

# ICS Health and Care Strategy for North West London

Health & Wellbeing Board - Hillingdon

13<sup>th</sup> June 2023

## Cover note

- In common with all Integrated Care Systems, North West London Integrated Care System is required to produce a strategy
  - The strategy must cover both health and care (i.e., health and relevant local authority services)
  - The NHS and local authorities are required to ‘have regard’ to the strategy
- The strategy has been prepared for, and must be adopted by, the North West London’s Integrated Care Partnership. The Partnership brings together local authorities and the NHS across our eight boroughs
- The strategy has taken, as its starting point, the Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies developed for each borough, and incorporated resident insights
- The strategy aims to highlight where boroughs and the NHS can go further, faster for our residents by working together. It does not attempt to collate everything that each partner in the ICS is doing. For example, the ‘shared outcomes’ reflect the judgment of the DPHs of the outcomes that could be improved faster by working together
- It is structured around the ICS’ programmes, which are the delivery vehicles for the strategy. It informs the one year delivery plans of all the ICS programmes. Priorities for the programmes are then grouped into six cross cutting themes
- The draft strategy was published on 21<sup>st</sup> May. The Health and Wellbeing Board is asked to challenge and comment on the strategy – in particular, what areas members of the HWB believe should be emphasised, amended or removed
- Input from all HWBs, alongside input from our residents, will then be synthesised into the next draft of the strategy.

## Strategy engagement – we want to hear from you

Hearing from a wide range of voices throughout communities who will feel the impact of the delivery of the top priorities in health and care services in North West London helps ensure this strategy fits the needs of residents. We want to make sure that resident insight is embedded into the heart of this draft strategy. Insights captured includes the 'what matters to you' outreach, borough collaborative spaces and insight from local authority, Healthwatch and voluntary & community sector colleagues.

Joining up  
with local  
authority  
engagement  
on Health and  
Wellbeing  
Strategies

NW London  
Residents  
Forum, open  
to all with an  
anticipated  
200 attendees

Citizen Panel  
with access to  
3.8k members

Next Door  
survey with  
600k  
registered  
residents

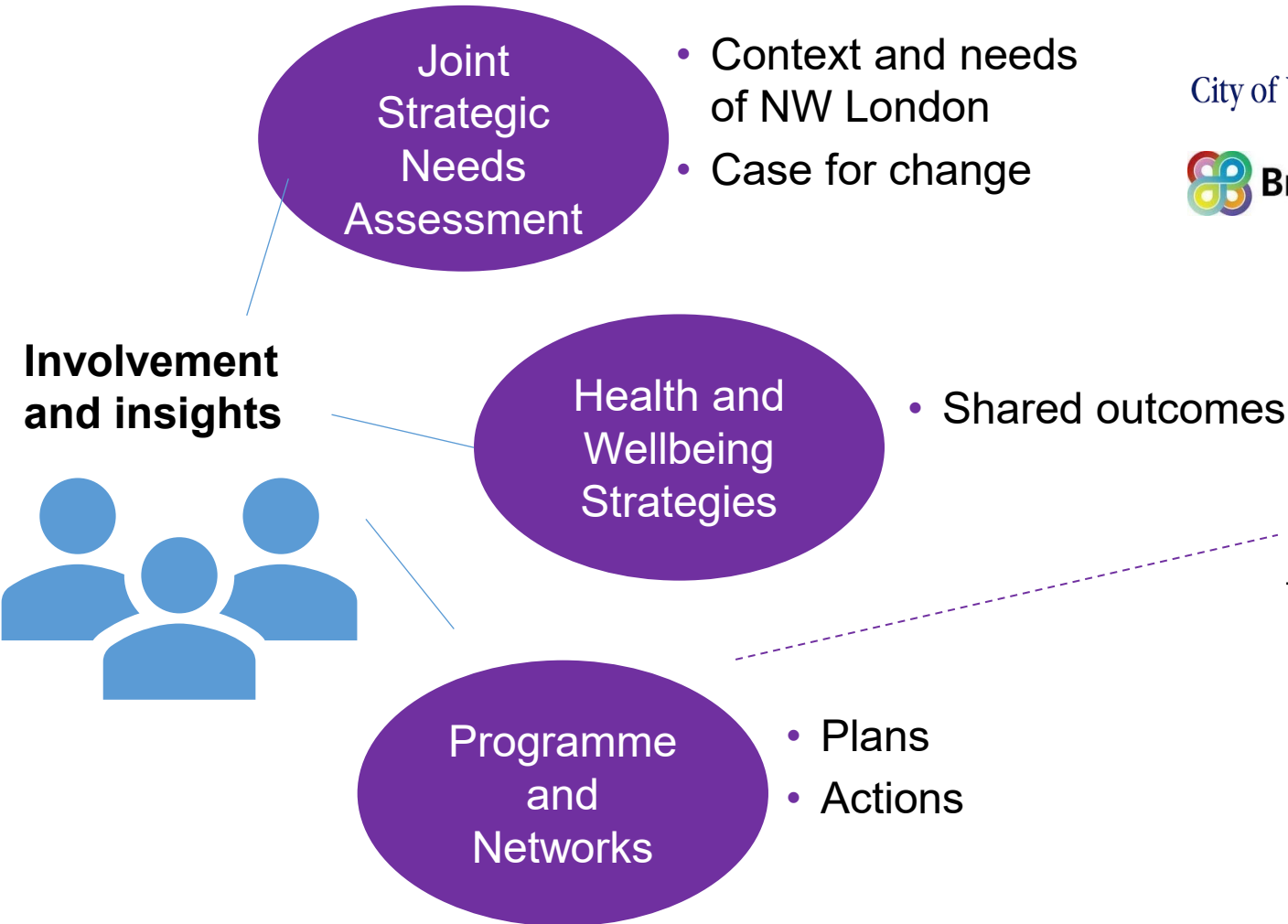
# Strategy development – why we need a health and care strategy

As we launch the ICS, we have the opportunity to set an exciting vision and strategy for North West London that builds on our achievements to date, and takes advantage of our strengthening collaboration across health and care to improve outcomes for our residents and communities, address long standing inequalities in access, experience and outcomes, level up, improve value for money and deliver wider benefits across North West London.

## Four objectives of integrated care systems

A	Improve outcomes in population health and wellbeing
B	Prevent ill health and tackle inequalities in outcomes, experience and access
C	Enhance productivity and value for money
D	Support broader economic and social development

# Strategy development – how we have built on what has gone before using resident insight



## Delivery

- Proactive population health & inequalities
- Local care
- Mental health, learning disabilities & autism
- Acute care

## Networks

- Cancer
- Maternity
- Children & young people

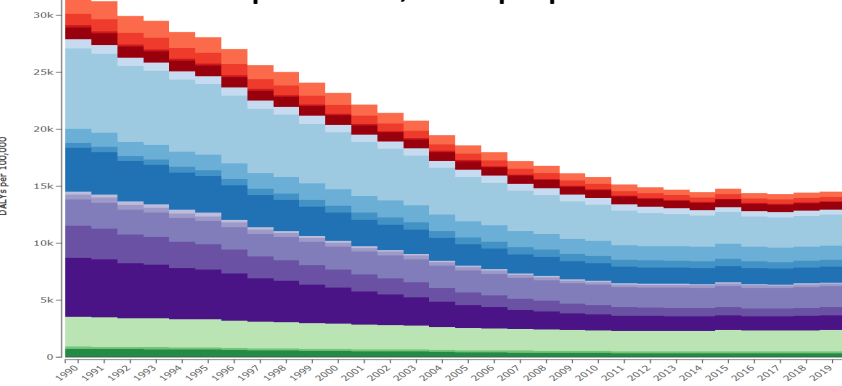
## Enablers

- Involvement & Community
- Data & Digital
- Workforce
- Finance & Estates
- Research & Innovation

# Challenges – areas of concern for NW London

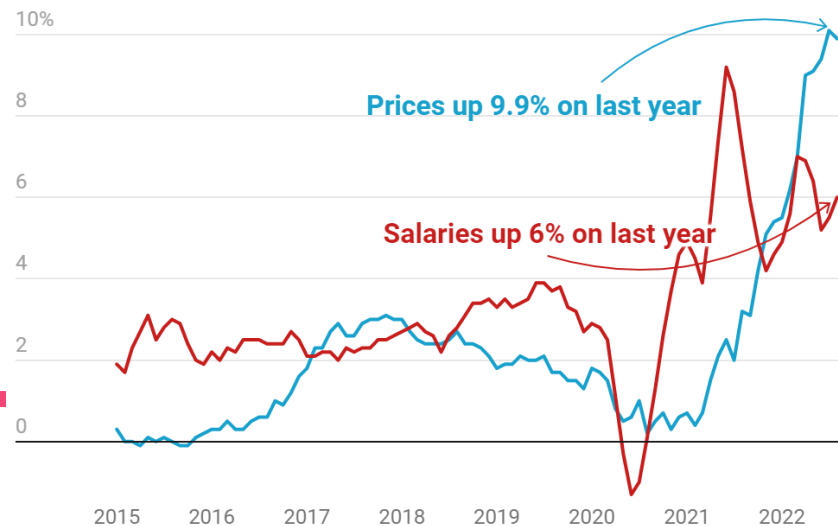
Improvement in health status have appeared to stall, we have an almost record number of people on out of work benefits and the cost of living crisis continues

### DALYs per 100,000 population

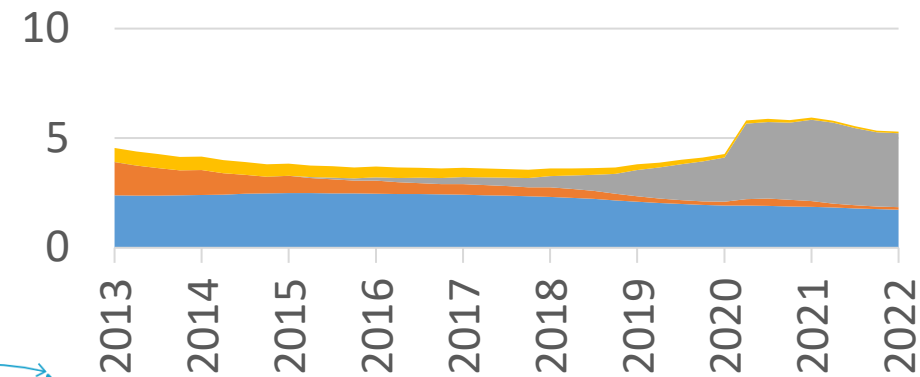


Source: GBD Compare tool, HBAI Stat-Xplore)

### Inflation vs income

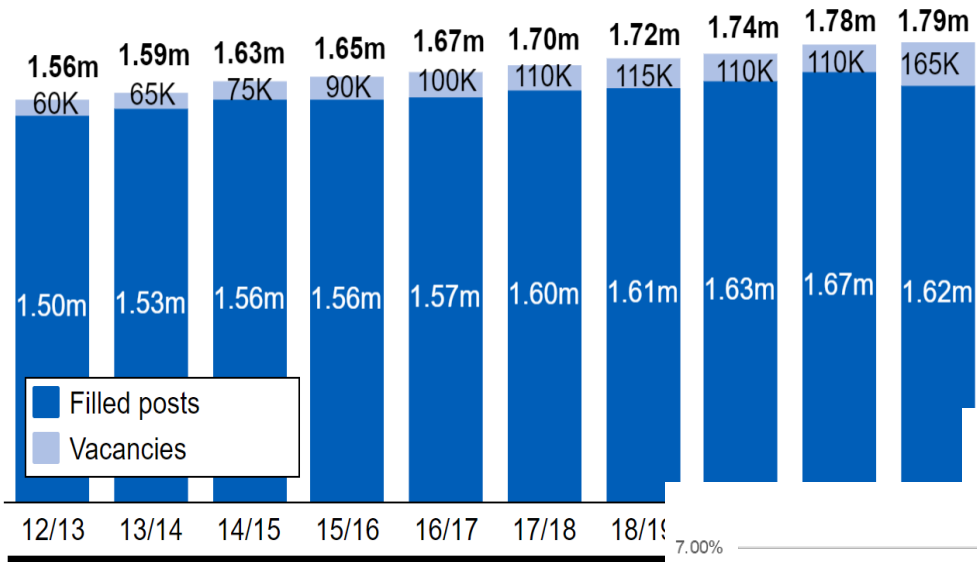


### Number on out of work benefits, UK

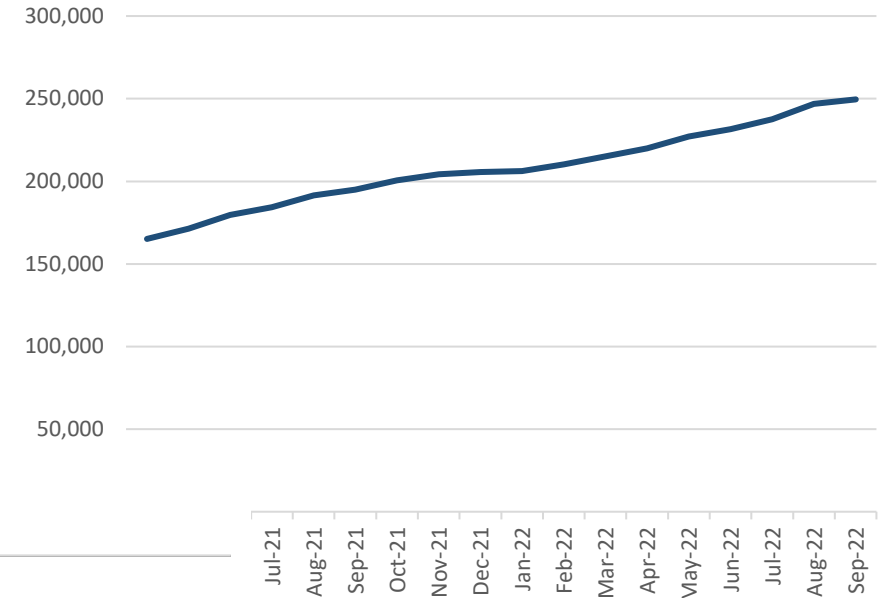


# Challenges – health and care systems struggling to respond

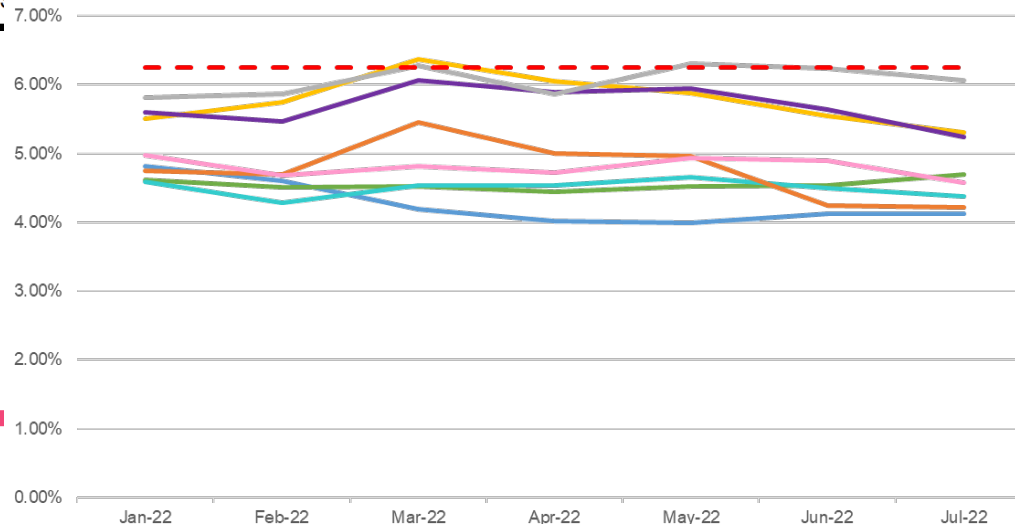
## Social care workforce



## Elective care - Overall Waiting List



## Access rate to mental health care



# Residents - what residents in NW London communities are telling us

## Inpatient services

### Top 3 inpatient services\*

Hospital planned surgery	52%
Cancer services	44%
Orthopaedic services	42%

### Bottom 3 inpatient services\*

Long terms conditions care	48%
Mental health services	45%
A&E inpatient	40%

## Outpatient services

### Top 3 Outpatient community services\*

Ophthalmology services	61%
Dental NHS services	60%
Cancer services	53%

### Bottom 3 Outpatient community services\*

Mental health services	51%
Long term conditions care	39%
A&E outpatients	37%

12% said they found it very easy to book an NHS appointment



45% indicated that they found it very difficult to book an NHS appointment

81% indicated that they were treated equally by the NHS



19% indicated that they were not treated equally

Top 3 % = Very good and good combined ratings  
Bottom 3 % = Very poor and poor combined ratings

Data from Citizen Panel (3.8k membership) 'what matters to you' survey



Health and social care services in North West London will focus on the needs of the individual to promote their health and wellbeing, in particular to enable people to live healthier lives in their communities.

- Reducing inequalities is a golden thread across everything that we all do in North West London.
- The outcomes framework, drawn up by the Directors of Public Health and the Integrated Care Board,
  - Focuses on those areas where LAs and NHS working together can go further and faster in delivering for our residents (it is not intended to cover everything each partner is doing)
  - Starts from the Professor Marmot's *Fair Society, Health Lives* (The Marmot Review)

## Six areas in Fair Society, Healthy Lives

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- A. Give every child the best start in life
- B. Enable all children, young people and adults to maximise their capabilities and have control over their lives
- C. Create fair employment and good work for all
- D. Ensure healthy standard of living for all
- E. Create and develop healthy and sustainable places and communities
- F. Strengthen the role and impact of ill health prevention

# Framework – suggested outcomes against the health equity framework

## A. Give every child the best start in life

- Identify inequalities by reviewing ethnic breakdown indicators, including:
  - Neonatal mortality and still birth rate
  - Smoking status at time of delivery
  - Vaccination uptake
  - Maternal mortality
  - Breastfeeding at 6-8wks post birth

## B. Enable all children, young people and adults to maximise their capabilities and have control over their lives

- Drug & Alcohol and substance misuse in under 18
- Increased community participation rates. Reduction in mental health, problem drug use, offending and antisocial behaviour rates
- Levels of overweight and obesity in CYP at Reception and Year 6

## D. Ensure healthy standard of living for all

- Households in temporary accommodation
- Food insecurity - percentage of households experiencing food insecurity

## C. Create fair employment and good work for all

- Gap in the employment rate between those with a physical or mental long- term health condition and the overall employment rate
- Gap in the employment rate for adults known to MH services v overall adult population
- Adult social care vacancy and retention rates below or equal to averages for benchmarking group of councils

## E. Create and develop healthy and sustainable places and communities

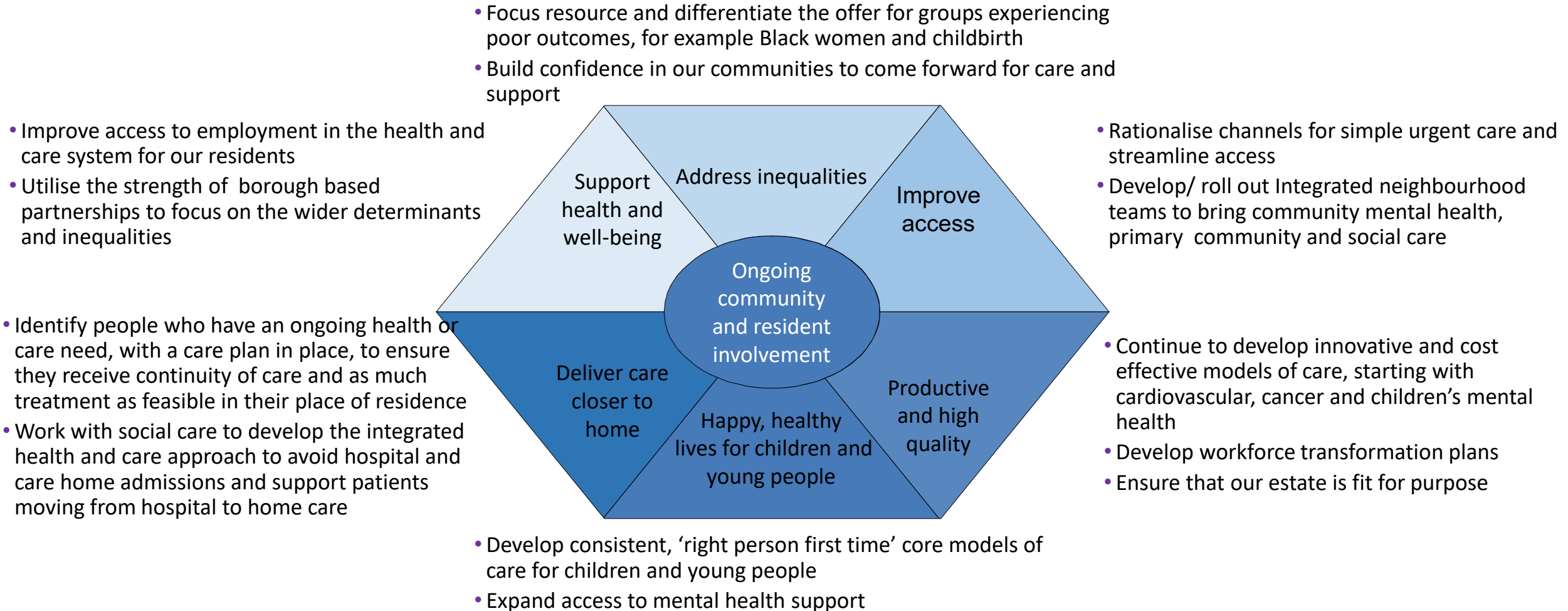
- Reduced gradients in ill health associated with social isolation and adverse impacts of travel e.g. Pollution, and accidents

## F. Strengthen the role and impact of ill health prevention

- Patients are referred to appropriate health promotion, support and education services:
- Improve secondary prevention outcomes for patients with diabetes
- NHS Health Checks
- The rate of unplanned hospitalisations per 100,000 by neighbourhood by ethnic group
- Admissions for alcohol related condition
- Smoking prevalence
- Proportion of people with mental health condition receiving a physical health check
- Density of fast food outlets
- Decayed missing or filled teeth in under 5s

Focuses on those areas where LAs and NHS working together can go further and faster in delivering for our residents


*Not intended to cover everything each partner is doing*



# Engagement – the one page summaries capture actions by programme

**NHS**  
North West London

## Proactive population health and reducing inequalities



We know that in some areas and communities in NW London people have poorer health than in others.

The conditions in which we are born, grow, live, work and age can impact our health and wellbeing. Health inequalities are unfair differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they may experience and the care that is available to them.

We are working to improve the health of everyone in NW London, no matter who they are.

This work involves local people, the NHS, and other public services including councils, schools, housing associations and social services working together. This lets us build services that meet the needs of people in each area, improve people's health, prevent illnesses, and make better use of public resources.

All of our plans have been informed by our ongoing community engagement – you can read our regular insight reports online.

**Our plans to reduce inequalities over the next five years include:**

- + Making sure we have a clear understanding of the health of our population, including the differences between population groups and how many people have health conditions.
- + Improving access to care, experience of care and health outcomes for more vulnerable people.
- + Working in partnership to improve access to education, training and employment opportunities for our most disadvantaged communities.
- + Working with public health partners to keep our communities healthy to reduce high blood pressure, reduce smoking rates, increase healthy weight initiatives and support our youngest residents to have a better start in life.

What are your thoughts?  
Are these the right things for us to work on?



**NHS**  
North West London

## Mental health, learning disabilities and autism



We all have mental health – it's about how you feel on any given day. If you have a mental health problem, it can impact how you think, feel and behave.

We know that more people, and increasingly younger people, need help and support from mental health services.


We are working with people who use mental health services and those with learning disabilities and autism, to develop the right support for people and making sure it is in the right place for them.

All of our plans have been informed by our ongoing community engagement – you can read our regular insight reports online.

**Our plans over the next five years to improve the mental health outcomes include:**


- + Putting more mental health support teams in schools.
- + Creating more local (non-clinical) spaces for people to access help and support, for example adult community mental health services.
- + Continuing to integrate community mental health services (adults and children's) into local 'neighbourhood' teams.
- + Continuing to improve community based services for autistic people with learning disabilities to further reduce the reliance on hospital (inpatient) beds.
- + Promoting alternatives to A&E for those in crisis, including expanding 24/7 helplines and linking these to 111.
- + Providing appropriate therapeutic spaces to support people in crisis.
- + Improving communication and support for people waiting for assessment and care.

What are your thoughts?  
Are these the right things for us to work on?



**NHS**  
North West London

## Acute care



This is care that is provided in a hospital. We know that patients are now waiting longer for emergency and planned care.


This work looks at improving access to specialist care and improving how we provide urgent and emergency care such as our A&Es and urgent treatment centres (UTCs).

All of our plans have been informed by our ongoing community engagement – you can read our regular insight reports online.

**Our plans to improve acute care over the next five years include:**


- + Ensuring residents have good access to specialist doctor's expertise.
- + Reducing waiting times for surgery.
- + Ensuring residents have convenient and timely access to diagnostic tests, including x-rays and scans.
- + Improving urgent and emergency care to reduce delays.
- + Ensuring residents experience the same quality of care regardless of where they receive it.

What are your thoughts?  
Are these the right things for us to work on?



**NHS**  
North West London

## Local care (including primary care)



This work looks at care and support provided in the community rather than a hospital, including support in your own home.

We will improve access to health and social care teams, including your GP, and develop flexible support that meets the different needs of our diverse communities.


This work covers residents of all ages and supports better care for people who are 'mostly healthy' and people with complex and long standing health conditions.

All of our plans have been informed by our ongoing community engagement – you can read our regular insight reports online, and also targeted engagement updates for people with complex needs, such as at the end of life.

**Our plans to improve local care over the next five years include:**

- + Creating 'neighbourhood' teams for local communities of roughly 50,000 people with the NHS and local councils working in partnership to support residents with their health and care needs. GP services are at the heart of these 'neighbourhood' teams and include other NHS services such as physio or nursing in patient's own homes.
- + Talking to the public about how and where services are provided, and how they can be best accessed, when care 'on the day' is needed – including digital and remote support where this works well for individual patients.
- + Improving the early planning and the support people receive at the end of their life.
- + Identifying earlier when people have a long term condition such as diabetes or hypertension and then making sure the best treatment plan is in place based on what the individual wants.
- + When people do need a stay in hospital making sure they return home quickly and safely (including if their home is a care home) with the ongoing support they, and their family or carers, need.

What are your thoughts?  
Are these the right things for us to work on?



These are included in the papers circulated for the meeting, and available on the ICB's website at: <https://www.nwlondonicb.nhs.uk/about-us/nw-london-health-and-care-strategy>

# Feedback – Where you can read more and let us know your thoughts

## Read more and feedback

[www.nwlondonicb.nhs.uk/about-us/nw-london-health-and-care-strategy](http://www.nwlondonicb.nhs.uk/about-us/nw-london-health-and-care-strategy)

## Contains:

- Intro
- Link to the [summaries](#)
- Link to the *easy read (coming soon)*
- Link to the [full draft strategy](#)
- Link to a [feedback form](#)



**Future health and care in NW London**

**Read our strategy and share your views**

Prize draw  
£100 voucher

**Give us your views**

Please do complete **our survey about the strategy**. Not only will you be helping to shape the future of health and care in NW London but you could win a £100 voucher!

We will be talking to local residents, health and care staff, Healthwatch and the voluntary and community sectors during May and June to seek feedback, challenge and discussion on the strategy. We appreciate that the draft strategy is wide-ranging, and so to support engagement we have produced single page summaries for each programme's strategic objectives. There will also be a North West London Residents Forum (open to everyone), where local people will be invited to discuss and comment on our plans. We would encourage local people to join this virtual meeting, which will be advertised in due course.

If you have additional comments or questions about it, please email [nhsnwl.communications.nwl@nhs.net](mailto:nhsnwl.communications.nwl@nhs.net). All comments will be considered as we develop the final draft.

[Read the full strategy](#) ▶

[Read the summary](#) ▶

[Complete the survey](#) ▶