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|  <p>Brent NHS North West London</p> | <p align="center">Brent Health and Wellbeing Board 22 January 2024</p> |
| | <p align="center">Report from Brent Integrated Care Partnership</p> |
| | <p align="center">Cabinet Member for Public Health and Adult Social Care</p> |
| <p>Brent Integrated Neighbourhood Teams Development</p> | |

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| Wards Affected: | All |
| Key or Non-Key Decision: | N/A |
| Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act) | N/A |
| List of Appendices: | <p>Appendix 1 - Examples on How Integrated Neighbourhood Teams are contributing towards the strategic priorities of the policies in Brent Borough</p> <p>Appendix B - Brent Local Draft Estates Strategy – Executive Summary</p> |
| Background Papers: | None |
| Contact Officer(s): (Name, Title, Contact Details) | <p>Josefa Baylon Head of Integration, Integrated Neighbourhood Team Development j.baylon@nhs.net</p> <p>Tom Shakespeare ICP Managing Director tom.shakespeare@brent.gov.uk</p> <p>Sam Thornton Graduate Officer, Integrated Neighbourhood Team sam.thornton@brent.gov.uk</p> |

1.0 Purpose of the report

- 1.1. To update the Board on the progress of *integrated neighbourhood team* development in the Borough.

2.0 Recommendation(s)

- 2.1 The Board is asked to *note* and *provide comment* on the progress made, and approve the overall strategic approach taken, in the continued development of integrated neighbourhood teams in the Borough.

2.2 The Board is asked to note and provide comment on the progress of the 3 key enabling work streams underpinning the strategic approach to the development of our integrated neighbourhood teams in 5 neighbourhood areas of Brent:

- *Workforce and Organisational Development;*
- *Estates – development of integrated health and care hubs, and*
- *ICT, Data and Digitalisation*

2.3 The Board is asked to approve the next steps set out for Brent's Integrated Neighbourhoods Teams (INT) development. The Board is also asked to comment on how best to ensure the next phase of work involves meaningful input from communities themselves, as well as suggest ways to measure and track impact and improvement.

3.0 Detail

3.1 Background

- Building upon what was previously presented to the Health and Wellbeing Board, this report seeks to reiterate that this development work is a large-scale transformation programme which has continued to follow the guidance of the Fuller Report (May 2022) on how integration should look like. Integrated Neighbourhood Teams development have continued to focus, engage, co-produce and work jointly with partners to *discover, design, develop, implement, evaluate and sustain / spread* models of care and better ways of joint, integrated work for our neighbourhoods.
- Integrated Care is about giving people the support they need, in the *right place and at the right time, joined up across partners*. The move to Integrated Care Systems (ICS) is set out in the recently published Health and Care Act (July 2022). This is supported by various national policies and guidance with focus on integrated ways of working – Fuller Stocktake Report (May 2022), Long Term Plans (2019), ICS Implementation Guidance on Thriving Places (2021), Localising decision-making: A guide to support effective working across neighbourhood, place and system (2020), to name a few.
- This report also seeks to reiterate, that locally, our partnership at place-based (Borough) has formally evolved since then, forming our Brent Integrated Care Partnership (ICP), which bring NHS leaders and Brent Local Authority together as equal partners, along with partner organisations from across the system and community. They publish an integrated care strategy to improve health and care outcomes for the local population. Our key principles and desired outcomes in Brent ICP include:
 - Everything we do should have our *residents at our heart*.
 - We cannot tackle the current or future challenges of the health and care system as individual organisations; we must *work together*.
 - We will work with our communities to understand *what matters to them*, and to prioritise changes that will have the biggest impact on their access, experience, and outcomes.
- To be effective, these aims continue to be enabled by an '*align*' function:
 - **engagement and co-production with partners** at neighbourhood level

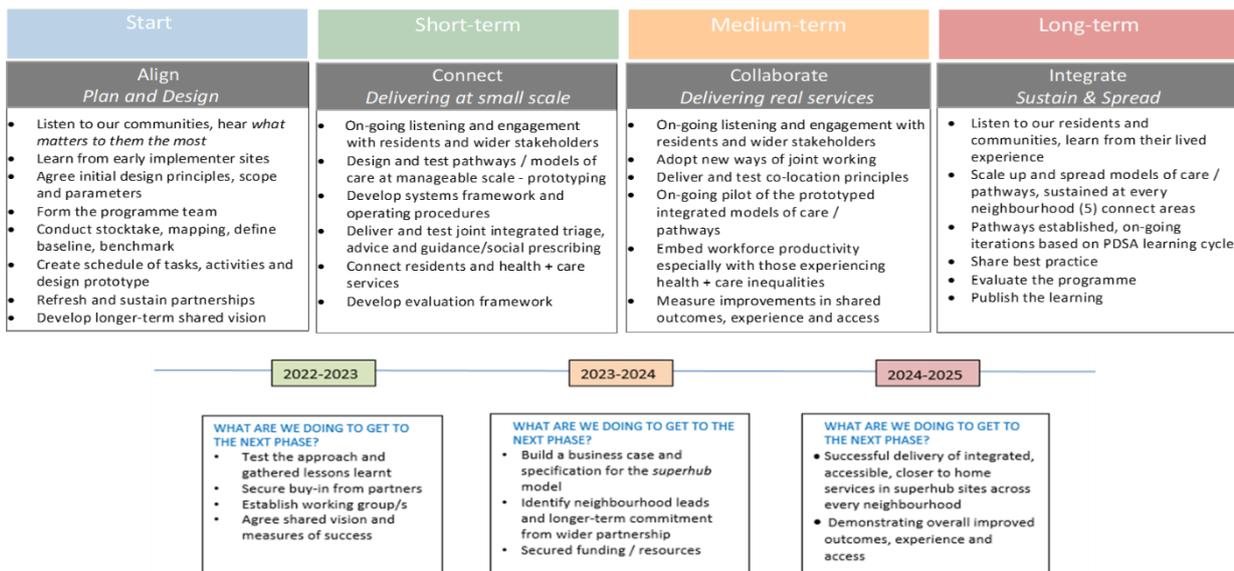
and 3 critical '*connect*' functions:

- **Workforce and partnership working:** ensuring we are developing the roles and skills that we need in our neighbourhoods and supporting further collaboration and partnership working amongst NHS, Council and VCSEs staff and partners
- **Estates optimisation:** developing integrated health and care hubs within the neighbourhoods, utilising, and optimising existing estates, to deliver closer to home integrated services in a campus-style premises
- **ICT, Data and Digitalisation:** ensuring staff can access the information they need about a resident/patient to deliver the best possible care, and to support effective communication between staff working for various organisations. Also, to ensure residents are digitally included in the integrated neighbourhood teams' developments.

3.2 Objectives: What we aimed to do

In October 2022, we set out several aims we wanted Integrated Neighbourhood Teams to work towards throughout 2023/24 onwards. These aims were underpinned by the desire to improve collaboration through strongly aligned and connected partners, namely multidisciplinary professionals, clinical, support staff and volunteers, in each of the 5 neighbourhood areas.

Our Maturity Index



Whilst the aspiration is about improving health and wellbeing outcomes, these outcomes are achieved largely as a consequence of more integrated working and so much of what we intend to measure initially are patient and staff experience, other process measures etc. but overtime we hope to see more improvement to patient outcomes. More specifically, we aimed to:

- **Improve the outcomes** for the neighbourhood – improved health and wellbeing, supporting people to live healthier and independent lives, reduced inequalities in accessing services.
- **Champion co-production and inclusiveness** throughout neighbourhoods
- **Support the delivery of the quadruple (ICS) aims**, cooperate with statutory bodies (i.e. Council and NHS) and actively contribute to the wider borough/placed-based decision making

- **Draw on the experience and expertise** of professional, clinical, political and community leaders and promote strong system leadership amongst partners.
- **Foster continued improvement and learning**, sharing evidence and insights across and beyond the neighbourhood, crossing organisational and professional boundaries.

Specifically, in every neighbourhood, we would like our residents to:

- Experience **continuity of care** and we **tailor our support** to their local population needs
- Experience **true multidisciplinary working** through a **well-developed, strong relationship and meaningful connections** amongst staff (NHS, Council, Voluntary Sectors, Private partners).
- Experience **person centred care** as well as **support their holistic needs** in a way that is sustainable

3.3 Progress: What have we have achieved so far?

| Workstream / Enabler | Progress to date: |
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| Engagement and Co-production with partners | <p><u>Willesden:</u></p> <ul style="list-style-type: none"> - Resident workshops delivered June 2023 and November 2023, the latter was focused specifically on Children and Young People (CYP) and their families. - Notes from the workshops have been thematically analysed and a follow-up report has been drafted and is due to be shared January 2024. - A draft hyper local delivery plan will be shared thereafter with baseline goals for continuous improvement journey. <p><u>Wembley:</u></p> <ul style="list-style-type: none"> - Resident workshops delivered October 2023 at St Cuthbert’s Church and Chalkhill Community Centre with nearly 60+ residents attended face to face visioning day. - Notes from the workshops have been thematically analysed and a follow-up report has been drafted and is due to be shared January 2024. - A draft hyper local delivery plan will be shared thereafter with baseline goals for continuous improvement journey. <p><u>Stonebridge, Harlesden & Kensal Green, and Roundwood (SHKR):</u></p> <ul style="list-style-type: none"> - Two workshops delivered in November 2023. - A staff-focus workshop was held at Brent Hub Community Centre in Hillside and a combined resident and staff workshop was held at the Peabody Unity Centre in Church End and Roundwood. - Notes from the workshops have been thematically analysed and a follow-up report has been drafted and is due to be shared January 2024. - A draft hyper local delivery plan will be shared thereafter with baseline goals for continuous improvement journey. |

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| | <ul style="list-style-type: none"> - A mini directory of services in SHKR has been produced and shared amongst SHKR partners to aid continuous co-production and increase further awareness of the range of services in the neighbourhood. <p><u>Kenton and Kingsbury:</u></p> <ul style="list-style-type: none"> - 2024 focus – co-production sessions in planning phase. <p><u>Kilburn:</u></p> <ul style="list-style-type: none"> - 2024 focus – co-production sessions in planning phase. <p><i>Achievement in relation to our priorities and objectives:</i></p> <ul style="list-style-type: none"> - Resident workshops have championed <i>co-production</i> in our neighbourhoods, drawn on the experience and expertise of partners across various sectors, and fostered an environment of continuous improvement and learning. Collectively, we have engaged with over 200+ residents and staff on their hyperlocal priorities for each of the 3/5 neighbourhoods. |
| <p>Workforce, OD and Leadership</p> | <p>Steering group set up and initial meeting held in November 2023, succeeding meetings will be every 4-6 weeks. The steering group is intended to be a multi-partner group of workforce / OD leads from Brent, who provide perspective about what our workforce challenges and priorities are and how we work towards them moving forward. We tested an OD-focused session in SHKR (Stonebridge, Harlesden & Kensal Green, Roundwood) neighbourhood, where we held a dedicated session for staff on how to build quality connections, actively listen, network and collaborate.</p> <p><i>Achievement in relation to our priorities:</i></p> <ul style="list-style-type: none"> - Our Workforce, OD and Leadership workstream is rudimentary, but through holding steering group meetings, has, in its early stages, championed <i>co-production</i>, and fostered a <i>continued learning environment</i>. Emerging priorities includes: workforce training and development needs, building resilience and flexibility, recruitment and retention, identifying capacity and support needs across priority service areas in <i>Frailty, Diabetes, Children & Young People and Mental Health</i>. |
| <p>Estates Optimisation</p> | <p>Between March and October 2023, we developed <i>a local draft estates strategy</i> which since been shared for review / comments with partners and stakeholders. See <i>Appendix B</i> for details.</p> <p>Key activities/components have been:</p> <ul style="list-style-type: none"> - estates risk assessment - population health assessment for each neighbourhood - review of estates across the Borough, primary care, and other NHS providers - engagement with the clinical and operational teams across the ICP |

- identifying NHS premises with void space opportunities in Brent

Pipeline development sites (align with Brent Local Plan growth areas)

Wembley:

- Scheme progressing well. Expected completion in February 2024.
- Next steps: prepare for the operational move via completion of NHS relocation checklist (includes CQC preparation), ordering the F&E and IT equipment, and updating operational policies for the new building (adjacent to Wembley Box Park, across Brent Civic Centres' courtyard.
- Wembley Park Drive Medical Centre is moving in the new premises

South Kilburn

- Detailed design work is well underway.
- The shell building is due for completion by Countryside (developer).
- Business case (enhanced) approved – December 2023.
- Start fit out works 2024, estimated completion by October 2024.
- Kilburn Park Medical Centre is moving in the new premises.

Alperton

- St Georges (developer) to present a revised proposal for NWL ICB to consider after this project was put on pause in 2023.
- Stanley Corner Medical Centre is due to move in the new premises once project resumes

Community Diagnostic Centre/s (CDC)

- Willesden CDC is completed and operational.
- Wembley CDC due for completion in January 2024. The electrical supply has now been installed and the internal fit out is progressing in the main building.
- There are 2 x CDCs in Brent catering for NWL residents' diagnostics needs.

Family Wellbeing Centres

- Health are key partners in the Family Wellbeing Centre (FWC) delivery model and health services across the FWC network includes:
 - o Health visiting
 - o Midwifery
 - o Infant feeding support
 - o Weight management support
 - o CAMHS under 5 services
 - o Healthy start vitamin programme
 - o ASD/ ADHD assessments
 - o Health review clinics

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| | <ul style="list-style-type: none"> ○ New birth reviews ○ Oral health support ○ Health lifestyles ○ Parent infant relations and Peri-natal mental health ○ Health messaging – promoting immunisations, keeping babies safe, etc. <p>- The collaborative work between the NHS and FWBCs have yield increase uptake of families registered at FWBCs to 10,767 (up by 17%), consequently, contacts have increased by 71% from previous year.</p> <p>Achievement in relation to our priorities: Estates optimisation has primarily supported the delivery of the quadruple (ICS) aims through actively contributing to place-based decision making. Specifically, the draft local strategy will guide our ambition for integrated community assets (One Public Estates), ensuring true MDTs’ effective ways of working through co-location (Council, VCSEs and NHS) and delivering care closer to home.</p> |
| <p>ICT, Data and Digitalisation</p> | <p>This steering group has progressed well with monthly meetings growing in attendance. Its inaugural meet was in June 2023 and been meeting monthly since. This key enabler is largely represented by partners from the NHS, Council and VCSEs. Co-production and collaboration have been notable. Examples of which include:</p> <ul style="list-style-type: none"> • Microsoft to support/fund security and digital literacy training package for 1,000 + VCSEs in Brent to tackle the digital divide in the Borough • The use of Universal Care Plans (UCP) e-platform for timely sharing of individualised care plans • Design and development of local neighbourhood dashboard to better understand and tailor services to local population needs • The use of London Care Records (LCR) e-platform for our ASC Social Workers for timely information access <p>Staff survey was completed to agree on a set of priorities and deliverables for the steering group. Based on thematic analysis of the staff survey, the key priorities are:</p> <p>1) Sharing healthcare data with health & care settings:</p> <ol style="list-style-type: none"> a. <i>London Care Record – data flows:</i> <ul style="list-style-type: none"> - Acute to be completed in 2024, when London North West and Hillingdon hospitals go live post Cerner migration. - CLCH (EMIS Community) feed not yet live. - CNWL (SystemOne Mental Health) feed not yet live - Primary Care – feed from almost all GPs now active b. <i>London Care Record – usage:</i> <ul style="list-style-type: none"> - All NWL acute NHS Trusts now have access - CLCH (Community) have access and are using it. - CNWL (Mental Health) do not have access yet |

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| | <ul style="list-style-type: none"> - Brent Council (Social Care) do not have access yet - <i>Urgent Care Plan (Better)</i>: Increasing utilisation, especially in Primary Care but eventually the rest of the partners utilising it for effective care planning. <p>2) Sharing across Primary Care Networks:</p> <ul style="list-style-type: none"> - EMIS Web record sharing between practices and PCN Hubs (including issue of out of area patients being referred into a PCN Hub); E-Referrals; Standardisation of forms across PCNs (i.e. MASH, IAPT, etc.) <p>3) Sharing GP data with Community Pharmacies:</p> <ul style="list-style-type: none"> - Summary Care Record (in first instance) – make sure all pharmacies have access - GP record sharing via Pharmacy First, to give community pharmacies more detailed information - Dependent on the national Pharmacy First programme which is officially launching on the 31st of January 2024. <p>Achievement in relation to our priorities:</p> <ul style="list-style-type: none"> - The ICT, Data and Digitalisation workstream has engaged experts across the Council, VCSEs, and the NHS, contributing to significant co-production and fostering an environment of continued learning. 98% of Brent GPs have access to LCR and some practices are using it. Need for transformation support to increase usage. Key connectivity aspirations across the partnership has been identified, agreed and prioritised – above stated examples. |
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3.4 Contribution to Borough Plan Priorities & Strategic Context

The below table highlights that INTs are not developed in isolation, but align and support a range of existing plans and strategies across the Council and the wider partnership - ICP.

| Brent Corporate Strategic Policy | Linked Strategic Priorities of Policy | How Integrated Neighbourhood Teams are contributing towards the strategic priorities of the policy (Please see list of specific examples in Appendix A) |
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| Borough Plan: Moving Brent Forward Together 2023-2027 | <ol style="list-style-type: none"> 1) Prosperity and stability in Brent 2) Thriving communities 3) The best start in life 4) A healthier Brent 5) Cleaner, Greener Future | Integrated Neighbourhood Teams developments have complemented Borough Plan priorities through: <ul style="list-style-type: none"> - Paediatric Child Health Hubs - Co-production OBR / visioning sessions in each neighbourhood |
| Joint Strategic Needs Assessment (JSNA) 2023 | <ol style="list-style-type: none"> 1) Start Well 2) Live Well 3) Work Well 4) Age Well | Integrated Neighbourhood Teams developments have complemented Joint Strategic Needs Assessment priorities through: <ul style="list-style-type: none"> - Adopting the <i>Start Well, Live Well, Work Well, Age Well</i> approach – thematically analysing focus group notes through these lenses. This has enabled us to identify cohort-specific |

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| | | needs to address health and care inequalities. |
| Brent Health & Wellbeing Strategy (draft) 2022 -2027 | <ol style="list-style-type: none"> 1) Tackling health inequalities 2) Healthy lives 3) Healthy places 4) Healthy ways of working 5) Understanding, listening, and improving | <p>Integrated Neighbourhood Teams developments have complemented Brent Health and Wellbeing Strategy priorities through:</p> <ul style="list-style-type: none"> - Continued co-production and engagement work through delivering focus group-style workshops in each of our neighbourhood connect areas, where residents have ‘had their say’ on care, health, and wellbeing issues in their neighbourhoods, and proposed fresh ideas they would like to see considered going forwards. |
| Brent Local Plan 2019-2041 (adopted 2022) Regeneration & Environment | <ol style="list-style-type: none"> 1) Strong and Inclusive Communities 2) Making the Best Use of Land 3) Creating a Healthy Borough 4) Growing a Good Economy 5) Increasing Efficiency and Resilience 6) Delivering the Homes to meet Brent’s needs | <p>Integrated Neighbourhood Teams developments have complemented Brent Local Plan priorities through:</p> <ul style="list-style-type: none"> - Development of our local estates strategy and the options available for each neighbourhood are aligned with. - Working closely together (NHS, Council and VCSEs) to further scope and appraise best options for integrated health and care hubs in every neighbourhood where services are delivered closer to where people live, work / study. |
| Brent Digital Strategy 2022-2026 | <ol style="list-style-type: none"> 1) Digital Access 2) Digital Place 3) Digital Inclusion 4) Data and Smart Devices 5) Digital Workplace | <p>Integrated Neighbourhood Teams developments have complemented Brent Digital Strategy priorities through:</p> <ul style="list-style-type: none"> - Engaging with digitally excluded residents, understanding their problems and worries they have with an increasingly digitalised health and care system. - Proactively collaborating with partners, CVS Brent and Microsoft partnership to ensure our integrated care hubs delivery is digitally inclusive and Brent’s journey to become a digital borough is one that truly enhances everyone’s lives. |
| Brent SEND Strategy 2021-2025 | <ol style="list-style-type: none"> 1) Improved access and experience 2) Access to early years SEN assessment and support 3) Access to inclusive settings / schools 4) Access to local community activities | <p>Integrated Neighbourhood Teams developments have complemented Brent SEND Strategy priorities through:</p> <ul style="list-style-type: none"> - Specific CYP focused workshop in Willesden, and continuous engagement with SEND professionals in neighbourhoods and across the Borough. |
| Brent Black Community Action Plan 2020 | <ol style="list-style-type: none"> 1. Early intervention: children, young people and families | <p>Integrated Neighbourhood Teams developments have complemented Brent Local Plan priorities through:</p> |

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| | <ol style="list-style-type: none"> 2. Enabling and strengthening community leadership through capacity building 3. Developing community spaces – run and managed by local communities 4. Supporting the black community and voluntary sector - grant funding to voluntary sector organisations and procurement 5. Support for employment and enterprise 6. Accountability 7. Homes and homelessness 8. Tackling health inequalities 9. Embedding equality and diversity within the Council workforce | <ul style="list-style-type: none"> - Localised and flexible approach to INTs co-production and engagement. - Staff OD workshops and - Production of iDos (integrated directory of services) so partners in each neighbourhood are aware of each other's services. |
| Brent Youth Strategy 2021-2023 | <ol style="list-style-type: none"> 1) Engagement and Voice 2) Activities 3) Skills and Opportunities 4) Places and facilities 5) Wellbeing and Mental Health 6) Safety 7) Access and Awareness 8) The Environment | <p>Integrated Neighbourhood Teams developments have complemented Brent Youth Strategy priorities through:</p> <ul style="list-style-type: none"> - CYP and <i>Start and Live Well</i> focussed approach to delivery of neighbourhood engagements and follow-up thematic analysis of discussions / priority identification. |

3.5 Summary of next steps

3.5.1 *Engagement and Co-production with partners*

- Willesden, Wembley, and SHKR neighbourhoods workshop follow-up reports will be shared with colleagues and residents in January 2024.
- Willesden, Wembley, and SHKR draft hyper-local delivery plans, with baseline goals and improvement priorities will be shared in January 2024.
- Kenton & Kingsbury, and Kilburn neighbourhood workshops will be focused on and delivered in early 2024.

3.5.2 *Workforce, OD, and Leadership*

- Steering group to continue every 4-6 weeks, focusing on understanding workforce training and development needs, building on workforce resilience, flexibility and partnership skills and addressing workforce challenges (if any) and priorities. These constitutes workforce from the NHS, Council and VCSEs aligned to the INT development work.

3.5.3 *Estates Optimisation*

- Draft local estates strategy to continue to be shared and reviewed. See Appendix B for details of the Executive Summary.
- Pipeline development sites (Wembley, Alperton & South Kilburn) to continue their development with Wembley site aim to open this Spring/Summer of 2024.

- Monthly steering group meetings on-going, monitoring progress of implementation.
- Continue to strengthen relationship and effective health provision at our FWBCs

3.5.4 *ICT, Data and Digitalisation*

- Continue to progress on key deliverables – information sharing and ICT connectivity with partners using various e-platforms: *London Care Records, Universal Care Plans, Pharmacy First, Optica*, as well as various primary care-specific digitalisation projects.
- Monthly steering group meetings on-going, monitoring progress of implementation.

3.5.5 *Monitoring and measuring impact*

- Establish a defined theory of change that enables us to measure and track the impact of integrated neighbourhood teams.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 Engagement with ward members, councillors, system partners, Brent residents, community service users and voluntary sector organisations is on-going. Involvement and inclusion of the Brent population continues to be supported by Brent Health Matters, Primary Care Networks, Brent CVS, Community Champions and local Residents' Forum.

5.0 Financial Considerations

- 5.1 There are no financial implications currently.

6.0 Legal Considerations

- 6.1 There are no legal implications currently.

7.0 Equality, Diversity & Inclusion (EDI) Considerations

- 7.1 Any change to service provision for any of the transformation work being proposed would require an Equality and Health Inequalities Impact Assessment (EHIA) and Quality Impact Assessment (QIA).

8.0 Climate Change and Environmental Considerations

- 8.1 There are no human resources/property implications currently.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 There are no human resources/property implications currently.

10.0 Communication Considerations

- 10.1 On-going relevant engagement, co-production and communications with partners and wider stakeholders (i.e. ward members, councillors, system partners, Brent residents, community service users and voluntary sector organisations) on the transformation journey from all aspects of the programme including those of the 3 main key enablers: workforce and OD, estates and ICT. The programme continues to widen its reach especially to those residents and their families who are ordinarily been having difficulty accessing our services locally.

Report sign off:

Tom Shakespeare

Managing Director, Brent ICP