

	Brent Health and Wellbeing Board 22 January 2024
	Report from the Director of Public Health
	Lead Cabinet Member for Public Health & Adult Social Care
Health and Wellbeing Strategy: Highlights and Forward Look	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Appendix 1 - Joint Health and Wellbeing Strategy Progress Tracker
Background Papers:	None
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1.0 Executive Summary

- 1.1 Brent’s Joint Health and Wellbeing Strategy was approved by the Health and Wellbeing Board in March 2022, almost two years ago. This document has been prepared to provide the Board with an overview of the progress achieved in meeting the strategy’s objectives. It also proposes an approach for the refresh of the strategy.

2.0 Recommendations

The Health and Wellbeing Board is requested to:

- 2.1 Review and provide feedback on the progress against the commitments in the Joint Health and Wellbeing Strategy.

- 2.2 Agree that the ICP Executive Groups, Brent Children’s Trust and Council Directorate Leadership Teams will:
- Determine which of the commitments have been achieved, have become business as usual or are no longer relevant
 - Identify one or two commitments against each of the themes to be prioritised for delivery in 2024/5 and incorporated into business planning and reporting

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 This report relates to Borough Plan Priority – Healthy Lives

3.2 Background

3.2.1 Every Health and Wellbeing Board is required to produce a Joint Health and Wellbeing Strategy (HWS) which reflects local health needs and to which all partners should have regard.

3.2.2 The global pandemic exposed and highlighted health inequalities, prompting Brent to redefine its approach in developing a new Joint Health and Wellbeing Strategy. The current strategy is a shift from the previous strongly health and care-focused objectives to a broader focus on the social determinants of health whilst adopting a more community-centred approach.

Brent Joint Health and Wellbeing Strategy

3.2.3 At the October 2020 Brent Health and Wellbeing Board (BHWB) meeting, the BHWB agreed that in the context of the seismic changes and fundamental issues exposed by the Covid19 pandemic, a fundamental rewrite of the Joint Health and Wellbeing Strategy (JHWS) was required. The BHWB also agreed the focus of the JHWS should be a whole systems approach to tackling health inequalities and wider determinants of health inequalities, as exposed and exacerbated by Covid19. The BHWB also gave clear instruction that the JHWS must be developed with communities, and that consultation throughout the development process was critical.

3.2.4 The Joint Health and Wellbeing Strategy was developed in partnership with Brent’s residents, health, and voluntary sector organisations. As a result of this collaborative work, five main themes have been established within the strategy:

- Healthy Lives
- Healthy Places
- Staying Healthy
- Understanding, Listening and Improving
- Healthy Ways of Working

3.2.5 The points below provide an overview of how the strategy has been developed.

Stage one consultation

3.2.6 For the first stage of consultation, Healthwatch was commissioned to consult with the most vulnerable, seldom heard communities and those most impacted by health inequalities. Essentially communities were asked three key questions:

- What were the inequalities they experienced that impacted on their health and wellbeing.
- What they thought were the drivers of those inequalities.
- What they thought could be done about it – across communities and services.

As part of the first phase of consultation, council officers worked with Healthwatch to develop a survey and virtual roadshow approach, as well as data analysis mechanisms.

3.2.7 The Healthwatch consultation took place during February 2021, with an online and physical survey distributed to target audiences and six virtual community roadshows held. Healthwatch targeted the consultation through their networks – the aim was to speak to those who were most affected by health inequalities, the most vulnerable and those who were seldom heard.

Stage two consultation

3.2.8 Healthwatch and officers consulted from June to September 2021 across a range of audiences. Stage two consultees included partners, key external and internal forums, and key community and voluntary sector groups. This stage of the consultation sought to understand stakeholder and key community group opinion of the interim emerging priorities, focused on the following questions:

- Have we interpreted what people told us in stage one correctly? Have we missed anything?
- Do the priorities make sense for you/those you care for/your client groups?
- If they are correct, what can we – services and communities – contribute to these priorities?

3.2.9 Participants confirmed that the priorities identified were appropriate. They also acknowledged that the feedback received during the first stage of consultation, including the issues they had highlighted such as barriers and groups experiencing health inequalities, were accurately understood. Moreover, they offered numerous ideas on how services and communities could effectively deliver these priorities.

Stage three consultation

3.2.10 Taking into account all the feedback received in stages one and two of the consultation, and following on from input from partners, officers produced a draft strategy. This draft has been used in the final consultation phase.

3.2.11 The final strategy contained a series of commitments by HWB partners against the five themes. It was approved by the HWBB on 16 March 2022.

4.0 Progress update

4.1 The paragraphs below summarise achievements against commitments in each of the five themes. Details can be found in Appendix one: *JHWS progress tracker*.

Healthy Lives

“I am able to make the healthy choice and live in a healthy way, for myself and the people I care for”

4.2 Considerable progress has been made against the commitments in the ‘Healthy Lives’ theme.

- We will take a whole system approach to increase the uptake of Healthy Start Vouchers and vitamins.

Significant progress has been made to engage the whole system in supporting the uptake of Healthy Start Vouchers and vitamins. All members of the maternity teams, health visitors, and staff at Family Wellbeing Centres (FWC) have been trained in the correct processes to allow pregnant women and children under 4 to access the vouchers and thus healthy food and milk. Furthermore, Healthy Start has been actively promoted within FWCs, where free vitamins are also being distributed. Promotional materials for the Healthy Start scheme have been distributed to various outlets. A communications campaign was launched in October 2023 and visits are underway to neighbourhood shops to increase awareness of the vouchers and promote acceptance.

- We will increase sign up to the Healthier Catering Commitment (HCC).

The HCC is a voluntary accreditation scheme for fast food outlets that provide healthier options. There is ongoing work taking place to re-enlist businesses into the commitment. This involves collaboration with Environmental Health Officers to assess eligibility, ensuring that businesses meet the required standard of having a food hygiene score of three or over. These steps are critical in ensuring that the Healthier Catering Commitment maintains its standards and continues to promote healthier food options.

- We will create an incredible edible Brent.

This scheme itself has not yet been introduced in Brent. However, there have been community activities delivered in partnership with various organisations, incorporating elements of food education and distribution. The work towards the development of a new food strategy is likely to include significant elements of food growing.

- We will run community cooking lessons.

Three community cooking schemes have been successfully held in collaboration with MIND, VIA and Kilburn Community Kitchen. In addition a directory that lists existing community cooking groups is being compiled. Moreover, FWCs have been actively promoting healthy eating by hosting family cooking lessons, further contributing to this community-focused culinary initiative.

- We will increase the number of children with a healthy weight, working with families to increase engagement.

Two HENRY programmes are delivered at the FWCs each term, and the feedback received has been very positive. Also, weight management sessions are regularly conducted in the FWCs. The centres not only focus on individual health but also actively promote healthy lifestyles and encourage the participation of families in various activities. An expanded tier 2 child and family weight management service has been commissioned by Public Health

- We will improve the oral health of children in Brent.

Progress has been made in improving the oral health of children in Brent. A recently completed oral health survey revealed that nearly two-thirds of children are brushing their teeth correctly. To build on this, further oral health education lessons are planned for secondary schools. 688 children took part in the most recent round of the Oral Health Mobile Bus campaign; of these, 35 per cent were identified with one or more caries and have since been referred for dental treatment. FWCs are playing a crucial role by promoting good oral health. They deliver sessions focused on encouraging families to register and engage with local dentists, further highlighting the importance of oral healthcare.

- Brent residents will experience coordinated joined up care when accessing health and care services, closer to where they live.

This commitment underscores the work of the Integrated Care Partnership, particularly the Community Services Workstream which was reported to the HWB in November 2023.

- We will work with North West London partners to implement Long Term Plan actions to address nicotine addiction.

Little progress had been achieved in implementation of the NHS Long Term Plan commitments to address nicotine addiction. However, the recent consultation on legislation to deliver a smoke free generation and the allocation of additional funding for smoking cessation services in 24/25 has provided a fresh impetus. Action to address nicotine addiction (in all its forms) should be a major priority for the HWS in 24/25.

- We will review alcohol and cannabis misuse patterns as part of Brent's Joint Strategic Needs Assessment (JSNA).

The substance misuse 'deep dive' JSNA has been completed. In response new educational materials, including leaflets and online videos, have been created with a focus on young people. The Brent Drug and Alcohol Partnership group was established in 2023.

- We will increase take up of our Resident Support Fund (RSF).

In response to the cost-of-living crisis the Council and partners have mobilised successful efforts to increase the uptake of the RSF. Digital support sessions for people with Diabetes in the community include assistance with RSF applications where necessary. Income Collection Officers have been empowered to apply for RSFs on behalf of tenants in arrears. Officers also consider the RSF during audits or property lettings, especially for tenants who might face difficulties with initial expenses like furniture. Furthermore, Family Wellbeing Centres (FWC) actively promote the RSF, assisting families with applications. FWC Triage Officers are currently piloting a new emergency RSF, complementing the emergency support fund scheme run by Barnardo's, which families can access through the FWC.

- We will develop the MESCH programme to work across the system to further improve outcomes.

The MESCH programme comprises evidence based intensive targeted health visiting support from pregnancy to the second birthday. Significant progress has been made in developing the MESCH programme to improve outcomes across the system. All relevant staff have received training and are actively delivering the programme. Additionally, two school staff members have been recruited and trained specifically for MECSH. They commenced their roles in November 2023.

- We will review and ensure Brent residents have access to a range of health & wellbeing services addressing wider social determinants, particularly underserved communities.

This work is led by Brent Health Matters (BHM) and Public Health. Key to this effort is the deployment of community engagement staff, who hold language and cultural expertise relevant to the targeted communities. They play a crucial role in delivering health promotion and protection work, for example the work undertaken in 2023 with Latin American communities and Asylum Seekers.

Healthy Places

“Near me there are safe, clean places where I, and people I care for, can go to exercise for free, meet with like-minded people, relax, and where we can grow our own food”

4.3 Under the ‘Healthy Places’ theme progress includes expanding Family Wellbeing Centres, and extending hub services for those with complex needs are also underway. Overall developments contribute towards creating safer, cleaner, and more inclusive community spaces.

- We will ensure accessible, affordable physical activities for all Brent residents.

Progress has been made towards ensuring that all Brent residents have access to affordable physical activities. This includes increasing the number of walking routes, with a leaflet and webpages on these routes also being created to guide residents. With the Transportation department the potential for installing more way markers for routes leading from stations to key locations like the Civic Centre and Wembley Stadium is being explored.

- We will promote community and accessible toilets.

The installation of a 'Changing Places' toilet at Vale Farm Leisure Centre took place to improve accessibility for those with additional needs. However, the future expansion of this scheme depends on securing additional funding. Without this financial support, further development of the scheme would not be feasible.

- We will improve usable green spaces in Brent.

Progress is being made in improving Brent's usable green spaces. Collaboration with the Climate team is underway to identify opportunities for establishing new community growing areas. These efforts are closely aligned with the green neighbourhood pilots. Currently, the primary focus of the team is allocated to the community growing project.

- We will improve access to park, places and events for people with disabilities.

Significant steps have been taken to improve access to parks, places,

and events for people with disabilities in Brent. A working group comprising parents who are carers was established to gain insight into the barriers experienced in existing playgrounds. This feedback is crucial in guiding future designs. Inclusivity is a fundamental consideration in the design of all new playgrounds, with a focus on addressing both visible and hidden disabilities. An example of this commitment is the installation of a wheelchair swing in King Edward's Park. However, the swing has elicited a mixed response due to broader infrastructure challenges.

- We will improve our estates, creating green, safe and healthy places based on what residents say they need.

Efforts are being made to improve our estates by creating green, safe, and healthy environments, aligning closely with the needs expressed by residents. New collaborative approaches are being explored with environment and enforcement services, with a significant focus on actively reducing fly-tipping. The charity Seeds for Growth is collaborating with BHM to identify and fund tenant groups interested in creating and managing community gardens. Staff are undertaking a comprehensive mapping of all borough garages to determine which can be repurposed or demolished, potentially creating new green spaces in unused locations.

- We will ensure access to creative experiences for children and young people.

A range of different initiatives are helping to ensure that children and young people can access creative experiences. As part of the Brent SEND Strategy (2021-25) a commitment is in place to establish and support a Cultural SEND challenge - supporting children and young people to access 25 creative and cultural experiences by the time they are 25. For care leavers, the 'Brent Care Journeys' project has provided many care leavers with access to arts and cultural experiences - from artwork to theatre trips. Funding has been secured by the Young Brent Foundation to recruit a new manager for The Local Cultural Education Partnership, after an unsuccessful bid to the Arts Council. Recruitment is underway and will lead to a relaunch of the LCEP. In the meantime, the LCEP is joint funding a creative project for young carers

- We will expand the use of Family Wellbeing Centres (FWC).

Efforts to expand the use of FWC in Brent are progressing effectively. A communication plan has been implemented to promote the centres, utilising a diverse range of multimedia channels. To ensure strong engagement and development of services, a FWC Parent/Carer Voice Forum has been established. The CAMHs under 5's pilot, which has been successfully delivered, now operates across the FWC and linked settings. Furthermore, the number of partners involved in delivering

services through the FWC is continually increasing, enhancing the service offer. The Department for Education's Family Hub and Start for Life programmes are being actively delivered through the FWC.

- We will extend the hubs offer across the borough to provide support to residents with complex needs.

The Hubs have been extended across the borough and efforts are being made to extend hub services throughout Brent to support residents with complex needs more effectively. This includes working with Brent Health Matters to set up monthly pop-up surgeries at two hub sites. In collaboration with 'Groundwork', the 'Green Doctors' programme helps residents address home heating challenges, focusing on insulation and preventing drafts. Plans are also in progress to develop 'ihubs' in partnership with the Integrated Care Partnership. There is an ongoing commitment to forming new partnerships and exploring innovative ideas to improve the range and impact of these hubs.

- Improve social prescribing.

Social prescribers are now established across all PCN providers, ensuring a more integrated approach to patient care. Development is underway for joint pathways between primary care and social care, aiming to improve the patient experience. There is ongoing work to provide PCN social prescribers with access to the Directory of Services, which will further support their ability to connect patients with appropriate community resources and services. In response to a Scrutiny Task Group the expansion of social prescribing into front line ASC services is being developed

Staying Healthy

“I, and the people I care for, understand how to keep ourselves physically and mentally healthy, managing our health conditions using self-care first. We have access to good medical care when we need it.”

4.4 Under the "Staying Healthy" theme, key developments include refurbishing patient visiting areas, and expanding virtual medical services. Initiatives to reduce hospital stays, restore elective services, and develop children's mental health strategies are ongoing. Efforts to increase mental health service awareness, ensure accessible GP services, manage long-term health conditions, introduce a mobile health bus, and increase vaccination uptake are in place. There's also a focus on cancer awareness, care home excellence, and providing safe and well-supported home environments.

- Improve patient areas.

Refurbishment of patient areas at LNWH is part of a rolling plan to enhance hospital facilities. A comprehensive programme is being scoped to improve wayfinding in hospital sites. This initiative builds on previous engagement activities with stakeholders. Funding for this project has been secured, and the process of seeking out third-party partners is currently underway.

- Expand virtual models, starting with heart failure.

While the COVID Virtual Ward has now been closed, numerous other pathways have been developed. The Heart Failure Virtual Ward, since its inception in 2022, has admitted 251 patients and has been recognised as a finalist in both the HSJ Awards and Parliamentary Awards. The Respiratory and Diabetes Virtual Wards, introduced in 2023, have collectively admitted 223 patients. The Paediatric Virtual Ward, established in October 2022, has treated approximately 900 patients to date. However, the introduction of Frailty Virtual Wards has been delayed, as their viability and sustainability are reviewed

- Reduce the time spent in hospital.

A 'Single Point of Access' system has been implemented for medical same day emergency care (SDEC) cases, aiming to streamline GP referrals and avoid unnecessary admissions. There are plans to pilot this system for surgical and gynaecological referrals to ensure patients are directed to the appropriate services. Additionally, SDEC now directly accepts referrals from LAS and 111. Collaborative work with LAS has been undertaken to increase direct referrals to SDEC, further enhancing the efficiency of hospital admissions and potentially reducing overall hospital stay time.

- We will continue to restore our elective services, such as planned surgery, in an environment that protects patients from infection.

London North West Healthcare (LNWH) maintains strict adherence to national COVID transmission guidelines and provides rapid COVID-19 and flu testing as necessary, in efforts to continue restoring elective services in a safe environment. Recent trends at LNWH have shown a slight increase in the number of patients with COVID, within the hospital, mirroring national patterns. To expand emergency intake capability and enhance patient isolation, especially for infectious diseases, construction of a 32-bed modular ward is underway. This new ward will include a sufficient number of side rooms, ensuring effective isolation facilities.

- We will develop the strategic approach to children's mental health, working with partners to ensure the needs of all are met.

Significant progress is being made in developing a strategic approach to children's mental health, with a focus on partnership to ensure

comprehensive care. A key initiative currently in the pilot phase focuses on emotionally based school avoidance, addressing the specific needs of children struggling with attending school due to emotional issues. A hospital discharge project is being currently piloted.

- We will work across partners to increase awareness of services, including of the VCS offer, to ensure support for individuals with mental illness to get the right support at the right time.

There is an ongoing collaborative effort to strengthen the awareness and accessibility of mental health services, ensuring timely support for individuals with mental illness. This includes a review of all mental health service pathways for both adults and children, aimed at making them more accessible and user-friendly. Central and North West London NHS Foundation Trust (CNWL) is updating service information on their website and developing links across systems to strengthen support to providers. This includes systematic liaison with ARRS workers, social prescribers, and voluntary sector partners, to facilitate referrals and signposting to mental health services. Community connectors have been recruited and are actively engaging with Brent's diverse population, raising awareness about mental health and facilitating access to the necessary support.

- We will ensure all can access their GP when they need to, and practice variations are reduced.

Efforts to ensure accessible GP services for all are supported by data published on the NHS England website. Local practices offer over 2.6 million appointments annually, translating to 465 appointments per 1,000 patients or 5.5 appointments per patient, marking this as the second-highest level of GP-led appointments in North West London. The Enhanced Access appointments provided outside regular GP opening hours, which total 148,715 annually, are highly utilised, with an average utilisation rate of 88 per cent. PCNs are working towards Access standards set for April 2024, based on recommendations in the Fuller report and the initiative for Recovering access to primary care. Since October 2022, the Enhanced Access Hub has been operational, with five sites offering services between Monday to Friday from 6.30-8pm and on Saturdays from 9am-5pm, contributing to the substantial number of appointments available.

- We will reduce the variation of impact from long term conditions between communities and build on the diabetes model.
- We will introduce a mobile health bus, ensuring outreach in areas experiencing health inequalities.

- We will increase community awareness and use of services, and address needs in commissioning processes.

Efforts to reduce the variation in the impact of long-term conditions between different communities, building upon the diabetes model, have seen significant engagement. 136 health and wellbeing events have been held within the community, attracting over 7,000 attendees. A mobile health bus has been introduced to provide outreach in areas experiencing health inequalities. This initiative, operational for a two-month period between October and November, involved the vehicle visiting various events and locations.

- We will ensure that children with complex health needs can access the support they need.

To ensure that children with complex health needs receive adequate support, the Welsh Harp Education and Horticultural Centre is in its planning phase, and the decision on capital investment for Airco Close is pending. The development of a strategic partnership with third-sector providers is in progress, with manager recruitment expected by end of 2023. The Supported Employment Forum, aiming to improve independence and economic activity for these children, has been established. This includes collaboration with stakeholders like Brent 0-25 Services, Brent Works, Brent Start, health partners, Parent/Carer Forum, providers, and the Department for Work and Pensions (DWP), with an event held on 6 November 2023.

There are also initiatives focused on GP premises meeting minimum standards, including accessibility and DDA compliance. A comprehensive survey of GP premises identifies necessary improvements, and grant funding is available for GP practices to meet these standards. This approach ensures that healthcare facilities are adequately equipped to provide accessible care to all children, regardless of their health needs.

- We will ensure excellence in our care homes.

To ensure excellence in Brent's care homes, the residential nursing team carries out quality assurance. They conduct annual quality assurance visits to each care home in the borough, with more frequent visits where necessary to support improvement. The team also performs placement reviews and safeguarding enquiries, contributing to a comprehensive understanding of care home quality in Brent. This systematic approach underscores the commitment to maintaining high standards in care homes.

- We will make sure you have what you need to be safe and well at home.

To ensure residents are safe and well at home, Brent commissions housing-related support services. These services provide non-statutory

support to individuals who do not meet the Care Act eligibility criteria, including floating support for older people, individuals with mental health conditions, learning difficulties, and an older people's handy person service.

- We will increase take up of vaccinations, targeted at those experience health inequalities and disadvantages.

To increase vaccination uptake, especially among those facing health inequalities and disadvantages, Brent is implementing several strategies. Immunisations are offered to school-aged children in various localities, not just in schools, and the response has been positive. Family Wellbeing Centres (FWC) are actively promoting immunisations, including as part of the Start for Life programme, with potential plans for immunisation clinics or drop-ins at FWC. Furthermore, immunisations are provided to eligible cohorts through semi-static sites and mobile/pop-up sites, targeted based on health intelligence to reach areas with greater needs, like deprived or underserved populations.

The ICP has secured health inequalities funding from NWL ICB to expand the BHM model to focus on children and young people. The clinical priorities for the new team will include immunisations, as well as asthma and mental wellbeing

- We will increase awareness of early signs of cancer, and uptake of preventative interventions such as screening, targeted at those who experience health inequalities and disadvantages.

To increase awareness of early signs of cancer and uptake of preventative measures, Brent is focusing on communities vulnerable to poor cancer outcomes. This includes conducting in-depth analyses through the Joint Strategic Needs Assessment (JSNA) to identify at-risk communities. Additionally, community-based screening programmes are being implemented, targeting areas with higher needs, such as those most at risk and deprived regions. These efforts are part of a comprehensive approach to improving cancer-related health outcomes in disadvantaged communities.

Healthy Ways of Working

“The health, care and wellbeing workforce will be happy and strong; and the health and wellbeing system will recover quickly from the impacts of the pandemic”

- 4.5 Under the ‘Healthy Ways of Working’ theme significant progress includes developing eco-friendly energy solutions. BHWB anchor institutions are advancing local employment through Brent Job Fairs and establishing a

community projects group to support health and wellbeing initiatives. Efforts to manage pandemic backlogs involve enhancing digital appointments and healthcare programmes to reduce health inequalities and improve system efficiency, ensuring a resilient health and care workforce.

- Plan for future pressures.

To prepare for future healthcare demands, Brent is proactively enhancing readiness. This includes LNWH expanding emergency intake capabilities by constructing a new 32-bed modular ward in Northwick Park Hospital. Additionally, there is a focus on improving critical care capacity in Northwick Park Hospital, ensuring the healthcare system is better equipped to manage potential future challenges and demands effectively. These steps are part of a strategic approach to anticipate and respond to evolving healthcare needs.

- BHWB anchor institutions will develop and implement social value policies.

An energy centre in a multi-story car park of Northwick Park Hospital is now operational, providing eco-friendly energy solutions. There is an ongoing assessment of new LNWH healthcare builds against BREEAM standards, which are comprehensive sustainability benchmarks for buildings. LNWH's goal is to achieve an 'Excellent' BREEAM Rating for all new developments, demonstrating a commitment to sustainable and environmentally responsible practices in construction and infrastructure.

- BHWB anchor institutions will provide fair and good local jobs for local people, including through the volunteering to employment strategy.

A key part of this initiative is to increase the promotion of recruitment opportunities within these organisations at local Brent Job Fairs, directly targeting the local community. For example, LNWH had a presence at a job fair at Wembley Stadium in July '23 and were part of a NWL Volunteer recruitment/employment fair at Brent Civic centre in September '23.

- We will establish a community projects group for those delivering grant funding health and wellbeing projects.

BHM has launched the fourth round of grant funding, attracting applications from over 100 organisations. Following the decision-making process, there are plans to create a support group for these organisations, facilitating collaboration and sharing of best practices in health and wellbeing project delivery.

- We will manage the backlog caused by the pandemic effectively, and we will prioritise to ensure health inequalities are reduced, not deepened.

In response to the pandemic backlog, several initiatives are being implemented in LNWH to manage extended waiting times and reduce health inequalities. Challenges posed by junior doctor strikes are being addressed through new programmes. These include the introduction of Cerner, the Timely Care Hub, the Elective Orthopaedic Centre, and a new 32-bed modular ward. Additionally, efforts are underway to measure and address disparities in waiting times across patient groups. The Patient Initiated Follow Up (PIFU) Standard Operating Procedure (SOP) has been published and promoted, although its impact has been limited to date. To overcome this, an Outpatient Standards Group is being established to set standards and support the conversion of patients to PIFU where clinically appropriate. In tackling the backlog caused by the pandemic, there is a focused approach to ensure that health inequalities are minimized. During the 2022/23 period, a significant portion, 26%, of appointments were conducted through virtual platforms. To further understand the impact and reach of these virtual appointments, metrics are being developed as part of an Equity Index. This index aims to analyse how different demographic groups are engaging with virtual appointments. Additionally, the outpatient standards group aims to reduce the number of missed appointments (DNAs), which might lead to an increase in the number of appointments held virtually. LNWH is also working with the ICB on the Back2Health programme. This aims to embed volunteers to support those on waiting lists, aiming to reduce Did Not Attends (DNAs) and reduce anxiety of long-waiters. This is currently in the scoping phase with Ophthalmology in Practices in Sudbury and Alperton and Alperton GP Surgeries in Brent.

Understanding, Listening, and Improving

“I, and those I care for, can have our say and contribute to the way services are run; data are good quality and give a good picture of health inequalities”

4.6 Action under the theme ‘Understanding, Listening, and Improving’, has involved BHM and work on digital inclusion.

- We will continue to identify and deliver the local health and wellbeing offer through Brent Health Matters.

Since November 2021, BHM with Public Health have undertaken **163** outreach events, which were attended by **8,217** people. **7,147** health checks were carried out and **2,671** people were seen by the Mental Health Team. These events are a unique opportunity to provide health and care services in the community at a time and place that suits our communities. The team provide health advice, including signposting and advice on healthy lifestyle. Health checks support case finding in

our vulnerable communities for some long-term conditions, which in turn leads to better outcomes: for example **555** (8%) of non-diabetic residents were found to have high blood sugars which could be an indication of diabetes; **620** (9%) people had high blood pressure but had not been diagnosed as hypertensive; **371** people were found to have atrial fibrillation, which could cause stroke. These residents were escalated to their GPs for further investigations. In addition, the team has supported 610 patients to register with a GP in last year. In the last year, 27 Mental Health training programmes have been delivered to local organisations increasing those organisations' ability to support residents.

Between 2021 to 2023, there have been 3 rounds of grant funding totalling £600,000 to 59 local community and voluntary sector organisations. Through relationship building and regular engagement with organisations, we have adapted our approach to encourage applications from grassroots organisations. The application process was shortened and simplified to enable small organisations to apply. This initiative has had a demonstrably positive impact on the community, fostering a sense of trust and collaboration with the local community. We are committed to supporting the sustainability and impact of the services and activities provided by local Voluntary and Community organizations. The programme has provided 1-2-1 sessions to the grant recipients to co-develop and complete monitoring forms. This has helped build organisations' ability and capacity and helped us better monitor the impact of the projects being funded. The 4th community grants application round, which particularly welcomed projects targeting children and young people, received over 100 applications

- Analyse the data to understand performance in relation to different demographics.

London North West Healthcare (LNWH) is developing an equity index to track its progress in reducing inequities in its services and analyse differences in quality across different demographics. This index will include aspects such as the Friends and Family Test, 'Did not attend' and readmission data, with a particular focus on groups experiencing specific inequities, such as individuals with Sickle Cell disease.

- We will improve data collation and its use across the system.

LNWH has implemented the Cerner electronic patient record system, aligning with other acute trusts in North West London under a single domain. This integration offers the potential for improved completeness of personal characteristic data, such as ethnicity. Furthermore, leveraging Whole Systems Integrated (WSIC) data from primary and social care can further refine the accuracy and comprehensiveness of personal characteristic information. We will be exploring these opportunities. Such advancements would improve the identification of

service inequities for those living in Brent.

- BHWB anchor institutions will include health inequalities in their impact assessments.

LNWH's business cases all require a Quality & Equality Impact Assessment (QEIA) to identify impacts. We plan to strengthen this element over the coming year, focusing on the impact and risks on specific groups of patients who are at risk of inequity. The Council requires relevant health inequalities issues to be considered within the EDI implications of all corporate reports and decisions. CNWL include consideration of health inequalities within corporate EIAs

- We will continue to digitally innovate and will make sure no one is left behind.

Through the digital resident's support fund, 400 residents have now received digital devices. In addition, Brent's digital inclusion initiative has provided 45 homeless residents with mobile devices and connectivity. There's also been a 4 per cent increase in fibre optic coverage for residents, alongside efforts to promote social tariffs, ensuring affordable coverage for all.

5.0 Proposed refresh

5.1 The Health and Wellbeing Board reaffirmed its commitment to the five themes of the Strategy in 2023. While not all commitments have been delivered and some will require additional resources to be secured and / or will require continued efforts, the preceding paragraphs make it clear that there has been considerable progress by partners. Action has been taken by all Council departments, by primary, community, secondary and mental health services and by the VCS.

5.2 The time is right to review the original commitments to determine which have been achieved or have become business as usual. This is an opportunity to consider new commitments for 2024/5 which reflect the developing ICP, a greater focus on equalities, attention to climate change as well as exploring synergies with the Borough Plan, the NWL ICB Strategy and individual NHS organisational Strategies.

5.3 It is proposed that Brent Council's Policy and Public Health officers join each ICP Executive Group, the Brent Children's Trust and Council Departmental Leadership Teams to facilitate these discussions.

6.0 Stakeholder and Ward Member Consultation and Engagement

6.1 Consultation and engagement is detailed in the wider body of the report.

7.0 Financial Considerations

7.1 None at this stage.

8.0 Legal Considerations

8.1 There are no direct legal considerations arising from the contents of the report.

9.0 Equality, Diversity & Inclusion (EDI) Considerations

9.1 In developing new 2024/5 commitments against the five themes, health inequalities will be explicitly considered.

10.0 Climate Change and Environmental Considerations

10.1 In developing new 2024/5 commitments against the five themes, the potential to act to mitigate climate change will be explicitly considered

11.0 Human Resources/Property Considerations (if appropriate)

11.1 None at this stage.

12.0 Communication Considerations

12.1 None at this stage.

Report sign off:

Rachel Crossley

Corporate Director Care, Health and Wellbeing