

Middle East Forum on Quality & Safety in Healthcare **2023**

16-19 March, Doha

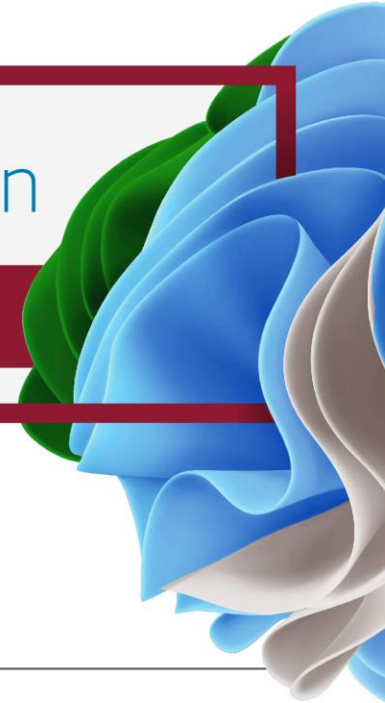
A focus on population health

Dr Rayana Bou Haka

Dr Amar Shah

Healthcare Resilience in Extraordinary Times

Brought to you by:
Hamad Healthcare Quality Institute



Conflict of Interest

The speakers in this session have no conflict of interest or disclosure in relation to this presentation.

Learning Objectives

At the end of this session, participants will be able to:

1. Understand how we can apply improvement science to improving population health
2. Identify the key steps involved in tackling a population health issue through the systematic process of quality improvement
3. Appreciate the opportunities for a large healthcare provider to be able to act as an anchor organisation within the local community



**World Health
Organization**

Qatar

Dr Rayana Bou Haka , WHO
Representative

Middle East Forum for Quality and safety in Health care 2023

Leveraging lessons
from other countries
for improving health

Outline

Introduction:

- Agenda 2030 and SDGs,
- WHO , Health for All- 13th General Programme of Work and Triple billions
- EMRO Vision : Health for all by All
- Definitions : Public health vs Population health

The challenge: Pandemic impact, the recovery and resilience agenda and Improving health

- Universal Health coverage : Health systems and Health security
- Essential Public Health functions
- Social (environmental, economical ..)Determinants of Health
- Health in All Policies

Few examples :

- Healthy cities
- Mercury and skin-lighting products
- Ghana Transport
- Non-Communicable diseases and health literacy

Compiling and Writing the playbook for improving Health and wellbeing

Overview of the SDGs

- Development agenda endorsed by all nations of the world September 2015, at the UN General Assembly



- **Health actions are needed across most goals – not only SDG 3**

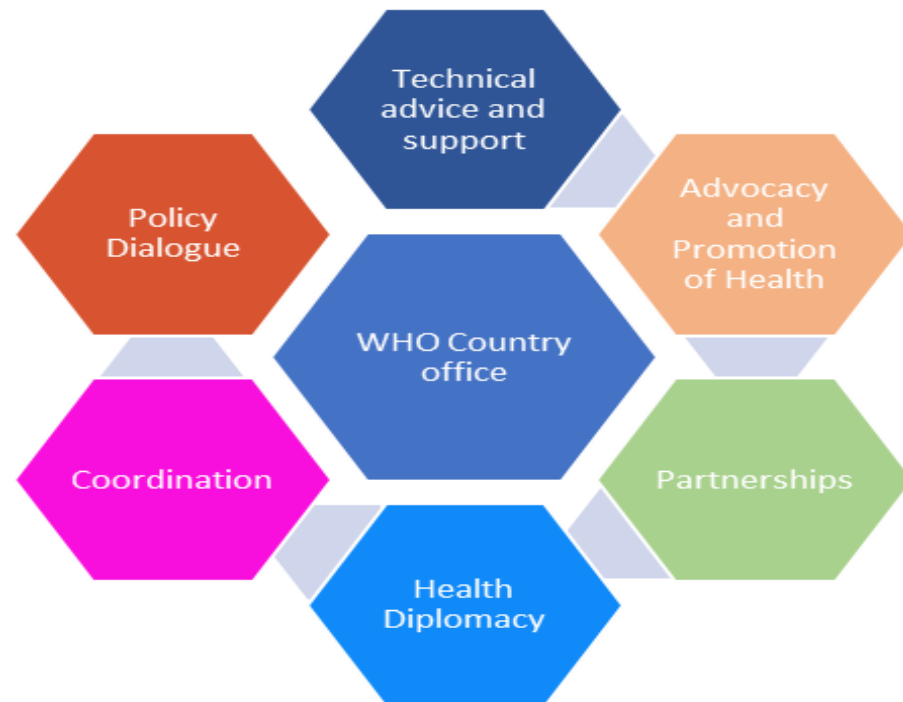
WHO Qatar



World Health Organization

Qatar

وزارة الصحة العامة
Ministry of Public Health
دولة قطر • State of Qatar



WHO 13th Global Program of Work (2019-25)

Mission

Promote health – keep the world safe – serve the vulnerable

Strategic Priorities (and goals)

Ensuring healthy lives and promoting well-being for all at all ages by :

Achieving universal health coverage – 1 billion more people benefitting from universal health coverage

Addressing health emergencies – 1 billion more people better protected from health emergencies

Promoting healthier populations – 1 billion more people enjoying better health and well-being

Strategic shifts

Stepping up leadership–diplomacy and advocacy; gender equality, health equity and human rights; multisectoral action; finance

Drive public health impact in every country–differentiated approach based on capacity and vulnerability



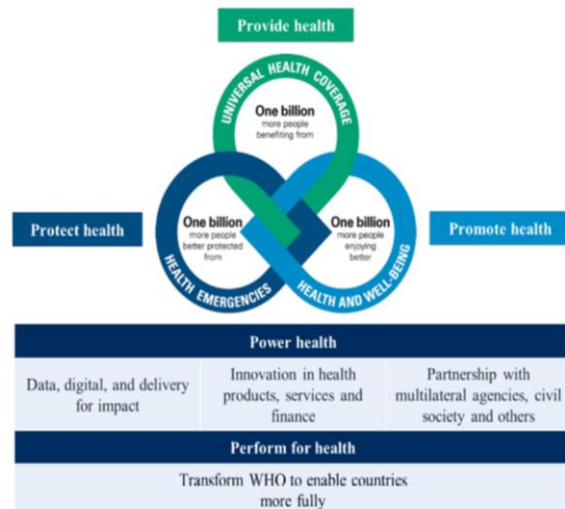
Focus global public goods on impact–normative guidance and agreements; data, research and innovation

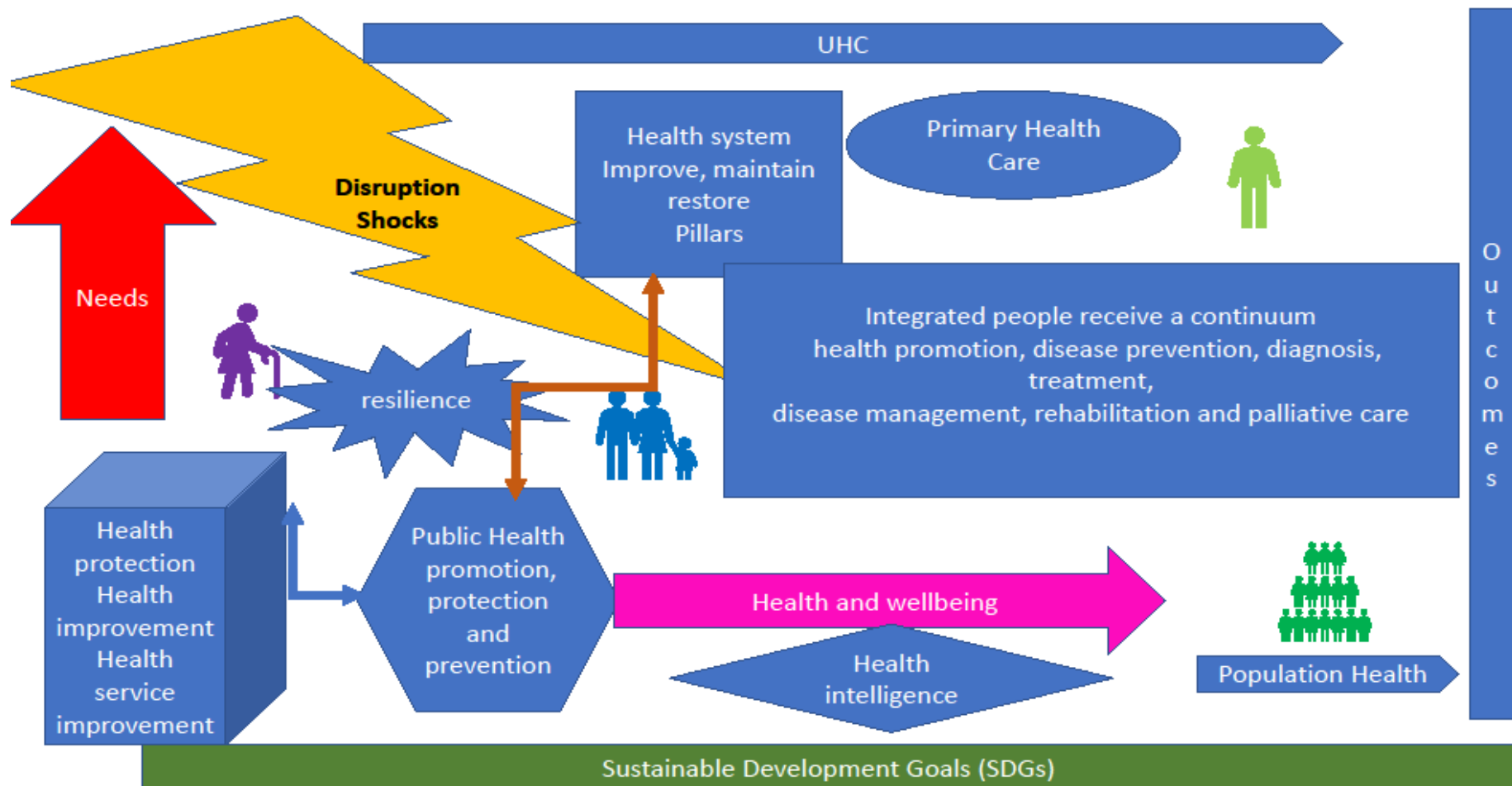
Organizational shifts

- **Measure impact** to be accountable and manage for results
- **Reshape operating model** to drive country, regional and global impacts
- **Transform partnerships, communications and financing** to resource the strategic priorities
- **Strengthen critical systems and processes** to optimize organizational performance
- **Foster culture change** to ensure a seamless, high-performing WHO

Vision 2023
Eastern Mediterranean Region

COVID
19

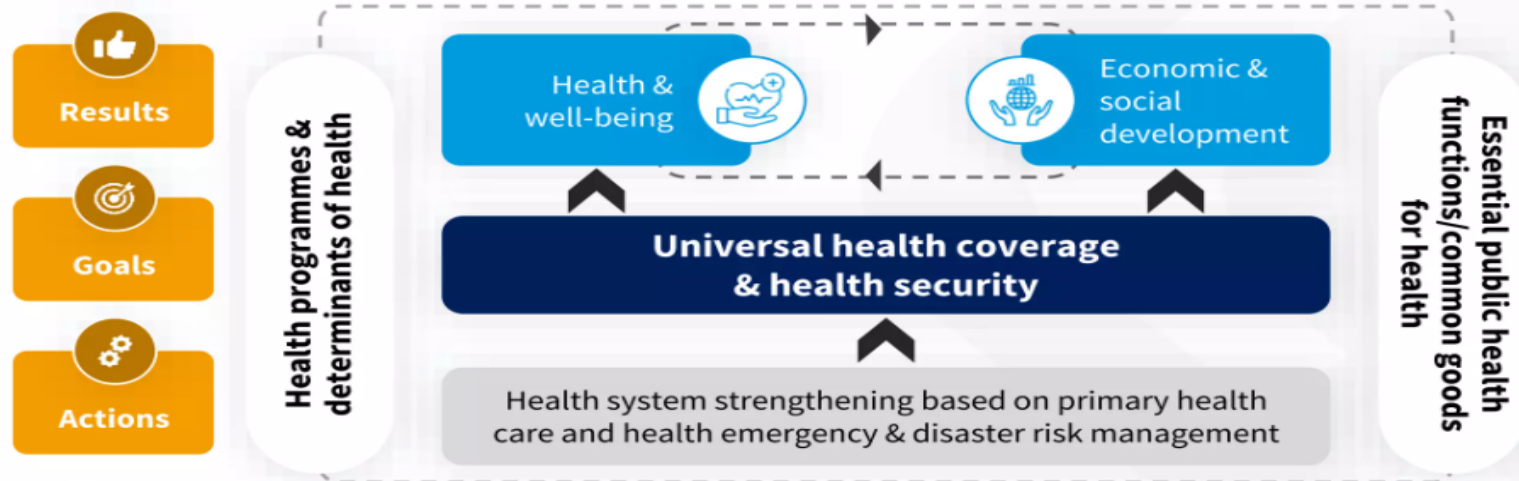






Building **RESILIENT HEALTH SYSTEMS** to advance universal health coverage and ensure health security in the Eastern Mediterranean Region

Building resilient health systems towards UHC and health security: A theory of change



Essential Public Health Functions



1. Monitoring and evaluating population health status, health service utilization and surveillance of risk factors and threats to health



2. Public health emergency management



Healthcare Legislation

3. Assuring effective public health governance, regulation and legislation



4. Supporting efficient and effective health systems and multisectoral planning, financing and management for population health



5. Protecting populations against health threats, including environment and occupational hazards, food safety, chemical and radiation hazards



6. Promoting prevention and early detection of diseases (communicable and noncommunicable)

7. Promoting health and well-being and actions to address the wider determinants of health and inequity

8. Ensuring community engagement, participation and social mobilization for health and well-being

9. Ensuring adequate quantity and quality of public health workforce

10. Assuring quality of and access to health services

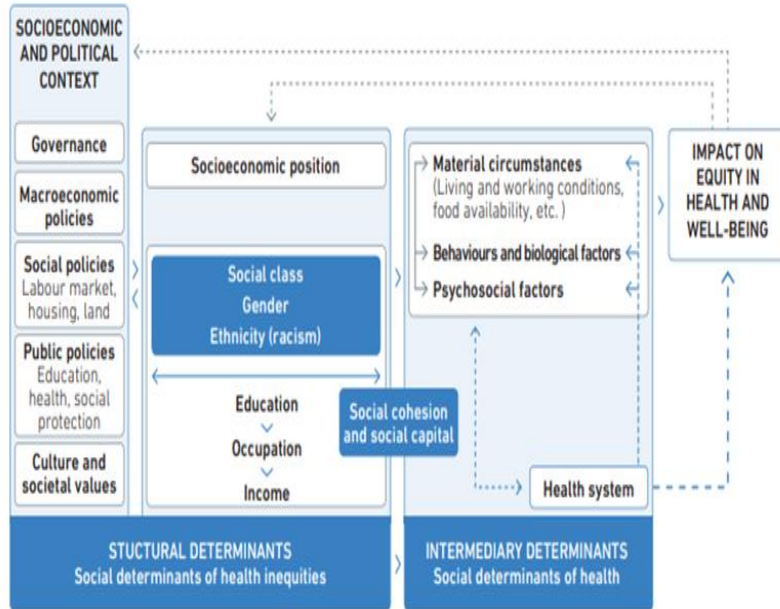
11. Advancing public health research

12. Ensuring equitable access to and rational use of essential medicines and other health technologies



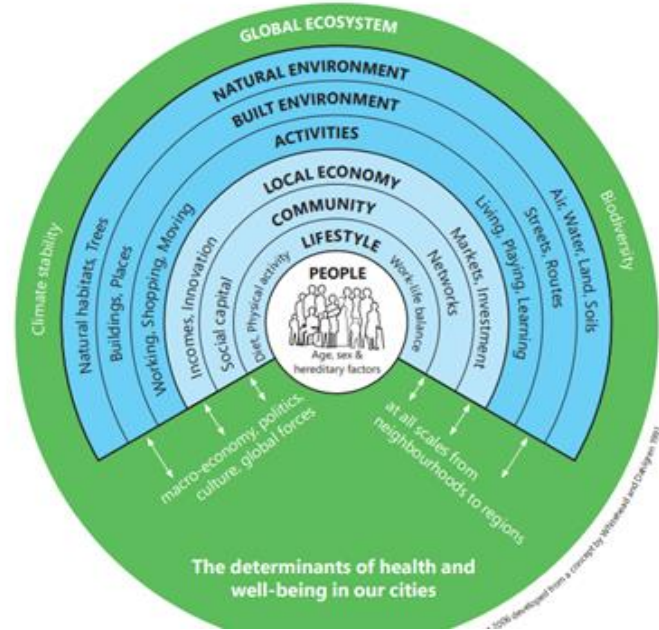
Social and environmental determinants of Health

Figure 2 Conceptual framework of the social determinants of health, WHO



Source: Solar & Irwin, 2010.

Figure 1. The determinants of health and well-being in the urban context (6)



Health in All policies or All policies for Health?

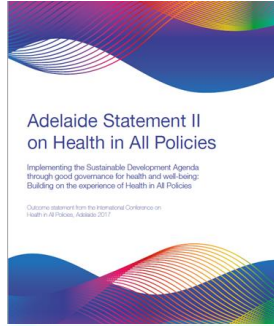
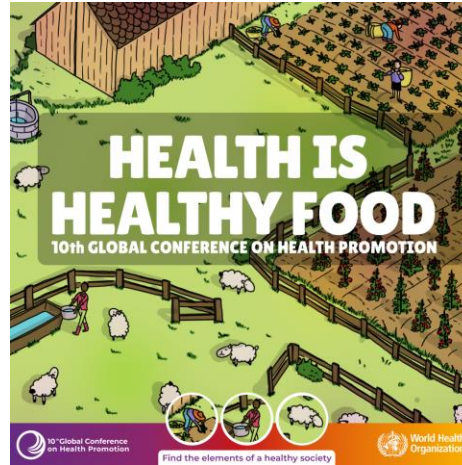
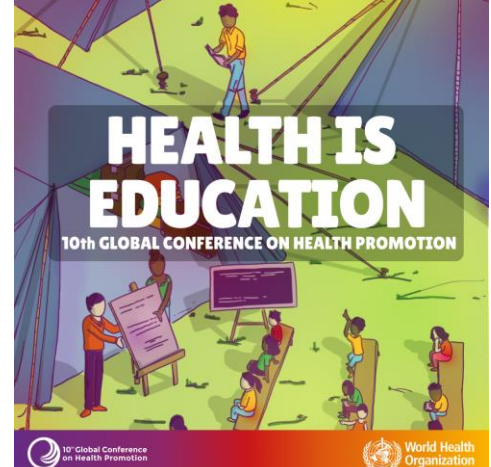
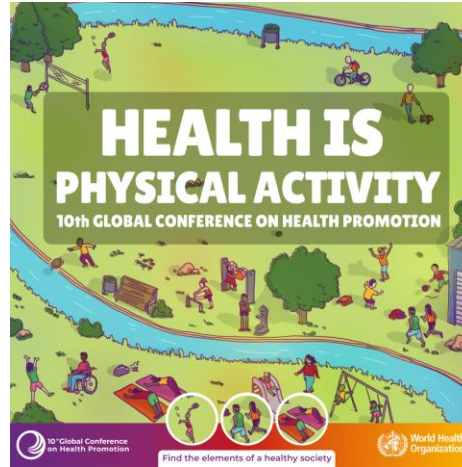


Figure 1: The association between health and other sectors

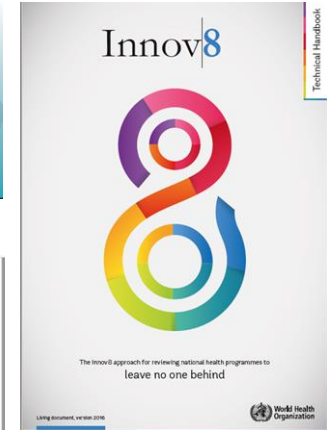
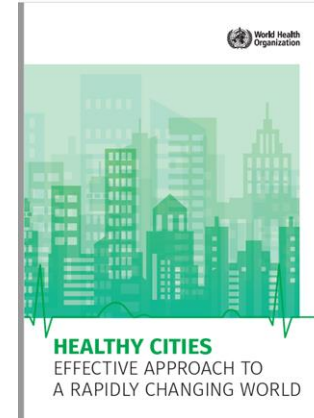
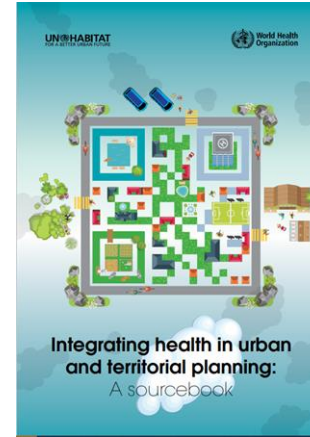


Figure 2: Causal pathways in Health for All Policies
SDGs = Sustainable Development Goals

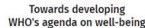
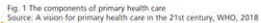


Healthy cities

- Milestones and networks
- Benchmarks
- Checklist, Self Assessment, Certification
- SDGs
- Impact of the pandemic and expansion
- Ingredients for success
- Coherence and harmonization
- Urban Health agenda



- Momentum post COVID 19
- WHO : EMRO RC 69 and WHA 76
- Beyond GDP and Wellbeing Economy
- Community engagement and ownership
- Capacities for Health promotion



CURRENT WELL-BEING

Key dimensions

- Income and Wealth
- Work and Job Quality
- Housing
- Health
- Knowledge and Skills
- Environment Quality
- Subjective Well-being
- Safety
- Work-life Balance
- Social Connections
- Civil Engagement

How we measure them

- Averages
- Inequalities between groups
- Inequalities between top and bottom performers
- Deprivations



Thank you

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Applying improvement science to improve population health

Dr Amar Shah

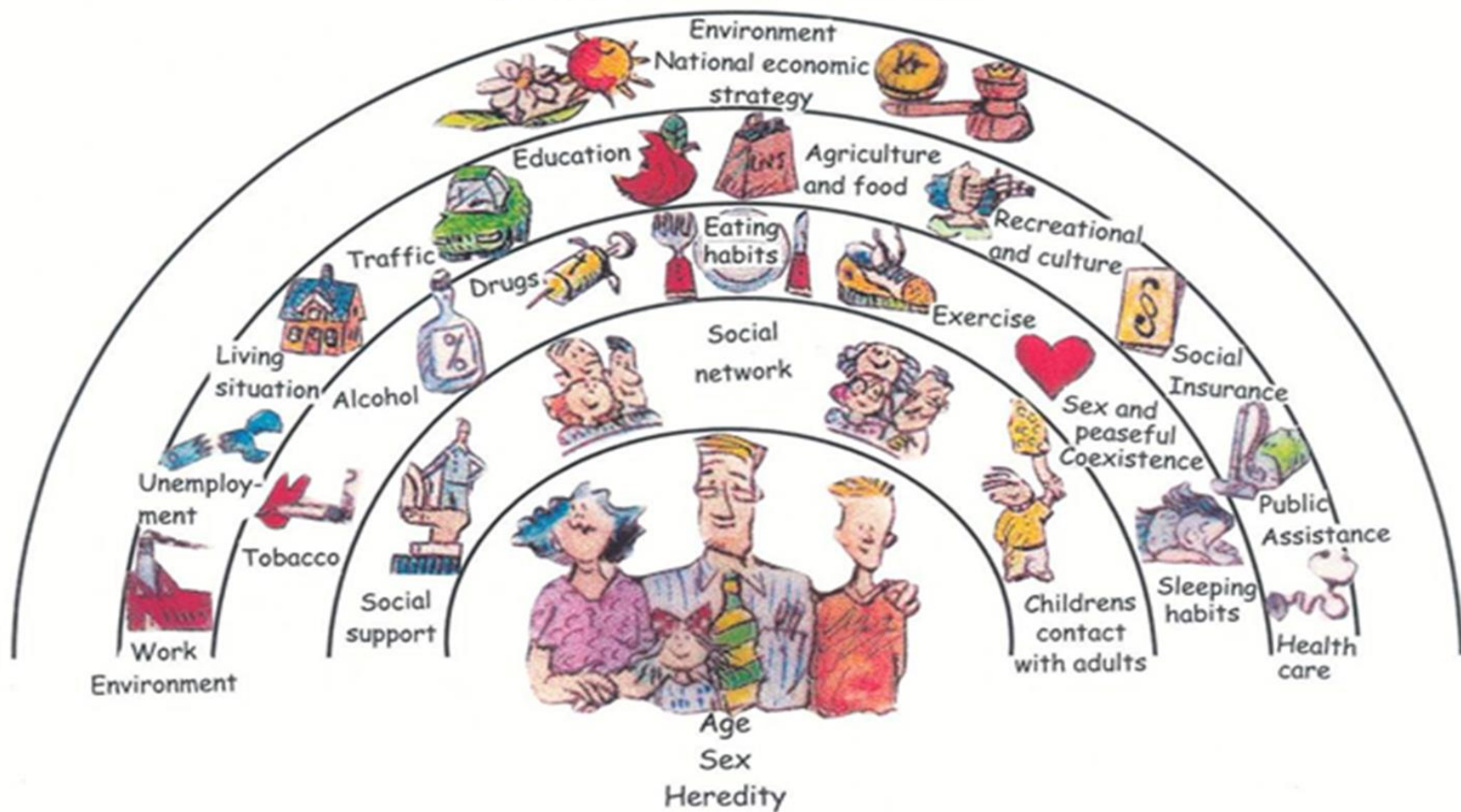
Chief Quality Officer, East London NHS Foundation Trust
National improvement lead for mental health, RCPsych, UK

Population Health

“Population health is defined as the health outcomes of a group of individuals, including the distribution of such outcomes within the group. These groups are often geographic populations such as nations or communities, but can also be other groups such as employees, ethnic groups, disabled persons, prisoners, or any other defined group.”

-David Kindig, MD, PhD

Determinants of health



SO HOW DO WE DO THIS?



Macro interventions...

Home treatment

Crisis pathway interventions

Mental health teams in schools

Improving access to psychological therapies

Dementia services

Recovery focused services

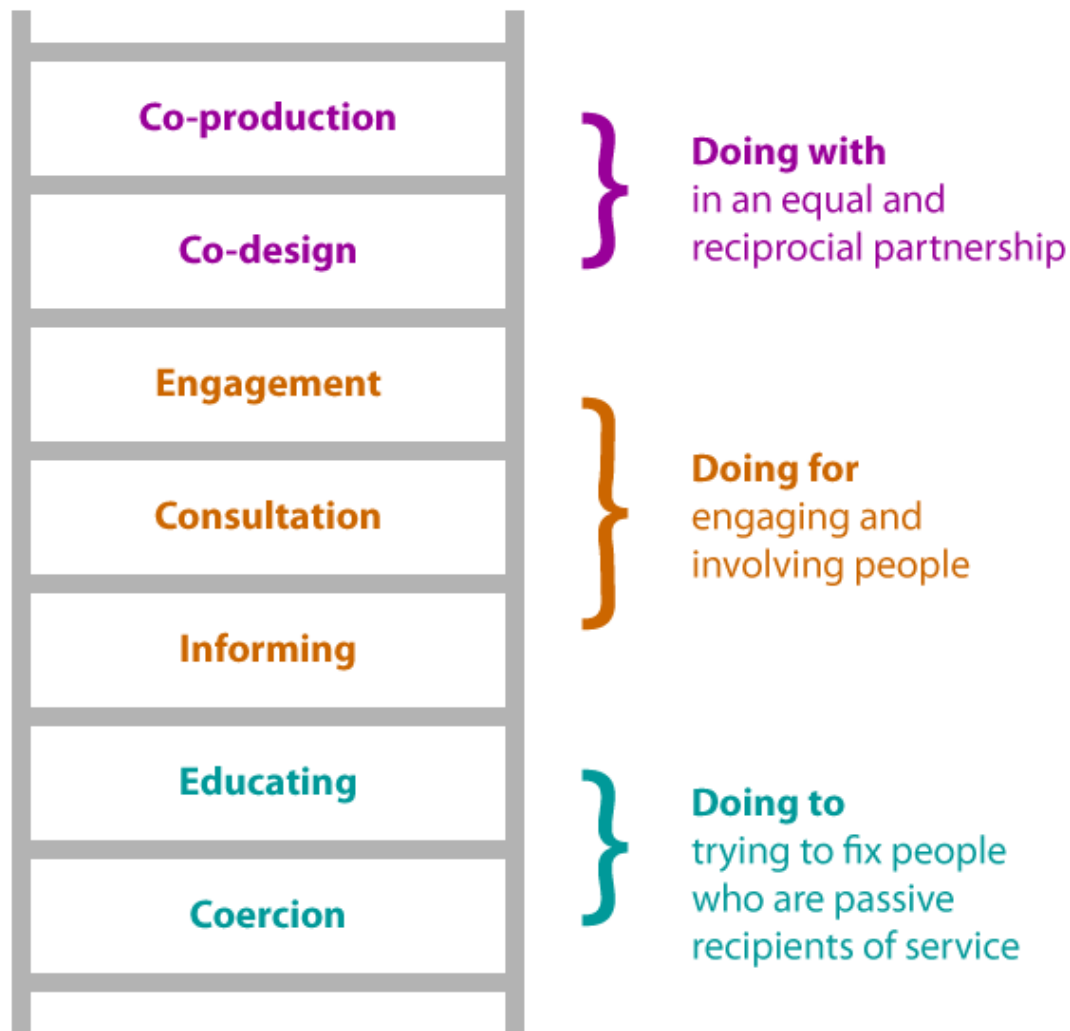
Criminal justice pathway

Complex Problem Solving



A 3D perspective illustration of a map. The map is composed of several flat, colored polygons representing different terrain types: green for grassy areas, blue for water, and brown for land. A large, red, teardrop-shaped location pin is positioned in the center of the map, pointing downwards. Overlaid on the map is the text "Improvement is local" in a white, sans-serif font. The background is a solid, light gray.

Improvement is local



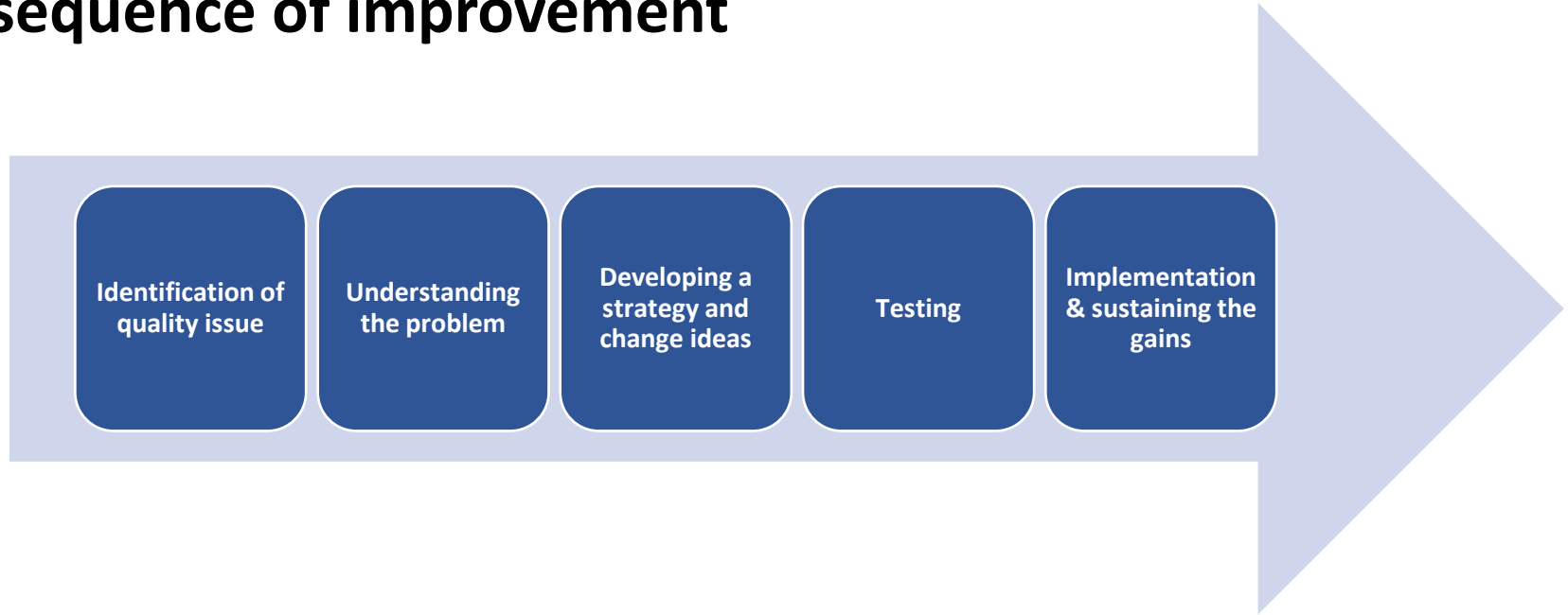


Improving at
scale

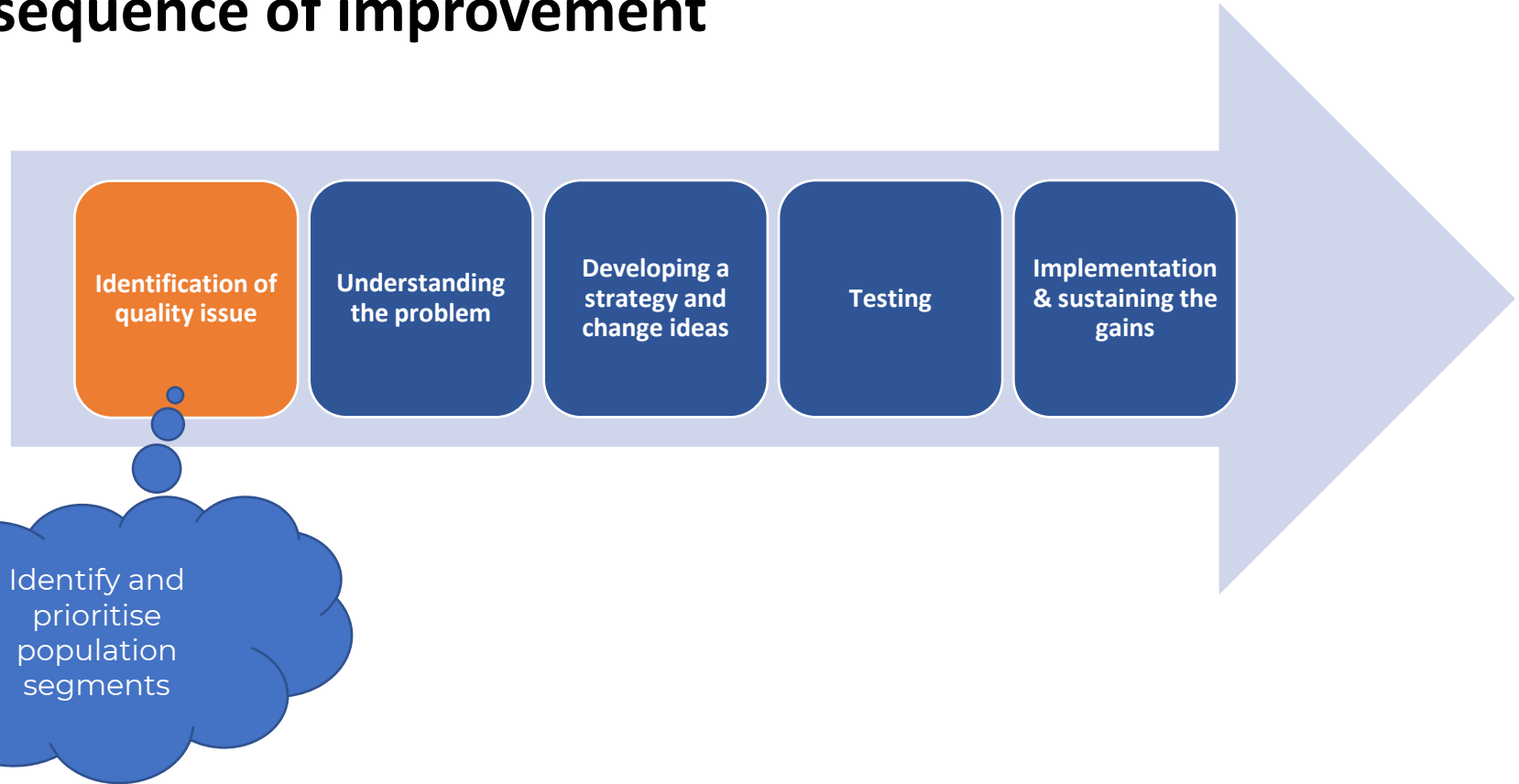
The diagram consists of two blue arrows pointing in opposite directions, one to the left and one to the right. They are connected at their inner ends by a curved, ribbon-like shape, forming a continuous loop. The left arrow contains the text 'Improving at scale' and the right arrow contains the text 'Testing and learning locally'.

Testing and
learning locally

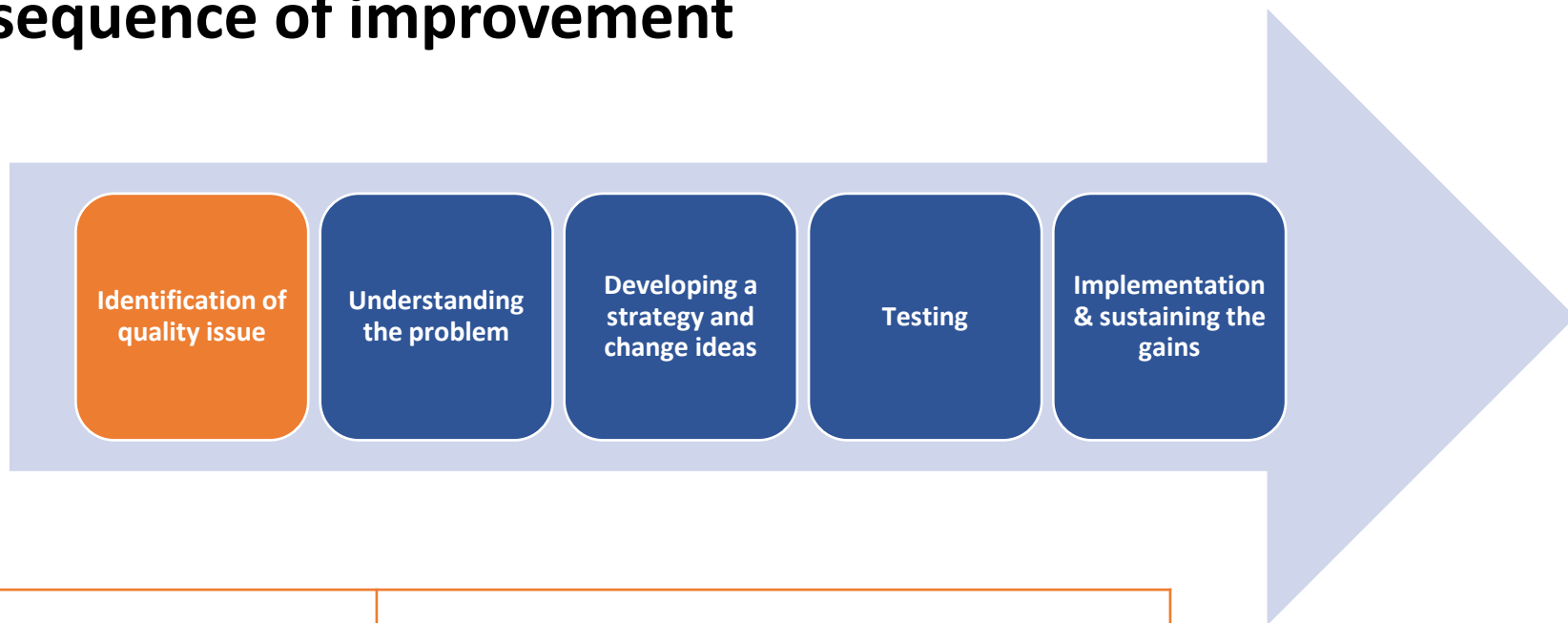
The sequence of improvement



The sequence of improvement



The sequence of improvement



Traditional QI project	Usually starts from the perspective of what we can improve about a service (eg access, safety, experience)
Population health QI work	Starts by thinking about a population

Step 1: Identify potential population segments

- Identify a **population** where there is potential for impact on all three aspects of the triple aim
- Who is not **thriving**? Who is at the **edges**?
- Where is there **will and urgency** to collaborate and do something different?
- Is there an existing **governance structure** in place that would provide leadership and oversight
- Is **data** available on this population?
- Is there any **existing work** happening with this population?

Defining the population

Examples:

(can use all, some or none to describe the population segment of interest)

- Service user or potential service user
- Demographic factors (age, gender)
- Disease burden (numbers or types of conditions)
- Utilisation patterns (number of acute visits, medications)
- Geography (neighborhood)
- Social factors (income level, housing status, ethnic background)
- Etc...

Avon and Wiltshire Partnership NHS FT

Access to CAMHS for
children and young
people from minority
ethnic communities

Leicestershire Partnership NHS Trust

Alcohol and substance
misuse in people with
severe and multiple
disadvantage

Pennine Care NHS FT

Women military veterans
in Greater Manchester
and Lancashire

Devon Partnership NHS FT

Access and experience of
secondary mental health
services for people with
intellectual disabilities

Mind in Croydon/ Mind in Kingston

Korean community in
South West London

Somerset NHS FT

Male adults from the
Gypsy, Roma and
Traveller community in
Frome

Herefordshire and Worcestershire Health and Care NHS Trust

Access and outcomes for
agricultural/ rural
communities

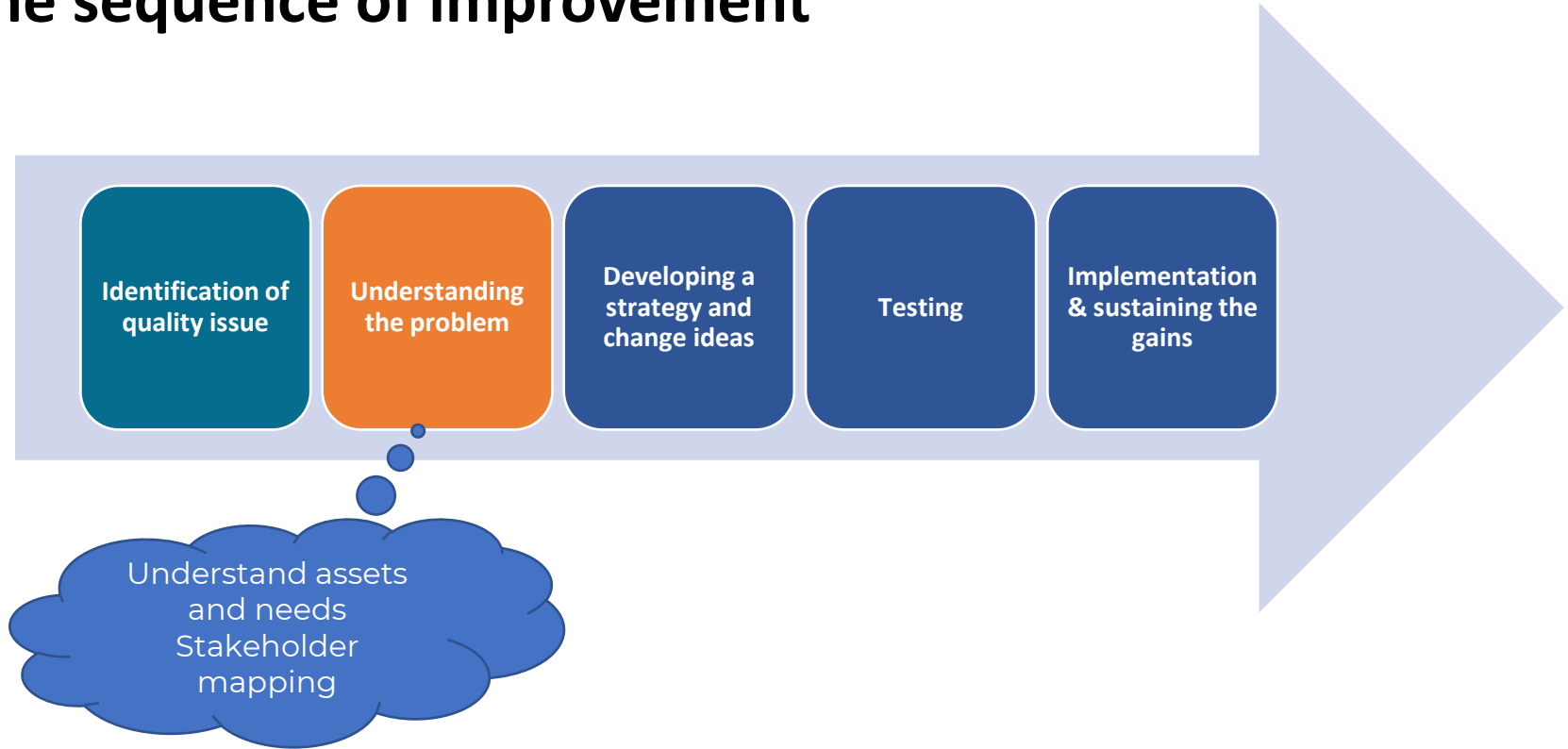
Norfolk and Suffolk NHS FT

Refugees and forced
migrants

Southern Health and Social Care Trust

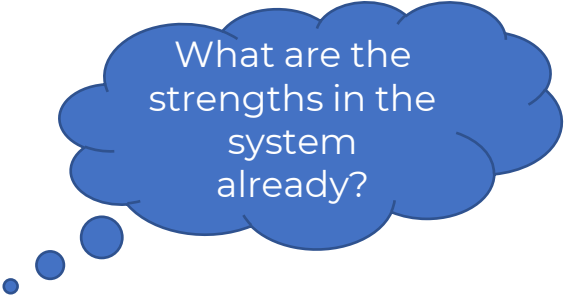
Adults with a serious
mental illness who require
an interpreting service

The sequence of improvement

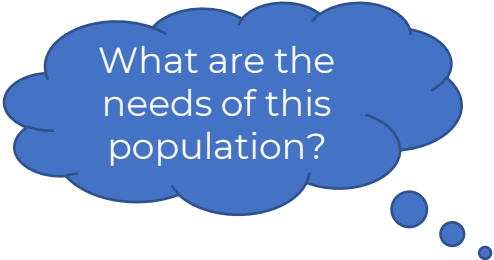


Three part data review

1. Review all available data – quantitative and qualitative
2. Seek input from those working with, and supporting, this population
3. Learn from those with lived experience



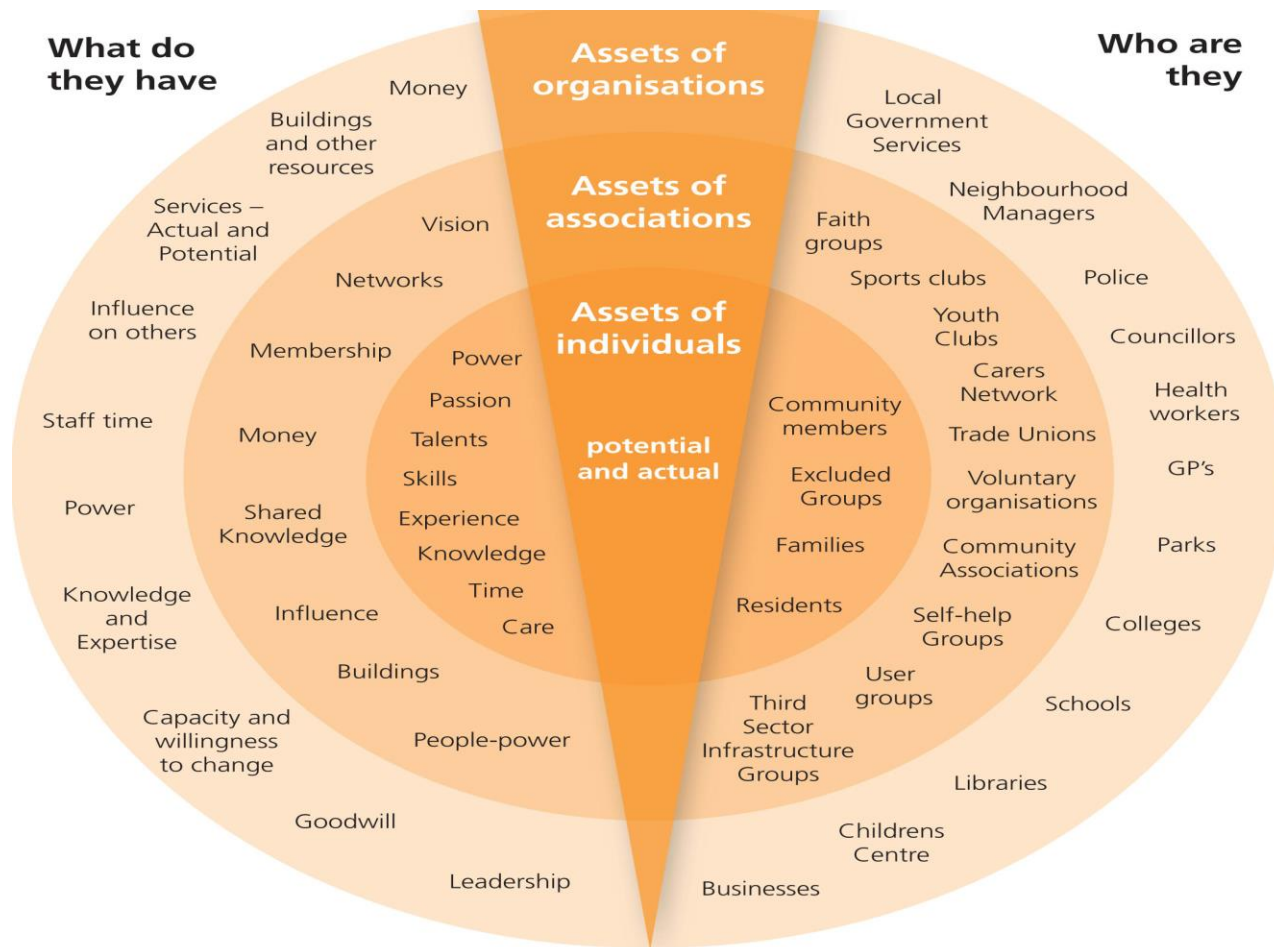
What are the strengths in the system already?

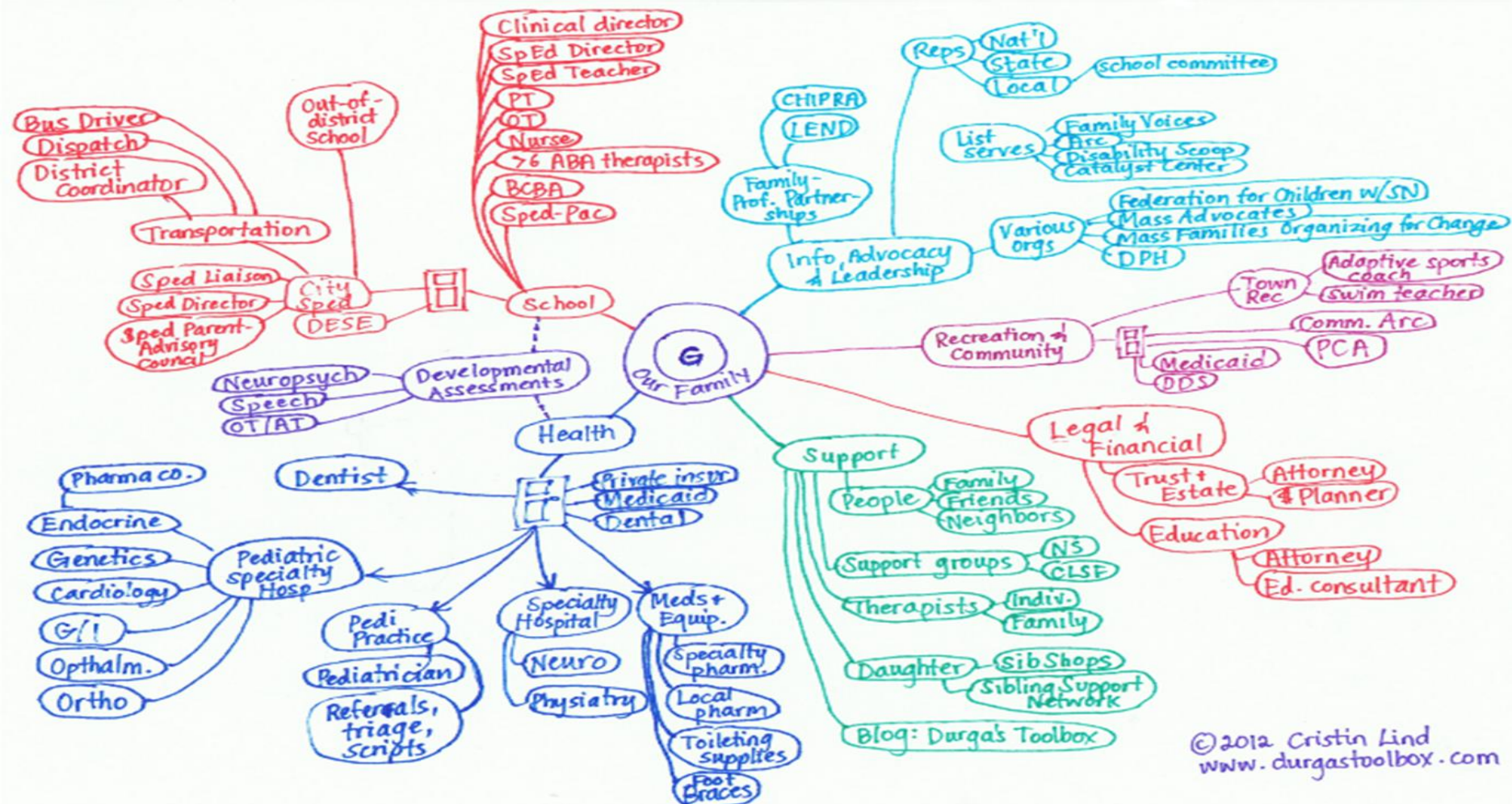


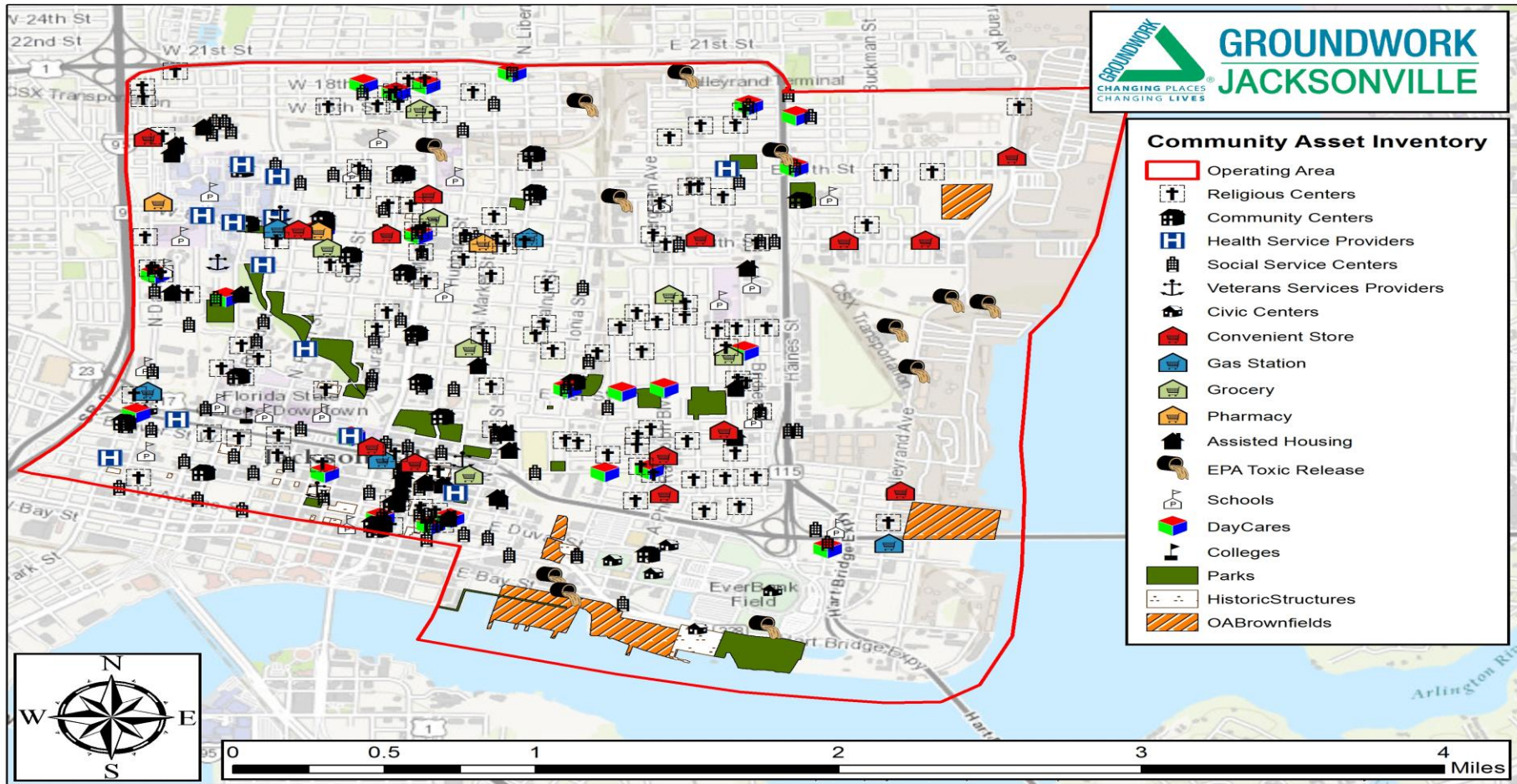
What are the needs of this population?

Needs v assets

Needs	Assets
<ul style="list-style-type: none">• Focus on deficiencies	<ul style="list-style-type: none">• Focus on strengths
<ul style="list-style-type: none">• Result in fragmentation of responses to local deficiencies	<ul style="list-style-type: none">• Build relationships among people, groups, and organisations
<ul style="list-style-type: none">• Make people consumers of services; builds dependence on services	<ul style="list-style-type: none">• Identify ways that people and organisations give of their talents and resources
<ul style="list-style-type: none">• Give residents little voice in deciding how to address local concerns	<ul style="list-style-type: none">• Empower people to be an integral part of the solution to community problems and issues





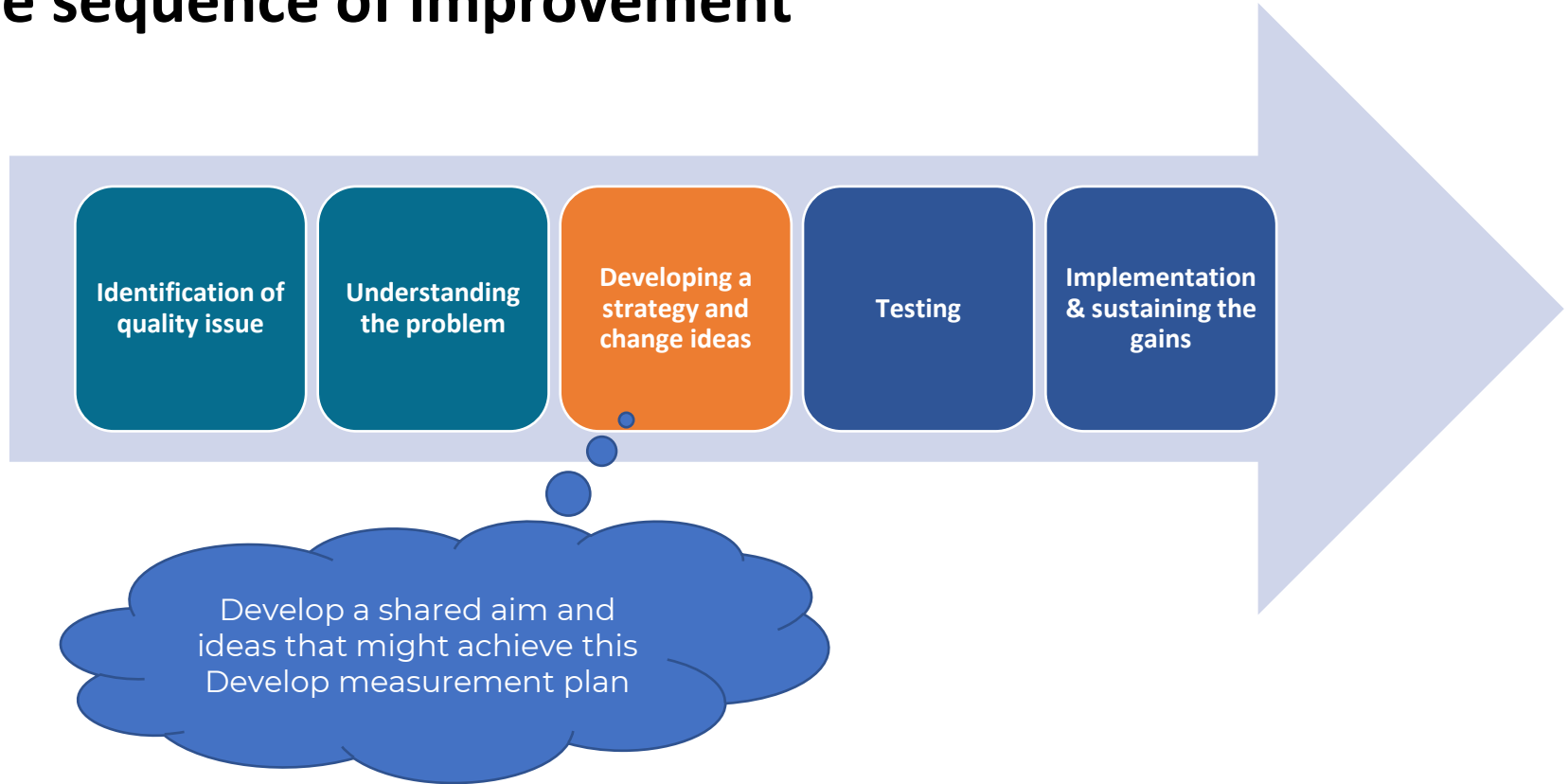


From Assets to Stakeholders

- A key stakeholder is any person (or group of people) who:
 - Is responsible for the final decision.
 - Is in a position to implement the decision or prevent it from being implemented.
 - Is likely to be affected by the outcome of the decision.
 - Has information or expertise.

“Nothing about me without me.”

The sequence of improvement



Population

Primary drivers

Portfolio of projects

Population: People with respiratory conditions who meet the referral criteria for Improving Access to Psychological Therapies services

Purpose statement: Improving wellbeing for respiratory patients in Newham

Enabling self-management and support from the broader community

Accessing services (including knowing about them)

Working better together for people with respiratory conditions (including coordinated / integrated care)

Daily life and human needs

Educational support to partners to address stigma

Education around coping mechanisms

COPD group (Breathe easy)

Using webex for therapy

Newham talking therapies referrals on EMIS

Training to clinical staff nurses

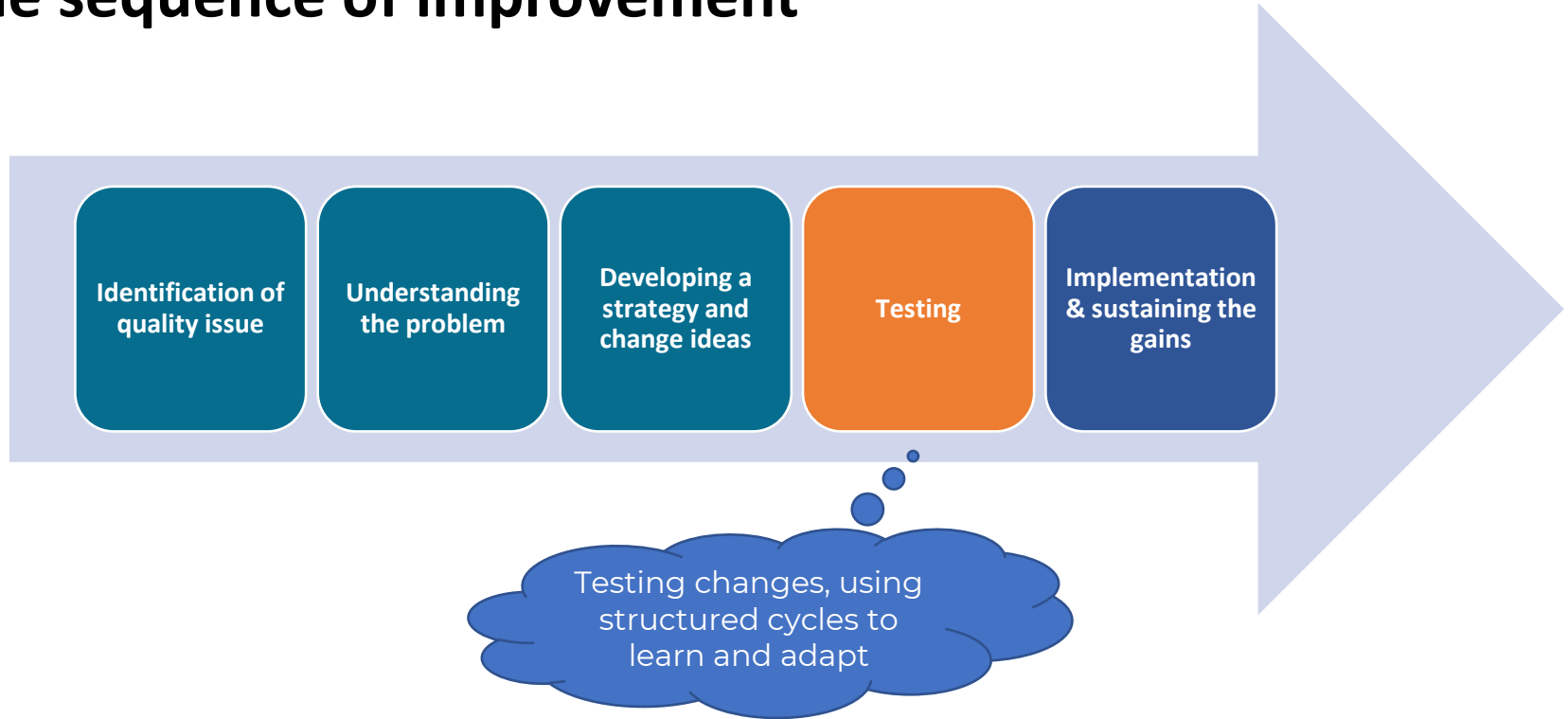
Education for front line workers (eg physios, OTs etc)

Respiratory nurse to attend Breathe Easy group

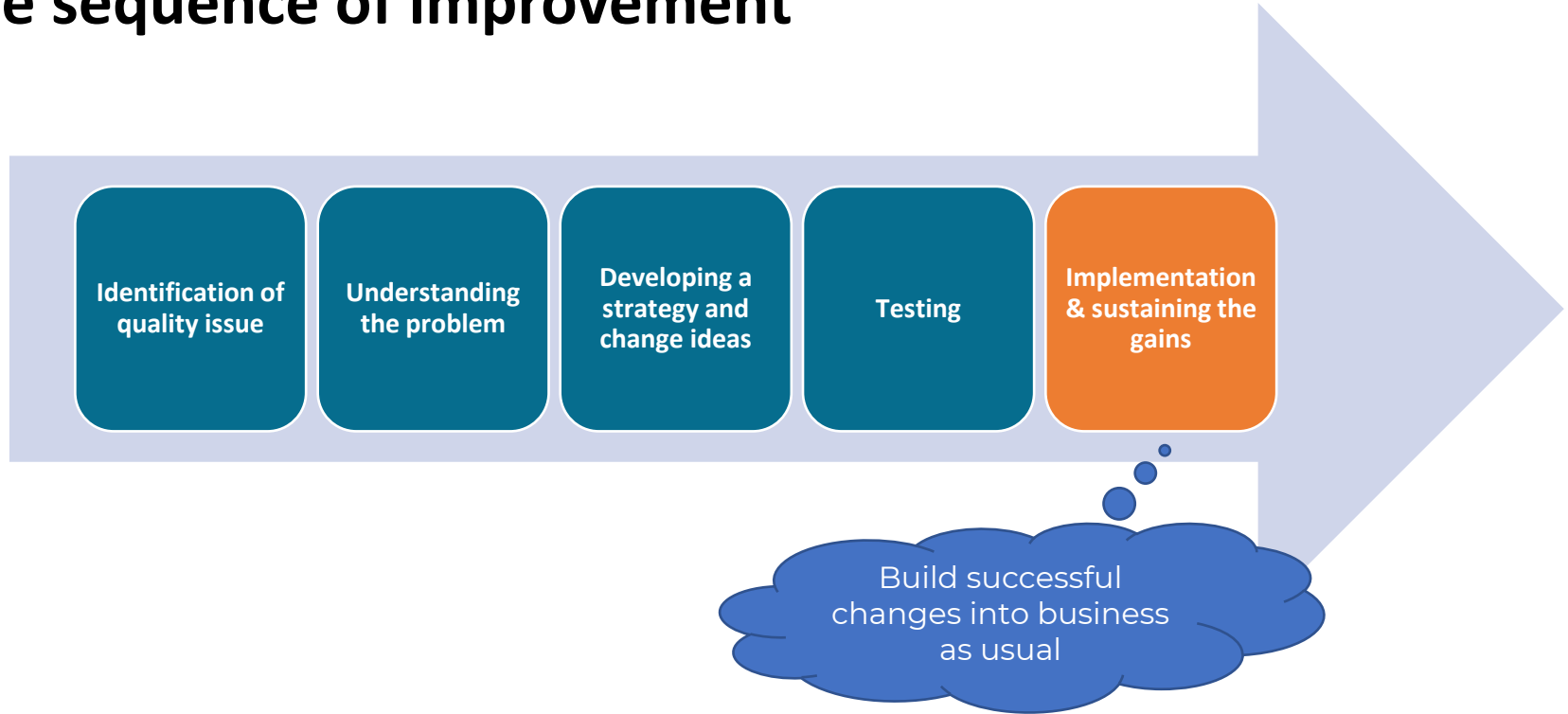
IAPT to be embedded into pulmonary rehab

Befriending programme

The sequence of improvement

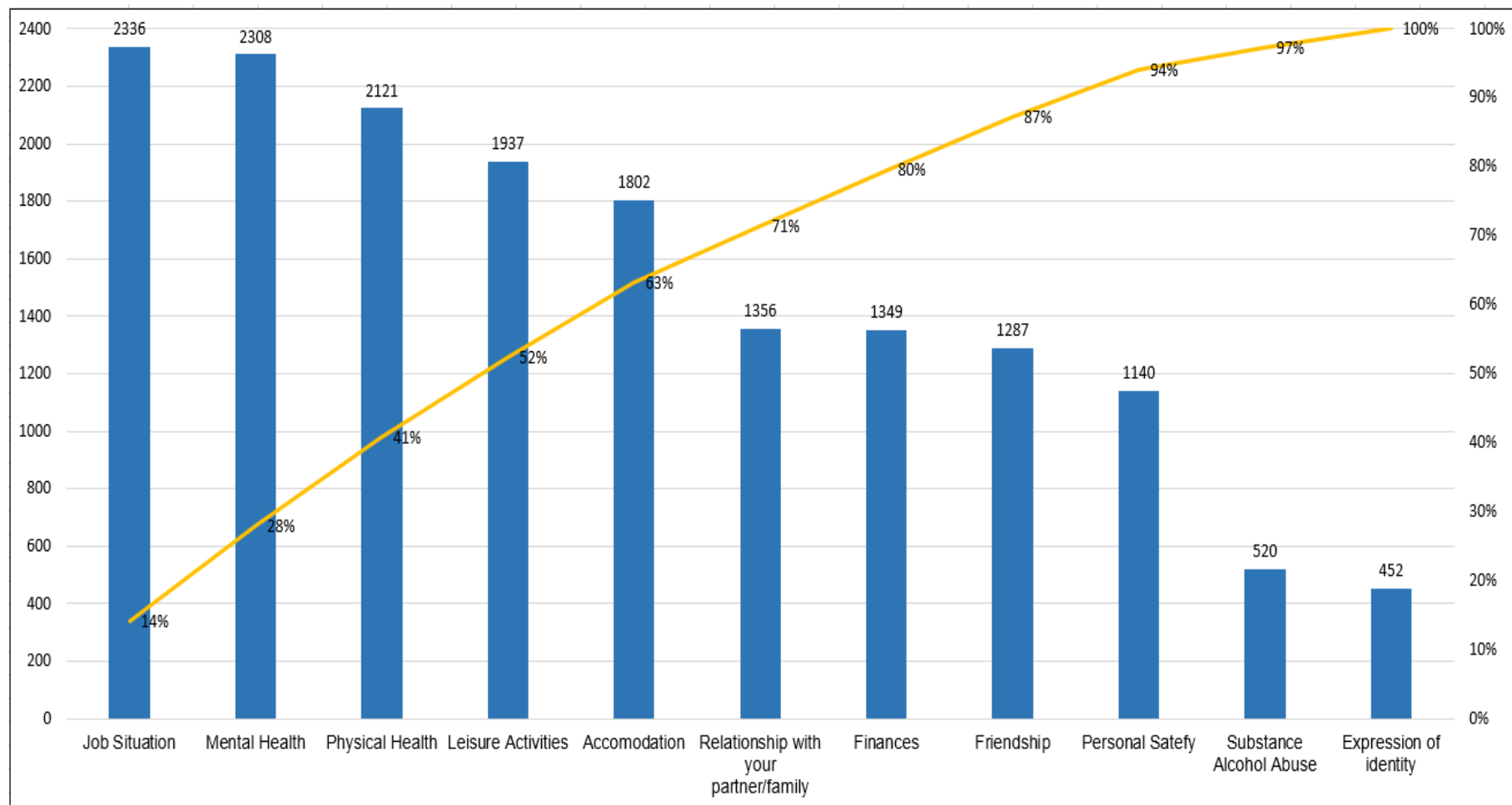


The sequence of improvement





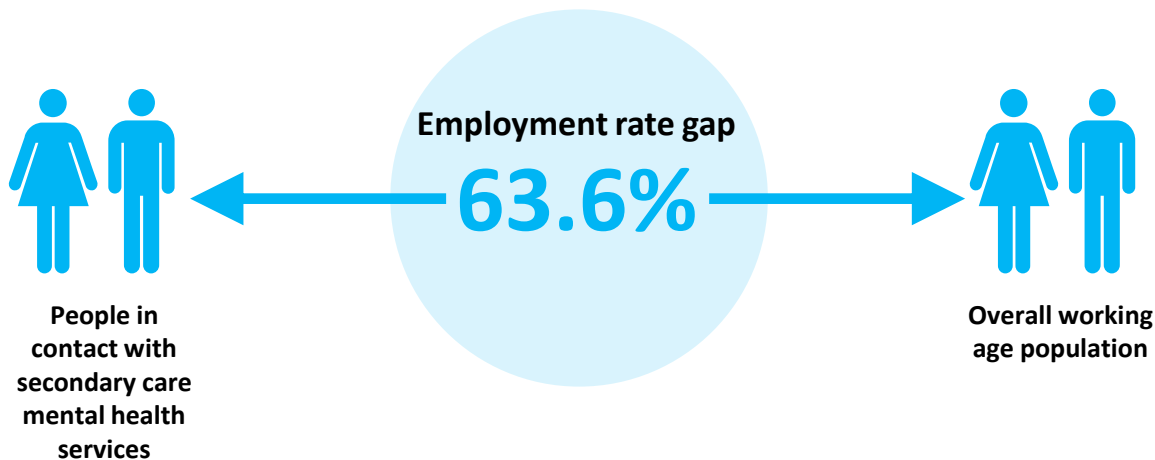
QUALITY
OF LIFE





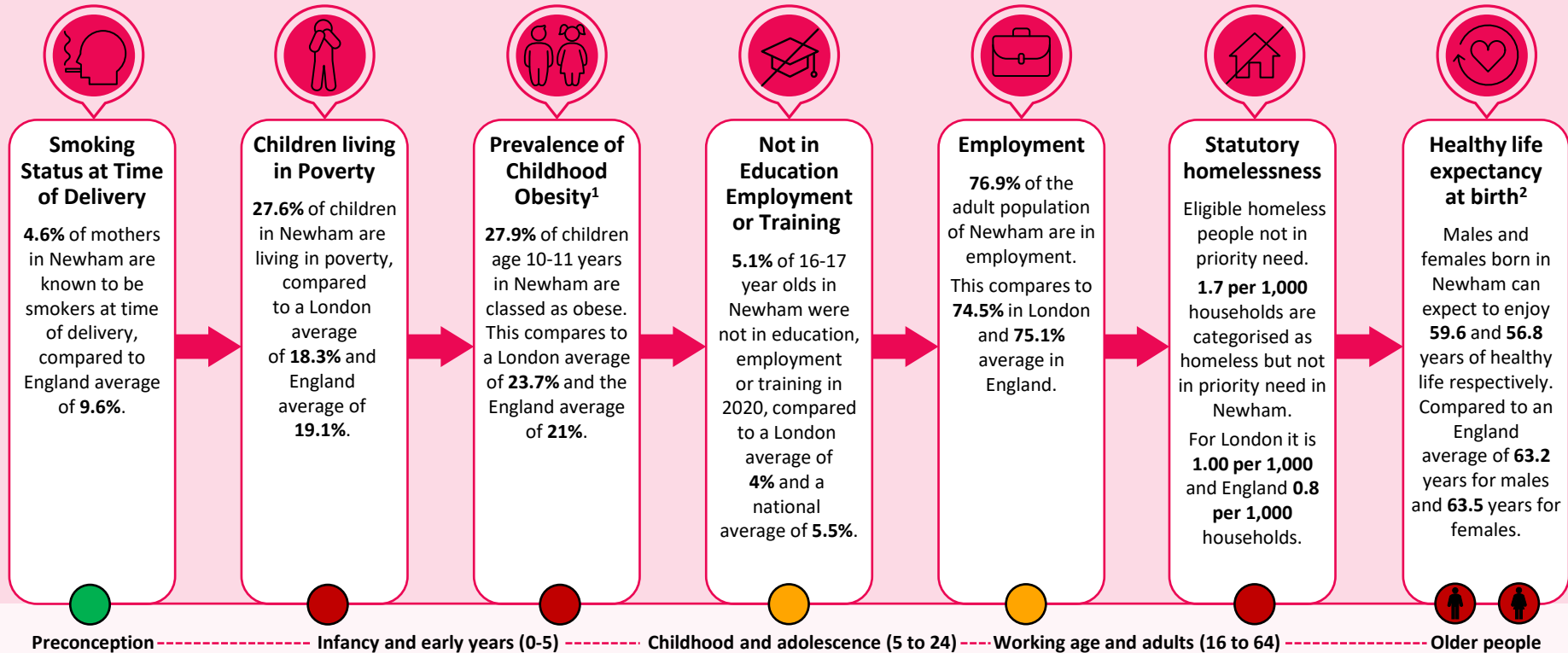
Employment

Billy has struggled to find work locally. He is not alone – there is a **63.6%** gap in the employment rate between people in contact with secondary care mental health services and the overall employment rate in the working age population.



Population Health – Newham

On this slide we explore some of the key indicators for population health in Newham across the life course compared to the London region and England.



1. Includes severe obesity 2. indicates the average number of years that an individual is expected to live in a state of self-assessed good or very good health, based on current mortality rates.

● ● ● RAG status indicates comparison with the national average; red / amber / green indicates performing statistically worse / similar / better.

East London NHS Foundation Trust provides community health, mental health and primary care services to a population of around 1.8 million people across Bedfordshire, Luton, Richmond and East London. Our strategy takes into account the changing needs and assets within our local populations, the impact of technology and the environment.

Mission

What is our role in society

Strategic Outcomes

What are the biggest factors that will help us achieve our mission?

Specific Objectives

What do we need to work on, for each of our strategic outcomes, to achieve our mission?

Improved population health

Improved population health

- Prioritise children and young people's emotional, physical, social and learning development
- Support service users, carers and the communities we serve to develop skills & to access meaningful activity and good quality employment
- Support service users, carers and the communities we serve to achieve a healthy standard of living
- Contribute to the creation of healthy and sustainable places, including taking action on climate change
- Champion social justice, and fully commit to tackling racism and other forms of prejudice
- Prioritise prevention and early detection of illness in disadvantaged groups

Improved staff experience

partners

- Prioritise quality of care and develop our patient safety approach, applying quality improvement to all that we do
- Enhance our digital and data infrastructure so it works effectively in service of our teams
- Get the basics right through supporting our staff and teams to thrive and be happy and healthy, including work-life balance
- Develop and grow our workforce, offering lifelong learning, professional development and creating new and exciting opportunities for staff, service users, carers and local communities

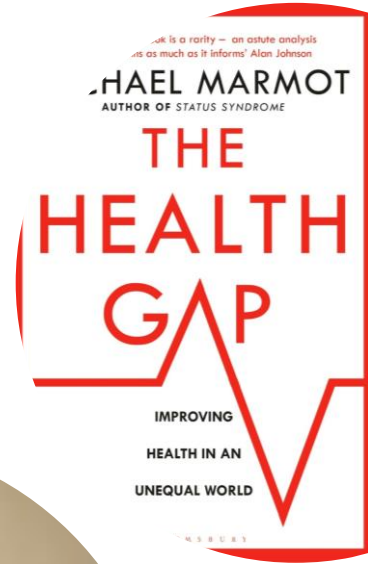
Improved value

- Extend the financial viability programme, engaging all in reducing waste, improving financial and environmental sustainability
- Work collaboratively across the system with our partners to improve value and reduce waste

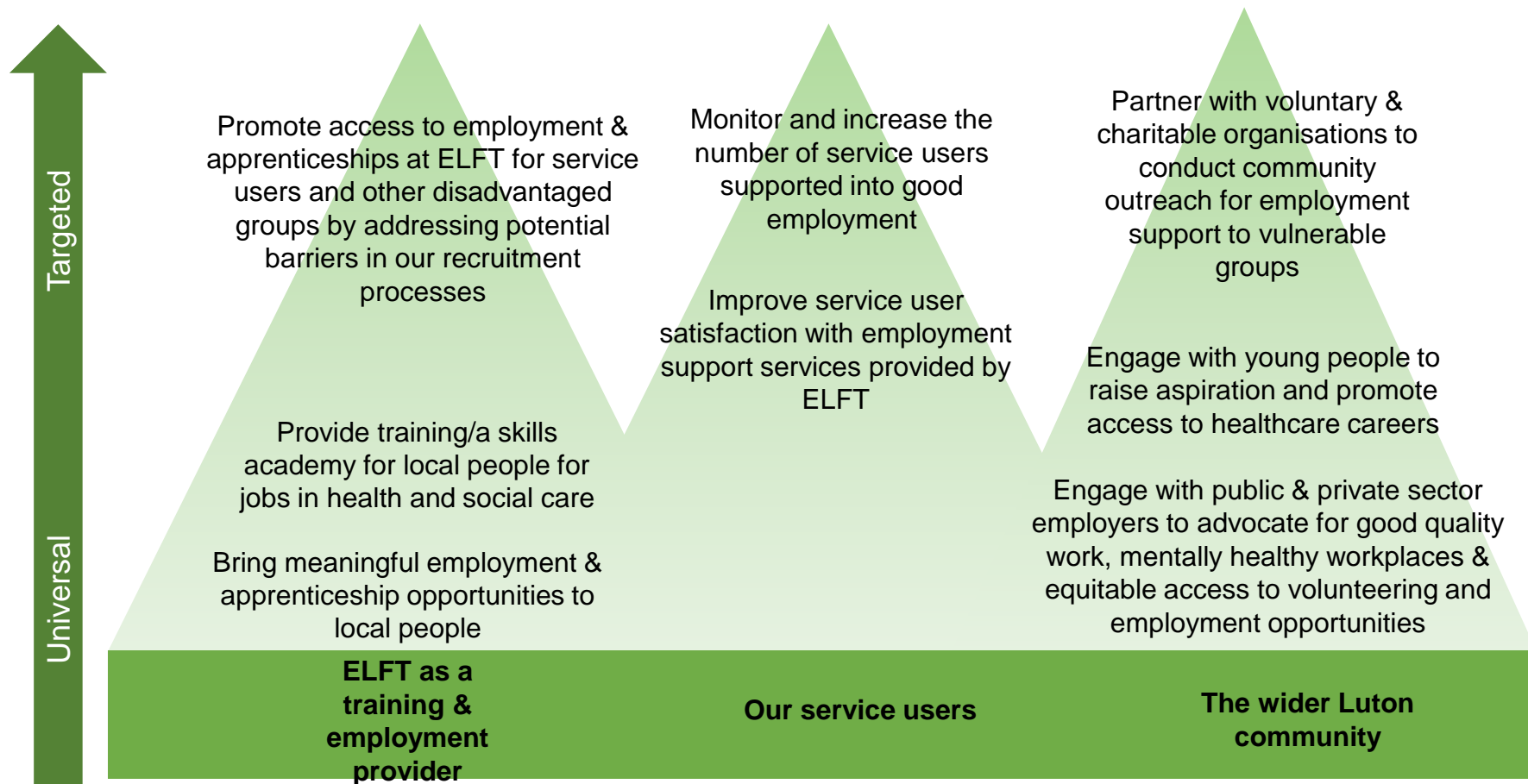


East London
NHS Foundation Trust

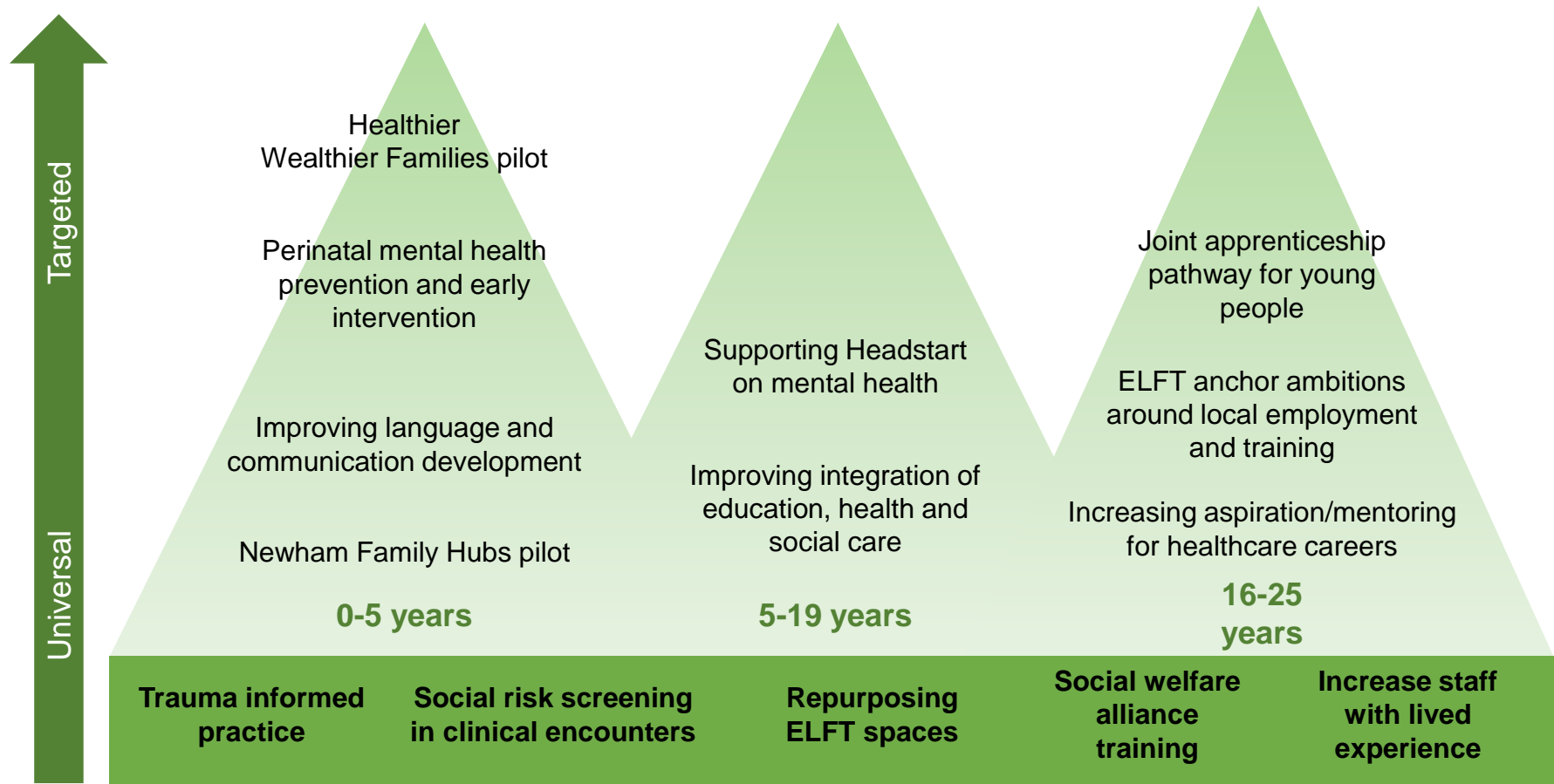
- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places and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



ELFT's Marmot Mountain – Creating fair employment and good work for the citizens of Luton



ELFT's Marmot Mountain for children and young people in Newham



Establishing good working relationships with community partners – e.g. local authority, charitable and voluntary sector

NHS organisations are rooted in their communities. Through its size and scale, the NHS can positively contribute to local areas in many ways beyond providing health care. The NHS can make a difference to local people by:



Purchasing more locally and for social benefit

In England alone, the NHS spends £27bn every year on goods and services.



Using buildings and spaces to support communities

The NHS occupies 8,253 sites across England on 6,500 hectares of land.



Working more closely with local partners

The NHS can learn from others, spread good ideas and model civic responsibility.



Widening access to quality work


The NHS is the UK's biggest employer, with 1.6 million staff.



Reducing its environmental impact

The NHS is responsible for 40% of the public sector's carbon footprint.


Microgrants and funding for local neighbourhood projects in the voluntary and charitable sector



Osmani Trust is a youth and community organisation working to provide a range of youth, education, employment, health and sporting initiatives for young people and adults.

The funding will be used to deliver support to the Bangladeshi Community for people suffering from moderate to severe mental illness. Osmani Trust will work directly with 30 young people and 50 adults and provide mentoring, counselling, signposting and health and wellbeing activities.

Email: info@youngandinspired.org.uk
Website: <https://www.youngandinspired.org.uk/>




Women's Inclusive Team

Women's Inclusive Team is a charity who listen to, and provide a strong voice for Black and Asian communities. They work collaboratively with stakeholders, to address exclusion and improve access to appropriate services for communities who are impacted by higher levels of severe mental illness.

The funding will be used to deliver activities to address the lack of trust, fear and overall inequality experienced by Black and Asian Communities. They will work to provide 1,200 one-to-one sessions and 864 available group sessions.

Email: info@mindfulpeakperformance.com Tel: +44(0)7507 600 601
Website: <https://www.mindfulpeakperformance.com/>




THE MENTORING LAB

A black led youth organisation working young people from black, brown and asian backgrounds.

Home Office Phone 02081588500
Office Mobile 074126 40154
Email: info@thementoringlab.co.uk


Feb-July 2022



THE BIG ISSUE

The funding will develop partnerships with statutory and mental health services, enable specialist training and awareness in mental health for staff, provide specialist support for the Roma Community, provide 1:1 support for up to 40 beneficiaries experiencing mental ill health, and deliver up to four mental health wellbeing days.

Email: laura.bugby@bigissue.com
Website: <https://www.bigissue.com/>



Lateef PROJECT

Liberty: Consulting at the Heart of the Community

The counsellors provide a virtual service to Muslim residents in Newham, Tower Hamlets and Hackney.

Contact for more details: <https://www.lateefproject.org/services>



TURNING CORNERS

Changing lives by changing practice

<http://turningcorners.co.uk>

Frontline service for family support



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Home Office Phone 02081588500
Office Mobile 074126 40154
Email: info@thementoringlab.co.uk



Cycling Club Hackney

<https://www.cyclingclubhackney.co.uk>

Provides introduction and taster sessions

£1.8m to 37 local projects in 2021-22



Young & Inspired

HELP FOR THE YOUNG AND DISADVANTAGED

Young & Inspired works with over 450 young people and families to assist them in overcoming poverty and adverse experiences to enable them to feel more empowered with the right knowledge and skills which will allow them to live happy and fulfilling lives.

The grant will fund an art & drama therapy project to engage and empower 70 young women and teenage mothers.

Email: info@youngandinspired.org.uk
Website: <https://www.youngandinspired.org.uk/>



MINDFUL PEAK PERFORMANCE

Mindful Peak Performance is a not-for-profit enterprise dedicated to sharing a mindfulness-based approach to performance & transforming the image of mental wellbeing. They train elite athletes in mindfulness techniques who also and share their skills with disadvantaged young people experiencing severe mental illness.

Funding will allow the training of 60 young carers in non-contact boxing and to equip them in effective mindfulness skills.

Email: info@mindfulpeakperformance.com Tel: 07507 600 601
Website: <https://www.mindfulpeakperformance.com/>



PARADIGM PROJECT

Committed to tackling social inequality, the Paradigm Project helps to empower young people with and equip them with the skills and tools to overcome social barriers.

Working with 30 students alongside their teachers and parents, the grant will fund the 'My Next Steps Programme', which aims to support young people allowing them to flourish both socially and academically.

Email: info@paradigmproject.co.uk Website: <https://paradigmproject.co.uk/>

So, how can
we improve
population
health?

Design at scale, test and involve people locally

Start by understanding what matters, and what contributes to good mental health and quality of life

Understand local assets

Partner

Test ideas and iterate

Move the money

Prioritise children

Redesign through coproduction

Brought to you by: **Hamad Healthcare Quality Institute**

Thank you

Healthcare Resilience in Extraordinary Times