

Committee Agenda



City of
Westminster



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Title:

Health & Wellbeing Board – Second Despatch

Meeting Date:

Thursday 8th June, 2023

Time:

4.00 pm

Venue:

Greenside Community Centre, Lilestone Street, NW8 8SR

Members:

Councillor Nafsika Butler-Thalassis	Cabinet Member for Adult Social Care, Public Health and Voluntary Sector, WCC
Councillor Sarah Addenbrooke (Chair)	Lead Member for Adult Social Care and Public Health, RBKC
Councillor Lorraine Dean	Minority Group, WCC
Bernie Flaherty	Bi-Borough Executive Director of Adult Social Care
Sarah Newman	Bi-Borough Executive Director of Children's Services
Anna Raleigh	Bi-Borough Director of Public Health
Judith Davey	Healthwatch Westminster
Iain Cassidy	Healthwatch Westminster
James Benson	NHS London
Andrew Steedman	NHS NWL
Jackie Rosenberg	One Westminster
Lena Choudary-Salter	Westminster Community Network
Gary Davies	
Andrew Steeden	Primary Care Representative
Jan Maniera	Primary Care Representative

Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda

If you have a disability and require any special assistance



please contact the Committee Officer (details listed below) in advance of the meeting.



An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Maria Burton, Portfolio Advisor.

**Email: mburton@westminster.gov.uk
Corporate Website: www.westminster.gov.uk**

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Director of Law in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

- | | |
|---|-------------------------------|
| <p>7. HEALTH AND WELLBEING STRATEGY - CONSULTATION UPDATE</p> <p>For agreement</p> | <p>(Pages 5 - 10)</p> |
| <p>8. NWL ICS STRATEGY</p> <p>To note</p> | <p>(Pages 11 - 26)</p> |

Special Circumstances Justifying Urgent Consideration

The Chairs are of the opinion that although these reports had not been available for at least five clear days before the meeting, nonetheless they should be considered now as a matter of urgency because of the special circumstances that both items must be considered before the next scheduled meeting of the Health and Wellbeing Board.

Stuart Love
Chief Executive, Westminster City Council

Maxine Holdsworth
Chief Executive, Royal Borough of Kensington and Chelsea

6 June 2023

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Westminster Health & Wellbeing Board



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

RBKC Health & Wellbeing Board

Date:	8 June 2023
Classification:	General Release
Title:	Health and Wellbeing Strategy
Report of:	Rachel Soni Director of Health Partnerships
Policy Context:	Fairer Communities (Westminster) Greener, Safer, Fairer (RBKC)
Wards Involved:	All
Report Author and Contact Details:	Grant Aitken, Head of Health Partnerships Grant.Aitken@rbkc.gov.uk Aaron Hardy, Principal Policy Officer ahardy1@westminster.gov.uk

1. Executive Summary

- 1.1. This report provides an update to the Health and Wellbeing Board on the progress of consultation on the draft Health and Wellbeing Strategy (HWBS). It seeks Board members' views on further consultation opportunities and agreement to extend the current consultation by a further two weeks to allow for wider engagement.

2. Key Matters for the Board

- 2.1. The Health and Wellbeing Board is invited to note the ongoing consultation on the Health and Wellbeing Strategy (HWBS) and to identify other areas or groups that could be approached to support the objectives of the HWB strategy.

3. HWB Strategy Consultation

3.1 The Health and Wellbeing Strategy consultation launched on 2 May 2023 and was due to run for a total of eight weeks until 25 June 2023. It is now recommended that the period be extended a further two weeks until 9 July 2023.

3.2 The consultation plan has been built around six activities/channels, with Health and Wellbeing Board members taking an active role to promote and engage stakeholders in the consultation:

- 1) In-person workshops across each borough
- 2) Virtual workshops
- 3) Online survey (including easy-read version)
- 4) Hard copy survey (available in libraries, GP practices, etc.)
- 5) Attendance at strategic partner meetings and community groups
- 6) Comprehensive comms plan to promote the consultation

3.3 Audiences identified for the consultation are:

- Residents
- Voluntary and Community Sector organisations
- Strategic Partners
- Staff

Consultation Summary

3.4 The following is a summary of the consultation undertaken to date:

- Consultation links and promotional material has been distributed to partners organisations to raise awareness and to promote the consultation activities (see appendix A)
- A consultation pack has been developed and distributed to partners to support with consultation events
- A social media campaign is in place across both local authorities. This has included:
 - E-newsletter – 32 clicks on the story
 - Twitter – 2,100 impressions, 30 engagements and an engagement rate of 1.4 per cent.
 - Facebook – 810 impressions, 12 engagements and an engagement rate of 1.5 per cent.
 - Nextdoor – 1,600 impressions, 18 engagements and an engagement rate of 1.1 per cent.
- The strategy has also been advertised through both Councils' communication channels and the pages that host the consultation have been visited 432 times to date.
- Four in-person workshops and one virtual workshop held with over 60 people attending.
- 30 responses to the online survey with 10 hard copy surveys submitted.
- Presentation and distribution to a number of partnership boards and forums, including: SEND, adult safeguarding, mental health, and Local Action Group

- HWBB partners have been active in sharing the consultation documents and also hosting in person and virtual events. This has included:
 - 25 May 2023 - event hosted and run by Mosaic Community Trust
 - 30 May 2023 - HWB Strategy and consultation presented to Bi-Borough Primary Care Exec Group
 - 1 June 2023 – Bi-Borough Collaborative Space used to encourage participation
 - Distribution of hard copy materials and follow up to all Primary Care premises in the Bi-Borough including:
 - GP Practices - 70
 - Dentist Surgeries - 67
 - Pharmacies - 123
 - VCS Presentation to Westminster VCS Health and Wellbeing Network.
 - 9 May 2023 - Consultation went out in One Westminster bulletin as main item to 900+ email addresses from or linked to VCS in Westminster.
 - Displays at community centres and other community spaces including libraires.

3.5 Upcoming consultation events and sessions include:

- 6 June 2023 - Presentation to One Westminster Health and Wellbeing Network
- 6 June 2023 – Resident Reference Group RBKC – a group made up of residents living in Temporary Accommodation, social housing tenants and community group representatives.
- 8 June 2023 – Kensington and Chelsea Social Council Voluntary Forum.
- 12 June 2023 – Supported internship session.
- 13 June 2023 - The Tuesday Club (Westminster young people) attending a session.
- 14 June 2023 – Presenting to Food and energy network (Westminster).
- 19 June 2023 - The Kensington and Chelsea Over 50s Forum with the Westminster Senior Citizens Forum will hold an engagement event.
- TBC June - Futures Union (Kensington and Chelsea young people) holding an engagement session.

Consultation Considerations

3.6 The following is a summary of some of the comments and learning from the consultation to date:

- Need to follow up on the wider engagement to ensure we can evidence our reach and how, as identified in the equalities impact assessment, we have reached key groups most likely to be impacted by the Strategy. Early years was seen as one area we need to consider further during this period.

- The HWB strategy has been broadly welcomed including comments about its accessibility. However, many people wanted to understand how the HWB strategy could be delivered and whether or not resources would be committed to making it “real”. For example, there was recognition of the inequality of provision between the North and the South of the boroughs.
- There is support for a wider prevention approach. For example at one consultation there is concern that many of the activities in our communities now do not exist, or if they do, do they have the capacity to support them.
- Housing and the role of homes is a key theme. At a recent consultation a person raised concerns about damp and as a follow-up this was resolved.
- There have been good discussions on access to health and wider community services and when explaining future models of care, e.g. Integrated Neighbourhood Teams, this was welcomed. However, difficulty accessing some services and the lack of appointment was frequently raised.

4. Legal Implications

- 4.1. Health and Wellbeing Boards are required to prepare a Joint Health and Wellbeing Strategy under s116A of the Local Government and Public Involvement in Health Act 2007 and must consult on a draft strategy.

5. Financial Implications

- 5.1 There are no financial implications arising as a result of this report.

6. Carbon Impact

- 6.1 There is no carbon impact arising as a result of this report.

If you have any queries about this Report or wish to inspect any of the background papers please contact:

Grant Aitken, Head of Health Partnerships, Royal Borough of Kensington and Chelsea and Westminster City Council

Email: grant.aitken@rbkc.gov.uk

Appendix A

Health and Well Being Strategy – Consultation Links

- [Health and Wellbeing Strategy Consultation | Westminster City Council](#)
- [Bi-borough Health and Wellbeing Strategy 2023 - Kensington and Chelsea's Consultation and Engagement Hub - Citizen Space \(rbkc.gov.uk\)](#)

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City of Westminster



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Westminster & Royal Borough of Kensington and Chelsea Health & Wellbeing Board

8 June 2023

Date:

Classification:

General Release

Title:

North West London ICS Strategy

Report of:

NWL Integrated Care System

Wards Involved:

All

**Report Author and
Contact Details:**

Toby Lambert, Executive Director of Strategy and
Population Health and Inequalities, NHS NW
London Integrated Care Board

Cassie Dorries, Head of Strategy, NHS NW London
Integrated Care Board

1. Executive Summary

- 1.1 In common with all Integrated Care Systems nationally, North West London Integrated Care System is required to produce a strategy
- 1.2 The strategy must cover both health and care (i.e., health and relevant local authority services)
- 1.3 The NHS and local authorities are required to 'have regard' to the strategy
- 1.4 The strategy has been prepared for, and must be adopted by, the North West London's Integrated Care Partnership. The Partnership brings together local authorities and the NHS across our eight boroughs
- 1.5 The strategy has taken, as its starting point, the Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies developed for each borough, and incorporated resident insights
- 1.6 The strategy aims to highlight where boroughs and the NHS can go further, faster for our residents by working together. It does not attempt to collate everything that each partner in the ICS is doing. For example, the 'shared

outcomes' reflect the judgment of the DPHs of the outcomes that could be improved faster by working together

- 1.7 It is structured around the ICS' programmes, which are the delivery vehicles for the strategy. It informs the one-year delivery plans of all the ICS programmes. Priorities for the programmes are then grouped into six cross cutting themes
- 1.8 The draft strategy was published on 21st May. The Health and Wellbeing Board is asked to challenge and comment on the strategy – in particular, what areas members of the HWB believe should be emphasised, amended or removed
- 1.9 Input from all HWBs, alongside input from our residents, will then be synthesised into the next draft of the strategy – which includes the community intelligence and voices from both Westminster and Kensington & Chelsea residents.

2. Recommendations

- 1.10 Health & Wellbeing Board to feedback on the latest development of the NWL Integrated Care Strategy
- 1.11 The NWL Integrated Care Strategy should be considered as an enabler of our local Health & Wellbeing Strategy through delivering of shared outcomes including “Six areas in Fair Society, Healthy Lives” – and considered ‘side by side’
- 1.12 The NWL Integrated Care Strategy will enable the Bi-Borough to deliver our local health & wellbeing strategy – in particular to address health inequalities through improved access to NHS services and variation in health outcomes

3. Legal Implications

- 1.13 There are no legal implications. All ICS across England are required to submit a strategy to NHS England as a minimum standard.

4. Financial Implications

- 1.14 There are no financial implications arising as a result of this report.

5. Carbon Impact

- 1.15 There is no carbon impact arising as a result of this report

If you have any queries about this Report or wish to inspect any of the background papers please contact:

Cassie Dorries, Head of Strategy, NHS NW London Integrated Care Board

Email: Cassandra.Dorries@nhs.net

ICS Health and Care Strategy for North West London

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Health & Wellbeing Board - BiBorough

8th June 2023

Cover note

- In common with all Integrated Care Systems nationally, North West London Integrated Care System is required to produce a strategy
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- The strategy has taken, as its starting point, the Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies developed for each borough, and incorporated resident insights
- The strategy aims to highlight where boroughs and the NHS can go further, faster for our residents by working together. It does not attempt to collate everything that each partner in the ICS is doing. For example, the 'shared outcomes' reflect the judgment of the LPHs of the outcomes that could be improved faster by working together
- It is structured around the ICS' programmes, which are the delivery vehicles for the strategy. It informs the one year delivery plans of all the ICS programmes. Priorities for the programmes are then grouped into six cross cutting themes
- The draft strategy was published on 21st May. The Health and Wellbeing Board is asked to challenge and comment on the strategy – in particular, what areas members of the HWB believe should be emphasised, amended or removed
- Input from all HWBs, alongside input from our residents, will then be synthesised into the next draft of the strategy – which includes the community intelligence and voices from both Westminster and Kensington & Chelsea residents.
- This strategy enables Bi-Borough to deliver our local health & wellbeing strategy – in particular to address health inequalities through improved access to NHS and care services and variation in outcomes.

Strategy engagement – we want to hear from you

Hearing from a wide range of voices throughout communities who will feel the impact of the delivery of the top priorities in health and care services in North West London helps ensure this strategy fits the needs of residents. We want to make sure that resident insight is embedded into the heart of this draft strategy. Insights captured includes the 'what matters to you' outreach, borough collaborative spaces and insight from local authority, Healthwatch and voluntary & community sector colleagues.

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Joining up
with local
authority
engagement
on Health and
Wellbeing
Strategies

NW London
Residents
Forum, open
to all with an
anticipated
200 attendees

Citizen Panel
with access to
3.8k members

Next Door
insights

Strategy development – why we need a health and care strategy

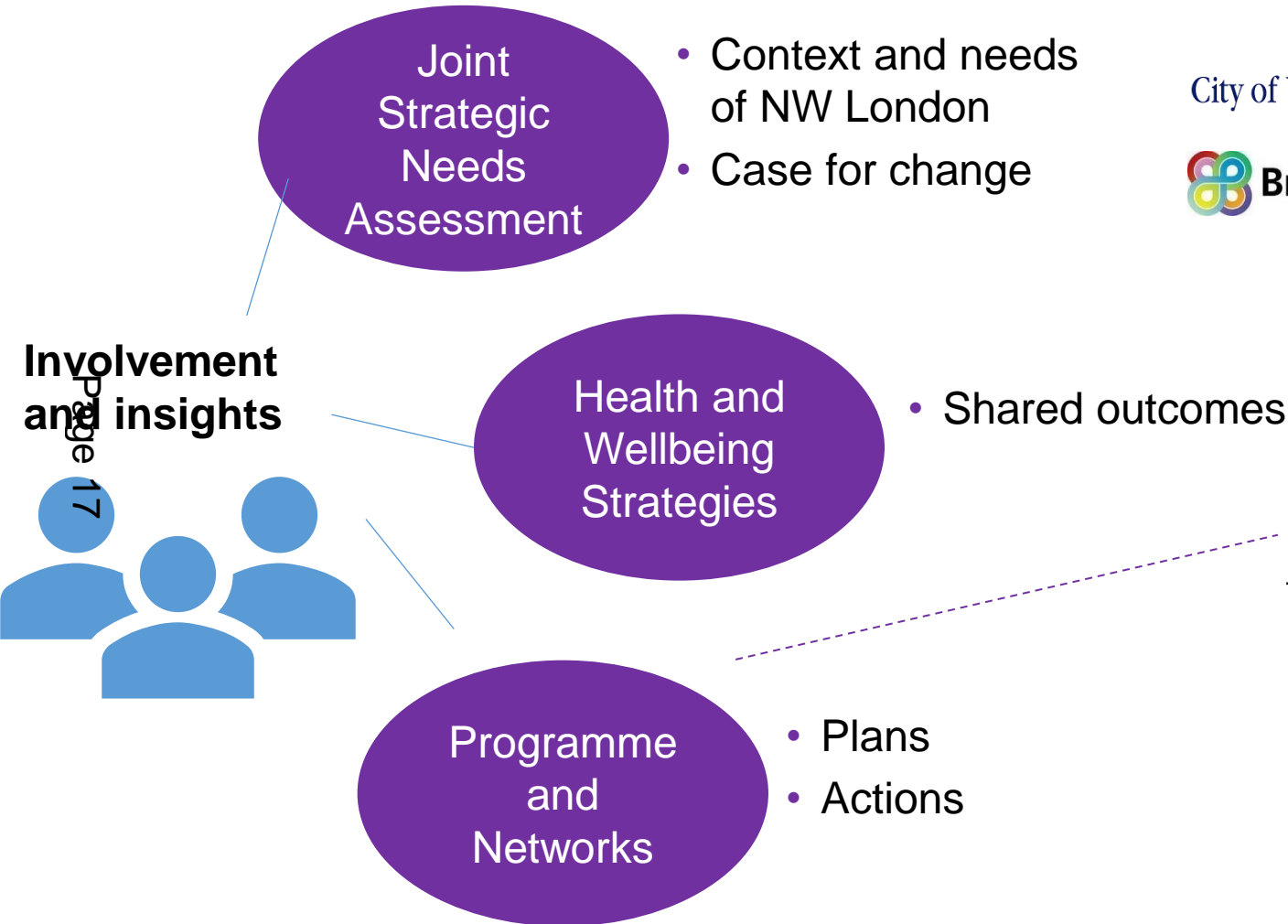
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As we launch the ICS, we have the opportunity to set an exciting vision and strategy for North West London that builds on our achievements to date, and takes advantage of our strengthening collaboration across health and care to improve outcomes for our residents and communities, address long standing inequalities in access, experience and outcomes, level up, improve value for money and deliver wider benefits across North West London.

Four objectives of integrated care systems

A	Improve outcomes in population health and wellbeing
B	Prevent ill health and tackle inequalities in outcomes, experience and access
C	Enhance productivity and value for money
D	Support broader economic and social development

Strategy development – how we have built on what has gone before using resident insight



Delivery

- Proactive population health & inequalities
- Local care
- Mental health, learning disabilities & autism
- Acute care

Networks

- Cancer
- Maternity
- Children & young people

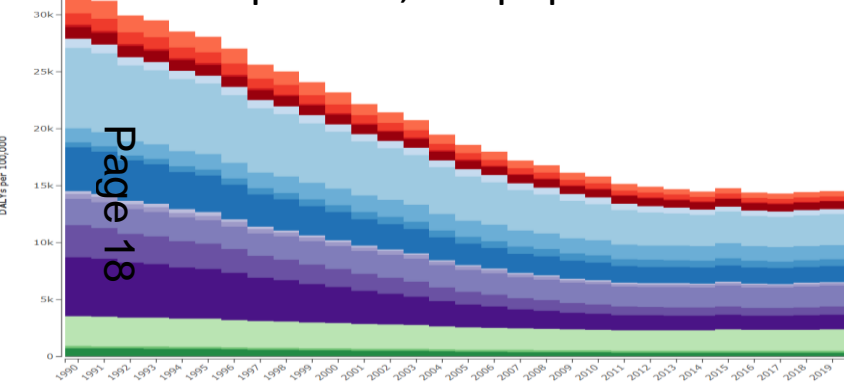
Enablers

- Involvement & Community
- Data & Digital
- Workforce
- Finance & Estates
- Research & Innovation

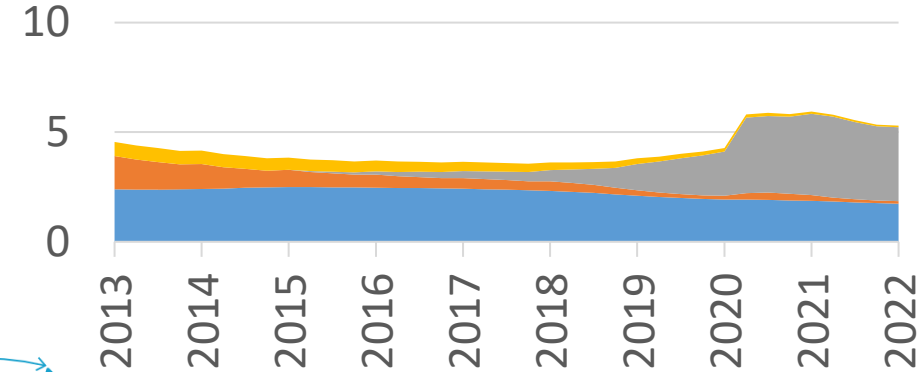
Challenges – areas of concern for NW London

Improvement in health status have appeared to stall, we have an almost record number of people on out of work benefits and the cost of living crisis continues

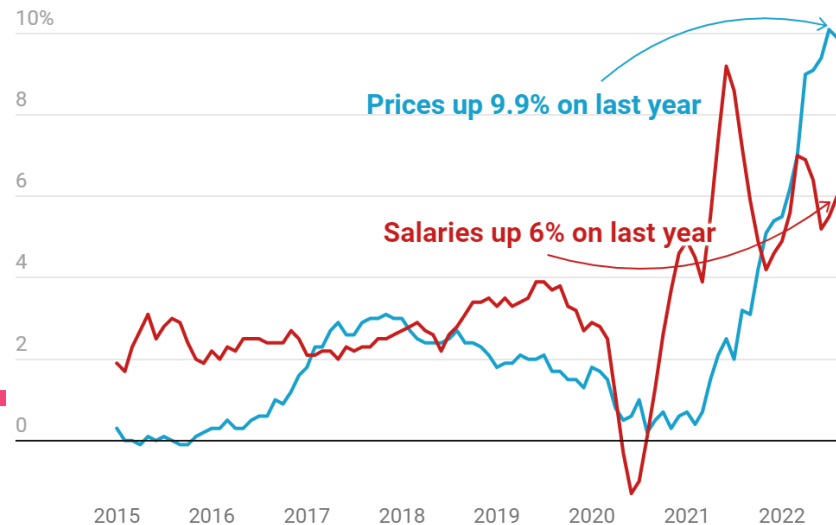
DALYs per 100,000 population



Number on out of work benefits, UK



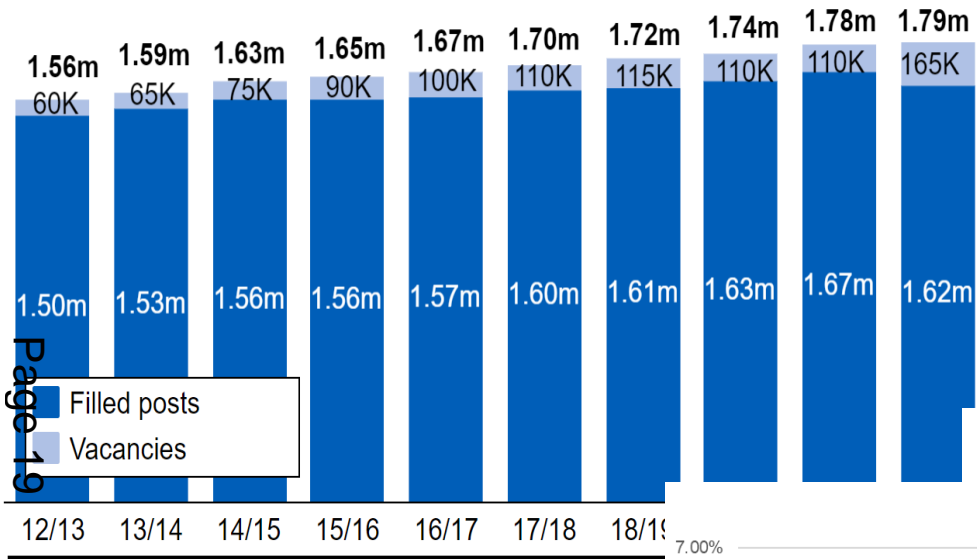
Inflation vs income



Source: GBD Compare tool, HBAI Stat-Xplore)

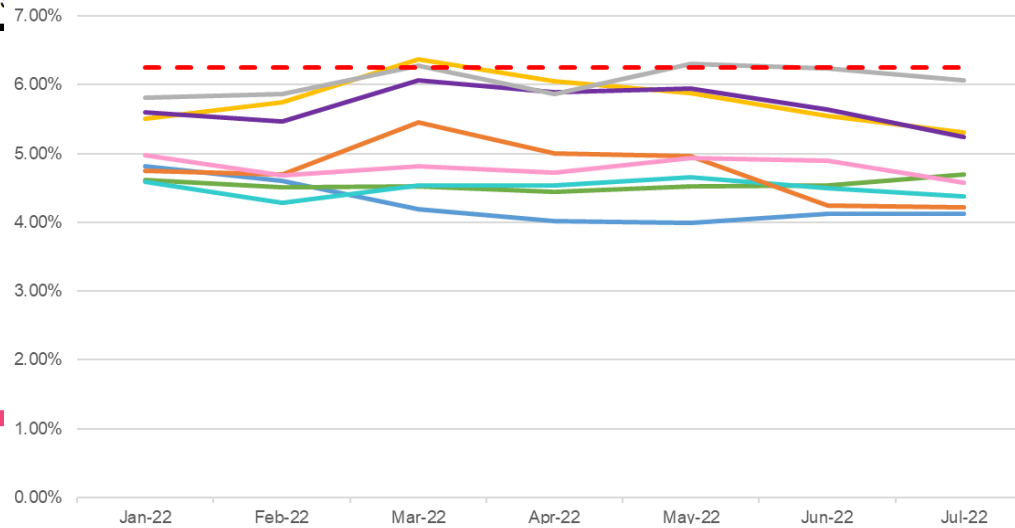
Challenges – health and care systems struggling to respond

Social care workforce

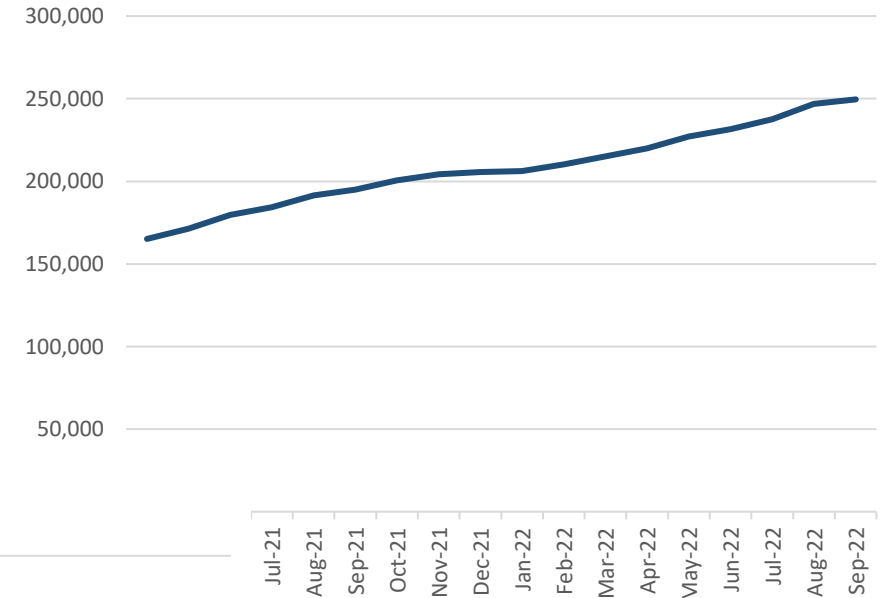


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Access rate to mental health care



Elective care - Overall Waiting List



Residents - what residents in NW London communities are telling us

Three top/ bottom Inpatient and Community services

Top 3 inpatient services*	
Hospital planned surgery	52% of responses
Cancer services	44% of responses
Orthopaedic services	42% of responses

Bottom 3 inpatient services*	
Long term conditions care	48% of responses
Mental health services	45% of responses
A&E inpatient	40% of responses

Three top/ bottom Outpatient services

Top 3 Outpatient community services*	
Ophthalmology services	61% of responses
Dental NHS services	60% of responses
Cancer services	53% of responses

Bottom 3 Outpatient community services*	
Mental health services	51% of responses
Long term conditions care	39% of responses
A&E outpatients	37% of responses

12% of responses said they found it very easy to book an NHS appointment



45% of responses indicated that they found it very difficult to book an NHS appointment

81% of responses indicated that they were treated equally by the NHS



19% of responses indicated that they were not treated equally

Top 3 % = Very good and good combined ratings
 Bottom 3 % = Very poor and poor combined ratings
 ~
 Data from Citizen Panel (3.8k membership) 'what matters to you' survey

* Respondents were asked to pick their three top/ bottom inpatient and community services
 Source: Citizens panel 'what matters to you' survey

Health and social care services in North West London will focus on the needs of the individual to promote their health and wellbeing, in particular to enable people to live healthier lives in their communities.

- Reducing inequalities is a golden thread across everything that we all do in North West London.
- The outcomes framework, drawn up by the Directors of Public Health and the Integrated Care Board,
 - Focuses on those areas where LAs and NHS working together can go further and faster in delivering for our residents (it is not intended to cover everything each partner is doing)
 - Starts from the Professor Marmot's *Fair Society, Health Lives* (The Marmot Review)

Six areas in Fair Society, Healthy Lives

- A. Give every child the best start in life
- B. Enable all children, young people and adults to maximise their capabilities and have control over their lives
- C. Create fair employment and good work for all
- D. Ensure healthy standard of living for all
- E. Create and develop healthy and sustainable places and communities
- F. Strengthen the role and impact of ill health prevention

Framework – suggested outcomes against the health equity framework

A. Give every child the best start in life

- Identify inequalities by reviewing ethnic breakdown indicators, including:
 - Neonatal mortality and still birth rate
 - Smoking status at time of delivery
 - Vaccination uptake
 - Maternal mortality
 - Breastfeeding at 6-8wks post birth

B. Enable all children, young people and adults to maximise their capabilities and have control over their lives

- Drug & Alcohol and substance misuse in under 18
- Increased community participation rates. Reduction in mental health, problem drug use, offending and antisocial behaviour rates
- Levels of overweight and obesity in CYP at Reception and Year 6

C. Create fair employment and good work for all

- Gap in the employment rate between those with a physical or mental long- term health condition and the overall employment rate
- Gap in the employment rate for adults known to MH services v overall adult population
- Adult social care vacancy and retention rates below or equal to averages for benchmarking group of councils

F. Strengthen the role and impact of ill health prevention

- Patients are referred to appropriate health promotion, support and education services:
- Improve secondary prevention outcomes for patients with diabetes
- NHS Health Checks
- The rate of unplanned hospitalisations per 100,000 by neighbourhood by ethnic group
- Admissions for alcohol related condition
- Smoking prevalence
- Proportion of people with mental health condition receiving a physical health check
- Density of fast food outlets
- Decayed missing or filled teeth in under 5s

D. Ensure healthy standard of living for all

- Households in temporary accommodation
- Food insecurity - percentage of households experiencing food insecurity

E. Create and develop healthy and sustainable places and communities

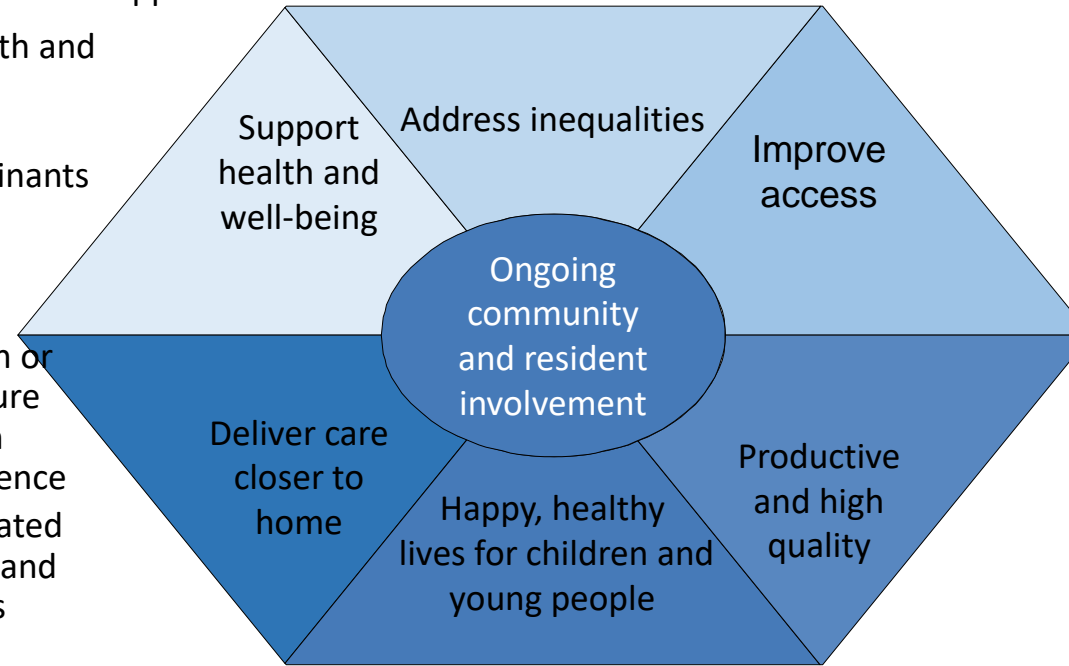
- Reduced gradients in ill health associated with social isolation and adverse impacts of travel e.g. Pollution, and accidents

Focuses on those areas where LAs and NHS working together can go further and faster in delivering for our residents

Not intended to cover everything each partner is doing

- Improve access to employment in the health and care system for our residents
- Utilise the strength of borough based partnerships to focus on the wider determinants and inequalities
- Identify people who have an ongoing health or care need, with a care plan in place, to ensure they receive continuity of care and as much treatment as feasible in their place of residence
- Work with social care to develop the integrated health and care approach to avoid hospital and care home admissions and support patients moving from hospital to home care

- Focus resource and differentiate the offer for groups experiencing poor outcomes, for example Black women and childbirth
- Build confidence in our communities to come forward for care and support



- Rationalise channels for simple urgent care and streamline access
- Develop/ roll out Integrated neighbourhood teams to bring community mental health, primary community and social care
- Continue to develop innovative and cost effective models of care, starting with cardiovascular, cancer and children's mental health
- Develop workforce transformation plans
- Ensure that our estate is fit for purpose

- Develop consistent, 'right person first time' core models of care for children and young people
- Expand access to mental health support

Engagement – the one page summaries capture actions by programme

Proactive population health and reducing inequalities

NHS
North West London



We know that in some areas and communities in NW London people have poorer health than in others.

The conditions in which we are born, grow, live, work and age can impact our health and wellbeing. Health inequalities are unfair differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they may experience and the care that is available to them.

We are working to improve the health of everyone in NW London, no matter who they are.

This work involves local people, the NHS, and other public services including councils, schools, housing associations and social services working together. This lets us build services that meet the needs of people in each area, improve people's health, prevent illnesses, and make better use of public resources.

All our plans have been informed by our ongoing community engagement – you can read our regular insight reports online.

Our plans to reduce inequalities over the next five years include:


- + Making sure we have a clear understanding of the health of our population, including the differences between population groups and how many people have health conditions.
- + Improving access to care, experience of care and health outcomes for more vulnerable people.
- + Working in partnership to improve access to education, training and employment opportunities for our most disadvantaged communities.
- + Working with public health partners to keep our communities healthy to reduce high blood pressure, reduce smoking rates, increase healthy weight initiatives and support our youngest residents to have a better start in life.

What are your thoughts?
Are these the right things for us to work on?



Mental health, learning disabilities and autism

NHS
North West London



We all have mental health – it's about how you feel on any given day. If you have a mental health problem, it can impact how you think, feel and behave.

We know that more people, and increasingly younger people, need help and support from mental health services.


We are working with people who use mental health services and those with learning disabilities and autism, to develop the right support for people and making sure it is in the right place for them.

All of our plans have been informed by our ongoing community engagement – you can read our regular insight reports online.

Our plans over the next five years to improve the mental health outcomes include:


- + Putting more mental health support teams in schools.
- + Creating more local (non-clinical) spaces for people to access help and support, for example adult community mental health services.
- + Continuing to integrate community mental health services (adults and children's) into local 'neighbourhood' teams.
- + Continuing to improve community based services for autistic people with learning disabilities to further reduce the reliance on hospital (inpatient) beds.
- + Promoting alternatives to A&E for those in crisis, including expanding 24/7 helplines and linking these to 111.
- + Providing appropriate therapeutic spaces to support people in crisis.
- + Improving communication and support for people waiting for assessment and care.

What are your thoughts?
Are these the right things for us to work on?



Acute care

NHS
North West London



This is care that is provided in a hospital. We know that patients are now waiting longer for emergency and planned care.


This work looks at improving access to specialist care and improving how we provide urgent and emergency care such as our A&Es and urgent treatment centres (UTCs).

All of our plans have been informed by our ongoing community engagement – you can read our regular insight reports online.

Our plans to improve acute care over the next five years include:


- + Ensuring residents have good access to specialist doctor's expertise.
- + Reducing waiting times for surgery.
- + Ensuring residents have convenient and timely access to diagnostic tests, including x-rays and scans.
- + Improving urgent and emergency care to reduce delays.
- + Ensuring residents experience the same quality of care regardless of where they receive it.

What are your thoughts?
Are these the right things for us to work on?



Local care (including primary care)

NHS
North West London



This work looks at care and support provided in the community rather than a hospital, including support in your own home.

We will improve access to health and social care teams, including your GP, and develop flexible support that meets the different needs of our diverse communities.


This work covers residents of all ages and supports better care for people who are 'mostly healthy' and people with complex and long standing health conditions.

All of our plans have been informed by our ongoing community engagement – you can read our regular insight reports online, and also targeted engagement updates for people with complex needs, such as at the end of life.

Our plans to improve local care over the next five years include:

- + Creating 'neighbourhood' teams for local communities of roughly 50,000 people with the NHS and local councils working in partnership to support residents with their health and care needs. GP services are at the heart of these 'neighbourhood' teams and include other NHS services such as physio or nursing in patient's own homes.
- + Talking to the public about how and where services are provided, and how they can be best accessed, when care 'on the day' is needed – including digital and remote support where this works well for individual patients.
- + Improving the early planning and the support people receive at the end of their life.
- + Identifying earlier when people have a long term condition such as diabetes or hypertension and then making sure the best treatment plan is in place based on what the individual wants.
- + When people do need a stay in hospital making sure they return home quickly and safely (including if their home is a care home) with the ongoing support they, and their family or carers, need.

What are your thoughts?
Are these the right things for us to work on?



These are included in the papers circulated for the meeting, and available on the ICB's website at: <https://www.nwlondonicb.nhs.uk/about-us/nw-london-health-and-care-strategy>

Feedback – Where you can read more and let us know your thoughts

Read more and feedback

www.nwlondonicb.nhs.uk/about-us/nw-london-health-and-care-strategy

Contains:

- Intro
- Link to the [summaries](#)
- Link to the *easy read (coming soon)*
- Link to the [full draft strategy](#)
- Link to a [feedback form](#)

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Give us your views

Please do complete **our survey about the strategy**. Not only will you be helping to shape the future of health and care in NW London but you could win a £100 voucher!

We will be talking to local residents, health and care staff, Healthwatch and the voluntary and community sectors during May and June to seek feedback, challenge and discussion on the strategy. We appreciate that the draft strategy is wide-ranging, and so to support engagement we have produced single page summaries for each programme's strategic objectives. There will also be a North West London Residents Forum (open to everyone), where local people will be invited to discuss and comment on our plans. We would encourage local people to join this virtual meeting, which will be advertised in due course.

If you have additional comments or questions about it, please email nhsnwl.communications.nwl@nhs.net. All comments will be considered as we develop the final draft.

[Read the full strategy](#) ▶

[Read the summary](#) ▶

[Complete the survey](#) ▶

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