

Welcome

Leadership Framework
Health Inequalities
Improvement Programme

Seminars on health inequalities for chairs and non-executives of NHS provider boards

The disproportionate impact of COVID-19 on certain sections of our communities has provided the impetus to reset health services, not re-establish them as they were before.

- Developed with NHS chairs, non-exec directors and CEOs
- Supporting your leadership action on behalf of the most marginalised and disadvantaged people.
- National framework for addressing health inequalities encourages new ways of thinking and doing
- Aim of delivering ‘exceptional quality healthcare for all through equitable access, excellent experience and optimal outcomes’.

Part 1	Lead
Introduction	Facilitator
Health inequalities – a national priority	Dr Bola Owolabi
Q & A	NHSE/I

Part 2	Lead
<p>Data for improvement:</p> <ul style="list-style-type: none">• Health Inequalities Improvement Dashboard• Core20PLUS5	NHSE/I
<p>Practical leadership support</p> <ul style="list-style-type: none">• Board Assurance Tool and Scorecard• Board Reporting Template• Resource link• Peer support	NHS Confed
Q & A	NHS Confed/NHSE/I

Part 3	Lead
Breakout session: key actions for my board	Participants
Feedback	Host
Meeting close	Host

Why does my organisation need to act now?

- ‘Report of the Working Group on Inequalities in Health’ (Black Report), August 1980
- ‘Report on Inequalities in Health’ (Acheson), November 1998
- ‘Fair Society Healthy Lives’ (Marmot), Feb 2010
- ‘Health Equity in England: The Marmot Review 10 years on’, Feb 2020
- ‘Build Back Fairer: The Covid-19 Marmot Review’, Dec 2020

“As the U.K. emerges from the pandemic it would be a tragic mistake to attempt to re-establish the status quo that existed before – a status quo marked by stagnation of health improvement, that was the second worst in Europe, and widening health inequalities.”

Your role as a non-executive board member

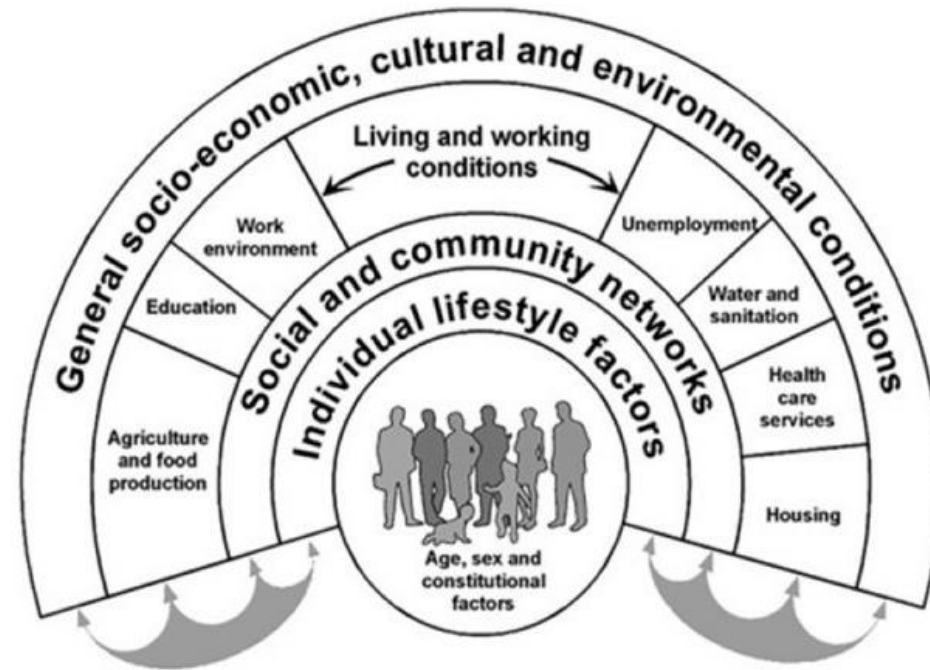
- Horizon scanning
- Diversity of thought using insight on the needs of your local community
- Making sure the NHS £ is used effectively
- Now is the time to act on the opportunities

System wide action – where can providers play a role?

Key aims for an Integrated Care System (September 2021)

- Improve outcomes in population health and healthcare
- Tackle inequalities in outcomes, experience and access
- Enhance productivity and value for money
- Help the NHS support broader social and economic development

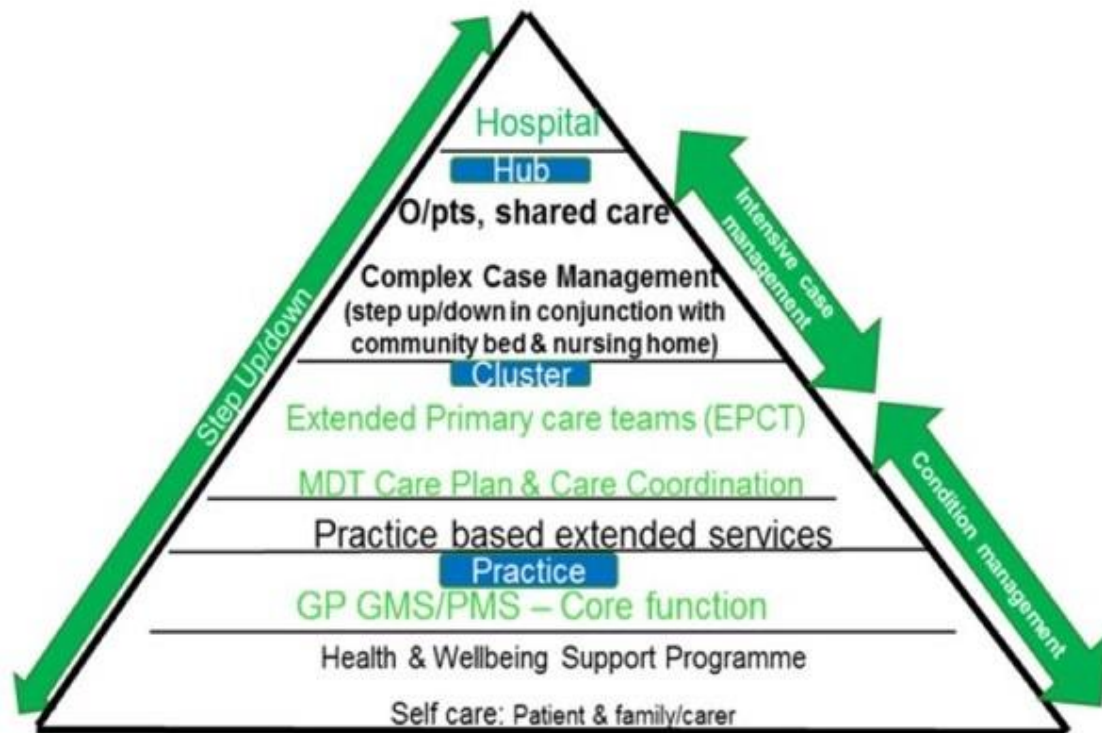
What is possible when the determinants of health are outside my control?



Source: adapted from Dahlgren and Whitehead, 1991

Action on inequality as a provider in the system

Ref: Newham System



Patients continually move between different parts of the health & social care system and/or receive care from many parts at the same time.

Focus on equitable access, excellent experience & optimal outcomes for all.

Better business model reduces DNAs/cancellations, reduces A&E attendance/emergency admissions, aids elective recovery, and improves hospital discharge efficiency.

Tackling inequality is everybody's business

Managing competing priorities: mainstreaming action on inequality

NHS Long Term Plan

Government mandate to the NHS phase 3 letter 31 July 2020
Implementing phase 3 of the NHS response 7 August 2020:
8 key actions for NHS organisations
NHSE 2021/22 operational / implementation planning
guidance – 5 key priorities
Elective recovery fund – Health Inequalities Gateway
The 2021/22 NHS contract

What does the NHS 21/22 contract require?

Schedule 2N: Health Inequality Action Plan

- Every NHS organisation must set out specific actions aimed at reducing inequalities in access, experience and outcomes, from care and treatment, with specific reference to services being provided under this Agreement.
- This is to be rooted in wider system for partnership working across the local area.

What is your system's plan?

What is your organisation's plan?

Practical tools: 1. Board assurance tool

Based on earlier work by Professor Chris Bentley

- Grid based on the five national priorities for tackling health inequalities and the 8 key lines of enquiry (KLOE) from the CQC Well Led Domain.
- Standalone or as part of assurance reporting based on the CQC domains:
 - as a prompt for questioning
 - as a reporting tool for assurance
 - to assess how plans and strategies measure up on action on inequality.
- Supports collaborative working with the exec lead SRO for health inequality.
- Optional scorecard to assess each element (red/amber/green) and monitor progress.



Health Inequalities Leadership Framework

Board assurance tool

Exceptional quality healthcare for all through equitable access, excellent experience and optimal outcomes

About this tool

This board assurance tool is built on the Care Quality Commission's (CQC) well led domain eight key lines of enquiry measures (KLOEs), and the five national priorities for tackling health inequalities 2021/22:

1. Restoring NHS services inclusively, breaking down performance reports by patient ethnicity and indices of multiple deprivation (IMD) quintile.
2. Mitigating against digital exclusion, identifying who is accessing different modes of consultation by collecting data on patient age, ethnicity, disability status, condition, IMD quintile.
3. Ensuring datasets are complete and timely, improving data collection on ethnicity across primary care, outpatients, A&E, mental health, community services, specialised commissioning.
4. Accelerating preventative programmes: flu and COVID-19 vaccinations, annual health checks for those with severe mental illness and learning disabilities, continuity of carers for maternity services, targeting long-term condition diagnosis and management.
5. Strengthening leadership and accountability, which is the bedrock underpinning the four priorities above, with system and provider health inequality leads having access to Health Equity Partnership Programme training, as well as the wider support offer, including utilising the new Health Inequalities Leadership Framework.

How to use this tool

The tool can be used in conjunction with other frameworks or reports already in use by boards or board sub-committees, which are based on the CQC domain measures. It can also be used as a standalone tool. It is intended to assist board members to assess any strategies, delivery plans or other initiatives for their impact on health inequality, not just those proposals that have addressing inequality as a specific purpose. The text in each box is intended to be a prompt to stimulate questioning and to act as an assurance mechanism. The tool may be supplemented by a scorecard, provided separately, so that assessment outcomes can be seen at a glance.

This tool does not remove the need for an Equality Impact Assessment (EIA), although elements of an EIA may flag up potential positive or negative impacts on health inequalities to take into account.

The tool is for collaborative use, especially with the Executive lead (SRO) for health inequalities.



National priorities for health inequalities

<p>Key Lines of Enquiry</p>	<p>P1. Restore NHS services Inclusively</p>	<p>P2. Develop digitally-enabled pathways inclusively</p>	<p>P3. Ensure datasets are complete and timely</p>	<p>P4. Proactively engage people at greatest risk in prevention</p>	<p>P5. Strengthen leadership and accountability</p>
<p>K2. Clear vision and credible strategy to deliver action on inequalities with robust delivery plans</p>	<p>*Clear strategy and plans in place on how inclusivity will be achieved, with regard to socio-economic disadvantage, protected characteristics, disability, ethnicity, LGBTQ+, socially excluded, clinically vulnerable to COVID-19, frail elderly. Check against the CORE20plus5 measures.</p>	<p>*Specific actions in place to remove barriers to digital access. Ensure equal access via digital, face to face and by telephone for all.</p>	<p>*Delivery plan monitoring to include datasets broken down to characteristic/marker level and remedial actions reported/assurance provided.</p>	<p>To include:</p> <ul style="list-style-type: none"> *Improve flu/COVID-19 vaccine uptake. *Long-term care management, obesity, smoking, alcohol, cardiovascular disease, hypertension, diabetes, respiratory disease. *Annual health checks for serious mental illness and learning disability. *Maternity continuity of care and focus on the five priorities chosen in the CORE20plus5. 	<p>*Board-level challenge and support to achieve equity for strategies, plans and performance reports, assure excellent access, outcomes and experience for all.</p> <p>*Ensure staff at all levels of the organisation are aware of the vision and strategy for tackling health inequalities and understand their roles in delivering these.</p>

The Board Assurance Tool and Scorecard are products of NHS Confederation's EDI Group
Supporting members to embed equality, diversity and inclusion into service planning and delivery to meet the needs of all communities.

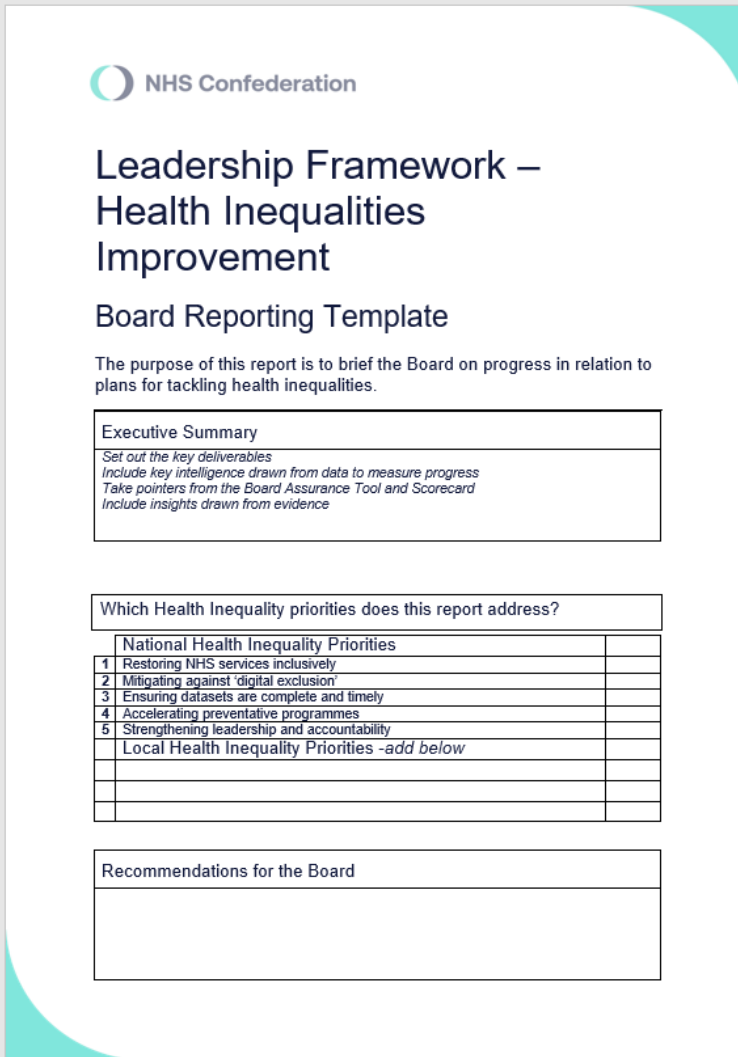



Board assurance tool: meeting the requirements of the CQC

8 key lines of enquiry

1. Leadership capability focused on achieving health equity
2. Clear vision and credible strategy to deliver action on inequality with robust delivery plans
3. Equality and diversity are actively promoted in the workplace so that service access and delivery are high quality, sustainable and sensitive to the needs of **all**. Staff well being is supported.
4. Clear responsibilities, roles and systems of accountability, to support good governance and management on tackling inequality.
5. Clear effective processes for managing risks, issues and performance, with focus on achieving equity.
6. Appropriate and accurate information to measure progress.
7. People who use our services, our communities, staff and external partners, are involved and empowered to ensure services have equitable access, excellent experience and optimal outcomes for **all**.
8. Robust systems and processes for learning , continuous improvement and innovation, to achieve equity.

Practical tools: 2. Board reporting template



 NHS Confederation

Leadership Framework – Health Inequalities Improvement

Board Reporting Template

The purpose of this report is to brief the Board on progress in relation to plans for tackling health inequalities.

Executive Summary	
<i>Set out the key deliverables</i>	
<i>Include key intelligence drawn from data to measure progress</i>	
<i>Take pointers from the Board Assurance Tool and Scorecard</i>	
<i>Include insights drawn from evidence</i>	

Which Health Inequality priorities does this report address?

National Health Inequality Priorities	
1	Restoring NHS services inclusively
2	Mitigating against 'digital exclusion'
3	Ensuring datasets are complete and timely
4	Accelerating preventative programmes
5	Strengthening leadership and accountability
Local Health Inequality Priorities -add below	

Recommendations for the Board	

Practical tools: 3. Resource link

- Accessed via the [NHS Confederation website](#).
- Today's presentation and slide pack are available and can be shared with colleagues
- The board assurance tool and board reporting template are available to download
- Links to NHS Confederation networks and forums to support non-executive leadership and peer support:
 - to exchange ideas and good practice
 - provide a safe space for developing thinking and action.

Next step: series of masterclasses in early 2022 for more detailed exploration of action on tackling inequality.

Breakout session

- What has been most useful for me and my organisation?
- What is the key action for my board?

10 minutes in groups / feedback key points

Meeting close

- Thank you for participating today
- We would appreciate your feedback
- Carol Hill, SRO for the seminar programme
carol.hill@nhsconfed.org