

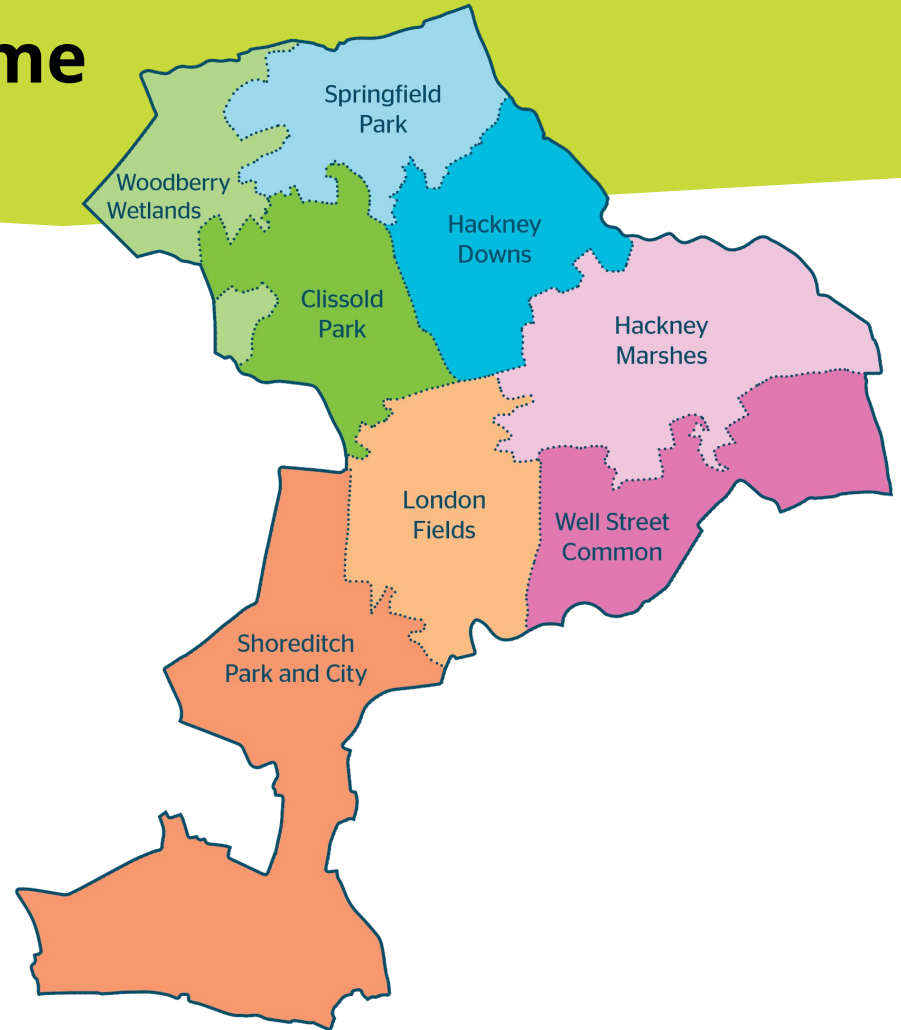


Neighbourhoods

City & Hackney Living Better Together

Neighbourhoods Update - January 2024
Sadie King Neighbourhoods Programme Lead

Neighbourhood Programme



1. What is Neighbourhoods?
2. Why Neighbourhoods?
3. Overview of the Programme

Structure, Culture and Impact

What is Neighbourhoods?

A way of working 'Place Based' (not a new service, or new organisation)



1. Shaping Health, care and prevention services around small geographies to be able to provide tailored services closer to where people live
2. Multidisciplinary working 'team of teams' in Neighbourhoods that know each other, their population needs and their people
3. Personalised care, residents are at the heart of services

Why Neighbourhoods?

One size/approach doesn't fit all - Neighbourhoods allow targeted approaches and to target highest need

Neighbourhood Teams can create trust, collaboration and improved communication

Importance of work to improve population health – Neighbourhoods offer a framework to promote and deliver prevention work at a local level

What this would mean for Peter



Peter

- 86 years old
- Has lived in Hackney Downs for last 20 years and is proud to live in Hackney
- Now lives alone since his wife died 3 years ago although his son lives locally and provides some informal care
- Has previously had a fall and receiving some support to assist movement
- Living with long-term conditions (dementia), and moderate frailty with interaction from multiple services and organisations

Closer connection between the services supporting Peter

GP in contact with Neighbourhood Social Care team who engage with Peter

A multi-disciplinary Neighbourhood based team

identifies Peter as someone they may be able to support in a more joined up way

Discussions take place with Peter

to put in place a personalised care and support plan with him

Strengths based conversations

explore the things he wants to be able to do. He is connected to a Neighbourhood social prescribing lead who supports Peter in attending a dementia support group and local gardening group

Peter **doesn't have to explain his story to multiple organisations** as they are working together with him

Example of working with the Neighbourhood forums

Well Street Common Neighbourhood forum discussed local concerns and opportunities.

Attendees of the forum said they were seeing more children and young people experiencing anxiety, alongside a higher demand on services.

As a result the First Steps (Early Intervention and Community Psychology CAMHS) team developed training on understanding anxiety for colleagues working in the voluntary and community sector with children and young people.

The training is being delivered across all Neighbourhoods between November 2023- March 2024

Well Street Common Neighbourhood forum also hosted a wellbeing and information day for parents in response to concerns raised offering the opportunity to connect parents with peers for support and to share coping strategies.



Neighbourhood Programme Priorities 2024 - 2027

- 1. Resilient local Neighbourhood Teams.** An Organisational Development Programme to support staff working together
- 2. Resident led solutions.** Neighbourhood Forums, Insight collection, Community Advisor Team, Anti-racist service design.
- 3. Prevention of and Living well with long term conditions.** Anticipatory/Proactive care. Health Inequalities projects
- 4. Wider Integration.** Deepening the connection between health and care services and services that can impact on the Wider determinants of Health: housing, cost of living,

Who we are working with

The London Borough of Hackney

City and Hackney Integrated Primary Care.
(and each PCN)

Corporation of the City of London

East London NHS Foundation Trust

Homerton Healthcare NHS Foundation Trust

City and Hackney Local Pharmaceutical Committee

Hackney Centre for the Voluntary Sector

A range of local voluntary and community organisations

Healthwatch City of London

Healthwatch Hackney



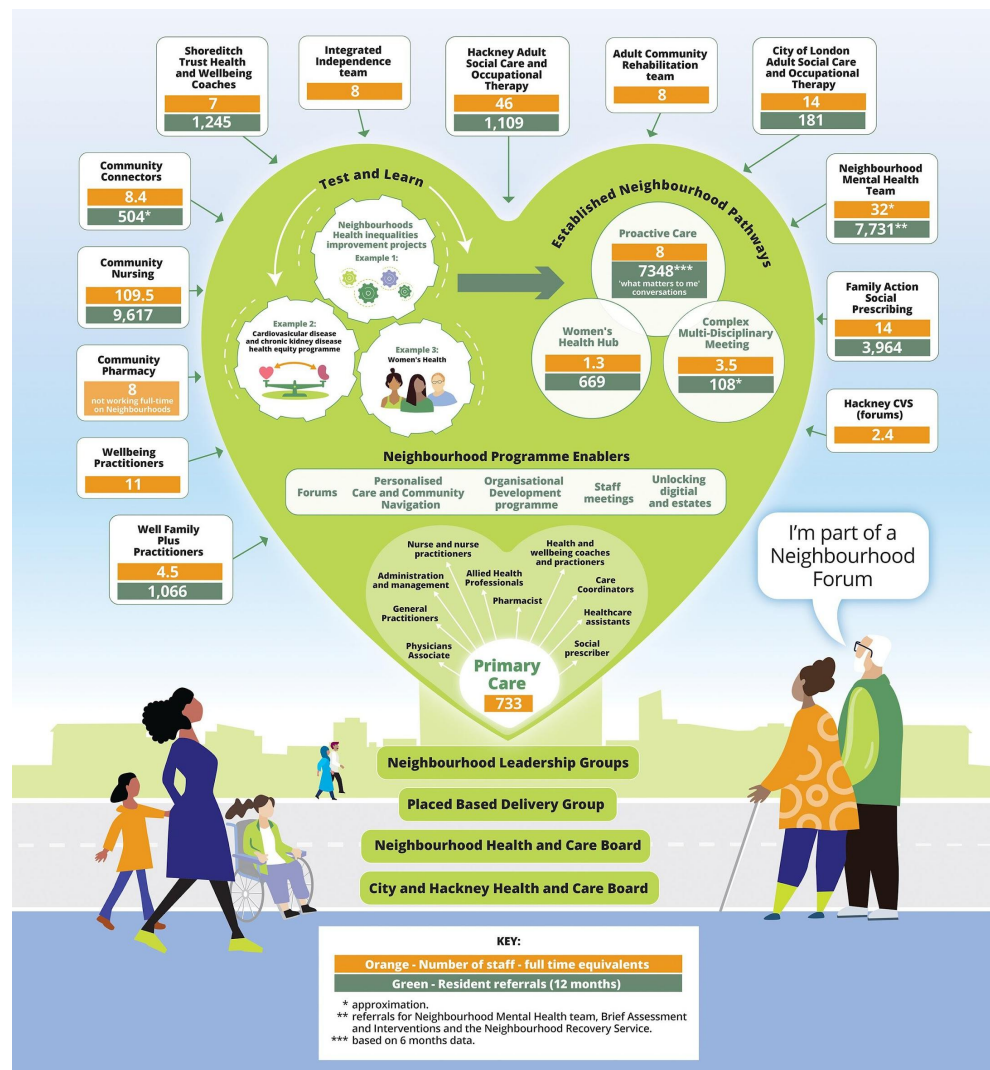
Structure



Transforming Neighbourhoods



Neighbourhoods



I'm part of a Neighbourhood Forum



CYPMF services mobilising to Neighbourhoods models

The **Enhanced Health Visiting Service** has mobilised and been reconfigured to work according to the Neighbourhoods geography since Sept 2023.

Services mobilising in 2024:

- The new **School Nursing Service** tender has Neighbourhoods working incorporated and will see school nurses as part of Neighbourhood teams from Sept 2024.
- The **Children and Family Hubs programme** will see **Children's centre teams** working to pairs of Neighbourhoods localities in 2024.
- **First Steps teams CAMHS teams** restructuring on the Neighbourhoods model currently (early 2024)

CYPMF services preparing for transition

- A **Super Youth Hub pilot** which is a visionary initiative aimed at transforming the way young people access health and wellbeing services in City and Hackney including the offer of an integrated adolescent GP Service within youth hub alongside a range of health and wellbeing services and outreach offers is **to be piloted within a pair of Neighbourhoods (London Fields and Shoreditch Park and the City)**. This pilot will see a range of health and wellbeing services for young people adapt and test a new way of integrated working.
- **Hackney Schools have now been mapped according to Neighbourhoods** - with some Special Educational Needs and Disabilities (SEND) staff now allocated according to Schools according to Neighbourhoods.
- There are some **PCN Additional Resource Reimbursement Scheme (ARRS) funded Young People focussed roles - Shoreditch Park and the City have funded a Children and Young People's Health and Wellbeing Coach** and **Well Street Common PCN has funded a Young Person's Social Prescriber**, all working within a Neighbourhood. Other Primary Care Networks have expressed interest in having PCN based Young Person focussed community navigation roles.

CYPMF Services in early planning stages of transition

- **Community Midwifery services** are reviewing options and planning towards Neighbourhoods working from mid-2024
- **Children's Physiotherapy and Occupational Therapy services** have already piloted universal work in PCNs and drop-ins for community groups on a Neighbourhoods footprint. They will be allocating link therapists to each Neighbourhood from 2024.
- **Speech and Language Therapy early years services** are planning to restructure on a Neighbourhoods footprint by April 2024, with **specialist and school-based services** planned for September 2024.
- **Acute Paediatricians are planning a pilot in one PCN** delivering joint surgeries with Primary Care, with the intention to develop a model that could potentially be rolled out across other PCNs/Neighbourhoods and **Community Paediatricians** are planning to allocate a link person per Neighbourhood
- Other school based services such as **Wellbeing and Mental Health Services in Schools (WAMHS)** are beginning to plan being within a 'Neighbourhood team'.
- **Young Hackney** Practice Development Managers have been assigned to two Neighbourhoods each as an interim measure, the recommendations in the **Young Hackney Service review** is to develop a locality approach around 4 areas (pairs of Neighbourhoods).

CYPMF Neighbourhood Level Pilots

There are a number of Neighbourhood level pilot projects that incorporate the Neighbourhoods principles and ways of working, these include:

- An Early Years Speech and Language project - Hackney Downs
- Coordinated system wide join up to address childhood obesity - Well Street Common
- Child health hub pilot being planned in Springfield Park PCN - adjoining Primary Care with Paediatricians to run joint clinics within the PCN
- Autism Friendly Neighbourhood project (not CYPMF specific) - London Fields
- Emerging work in Woodberry Wetlands - joining up support for Young Carers and support for families living in temporary accommodation

Community Navigation support for CYPMF is also being reviewed across all eight neighbourhoods,.



Culture



Supporting the workforce

Our OD programme is shaping the Neighbourhoods way of working:

Working Together

Knowing your neighbourhood

Residents at the Heart



- **Inclusive Recruitment**

An adaptation of the LBH model was piloted to recruit nine Neighbourhood Community Coordinators and we are developing a resource pack, a process for embedding the approach and a system for monitoring impact.

- **Making Every Contact Count (MECC)**

We are creating bespoke MECC programmes, tailored to each Neighbourhoods needs. *Woodberry Wetlands* has been the pilot neighbourhood, with stakeholder engagement from staff and residents, used to develop the model with the aim of MECC roll out in spring. We are using the pilot to streamline the model for the other seven neighbourhoods.

- **Community Advisory Team (CAT)**

A recruited resident group, guided by the Homerton's QI lead, was created to develop stronger learning systems using quality improvement skills, and evaluation to improve outcomes for residents. CAT have been instrumental in co-production in service improvement, lifting residents' voices from lived experience to expertise. A second cohort is in planning, to continue the work, and we are incorporating their expertise to support us in other OD pilots.

- **Getting to know your neighbourhood**

Inside Hackney is a pilot of experiential learning programme for staff working within local health and care services across neighbourhoods. This pilot, being developed with Volunteer Centre Hackney, includes four sessions, which we will evaluate and scale-up.

Supporting the workforce

Our OD programme is shaping the Neighbourhoods way of working:

Working Together

Knowing your neighbourhood

Residents at the Heart



- **ELFT Integrated Care Competency Framework**
This new, validated toolkit developed by ELFT includes interactive tools, a questionnaire and a method of assessing and developing the competencies of integrated working in neighbourhood teams. We are working with our partners to embed the model, supporting the workforce to measure and grow their maturity.
- **Community Pharmacy Neighbourhoods Project**
We commissioned a piece of research and consultancy, to identify areas where we can develop collaboration between community pharmacists and the PCNs. The report highlighted themes which we are analysing and will use to inform next steps.
- **Evaluation and Neighbourhoods Staff survey**
We have partnered with Renaisi to conduct an evaluation of the Neighbourhoods programme, to measure the contribution to a range of outcomes for residents and staff. There are a number of strands to this. We have issued our first Neighbourhoods Workforce Staff Survey, to form a baseline for future measures and we are collating data to measure progress and maturity.
- **Handbook**
Collation of materials for a Neighbourhoods Staff Handbook is underway. It will introduce the concept of Neighbourhood working and outlines a shared approach, containing tools and case studies. The handbook will be built from the evaluation and results from the OD pilots

Supporting the workforce

Our OD programme is shaping the Neighbourhoods way of working: Working Together

Knowing your neighbourhood

Residents at the Heart



- **Anti-racist Community of Practice in Neighbourhoods** is a series of interactive online workshops that is delivered in partnership with the University of East London. The workshops are a pilot project designed to produce a better understanding of the anti-racist priorities and needs of the local areas by bringing together residents, volunteers and members of local health and social care teams to share experiences and insights on ways to improve anti-racist ways of working. The goal of these workshops is to co-produce a set of place-based anti-racist principles and also case studies to use as part of a neighbourhood training resource.
- **eMbedding heAlth equiTy in City & Hackney (MATCH)**
Matching up support with need, following a Marmot approach. The central Neighbourhoods programme is working in partnership with Population Health Hub on the MATCH cardiovascular disease and women's health project. This will create a tool kit on improving services taking a health equity approach.

Impact



Neighbourhoods Evaluation Approach: Contribution Analysis and Evaluation deep dives

Strands and tailored methodologies:

- **Neighbourhoods Programme Contribution analysis:** Qualitative and Quantitative research to test links, Co-design a Theory of Change and development of a measurable outcomes framework.
- **Barriers research:** Qualitative research on potential barriers to preventative care delivery.
- **Proactive Care Pathway:** Cost/Benefit analysis & Qualitative research
- **Children Young People Families & Maternity:** Co-developed theory of change and outcomes, Scoping.
- **Workforce Outcomes:** Staff survey, in depth Interviews & analysis of experiences and understanding impact of coming together across all 8 Neighbourhoods.

Neighbourhoods Future

Research on Integrated Neighbourhood Teams across the country key findings:

No clear 'model' more local adaptations (as directed in Fuller Stocktake 2023) change is not linear

Roles in teams vary according to the scope of the targeted residents

Colocation of teams varies from virtual MDT combined with hot desk sharing office space to permanently located teams with shared management (line and strategic)

Governance varies from strategic neighbourhood priority setting to new Care Organisations

Next Steps:

Staff Engagement (staff survey and MDM feedback)

Resident Engagement (Programme Involved residents, Neighbourhood Forums)

System Partner Engagement (Review group, Key strategic groups/boards and visioning workshops)

Thank you

Sadie King

s.king33@nhs.net



Neighbourhoods