

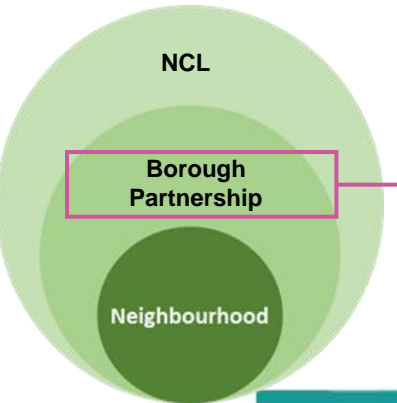
Next steps on delivering the NCL population health improvement strategy

Update for Camden Health and Wellbeing Board

20th September 2023

We are building the foundations of integrated care across NCL's borough partnerships


Integrated working already takes place within our boroughs, coordinated through our borough partnerships. As informal groupings of system partners, borough partnerships are providing the capacity, capability and enthusiasm for joining up health and care, and putting in place the relationships and other enablers for collaboration to flourish. Borough partnerships are overseeing neighbourhood development across NCL to further localise population health improvement. Borough partnerships will continue to be supported by the NCL system via strategic direction, cross-borough working, and enablers such as data, estates, and workforce.




Local community hubs: Creating a bridge between the Council's "Early Help for All" strategy and targeted support for residents in need. This includes around health & wellbeing, jobs & skills, housing stability, and personal finances.




Grahame Park: Joint working between Council, NHS, voluntary and community organisations to develop an evidence-based neighbourhood model. The team has focused on identified needs (for example substance misuse outreach services) and co-produced solutions with affected communities.



Proactive Integrated Teams: Developing a multidisciplinary population health improvement approach to address elective recovery. Multi-disciplinary teams (MDTs) are anchored in primary care networks with wrap around input from community services and secondary care teams to reduce the number of patients on waiting lists.



Childhood immunisations: Joint and evolving work between ICB, public health teams, primary care providers, parent champions and community-based organisations to raise awareness through focus groups, animation and pop-up clinics.



Integrated Front Door & Integrated Networks: Bringing together health and social care teams into a joint triage. Further joint working across integrated networks where MDTs of health professionals work across small networks of GP practices to discuss and support patients with complex needs.

The NCL population health improvement strategy: a reminder



North Central London
Integrated Care System

- The ***NCL Population Health & Integrated Care Strategy*** is a document owned and approved by the NCL integrated care partnership (ICP). It has been developed with NCL system partners – including local authorities, public health teams, and NHS providers - and was endorsed by the NCL ICP Board in April 2023.
- The strategy sets out our collective ambitions and approach to improving the health of all NCL communities over time. It describes our shared vision for a joined up health and care system focused on prevention, early intervention, and proactive care.
- Wide and deep engagement is at the heart of the strategy and we have heard helpful contributions from health and wellbeing boards to shape thinking on strategy development and delivery planning, including:
 - ✓ the importance of aligning NCL system ambitions with local (i.e. borough-based) priorities;
 - ✓ ensuring local voice is brought into conversations at all levels to ensure legitimacy and ownership; and
 - ✓ a commitment to working together to successfully deliver the strategy.
- As this approach is implemented, we want to entrench ambitions to improve population health outcomes and reduce health inequalities across all our work, driving decisions on changes in how health and care is delivered, and how our collective resources are prioritised.

Turning the strategy into plans for delivery

- Since the strategy was endorsed in April 2023, work has focussed on developing an ***NCL Delivery Plan***. This document sets out an overarching approach to implementing the strategy, and will describe in detail how NCL partners should collaborate to deliver better outcomes across system, borough and neighbourhood levels.
- A working version of the NCL Delivery Plan, focussing on the approach to develop the plan to deliver the strategy, was submitted to NHS England in June 2023. Work continues on refining this draft through further engagement, and the final draft will be published later this year as a companion document to the NCL Population Health and Integrated Care Strategy.
- While the NCL Delivery Plan provides a system-level framework, borough partnerships in Camden and across NCL will continue work to confirm priorities, scope plans, organise resource, and to assure implementation. Collaboration between and across NCL system colleagues and borough partnerships will ensure delivery planning is joined up and connected to the NCL strategy.
- In parallel, the ***NCL Outcomes Framework*** is being updated to refresh our collective ambitions, aligned with the milestones at system, borough and neighbourhood levels. This is key to understand how we are delivering against our strategy, anchored in residents' experience of care, and will form the basis of monitoring progress over the life of the strategy.

How we will know we are making a difference:

1 of 2

- In 2022 an **NCL Outcomes Framework** was developed (see below) with input from across the patch. This document captures a set of outcomes, based on the population needs identified through the system needs assessment, as well as borough-based Joint Strategic Needs Assessments and Health and Wellbeing Strategies, which reflects population health ambitions we will hold ourselves to account.



- In June 2022 a set of indicators was proposed to measure progress against these outcomes, as assessed against a baseline.
- In light of the decision to develop and publish a combined integrated care *and* population health strategy, a refresh of the Outcomes Framework has been undertaken.

How we will know we are making a difference:

2 of 2

- A working group was established in June 2023 to oversee the process of reviewing and updating the indicator set, reporting to the ***NCL Population Health and Inequalities Steering Group (PHI SG)***.
- This group is also responsible for agreeing a process to produce an annual review of performance against the Outcomes Framework, with input from Council, public health, and ICB teams; with additional specialist advice sought in particular areas.
- The review of the indicator set is largely complete and the working group's proposals for amendments to the Outcomes Framework are being finalised
- In parallel, the working group is developing an online dashboard hosting the full indicator set, to be updated annually. This will be finalised by autumn, incorporating the proposed additions / amendments to the framework, and then widely circulated.
- The outcomes are predominantly long term in nature, and so it is expected that the framework will remain largely consistent year-on-year. It is recognised, however, that as the Outcomes Framework is shared and used more widely, and as delivery plans for the strategy evolve, the framework may develop gradually to remain effective and relevant. An annual review will inform this process.
- Collaboration across the system is key to realising these ambitions. ICB teams are working with transformation programmes, borough partnerships and other functions to map existing work and consider how shorter-term outcomes / outputs / performance measures could be selected to recognise smaller steps which can accelerate improvement.

Coordinating between system and borough level

– next steps

- At July's NCL Integrated Care Partnership, there was a reiteration that **borough partnerships** should lead on planning to deliver the strategy. A collective ask was made for system partners to work together to describe how this should happen in practice.
- In addition, it was recognised that the ICP was best able to add value to the strategy through focusing on a number of core NCL-wide priorities. Alongside these, borough partnerships should continue to develop and deliver plans for local integration and transformation – translating NCL priorities into each borough, as well as providing capacity and support for the development of local ambitions to improve population health. For Camden this means continuing to working towards the aims set out in the 8-year ***Health and Wellbeing Strategy***.
- To support this, a meeting is being organised between the ICP chair (Mike Cooke), and borough partnership chairs to agree scope, ways of working, and timelines.
- In parallel, transformation programme leads (e.g. Start Well, community services review, thematic reviews) are being engaged to coordinate work in the context of the NCL Population Health & Integrated Strategy. The NCL team is taking a more detailed approach to identifying – and mitigating – population health risks. And progress is being made to baseline the 'levers for change' set out in the strategy, working to ensure the right foundations for change are in place across all boroughs equitably.

Using this approach to progress our joint ambitions in Camden

Where we are now

- The Camden borough partnership is focussed on delivering against a wide range of outcomes, including those set out in the Camden Health and Wellbeing strategy
- Partners are delivering a range of actions, broadly organised around four portfolios of work: children and young people, severe and enduring mental ill-health, neighbourhood development / community connectedness, and urgent community response
- Work planning happens dynamically, and in the spirit of informal collaboration, with many different ways of understanding impact
- We have a range of borough partnership spaces – Camden integrated care executive, local care partnership board, project-specific working groups – to plan, deliver and assess progress together

Where we should look to work towards

- Outcomes mapping and delivery planning to ensure our local transformation is targeted towards system-level as well as borough-based ambitions, with a population health improvement approach embedded in all work
- Refreshing our transformation priorities around life courses i.e. Start Well, Live Well, Age Well – ensuring equitable benefit across all population groups, and greater opportunity to draw on system-level coordination and resources for delivery
- A more consistent approach to work planning & optimising resources, based on delivering population health outcomes in the context of the NCL framework
- Revisiting our meeting spaces to ensure we have the right input (including resident representation and lived experience partners) to hold ourselves as a partnership to account.

How we are supporting this shift

2-hour CICE meeting in September to focus on our borough partnership spaces, information flow, and links between them

October CICE reflection event – including community champions – updating our shared vision for health and care transformation, refreshing our priorities for the next 12 months, and developing consensus on the governance, resources and mechanisms for change

Reinvigorating our approach to programme management – organising current priorities around Start Well, Live Well, Age Well, with identified clinical leadership – and our ways of working

An ongoing focus on neighbourhood development – building on our local vision, defined neighbourhood function and form, and ‘prototyping’ work in East Camden – to localise care and deliver more joined up services for residents

Continued dialogue with the NCL population health improvement team, with cross-borough collaboration, to build a delivery ‘masterplan’ – mapping system and local ambitions against the NCL Population Health and Integration Plan

Effectively implementing the outcome of the ICB’s change programme – ensuring continuity, while looking to achieve the benefits of a borough-based integration unit, working alongside system-hosted service development, primary care and medicines teams