

Camden Health and Wellbeing Strategy 2022-30



Executive summary

Camden
Health and
Wellbeing Strategy
2022-30

START LIVE AGE WELL



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FOREWORD

The Camden Health and Wellbeing Strategy is a call to action to all residents, community groups and local organisations to make Camden the very best place to start well, live well and age well.

Our new strategy emerges at a time of profound challenge, with the Covid-19 pandemic having placed unprecedented demands on services and amplified the deep-rooted inequalities that persist in our society.

In Camden, too many people are living in poor health for too many years of their lives and the gap in healthy life expectancy between the poorest and richest parts of the borough continues to widen. Those living in the most deprived areas spend 20 years of their life living in poor health and die around 10 years earlier than those living in the least deprived areas. This is unacceptable.

The pandemic has widened existing health inequalities and it has had a damaging effect on our communities. Many people experienced periods of anxiety, trauma and isolation, and there are people grieving for loved ones who sadly died. Camden must help people recover – physically and mentally – from this difficult time.

Our amazing health and care workforce continue to manage unprecedented demand, managing waiting lists and backlogs of care while supporting the growing number of people with complex health needs. Yet never before has our partnership been so entwined, with increasing alignment between health and social care services, and a collective ambition to tackle the root causes of ill-health; namely poverty, discrimination and inequality.

Nationally policy is shifting too, with the Government confirming a focus on prevention where we work together to encourage healthy behaviours and deliver early support, long before conditions worsen and require more serious and costly forms of care. The drive to join up local services is greater than ever, with more joined up healthcare and community-based services delivered closer to home.

As we emerge from the pandemic, the Camden Health and Care Citizens' Assembly provides a springboard on which to support healthier, more independent lives for all – but particularly those who experience the toughest circumstances and the highest level of risk. Through this Strategy, we commit to deliver in line with residents' expectations and redouble our efforts to address the social determinants of health, such as food and economic security, school readiness and social and community networks.

To address the significant challenges and build on the many opportunities we have in Camden, we are setting out a new, long-term population health approach. With longevity and consistency in mind, we propose a set of common principles and ambitions that we think will stand the test of time and provide clarity for local partners and everyone who lives in Camden. It can be understood as a permanent shift in approach, with ambitions brought about through better partnership working on specific, shorter-term priorities. This new approach will also allow us to adapt our focus in response to the rapidly changing world we live in, ensuring we are well prepared for whatever challenges lie ahead.



Cllr Georgia Gould
Leader of the Council and Chair of the Health and Wellbeing Board



Cllr Pat Callaghan
Deputy Leader and Cabinet Member for a Healthy and Caring Camden

As a partnership we pledge to work together to deliver the very best universal services, while proudly placing collective focus on improving health outcomes for the most disadvantaged people in Camden. We will learn from the pandemic and together build back a fairer and healthier Camden. There will be no return to the status quo.

WHAT IS THE CAMDEN HEALTH AND WELLBEING STRATEGY?

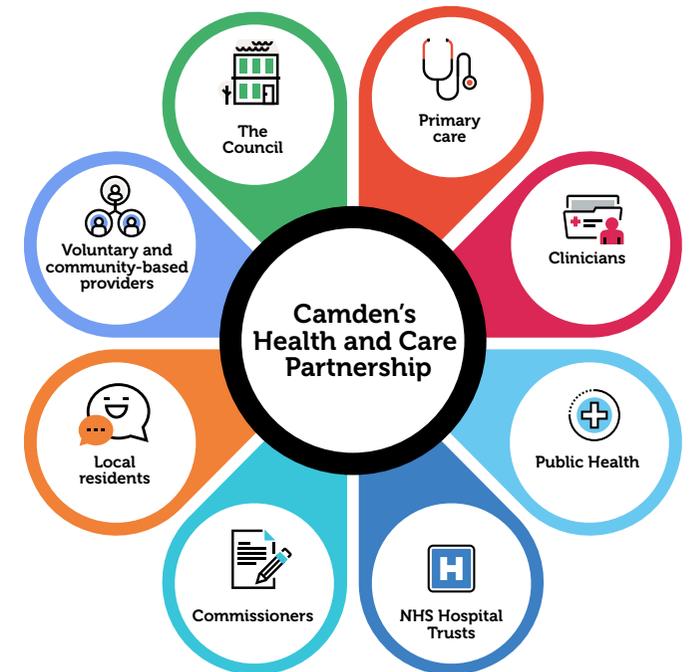
This Strategy sets out the shared principles, long-term ambitions and short-term priorities of the Camden Health and Wellbeing Board for improving health and wellbeing and reducing health inequalities. It presents our population health approach and identifies how we will respond to the disproportionate impacts of Covid-19, working closely with our residents and communities.

The Strategy provides a shared language and vision for our partnership, serving as a common point of reference, culture and professional practice for all organisations who work to support the health and wellbeing of people in Camden. It is a high-level strategy that identifies how we work together and with our communities to achieve better health and wellbeing for all.

Who we are

The Camden Health and Wellbeing Board is a forum of local leaders that provides the strategic leadership and democratic accountability for Camden’s health and care system. It brings together the Council, NHS and voluntary and community sector to tackle inequalities, support the integration of health and care services, and ultimately improve the health of local people.

The Board is responsible for the Camden Health and Wellbeing Strategy, which is required by law and guides the provision of local healthcare services to meet the specific needs of our population. The Strategy is not about acting on everything at once, but about identifying our key partnership ambitions and selecting a small number of priorities for action.



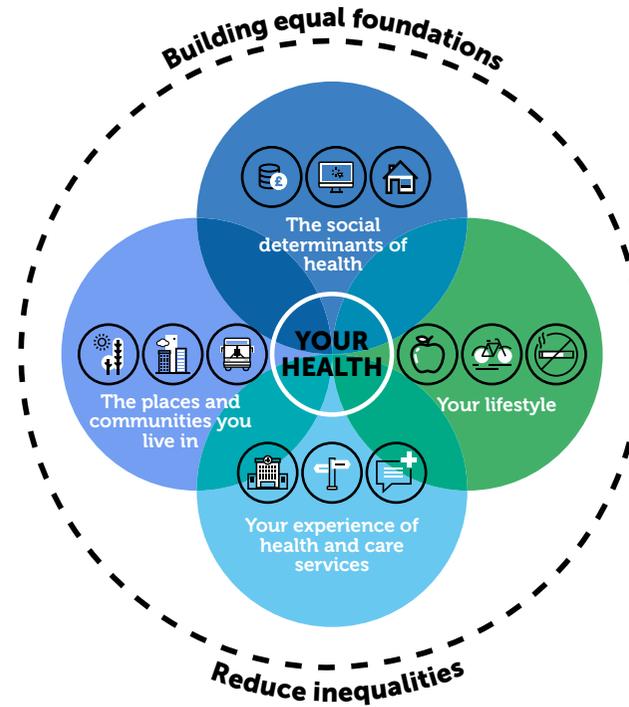
The strategy seeks to put health equity at the heart of policy making and focuses on the social determinants of health, encouraging healthy behaviours and seeking to shift the dial on some of Camden’s most stubborn population health challenges.

Adopting a population health approach

A population health approach seeks to improve physical and mental health, promote wellbeing and reduce health inequalities across an entire population. It reflects the full range of determinants (or drivers) of health and wellbeing, many of which, such as education, good work or local environment, are separate to health and care services. It is about creating a collective sense of responsibility across organisations and within communities to reduce inequalities and promote good health.

The aim is to draw on our collective resources and organisational know-how to embed prevention of ill-health in everything we do. This means prioritising the prevention rather than the treatment of illnesses and changing how we allocate our resources (people and money) to reflect this. In some cases, it will mean shifting resources away from clinical and hospital-based care and into community based early interventions which are often more effective at helping people lead healthier, independent lives for longer.

In pursuit of these objectives, our partners commit to learn from each other and routinely consider their influence over the four key drivers of health:



The 'four pillars' model, adapted from the work of the King's Fund, is all about putting equity of health at the centre of local policies and giving greater prominence to prevention.

Why is this different

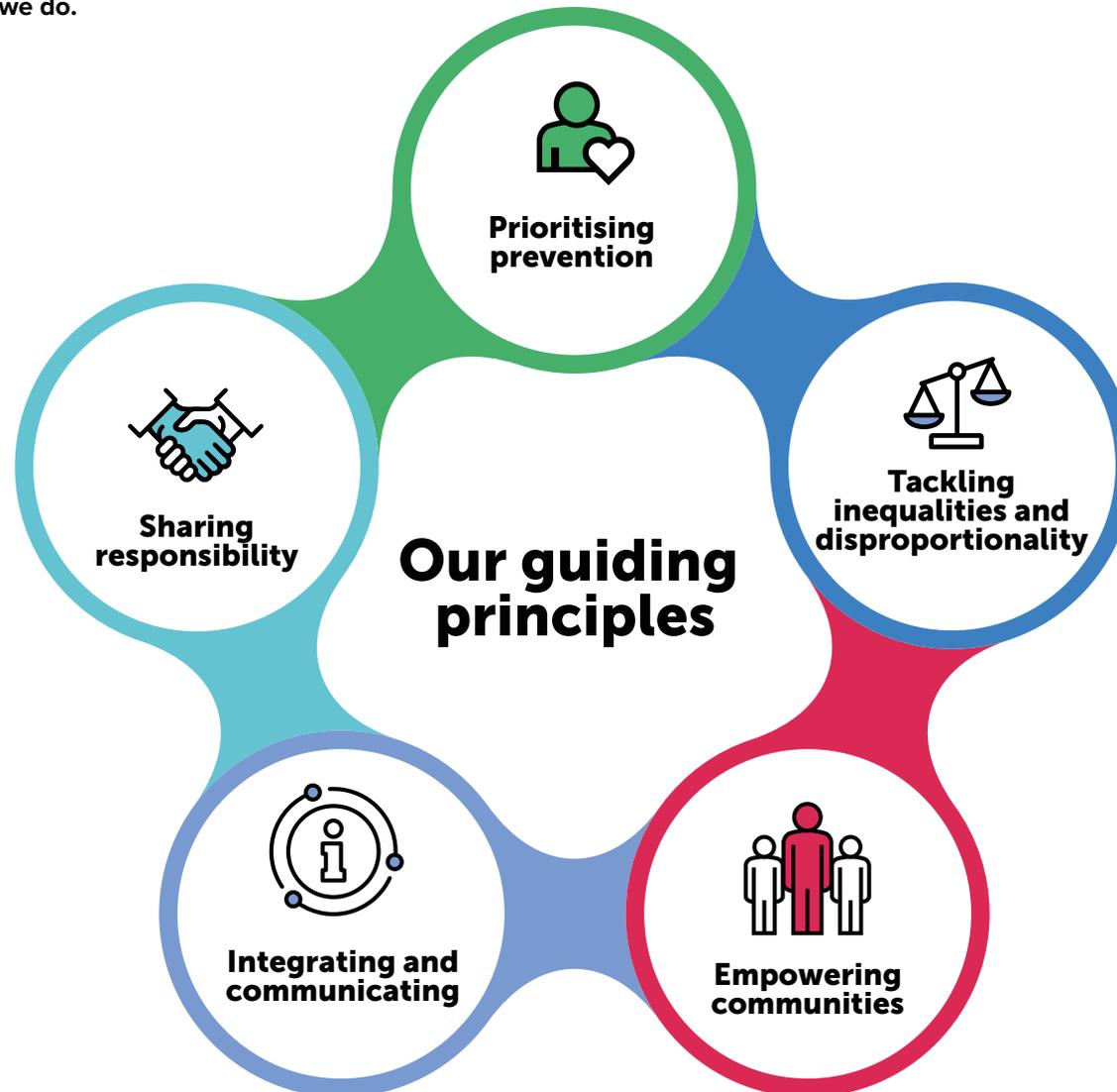
In the past, the different services and organisations that make up our partnership have tended to focus primarily on one of the four drivers of health, sometimes operating in isolation depending on what they do. Taking a population health approach means fundamentally changing the way we work and coming together as a whole system to tackle specific challenges. The four-pillars model is a useful articulation of what 'population health' means and demonstrates how almost everything effects our health. It helps us to visualise how each person and organisation can play a vital role in supporting good health in Camden.

Citizens' Assembly expectation

“ We expect that better wages, education and housing would help.

OUR GUIDING PRINCIPLES

Our local partnership is bound by a set of shared principles that guide how we work together in support of better population health in Camden. The principles have been developed by the Health and Wellbeing Board and are firmly rooted in the expectations of the Health and Care Citizens' Assembly. They aim to put residents' voices and experience at the heart of everything we do.



1. Prioritising prevention

- We tackle the causes of health-related problems and focus on the social determinants of health, promoting healthier choices and transforming the environmental factors that influence health and wellbeing.
- We prioritise early help and provide person-centred, joined-up support close to where people live. This supports people to improve their own health and maintain independence.
- We strive for more community-based support and embed it in neighbourhoods.
- We nurture the common purpose, community collaboration and togetherness that emerged during the pandemic.



2. Tackling inequalities and disproportionality

- We tackle health inequalities and seek to break the link between deprivation and poor health.
- We build trust through anti-racist practices and connect into our diverse communities.
- We draw on our trusted partners, including schools, faith groups and anchors in the community.
- We are inclusive and work to reduce the disproportionality in health access and outcomes, seeking to build equal foundations for all.



3. Empowering communities

- We focus on what matters to people, building personal resilience and enabling more confident and connected communities.
- We ensure residents have control over their own care and understand the options available to them.
- We support local people to connect with and support each other, providing the tools they need to stay happy and well.
- Communities are empowered to take the lead, co-designing services with partners.



4. Integrating and communicating

- We pursue greater integration and multidisciplinary working to improve residents' experience of care. People should only have to explain their story once.
- We promote good health through existing networks, including schools, community centres and children's centres.
- We invest in digital transformation, leveraging technology in new ways and using data and insight to inform what we do.
- Everyone benefits from new ways of working, with clear information about what services are available and how to access them.
- We are honest, open and transparent at all times, and accountable to residents.



5. Sharing responsibility

- We forge partnerships between the public sector, voluntary and community sector and local businesses – recognising our collective responsibility to support health and wellbeing in Camden.
- We align or pool resources, budgets and accountabilities where it will improve services for residents.
- We build capacity and resilience in our workforce, equipping them with the right skills and culture to deliver our collective ambitions.
- We form a network of anchor institutions within an inclusive economy that supports livelihoods and provides high quality opportunities for local people.



OUR LONG-TERM VISION FOR HEALTH AND WELLBEING IN CAMDEN

Informed by the work of the Camden Health and Care Citizens Assembly, our three long-term ambitions were formed through extensive engagement with local partners. Together they capture our aspirations for population health in 2030 and represent our long-term vision for health and wellbeing in Camden.

Start well: All children and young people have the fair chance to succeed, and no one gets left behind

Every child has the best start in life, equal opportunity to thrive and is ready to learn. This means mitigating the disproportionate effects of the pandemic and actively removing barriers for the children who are most in need or at the greatest risk.

Families are supported from conception through the first 1,001 days of a child's life, with a universal integrated offer, high quality targeted support, early education, and a strong focus on community. By investing in and supporting Camden's youngest residents we are preventing social inequalities and poor health from emerging later in life. Our universal integrated offer of support starts from conception, through school and on to further education and lifelong learning, building resilience in families and laying a platform for a lifetime of good health with parents and carers as the prime partners in their children's learning and wellbeing.

Our local partnership works jointly with early years settings, community and youth services to build on existing networks at the heart of communities and encourage healthy behaviours. We support the quality of the parent-child relationship, and our young people, parents and carers are active and health literate, particularly in relation to their mental health and emotional wellbeing.

Live well – People live in connected, prosperous and sustainable communities

Our local partnership recognises what people want from a good life and deliver the services, environments and conditions that support it.

Together with residents, we create healthy environments that provide secure livelihoods and economic prosperity, where key social needs are met, and long-term conditions are prevented. This means supporting people to connect with each other and building more active and empowered communities, with reduced loneliness and improved mental wellbeing.

Everyone is entitled to a healthy life through access to nutritious food, quality employment, clean air, secure housing, the outdoors and sports and physical activity. Our anchor institutions systematically draw on collective resources to create conditions that encourage healthy lifestyles and drive improvements in physical and mental

health - both within our workplaces and across the borough. As part of this, our leaders act as advocates on climate action, highlighting the inter-relationship between good health and a sustainable environment.

Age well: People live healthier and more independent lives, for longer

Healthy behaviours nurtured early in life help prevent complex and long-term health conditions from emerging as people grow older.

Focusing on those who are most in need of support, our health and social care services work together in a seamless way that brings out the best in people and allows them to stay happy and independent all the way through life.

Through harnessing our local assets, such as libraries, community centres, sports facilities and parks, and fostering connections in local neighbourhoods, loneliness is reduced, and the right conditions are created for new relationships and friendships to blossom.

Local services are inclusive, relational, accessible, and collaborative, with individuals maintaining their own health and provided with the tools to support the wellbeing of others.

OUR SHORT-TERM PRIORITIES

The strategy also proposes three short-term priorities for action over the next two to three years. These are informed by our understanding of local need and respond to the disproportionate impact of the pandemic on our most disadvantaged communities. They aim to focus the attention of the NHS, Council and voluntary and community organisations on issues where we can shift the dial and demonstrate partnership action around the social determinants of health.

Healthy and ready for school

This priority recognises that early experiences have significant impacts on children's long-term health and wellbeing, as well as their ability to learn. Our task is to reduce health and educational inequalities so that every child has the best possible start in life and can begin education healthy and ready to thrive - fully prepared to engage with school and all it has to offer.

Starting school also provides a valuable opportunity to check children's health and wellbeing and identify additional learning needs early, thereby preventing problems in later life. We are expanding our understanding of school readiness to focus on the whole child, recognising the relationship between good health,

wellbeing and enjoying and achieving at school.

This priority has been developed alongside Camden's new education strategy, Building Back Stronger. Ensuring that by 2030, every child in Camden will have an equal start in life, with the skills and support necessary to succeed in education. Together we will reduce the education and skills gap between children growing up in disadvantage and poverty in Camden, and the national average.

The role of the Health and Wellbeing Board

The Health and Wellbeing Board will ensure that partners from across the system understand their unique roles in giving every child the best start in life and actively supporting them to start their learning journeys. In part, this means addressing a range of early drivers of health, including psychological support, speech and language, nutrition, and immunisations. However, it also means removing the barriers that prevent or hinder our schools and early years settings from sharing information and working together to achieve the best possible results for our children.

- Developing secure attachments and a strong sense of

self and others

- Developing good communication, speech and language skills
- Improving oral health, nutrition and physical activity
- Addressing childhood asthma
- Improving uptake of childhood immunisations

Some actions we will take*

- Continue to support families by focusing on what they need to be resilient and empowering them to improve their own situation
- Promote oral health through supervised tooth brushing initiatives (Teeth for Life) and the provision of free oral health kits (Brushing for Life)
- Increase health promotion of non-high fat, salt and sugar (HFSS) food and drinks for children
- Support and facilitate Play Streets and Healthy School Streets which temporarily close roads to vehicles.
- Learn from the success of the Covid-19 vaccination rollout to improve inequalities in uptake of childhood immunisations across practices, geography, ethnicity, and deprivation

*See the full draft strategy to see all proposed actions

Camden's early years shared ambition is for all children to have the best start in life, have access to high quality early education and be healthy and ready for school at age 5.

Good work and employment

This priority champions the view that good work is a pathway to Covid-19 recovery. It presents an opportunity for local health and care partners to be role models in addressing workforce challenges and support disadvantaged residents into good quality employment, paving the way to more secure livelihoods and improved health outcomes.

The benefits of prioritising good work transcend the life course. Work is good for our physical and mental wellbeing, but sometimes work can put us at risk of poor health outcomes, with evidence suggesting that low wage employment makes us more likely to experience limiting illness and poor mental health. Too many residents experience long-term unemployment, and low-wage employment causes thousands to experience precarity, food insecurity and in-work poverty.

The role of the Health and Wellbeing Board

Working in partnership, we will focus our efforts on supporting groups with higher proportions of working age people claiming benefits into good work. This includes people living in Camden's most deprived wards, people with long-term conditions and people with learning disabilities. By doing so, we seek to achieve greater equity of health outcomes in Camden.

We will leverage our resources as local anchor institutions, forging stronger ties with the globally significant organisations and industry leading employers based in Camden. Leading by example, our organisations will be role models for good employment practice and draw on the Council's Good Work Camden programme which adopts a new approach to employment support and aims to make Camden a place where all residents live secure, healthy and happy lives.

Some actions we will take*

- Inspire Camden residents to explore roles in health and social care, equipping them with the skills and opportunities to access work in the sector.
- Support our health and care workforce with career progression within the health and care sector.
- Establish a network of health and care anchor institutions to enable wider social, economic and health outcomes.
- Commence a pilot between the Council's Good Work Programme and NHS trusts, supporting local people into good quality employment with key health service providers.

*See the full draft strategy to see all proposed actions



Member of the Camden Health and Wellbeing Board:

“ A focus on good work and employment presents an opportunity for the partnership to demonstrate joint working around a key social determinant of health.

Community connectedness and friendships

Community connectedness is about our individual and collective sense of belonging. It relates to the connections we have with our local neighbourhoods, in particular the friendships and interactions we have with the people who live there. These connections can often stem from participation in local groups and activities, creating opportunities for the human interactions that bring us fulfilment. Being an active member of a community, with meaningful connections and the ability to contribute, is directly linked to improved quality of life, good mental health and general wellbeing.

The pandemic has led to a stark increase in people being socially isolated, particularly young people and those living alone. This has resulted in increased levels of loneliness, with lockdowns, social distancing, and restrictions on travel and gatherings making it increasingly difficult to stay connected. It also expedited a reliance on digital technology, further exposing the digital divide experienced by certain groups, including lower income families and some older residents.

The role of the board

We know that residents who have limiting health conditions, long term disabilities, are unemployed, or are living alone, are at an increased risk of loneliness and may struggle to get outside. Therefore, as a partnership, we prioritise these groups and champion initiatives that support meaningful interactions and friendships to blossom.

We will harness our collective assets and existing presence in the community to support wellbeing and achieve better physical and mental health outcomes for our most disadvantaged groups. Here, we will be led by our thriving voluntary and community sector, who are the experts in connecting people and instilling a sense of community in local neighbourhoods. We will also support isolated residents to access good work opportunities and ensure our workplaces help people connect and develop.

Some actions we will take*

- Progress the Community Champions programme and explore the benefits of the ‘three good friends’ narrative
- Explore options to support adults with learning disabilities to form and maintain friendships
- Promote, enhance, and integrate the care navigation and social prescribing offers available in Camden to better connect residents with activities in their neighbourhoods
- Learn from best practice across the partnership to tackle the digital divide that emerged during the pandemic
- Promote the range of training available to residents and staff to increase their knowledge of mental health and wellbeing issues and where to get local support

*See the full draft strategy to see all proposed actions

Citizens’ Assembly expectation

“ We expect local people to offer help to neighbours who might be lonely or isolated.

IMPLEMENTING THE STRATEGY

Working in line with our guiding principles

Our local partnership will integrate, plan, and deliver services in accordance with our five guiding principles (set out previously).

1. **Prioritising prevention**
2. **Tackling inequalities and disproportionality**
3. **Empowering Communities**
4. **Integrating and communicating**
5. **Sharing Responsibility**

The Health and Wellbeing Board

The Health and Wellbeing Board will provide the strategic governance for the Joint Health and Wellbeing Strategy. The Board will meet four times a year and at each meeting members will present and receive a range of reports, with items themed around our short-term priorities. The Board's work will be characterised by:

- **Citizen voice:**
Work will be driven by the insight from people who live, work, and receive support in Camden. All work must demonstrate evidence or intent to work with residents in a way that puts citizens' voices at the heart of all we do.
- **Evidence and Insight:**
Each short-term priority will have an outline set of identified indicators to help set the context of where we are now and where we need to get to. We recognise these indicators will change over time and in response to changing circumstances so maintain a commitment for them to be flexible and responsive. We will work with partners across the health system to develop outcome frameworks that measure progress against our long-term ambitions.
- **Co-Challenge:**
We will encourage challenge between partners, including how each can do more to adhere to the shared principles and contribute to the long-term ambitions outlined in the strategy. This is particularly important for recognising disproportionality in our work and developing opportunities for greater system-wide working.



- **Communication:**
The Health and Care Citizens' Assembly set a range of expectations of the local partnership to address communication barriers that affect local care and improve the information available about services and activities. Those presenting at Health and Wellbeing Board meetings will need to demonstrate their communications plan and inclusivity to all Camden residents.

Citizens' Assembly expectation

“ We expect to be consulted about major service changes, informed of the decisions being made and then be able to hold decision-makers to account.

GLOSSARY OF KEY TERMS

Population Health

An approach that aims to improve physical and mental health outcomes, promote wellbeing and reduce health inequalities across an entire population. It reflects the whole range of determinants of health and wellbeing, many of which are separate to health services. It's about creating a collective sense of responsibility across organisations, individuals, and communities.

Social determinants of health

Sometimes referred to as the 'causes of the causes', these are the social, cultural, political, economic and environmental factors that shape the conditions in which people live. For example, our access to a good education or prospects for decent employment. This strategy gives primary focus to the social determinants of health.

Health inequities

Health inequities are the unfair and avoidable differences in health outcomes between different groups in society. Health equity acknowledges the unfair gap in opportunities and seeks to address it by distributing resources, and/or designing services based on need, so everyone can have the same chance to thrive.

Camden health and care partnership

Camden health and care partnership is our borough-based partnership that has been developed over several years. It is overseen by the Health and Wellbeing Board and includes the Council, NHS and social care providers and VCS organisations. These partners work together to plan services in response to the social, economic and health needs of their population.

North Central London Integrated Care System

North Central London Integrated Care System (NCL ICS, or 'system') brings together the commissioners and providers of health and care services across a much larger area of North London. The footprint covers five local authorities and has a population of over a million people. Integrated Care Systems help the NHS to work with local authorities and other partners to integrate and organise services that benefit from being planned at scale.

Place

Much of the activity to tackle inequalities, improve population health and integrate local services will be driven by commissioners and providers collaborating at a borough level, as opposed to a system level. Increasingly this level is referred to as 'place'.

This strategy can be understood as the population health strategy for Camden the place. It prioritises the social determinants of health and seeks to put health equity at the heart of local policy making. It is to be taken forward by the organisations that make up the Camden health and care partnership, who commit to develop and deliver services with residents and communities. It is to be held and championed by the Health and Wellbeing Board.

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