

## North Kensington Health and Wellbeing Strategy review

### Background and Introduction

The North Kensington Health and Wellbeing Strategy (HWS) was published in September 2020, its development began in the aftermath of the Grenfell Tower fire and prioritised hearing from people. As a result, the work was informed by people directly affected by the fire, as well as the wider community, to put in place services for identified health needs.

The original strategy had built in a review function to ensure relevance and identify changing health needs; however, no-one could have predicted that within three years, this same community would experience the unparalleled challenges of the Coronavirus (SARS Cov-2) pandemic. Our work with communities during the pandemic has been reviewed by an independent consultant and found that:

“The respondents overwhelmingly felt that the partnership had made a difference to both mental and physical health opportunities during the pandemic”

The pandemic highlighted long standing issues of health inequalities that had been raised by communities in 2019/20 and these were made worse during the pandemic. With this in mind the NHS thought it would be timely to refresh our strategy to:

- Review progress since the publication of the HWS to further and better understand how effectively the health needs of the survivors, bereaved and the wider communities were being met;
- Establish whether there were any emergent or differing health service requirements for the impacted communities;
- Consider what we have heard through engagement and formal feedback from communities on our services as to whether the strategy is relevant for the remaining years of the health recovery programme;
- Outline changes to the strategy and delivery that maybe required for the future

Not all the achievements outlined in this document can be attributed to health services as disaster recovery is multi-factorial, involving a range of statutory agencies, and, more importantly, the drive and tenacity of the community and those most impacted by the fire.

The context of the review also required consideration of the need to align the strategy to the NHS long Term Plan which brings about structural changes and the creation of Integrated Care Systems aiming for closer working at a local level. This is because the North Kensington Recovery Programme was originally based within the NHS West London Clinical Commissioning Group (CCG).

On the 1 April 2021, NHS West London CCG became part of the NHS North West London Clinical Commissioning Group (NWLCCG), which is working to set up the Integrated Care System with local place-based services being central to meeting community needs

In July 2022, the North West London Integrated Care System (ICS) will replace the NWL CCG as the organisation responsible for local health service provision. The ICS has set out its purpose as “**reduce inequalities, increase quality of life and achieve outcomes on a par with the best of global cities**”. Borough based Health and Care Partnerships are being developed and they will use population health data to target care where it is needed most.

Important to understand that the North Kensington Recovery programme retains its responsibilities for providing additional health services to the local community, as part of the additional £50 million over 5 years provided by NHSE in 2018. Alignment of the programme with the new structures and partnerships has already started, and will become an increasing feature as we transition towards the final years of the Programme. This alignment will be transparent and the services provided will ensure that communities remain central to the Programme.

## **The Review**

It is intended that the review should have two parts. The first is an internal NHS review described below and the second is the sharing of the results of the review with survivors, bereaved and communities to hear their assessment, identifying gaps, shortcomings and changing health needs. At the conclusion of this the review will set out our future priorities taking us towards the 5-year period.

The review has involved using insights (2021/22) that the survivors, bereaved and the local communities have shared with us as to whether our vision and aims require refreshing to reflect changes, gaps and emergent themes. The insights were gained through a range of engagement and listening events.

### **1.0 Vision**

The **vision** stated in the Health and Wellbeing Strategy for North Kensington, published in September 2020, was:

“The provision of high quality and appropriate health and wellbeing services, that meet the needs of the residents of North Kensington as well as survivors and bereaved, and contributes to building resilience.”

The vision remains pertinent today and going forward, it recognises the long-standing impact of health inequalities on people. It is in this context that community feedback stated “that recovery should not be about taking us back to 2017 prior to the fire but to a better place”.

## 2.0 Aims

Community conversations, workshops and online engagement in the process of developing the Health and Wellbeing Strategy for North Kensington influenced, shaped and led to the development of the four programme aims. Each of which is integral to achieving the strategy's vision.

The review examines how well we have translated each of our statements of intent into action below. Each section contains the actions that are in the original Health and Wellbeing Strategy.

### 2.1 Commission and ensure the provision of health and wellbeing services required by the communities, survivors and bereaved is in place.

Provision made for the following additional services:

- Primary Care
- Children and Young People
- Self-Care- Emotional Health
- Grenfell Health and Wellbeing Service
- NHS Dedicated Service and Specialist Services
- Engagement

#### Primary Care



In addition to normal GP services, practices across North Kensington provide:

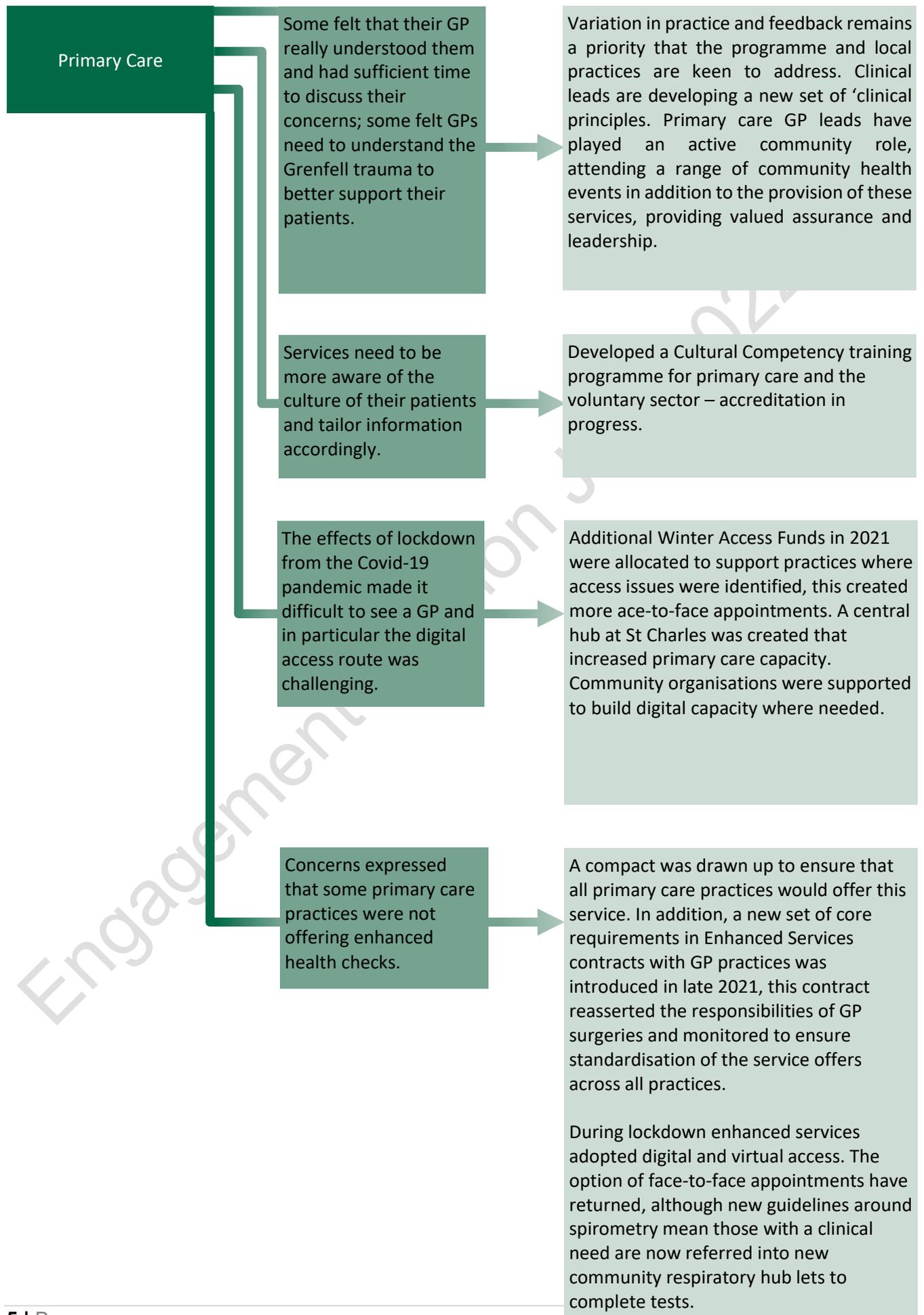
- Enhanced health checks – these are appointments of where patients are able to have a range of physical health checks – blood pressure, blood sugar, urinalysis as well as time to discuss feelings, anxiety and concerns. **3,215** health checks were undertaken in 2019 to 2021.
- Extended appointments – appointments with GPs of up to an hour, at which a range of concerns can be discussed. Some GPs offer longer as required. **12,497** were taken up between July 2018 and 2021.

These services can also be accessed by Survivors and Bereaved registered with practices outside North Kensington.

❖ Insights and actions

***“It is not usual that you go to the GP to talk about emotions. To me they are there to deal with physical health. I never thought they (GPs) would care for this sort of things.”***

***“My GP is there whenever I need her. She has done her best to support me and my family. She has referred me to get counselling. She has referred my child to a specialist. But most important is that she listens to me.”***



## Children and Young People

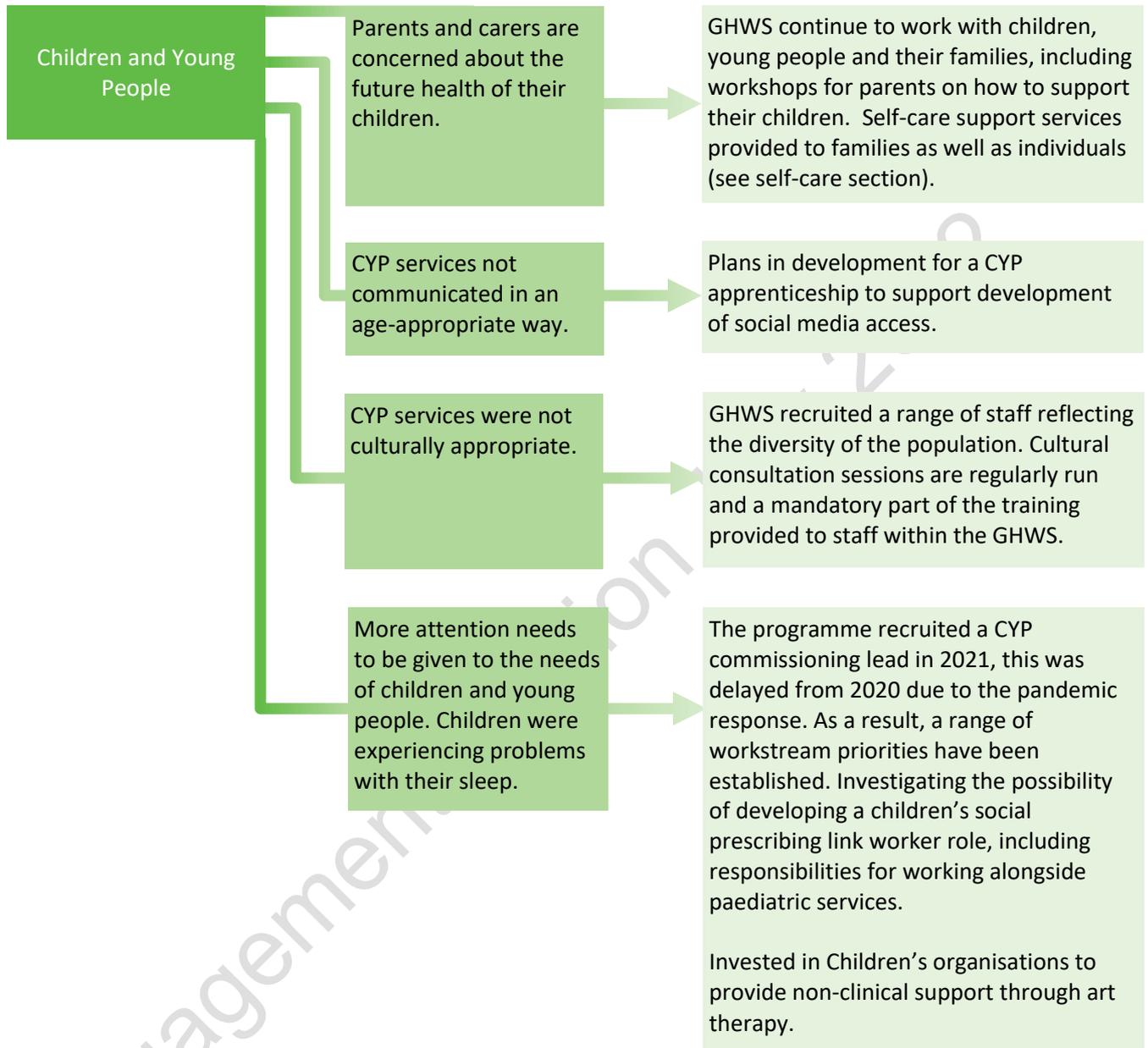


The Grenfell Health and Wellbeing Service (GHWS) provide specialist support for those aged 0-18 years old who have experienced trauma as a result of the Grenfell Tower fire. GHWS offers several different types of support. This can include either individual therapy (where a child meets with a therapist on a one-to-one basis), group therapy (where the child is part of a larger group of children who are having therapy at the same time from a therapist) or we may also work with whole families together. There is also collaborative working with established groups within the community in conjunction with other stakeholders, support is provided within schools and other locations by other providers. To date, the service has had over **1,300** referrals for children and young people

Specialist Paediatric clinics continue to undertake developmental assessment and annual follow-up for child survivors and bereaved. During the pandemic a consultant was able to offer some support using digital media, clinics have resumed since November 2021.

Child Health consultant led clinics for survivor and bereaved children give consideration to respiratory function but also wider child development working in conjunction with child psychotherapy

## ❖ Insights and actions



## 2.2 Commission and ensure that we have services in place that help build community resilience and enable greater self-care.

### SELF CARE - EMOTIONAL HEALTH AND WELLBEING



There are now a range of services within the NHS, local authority, voluntary, community and faith sectors with foundations in building individual resilience and self-care. However, many of these services were adapted to support the pandemic response, which may have delayed or interrupted delivery of the intended aims of some services.

An important next step is for services to be even more coordinated, and support existing and developing community-based groups and ideas.

The voluntary sector was commissioned during 2020- 2022 to lead on delivering self-care services for the communities. A range of services have been made available via a grant funding scheme that can be accessed by the whole community. These are known as the 'Healthier Futures' self-care services.

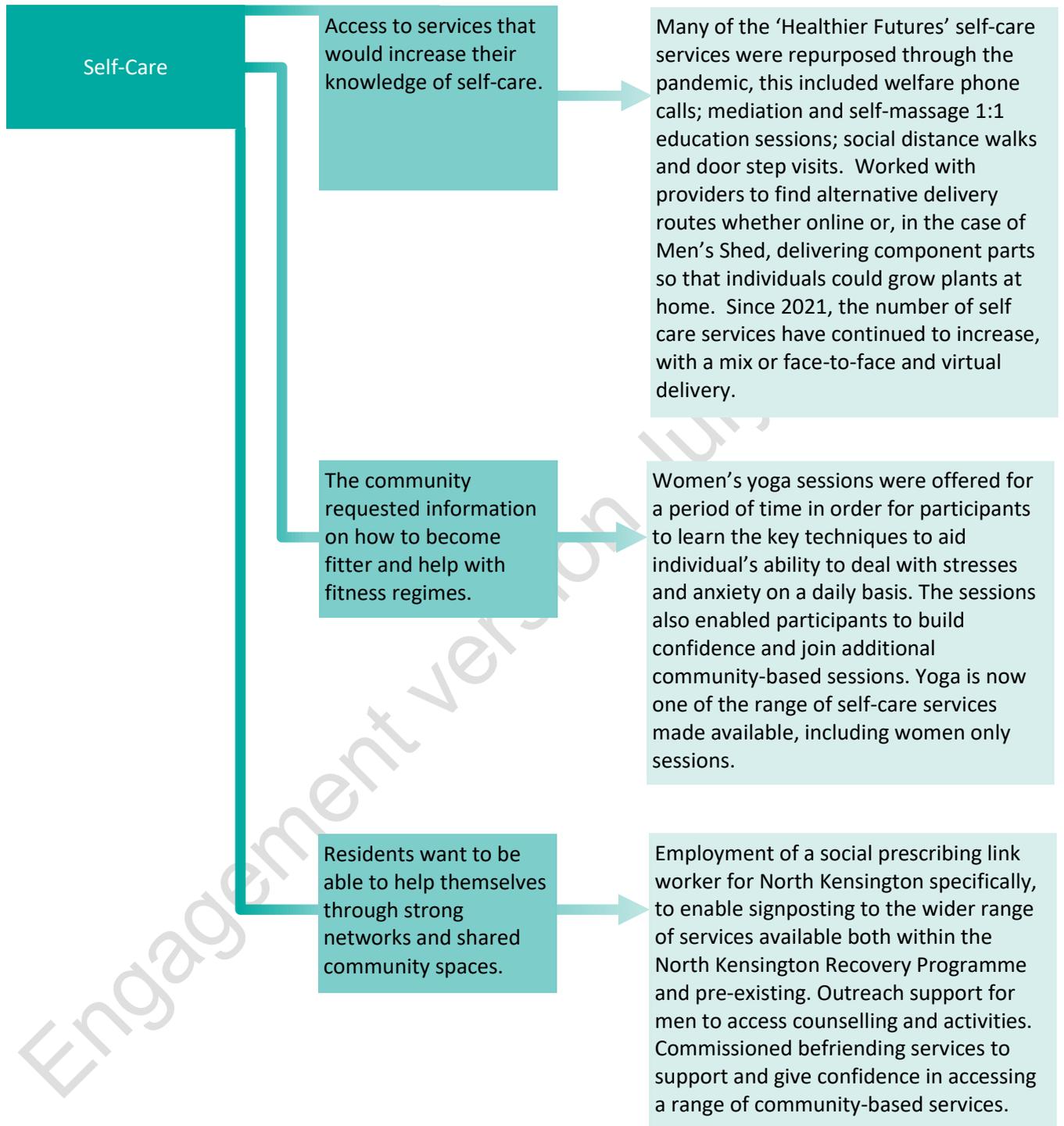
Services currently available for individuals include complementary therapies, health cooking classes in local community venues, delivered by local chefs using local produce; exercise and wellbeing services to encourage increased levels of physical activity through walking, boxing and yoga.

Group services include: information and advice sessions; peer support and the use of volunteering for young adults to gain new skills to improve their employment opportunities. Group training has also been delivered to empower and built resilience through health coaching; breath work; mental health first aid and digital champions. Further examples below;

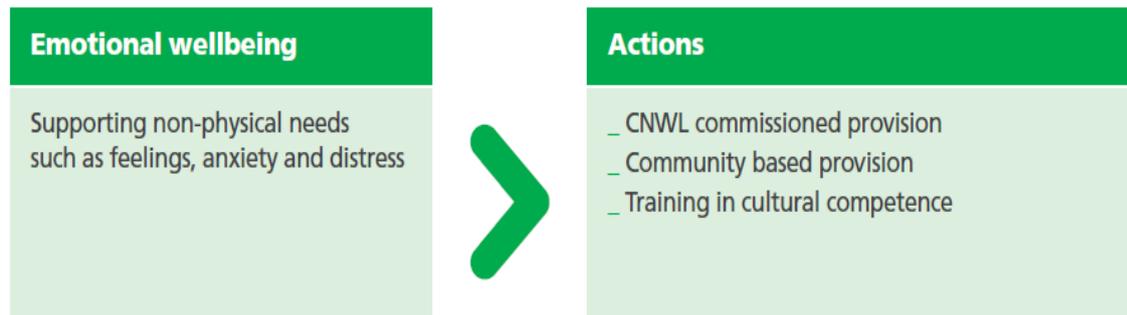
The Men's Shed concept has also been supported to enable men to have a safe space where they could meet, learn skills and develop a support network.

Art psychotherapy for older adults was able to reach **526 people**, who reported positive changes in mood, reduced isolation and a better sense of connection to others

## ❖ Insights and actions



## Grenfell Health and Wellbeing Service



The Grenfell Health and Wellbeing Service (GHWS) delivers a wide range of interventions and groups, as well as collaborating with communities to develop and delivery community-based projects which promote wellbeing to the North Kensington Community including survivors and bereaved.

The service has had over **5,300 referrals**.

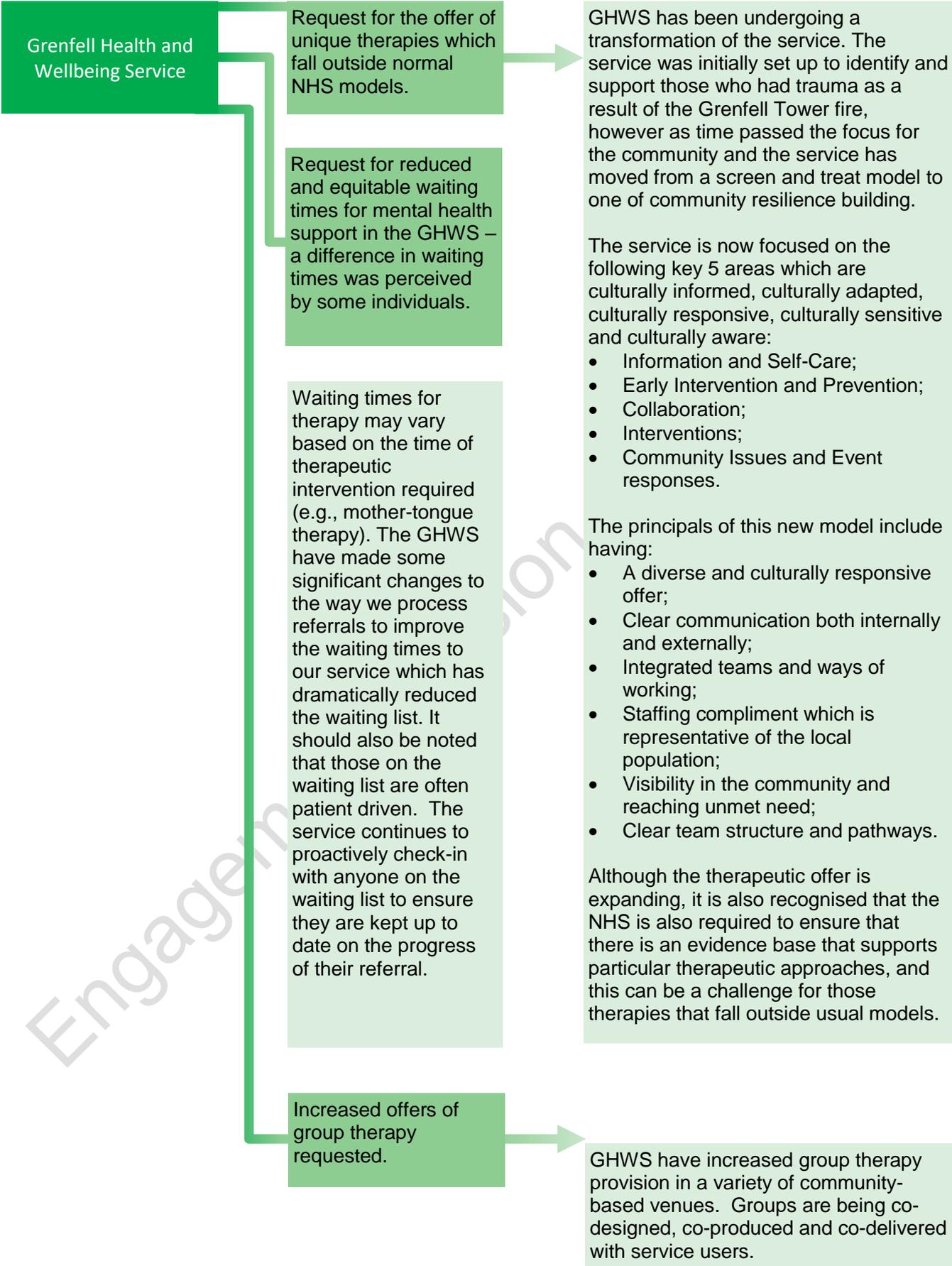
There is no limit to the number of sessions a person can have, unlike traditional IAPT services.

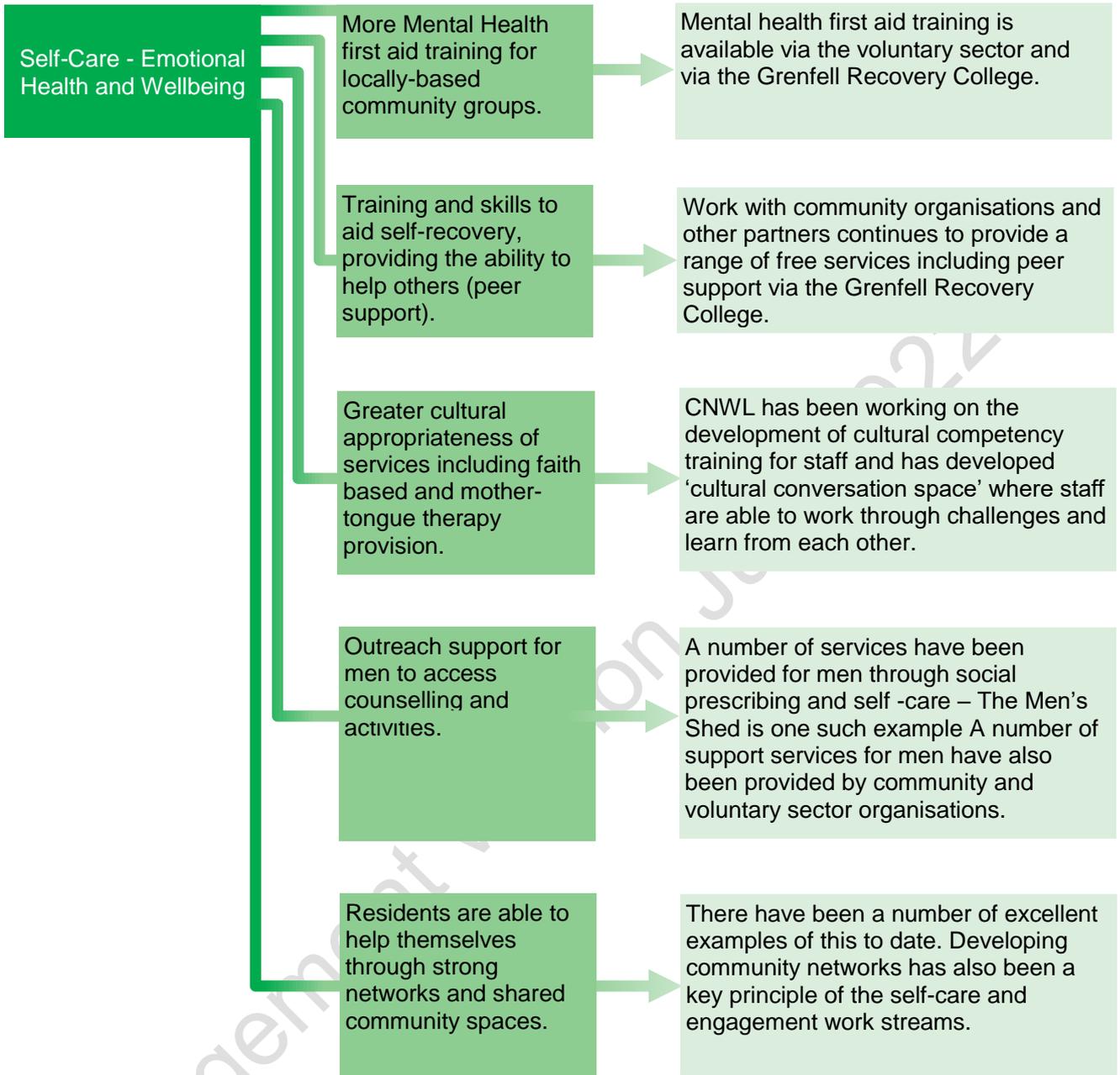
Support is tailored to an individual's health needs, culture and language spoken wherever possible.

### ❖ Insights and actions

***"I spoke to this therapist in Arabic. She was very kind and understood my feelings. I could express how I felt emotionally about my daughters. I could share my feelings in my language. I could see that she (therapist) could feel my pain. I told her everything in my heart."***

***"We are people of the heart because the heart is everything. Quran mentions that the creation of the heart was first. Mind was created later. It is the heart that needs healing."***





## Dedicated service – NHS



### Dedicated service

For the survivors, bereaved and Grenfell Walk residents, developed with the community.

### Actions

- \_ Enhanced Health Checks
- \_ Specialist Respiratory assessment
- \_ Specialist paediatric clinics
- \_ Annual review clinics for adults, children and young people
- \_ Training in cultural competence

## NHS Dedicated Service

The NHS Dedicated Service was designed to support and coordinate access to a range of emotional and physical wellbeing health services. It provides a safe and caring space to help clients cope with and come to terms with what has happened.

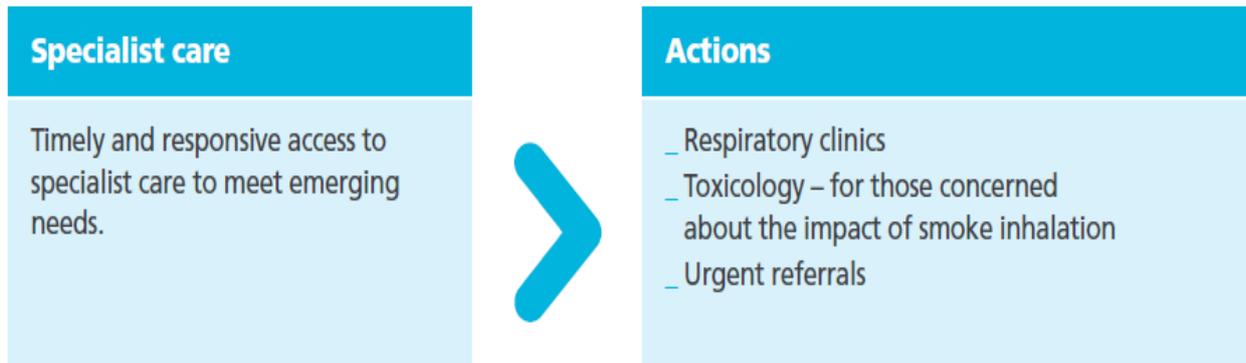
The service is in touch at least annually to remind clients of the NHS Dedicated Service offer.

It can help clients to:

- Access the appropriate treatment and care for pre-existing or new health issues, both emotional and physical. For example, diabetes, asthma, anxiety or low mood.
- Use the Grenfell Health and Wellbeing Service and all of the therapeutic treatments that are on offer.

- Access their GP as well as specialist health services such as respiratory and paediatric services, to support and monitor their physical and emotional health now and into the future.

Access local community groups and activities to support their emotional health and wellbeing and keep them fit and active.

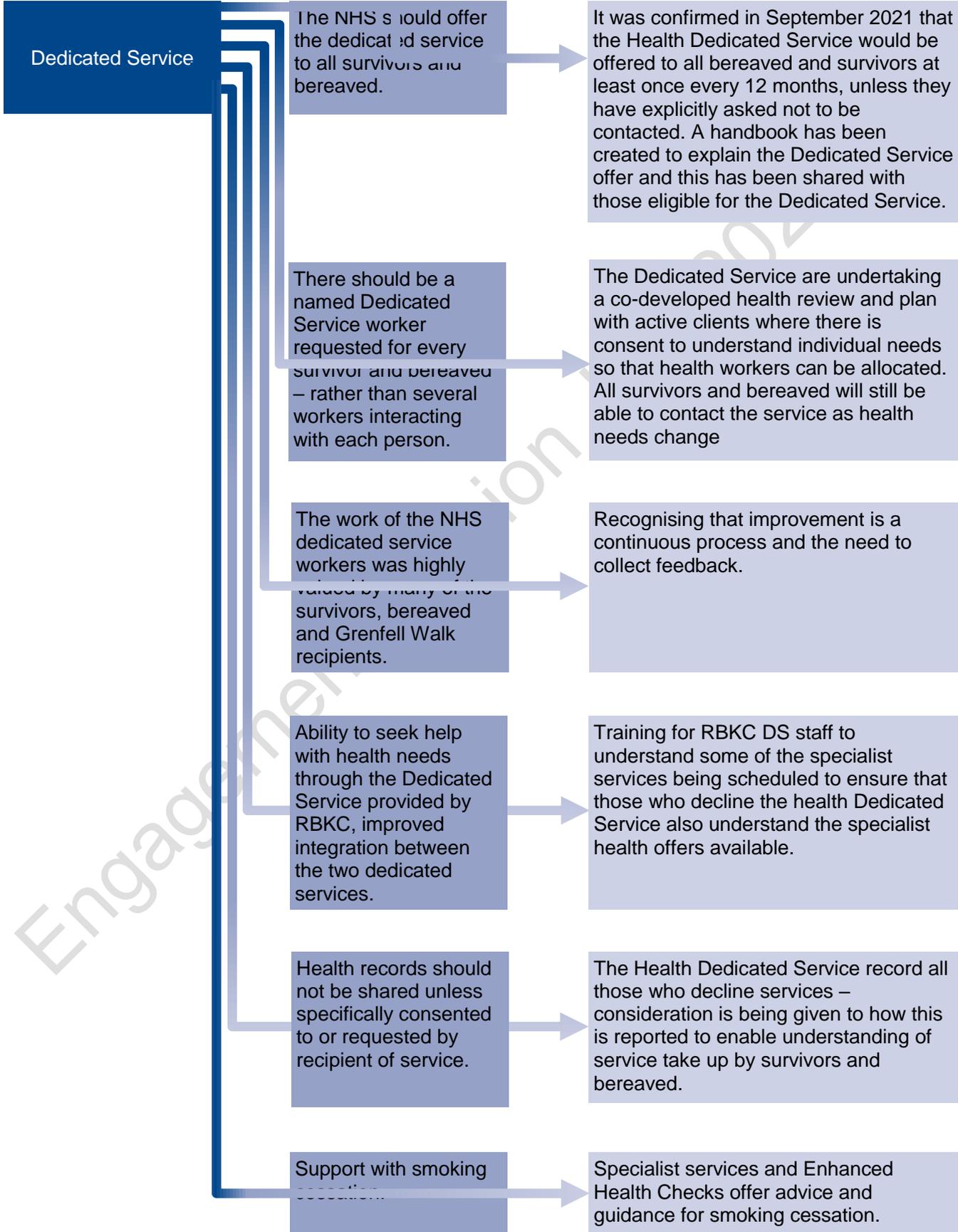


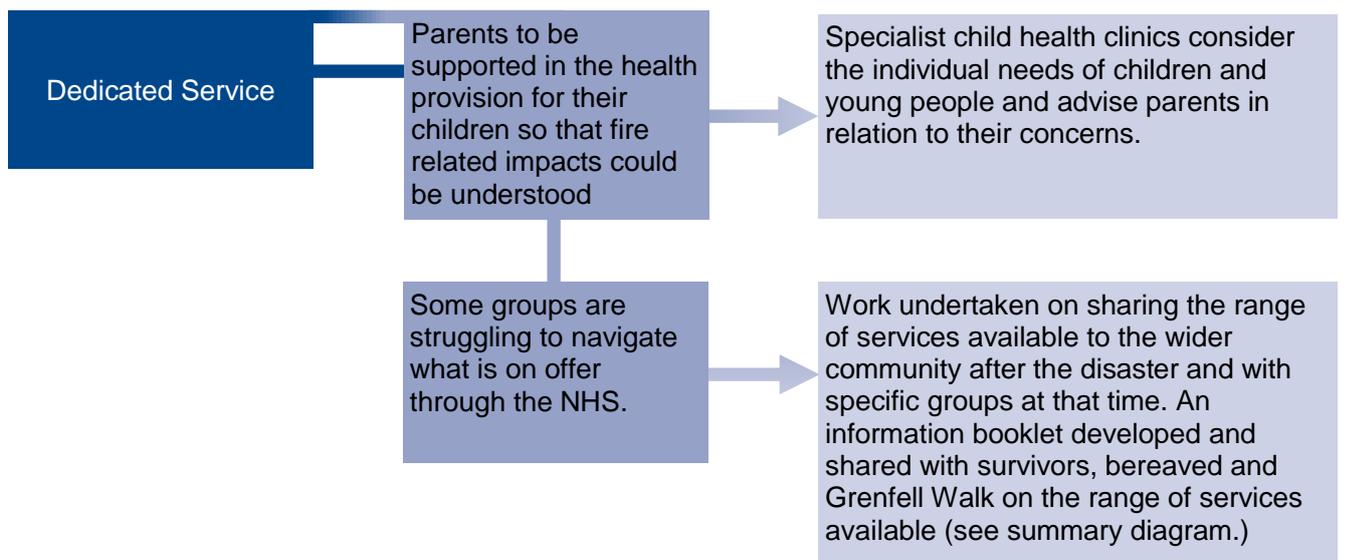
Adult respiratory annual clinics including lung function tests for survivors working with respiratory physiotherapy and psychotherapy where possible.

Timely access to community respiratory clinics for the bereaved and wider community

Referral to specialist toxicology services for those survivors with specific concerns

#### ❖ Insights and actions





### 2.3 Work in partnership with the North Kensington community to ensure that services are culturally appropriate and have been developed together

#### Engagement



Our commitment to ensure that recovery is community led has enabled –

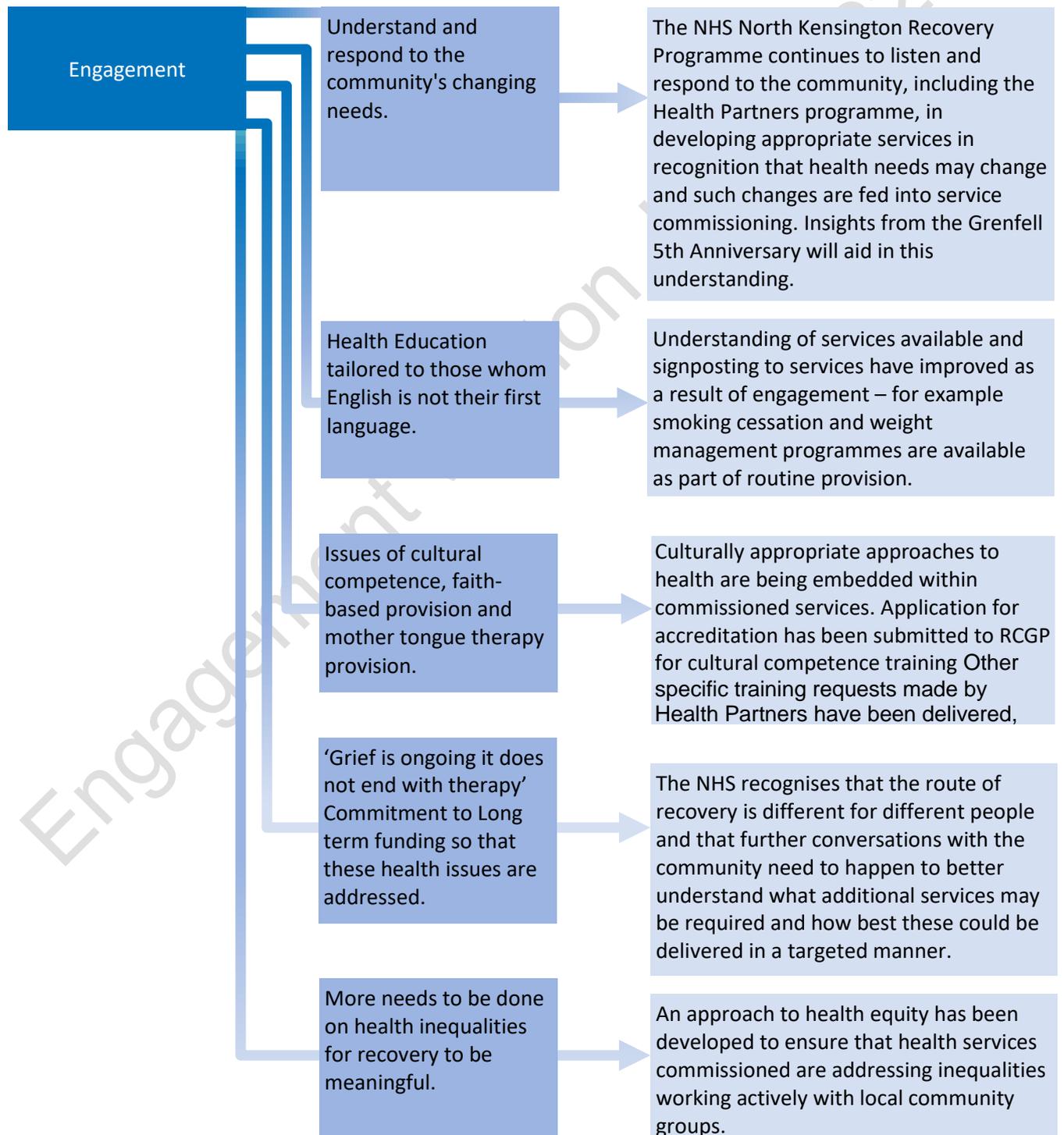
- Direct voices from the community to influence and to shape health services;
- Insight into health needs of the community;
- Reactive and proactive planning with key community-based organisations through the development of the Health Partners Programme;
- Access to seldom heard groups particularly during the pandemic.

Over the period of time, we have developed a good understanding of cultural demographics within North Kensington community and further work is ongoing to better understand its impact on health. This has led to the development of an approach to health services that can demonstrate cultural competence and increase the relevance of our services. Training on this has been co-developed and designed

with local communities and will be delivered initially for a range of NHS staff focussed on primary care, and the voluntary sector.

The pandemic has limited the ability of the NHS to undertake co-design work with communities in service development, although virtual and some in person workshops have taken place. Developing non-traditional models of care has been a community led request and it is important that statutory organisations consider how this could be achieved whilst ensuring that services are safe and meet standards required for patients.

### ❖ Insights and actions

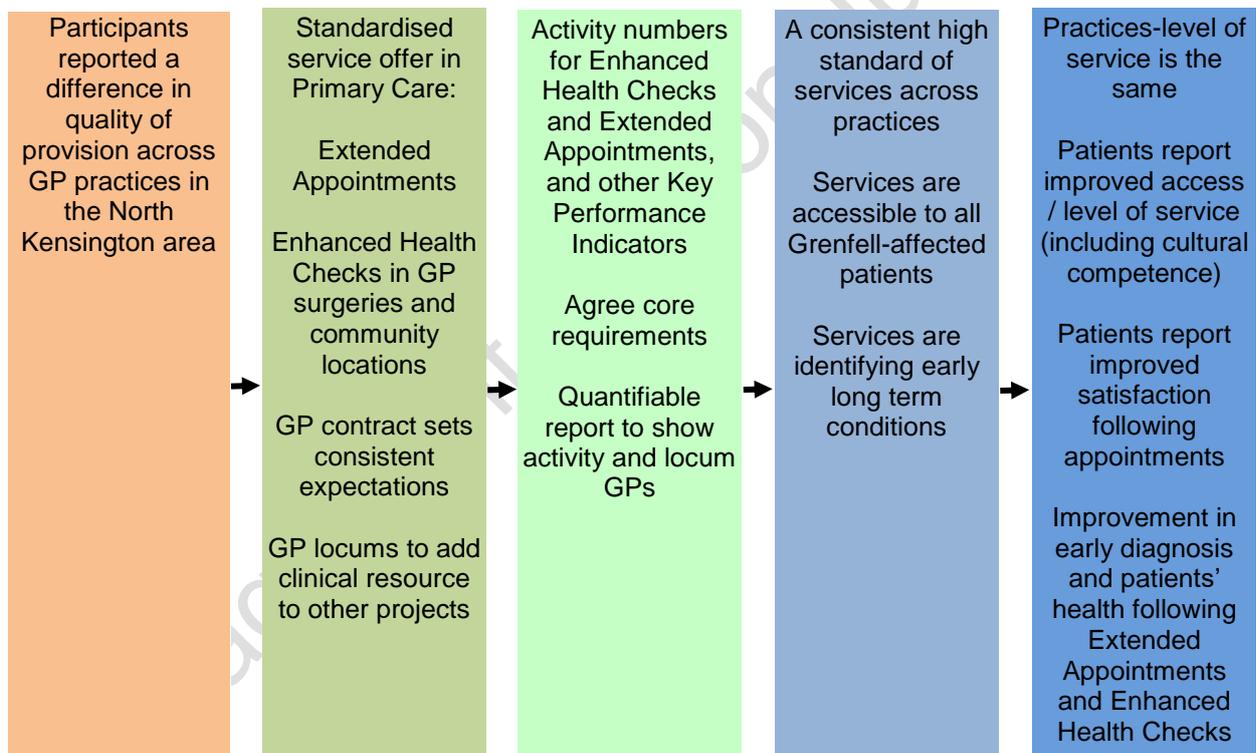


## 2.4 Ensure that we measure the impact and the outcomes of the work undertaken at individual and community level.

Work on health outcomes was delayed due to the COVID-19 pandemic and it has now commenced. This has involved developing an outcomes framework so that we are better able to apply measures, assess outcomes and resulting impacts.



The following diagram gives an example from primary care of how the outcome framework takes the statements from the community in the original Health and Wellbeing Strategy, and links them to actions/services, outputs and outcomes.



The framework has been developed, but it will undergo further iterations and will be adapted based on feedback and any changes to services. One area being worked on as a result of community engagement is the need to demonstrate impact on health inequalities linked or exacerbated by the fire and the aftermath, though it is acknowledged that impacts may be an accumulation of different factors, for example housing, health and economics.

## **Vision and Aims - Progress**

Partners and communities have expressed the view that the programme vision and aims outlined above remain relevant. However, it is clear from the evidence outlined above that this aspiration has not been met consistently throughout all services, all the time and there is a need to reflect changing health needs over time.

## **Working with Communities to Make Further Progress**

The sections above have identified a number of areas for focus, which will be incorporated in to programme and work stream action plans. The key priorities for further action, in partnership with communities and other partners are:

- Developing a better understanding of changing health needs and how to meet these needs sustainably;
- We need to do more work in effectively communicating with communities about the services on offer, access routes and how best they could feedback on their experiences of the service;
- Widespread delivery of the cultural competency training – initially staff in Primary Care and voluntary sector providers;
- Extend our reach and engagement with the objective of raising awareness of our services and addressing access issues;
- Working with partners to set out our approach to addressing social determinants of health;
- Co-developing with communities a programme of support to further develop community assets, individuals and partnerships. Including:
  - Exploring non-traditional models of care,
  - Group based services,
  - Services that don't require a formal diagnosis for access, and
  - Enhancing the cultural appropriateness our service offers;
- Implement plans within the CYP work stream to improve understanding of health needs Children and Young People impacted by Grenfell and how these needs should be met;
- Address other perceived inequalities in access to health services or understanding of health needs in partnership with the community;
- Coordinate with partners to support community resilience and develop community assets already in place;
- Further development of the approach to measuring local health outcomes from the communities' perspective

## **Conclusion**

The HWS was created with communities as a way of looking to the future with the aspiration of the additional services and interventions identifying and addressing existing and emerging health needs. It is too early to state that these needs have all been identified however what was important to those with whom we engaged was creating sustainability and resilience as an outcome, this would be a lasting legacy.

It is clear much has been done but there is still much to do to deliver sustainability, and resilience this must be delivered working through and with the diverse communities of North Kensington and beyond where individuals and families have settled outside the area.

In working in this way with the Grenfell impacted communities at the heart of decisions, we will be able to support transition to what is required in the medium and longer term.

Over the next year we will establish what sustainability looks like from the communities' perspectives and work in partnership to ensure that this can be delivered. This will in part be based on the tremendous resilience we have witnessed within this community, learning what will further develop and support community assets, individuals and partnerships to carry on.