

Neighbourhood Care – Staff Activation Webinar – Intro to NH Care
30th April 2026
FAQ

1. Neighbourhood Model Design & Implementation	
How will Integrated Neighbourhood Teams (INTs) be designed, standardised, and implemented across boroughs?	The South East London system is implementing neighbourhood care in-line with the: • London Target Operating Model for a Neighbourhood Health Service - NHS England — London » Introduction to the Targeted Operating Model • Models of neighbourhood care co-produced across South East London for specific population groups - Plans and strategies that support neighbourhood working - South East London ICS The ICB has invested £20m of new recurrent investment into the delivery of these shared models during 2026/27.
2. Target Populations & Inclusion Criteria	
How were the priority populations chosen and who is included or excluded from neighbourhood care?	No-one is excluded from neighbourhood care, our aim is to deliver a model which is: • Whole-population • Whole-need • Whole-system However, implementation is being staged by population. Priority populations were identified through analysis of where there was greatest need and potential for system impact. Our initial priority populations are: • Children and Young People with complex need (including core20) • People living with multiple long term conditions; and • People living with frailty or approaching the end of life. We are also focussing on prevention, with investment in: • Neighbourhood-based prevention within neighbourhoods with the highest inequalities

	Targeted Cardiovascular, Renal and Metabolic Diseases (CVRM) prevention within communities who are at highest future risk of poor health outcomes. We will continue to expand neighbourhood care in future years
3. Funding, Resourcing & Sustainability	
How will neighbourhood care be funded and how will financial sustainability be ensured across partners?	New recurrent investment in neighbourhood care is being priorities through the ICB's Strategic Investment Fund. In 2026/27, we have invested £20m of new recurrent investment in neighbourhood care and prevention. We expect that this will increase in future years. We have worked to develop an impact tool that models the potential impact of neighbourhood care on the activity and costs of all providers across the system. This tool will be used to understand the potential impact of our plans on providers and to ensure that investment is aligned to areas where costs are growing as a result of neighbourhood care.
4. VCSE, Partnerships & System Integration	
How will partnerships (especially VCSE, councils, and wider system partners) be integrated into neighbourhood delivery?	Each of our places (Boroughs) across South East London has established integrator partnerships. These are provider partnerships that bring together acute, community and mental health trusts, primary care providers and the VCSFE. Each integrator partnership is expected to drive parity of voice for those partners within their governance arrangements and is supported by a maturity matrix that supports self-reflection on how well the partnership is currently functioning. Each Integrator Partnership is working with the local authority to develop joint governance with local Health and Wellbeing Board so that shared plans can deliver the best of the local population – for example

	through alignment of neighbourhood care for children and young people with Family Hubs and other local authority transformation priorities.
5. Prevention, Inequalities & Outreach	
How will neighbourhood care support prevention, early intervention, and reduction of health inequalities?	As part of neighbourhood delivery in 2026/27 our integrator partnerships have been asked to start delivering prevention, with new and recurrent investment in: • Neighbourhood-based prevention targeted at the neighbourhoods with the highest inequalities within their area • Targeted Cardiovascular, Renal and Metabolic Diseases (CVRM) prevention within communities who are at highest future risk of poor health outcomes.
6. Digital, Data & Outcomes	
How will digital tools, data, and outcomes measurement support neighbourhood care?	We have defined a shared outcomes framework and logic model for neighbourhood care. It is difficult to measure outcomes consistently across South East London, so initially we may need to use proxy or process metrics whilst we continue to build out population health analytical capabilities. There is a digital roadmap for neighbourhood health which we are working to deliver across South East London. This includes work to integrate Electronic Patient Record systems, support shared case management and enable teams to communicate and work together across organisation boundaries. We are also engaging with work at a London level to build on our existing assets such as the London Care Record and the London Universal Care Plan to underpin neighbourhood care Population Health Management is a key component of Neighbourhood Health and we are also taking steps to build out cross-

	system capability in this area. PHM will enable neighbourhood teams to proactively identify who needs support from the team based on health and social need, rather than rely on traditional referral mechanisms. This will support equity of access to neighbourhood care.
7. Workforce, Culture & Leadership	
What workforce, leadership, and cultural changes are needed to deliver neighbourhood care successfully?	Neighbourhood care is not a new service. It is a fundamental transformation of the way that we work together to support our population. This requires our existing front-line teams to deliver care in new ways supported. This needs to be driven by a shared leadership culture focussed on the overall outcomes of a local population and not by individual organisation interest and priorities. This sort of change takes time. Integrator Partnerships are fundamental to this change. We have provided each integrator partnership with recurrent funding for shared infrastructure which includes leading cultural change and organisation development across a place. This is being supported by work led by our South East London People Programme to tackle the known barriers that can inhibit integrated working, for example supporting shared clinical risk models. Due to the staged implementation of neighbourhood care, some health and care professionals will be working within neighbourhood models sooner than others. We are building staff reported outcome measures into our monitoring framework to ensure we are using this data to drive learning as we expand the model.
8. Community Engagement & Co-Production	
How will patients, communities, and partners be involved in co-designing neighbourhood services?	Patients and communities will be involved in the design of neighbourhood care within their neighbourhood and within their place, supported by the integrator partnership and the ICB place teams.

	Involvement of patients and communities is part of the maturity matrix for our integrator partnership with regular self-reflection as to the strengths and weakness of the current approach. Many partnerships have used some of their infrastructure funding to enhance their mechanisms for engaging patients and communities in the design of neighbourhood care models.
9. Quality Assurance & Service Standards	
How will the quality and consistency of services (especially VCSE) be assured in neighbourhood delivery? a.	Neighbourhood care is underpinned by a shared set of standards and care models that all places have agreed to delivery. These are monitored through a set of metrics, aligned to the neighbourhoods outcomes framework that are reported on quarterly as part of the ICB's oversight of neighbourhood delivery. This approach enables comparative tracking of delivery across South East London as well as the relative effectiveness of the delivery models in improving clinical outcomes, patient and staff experience and system sustainability. It enables variation in impact to be identified and explored with partners to identify causes and ensure these are responded to. The ICB Board monitors the delivery of neighbourhood care as part of its governance structures. In each place, the Integrator Partnership also regularly reviews its delivery and impact.
10. Specific Population Needs & Pathways	
How will neighbourhood care address specific groups and pathways (frailty, CYP, housing, etc.)?	Our aim for neighbourhood care is to deliver a model which is: • Whole-population • Whole-need • Whole-system However, implementation is being staged by population. Priority populations were identified through analysis of where there

	was greatest need and potential for system impact. Our initial priority populations are: • Children and Young People with complex need (including core20) • People living with multiple long term conditions; and • People living with frailty or approaching the end of life. For each priority population, health and care professionals from across South East London have come together to develop shared frameworks and care models that will be implemented through neighbourhood care. - Plans and strategies that support neighbourhood working - South East London ICS
11. Operational Access & Navigation	
How will patients and professionals' access and navigate neighbourhood care services?	Population Health Management is a key component of Neighbourhood Health. Neighbourhood teams will proactively identify who needs support from based on health and social need data, rather than relying on traditional referral mechanisms. This will support equity of access to neighbourhood care. Delivery of neighbourhood care will differ from place to place, although the outcomes and standards to be achieved are expected to be the same. Most delivery models are underpinned by a core team which provides continuity of care and coordination for the patient supported by regular multi-disciplinary meetings where wider health and care professionals will work with the core team to support patients with more complex needs. Due to the staged implementation of neighbourhood care, some health and care professionals will be working within neighbourhood models sooner than others.

