



Title:	Developing the London Vision for Health and Care
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Strategic Partnership Board

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1. Background

- 1.1. In July 2018, a progress review against the ten *Better Health for London* (BHfL) aspirations and associated ambitions was presented to the Strategic Partnership Board (SPB). The review outlined areas where London has made significant improvements, areas where challenges remain and the need to renew the system's focus and commitment to our overarching vision of improving the health and care of Londoners.
- 1.2. In response to this review, the SPB requested that a renewed health and care vision for London is developed which would build on the progress made in implementing *Better Health for London*, build on and bring coherence to several national and city strategies which have emerged in the last year and reaffirm London's goal to be the world's healthiest global city.
- 1.3. The SPB requested a concise (6 – 10 pages) public-facing narrative document be developed building on existing strategies including the Health Inequalities Strategy, NHS Long Term Plan, STP plans and the Devolution Memorandum of Understanding (MoU). Given resource constraints in the public sector, a principle during development was that no statutory organisation should be expected to commit more resources than justified by the prioritised needs of their local population.
- 1.4. Three joint Senior Responsible Officers (SROs) were appointed by the co-chairs of the SPB:
 - *Vin Diwakar (NHS)*
 - *Dick Sorabji (London Councils)*
 - *Yvonne Doyle (PHE)*
- 1.5. Fortnightly Task & Finish Groups were set up, with partners across health and care. Vin Diwakar as one of the SROs has led the sessions in these groups.

1.6. The Partnership Steering Group (PSG), steering the work of the SPB, met every two months, including an extra-ordinary meeting in November, to progress the work.

1.7. The purpose of this paper is to update the SPB on the development of London's health and care vision and discuss and inform next steps.

2. Development of the London Vision

2.1. A number of areas of scope were agreed by the Partnership Steering Group:

- Both an overarching vision for health and care with associated ambitions/aspirations for London and priorities for the Strategic Partnership Board would be developed.
- The vision should build on existing strategies including the *Health Inequalities Strategy*, *NHS Long Term Plan*, STP plans and the Devolution MoU.
- A life course approach would be taken to link action to population health to facilitate the need to engage politicians.
- SPB priorities should focus on areas that require a partnership approach; other high priority areas may be better placed to be taken forward by a single partner.
- Tangible action would build on the areas within the devolution agreement.
- Criteria to define priorities included the need for collaboration across partners; a big health burden (or opportunity); and requiring regional level action.
- A concise public-facing narrative document should be developed.

2.2. Significant engagement has taken place in the development of the vision with over 300 health and care professionals across multiple forums helping to define priority areas and the support required to create the right conditions for local transformation. During engagement a number of themes emerged around common challenges and also potential population health priorities and areas of focus for the Strategic Partnership Board (see appendix 1).

2.3. Throughout the development of the vision, the importance of maintaining our goal to be the world's healthiest global city has been emphasised and developing a compelling narrative that sets out how we, as a city, ensure Londoners start well, live well and age well with appropriate interventions in place from primary prevention through to specialist services. Vision statements across a framework were developed from this building on themes from existing strategies; this is set out in appendix 2.

2.4. Guiding principles underpinning the vision were also developed which include parity of Londoners' physical and mental health; reducing inequalities; personalisation; subsidiarity of decision making and ensuring seamless care across organisation boundaries.

2.5. Policy and academic research, a thematic analysis of existing national and regional strategies and analysis of outcome data, including comparing how London performs against other global cities were then supplemented with

themes from engagement. From this, emerging population health priorities and shared commitments have been derived, as follows:

Emerging priority	DRAFT Shared commitment
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START WELL	Childhood obesity	Achieve a X% reduction in proportion of children who are obese and reduce the variation of obesity levels across London boroughs
	Children's mental health	London becomes a child friendly city and we achieve a X% increase in children reaching a good level of development cognitively, socially and emotionally and when needed effective children and adolescent mental health services are available 24/7

LIVE WELL	Reducing inequalities and preventing ill-health	London's public spaces are healthy environments, we lead the way nationally in reducing unhealthy habits and we reduce the gap in healthy life expectancy between the general population and London's most vulnerable population groups
	Asthma	X% of Londoner's with asthma have access to an asthma management plan and all STPs take a networked, multidisciplinary approach to care
	Sexual health	Work towards London having zero new HIV infections, zero preventable deaths and zero stigma by 2023
	Violence reduction	By taking a public health approach to violence reduction we reduce the impact violent crime has on our health and care system and work towards a X% reduction in homicides and serious knife-related injuries
	Mental Health	London is a city that promotes positive wellbeing, achieves a X% improvement in timely access to MH services and makes progress towards zero suicides.

AGE WELL	High quality specialist care (respiratory / cancer / cardiovascular / stroke)	We work towards having the lowest death rates in the country for the top killers but when Londoners are at the end of their life we work together to ensure they die in their preferred place.
	Personalised, seamless health and care services that promotes independence	Achieve an X% increase in Londoners that are supported to stay well and live at home for as long as possible and ensure all Londoner's benefit from health and care as a joined up system

Supporting documentation is included as appendices: appendix 1 - Summary of engagement; appendix 2 – Vision statements; appendix 3 - Priorities long list – data: baselines, trends and variation; appendix 4 – Global cities research.

2.6. The established principle of subsidiarity has been maintained and reiterated throughout development with the main focus of integrated place-based care at borough level to enable delivery; and with the premise of credible, sustainable integrated care evident at all levels. The NHS Long Term Plan outlines varying options to enable this which would be for local decision, from blending health and social care budgets to joint appointments across local authorities and CCGs.

2.7. On the basis that, in the main, population health priorities will need to be transformed locally with health and care organisations working together, it is proposed that steps be agreed and taken to create the conditions for local partners to deliver improvement in population health, to address priority health challenges and create a support system to share learning and best practice across the capital (see appendix 5).

2.8. Partners could also consider committing to bold concerted action to deliver priority health improvements; appendix 6 details commitments from existing strategies including the Health Inequalities Strategy and the NHS Long Term Plan and further supplemented with other potential action drawn from research and engagement with subject matter experts.

2.9. A significant number of commitments are made by the Mayor in relation to health and in the NHS Long Term Plan; the NHS LTP operational plan, due to be published in April 2019, will provide the opportunity to establish areas where concerted or joint action would accelerate improvements. London commitments to bold action could be focussed on areas of highest inequality or areas where existing commitments require action by others and together a more ambitious commitment could be made.

2.10. As a London Strategic Partnership Board, delivery effort is proposed to be focussed on enabling local systems with pan-London action that requires deep co-design across partners, building on London's devolution commitments and accelerating progress in line with the NHS LTP:

2.10.1. Developing underpinning enabling strategies for workforce, estates, digital and business intelligence to support population health management

2.10.2. Developing a dashboard to track delivery of shared commitments to population health improvements and an annual strategic review of progress which would include undertaking global city comparisons

2.10.3. Building on the devolution commitments and accelerating progress in London, co-design across partners and with citizens further support for local integration as the key to local delivery

2.10.4. Facilitating the sharing of what works and lessons learnt to support accelerated adoption across London as well as raising the collective voice for London on areas of joint strategic interest, both nationally and globally.

3. Next steps

3.1. A six month engagement and development period is proposed which will focus on both system leaders and Londoners.

3.2. System leadership engagement will focus on further testing and refining priorities and commitments and enable the London vision to iterate as local health and care partnerships develop their plans.

3.3. Engagement with Londoners will build on past efforts such as the Great Weight Debate and engagement undertaken in the development of the Mayor's Health Inequalities Strategy and Thrive LDN's Londoners said report and tap into current engagement underway locally. Engagement will focus on delivery and co-production as a public health intervention in itself and inform the appropriate indicators to measure progress (full proposal in appendix 7).

4. Recommendations

4.1. The Strategic Partnership Board is asked to:

4.1.1. AGREE that this paper is submitted to the London Health Board.

4.1.2. AGREE that the approach will be to build on existing commitments of each partner.

4.1.3. AGREE the plan for engaging member organisations of the SPB and other stakeholders and the public, patients, carers in the content of the vision document, the measures in the outcomes dashboard, and agree specific actions to deliver the plan.

4.1.4. AGREE that the development and engagement process will be conducted within six months.