



ADPH London

London Association of Directors of Public Health

Priorities for Collaboration: Interim Plan

November 2020 to May 2021

Improving and protecting the health of Londoners

Welcome

Dear colleague

It is quite simply unfair that Londoners live a shorter and less healthy life than those living in other parts of the country, and unfair that within London, many of our residents have lower life expectancy and less happiness than others.

Further to this we have all seen the devastating impact the COVID-19 pandemic has had across all aspects of life in London. Not only has this shone a light on existing inequalities but it has deepened them, whilst vulnerable groups and communities remain the most at risk of the ongoing economic and social impact of the virus.

Whilst we are delighted to share with you our progress the progress we have made against our priorities for collaboration over the past two years, we are aware that protecting population health, reducing health inequalities, prevention a focus on the wider determinants of health are more important now than ever.

Despite this situation there are huge opportunities for us to learn from the pandemic, and take this chance to rebuild a fairer and more equal London, and this must to be the primary focus of London's Covid ongoing response and recovery. DsPH are key system leaders in achieving this, and there is a real opportunity to build on our experiences and relationships across the system over the past 6 months to make this a reality.

We will only achieve this through working collectively as a system and by adapting our operating model to build flexibility and resilience to be able to respond effectively to the needs of our communities, whilst supporting the wellbeing and development of our workforce. To enable this ADPH London are undergoing a full review of our work programme, ways of working and priorities to ensure that we add maximum support and value to our members, their teams and the whole system over this period.

But our work together is a small part of the picture; every day across London's 33 local areas, public health teams with their council colleagues and local stakeholders continue vitally important work to improve and protect population health based on the needs and priorities of local communities.



Somen Banerjee and Steve Whiteman
Co-Chairs of ADPH London



Ruth Hutt
Director of Public Health,
Lambeth Council
Vice-Chair



Jason Strelitz
Director of Public Health,
Newham Council
Vice-Chair



Dagmar Zeuner
Director of Public Health,
Merton Council
Vice-Chair

Let's celebrate a few of our achievements over the past 2 years – network highlights



Continued **membership, engagement and leadership** from DsPH across all London Boroughs to deliver the work programme, collaborate across London and lead population health improvement across the system



Responded to **the COVID-19 pandemic**, working collaboratively across boroughs and the system to **tackle issues together**



Strengthened our **partnerships across the system**, including London Councils, PHE, NHS London, ADASS, ADPH UK and a range of other organisations



Continued to lead and deliver **London wide transformational programmes** including the London Smoking Cessation Programme, Sexual Health Transformation Programme, Thrive and Good Thinking



Built a strong relationship with The Health Foundation running 2 projects in partnership – the Cities and Devolution Health Inequalities Project, and The Health Inequalities Insight and Action Sets



Welcomed a number of **new Directors to the Network**



Launched **MECC link** in partnership with PHE, **supporting professionals to make every contact count** and opening up access to local services



Appointment of a **new Chair to the network** Results TBC! And thank you to Julie for all she did for ADPHL

Let's celebrate a few of our achievements over the past 2 years – thematic workstream highlights



Mental Health: Thrive LDN and Good Thinking delivered on suicide prevention activity on behalf of ADPH London for 2019/20 and continue to do so for 2020/21, alongside provision of MH support throughout Covid



Mental Health: ADPH London established a Public Mental Health Borough Leads Network for London in conjunction with PHE National and London. The first meeting was held in October 2020 and well received.



Child Obesity: Establishment of the London Obesity Delivery board, bringing partners together to achieve joined up working where necessary and continued delivery of the London Obesity Leads Network



SLI: Good engagement from boroughs and progress with the CYP Health Visiting and School Nursing thematic review and alcohol thematic review successful 2 year event in January 2020



Air Quality: Joint ADPHL/LEDNet Position statement



Air Quality: ADPH London consultation response to Transport for London – reduction of taxi age limit and Air Quality



CYP: Manage and support the CYP Network, with opportunities to share, collaborate on work and provide a forum for public health matters



CYP: Submission to London Assembly Health Committee (ADPH London response) on Oral Health

Let's celebrate a few of our achievements over the past 8 months – Covid response



Published **local outbreak control plans** for every borough, supported by a **light touch peer review** to share learning and test plans



Joint commissioning of the **find and treat homeless outreach** service and **Keep London Safe communications campaign** across London



Established a COVID-19 response programme consisting of **18 workstreams across 3 portfolios**, supported by the **deployment of 16 SpRs and 13 PH specialists** into COVID roles



Led a London wide **round table to understand the disproportionate impact of Covid**, feeding directly into the national PHE review. Work has continued through development of ADPH position statement and local action plan to delivery PHE's recommendations



Supported a **series of PPE and IPC webinars** to social care staff, and co-developed **principles for care home** providers, in collaboration with PHE



Production of **London wide PPE guidance** to support workers across all key worker occupations in local authorities



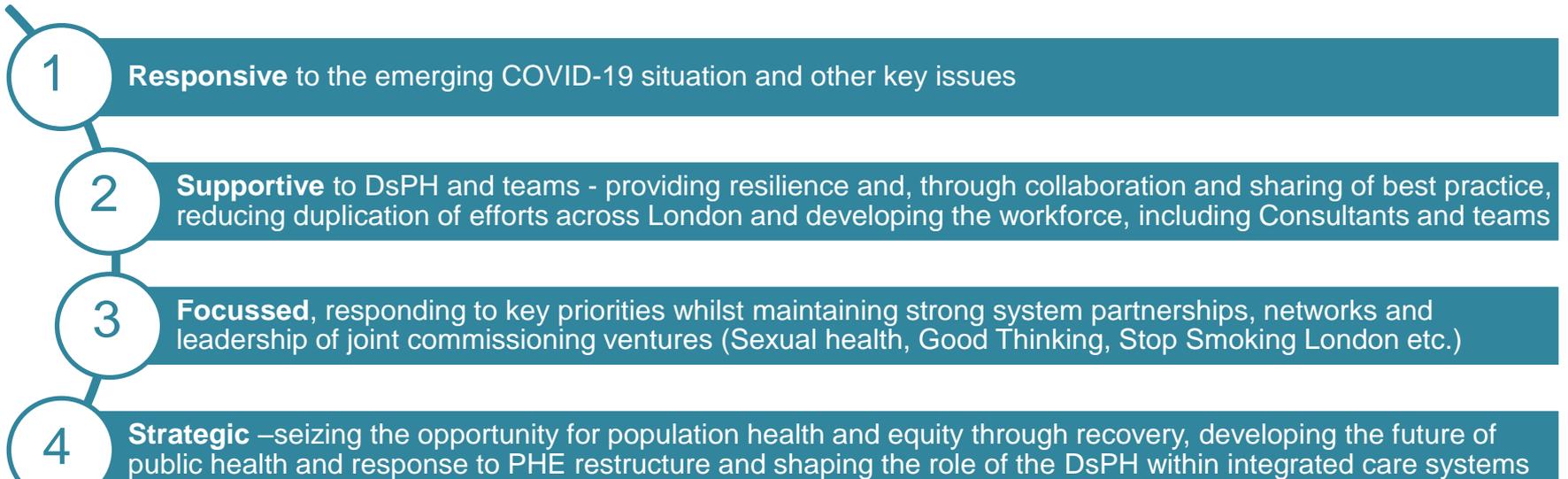
Supported the roll out of **locally supported contact tracing** and implementation of the **London testing strategy**



Continued to **strengthen relationships with colleagues** across the system, in particular PHE. This has been supported by weekly 'all hands' calls alongside specific knowledge sharing webinars

Responding to COVID-19 alongside other core priorities requires a new approach in the short-medium term

- ADPH London's priorities and aims for collaboration ("the programme") are developed and agreed by the membership and typically run over an 18-24 month cycle. The previous programme period formally ran from September 2018-March 2020, although this was initially extended to accommodate the planned Chair / Vice Chair (CVC) elections and consultation with members on future priorities
- In February 2020 COVID-19 led to significant elements of the existing programme being paused, adapted or scaled back along with cancellation of the CVC elections and annual DsPH away day
- As we move towards the end of 2020 the impact of COVID-19 continues and is likely to intensify over winter, placing significant strain on PH teams and the wider system. In this context a different approach is needed to the standard programme methodology that has been highly effective in recent years
- We have therefore developed an interim set of network priorities and objectives to run for a minimum of 6 months, or longer if the COVID-19 acute response phase continues. These are based on the following principles:



Through each of these principles we will look to maximise the benefits from the shift in technology driven by the pandemic, and how this can support even greater collaboration across London.

For the next 6 months the network will focus on delivery of key priorities and strategic opportunities, with a specific focus on issues exacerbated by the pandemic

1. Membership Offer & Programme office	2. COVID-19 Response	3. Shared agendas and external programmes	4. Public Health System Support and strategy
High quality member meetings and events	System coordination / partnership engagement	Shared agendas: focus on Obesity, Mental Health, Climate & CYP	Partnerships and engagement
CVC & DPH induction and leaver support	Policy implementation support and lobbying	Re-mobilisation of PH commissioned services	System transformation – ICS, PHE review
Development of sub regional offer	London approach to address COVID-19 disparities	Lead LSTCP and development of Smoking Alliance	COVID-19 Recovery, Equity, HIAP and Missions
Maintain and grow networks e.g. CYP, MH, Obesity, CPH	Knowledge & best practice sharing, including SLI	Support to The Sexual Health Transformation Programme	Health Strategy (HIS, London Vision, NHS 5YFV)
Workforce development and PH leadership	“Once for London” materials and resources	Support to Thrive and Good Thinking	Impact of Brexit
Communications and Technology	T&T joint commissioning opportunities	Host The Health Foundation Cities and Devolution Project	Financial sustainability
Governance and Management	Resilience and mutual aid	Partner The Health Foundation Insight and Action sets Project	ADPH role primarily advisory rather than delivery

Cross Cutting Theme: Reducing inequalities in health and promoting equity



ADPH London

Programme Plans

1. Membership Offer, Programme office and Workforce

AIM: To provide a professional, valued and trusted peer support network for all London borough DsPH and their teams to share ideas and good practice, develop the workforce and support problem solving and improvement

	OBJECTIVES	TEAM LEAD (S)	DPH OR CPH LEAD(S)	TIMELINES
1.1	Deliver a planned programme of valuable and high quality member meetings and events	WC	Chair	Ongoing
1.2	<ul style="list-style-type: none"> Welcome and induct all new London DsPH, and support departing DsPH and their next in lines Onboarding and support to new Chairs/Vice Chairs for the network 	WC/JC/TA	Chair / Vice Chairs	Ongoing
1.3	Scope requirements for ADPH input and support to sub regional structures. This could include: <ul style="list-style-type: none"> Developing consistent governance arrangements Provision of project support Bridging between pan-London and sub regional Knowledge sharing across sub regions 	JC/TA	Chair / Vice Chairs	Dec 20 – May 21
1.4	<ul style="list-style-type: none"> Maintain and strengthen existing thematic networks including CYP, Consultant immunisations, obesity network using technology to enhance collaboration Scope and develop new networks – opportunities include mental health, gambling, CPH network 	VK/WC	Network leads	Ongoing

	OBJECTIVES	TEAM LEAD (S)	DPH OR CPH LEAD(S)	TIMELINES
1.5	<ul style="list-style-type: none"> Develop the DPH, CPH and wider PH workforce through peer support, training and development and leadership opportunities – providing a pipeline of future leaders Support succession planning and workforce resilience Enable local authorities to provide a well-led and supportive professional environment Increase the visibility of; and access to; a career in public health to a wider range of people 	JC/TA	RH/RF	Jan 21 - ongoing
1.6	<ul style="list-style-type: none"> Develop and implement an effective internal and external communications strategy for the network Manage communications on an ongoing basis to ensure these remain relevant for members 	WC	Chair / Vice Chairs	Dec 20 - ongoing
1.7	<ul style="list-style-type: none"> Capitalise on the technological step change due to the COVID-19 response to deliver longer term benefits for the network in terms of external collaboration, efficiency and cost reduction – this includes use of Knowledge Hub or alternative system (e.g. Channels on MS Teams) to share collaboration across the full programme. Maximise use of MS Teams to share knowledge collaborate across London 	WC/JC/TA	Chair / Vice Chairs	Dec 20 - ongoing
1.8	<ul style="list-style-type: none"> Maintain a strong, successful and continually improving programme team Run an effective programme office – overseeing the governance arrangements for the network, borough contributions, Terms of Reference, CVC elections and contracts / MoUs with external providers and organisations. Develop staffing model and forward plan 	WC/JC/TA	Chair	Ongoing

2. COVID-19 Response

AIM: To support DsPH across London respond to the COVID-19 pandemic and lead partner engagement to the response

	OBJECTIVES	TEAM LEAD (S)	DPH OR CPH LEAD(S)	TIMELINES
2.1	Represent the views of DsPH / Local authorities in the COVID response with system partners e.g. PHE, DHSC, NHS, ADPH UK	TA/JC	Chair / Vice Chairs	Dec 20-May 21
2.2	Support the roll out of national or regional policy directives, for example locally supported contact tracing, testing, vaccination and other programmes	TA/JC	Nominated DPH lead	Dec 20-May 21
2.3	Develop ADPH London position statement, and supporting action plan to reduce COVID-19 disparities in the second wave of the pandemic, building on the 7 PHE recommendations.	VN	SH/CM	Dec 20- Feb 21
2.4	Facilitate effective knowledge sharing across London through weekly webinars, ad hoc knowledge sessions, coordination across partners and maintenance of the ADPH London COVID-19 knowledge hub site	TA/WC	Chair / Vice Chairs	Dec 20-May 21
2.5	Seek to duplicate efforts across London through enabling a once for London approach, where appropriate. This could include supporting evidence reviews, FOIs, data requests, development of communications and other resources, or undertaking other ad hoc activities suggested by the membership	TA	Chair / Vice Chairs	Dec 20- May 21
2.6	Work with DsPH to explore joint commissioning opportunities for the test and trace grant allocation and manage delivery of existing schemes e.g. find & treat outreach, communications	TA	Chair / Vice Chairs	Dec 20-May 21
2.7	Identify areas where a rapid SLI approach could support the DsPH response to Covid and provide useful intelligence from a borough level	TA/VK	Chair / Vice Chairs	Dec 20-May 21
2.8	Support system mutual aid processes, including re-deployment of staff and supporting local resilience arrangements	TA	Chair / Vice Chairs	Dec 20 – May 21

3. Shared agendas and external programmes

AIM: To provide strategic leadership and advocacy at a London and national level for key priority areas and continue to deliver London wide transformation programmes

	OBJECTIVES	TEAM LEAD (S)	DPH OR CPH LEAD(S)	TIMELINES
Shared Agendas				
3.1	<p>Air Quality and Climate Change:</p> <ul style="list-style-type: none"> Refresh ADPHL/LEDNet position statement and develop comms plan to socialise the statement Continue engaging with partners on the Climate Change agenda by developing a London action plan with the Resilience and Green Working group (one of the seven priorities in the LEDNet/TEC Position statement) 	VN	TD	Ongoing
3.2	<p>Children and Young People's (CYP) Health:</p> <ul style="list-style-type: none"> COVID-19 Impact Assessment on Health Visiting and School Nursing services Engage with the Maternity Health Inequalities group to work collaboratively on the impact of health inequalities in maternity care across London Support NHSL and VRU Steering Group / delivery 	VN	DZ	Ongoing
3.3	<p>Obesity</p> <ul style="list-style-type: none"> Support the delivery of the London Childhood Obesity Taskforce 10 Ambitions for London in "Every Child a Healthy Weight" In partnership with PHE London, deliver the London Obesity Leads Network to support sharing of best practice and peer learning In partnership with PHE London, deliver the London Obesity Delivery Board bringing together London partners with the ability to support change at a London level Ensure opportunities from Mayoral and Government commitments are maximised, supporting ADPH UK as appropriate 	VN/JC/TA	SW	Ongoing

	OBJECTIVES	TEAM LEAD (S)	DPH OR CPH LEAD(S)	TIMELINES
Shared Agendas				
3.4	Mental Health & Wellbeing <ul style="list-style-type: none"> • Provide leadership, support and expertise to the Thrive London programme • Provide leadership, support and expertise to the Good Thinking programme • In partnership with PHE London deliver the London Public Mental Health Leads Network to support sharing of best practice and peer learning 	JK/VN	MS/IC	Ongoing
3.5	London Smoking Cessation Programme <ul style="list-style-type: none"> • Provide leadership and support to the London Smoking Cessation Programme, ensuring continual innovation and VFM to boroughs • Lead establishment of the London tobacco alliance 	TA / KC	SB	Ongoing
3.6	Sexual Health <ul style="list-style-type: none"> • To lead the London Sexual Health Programme at City of London • To lead and steer, as active partners, London's Fast Track Cities programme for HIV, as members of the FTC Leadership Group • To deliver the next phase of the London HIV Prevention Programme • Support DsPH of address funding and delivery constraints for pre-exposure prophylaxis (PrEP) to enable full access across London 	JC/TA	MS/JO	Ongoing
3.7	PH Commissioned services: Map the position (via survey to DsPH) across London for the re-mobilisation of PH commissioned services, and facilitate shared learning around new delivery models and opportunities for transformation through recovery – full details to be scoped	VN	Chairs / Vice Chairs	Jan-May 2021

	OBJECTIVES	TEAM LEAD (S)	DPH OR CPH LEAD(S)	TIMELINES
External projects				
3.8	<p>The Health Foundation: Cities and Devolution Health Inequalities Project</p> <ul style="list-style-type: none"> • Provide leadership for the project through DPH participation on steering group • Host the project through the ADPH office, providing management oversight and logistical support to the project. This include managing the project budget, resourcing of project team etc. • Continue to strengthen links with the Health Foundation as a key strategic partner 	JC/TA	Tbc	Dec 20-June21
3.9	<p>The Health Foundation: Insight and Action Learning Sets</p> <ul style="list-style-type: none"> • Delivery of communications and logistical support to The Health Foundation Insight and Action Sets project, working closely with partners and external consultants to deliver successful events 	JC/TA	Tbc	Dec

4. Public Health System Support and strategy

AIM: Strengthen system partnerships, influence London's health strategy and seize the opportunities for public health created through the recovery programme and structural re-organisation

	OBJECTIVES	TEAM LEAD (S)	DPH OR CPH LEAD(S)	TIMELINES
4.1	Partnerships Maintain and strengthen relationship with London strategic partners e.g. PHE, NHSE London, London Councils, CELC Health lead, GLA, LGA, London Clinical Senate	JC/TA	Chair / Vice Chairs	Ongoing
4.2	Shape and influence the future of public health <ul style="list-style-type: none"> Development and promotion of the role of the DPH within integrated care systems In conjunction with ADPH UK and working closely with partners help to influence the future arrangements for the delivery of PHE's health improvement and workforce functions, based on the 6 principles for system design in London 	JC/TA	Chair / Vice Chairs	Dec 20 – May 21
4.3	Covid recovery & Brexit <ul style="list-style-type: none"> Provide input and leadership to London's Covid recovery strategy, including the health equity group, recovery board and other key forums Support delivery of the health missions and promote a health in all policies approach to underpin London's recovery Monitor impacts of no deal Brexit – specifically around workforce and economy 	JC/TA	Chair / Vice Chairs	Dec 20 – May 21
4.4	Strategy & Policy: <ul style="list-style-type: none"> Provide PH specialist input and local authority perspectives into London (e.g. the London Vision, Health Inequality strategy) and national (e.g. NHS 5 year forward view, national obesity strategy) health policy and strategies Support delivery of these health strategies, helping to bridge the gap between local planning and democratic accountability and delivery of London's strategic plans 	JC/TA	Chair / Vice Chairs	Ongoing
4.4	Finance: <ul style="list-style-type: none"> Continue to advocate for a needs based approach to public health funding in London, through the Fair Funding review and Comprehensive Spending Review, and support ADPH UK in making the case for public health funding Work with DsPH to identify financial opportunities across London to deliver financial savings or efficiencies 	JC/TA	MS	Ongoing