

# Camden Health and Wellbeing Strategy 2022-30



**Putting health equity at the heart of local policy and making Camden the very best place to start well, live well and age well.**

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 present 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.

# INTRODUCTION

**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.



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.



## 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 story so far

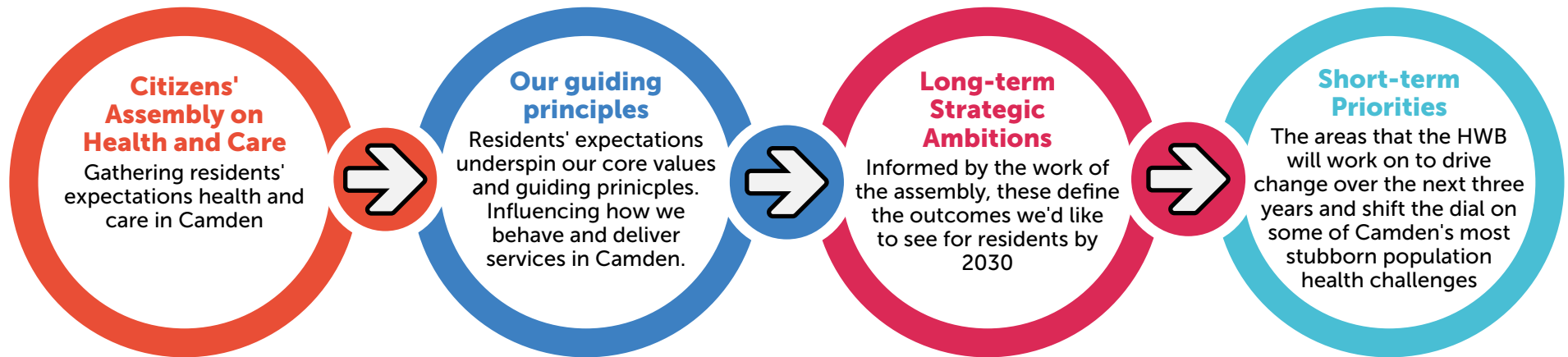
This strategy has been shaped by the thoughts and experiences of residents, partner organisations and local groups. It follows an extensive period of development which culminated in system leaders coming together to shape the key elements and decide on the short-term priorities.

In early 2020 we launched the **Camden Health and Care Citizens’ Assembly** as the first step on the road to the new strategy. Its purpose was to put the voices of residents and their lived experience at the heart of everything we do. Following the outbreak of Covid-19 we paused to reflect, before re-launching it as a place for people to share their experiences and then set expectations of Camden’s health and care partnership. The Assembly’s final report was presented to the Health and Wellbeing Board in late 2020 and its conclusions fundamentally underpin this strategy. The Citizens’ Assembly expectations are presented throughout.

## A vision for a healthier Camden

The strategy sets out a vision for health and wellbeing in Camden up to 2030 and will be used by local partners to inform the planning and delivery of local services. It is a statement of intent, declaring a cultural shift within and across our organisations that builds on our long history of integrated working but with a renewed focus on population health and the social determinants of health.

The strategy unifies our partnership behind a set of guiding principles that were developed in response to what residents told us through the Citizens’ Assembly. It then outlines our long-term ambitions for Camden before identifying three clear priorities for action over the next three years.



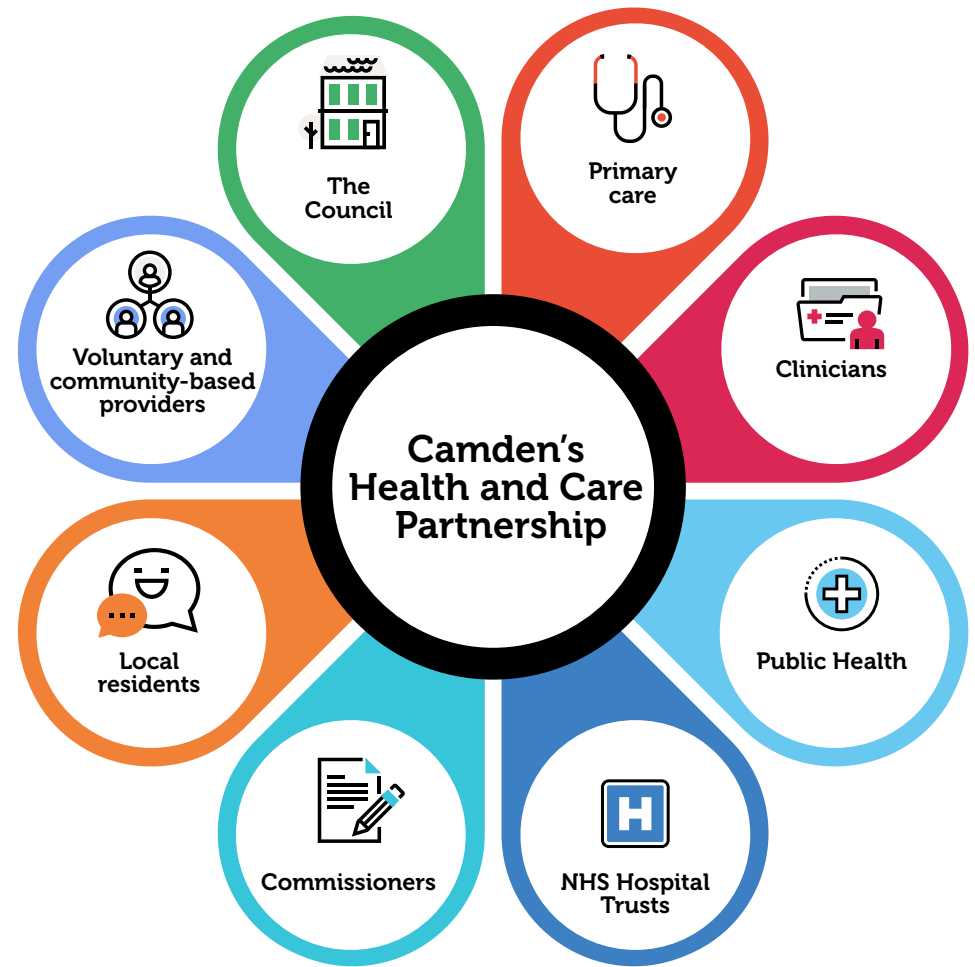
## A shared vision of population health for Camden's health and care partnership

Reducing inequalities and improving health and wellbeing in Camden cannot be the responsibility of one organisation or body. The Council, NHS and voluntary and community sector must come together on an equal footing - working with GPs, schools, pharmacies and children's centres, as well as with individuals, families and communities - to meet the ambitions of this strategy.

The strategy has been developed at a time of significant transformation within the NHS and wider health system. Changes from government require the organisations responsible for health and care services to form 'place-based partnerships'. These partnerships must take a population health approach and integrate services to improve the quality and experience of care for local people.

**Camden's partnership** is a long-standing alliance of Camden-based organisations who work together to deliver personal, joined-up care for people who live here. Overseen by the Health and Wellbeing Board, our partnership operates within the North Central London Integrated Care System.

Our partnership is working to deliver more joined up health and care services, and our integrated working practices have in many cases accelerated in response to the Covid-19 pandemic. Moving forward, we will look beyond integration to understand health in its broadest sense and work together to achieve the ambitions for population health that are stated in this Strategy.



On the integration of local health and care services...

“ We expect to only have to explain our story once. Nobody should have to navigate the system in order to receive good quality care.

# 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.

# A POPULATION HEALTH APPROACH FOR CAMDEN

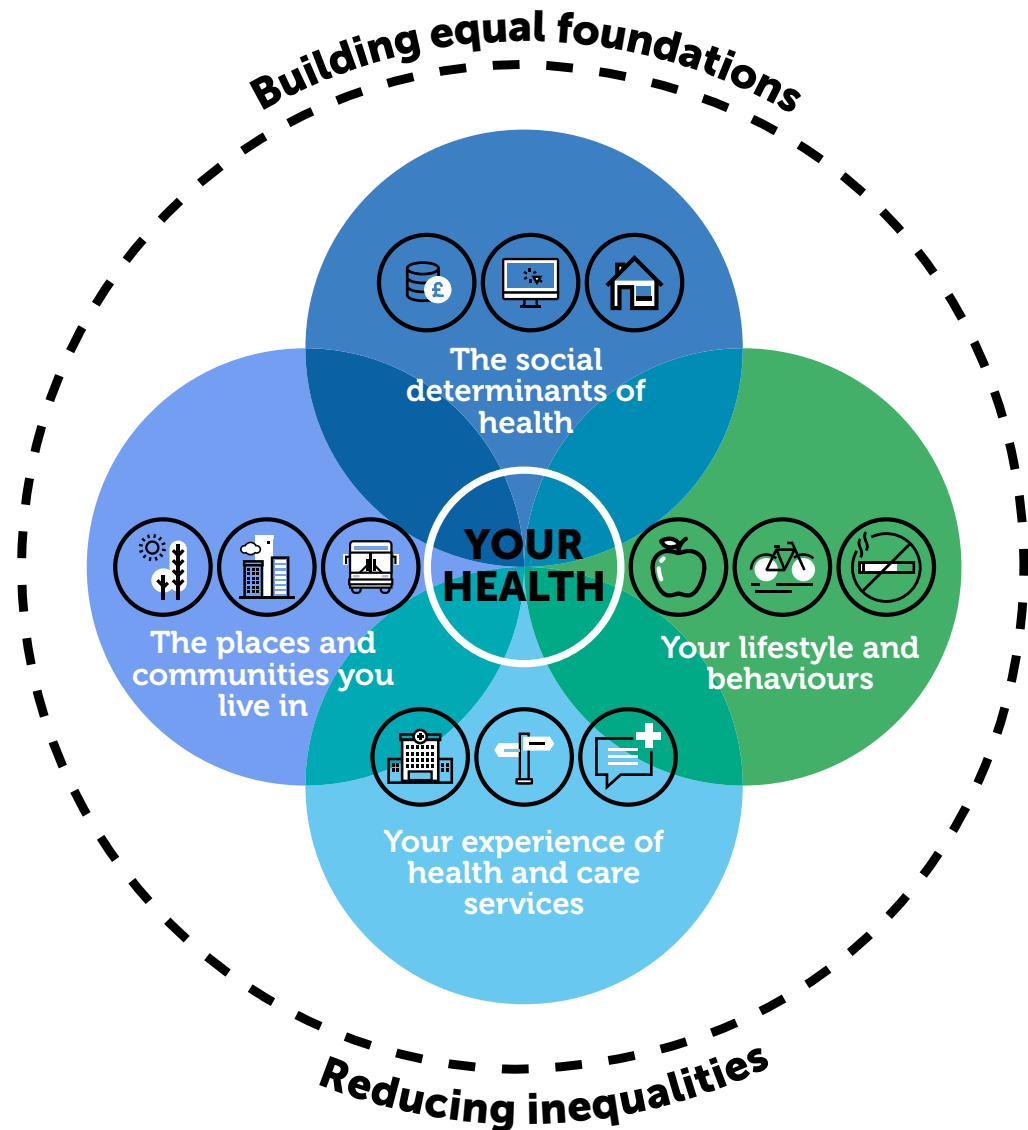
Together we share a vision to make Camden the very best place to start well, live well and age well. To bring this about, our partnership is adopting a population health approach.

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 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:

1. Your support and wider help (social determinants)
2. Your lifestyle and behaviours
3. Your experience of health and care services
4. The places and communities you live in

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.





## A spotlight on the social determinants of health

We know that health is intrinsically linked to early life experience, education, employment, housing, leisure, and the local environment – otherwise known as the social determinants of health. These are the social, cultural, economic and environmental factors that shape the conditions in which we live. These factors can combine to limit opportunities for people living in poverty or high levels of deprivation.

By drawing greater attention to the social determinants of health, we can take important steps to tackle poverty and improve the lives of Camden's most disadvantaged residents. In time, we want to see a reduction of the health gap between people living in the richest and poorest parts of the borough.

## 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 affects 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 improve people's health.

# TACKLING INEQUALITIES AND THE IMPACT OF THE PANDEMIC

**The Covid-19 pandemic has amplified health inequalities and shown how deep-rooted injustices continue to blight our society. This Strategy seeks to achieve greater health equity in Camden and mitigate the disproportionate impacts of Covid-19.**

The Camden Joint Strategic Needs Assessment (JSNA) informs our understanding of local health needs. While the most recent JSNA shows an overall improvement in health in the borough, Camden remains one of the most unequal places in London and the health gap continues to widen. We have also seen that the most significant disruption and loss of life caused by the pandemic has fallen on those at a socioeconomic disadvantage, who are also more likely to suffer from complex or long-term health conditions.

As a partnership we commit to providing outstanding universal services for all of our residents. However, to improve health equity we must focus our efforts on removing barriers and supporting the health and wellbeing of Camden's most disadvantaged neighbourhoods and communities.

Covid-19 has also transformed the way we live our lives and access support, with more services delivered online and additional help coming from our local networks. It has highlighted what we are doing well and what we must get better at. The three short-term priorities identified in this strategy each respond to long-standing issues in Camden but were also chosen to address the disproportionate impact of the pandemic.

## Building equal foundations

In Camden we recognise the need to take action to remove systemic racism from society, looking at our own working practices while encouraging tolerance in the people we serve. As a partnership we will respond to the recommendations of the Building Equal Foundations work conducted in response to the pandemic. As we emerge and rebuild, we support the We Make Camden diversity mission: that by 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow..

## What is health equity?

**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 or designing services based on need, so that everyone can have the same chance to thrive.**

## Changing need and demand for healthcare during the Covid-19 pandemic

**Reduced capacity** across the healthcare system in the initial waves of the pandemic to respond to non-urgent healthcare needs, contributing to delays in the diagnosis and treatment of some conditions, including cancers.



While activity levels for planned care have now recovered to pre-pandemic levels, the NHS faces a significant challenge to **clear the backlog** of activity with patients experiencing longer waiting times for some procedures. Some evidence of improved self-management and an increase in digital healthcare.



A **disproportionate impact** on frequent service users including those with long term conditions, low socioeconomic status, older people, children and pregnant women.



Citizens' Assembly expectation

“ We expect more resources to go to the people most affected by Covid-19.

# NEIGHBOURHOODS AND EMPOWERED COMMUNITIES

**In Camden we believe that everyone should have a voice, and no one should be left behind. We want our neighbourhoods to be empowered so that everyone can be an active citizen with control over their own health and influence over the health of their community. Building on the work of the Camden Health and Care Citizens' Assembly we will develop new and sustainable ways of collaborating with local people.**

The nature of the health and care system is changing, resulting in an ever-greater focus on prevention and care closer to home. This change is essential for the long-term sustainability of our public services because better prevention means less need for expensive clinical or hospital-based care further down the line. However, a wholesale shift to prevention can only be achieved when people are empowered to shape their environment and have a greater say over the nature of local services.

Over the course of this strategy, our partnership will seek to test, learn and embed community power into Camden's health and care system, drawing directly on the knowledge and experience of people who live here. We will also be building on the existing good practice demonstrated in the box below.

## Taking a neighbourhood approach

Building on the strengths that already exist in our communities, we will encourage people to do more to look after their own health and rely less on traditional health and social care services. This means building capacity and leadership within our thriving voluntary and community sector and encouraging people to be active and connected citizens. We will increasingly look to neighbourhoods as the places where collaboration and community-led health promotion happen in practice.

The shift to prevention and community power will never displace our duty of care to local people and we will always provide accessible, responsive, and high-quality services when people need them most. Camden services will be built around the needs of individuals, with clear options and joined-up care across all our neighbourhoods.

## Shifting our culture

Transforming our approach also means a fundamental change in our organisational cultures, with hierarchies flattened and collaboration and creativity replacing more paternal and transactional ways of working. We will be driven by improvements in health rather than processes and support our workforce to collaborate with the community, recognising that prevention can only occur when we work with empathy and respect.



These changes will take time to embed, but this strategy represents a step change in our relationship with local people, where services are designed and delivered with the communities they serve, and personal care is controlled by the individual.

## Building on what we've done already

### Camden Health and Care Citizens Assembly

A group of Camden residents came together throughout 2020 to share their experience of the pandemic and assign expectations of Camden's health and care partnership. Their expectations underpin the ambitions of this strategy, in particular the guiding principles that will shape the way we behave and deliver local services. The Assembly's final report is available on the Council's website.



### Multi-disciplinary teams working together in neighbourhoods

We are joining up services to improve people's experience of care and support them to live healthier, more independent lives. Our neighbourhood approach includes integrated multi-disciplinary teams which bring together health, social care, housing and community-based specialists around a person's individual needs. This means better, more personalised care and the avoidance of people being 'passed around the system'.



### What Matters – Camden's strength-based approach to Adult Social Care

This approach is built around the idea that people are the experts in their own lives, and by supporting people to identify and nurture their own strengths and resources, they can retain independence and live a fulfilling life.



### Health and Wellbeing Neighbourhood Assembly

A project that investigated neighbourhood-based participation to enable citizens to set local priorities, then design and test the best ways of resolving them. It involved residents working in close collaboration with the council, NHS and other local partners.



## Citizens' Assembly expectation

**“ We expect most key services to be available close to home, and for local people to be empowered to care for one another. ”**



### The Community Champions programme

An ongoing project where 32 Camden residents have become Community Champions, helping to share health messages and promote health services to their neighbours and communities. Led by volunteers, Camden's Community Champions identify local priorities, develop ideas as to how these can be addressed and improve connectivity on local estates.



### Social prescribing and care navigation

Camden has a diverse social prescribing and care navigation offer, delivered collaboratively by statutory and voluntary and community sector partners. The service links residents to activities and services in their communities, reducing social isolation and improving wellbeing.



### Resilient Families Framework

Our Resilient Families Framework is a common point of reference, culture and professional practice for organisations working with children and families in Camden. It aims to build on people's strengths and grow the capability of communities, supporting people to achieve their ambitions. It recognises that it is better and less expensive to prevent problems and intervene early.



### Parent Champions programme

Parents of young children are trained to promote awareness of services and resources to peers within their local communities. Our Parent Champions raise awareness of the impact of adverse childhood experiences and hold community conversations about how these can be alleviated.



Citizens' Assembly expectation

“ We expect to be involved in the decisions about our personal care and have options.

# 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.



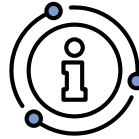
### 3. Empowering communities

- 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.



Citizens' Assembly expectation

“ We expect to be involved in the decisions about our own personal care and have options.

# OUR LONG-TERM STRATEGIC AMBITIONS

**In Camden we intend to make the healthiest choice the easiest choice.**

Our services work in close partnership with citizens and communities to prevent ill-health and achieve maximum health benefits for local people. Our goal is to make Camden the best place to start well, live well and age well.

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.

We will monitor progress against our ambitions through outcomes frameworks that will be developed with partners during implementation.

# 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 removing barriers for the children who are at the highest risk. Families are supported through the first 1,001 days of a child's life, with high quality targeted support, early education, and a strong focus on community.

Our universal integrated offer of support starts from conception, through school and on to further education and lifelong learning. It builds resilience in families and lays a platform for a lifetime of good health, with parents and carers as the prime partners in their children's learning and wellbeing.

Our partnership works jointly with early years settings, community and youth services to build on existing networks and encourage healthy behaviours. Together we promote quality parent-child relationships and ensure our young people are active and health literate, particularly around their mental health and emotional wellbeing.



Citizens' Assembly priority #1:

**“ Reduce health inequalities in the borough. Ensure that local services can tackle the impact of the pandemic on the most affected groups.**



# 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 and conditions to support it. Together, we create healthy environments that deliver 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.

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 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. Our leaders act as advocates on climate action, highlighting the inter-relationship between good health and a sustainable environment.



Citizens' Assembly priority #2:

“ Ensure my family, friends, neighbours and I can stay healthy, safe and well in Camden, particularly our mental health and emotional wellbeing

# 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, isolation and loneliness is reduced, and the right conditions are created for new relationships and friendships to blossom.

Local services are inclusive, personal, accessible, and collaborative, with people maintaining their own health while supporting the wellbeing of others.



Assembly priority #3:

**“ Ensure local services work together to meet the needs of residents, and communicate effectively with local people.**

# OUR SHORT-TERM PRIORITIES

**The strategy has three short-term priorities for action.**

These are informed by local need, as well as conversations with residents and partners. They aim to focus system attention on challenges where we can shift the dial and demonstrate partnership action around the social determinants of health.

This is not intended to create new work, but rather energise and add value to existing work across the partnership – making connections, building momentum and upscaling existing activity.

## Short-term priorities, supporting long-term ambitions

Each of the three short term priorities cut across our long-term strategic ambitions. Being healthy and ready for school provides strong foundations that better enable individuals to live and age well. Good work helps build financial security and tackle childhood poverty, but also produces benefits that extend into later life. Strong and connected communities provide a range of benefits across the life course, whether through support networks enabling parents and children to start well, or by enabling working age and older adults to live more fulfilling lives, forming friendships and pursuing their passions late into life.

The following table illustrates how the selected short-term priorities will contribute to our long-term ambitions across the life course.

	<b>START WELL</b> All children and young people have the fair chance to succeed, and no one gets left behind	<b>LIVE WELL</b> People live in connected, prosperous and sustainable communities	<b>AGE WELL</b> People live healthier and more independent lives, for longer
<b>Healthy and ready for School</b>	Reducing health inequalities so children have the best possible start in life is vital to help our children be healthy and ready to thrive in every sense.	Supporting good speech and language development early, so the potentially negative health and social impacts of poor communication skills do not materialise later in life.	Fostering the early experiences that develop confidence, independence, and the emotional stability that supports people through their later years.
<b>Good work and employment</b>	Supporting families into good work helps tackle childhood poverty, thereby improving health outcomes for everyone.	Supporting people furthest from the labour market, such as people with learning disabilities into good work will increase their independence and help them achieve secure livelihoods.	Developing a motivated, skilled health and care workforce which builds on people's strengths will enable people to live fulfilling, independent lives for as long as possible.
<b>Community Connectedness and friendships</b>	Children's speech, language and communication can improve through interaction with other children, and through peer-to-peer support, parents can share tips of how best to support their child's early development.	Connecting people to activities in their communities helps them to live fulfilling lives. Forming friendships and pursuing passions help to reduce social isolation and loneliness and prevent common mental health problems.	Passions and friendships will help people to develop support networks later in life, reducing loneliness and enabling people to be supported by their friends and family in the community, reducing the need for care from health services.



## Healthy and ready for school

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.

The pandemic has highlighted the critical role that schools, nurseries and children's centres play in supporting local families, and as part of this priority we commit to work in close partnership with these key anchors of the community.

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.

### Tackling inequalities

The pandemic has exacerbated inequalities in health and widened educational attainment gaps. We know that children and young people are affected by the disruption caused by the pandemic – through interruption in learning, family stress and illness, and their own emotional health and wellbeing. It has also impacted the provision and uptake of health services in their traditional settings, namely schools. To reduce inequalities, we will address the key developmental milestones that can help children in Camden get back on track and prepare for their learning journeys.

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,



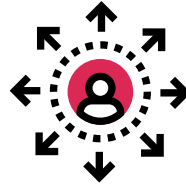
this means addressing a range of early drivers of health, including psychological support, speech and language, nutrition, and immunisations. However, it also means removing the barriers that prevent or hinder our schools and early years settings from sharing information and working together to achieve the best possible results for our children.

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.



## Where we are now

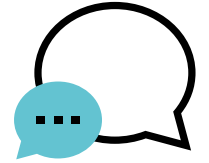
### Developing secure attachments and a strong sense of self and others



The proportion of 5-year-olds in Camden reaching a 'good level of development' at the end of reception has increased significantly over the past 5 years from 63% in 2014/15 to 73% in 2018/19. However, there remains a persistent gap in achieving a 'good level of development' between children from lower income households and their peers.

Supportive parenting and stimulating home environments have been shown to be among the strongest predictors of school performance during primary school and beyond. In support of this, Camden will continue to roll-out the Parent-Child-Psychological-Support (PCPS) programme; a new, uniquely Camden-based service universally available to all Camden parents. Within the programme, mums, dads and carers and specially trained workers explore the parent-child interaction and the child's development every 3 months, from the first 3-18 months of a child's life, covering many key stages of their development. Introduction to local community services is integral to the approach, alongside referral to targeted and specialist services.

### Developing good communication, speech and language skills



Good speech language and communication at reception supports independence, friendships, self-esteem and emotional health and wellbeing. Children and young people with unmet speech, language and communication needs are at increased risk of poor educational attainment, social, emotional, and behavioural difficulties, as well as poor mental health into adulthood. By promoting ten key messages about how to develop communication skills from before birth to age 5 years with those in the local community, we can ensure that everyone who meets young families can support this development. We will do this by working with services such as libraries, stay and play groups and family learning.

In Camden, children who have speech, language and communication needs tend to be under identified, particularly in children who come from families where English is not the first language. In addition, children from low-income families in receipt for Free School Meals (FSM) are around twice as likely not to meet communications goals at the end of reception as those not receiving FSMs. Identifying these needs early ensures better outcomes for academic and social skills.

By introducing a shared screening tool for those working in Early Years, such as Health Visitors and Nursery Practitioners, we can support families to access the right support at the right time. We are therefore introducing the use of the WELLCOMM screening and intervention tool which will support practitioners to identify speech, language, and communication concerns earlier and to provide standardised advice to parents and carers.

## Where we are now

### Improving oral health, nutrition and physical activity

Poor oral health impacts children's general health and can also have a lasting impact on their school attendance, development and ability to socialise with other children. It is also seen as a marker of wider health and social care issues including poor nutrition and obesity. In 2018/19, 19% percent of 5-year-olds in Camden had visually obvious dental decays, similar to the London average. Hospital inpatient admissions for tooth decay are higher for those from more deprived populations.



By taking action in a number of areas, we can improve oral health outcomes. We'll encourage breastfeeding up to 12 months as it is associated with a decreased risk of tooth decay (PHE 2019), and promote babies' teeth and speech development through learning to take milk and other drinks from a cup. We'll work with staff and parents to increase understanding of the impact of sugary drinks, including squash or soda, which cause tooth decay and obesity without providing anything nutritious. We will also actively promote oral health initiatives, such as supervised brushing initiatives (Teeth for Life) and the provision of free oral health kits (Brushing for Life), as well as the Fluoride Varnish Programme, targeting uptake within our most deprived communities to ensure children are healthy and ready for school.

Being physically active every day is important for the healthy growth and development of babies, toddlers and pre-schoolers. This is a core part of the Little Steps for Healthy Lives award programme (which is aligned with the Healthy Early Years London programme, including practical actions like promoting active travel and opportunities for play), and the Healthy Child Programme delivered by Health Visiting. These programmes are being implemented across Camden and we will continue to develop this work further.

### Addressing childhood asthma

Asthma is a common long-term respiratory condition in children that often persists into adulthood. Children and adults from deprived backgrounds are more likely to be exposed to the causes and triggers of asthma, such as smoking and air pollution (Asthma UK, 2021). Camden has relatively high hospital admissions rates for children's asthma (694 per 100,000 registered population) compared with our neighbouring boroughs. Over the last five years, Camden's rate of emergency asthma admissions has remained broadly similar to the London average.



Camden also has a high percentage (29%) of repeated admissions within a year, similar to other boroughs in North Central London (NCL). However, in Camden, 13% of children and young people are re-admitted within 30 days of discharge, which is higher than average.

The connection between deprivation and hospital admissions for children with asthma is notable in Camden and reflected across other NCL local authority areas as well. Two thirds of children being admitted to hospital due to asthma are living in the two most deprived quintiles of Camden, while the least deprived quintiles account for only 15% of admissions.

Significant work is already underway to support children and young people with asthma. The Camden Children's Asthma Strategic Plan sets out local priorities for addressing asthma in children, by identifying and reducing the risk of severe asthma, enabling settings to prevent asthma exacerbation and raise awareness about the support available to manage asthma, and address the wider determinants of health related to asthma, such as living conditions and air quality.

## Where we are now

### Improving uptake of childhood immunisations



Childhood immunisation not only protects individual children but also communities through herd immunity from serious illness and death. Good uptake of childhood immunisations is fundamental to our Start Well ambition.

Too many Camden children start school having not completed their pre-school immunisations. Approximately 25% of children are beginning school with their early years immunisations and only 66.4% of Camden children have received their second MMR at age 5. Camden performs significantly worse than the London average across all pre-school immunisations, and London performs lowest nationally.

Increasing the rate of childhood immunisations is paramount. Failure to achieve adequate coverage results in outbreaks of preventable disease and London has regularly experienced outbreaks of mumps and measles over the past decade.

At least 95% of children need to be immunised against serious childhood illness to prevent outbreaks and ensure herd immunity across the population.

Starting at reception provides a valuable opportunity to check children's and siblings' immunisation history, engage with parents and offer convenient appointments for catch up – at school, the children's centre or at their GP.

There is an opportunity to learn from the rollout of the NHS Covid-19 vaccination programme, particularly in using hyper-local community-based outreach and engagement to increase uptake. We will work across partners to reduce vaccine hesitancy and ensure convenient and accessible delivery using the entirety of our early years and health workforce.



WHAT WE WILL DO IN 2022/23	HOW WILL WE KNOW WE'RE MAKING A DIFFERENCE	THE ROLE OF THE HEALTH AND WELLBEING BOARD
<b>Developing secure attachments and a strong sense of self and others</b>		
Promote and embed the universally available Parent-Child-Psychological-Support (PCPS) offer to new parents and monitor engagement, identifying where there may be certain groups not taking up the offer.	An understanding of the PCPS programme uptake is established, with targeted engagement underway for groups not accessing the offer (if applicable).	Oversee the introduction of the PCPS programme, monitoring take up and responding accordingly to ensure families that stand to benefit from the programme most are taking up the offer.
Continue to support families by focusing on what they need to be resilient and empowering them to improve their own situation, for example by developing trauma informed practice, models of peer-to-peer support and mental health workshops for parents and carers.	The gap in achieving a 'good level of development' between children from lower income households and their peers is reduced.	Champion the Resilient Families' Thrive priority and work closely with the Children's Trust Partnership Board to ensure all children and families live safe, happy and healthy lives, and parents and carers are supported to create an environment where children can thrive.
Promote Camden's 2 year entitlement and enhanced 3 and 4 year entitlement offer to ensure families who are eligible are taking up the support.	More eligible families are accessing Camden's 2 year entitlement and enhanced 3 and 4 year entitlement offer. Alternative approaches to support take-up are identified.	Overseeing the promotion of the 2 year entitlement and enhanced 3 and 4 year entitlement, ensuring new approaches to increase take-up are undertaken.
<b>Developing good communication, speech and language skills</b>		
Work towards the timely provision of Educational Health Care Plans (EHCPs) so that support for children with special needs is in place when a child starts school.	More children at the end of reception year are scoring higher in their 'readiness to learn goals', including communication, speech and language, physical development, and personal, social and emotional development. The inequality gap in 'readiness to learn' between all pupils and the lowest attaining 20 percent is decreased.	Work in partnership with the Education Strategy Board to ensure the health and wellbeing of children remains a focus at school.
<p>Embed the use of the WELLCOMM screening and intervention tool:</p> <ul style="list-style-type: none"> <li>○ As part of the 1 year Health visiting check</li> <li>○ Pilot its use in five early years settings</li> </ul>	Increase in number of children identified with a speech, language or communication concern.	Oversee the introduction of the WELLCOMM screening and intervention tool, ensuring it is identifying communication needs in children who come from families where English is not a first language, and children from low-income families.
Share ten key messages about early communication with the local community.	Increase in the number of the Camden early years workforce who are aware of the importance of early communication skills and their impact on a child's learning.	Promote training of early years workforce on early communication, and work with partners to promote messages about early communication with the local community.

WHAT WE WILL DO IN 2022/23	HOW WILL WE KNOW WE'RE MAKING A DIFFERENCE	THE ROLE OF THE HEALTH AND WELLBEING BOARD
Map available training in Camden that helps with identification and intervention for speech, language and communication concerns.	Gaps in available staff training are identified. All staff working in early years settings are trained in early identification and intervention for speech, language and communication concerns.	Promote the BBC Tiny Happy People resource, providing activities for babies, toddlers and children and helping parents to help develop their child's communication skills.
<b>Improving oral health, nutrition and physical activity</b>		
Oral health promotion through supervised tooth brushing initiatives (Teeth for Life) and the provision of free oral health kits (Brushing for Life).	Increased engagement with the Teeth for Life and Brushing for Life programmes, including among groups at increased risk of poor oral health.	Promote good oral health in under-5s by championing key programmes delivered across the partnership.
Maintain the fluoride varnish programme, with priority given to schools with the highest proportions of children from lower income families.	The fluoride varnish programme is taken up in more schools who have higher proportion of children in receipt of free school meals.	
Promote healthy introduction of solids in line with the UNICEF Baby Friendly framework.	Improved bottle-feeding practices reported through UNICEF self-assessment data.	Promote good nutrition in under-5s by championing key programmes delivered across the partnership.
Increase health promotion of non-High Fat Salt and Sugar (HFSS) food and drinks for children.	Improved knowledge of hidden sugars through local programmes such as Families for Life and Healthy Schools.	Promote good nutrition early in life, through better health promotion and by championing key programmes delivered across the partnership.
<b>Addressing childhood asthma</b>		
Increase communication and awareness of asthma by promoting initiatives like the Healthy London Partnership's #AskAboutAsthma campaign people who work with children and young people.	More children have up-to-date asthma action plans before they start school. Improved knowledge, skills, and confidence within primary care in the diagnosis and management of asthma.	Champion the priorities in Camden's Clean Air Action Plan and Camden's Children and Young People's Asthma Strategic Plan, for instance the rollout of the Asthma Friendly Schools initiative.
Introduce Asthma Friendly Schools across Camden in the 21/22 academic year. Schools will be supported to deliver five key standards, which include retaining a register of children with asthma, and having emergency procedures and an inhaler kit on site.	Schools engage with the Asthma Friendly Schools initiative, access training and support, and achieve AFS standards.	
Support and facilitate Play Streets and Healthy School Streets which temporarily close off roads to vehicles.	The number of Play and Healthy Schools Streets delivered increases each year.	



WHAT WE WILL DO IN 2022/23	HOW WILL WE KNOW WE'RE MAKING A DIFFERENCE	THE ROLE OF THE HEALTH AND WELLBEING BOARD
<b>Improving uptake of childhood immunisations</b>		
Improve data recording and call-recall systems through the HealthEIntent population management tool.	Local immunisations data is more accurately captured and the HealthEIntent tool is widely used.	Champion the ICP's children's priorities, supporting the CCG to improve vaccination uptake in local communities.
Learn from the Covid-19 vaccination rollout to reduce inequalities in uptake of childhood immunisations across practices, geography, ethnicity, and deprivation.	Reduction in inequalities in delivery and uptake of childhood immunisations (via the HealthEIntent platform).	Use learnings from Covid-19 vaccine engagement practices to address the underlying causes of low vaccine uptake, considering a radical shift in delivery model to maximise opportunity, accessibility, and convenience of vaccine delivery.
Use the HealthEIntent population health management tool to establish the Camden baseline for measuring the percentage of children who have completed the full suite of childhood vaccinations at age 5.	Camden pre-school immunisation rates will be in line with the London average. Longer term Camden's pre-school immunisation will meet the national target of 95% uptake.	Oversee an equity analysis of our childhood vaccination programme, identifying inequalities in access and take-up, by practice, geography, ethnicity, and deprivation.

## Good work and employment

Good work has a positive impact on our physical and mental wellbeing, providing income, security and a sense of purpose. On the other hand, income disparity and insecure jobs lead to poor health outcomes, with significant implications on demand for NHS services. Too many Camden residents experience long-term unemployment and low-wage employment, causing thousands to experience precarity, food insecurity and in-work poverty. As a partnership, this is something we seek to address.

Good work and secure livelihoods, although not usually the things we associate with our health, are in fact among the key determinants that can dramatically cut poverty, tackle inequality and improve wellbeing. For example, evidence suggests that people with lower incomes experience disproportionately high levels of social isolation and loneliness and are more likely to report poor health when compared to other socio-economic groups. Children who live in poverty are also more likely to suffer chronic diseases, such as asthma, than those from more affluent families.

In Camden there are more jobs than there are residents and the potential for secure work for everyone. However, as of July 2021 approximately 20,443 residents were

claiming Universal Credit, an increase of 155% since the start of the pandemic. While around two thirds of these claimants were unemployed, the remaining third were in work, signalling the need for better employment options for local people.

### Tackling health inequalities and the unequal impact of the pandemic

The Covid-19 pandemic has exacerbated inequalities, with some groups more disproportionately impacted by job losses and economic changes than others.

In Camden, our high levels of inequality translate into structural disadvantage when entering the labour market. Here we have higher proportions of working age people who are disabled or from Black, Asian and other ethnic groups claim benefits, compared with the wider population. Likewise, people who live in the more deprived areas are much more likely to be claiming sickness and disability benefits.

Disabled residents are at a particularly acute disadvantage when entering the labour market and the percentage gap in employment between people with learning difficulties and the overall population was 64% in Camden in 2017/18. This is a stark gap that has increased since 2011/12 is expected to have worsened due to the pandemic.

### 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 or learning disabilities, and people from Black, Asian and other ethnic groups. By doing so, we seek to achieve greater equity of health outcomes in the borough.

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 make Camden a place where all residents live secure, healthy and happy lives.

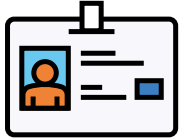
Through this priority, Camden's health and care partnership will demonstrate an ability to work together in an impactful way around a key social determinant of health. In support of our longer-term ambitions, we will help to bring about secure livelihoods and economic prosperity, where key social needs are met, and long-term conditions are prevented.

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

## Where we are now

In 2020 about **62%** of the Camden's working-age population was in **employment**, while **35%** were economically inactive, which is significantly higher than the London average (**30%**)



Many people who are employed are not in 'good work' but have precarious jobs and low pay, which means they **struggle to make ends meet**.



Camden has the third highest proportion of working age population claiming **sickness or disability benefits** in London (5%). With more than half (4,900) claiming due to mental and behavioural disorders (a trend across London).



One in ten people aged 16-64 are claiming an **out-of-work benefit** in Camden, similar to the London average.



20 employers with locations in Camden have achieved the **Mayor's Office Good Work Standard**, a commitment to being a healthy, fair and inclusive employer.



WHAT WE WILL DO IN 2022/23	HOW WILL WE KNOW WE'RE MAKING A DIFFERENCE	THE ROLE OF THE HEALTH AND WELLBEING BOARD
<p>Inspire Camden residents to explore roles in health and social care, equipping them with the skills and opportunities to access work in the sector.</p>	<ul style="list-style-type: none"> <li>● More Camden residents are accessing training that will support them into health and social care roles.</li> <li>● More job opportunities are made available for local people.</li> <li>● More Camden residents are securing work in health and social care.</li> </ul>	<ul style="list-style-type: none"> <li>● Promote employment opportunities through our networks.</li> <li>● Capitalise on the increased interest in the sector by Covid-19 volunteers and others.</li> <li>● Encourage volunteering in the VCS to help people get into work.</li> </ul>
<p>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. This may include the utilisation of existing activity, such as Camden Council Inclusive Economy team's neighbourhood job hubs.</p>	<p>Through the creation and adoption of a scheme that bridges employment needs in primary care settings and the wider trusts, with job opportunities for residents.</p>	<p>As a partnership, providing a role model in overcoming workforce challenges and supporting residents into good quality work.</p>
<p>Supporting our collective workforce with career progression within our health and care sector.</p>	<p>Training programmes to up-skill staff and facilitate career progression have been mapped and gaps in support have been identified.</p>	<p>Oversee the joint commissioning of training programmes that are locally designed and delivered, to ensure residents with health conditions receive the support they need to find good work.</p>
<p>Support people with disabilities into good quality employment through co-production projects, such as Good Work Camden and Adult Social Care's project co-designing effective employment support for Disabled people and people with long-term health conditions.</p>	<ul style="list-style-type: none"> <li>● More people with disabilities are employed in good employment.</li> <li>● More people with disabilities are applying for roles.</li> </ul>	<p>Ensure health partners consider the barriers people with disabilities experience in accessing work and whilst in work, and promote and monitor the implementation of changes to remove these barriers.</p>
<p>Encourage all partner organisations to achieve accreditation under the Mayor of London's Good Work Standard, using it as a framework for best practice, supporting them to improve their healthy employment practices.</p>	<p>Increase in the number of partner organisations accredited with the Mayor's Good Work Standard.</p>	<p>Support partner organisations to make recruitment, and work, inclusive.</p>
<p>Promote the Mayor's Good Work Standard with other Camden employers, supporting them to improve their healthy employment practices.</p>	<p>Increase in the number local organisations accredited with the Mayor's Good Work Standard.</p>	<p>Actively celebrate and promote employers that make positive changes that improve the livelihoods of residents, and realise the full range of benefits linked to healthy, fair and inclusive workplaces for staff.</p>

WHAT WE WILL DO IN 2022/23	HOW WILL WE KNOW WE'RE MAKING A DIFFERENCE	THE ROLE OF THE HEALTH AND WELLBEING BOARD
<p><b>Establish a network of health and care anchor institutions to enable wider social, economic and health outcomes.</b></p>	<p>Anchor institutions are actively working with people from the nine wards with the highest proportion of people claiming benefits.</p>	<ul style="list-style-type: none"> <li>● <b>Oversee the development of an anchor institutions network of place-based economic engines, linked to the wellbeing of Camden's communities.</b></li> <li>● <b>Maximise the potential of buildings and spaces to support our communities.</b></li> </ul>



## 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, and the friendships and quality relationships we build with the people who live there. These connections often stem from participation in local groups and activities, creating opportunities for the 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.

On the other hand, people who lack a sense of belonging in their local neighbourhood report feeling lonely more often. Loneliness is a physical and emotional stressor linked to poor health outcomes and can be brought about by prolonged social isolation. It is disproportionately experienced by lower socio-economic groups and people with learning disabilities. People experiencing loneliness are at increased risk of needing long-term care and support, and so by addressing these issues together, we stand to improve peoples' quality of life and limit otherwise avoidable costs to public services.

Even prior to the pandemic, social isolation among older residents was a significant public health concern – nationally 50% of people aged over 60 were at risk of social isolation, and one third were projected to experience some degree of loneliness later in life. Indeed, GPs say that up to five of the patients they see each day attend not because of a medical ailment, but mainly because they are lonely.

### Health inequalities and the impact of the pandemic

The pandemic has led to a stark increase in people being socially isolated, particularly young people and those living alone. This resulted in increased levels of loneliness, with lockdowns, social distancing, and restrictions 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.

As we emerge from the pandemic, the scale of mental health needs is projected to be higher than ever seen before and evidence suggests that the proportion of people with depression, anxiety and serious mental illness in Camden is higher the London average.

Improving community connectedness is one of the protective factors for fostering positive mental health

and wellbeing. By focusing on strengthening links into and within the community as a means of preventing common mental health and other long-term conditions from worsening, there is a real opportunity to reduce loneliness and improve people's lives. We will encourage socially isolated people to overcome their anxieties and engage with local activities, promoting sports and physical activity as well as more active travel when moving around the borough.

### The role of the Health and Wellbeing 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'll also support isolated residents to access good work opportunities and ensure our workplaces help people connect and develop.

## Citizens' Assembly expectation

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

## Where we are now

Social isolation is strongly linked to a perceived poor quality of life. Camden residents have **lower levels of happiness**, life satisfaction and worthwhileness than London and national averages.



The amount of time spent alone is a predictor of loneliness. Camden is ranked 4th in England and Wales for the proportion of **one person households** (41%), with over a third of these one person households in social housing.



Areas with higher concentrations of younger people and areas with higher rates of unemployment have been noted to have **higher rates of loneliness**, particularly over the course of the pandemic.



Camden has an **ageing population**. Just over one in ten residents in Camden are aged 65 and over (26,774).



Citizens' Assembly expectation

“ We expect proper support for local grassroots organisations.

WHAT WE WILL DO IN 2022/23	HOW WILL WE KNOW WE'RE MAKING A DIFFERENCE	THE ROLE OF THE HEALTH AND WELLBEING BOARD
<p><b>Champion the ICP focus area on community connectedness and promote projects that encourage social interactions and promote wellbeing.</b></p>	<p>A baseline measure for community connectedness is established from the evidence emerging out of key local projects, including the Community Champions pilot, Camden Trauma Informed Communities, Parks for Health and active travel.</p>	<p>Champion innovative ways to connect residents with local activities and harness community assets such as parks, sports facilities, libraries, children's centres, youth hubs and schools, learning from and working with the voluntary and community sector.</p>
<p><b>Progress the Community Champions programme and explore the benefits of the 'three good friends' narrative.</b></p>	<p>Community Champions, social prescribing services and other frontline services and community sector organisation are familiar and aligned with the 'three good friends' narrative.</p>	<p>Sponsor innovative projects and programmes underway in Camden, linking with best practice elsewhere and encourage learning across the system. Build and promote a strategic narrative around friendships.</p>
<p><b>Explore options to support adults with learning disabilities to form and maintain friendships, and progress existing work such as the Living a Good Life project (Adult Social Care).</b></p>	<ul style="list-style-type: none"> <li>● More people with learning disabilities are accessing resources in the community, such as volunteering and employment, moving towards personalised models of support.</li> <li>● More staff are encouraging consistent and meaningful engagement in the community</li> <li>● More service users are joining self-advocacy groups, group interventions and supported learning programmes, and have more exposure to social groups, social skills training and befriending programmes.</li> </ul>	
<p><b>Expand our strengths-based approach to service delivery in neighbourhoods, learning from our 'What Matters' approach to adult social care and the Resilient Families Framework.</b></p>	<p>People are reportedly feeling well connected, helped when they need it, and feel they have longer-term support available for their lives.</p>	<p>Promote strengths-based approaches to service delivery and encourage a neighbourhood approach across all partner organisations.</p>
<p><b>Promote, enhance, and integrate the care navigation and social prescribing offers available in Camden to better connect residents with activities in their neighbourhoods.</b></p>	<p>Annual monitoring and evaluation of care navigation and social prescribing services in Camden (Voluntary Action Camden, Age UK Camden).</p>	<p>Oversee the evaluation of the service, ensuring all partners support the continuity of the offer and can identify and refer people who may benefit from the service.</p>

WHAT WE WILL DO IN 2022/23	HOW WILL WE KNOW WE'RE MAKING A DIFFERENCE	THE ROLE OF THE HEALTH AND WELLBEING BOARD
Take specific action to reduce social isolation and loneliness for Black, Asian and other ethnic residents by learning from and expanding successful projects such as Ageing Better in Camden's black, Asian and other ethnic Community Action Project (CAP)	Specific learnings are identified for further local action from exemplary projects seeking to reduce social isolation for Black, Asian and other Ethnic residents.	Promote and expand initiatives that work to reduce loneliness and social isolation in Black, Asian and other ethnic backgrounds, linking existing projects to work elsewhere in the system.
Implement and develop the Mental Health Resilience Network Alliance model.	<ul style="list-style-type: none"> <li>● Robust and collaborative governance of the Alliance established</li> <li>● Improved access, experience and outcomes for residents seeking early support for their mental health</li> </ul>	Oversee the collaborative working between the Council, VCS and NHS partners, championing innovative models of commissioning and delivery.
Embed learning from the innovation that emerged to connect communities during Covid-19 and develop ways to measure impact on community connectedness in the long-term. Investigate whether the quality of friendships could be an indicator of success.	An effective measure of community connectedness and its impact is developed.	Oversee efforts to develop an effective measure of impact on community connectedness, ensuring applicability and input from all HWB partners.
Ensure our residents and workforce are mental health literate. 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, namely, the Making Every Contact Count (MECC) and Mental Health Awareness and First Aid (MHFA) trainings.	<p>At least 200 new Camden staff or volunteers are trained in Making Every Contact Count (MECC) to enable more effective conversations to be had in the community, helping residents get the right support early before problems get worse.</p> <p>Establish parity of esteem between First Aiders and Mental Health First Aiders across organisations.</p>	Champion and encourage widespread uptake of the wealth of mental health support available to residents and staff, working diligently to promote this offer with communities most in need.
Develop a system-wide suicide prevention strategy.	A suicide prevention strategy is in place and supported by range of partners.	Ratify and promote a borough-wide Suicide Prevention Strategy developed by Public Health.
Learn from best practice across the partnership to tackle the digital divide that emerged during the pandemic.	We use our communications channels to assess whether we are successfully getting information to people in the right place at the right time.	Understand the digital support needs for people with disabilities and for people at higher risk of social isolation.

# 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.



## Working together on our short-term priorities

A lot of work is already happening across the system, but it hasn't always happened in a joined-up way. One of the aims of this strategy is to help achieve system change, where organisations and groups with different specialisms work together on the short-term priorities and take important steps towards our long-term ambitions. Together we will view each challenge through the lens of our population health framework and forge vital connections to better support health and wellbeing in Camden.

The Health and Wellbeing Board will champion the work and bring together a variety of people around each challenge, ensuring a joined-up effort from all local partners. The Board will assign senior sponsors and make sure local people are at the heart of the work.

The Board will also be accountable for the short-term priorities and monitor progress, evaluating the impact on an ongoing basis. In the future, they may choose to bring in new short-term priorities in response to changing need.

## Empowering our staff

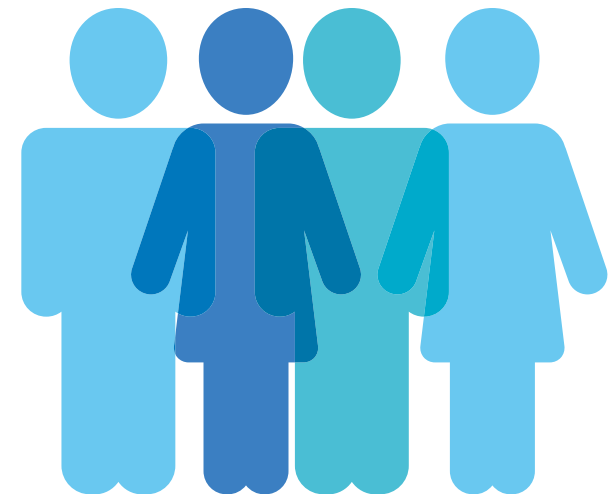
To turn our ambitions and priorities into action on the ground, we need to create the environment for an integrated workforce to flourish. This means empowering staff to work in new and innovative ways, across organisational boundaries, that prevent ill-health and put people at the centre of care.

We will achieve this in part through better training, staff welfare and by creating the spaces for Team Camden to work more closely together. All staff will be equipped to work with residents, promoting their strengths and providing links to community support, encouraging people to live healthier lives. As a partnership we recognise the invaluable contribution that carers make to local health and wellbeing and will ensure they have all the support they need.

## Data driven population health management

Population Health Management improves people's health and wellbeing through data driven planning and delivery of care. It uses data modelling to identify local groups and communities who are at risk and target our interventions to prevent ill health and to improve care. Population health management is a process, not an IT system, but it relies on the effective use of data from across the system. Moving forward, Camden will be part of the NCL 'HealthIntent' programme – a system that operates in real-time and will extend our ability to identify and support the communities at most risk.

Camden will maintain a strong focus on the measuring and reporting of inequalities. This will include monitoring key indicators to assess the direction of travel over the short, medium and long-term. Routine monitoring is important for identifying emerging population health issues, changes in local need and our impact against our priorities.



# 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.

Camden  
Health and  
Wellbeing Strategy  
2022-30



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