



Working together
to **reduce health
inequalities** in Norfolk

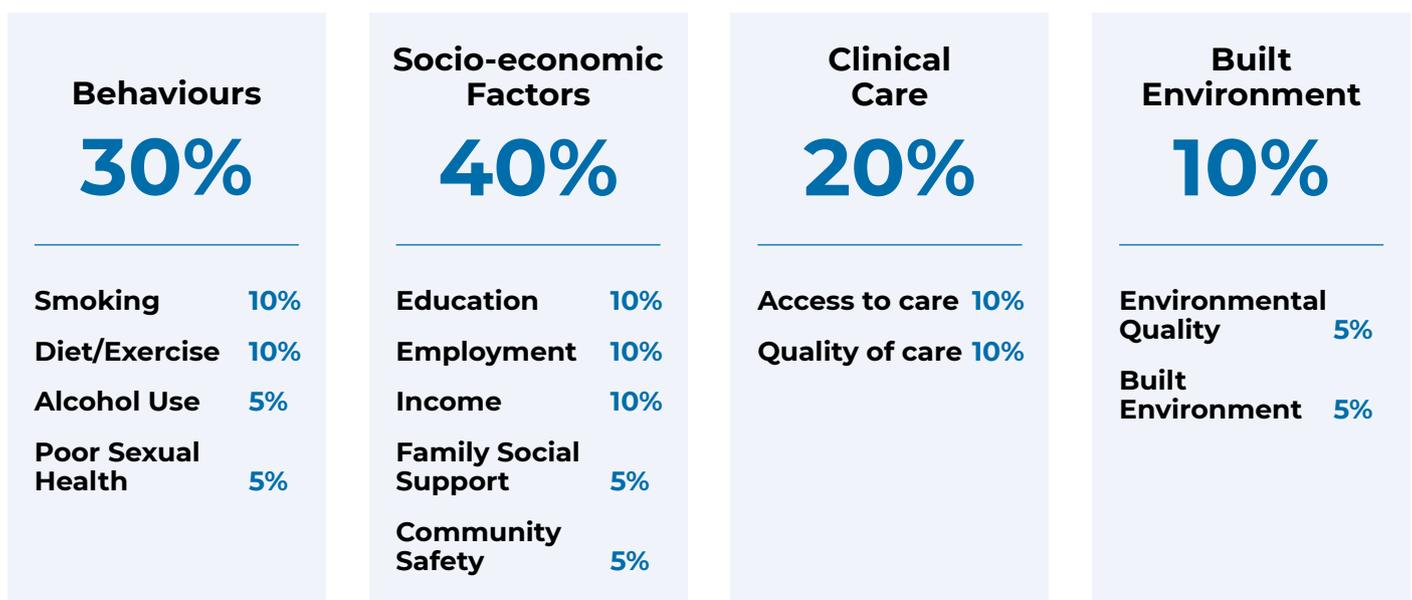
V5 July 2021

Why are there differences in Health Outcomes?

The differences in health outcomes between different groups can be due to experiences outside of their individual control. Choices available such as; access to education and training, job availability, household income, and access to food or leisure for example, may be determined by where somebody is born, lives and work. The opportunity to access good quality options impacts on quality of life and overall health outcomes such as healthy life expectancy. In the U.K. these differences are identified as health inequalities.

This resource has been created to support communities recovering from the impact of Covid 19 to create the conditions for positive health outcomes. It has been devised from national and local resources on improving health outcomes, pulled together to facilitate evidence-based action and good partnership working.

The table below identifies factors which influence health outcomes, demonstrating the influence organisations and local services can have on improving outcomes for all.



The home, education, work and environment of a resident has the biggest impact on their health outcomes throughout their life – **Place matters.**



“Treatment alone cannot tackle health inequalities, rather local systems working together with strong leadership, joint planning, ambition and scale.”

NHS England, 2019

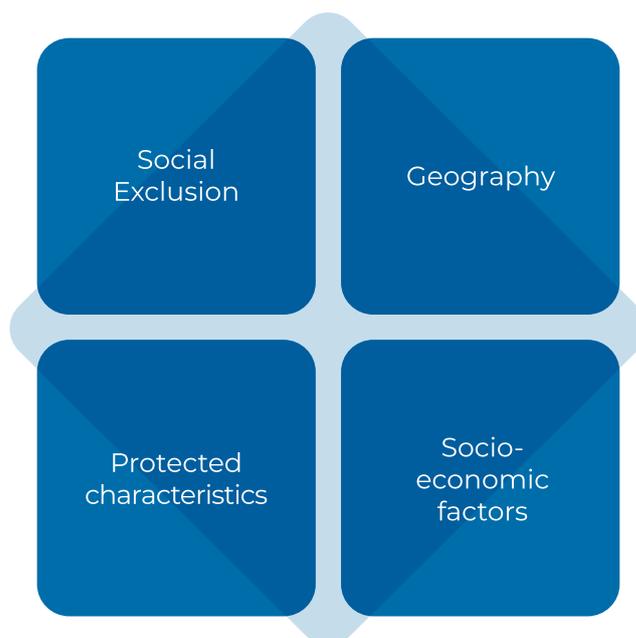
What are we doing about it?

Covid 19 has made more obvious how the same health risk does not impact population groups in the same way. It has also brought communities and services together to respond to need and create the building blocks for positive change.

Services currently exist as a complex network of reactions and responses - The assumption is that activities are already in place and that it is not a blank slate. However, partners are invited to take a step back from their services and system pressures - reviewing the issues and responses as a whole. This 'whole system' approach will provide the evidence of impact on long term, entrenched issues.

How can we ensure we are responding appropriately, effectively and efficiently?

Working together, organisations and communities can influence and create change in these quadrants, to have an influence on health outcomes.



Norfolk Health Inequalities Toolkit

This toolkit has been codesigned to aid locality partners to apply a systemwide approach to health inequalities. It brings together ways of working and templates for use by a range of organisations and partners on place. Managing data, relationships and ideas in order to create meaningful action.

It is designed to aid organisations establishing a locality partnership to work towards achieving meaningful change for the people in their area. It can also be used to focus the thinking of an existing community group by mapping need, and using evidence, channelling local expertise to tackle entrenched issues. It is intended for local organisations, working together to consider the whole of the issue and the right solutions using asset-based models which promote local action.

This toolkit will guide local partnerships to:

Map the needs of a local area and spot any gaps in local systems.
Develop a local area action plan to address the factors feeding health inequalities.

Engage target communities.

Evaluation Planning
- Measure progress against addressing these factors.

Implement a local area action plan.

How to use this toolkit

This toolkit provides 4 interactive checklists which can be used across all sectors to identify opportunities to improve population health.

- **Mapping the system**
- **Strengthen community action**
- **Evaluation planning**
- **Implementation**

Although it is recommended that each stage is worked through in order, so as to identify areas for development, it is also possible to use them individually.

In order to ensure maximum impact, we recommend that all stages are undertaken with a small, multiagency team of stakeholders.

Each stage includes templates, links to external resources and a series of tools. These tools are included in order to comprehensively capture understanding of the issue and manage the information collated.

Partnerships are encouraged across localities to use this toolkit and share knowledge and progress with each other.

Mapping the System

This stage is not only the starting point, but the most important, and done thoroughly, will provide a blue print for action.

- **Mapping the system**
- Strengthen community action
- Evaluation planning
- Implementation

Locality partners should consider at this stage:

What national, local and organisational data is relevant to the area of interest and whether there are any gaps.

This will help identify target communities and resources in the locality, starting from a position of strength by considering the assets of the place.

This stage also identifies the assets available, including organisations, people and resources.

There also needs to be consideration given to which stakeholders need to be engaged with the process to create change.

This stage asks what data and intelligence partners have, what resources may be available and what governance arrangements there will be in place. It may be that some partners have already completed similar exercises, in which case these could be utilised and built upon in line with this resource.

By the end of this stage the locality partnership will have:

- Produced a data-supported overview of the area's health inequalities and gained commitment from a range of stakeholders to drive forward change.
 - Used the population intervention triangle (PIT) to assess what available assets are in the locality, using templates provided.
 - Started developing the local area action plan.
 - Link the desired outcomes with the resources available using a Theory of Change Logic Model.
-

Strengthen community action

This second checklist helps understand community assets and capacity within the area. It suggests ways in which to engage with communities and move towards meaningful co-production of activities.

- Mapping the system
- **Strengthen community action**
- Evaluation planning
- Implementation

This stage involves planning engagement with target communities and guides partners to expand the local area development plan into a community-owned development plan, taking account of community needs and priorities within the locality.

Understanding the community, and ensuring that the community voice is heard, as well as assets built on, is a critical part of the process. The result should be community owned action.

By the end of this stage the locality partnership will have:

- Identified the best route or service to engage with the community.
 - Enabled community involvement in planning the response to health inequalities.
 - Produced an expanded action plan which combines the knowledge of local data and local actions for improvement (from the 'Mapping the system stage') with the community's needs and concerns.
-

Evaluation Planning

To guide future plans for your locality, this stage guides locality partners through the process of measuring effectiveness of the actions within the local area development plan.

- Mapping the system
- Strengthen community action
- **Evaluation planning**
- Implementation

Evaluation must be considered before the implementation of a local area development plan. This is to ensure that partners have set clear, measurable goals. Partners will then be able to monitor and modify activities, demonstrating what has and hasn't worked and why. These insights will be shared to form a bank of good practice to guide future partnership working across Norfolk.

Knowing what to measure, ensuring the impact on a broad range of determinants is not missed, as well as 'soft outcomes' is difficult but not impossible.

This stage also ensures that the most vulnerable are protected and not adversely impacted by intended actions.

Most organisations will have their own tools available which can inform joint assessment.

By the end of this stage locality partners will have:

- Checked the desired outcome can be achieved with the resources available
 - Assessed the potential impact on vulnerable groups
 - Assessed measures needed to track progress against desired outcomes
-

Implementation

This final checklist is a chance to reflect on the work to date. The various templates and considerations can now be gathered and distilled in order to complete the local area action plan with clear links between actions identified and outcomes sought, having already assessed how intended actions will be fair and equitable to your residents.

- Mapping the system
- Strengthen community action
- Evaluation planning
- **Implementation**

If not already identified, now is the time to consider how to embed sustainability and give to or share ownership with the community in designing the actions identified in the local area development plan.

The local area development plan should be most of the way towards completion by the time you get to the implementation stage. This alongside the theory of change logic model should provide the impetus for action.

It is now up to partners in the locality to take practical steps to achieve a systemwide approach.

1. System Mapping

- Summary of prioritised Intelligence
- Summary of agreed Infrastructure
- Civic Assessment Summary
- Service Based Assessment Summary
- Community Assets Summary

2. Strengthening Community Action

- Summary of Effective Engagement with local Community
- Summary of building capacity and sustainability of community action

3. System Mapping

- Summary of agreed evaluation framework
- Summary of OBA measures and indicators
- Summary of HEAT identified priorities
- Summary Theory of Change Logic Model

4. Implementation

- What
- Why
- When by
- Who by

The toolkit can be found [here](#).

And Finally

The intention of this toolkit is to facilitate joint action to impact on health outcomes so that residents have healthy lives for longer.

This can be achieved if the following exist:

- An understanding of the causes of the issues
- Early, preventative action
- Efficiency in use of resources
- Community commitment
- Organisational alignment

The toolkit should be used according to need and this may mean trying out a stage independently, or only using some of the tools proportionate to need.

Local partners will continue to produce resources and update the tools, in the meantime, feedback and discussion is welcome.

Sources

NHS England » Definitions for Health Inequalities
What are health inequalities? | The King's Fund
(kingsfund.org.uk)

Place-based approaches for reducing health inequalities: main report - GOV.UK (www.gov.uk)

Health Equity Assessment Tool (HEAT)
- GOV.UK (www.gov.uk)

Health matters: community-centred approaches for health and wellbeing
- GOV.UK (www.gov.uk)

A glass half-full: 10 years on review | Local Government Association
Robert Wood Johnson Foundation (2016)

For further sources and resources please refer to the toolkit

Produced by
Norfolk County Council Public Health, Healthy Places team

In partnership with: Norfolk and Waveney CCG
University of East Anglia