

# **Improving equity and outcomes for our population in North East London**

**A new strategy for the local health and  
care system**

**Summary document**

**February 2026**

## What this strategy is about

We want everyone in North East London (NEL) to live well, for longer. This strategy explains how we will work together to make this happen.

North East London is a vibrant, diverse and resilient set of communities across seven boroughs.

However, more people are living in NEL, and many have long-term health conditions and are chronically ill.

This means health and care services are becoming busier and people need more support. To keep up with the growing demand, services must work differently and focus on preventing illness early.

This strategy sets out how the NHS, local councils, community and voluntary organisations together with local people will improve health and care services in North East London. It focuses on the fast growing and changing needs of our population and aims to work with and for local people to improve health, wellbeing, and fairness.

We will focus on a shared set of ambitions:

- Spotting health risks early and providing support sooner to
- **Joining up care** and support, with **residents having more control** over their health.
- Getting the basics right in line with our **Good Care Framework**.
- Improving equity of access and outcomes for our population through our **Equity and Outcomes Framework**.

Our strategy sets out a new way of using our money, including creating a new fund that supports prevention, more joined up services, better use of digital technology and other innovative ideas that improve health and care.

## Why we need a strategy for change

We have delivered a lot since our last strategy in 2022, including better population health outcomes as a system and we are proud of our successes to date but understand there is more to do.

North East London faces big challenges:

- We have a fast-growing population. More people are moving into the area than anywhere else in England.
- Many people are living in poverty. A **quarter of our population** live in one of the **most deprived 20%** of areas in England.

We still have areas of inequality:

- Many children in NEL are growing up in low-income households. **Five NEL boroughs have the highest proportion** of children living in **low-income families** in London.
- Some communities have far **worse health outcomes** because of factors such as poverty, poor housing, smoking or obesity.

We are experiencing high pressure on services:

- Services are very busy and some **people wait too long for appointments** and tests.
- Many people have **multiple long-term health problems**.
- **7 out of 10 recent deaths** of people under 75 could have been avoided with better prevention.

If nothing changes, services will continue to struggle and there will not be enough money pay for everything. This strategy sets out how we will transform health and care services to improve the outcomes for our local people.

## Working with residents to define and deliver good care

This strategy is shaped by the voices of local people. Thousands of residents took part in engagement, including in our 'Big Conversation', to describe what “**good care**” means to them. They said good care should be:

- **Trustworthy**
- **Accessible**
- **Person-centred**
- **Competent**

They want staff who listen, services that are easy to use, care that reflects people's lives and culture, and care that is safe and high quality. These principles form our **Good Care Framework**, which underpins this strategy.

Services will be designed and developed with residents and communities. **Coproduction and community driven design** are core to our approach, with residents' views shaping our plans through the Big Conversation, People's Panel, Community Insight System and local engagement.

Building and maintaining trust with local people is essential so they are confident that services are safe, effective and of high quality.

## Working together for our communities

The people of North East London remain at the heart of our work, continuously guiding and shaping the delivery of health and care services. By actively participating in their neighbourhoods, residents help ensure that services are tailored to match their health ambitions and local needs.

Staying true to the aspirations of our population also means making certain that **financial resources are distributed fairly**. Our strategy is committed to allocating funds equitably to address the most pressing needs, with a focus on prevention. This approach enables us to maximise our impact and support innovative ways of working over time.

Delivering good care depends on **robust partnerships across North East London**. We work collaboratively with local authorities, NHS bodies, community organisations and local residents, fostering a culture of high trust. This collective approach allows us to unite in meeting the needs of our communities.

Maintaining a strong and engaged system across North East London is crucial for achieving our long-term objectives. Through effective partnerships, we are able to **adapt and respond to the system's priorities collectively**, recognising the unique contributions of each partner and the strength of working together to overcome shared challenges.

We will continue to collaborate with all partners to deliver the improvements required in care and in outcomes for our communities.

## **Our community is our strongest asset**

Building **community resilience** is key to delivering our strategy. Our communities have the potential to lead the improvements in preventing illness, improving health and reducing inequalities.

We will work with them and use all our resources to build on the assets of individuals, families and communities.

**The people of North East London** – over 2 million people bringing vibrancy and diversity, sharing what is important to them, co-producing services, delivering solutions and taking greater control over their own health and wellbeing.

**Neighbourhoods** - the development of neighbourhoods, across NEL, familiar to the communities they serve, strongly rooted in local communities, enabling local capacity and connection.

**Voluntary, Community, Faith and Social Enterprise organisations** – thousands of community organisations, engaging with local people, directly delivering services.

**Primary care** - Our GP practices, community pharmacies, dental practices and optometrists key to meeting the changing needs of our communities.

**Our workforce** - one of the largest collective employers in North East London, with over 130,000 people working locally in health and care.

## How we will shape future services

Following the publication of the new national NHS 10 Year Health Plan, we will make three important changes in how health and care work locally.

**From Hospital to Community.** This means moving some healthcare services from traditional hospitals into local communities to provide care closer to people's homes.

- More care will happen **close to home, not just in hospitals.** This means using neighbourhood services, GPs, community teams and local organisations.

**From Sickness to Prevention.** This means shifting the focus from treating illnesses to preventing them in the first place, with an emphasis on public health and well-being.

- We want to **stop people getting unwell** in the first place and help people **manage health problems sooner.**

**From Analogue to Digital.** This means transforming health and care services from a traditional, paper-based model to a modern, digital one.

- We will use digital tools like the NHS App, to make **services quicker** and help people **take control of their own health.**

## Shifting care to the community

More care will be delivered in neighbourhoods to **provide more holistic** and community focused care. A neighbourhood is a locally defined area that is recognisable to local residents based on local services and understanding.

These services will form part of a **neighbourhood model of care**. We will work together in local neighbourhoods to enable local people to start their life, live their life and age well.

Our vision is that everyone in North East London lives in a neighbourhood which supports and actively contributes to their physical and mental health and wellbeing.

We will do this by:

- Working with partners to **design new ways of working**.
- **Bringing services together** in neighbourhoods and developing neighbourhood health teams.
- Having a **prevention focus** and treating patients before their conditions get worse.

We will take a **whole community approach** to help those with the poorest health outcomes.

What this means for local people:

- More care delivered locally in the community by groups of teams focused on an individual's needs.
- Ensuring consistent, high-quality care is provided across NEL.
- Closer working between health and care services.
- Making more virtual services available to people to have care delivered within their own home.

## Embedding an approach to prevention

With our growing population we will make sure we are helping **more people before they become unwell**.

Our vision is for our residents to have **good health for longer** and to take **greater control of their own health** with more of their health needs managed in the community.

With a **prevention approach** we will help people earlier, prevent ill health where possible and slow the progression of conditions to reduce inequalities.

We will do this by:

- Establishing a range of programmes that **support healthy lifestyles**.
- **Preventing illness** and giving the right care to people at the right time to keep them healthy.
- Having strong relationships with **voluntary organisations and community connections**.

We want to change how we work and **identify more people at risk** before they become unwell.

What this means for local people:

- More focus on prevention and preventing people from getting ill.
- Greater control of your health needs and management of conditions.
- Increasing the time people live healthier with their conditions.
- Reduced inequalities across communities and services with improved outcomes for local people.

## Increasing the use of digital technology

We will develop **better digital services** and use of tools and systems that support prevention, help bring services together and **give residents more control** over their health.

Increasing our use of digital technology will help us **improve the quality and experience people have of care** and empower local people. To ensure we are addressing health inequalities we will also focus on reducing digital exclusion.

We will do this by:

- Giving patients the **tools to manage their health** and finding new ways to deliver care.
- **Improving clinical experience** and helping systems and services talk to each other.
- Using and sharing **data to inform our decisions**.

By the use of new technology, we can **improve outcomes, empower residents** and **free up staff time**.

What this means for local people:

- Greater access to services through a digital first approach where appropriate.
- Greater control over health management and monitoring through digital solutions.
- Services will be more joined up through shared records and information systems.
- Increased time for clinical staff through administrative efficiencies.

## Making best use of money and resources

The strategy is honest about the **financial challenges** facing the NHS.

It sets out that:

- North East London does not receive its fair share of funding compared with need.
- Demand is rising faster than budgets.
- Money must be used more wisely.

To change this, we plan to:

- Allocate resources based on **population need**.
- Move money in our system so there is a better balance between the money spent on hospital care and the money spent on prevention and community services.
- Create a **multiyear transformation fund** to deliver the change we need.
- Focus on value, evidence, and long-term sustainability.

The aim is to **get better outcomes for the same or lower cost** over time.

## Enabling Change

We have limited resources to support the changes we want to make, so we will align our **workforce, buildings and data systems, and ways of working** to our aims.

Having the right workforce in place is essential to delivering change, and we want to work together to create **meaningful employment** and development opportunities for people in North East London.

Our **buildings and data systems** must be capable of supporting the new ways of working we are asking of our staff and support staff to be productive in their work.

At the same time, we must ensure our services are **effective, safe and provide a positive experience** for people. High-quality care is essential to improving the lives of our residents and reducing inequalities across North East London. We will focus on improving experience, safety and outcomes for our communities.

We will continue to develop as a **learning system**, strengthening the impact we have on quality, outcomes and equity. We will ensure we are using the latest research, data and feedback from local people to support improvement. We will seek out the best available evidence, apply it consistently, and share learning widely so that everyone can benefit.

If you have any questions or comments about this strategy, please get in touch with us by email: [nelondonicb.strategicdevelopment@nhs.net](mailto:nelondonicb.strategicdevelopment@nhs.net)