

Public Health

4th Floor, 222 Upper Street, N1 1XR

Report of: Director of Public Health

Meeting of: Health and Wellbeing Board

Date: 4<sup>th</sup> July 2023

Ward(s): all wards

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## Subject: 1. NCL Delivery Planning - Population Health Strategy

### 1. Synopsis

This report and attached slideset summarises emerging thinking regarding delivery planning for the Population Health & Integrated Care Strategy. System-ownership will be at the heart of this work therefore the detail in this pack should be seen as early stage proposals with the aim to socialise and refine with system partners.

Following endorsement of the NCL Population Health & Integrated Care Strategy, a significant amount of work is now underway to develop initial thinking for the NCL Delivery Plan – this will be the system delivery plan for the strategy which outlines how all partners across NCL will align to deliver the strategy across the three planning horizons.

Alongside the NCL Delivery Plan, we are continuing work to update the NCL Outcomes Framework and set appropriate ambitions that we want to achieve, aligned with the milestones in our planning horizons. Delivery should ultimately focus on improving services and outcomes for residents therefore this Outcomes Framework will play a central role in monitoring our Delivery Plan and bringing the different elements of the plan together.

The NCL Delivery Plan should ultimately provide tangible and realistic delivery plans that partners across the system will understand and support – it should articulate the work going on across NCL which will deliver the ambitions of the strategy whilst providing clarity about priorities.

The proposed delivery planning approach is built from three key inputs:

- Delivery areas – Our principles guide all of the work we do however we need an approach to focus on areas where we can make the greatest impact. We have identified areas for delivery which will enable us to do this. Our third delivery area is ‘key communities – Children and Young People’ which focuses on young communities in NCL who experience greater health inequalities and poorer outcomes.
- Levers for change – Developing the context and conditions across NCL to shift towards population health and integrated care.
- Inflight transformation programmes – Our inflight transformation programmes are foundations for population health improvement and form a key component of delivery planning.

Given the broad nature of the strategy, successful delivery should encompass both existing and new work to be delivered at system, place and a combination of the two.

With this in mind, the three key inputs to delivery planning (levers for change, delivery areas, inflight transformation programmes) have been grouped into three proposed approaches.

Sitting across these three elements, and linking the work together, should be the NCL Outcomes Framework which will be central to monitoring the Delivery Plan.

- System-leaning – This work will largely be NCL-wide and create the context and conditions for our new ways working. The approach will consist of prioritising deliverables and establishing system ownership to oversee delivery
- Inflight Transformation Programmes – Defining what it means for a programme to align and speak to the strategy will ensure population health is ingrained in all we do. The approach will consist of a ‘test and learn’ approach with a series of programmes to explore what alignment means and capture the learning in a systematic way.
- Place-leaning – This work will largely be driven by the five developing Borough Partnerships in NCL. The approach will consist of mapping existing workplans against place-leaning priorities to identify opportunities for further ambitions.

## 2. Recommendations

We are asking for feedback from NCL ICS system partners on our approach to delivery planning:

- We need to consider the wider engagement that will be required in order to shape the delivery plan. Which forums/ stakeholders will need to be involved as part of this process?
- In addition to engagement, how should we ensure the delivery plan is system-owned with shared responsibilities across partners?
- How do Islington HWBB colleagues want to be engaged as work continues to develop the NCL Delivery Plan?

- Are there any further comments from the Islington HWBB to inform and shape the emerging thinking regarding delivery planning?

## 3. Background

The NCL Population Health & Integrated Care Strategy outlines our response to the growing health needs of our local population in NCL and to evidence of widening inequalities. We take stock of system pressures and opportunities in the national context that support a new approach to collaboration by health, care, the voluntary sector and wider partners. It begins defining how we work best across the whole NCL system, at Borough Partnership and neighbourhood levels to improve population health through a collective focus on prevention, early intervention and proactive care.

Following endorsement at the ICP, work is ongoing to develop the NCL delivery plan which will outline how the strategy will be delivered across the three planning horizons laid out in the strategy.

The NCL Population Health & Integrated Care Strategy sets the strategic direction across NCL in order to focus on population health improvement.

The NCL Delivery Plan will provide further detail on the programmes, projects and activities that will contribute to the priorities identified in the Population Health & Integrated Care Strategy. As our work continues, we anticipate that this will shape how all partners deploy their resources and assets to improve the health and care wellbeing of our residents.

## 4. Implications

### 4.1. Financial Implications

There are no financial implications arising from this report. The measures and recommendations proposed in this report are not currently quantifiable. Any recommendations from this report, if adopted, will need to be expanded upon and reviewed with the financial implications assessed.

### 4.2. Legal Implications

Nil, the implications of any recommendations are outside the remit of this report.

### 4.3. Environmental Implications and contribution to achieving a net zero carbon Islington by 2030

Nil, the implications of any recommendations are outside the remit of this report.

Elements of the strategy (for example delivery of the NCL Green Plan within the 'Collaborating to Tackle the Root Causes of Poor Health') aim to improve sustainability in health and care delivery.

#### 4.4. **Equalities Impact Assessment**

- 4.4.1. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

The focus on reducing inequalities throughout this strategy is anticipated to bring inequalities into sharp focus so as to ensure that population groups known to experience inequalities are considered as part of the planning process and resource allocations consider the needs of different populations.

## 5. **Conclusion and reasons for recommendations**

The North Central London Population Health and Integrated Care Strategy has been developed across partners. The strategy ultimately represents a significant change in how services are planned, delivered and work collaboratively to improve health, tackle longstanding health inequalities and support integrated care to meet the needs of residents and patients. This report and accompanying slide set are designed to support the next phase of work to develop an action plan which supports this transformational change.

#### **Appendices:**

- Final full and short versions of the Population Health & Integrated Care Strategy ([link here](#)).
- NCL Delivery Planning

#### **Background papers:**

N/A

#### **Final report clearance:**

Signed by: Amy Bowen, Director of system improvement, NCL ICB

Date: 16<sup>th</sup> June 2023

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