City and Hackney Public Health Intelligence Strategy and Joint Strategic Needs Assessment overview

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Diana Divajeva | Principal Public Health Analyst

Presentation content

- The role of Public Health Intelligence in providing actionable insight and value to the organisations and systems.

- The outline of City and Hackney Public Health Intelligence Strategy.

- How the principles used to build the strategy were applied to the COVID response work undertaken by the Public Health Intelligence Team (Case Study 1).

- Using the principles from the Public Health Intelligence Strategy to reframe the City and Hackney Joint Strategic Needs Assessment (Case Study 2).

- Supplementary slides outlining key actions for each of the strategic objectives.

The role of Public Health Intelligence in providing actionable insight and value to the organisations and systems

What is Public Health Intelligence and how is it used?

- The World Health Organisation defines Public Health Intelligence (PHI) as

  The process of moving from data through knowledge synthesis to action with the specific aim of early detection for effective response.

- In essence, **PHI provides information and insight** essential both **for identifying issues** that have a negative effect on people's health **and for planning to deal with those issues**.

- As such **PHI function is central to improving health, wellbeing and making effective decisions on allocation of resources** to a wide range of public sector programmes.

- Because determinants of health span behavioural (such as smoking, diet, physical activity), environmental (such as built and natural environment, community safety), wider (such as income, education, housing) and access to health services, **the work of the City and Hackney PHI team (PHIT) goes beyond supporting and enabling the Public Health Team and is instead system-wide**.

The rationale for Public Health Intelligence Strategy

- In 2019/20 the City and Hackney Public Health Team went through a restructure during which it was **recognised that PHI needs to play a more strategic role**.

- At the same time, the local Integrated Care System has been rolled out and, most recently, the seven north east London Clinical Commissioning Groups (CCGs) have merged - both developments signalling **stronger focus on collaborative work**.

- **Previously**, there has been **no strategic plan that defined the function, aims and objectives** of the City and Hackney PHIT - this has **made it difficult to plan work** as well as to **understand and evidence the impact** of the team's work.

- Furthermore, **the pandemic has set different expectations for project completion times, data access, essential skills, collaborative work and the type of insight** that can be generated by using the available data: we are now working faster, using much more complex data sets and are seeking to provide the context to the numbers by default.

One of the key goals of the PHIT work is to generate actionable insight that will in turn provide value

DATA JOURNEY

Credit: Strategic Focus

- Historically, the bulk of the PHIT work was dedicated to the first two steps in the data journey: data and information.

- **The PHI strategy will shift the focus of the team's work towards insight generation, action and providing value.**

- We recognise that value is understood differently by different stakeholders; the PHIT's ambition is to **support the broader Hackney Council vision** to:

  Make Hackney a place for everyone, where all our residents, whatever their background, have a chance to lead healthy and successful lives; a place of which everyone can be proud, with excellent services and public spaces, thriving businesses, and strong communities; a place that celebrates diversity, and where everyone can feel valued, included, and involved.

- Therefore in our work we will always **strive to adopt the principles of inclusion, equity and ethics**.

The outline of City and Hackney Public Health Intelligence Strategy
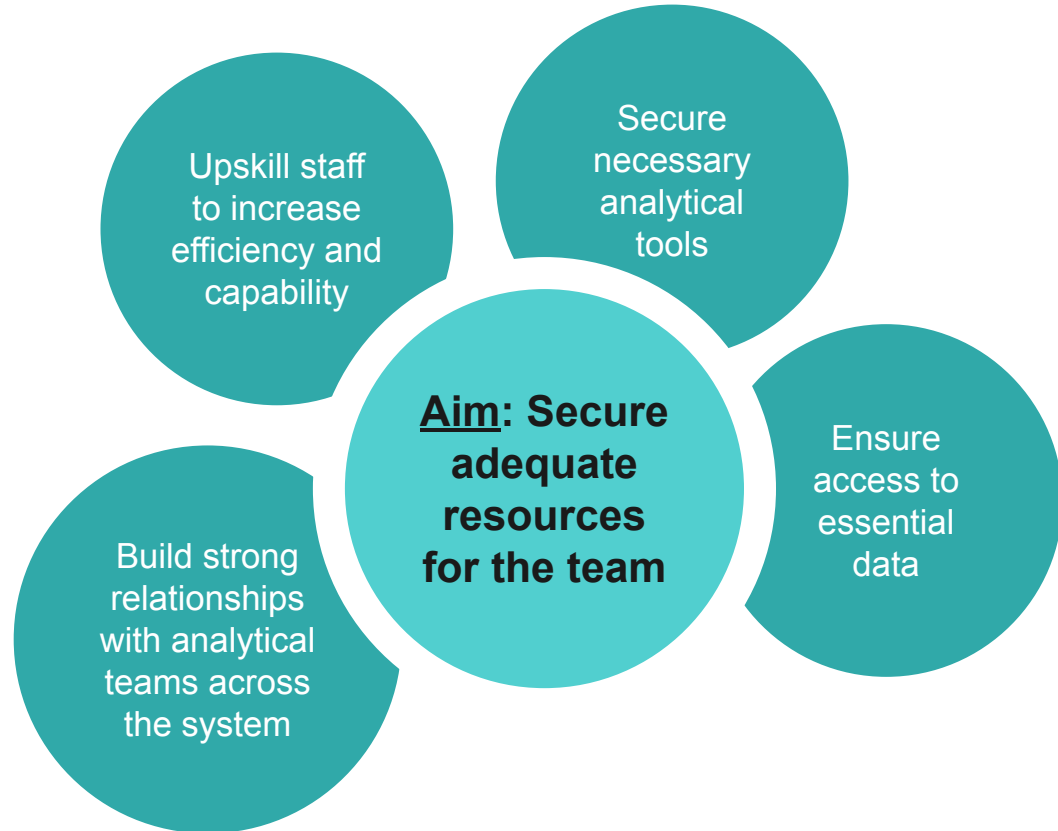
The key aims of the PHI strategy

- The ongoing changes to the established ways of working alongside with the challenges and opportunities of the post-pandemic world warrant new approaches to work.

- The City and Hackney PHIT has reviewed its work practices and has recognised the need to be REDI to take on new challenges and opportunities.

Aims of the City and Hackney Public Health Intelligence Strategy

1 - RESOURCED

2 - EMPOWERING
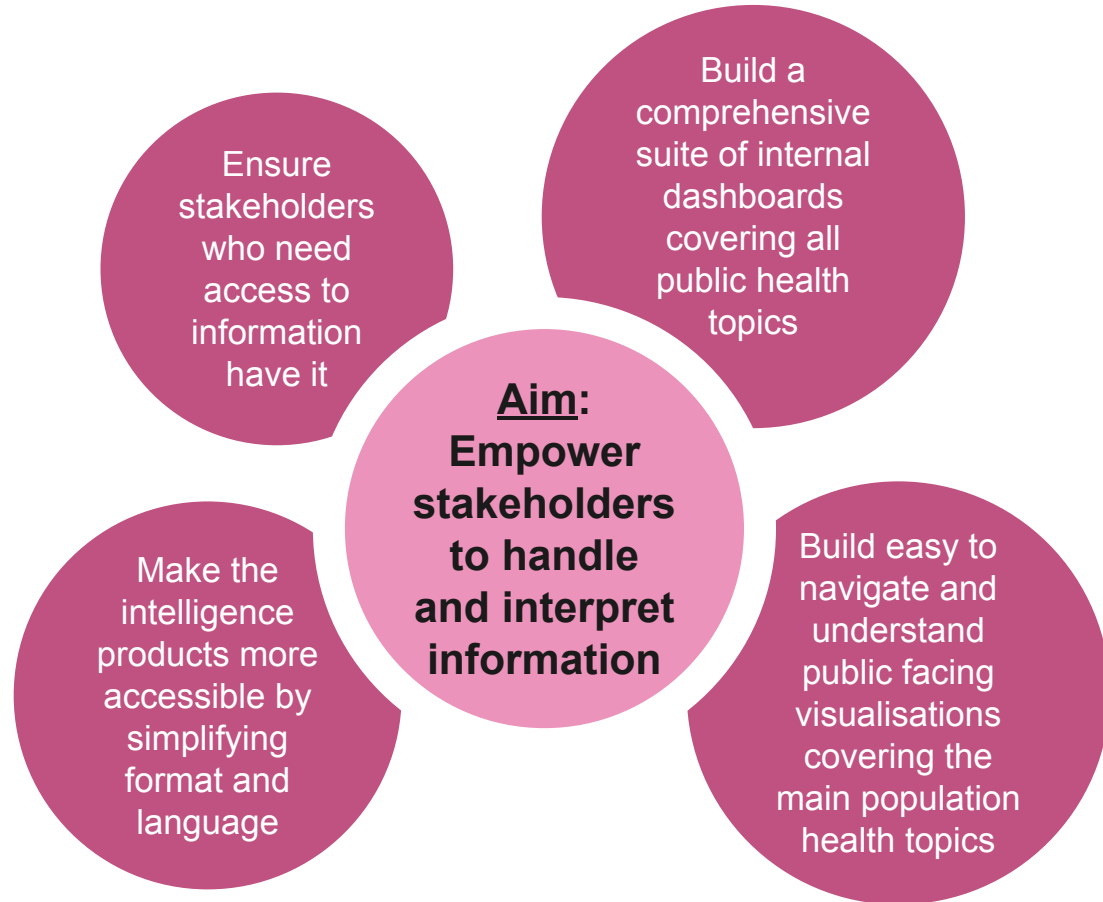
3 - DILIGENT

4 - INSIGHTFUL
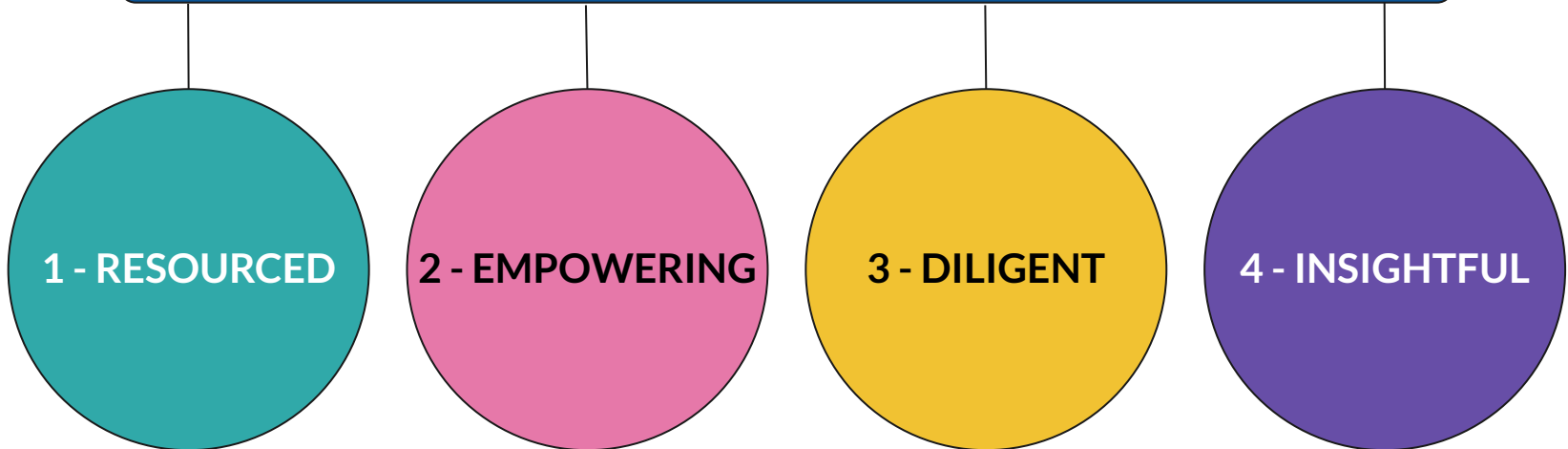
Resourced: aim and objectives

- **Intelligence makes it possible** to plan, evidence, execute projects and review effectiveness of programmes and strategies.

- Therefore, it is crucial that the City and Hackney PHIT is **appropriately resourced, skilled, supported and has a clear delivery plan**.

Upskill staff to increase efficiency and capability

Secure necessary analytical tools

Build strong relationships with analytical teams across the system

Aim: Secure adequate resources for the team

Ensure access to essential data

Empowering: aim and objectives

- Empowering stakeholders to **use the PHIT intelligence products with confidence** can benefit both stakeholders (though expanding on their competencies) and the intelligence team (through freeing up the time to focus on more complex tasks).

Aim: Empower stakeholders to handle and interpret information

Ensure stakeholders who need access to information have it

Build a comprehensive suite of internal dashboards covering all public health topics

Make the intelligence products more accessible by simplifying format and language

Build easy to navigate and understand public facing visualisations covering the main population health topics

Diligent: aim and objectives

- Most of the **work** across the entire system **relies on the residents' and service users' trust in providing us with their personal data**.

- **Misuse** of personal and sensitive information can **lead to serious reputational damage and high financial liability**.

- **The PHIT will be reviewing their current practices** to see if all the Caldicott principles are met.

- We will be working with colleagues to **establish robust information governance practices** which in turn should **increase the confidence in data sharing and foster collaboration**.

Review the information governance practices and identify opportunities for improvement

Work with stakeholders across the system to ensure access to relevant data

Aim: Establish robust information governance practices

Review existing data sharing agreements and assess whether they support the needs

Insightful: aim and objectives

- As discussed previously, **PHI work** is much more than data handling and processing - it **aims to generate actionable insight**.

- In order to achieve this and add value to the organisation and the work of stakeholders across the system, the **PHIT work has to align with organisational and the system work plans and upcoming strategies**.

- **This aim could potentially be broadened up and adopted at organisational level** to align communication campaigns, community development and engagement work, community champions programme and other council strategic objectives.

Align intelligence work with the key strategies, policies, research and commissioning

Establish a clear process of requesting PHIT input into projects

Foster collaboration and information exchange

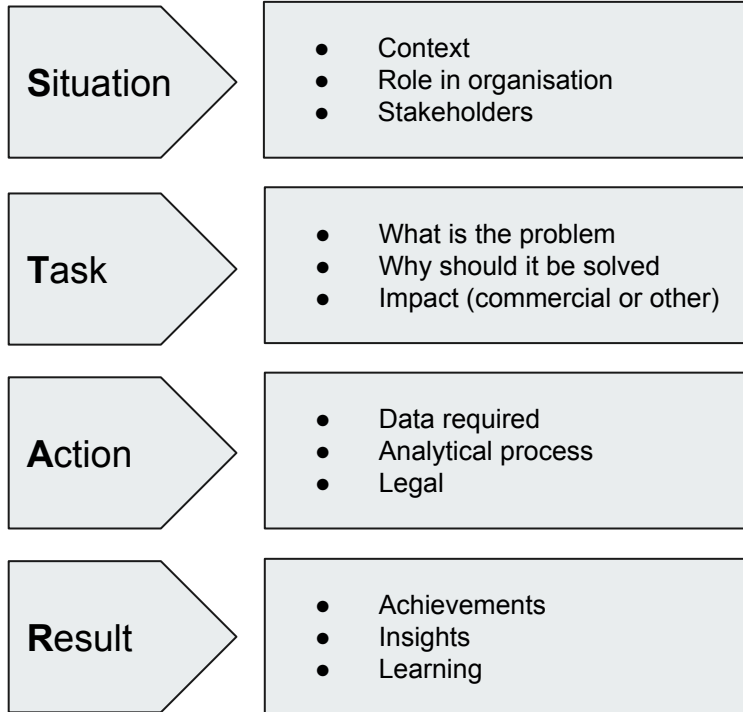**Aim: Generate timely and actionable insight**

In summary

- All of the **objectives in this strategy are interlinked** whereby fulfilling some of them will aid in meeting other objectives.

- Some of the **top priorities** of the strategy are **outlined below**:

    - Aligning the PHIT work with relevant strategic and commissioning plans.

    - Fostering effective collaboration with key partners across the system as well as academic and industry sectors.

    - Utilising networks and skills better when working in collaboration.

    - Ensuring good information governance practices and enabling data sharing.

    - Establishing effective communication channels and making intelligence outputs more accessible.

    - Securing resources and providing with continuous professional development opportunities for the team.

- **These priorities could be adopted across the system**, as they generally refer to good practice irrespective of speciality.

Case Study 1:
How the principles used to build the strategy were applied to the COVID response work undertaken by the Public Health Intelligence Team

Case study 1: the PHIT work to support COVID response

STAR format outline

Situation	• Context • Role in organisation • Stakeholders
Task	• What is the problem • Why should it be solved • Impact (commercial or other)
Action	• Data required • Analytical process • Legal
Result	• Achievements • Insights • Learning

- The City and Hackney **PHIT have been working on the pandemic response since March 2020**.

- We **provided detailed assessments of the impact of the pandemic** in City and Hackney and our outputs included socio-demographic and geospatial **analyses to identify the communities and areas that were most affected by the pandemic**.

- The PHIT have **informed key strategic and operational decisions** including:
  - Communications campaigns
  - Work with communities
  - Service provision

- We have created a public-facing COVID dashboard to keep our residents and stakeholders informed.

- The following slide will describe the PHIT work on the pandemic response using the STAR framework.

Case study 1: the PHIT work to support COVID response

Situation

Context, team's role in organisation, key stakeholders

- **Rapidly increasing number of COVID cases, hospitalisations and deaths.**
- While the PHIT are used to working with data, this was an **unprecedented situation** and there was a **lack of familiarity with health protection; inadequate tools and skills.**
- Stakeholders included the Mayor of Hackney, Councillors, the NHS, Public Health, Borough Emergency Control, the public, care sector, voluntary and community sector, education sector, businesses.

Task

What is the problem, why should it be solved and the impact (commercial or other)

- Given the context, **urgent response was needed**; there was uncertainty about the inequalities in COVID outcomes and difficulty in understanding whether there were any local hotspots.
- **Local authorities have a duty to protect and preserve life, responsibility for welfare of residents**.
- COVID **pandemic posed a grave risk to life with a devastating impact on individuals and households**; some cases experienced long-term health consequences of COVID; social impact from loss of earnings; impact on mental health.

Action

Data required, analytical process and legal considerations

- We **needed COVID data** on cases, tests, outbreaks, vaccinations with address and socio-demographic information **to assess inequality in COVID outcomes and highlight areas of high impact**.
- The sheer volume of data and the fact that they were coming from different sources **warranted the review of data management processes and the procurement of a data visualisation tool** (Tableau) and resulted in the PHIT staff **rapidly upskilling on the job**.
- Control of Patient Information **(COPI) notice Regulation 3(4) allowed to share confidential patient information** with organisations entitled to process this under COPI for COVID-19 purposes.

Result

Key achievements, insights and learnings

- The **upskilling** of the team and **digitalisation of intelligence outputs**; COVID dashboards led to **a major reduction in ad-hoc requests** and in turn significant **time savings** for the team; **faster information and intelligence provision** to stakeholders **enabling timely decision making**.
- Information governance and confusion around data sharing were a major roadblock to effective collaboration; involving key stakeholders at the project initiation stage (no matter the size of the project) would result in a better chance of achieving project goals; involving local and national partners in data procurement and lobbying for better insights from the national team enabled a lot of our work.

City and Hackney Public Health Intelligence Strategy objectives that were met in this case study

Aim 1: Resourced

Resourced: Secure adequate resources for the team	Objectives achieved
Upskill staff to increase productivity and reduce manual processes	👍
Secure necessary analytical tools	👍
Ensure access to essential data	👍
Build strong relationships with other analytical teams across the system	👍

City and Hackney Public Health Intelligence Strategy objectives that were met in this case study

Aim 2: Empowering

Empowering: Empower stakeholders to handle and interpret information	Objectives achieved
Make the intelligence products more accessible by simplifying format and language	👍
Ensure stakeholders who need access to information have it	👍
Build a comprehensive suite of internal dashboards covering all public health topics	👍
Build easy to navigate and understand public facing visualisations covering the main population health topics	👍

City and Hackney Public Health Intelligence Strategy objectives that were met in this case study

Aim 3: Diligent

Diligent: Establish robust information governance practices	Objectives achieved
Review existing data sharing agreements, ensure that agreements are in place where necessary and assess whether they support the needs	👍
Review the information governance practices and identify opportunities for improvement	👍
Work with stakeholders across the system to ensure access to relevant data	👍

City and Hackney Public Health Intelligence Strategy objectives that were met in this case study

Aim 4: Insightful

Insightful: Generate timely, relevant and actionable insight	Objectives achieved
Align intelligence work with the key strategies, policies and recommissioning	
Establish a clear process of requesting PHIT input into projects	
Foster collaboration and information exchange	👍

Case Study 2:
Using the Public Health Intelligence Strategy principles to reframe the City and Hackney Joint Strategic Needs Assessment

Case study 2: Joint Strategic Needs Assessment redesign

- The Joint Strategic Needs Assessment (JSNA) is the **ongoing process which helps to identify the health and wellbeing needs of local population**.

- It is a **statutory requirement** for Local Authorities and their partners (under both the Health and Social Care Act 2012 and the Local Government and Public Involvement in Health Act 2007 s116 and s116A) to produce the JSNA.

- Because health and wellbeing are determined by a range of factors (wider determinants, environment, behaviours, access to services), **the JSNA topics might range** from specific behavioural risk factors, to air quality, housing, community safety and more.

- One of the JSNA goals is localism in action and as such **it is crucial that teams across the council and the wider system partners have their specialist input into it**.

- When planned and executed well, **the JSNA should inform and underpin the key strategies and other local plans** that seek to improve the health of our residents.

Case study 2: Joint Strategic Needs Assessment redesign

Situation

Context, team's role in organisation, key stakeholders

- The JSNA work **has been suspended following the COVID pandemic**.
- **Several strategies and other major projects requiring a good evidence base are under way** in both Public Health as well as across the council.
- **The JSNA could also help in advancing system-wide work**.
- Public Health Team and the PHIT led on the JSNA in the past, however **the joint and the strategic principles** of the JSNA imply that the relevant **stakeholders need to be closely involved in the process** and **contribute with their knowledge and expertise** in order to achieve the best outcomes.

Task

What is the problem, why should it be solved and the impact (commercial or other)

- Need to **reinvigorate and redesign the JSNA** in City and Hackney **by reviewing the process and the type of outputs** for the JSNA as well to be **able to evidence the impact**.
- Need to **align the JSNA reports to the upcoming strategies, commissioning plans and other major council projects**, so that these are **evidence-based**.
- Fulfilling the above can **increase efficiency, reduce duplication, promote collaboration, further health in all policies agenda** which in turn would lead to **better outcomes for our residents**.

Action

What steps need to be taken to complete the task

- **Develop a JSNA proposal** outlining changes to process including stakeholder involvement, considerations around information governance and data sharing, scope and format of outputs, communication channels and the dissemination strategy.
- **Secure the Health Wellbeing Board's approval and key stakeholders' buy-in**.
- **Develop a medium-term JSNA work plan** aligning it with upcoming strategic work and commissioning plans.

Result

Key achievements, insights and learnings

It is expected that the proposed changes will lead to the following results:
- **Well-informed strategic and commissioning decisions**, based on comprehensive insight and evidence.
- **Effective collaborative work** including stakeholder and resident engagement.
- **Standardisation of information governance and data sharing process** across the council and systems, enabling thorough needs assessments and better insight into population health.
- **Better access to outputs of the JSNA** through a single source of truth key population statistics dashboard for City and Hackney and redesign of the Hackney JSNA website.

THANK YOU!

Supplementary slides outlining key actions for each of the strategic objective

Aim 1: Secure adequate resources for the team

Objective	Action
Upskill staff to increase productivity and reduce manual processes	Establish core skillset PHIT members should have; create individual learning plans; continue upskilling on Tableau; develop skills around process automation and coding
Secure necessary analytical tools	Review the tools currently available through the ICT and open source tools, identify gaps (e.g. currently no corporate qualitative tools)
Ensure access to essential data	Conduct data audit, identify gaps, work with stakeholders to ensure data collection is in line with PH and wider council objective of reducing health inequalities and inequalities in accessing services; establish a sustainable and efficient ways of data sharing with stakeholders and service providers
Build strong relationships with other analytical teams across the system	Actively participate in long-standing and newly established analyst groups; foster knowledge exchange and informal learning; reduce duplication of work

- Intelligence makes it possible to plan, evidence, execute projects and review effectiveness of programmes and strategies.

- Therefore, it is crucial that the City and Hackney PHIT is appropriately resourced, skilled, supported and has a clear delivery plan.

- The table on the left sets out some of the key actions that need to be taken in order to meet objectives set to achieve the aim of securing adequate resources for the team.

Aim 2: Empower stakeholders to handle and interpret information

Objective	Action
Make the intelligence products more accessible by simplifying format and language	Review the existing products and conduct user research to better understand how they interact with intelligence products and how to optimise visualisations and language to appeal to a broad range of stakeholders
Ensure stakeholders who need access to information have it	Provide easy access to basic information about health and wellbeing of residents and to frequently used statistics; ensure that sensitive and personal information is only accessible to stakeholders working on relevant projects and programmes; continuously engage with colleagues and stakeholders to understand need for access
Build a comprehensive suite of internal dashboards covering all public health topics	This medium to long term work programme will include collating and visualising public health and related statistics by topic, covering all key topics in public health with an aim to be used for planning, commissioning, needs assessments and strategic work; this work will need to be undertaken collaboratively with key stakeholders
Build easy to navigate and understand public facing visualisations covering the main population health topics	Create "one source of truth" publicly facing borough profiles, including socio-demographic data, data on risk factors, morbidity, mortality and other key public health indicators; this work will need to be undertaken collaboratively with key stakeholders

- Empowering stakeholders to use the PHIT intelligence products with confidence can benefit both stakeholders (though expanding on their competencies) and the intelligence team (through freeing up the time to focus on more complex tasks).

- The table on the left sets out some of the key actions that need to be taken in order to meet objectives set to achieve the aim of empowering stakeholders to handle and interpret information.

Aim 3: Establish robust information governance practices

Objective	Action
Review existing data sharing agreements, ensure that agreements are in place where necessary and assess whether they support the needs	Conduct a review of all current data sharing agreements; ensure they meet the requirements of enabling collaborative work, ensuring we have necessary information to make informed decisions and are in line with good information governance practices; where changes to agreements necessary, involve the Data Protection Officers to rework the agreements
Review the information governance practices and identify opportunities for improvement	Review user access to the PHIT drives and materials; review internal work practices and identify areas of high risk as well as mitigation mechanisms; develop good practice guide for the team
Work with stakeholders across the system to ensure access to relevant data	Identify datasets requiring access and put together a plan of action following the data audit; actively engage with Hackney ICT to shape the data platform, which is currently in development; actively engage with North East London CCG colleagues to shape the information governance framework and the data products that will become available to the PHIT

- Most of the work across the entire system relies on the residents' and service users' trust in providing us with their personal data.

- Misuse of personal and sensitive data can lead to serious reputational damage and high financial liability.

- The PHIT will be reviewing their current practices to see if all the Caldicott principles are met.

- We will be working with colleagues to establish robust information governance practices which in turn should increase the confidence in data sharing and foster collaboration.

Aim 4: Generate timely and actionable insight

Objective	Action
Align intelligence work with the key strategies, policies, research and recommissioning	Take stock of upcoming strategies, policy and commissioning reviews and create a five-year work plan; identify support needs and work with stakeholders to create collaborative approaches to work requiring input from across the Council or wider system; align research work, MSc projects and trainees placements with the work plan
Establish a clear process of requesting PHIT input into projects	Establish criteria for which projects might require a project initiation document and put together a process of requesting support
Foster collaboration and information exchange	Determine the key contacts for each area of work; ensure PHIT is present and/or aware of the developments at the key intelligence and strategic meetings in City and Hackney, across the system and at NEL level; establish effective communication channels to disseminate the PHIT work; participate in peer-to-peer learning and organise shadowing/job share opportunities where necessary

- As discussed previously, PHI work is much more than data handling and processing - it aims to generate actionable insight.

- In order to achieve this and add value to the organisation and the work of stakeholders across the system, the PHIT work has to align with organisational and the system work plans and upcoming strategies.

- This aim could potentially be broadened up and adopted at organisational level to align communication campaigns, community development and engagement work, community champions programme and other council strategic objectives.