| Enfield                                         | 2,844,162          | 25,324           | 112.31                 |
| Ealing                                          | 4,653,893          | 41,441           | 112.30                 |
| Sutton                                          | 1,710,752          | 15,728           | 108.77                 |
| Bromley                                         | 1,909,442          | 17,677           | 108.02                 |
| Hounslow                                        | 3,237,882          | 30,267           | 106.98                 |
| LSOA Unknown                                    | 3,851,645          | 30,896           | 124.66                 |
| <b>Total</b>                                    | <b>121,989,676</b> | <b>1,001,279</b> | <b>121.83</b>          |

## Provider ISHT Summary

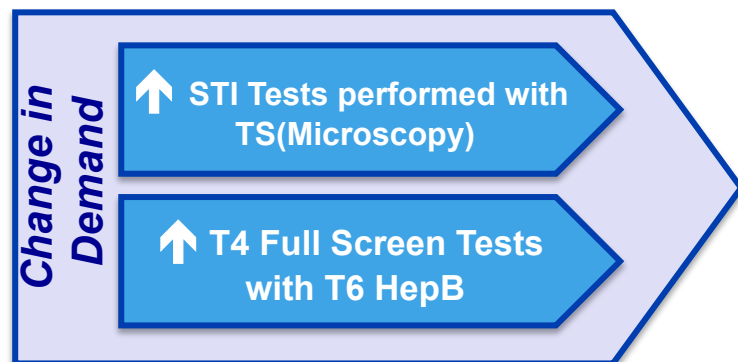
| Avg Annual Tariff Charges to London Providers                  | Avg Annual Charge  | Episode/ Visit   | Charge Per Episode/Visit |
|----------------------------------------------------------------|--------------------|------------------|--------------------------|
| Barnet and Chase Farm Hospitals NHS Trust                      | 1,591,009          | 9,590            | 165.91                   |
| The Hillingdon Hospital NHS Trust                              | 1,165,118          | 7,422            | 156.97                   |
| King's College Hospital NHS Foundation Trust                   | 4,822,637          | 32,361           | 149.03                   |
| Chelsea and Westminster Hospital NHS Foundation Trust          | 17,996,084         | 125,003          | 143.96                   |
| Kingston Hospital NHS Trust                                    | 2,545,352          | 17,709           | 143.74                   |
| Imperial College Healthcare NHS Trust                          | 6,567,965          | 48,883           | 134.36                   |
| Royal Free London Foundation Trust                             | 2,396,636          | 17,864           | 134.16                   |
| Guy's and St Thomas' NHS Foundation Trust                      | 9,854,955          | 75,156           | 131.13                   |
| London North West Healthcare NHS Trust                         | 8,053,744          | 61,605           | 130.73                   |
| Epsom and St Helier University Hospitals NHS Trust             | 860,872            | 6,745            | 127.63                   |
| The Whittington Hospital NHS Trust                             | 3,272,728          | 25,967           | 126.03                   |
| St George's University Hospitals NHS Foundation Trust          | 5,900,353          | 48,986           | 120.45                   |
| Lewisham and Greenwich NHS Trust                               | 7,179,888          | 59,784           | 120.10                   |
| Barts Health Trust                                             | 10,824,973         | 90,686           | 119.37                   |
| Oxleas NHS Foundation Trust                                    | 2,011,940          | 16,878           | 119.20                   |
| Hounslow and Richmond Community Healthcare NHS Trust           | 335,283            | 2,827            | 118.62                   |
| Barking, Havering and Redbridge University Hospitals NHS Trust | 2,081,511          | 17,567           | 118.49                   |
| Croydon Health Services NHS Trust                              | 2,937,516          | 25,052           | 117.26                   |
| Homerton University Hospital NHS Foundation Trust              | 5,539,779          | 47,297           | 117.13                   |
| Central London Community Healthcare NHS Trust                  | 4,015,465          | 37,807           | 106.21                   |
| Barnet, Enfield and Haringey Mental Health NHS Trust           | 1,762,549          | 17,008           | 103.63                   |
| West Middlesex University Hospital NHS Trust                   | 3,290,509          | 31,813           | 103.43                   |
| North East London NHS Foundation Trust                         | 229,349            | 2,229            | 102.89                   |
| East London NHS Foundation Trust                               | 1,243,035          | 12,247           | 101.50                   |
| Central and North West London NHS Foundation Trust             | 12,141,511         | 119,935          | 101.23                   |
| The Royal Marsden NHS Foundation Trust                         | 1,477,258          | 16,120           | 91.64                    |
| Bromley Healthcare                                             | 604,125            | 7,064            | 85.53                    |
| Your Healthcare                                                | 139,272            | 1,807            | 77.10                    |
| Brook London                                                   | 1,148,259          | 17,868           | 64.26                    |
| <b>Total</b>                                                   | <b>121,989,676</b> | <b>1,001,279</b> | <b>121.83</b>            |

## We have run a number of scenarios to ‘test’ the financial impact of different risk factors



### Risk of Changes in Service Delivery Profile

- Post implementation of ISHT, providers may be incentivised to reshape their service delivery to promote an integrated sexual health offering
- We have calculated the cost of the following scenarios:
  - Introduction of all contraceptive currencies, as well as specified LARC and SRH Complex currencies, by current GUM providers
  - Introduction of STI currencies in SRH clinics
- These scenarios assume ‘unmet’ demand is being serviced by these new offerings

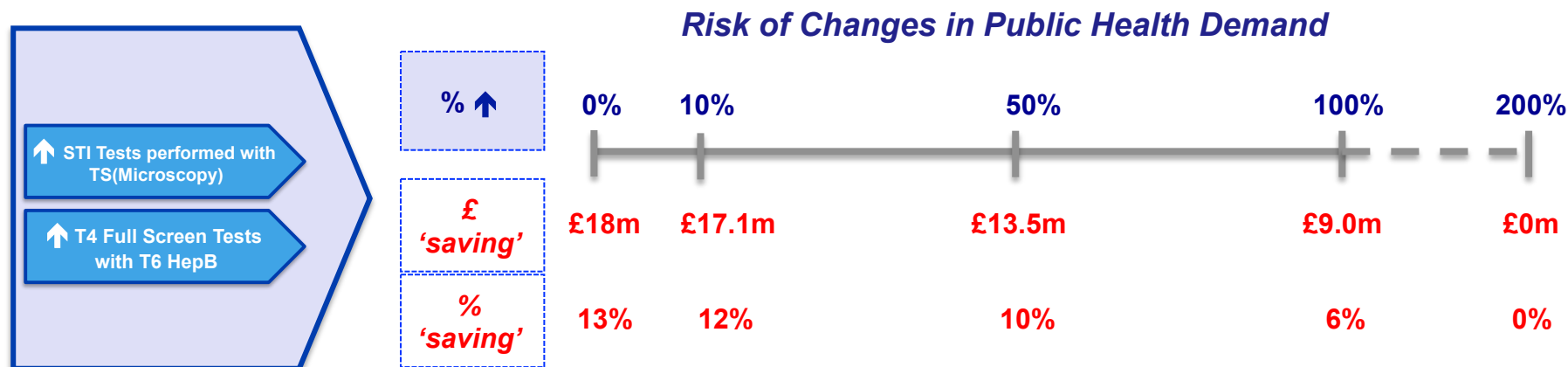
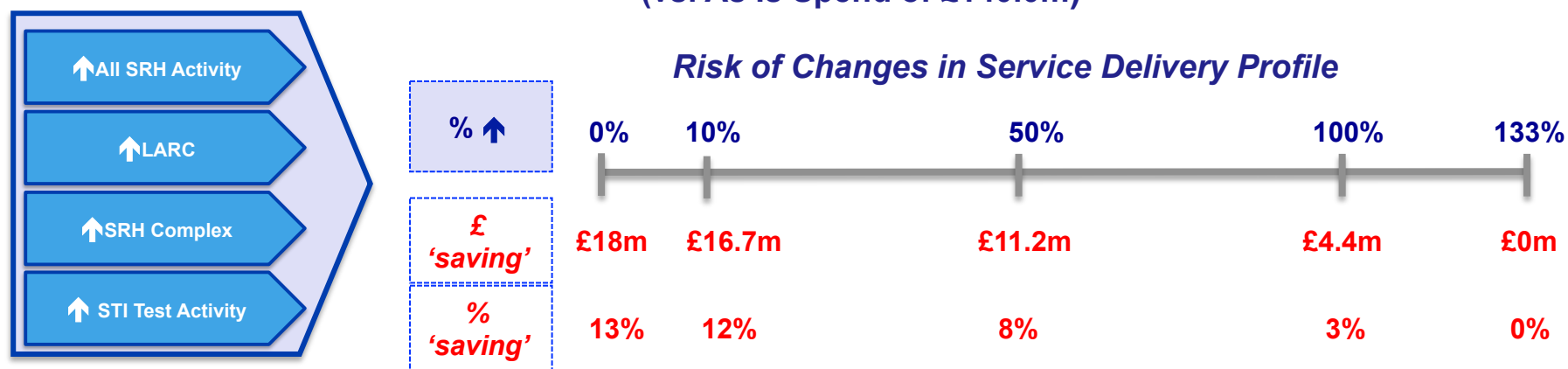


### Risk of Changes in Public Health Demand

- Post implementation of ISHT, we can also calculate the cost implications of increased STI testing:
  - STI tests performed with microscopy: TS
  - T4 full screen tests accompanied by Hepatitis B tests: T6

# We can conclude from our scenario analysis that there would have to be significant changes in either service delivery profile or Public Health demand to dissolve savings from ISHT

## Cumulative Maximum Impact Scale of Risks on £18.0m of ISHT Cost Savings (vs. As Is Spend of £140.0m)



# ISHT Implementation Considerations

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## **Technical feasibility has been fully tested:**

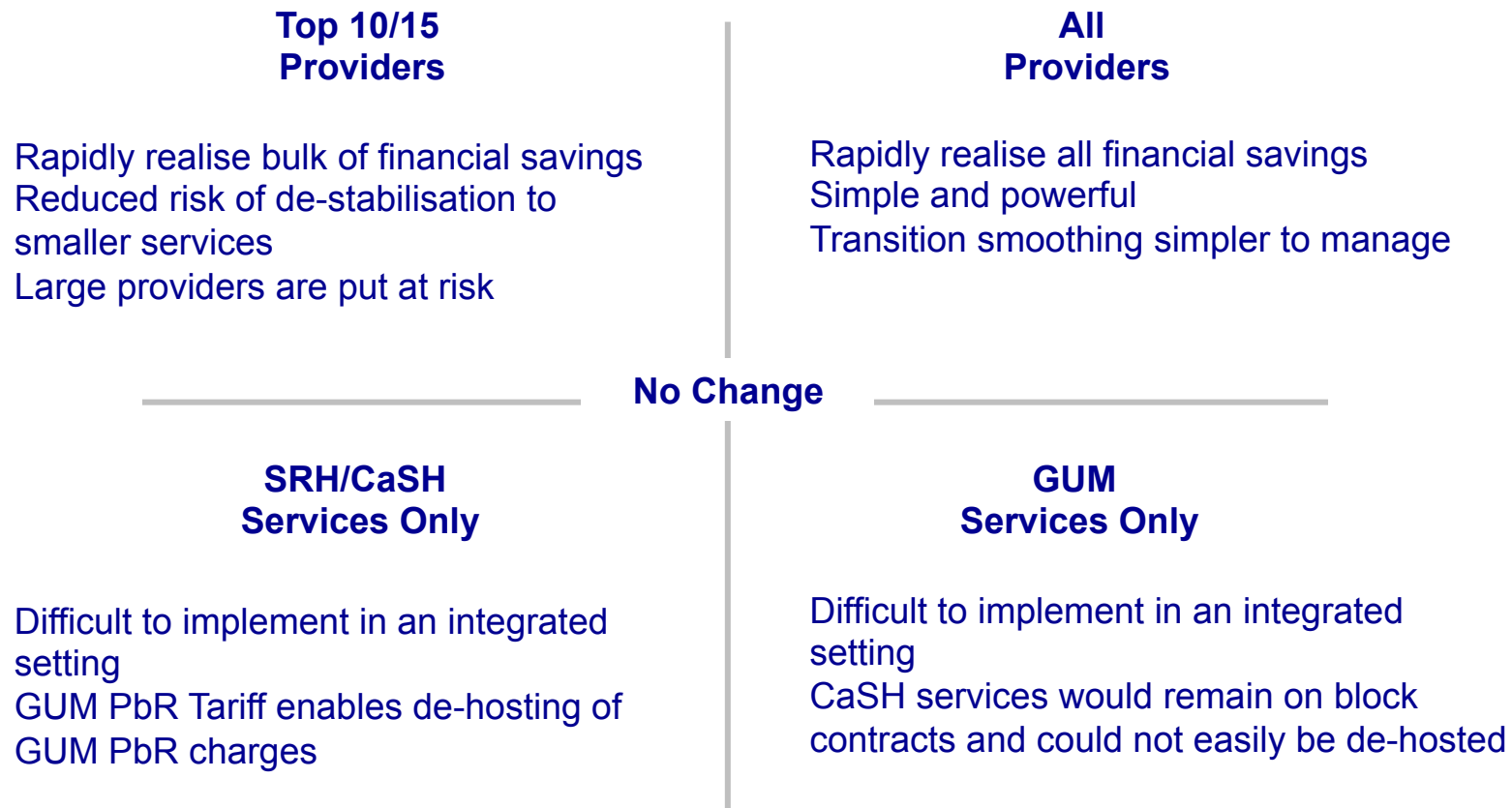
- All data systems can support implementation today
- Pathway Analytics can support data requirements for ISHT adoption alongside a mix of other contracting arrangements

## **Transition Considerations**

- Funding transition plan (de-stabilisation risks)
- Commissioner and Provider (or clinics) readiness
- Managing risk of changes in Provider behaviour
- Legacy contractual arrangements
- New service specifications required
- Management of phased or staged introduction
- Communications strategy
- Inclusion of care not covered by ISHT framework

## Some implementation options we could consider...

### Some Implementation Options



**The conclusions drawn assume existing arrangements remain in place for unaffected services**

# **We have run some analysis of some specific implementation options**

## **1. London-wide implementation**

## **2. Some alternative phased approaches**

By Provider size (by charges raised):

- Top 10 Providers
- Top 15 Providers

By Provider Service Type:

- Top 10 - GUM Providers
- Top 10 - SRH Providers

**Although we have modeled these phased approaches, we can also support the adoption of ISHT by multiple, ad hoc combinations based on local Commissioner/ Provider agreements**

**Implementation options are not limited to those list above**

# If ISHT is implemented across-the-board, some sectors gain considerably more than others...

## Commissioner As Is vs ISHT Charges, by Sector

Commissioner gains and losses may need smoothing

Not all Sectors are equal,  
some gain more than others

| As Is 2014/15 (£'s)    | Spend inside London | Tariff             | Diff Over/ (Under) | Sector | Sector Difference | %    |
|------------------------|---------------------|--------------------|--------------------|--------|-------------------|------|
| Camden                 | 6,202,000           | 4,224,976          | -1,977,024         | NC     |                   |      |
| Enfield                | 4,338,000           | 2,844,162          | -1,493,838         | NC     |                   |      |
| Haringey               | 5,482,000           | 5,140,572          | -341,428           | NC     |                   |      |
| Islington              | 6,644,000           | 4,757,840          | -1,886,160         | NC     | - 5,698,450       | -25% |
| City of London         | 367,000             | 225,705            | -141,295           | NE     |                   |      |
| Barking and Dagenham   | 1,632,000           | 1,048,468          | -583,532           | NE     |                   |      |
| Hackney                | 7,707,000           | 6,027,036          | -1,679,964         | NE     |                   |      |
| Havering               | 1,567,000           | 895,619            | -671,381           | NE     |                   |      |
| Newham                 | 5,945,000           | 4,513,457          | -1,431,543         | NE     |                   |      |
| Redbridge              | 2,482,000           | 1,355,014          | -1,126,986         | NE     |                   |      |
| Tower Hamlets          | 7,200,000           | 5,416,303          | -1,783,697         | NE     |                   |      |
| Waltham Forest         | 4,343,000           | 2,625,451          | -1,717,549         | NE     | - 9,135,948       | -29% |
| Barnet                 | 4,113,000           | 3,505,732          | -607,268           | NW     |                   |      |
| Brent                  | 5,313,000           | 5,404,648          | 91,648             | NW     |                   |      |
| Ealing                 | 4,356,000           | 4,653,893          | 297,893            | NW     |                   |      |
| Hammersmith and Fulham | 4,989,500           | 4,586,926          | -402,574           | NW     |                   |      |
| Harrow                 | 2,212,000           | 2,446,708          | 234,708            | NW     |                   |      |
| Hillingdon             | 3,050,000           | 2,597,290          | -452,710           | NW     |                   |      |
| Hounslow               | 3,090,000           | 3,237,882          | 147,882            | NW     |                   |      |
| Kensington and Chelsea | 3,504,000           | 2,976,877          | -527,123           | NW     |                   |      |
| Westminster            | 5,537,000           | 5,190,348          | -346,652           | NW     | - 1,564,196       | -4%  |
| Bexley                 | 1,104,000           | 771,976            | -332,024           | SE     |                   |      |
| Bromley                | 2,268,000           | 1,909,442          | -358,558           | SE     |                   |      |
| Greenwich              | 2,926,000           | 2,875,551          | -50,449            | SE     |                   |      |
| Lambeth                | 8,080,000           | 7,766,124          | -313,876           | SE     |                   |      |
| Lewisham               | 6,266,000           | 6,264,853          | -1,147             | SE     |                   |      |
| Southwark              | 9,065,000           | 7,419,174          | -1,645,826         | SE     | - 2,701,879       | -9%  |
| Croydon                | 4,754,000           | 3,500,611          | -1,253,389         | SW     |                   |      |
| Kingston upon Thames   | 2,296,000           | 1,880,353          | -415,647           | SW     |                   |      |
| Merton                 | 2,993,000           | 2,562,483          | -430,517           | SW     |                   |      |
| Richmond upon Thames   | 2,064,000           | 1,698,768          | -365,232           | SW     |                   |      |
| Sutton                 | 1,797,000           | 1,710,752          | -86,248            | SW     |                   |      |
| Wandsworth             | 6,906,000           | 6,103,037          | -802,963           | SW     | - 3,353,996       | -16% |
| LSOA Not Known         |                     | 3,851,645          | 3,851,645          |        |                   |      |
| <b>Total</b>           | <b>140,592,500</b>  | <b>121,989,676</b> | <b>-18,602,824</b> |        |                   |      |

# London providers can be ranked by the ISHT charges they raise...

|                                                                | Sum of AVGTARIFF   |                  |
|----------------------------------------------------------------|--------------------|------------------|
| Providers                                                      | Total              |                  |
| Chelsea and Westminster Hospital NHS Foundation Trust          | 17,996,084         |                  |
| Central and North West London NHS Foundation Trust             | 12,141,511         |                  |
| Barts Health Trust                                             | 10,824,973         |                  |
| Guy's and St Thomas' NHS Foundation Trust                      | 9,854,955          |                  |
| London North West Healthcare NHS Trust                         | 8,053,744          |                  |
| Lewisham and Greenwich NHS Trust                               | 7,179,888          |                  |
| Imperial College Healthcare NHS Trust                          | 6,567,965          |                  |
| St George's University Hospitals NHS Foundation Trust          | 5,900,353          |                  |
| Homerton University Hospital NHS Foundation Trust              | 5,539,779          |                  |
| King's College Hospital NHS Foundation Trust                   | 4,822,637          | <b>£89m 73%</b>  |
| Central London Community Healthcare NHS Trust                  | 4,015,465          |                  |
| West Middlesex University Hospital NHS Trust                   | 3,290,509          |                  |
| The Whittington Hospital NHS Trust                             | 3,272,728          |                  |
| Croydon Health Services NHS Trust                              | 2,937,516          |                  |
| Kingston Hospital NHS Trust                                    | 2,545,352          | <b>£105m 86%</b> |
| Royal Free London Foundation Trust                             | 2,396,636          |                  |
| Barking, Havering and Redbridge University Hospitals NHS Trust | 2,081,511          |                  |
| Oxleas NHS Foundation Trust                                    | 2,011,940          |                  |
| Barnet and Chase Farm Hospitals NHS Trust                      | 1,591,009          |                  |
| Barnet, Enfield and Haringey Mental Health NHS Trust           | 1,762,549          |                  |
| The Royal Marsden NHS Foundation Trust                         | 1,477,258          |                  |
| East London NHS Foundation Trust                               | 1,243,035          |                  |
| The Hillingdon Hospital NHS Trust                              | 1,165,118          |                  |
| Brook London                                                   | 1,148,259          |                  |
| Epsom and St Helier University Hospitals NHS Trust             | 860,872            |                  |
| Bromley Healthcare                                             | 604,125            |                  |
| Hounslow and Richmond Community Healthcare NHS Trust           | 335,283            |                  |
| North East London NHS Foundation Trust                         | 229,349            |                  |
| Your Healthcare                                                | 139,272            |                  |
| <b>Grand Total</b>                                             | <b>121,989,676</b> |                  |

## Transitioning the top 10 Providers captures 79% of potential savings

### Summary of estimated savings by sector

The top 10 Providers' charges are distributed across Commissioners and sectors relatively evenly

The larger % of the ISHT charge indicates the higher proportion of a Sectors' charges covered by the top 10 Providers

This estimate does not include out of London activity

| Sector                                        | Sector Tariff Top 10 Total | % of Total Tariff | Estimated Remaining Charges | Total Estimated Spend | Total As Is Spend | Difference (Total Est) |
|-----------------------------------------------|----------------------------|-------------------|-----------------------------|-----------------------|-------------------|------------------------|
| NC                                            | 10.5m                      | 62%               | 8.6m                        | 19.1m                 | 22.7m             | - 3.5m                 |
| NE                                            | 18.5m                      | 84%               | 5.1m                        | 23.6m                 | 31.2m             | - 7.6m                 |
| SE                                            | 23.5m                      | 87%               | 3.8m                        | 27.4m                 | 29.7m             | - 2.4m                 |
| SW                                            | 9.5m                       | 54%               | 9.5m                        | 19.0m                 | 20.8m             | - 1.8m                 |
| NW                                            | 25.2m                      | 73%               | 9.9m                        | 35.0m                 | 36.2m             | - 1.1m                 |
| <b>Total</b>                                  | <b>87.2m</b>               |                   | <b>36.9m</b>                | <b>124.1m</b>         | <b>140.6m</b>     | <b>- 16.5m</b>         |
| LSOA Not Knowns arising from top 10 providers |                            |                   |                             |                       |                   | 1.7m                   |
| <b>Total</b>                                  |                            |                   |                             |                       |                   | <b>- 14.8m</b>         |

**If the Top 10 Providers adopted ISHT the estimated overall savings would drop to £14.8m (down from £18.6m)**

## Transitioning the top 15 Providers captures 88% of potential savings

### Summary of estimated savings by sector

The larger % of the ISHT charge indicates the higher proportion of a Sectors' charges covered by the top 15 Providers

This estimate does not include out of London activity

| Sector                                        | Sector Tariff Top 15 Total | % of Total Tariff | Estimated Remaining Charges | Total Estimated Spend | Total As Is Spend | Difference (Total Estm Spend - As Is) |
|-----------------------------------------------|----------------------------|-------------------|-----------------------------|-----------------------|-------------------|---------------------------------------|
| NC                                            | 13.6m                      | 80%               | 4.4m                        | 18.1m                 | 22.7m             | - 4.6m                                |
| NE                                            | 18.8m                      | 85%               | 4.7m                        | 23.5m                 | 31.2m             | - 7.7m                                |
| SE                                            | 23.7m                      | 88%               | 3.6m                        | 27.3m                 | 29.7m             | - 2.4m                                |
| SW                                            | 14.7m                      | 84%               | 3.3m                        | 18.0m                 | 20.8m             | - 2.8m                                |
| NW                                            | 31.6m                      | 91%               | 3.1m                        | 34.7m                 | 36.2m             | - 1.4m                                |
| <b>Total</b>                                  | <b>102.4m</b>              |                   | <b>19.2m</b>                | <b>121.6m</b>         | <b>140.6m</b>     | <b>- 18.9m</b>                        |
| LSOA Not Knowns arising from top 15 providers |                            |                   |                             |                       |                   | 2.5m                                  |
| <b>Total</b>                                  |                            |                   |                             |                       |                   | <b>- 16.4m</b>                        |

**If the Top 15 Providers adopted ISHT the estimated overall savings would drop to £16.4m (down from £18.6m)**

# Transitioning the top 10 Providers STI currencies only captures 67% of potential savings

## Summary of estimated savings by sector

Implementing STI currencies only within integrated services would require special consideration

This estimate does not include out of London activity

| Sector                                        | Sector Total Top 10 Providers | Estimated Remaining Charges | Total Estimated Spend | Total As Is Spend | Difference (Total Estm Spend - As Is) |
|-----------------------------------------------|-------------------------------|-----------------------------|-----------------------|-------------------|---------------------------------------|
| NC                                            | 7.7m                          | 10.6m                       | 18.4m                 | 22.7m             | - 4.3m                                |
| NE                                            | 15.1m                         | 8.0m                        | 23.2m                 | 31.2m             | - 8.1m                                |
| SE                                            | 16.5m                         | 12.2m                       | 28.6m                 | 29.7m             | - 1.1m                                |
| SW                                            | 7.1m                          | 11.9m                       | 19.0m                 | 20.8m             | - 1.8m                                |
| NW                                            | 17.6m                         | 19.6m                       | 37.2m                 | 36.2m             | 1.0m                                  |
| <b>Total</b>                                  | <b>64.0m</b>                  | <b>62.4m</b>                | <b>126.4m</b>         | <b>140.6m</b>     | <b>- 14.2m</b>                        |
| LSOA Not Knowns arising from top 10 providers |                               |                             |                       |                   | 1.7m                                  |
| <b>Total</b>                                  |                               |                             |                       |                   | <b>- 12.5m</b>                        |

If the Top 10 Providers adopted GUM only ISHT the estimated overall savings would drop to £12.5m (down from £18.6m)

# Transitioning the top 10 Providers SRH currencies only captures 34% of potential savings

## Summary of estimated savings by sector

Implementing a SRH only ISHT within integrated services would require special consideration

This estimate does not include out of London activity

| Sector                                        | Sector Total Top 10 Providers | Estimated Remaining Charges | Total Estimated Spend | Total As Is Spend | Difference (Total Estm Spend - As Is) |
|-----------------------------------------------|-------------------------------|-----------------------------|-----------------------|-------------------|---------------------------------------|
| NC                                            | 2.8m                          | 16.4m                       | 19.1m                 | 22.7m             | - 3.5m                                |
| NE                                            | 3.3m                          | 21.6m                       | 25.0m                 | 31.2m             | - 6.3m                                |
| SE                                            | 7.1m                          | 23.0m                       | 30.0m                 | 29.7m             | .3m-                                  |
| SW                                            | 2.4m                          | 17.4m                       | 19.8m                 | 20.8m             | - 1.1m                                |
| NW                                            | 7.6m                          | 31.2m                       | 38.7m                 | 36.2m             | 2.6m                                  |
| <b>Total</b>                                  | <b>23.1m</b>                  | <b>109.5m</b>               | <b>132.6m</b>         | <b>140.6m</b>     | <b>- 8.0m</b>                         |
| LSOA Not Knowns arising from top 10 providers |                               |                             |                       |                   | 1.7m                                  |
| <b>Total</b>                                  |                               |                             |                       |                   | <b>- 6.3m</b>                         |

If the Top 10 Providers adopted SRH only ISHT the estimated overall savings would drop to £6.3m (down from £18.6m)

# Implementation Options

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1. Progress with ISHT or not?

If 1 is yes then options re implementation approach to take are...

2. Full implementation or Phased...

2a Full implementation

2b. Phased approach – top 10 providers (or top 15 providers)?

2c. Implement provider by provider (or clinic by clinic)?

2d. Phased approach by provider type – ISHT, GUM, SRH?

3. How to manage variation from commissioner to commissioner?

- No smoothing
- Local smoothing
- Smooth on sector by sector basis?
- Smooth on London-wide basis?