

<b>Meeting title</b>	Northumberland Health & Wellbeing Board
<b>Date</b>	12 May 2022
<b>Agenda item</b>	Population Health Management – quarterly report
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## Purpose

This paper provides an overview of the progress to date to address health inequalities in Northumberland and to set out intentions for 2022/23. The work detailed below compliments and supports the close partnership between NHS services, the council and wider stakeholders in the county.

## Introduction

During 2021/22 the COVID-19 pandemic resulted in Northumberland’s System Transformation Board (STB) having to maintain its focus upon performance, safety and recovery. The implications of the white paper and creation of the Integrated Care System (ICS) has continued at pace and the STB is well placed to support the changes required. The pandemic has brought into sharp relief the widened inequalities within the county and has moved this discussion forwards significantly to address these issues both from a moral and economic perspective.

Discussions in the last year have focused upon: what does success look like for our system? How do we shape clinical and professional leadership alongside true co-design and how to rapidly deliver integrated pathways and a joint strategy? How do we set and model the right culture will be of paramount importance.

Despite the uncertainty brought by the ICS changes significant progress has been made on several fronts including developments within the VCSE sector and also in the education and preparation of primary care networks for the task they will face in addressing health inequalities. The re-establishment of the health improvement group into a Northumberland Health Inequalities Group (HIG) is an important development in terms of ensuring that STB actions will be delivered in the future.

The recent successful health inequalities summit created a shared understanding of what a community-centred approach could look like and to demonstrate how the inequalities agenda will shape everything we do. Three questions will provide the core for all of our collective actions and decisions:

- What can our communities do for themselves?
- What do communities need some help with?
- What do communities need outside agencies to do for them?

## Population Health in the wider Integrated Care System

The North East and North Cumbria Integrated Care System which will come into being officially on 1 July 2022, absorbing into it all CCG staff, has four objectives it must deliver. These are:

- Improving outcomes for the population and in health care
- Tackling inequalities in outcomes, experience and access
- Enhancing productivity and Value For Money
- Supporting broader social and economic developments

Population Health Management (PHM) is the methodology which enables us to address these issues in a clear and logical way. It focusses upon infrastructure (community-based asset

development), intelligence (data sharing and telling “one story”) and finally interventions (which are resourced and evaluated). PHM has a pivotal place in delivering these objectives and will be a major part of the transformation agenda for the emerging ICS. Northumberland, alongside a number of other places such as Durham and Darlington, have led the way in terms of testing PHM approaches. There is an action to develop “Communities of Practice of PHM In Action” to learn from each other as more and more places take up the challenges that PHM offers us in radically new approaches to working with our communities to create healthier lives and neighbourhoods.

The PHM approach will also contribute to the ask of the Health and Care Integration White Paper in terms of the development and monitoring of a Shared Outcomes Framework that each place must have; and also the Levelling Up agenda which says that 'By 2030 the gap in healthy life expectancy between highest and lowest will reduce and wellbeing will have improved' and 'By 2035 healthy life expectancy will rise by 5 years'.

### **Children and Young People service and community integration**

There is robust evidence which demonstrates the importance of improving the life chances for children from conception to childhood and beyond, with a particular emphasis on the early years and reducing the gap in health and social inequalities.

With the S75 partnership agreement now in place between NCC and HDFT as of 1st October 2021 there is a significant opportunity to consider how we work differently as a collaboration and with our families. This key piece of work being developed by the public health team at the county council in partnership, will underscore the importance of this work at giving children the best start in life and will be an enabler to bring all stakeholders together to support this work moving forwards.

### **Voluntary, Community and Social Enterprise (VCSE) sector**

#### **· Thriving Together events**

Three events took place across Northumberland in November 2021 to bring the VCSE together. It was an opportunity to launch new developments such as Frontline but to also present the CCG work on PHM and give a commitment to focusing on place when the CCG transitions into the ICS. There was appetite from across the VCSE sector to build on progress made during the pandemic and to build leadership and responsibility within communities. Fragmentation within the sector was one of the key challenges recognised and the role that statutory partners play in addressing it.

#### **· Thriving Together Health Inequalities Fund**

Learning from the Thriving Together events told us that there is a need to build capacity within the VCSE to develop the whole sector as an equal system partner; statutory organisations need to facilitate collaboration through funding and grant schemes rather than reinforcing competition within the sector and the VCSE sector.

A £250k fund identified through the PHM budget is to be hosted and managed by Citizens Advice Northumberland on behalf of Northumberland VCSE, building on their current local authority commission to provide support across the VCSE. The delegated decision-making panel process will include cross-system partners and will cross-reference with the Community Mental Health Transformation programme to avoid duplication. Citizens Advice Northumberland has experience of this host role through the Thriving Communities project.

For VCSE bids to be successful, there is a requirement for proposals to be collaborative and to have been developed with Primary Care Networks (PCNs) or other statutory organisations for approval.

Based on various pieces of work and feedback from social prescribing link workers, several priority areas have been identified:

- Digital exclusion to improve access to health, social and community support.
- Barriers to physical exercise, activity and movement.
- Transition after diagnosis/illness; build confidence and independence;
- empower self-management; aid recovery-
  - Affected by COVID-19 lockdowns.
  - After hospital discharge.
  - Long term health conditions.
- Health literacy.
- Proactive, targeted interventions for seasonal 'at-risk cohorts.'
- Families with multiple, complex needs.
- Other local barriers to health equality identified and evidenced with support of appropriate system partners.

Developmental support for VCSE groups and organisations has been built into the process upfront prior to call for expressions of interest and proposal submissions to ensure quality, partnership development and avoid duplication prior to funding being awarded.

The proposal is in its final stages of development before implementation and will must remain open to all VCSE groups to build their confidence and a true breadth of representation in the future.

### · **Frontline**

Frontline is a social prescribing referral platform enabling the capture of referral data to groups and organisations within the communities across Northumberland. The platform will enable signposting, referrals and self-referrals.

This platform was chosen by a working group consisting of the VCSE, PCNs, Social Prescribing Link Workers (SPLWs), Northumberland Communities Together and CCG. The Group felt that the system was the most user-friendly for patient-facing staff when considering the various sized groups and organisations that would be using it, it was reasonably priced and there is potential for the system to evolve.

Northumberland Frontline officially launches on 28th March 2022 however there is no deadline for sign up, with an expectation that the number of services in the library will grow organically. Over 50 VCSE organisations/groups/services are already registered. Communication leads from CCG, local authority and Citizens Advice Northumberland have jointly agreed a communications plan with comms materials being produced.

Funding has been agreed in partnership with the Northumberland Communities Together team for three years. Year 1 is fully funded through the CCG PHM budget and year 2 & 3 are funded 50% from PHM budget and 50% from. Northumberland Communities Together. It was felt that it was important to show commitment over a longer term, enabling the platform to become embedded. It was also important that the commitment reflected the partnership working undertaken to implement the platform.

As part of the overall PHM work, the NECS research and development team is currently developing the evaluation for the implementation and impact of Frontline.

### **Primary Care**

#### · **Primary Care Networks**

Work continues with PCNs as they develop their understanding about inequalities in their local populations. This is happening with the support of public health consultant led team and the CCG. The PCNs are in various stages of progress with regards to addressing health inequalities in their localities with the support of the PCN direct enhanced service specification.

## · Primary Care Commissioned Services (PCCS)

The CCG has held two workshops with primary care as part of the 2021/22 PCCS. The first one gave an overview of PHM, the vision for Northumberland and how it fits within the ICS. The second workshop addressed data sharing which is a key enabler in being able to apply a PHM approach to addressing health inequalities. A key objective of this data workshop is to finalise a new memorandum of understanding between the commissioners, NECS and general practices, to enable better data sharing across practices and networks to support quality assurance as well as the inequalities agenda.

## Health Inequalities Summit

A health inequalities summit took place on 25 March 2022. This is first of a series of conversations on inequalities and equity in Northumberland. The summit brought together a range of people from different organisations responsible for helping reduce inequalities.

The first meeting challenged system leaders in health, communities and local government on how to build an asset-based community model which does not just focus upon health but also upon the wider social determinants which affect people's lives.

Several presentations were made by local employers who are fully committed to investing in local communities. The existing developments in the VCSE sector were also promoted. A series of follow up workshops are to take place to agree on the key ambitions within different localities and the development of a jointly owned Northumberland wide inequalities plan is intended for later this year.

## Section 256

The CCG has established a section 256 agreement with Northumberland County Council. Section 256 is relevant legislation that enables the NHS to transfer funding to their Local Authority to support joint commissioning initiatives. This means that there will be £1m available to support population health management initiatives over the next few years. The agreement stipulates that the HIG will agree how the funding will be invested and will monitor and evaluate the expenditure. All investments will need to be made using appropriate contractual agreements. CCG officers will ensure that updates are provided to its clinical management board, or its successor committee, on the use and return on investments for Northumberland's population health.

## Northumberland Health Inequalities Group (HIG)

Related to the S256, it is proposed that the Northumberland Health Inequalities Group will need to constitute and reform its terms of reference in order to ensure that partnership working is preserved and to establish transparent and robust governance arrangements to manage the PHM funding set aside through the S256. Further development work is required to deliver on the necessary data architecture required by our system in addition to greater community asset building.

## 2022/23 Primary Care Commissioned Services

PCNs are currently in the process of designing population health related projects with the support of public health consultants and the CCG. Funding for 22/23 is to be made available to each PCN clinical director to support their work and this funding can be used in a number of ways. The PHM service specification has been agreed by the PCN clinical directors. Funding will be provided for the following areas to be defined by the PCN clinical director. Identification of a dedicated PCN level PHM lead for whom backfill funding will be paid up to 4 sessions per month.

- Backfill payments to practices within the PCN to attend PHM project development meetings to be decided by each clinical director as required. Up to 6 meetings over 12 months.
- Backfill payments to practices to attend one multi-agency community event or meeting to support the relevant PHM project undertaken.
- If a clinical director requires a specific deep dive project to be undertaken by a practice or practices to further understand the data related to their project, sessional payments can be used for the purpose.

## **Creative Health**

Northumberland STB has recently approved 3-year funding for a Strategic Arts for Health role to drive forward a strategic approach to creative health across Northumberland.

To achieve an ambition of a systemwide approach to creative health with the aim of improving health and wellbeing, Northumberland needs to:

- Increase capacity in health and social care sectors to understand the value of creative activities in improving health, reducing inequalities and managing long term conditions.
- Improve the quality of creative activities delivered to our residents to improve health and wellbeing.
- Continue to develop and evaluate demonstrator projects to build the evidence base in our local context.
- Increase the skills of the creative sector to understand and participate in delivering social prescribing activities, understanding the commissioning and funding landscape and to demonstrate impact.
- Support creative activities as part of our organisational social value and corporate social responsibility commitments.
- Support the development of funding bids to attract investment into Northumberland to support creative activities which improve health and wellbeing.

These developments recognise the need to commit to longer term ambitions and funding to achieve the population health outcomes the system is aiming for.

## **Plans for 2022/23**

The CCG will work with system partners to meet the challenge for the year ahead:-

- Consider the new context post COVID-19 that will shape our work.
- The work within population health will reflect upon everyone's contribution and develop a Northumberland wide approach to reducing inequalities. The core will be how we consider health care holistically empowering community resources to best effect.
- Agree a few key ambitions that can be delivered through a jointly owned Northumberland wide inequalities action plan.
- To support and align the work of all stakeholders with the work being done within the council on the children and young people integration.
- The NHS, the council and its partners to commit to using shared intelligence and insights to inform decisions based on data and community voices.
- Learn what data tells us about inequalities in Northumberland to move us towards developing a shared understanding of needs and assets.
- Think about long term change, at scale, with systematic implementation.
- Start conversations about the work we need to prioritise and commit to, to:
  - address the wider determinants of health.
  - empower our communities by building on their strengths and voices.
  - ensure people experiencing inequalities have equitable access to high quality services they need

A series of follow up workshops are to take place to agree on the key ambitions within different localities and the development of a jointly owned Northumberland wide inequalities plan is intended for later this year.

## **Conclusion**

The work which underpins the population agenda has continued to move forwards despite the ongoing challenges caused by COVID-19. Development of a jointly owned Northumberland wide inequalities plan will be a key priority to this as well as development of the infrastructure, data sharing platforms and community-asset building to deliver these plans at pace and at scale.