

NCL Delivery Plan – Update

Islington Health & Wellbeing Board

4th July 2023

Summary and purpose of this pack

- This pack summarises emerging thinking regarding delivery planning for the Population Health & Integrated Care Strategy.
- 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
- 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.
- The ICP Board, on the 11th of July, forms a key milestone in our journey to ensure shared accountability for delivery of the strategy, where we aim to establish a system consensus on the delivery planning approach.
- As we approach this board, we are sharing emerging thinking to building the NCL Delivery Plan with a wide range of stakeholders, including Health & Wellbeing Boards and Provider Trust Boards. We are also utilising opportunities to discuss and refine the approach with senior leaders across the system.

Wider context for delivery

- 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.
- We recognise that areas of work that will constitute the NCL Delivery Plan are at varying stages of maturity and our approach to planning will need to take this into consideration
- The **system remains extremely challenged**, including facing operational pressures and financial constraints – both within and across partner organisations. Within this context, delivery of the strategy should focus on the complex interdependencies that we need to work through as a system to make the shift the strategy calls for.
- The task of meeting the ambitions of the strategy alongside delivering work already underway (which will support the delivery of the strategy in due course, e.g. the ICB Change Programme) should not be underestimated
- 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

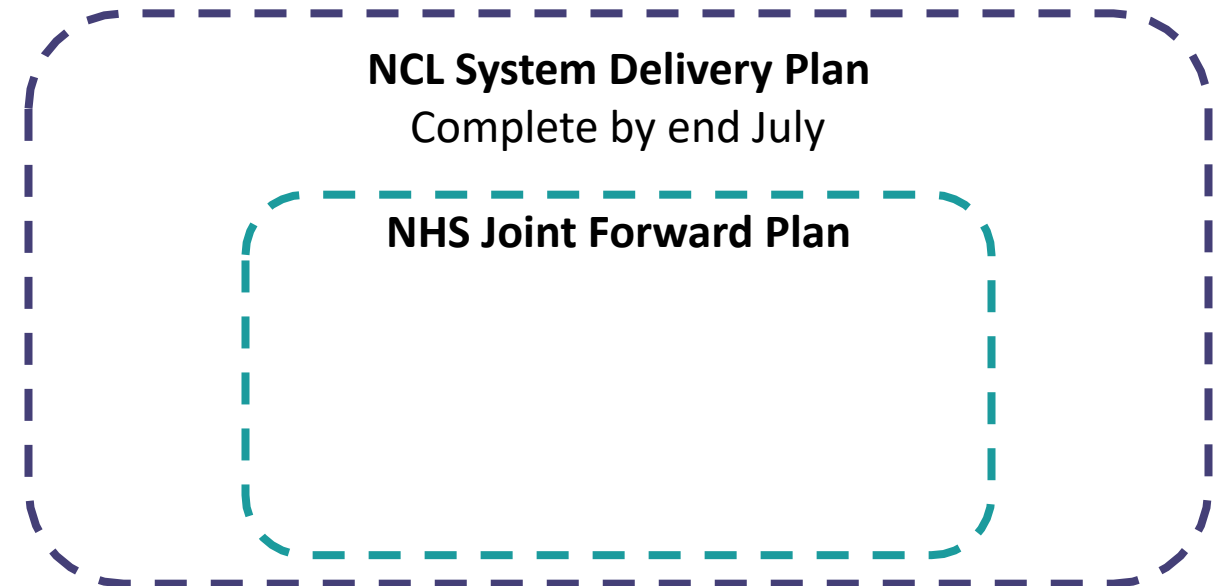
The NCL Population Health & Integrated Care Strategy is a system document that defines new ways of working

This strategy 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**. Our shared ambition is:

'As an integrated care partnership of health, care and voluntary sector services, our ambition is to work with residents of all ages of North Central London so they can have the best start in life, live more years in good physical and mental health in a sustainable environment, to age within a connected and supportive community and to have a dignified death. We want to achieve this ambition for everyone.'

There are two key documents that will plan the delivery of the strategy.

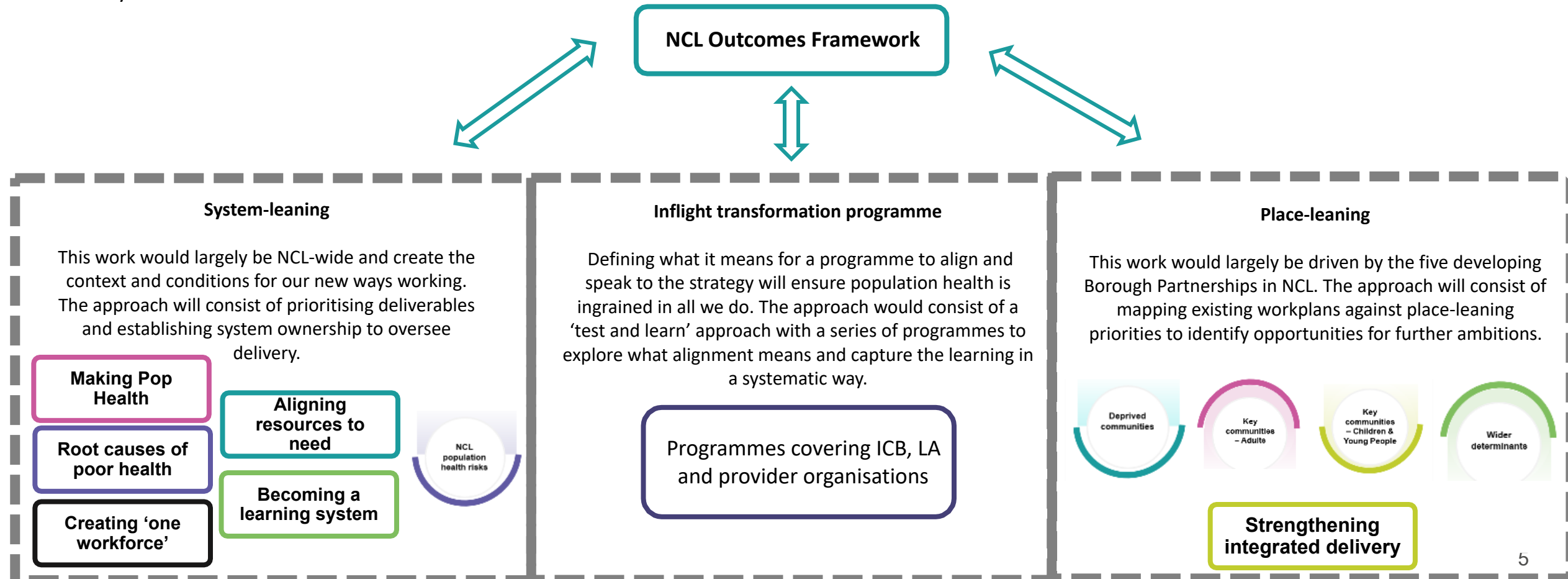
- **NCL Delivery Plan** – The system delivery plan for the strategy which outlines how all partners across NCL will align to deliver the strategy across the three planning horizons.
- **Joint Forward Plan** – A statutory NHS England document which relates specifically to the ICB and constituent provider Trusts. It is designed for submission to NHSE and will primarily consider NHS implications of the NCL delivery plan.



The proposed delivery planning approach would consist of three elements

The Population Health & Integrated Care Strategy sets out the approach to improving the health of NCL’s population. It describes NCL’s vision for an integrated system focused on prevention, early intervention, and proactive care. 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, we propose grouping the three key inputs to delivery planning (levers for change, delivery areas, inflight transformation programmes) into three elements. Sitting in the across these three elements, and linking the work together, should be the NCL Outcomes Framework which will be central to monitoring the Delivery Plan.



Planning horizons

Our delivery plan will cover a 5-year period and will be revisited on a yearly basis for refinement and refresh prior to annual resubmission. The NCL delivery plan will be developed over 3 time horizons, allowing us to make rapid progress on immediate priorities that are the fundamental enablers of our system ambition. We aim to align all our partners around these three horizons to ensure system development is coordinated:

Horizon 1 – 0-18 months

- Our foundation deliverables that put the fundamentals for population health improvement and integrated care in place
- These deliverables will be prioritised and planned in detail to ensure progress.

Horizon 2 – 18-36 months

- Our intermediate pieces of work that build on the foundations and early learning
- This horizon will require updating and further detailed planning in the first annual refresh.

Horizon 3 – 36+ months

- Our longer-term pieces of work which are dependent on deliverables in horizons 1 and 2.
- These will reflect consolidation of learning and greater depth of system partnership and collaboration.

Islington Borough Partnership Programme

Islington Borough Partnership Board

Chairs: John Everson, LBI; Clare Henderson, NCL ICB

Priority programmes:

Integrated Front Door

Enhanced Virtual Ward
Lead: Alison Kett, WH

Integrated Urgent Response & Recovery

Integrated Operations Group

Leads: Alison Kett, WH & Stephen Taylor, LBI, Gill James, LBI, Carole McGregor, WH, Prosper Mafu, C&I

Locality Development

Borough Partnership
Locality workshops

Mental Health & Care

Mental Health Strategic Oversight Group

Community MH
Framework Group

All Age Mental Health
Partnership Board

Enabler Programmes

Retention, Recruitment
& Workforce

Health & Care Academy

Islington Training Hub

Health Inequalities

NCL Communities
Steering Group

Project Meetings

Estates

Islington Local Estates Forum

Housing

Linked to Integrated Front Door & Locality Development

Anticipatory Care

Dementia

Frailty

Primary Care
Development

Primary Care Strategy
Group

PCN Task and Finish
Group

Long Term Conditions

NCL LTC Steering Group

NCL Clinical Networks

Health Inclusion

Learning
Disabilities

Homelessness

Carers
Offer

Sustainability
& Green
Agenda

Overarching Business As Usual:

Finance

Reporting & Metrics

Safeguarding

Partnership Working

Islington Children & Families Partnership Board

Chairs: Jon Abbey, LBI; Clare Henderson, NCL ICB

Priority programmes:

Family & Early Help & Supporting Families Tania Townsend, Head of Strategic Programmes & Strategy, Gwen Fitzpatrick, Bright Start Lead, LBI		Child-Friendly Islington Tania Townsend, Head of Strategic Programmes & Strategy & Cllr Micheline Ngongo, Executive Member for Children, Young People & Families	Children & Young People's Health Helen McDonald, Children's Health Commissioning Manager & Alan Loviette, SEND Joint Commissioning Manager, NCL ICB & Islington council	Education, Health & Care for Children with SEND Candy Holder, Head of Pupil Services, Islington Council & Alan Loviette, SEND Joint Commissioning Manager, NCL ICB & Islington council	Progression to adulthood Jodi Pilling, Director of Strategic Commissioning & Investment & Tania Townsend, Head of Strategic Programmes & Strategy, Islington Council
Supporting Families/Family Help & Family Hubs & Start for Life Leadership Group		In development	Children & Young People Health Strategy Group	SEND Partnership	In development
Maternity & Early Childhood Partnership Board	Family Hubs Steering Group				

Enabler Programmes

Health Inequalities	Borough Partnership Health Inequalities Programme	Safeguarding	Islington Safeguarding Children Partnership	Education	Islington Education Board
Retention, Recruitment & Workforce	Health & Care Academy Bright Start Strategy & Start for Life Pilot	Youth Justice	Youth Justice Management Board	Parenting	Islington Corporate Parenting Board

Conclusion and questions for discussion

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.

Questions for discussion:

- 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?
- Can HWBB colleagues comment the emerging thinking regarding delivery planning?

Mapping approach – Islington programmes

Islington programme alignment with deprived communities delivery area

Most deprived communities in NCL

Health Inclusion

- LD
- Homelessness
- Carers offer

- Homelessness Health Inclusion
- Young Black Men & MH
- Community action research
- Hand in Hand Peer Support
- Childhood Imms
- Cancer Screening Outreach
- Leaving Care Counselling & Progression to adulthood
- LD & SMI health cafe
- Mental Health Inequalities Toolkit
- Better Lives Outreach



Enabler
Programme



Health Inequalities

Islington programme alignment with key communities – Adults delivery area

Inclusion Health Groups

Adults with SMI and adults with LD

Family carers

Older adults with care and support needs

Supporting residents at risk of hospital admission

Supporting residents to recover following hospital admission

Select BAME groups

Health Inclusion

- LD
- Homelessness
- Carers strategy
- Dementia strategy

MH and care

- Embedding the community MH framework and core offer
- Expansion of IPS employment offer
- Re-design of crisis offer
- Increase uptake of SMI health checks

Carers Strategy

Pro-active Care

- Pro-active Aging Well Service (PAWs)
- Integrated Community Ageing Service (ICAT)
- Integrated Networks (INCs)
- Dementia strategy

Integrated Front door

A single place to jointly screen and triage urgent health and all social care referrals.

Rapid Access Service (RAS)

Effectively aligning urgent health services and social care professionals to prevent hospital admission and support hospital discharge.

Enhanced Virtual Ward

Supporting patients who would otherwise be in hospital to receive the acute care, monitoring and treatment they need in their own home.

Young Black Men and Mental Health Programme

LD & SMI Health Cafes

Mental Health Inequalities Tool Kit

Hand in Hand Peer Buddy Scheme

Young Black Men & Mental Health Programme

Health Inequalities

BP Board

BP Enabler Programme

Retention, Recruitment & Workforce
Islington Health & Care Academy & Training Hub



Islington programme alignment with key communities – Children and Young People delivery area

Safeguarding arrangements for designated doctors and nurses for Children and Young People

SEND

CLA and care leavers

Select BAME

Continuing care for CYP

TBC

Education, Health & Care for Children with SEND
SEND Partnership

Leaving Care Counselling & Psychotherapy Service

Young Black Men and Mental Health Programme

Brandon Centre Progression to Adulthood

Islington Safeguarding Children Partnership

Family & Early Help & Supporting Families
Family hubs & Start for Life

Child-friendly Islington

Children & Young People’s Health

- Children & Young People Community Service Reviews
- Health Inequalities
- Oral Health
- Paediatric integrated networks (PINCs)
- Mental Health
- Childhood Immunisations

Progression to adulthood

Islington Corporate Parenting Board

Islington Education Board

Youth Justice Management Board



Health Inequalities



Children and Families Partnership Board



Children and Families Partnership Board Enabler Programme

Retention, Recruitment & Workforce

Islington Health & Care Academy & Training Hub
Start for Life Workforce Pilot

Islington programme alignment with wider determinants delivery area

Working with our
communities

Working with VCSE

Other

Community research and support

Community Action Research Programme

Let's Talk Islington
Council Engagement
Programme

Hand in hand Islington

Childhood Imms

Mental Health
Inequalities Toolkit

Cancer Screening

LD & SMI Health Cafes

BP Enabler
Programme

Health Inequalities

Islington programme alignment with Strengthening Integrated Delivery lever

Creating the context and conditions for success

Locality development

- Integrated Health & Care Community Teams
- Leadership & Resources
- Infrastructure & Governance
- Accountability & Delegation

Building local integrated teams

Locality development

- Exploring creating 3 locality health and care teams to support patients with longer term complex needs.
- Enhancing and embedding Integrated Networks (INCs) MDTs into a locality partnership model
- Reviewing LTC and specialist community services offers from a locality lens.



BP Board