

Building a Faculty of Population Health at the Royal Free London and North Middlesex University Hospital.

Lessons learned for Making Every Contact Count (MECC) initiatives and population health training in acute trusts.

Dr Charlotte Soldan¹, Katrina Heal², Hannah Logan³, Dr Maria Goddard², Dr Aalaa Jawad², Dr Judith Stanton² & Dr Tamara Djuretic⁴.

¹The London School of Hygiene and Tropical Medicine, ²The Royal Free London NHS Foundation Trust, ³North Central London Integrated Care Board, ⁴UK Health Security Agency. Contact: rf-tr.populationhealth@nhs.net

Aim statement for the Faculty of Population Health: To sustainably embed population health, behavioural change and a culture of prevention across our partnership and to build population health capacity in our wider workforce.

Background

- The main risk factors that drive inequalities in life expectancy and healthy life expectancy in the UK today are preventable.¹
- MECC is an evidence-based initiative to prevent long-term conditions, inc. cancer, by addressing modifiable lifestyle risk factors (smoking, alcohol, diet and physical activity).²
- In late 2023, the RFL population health team received a 3-year grant from the Royal Free Charity to revive MECC-like training across RFL and NMUH through creation of the Faculty of Population Health.
- A prior MECC pilot ran at RFL in 2017. The Healthy Living Hub has been supporting staff & patients at RFL since 2021. The team have mapped and developed community referral pathways across North Central London.
- The barriers to achieving and maintaining staff behaviour change after MECC-like training are well-documented.³ This poster outlines our approach to establishing the Faculty of Population Health to overcome some of these challenges at an organisational and individual level.

Population Health Upskilling Day

Full-day learning event and creation of eLearning package accessible on-demand. Offered to all staff (clinical and non-clinical).

Funding: The project and preceding roadshows were funded by a small grant from NHS England.

Aims: To upskill 50 motivated colleagues in population health approaches and build population health capacity in our workforce.

Outcomes:

- 48 staff members completed the in-person programme.
- The day included optional workshops and a focus group on the Faculty of Population Health.
- 100% of attendees strongly agreed or agreed that the content aligned with their goals for understanding population health and was relevant to their job role.
- 15 participants requested roadshows for their departments.



Image 1. Mid-afternoon chair dancing.

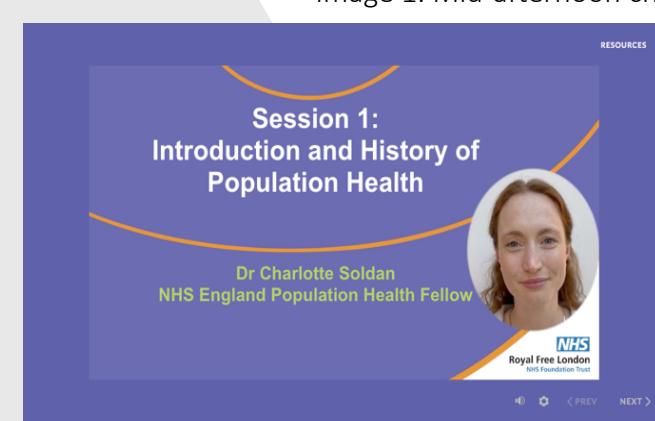


Image 2. Screenshot of eLearning.

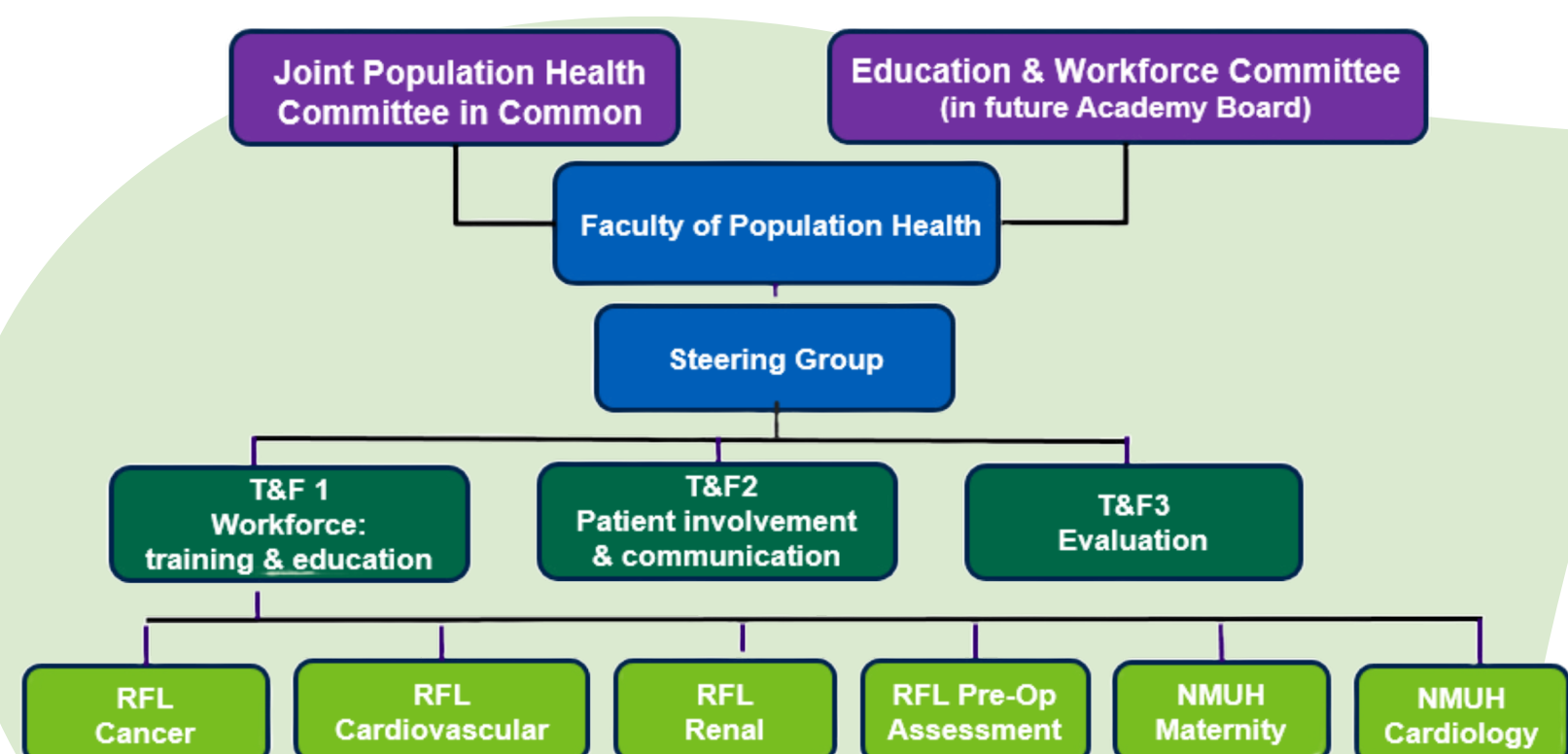


Figure 4. Faculty of Population Health Reporting Structure.

The Faculty of Population Health is co-designed and co-developed: Key stakeholders and pilot sites were identified and invited to form the steering group and T&F groups. Patient involvement T&F group to ensure patient representation on each group.

Conclusions

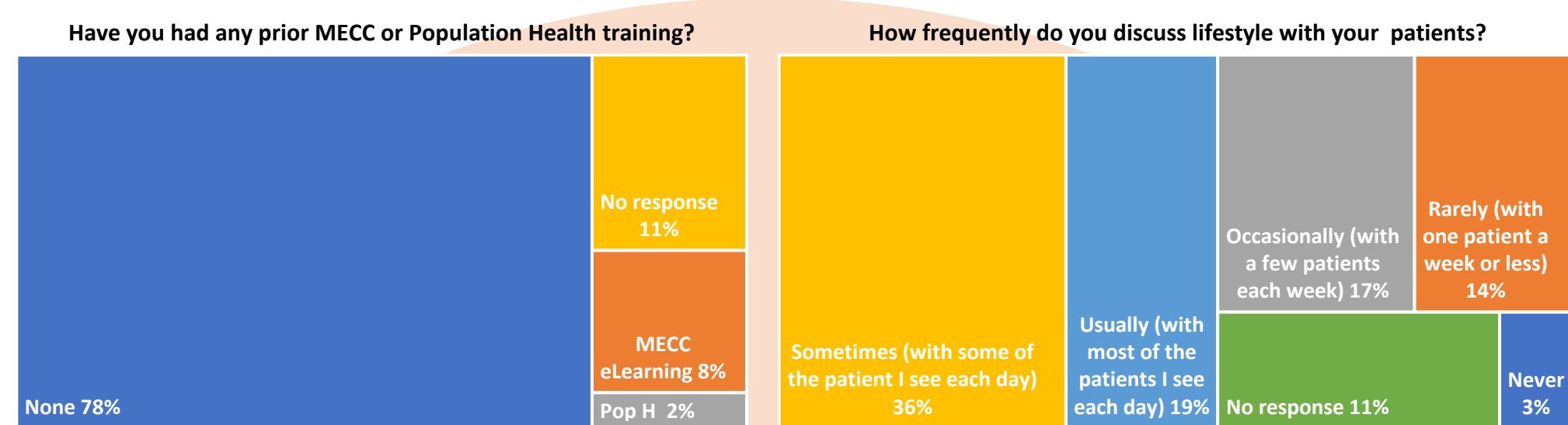
Running a Population Health Upskilling Programme alongside establishing the Faculty of Population Health proved highly effective for engaging front-line staff, connecting with pilot sites & stakeholders, and upskilling our workforce.

Lessons learned: Prioritise face-to-face sessions; take teaching to staff (particularly lower bands); need for a diverse offer and flexible pathway; and importance of ongoing support.

Evolving MECC-like training approach:

- Light-touch training accessible to all: Short videos and opportunistic roadshows.
- Customised training: Core MECC-like training and signposting materials tailored to the needs of pilot sites and their patients, taking advantage of our in-house expertise.
- Advanced training: Ongoing population health upskilling opportunities (including Upskilling day at NMUH) and further training for Champions & Facilitators (e.g. Motivational Interviewing, Lifestyle Medicine).
- Cultural competency and a trauma-informed approach built into training specification and evaluation metrics from the outset.

Our training model is designed to make sure training is accessible and relevant to all.



Figures 1 & 2. Roadshow feedback.

Population Health Roadshows

A short-flexible teaching session offered to departments to introduce population health and a MECC approach to behaviour change. Delivered by the population health team.

9 Roadshows to over 150 members of staff, Mar - Jun 2024. More scheduled.

Aims: Introduce population health, promote the population health team and future opportunities. Engage staff and assess baseline knowledge and practice to establish training needs.

Outcomes:

- 100% of attendees either strongly agreed or agreed that attending the roadshow improved their knowledge of population health approaches. More than 80 sign-ups for the advertised Upskilling Day.
- Little formal training received, but majority of staff engaging in lifestyle conversations with at least some of their patients each day. Figures 1 & 2.

Engage

Upskill

Connect

Collaborate

Create



Image 3. Peter Landstrom, Group CEO. Opening.



Image 4. Talk from Royal Free Charity Support Hub.

Running our population health upskilling programme (roadshows and teaching day) at the launch of the Faculty connected:

- Pockets of population health work happening throughout the organisation: Shared learning.
- Clinical and non-clinical staff interested in population health: Peer support and collaboration.
- Frontline staff with the population health team and the group's senior leadership: Mutual understanding of the support & commitment from the workforce and at an organisational level.

What part of the upskilling day did you find the most valuable and why?

"Networking with teams and building a vision for the future of the population"

"Networking with useful contacts that can help me fulfil my role and improve my own learning and service"

"Meeting the team and seeing the dedication and passion of the steering group"

Figure 3. Quotes from Upskilling Day Feedback.

Faculty of Population Health Training Model

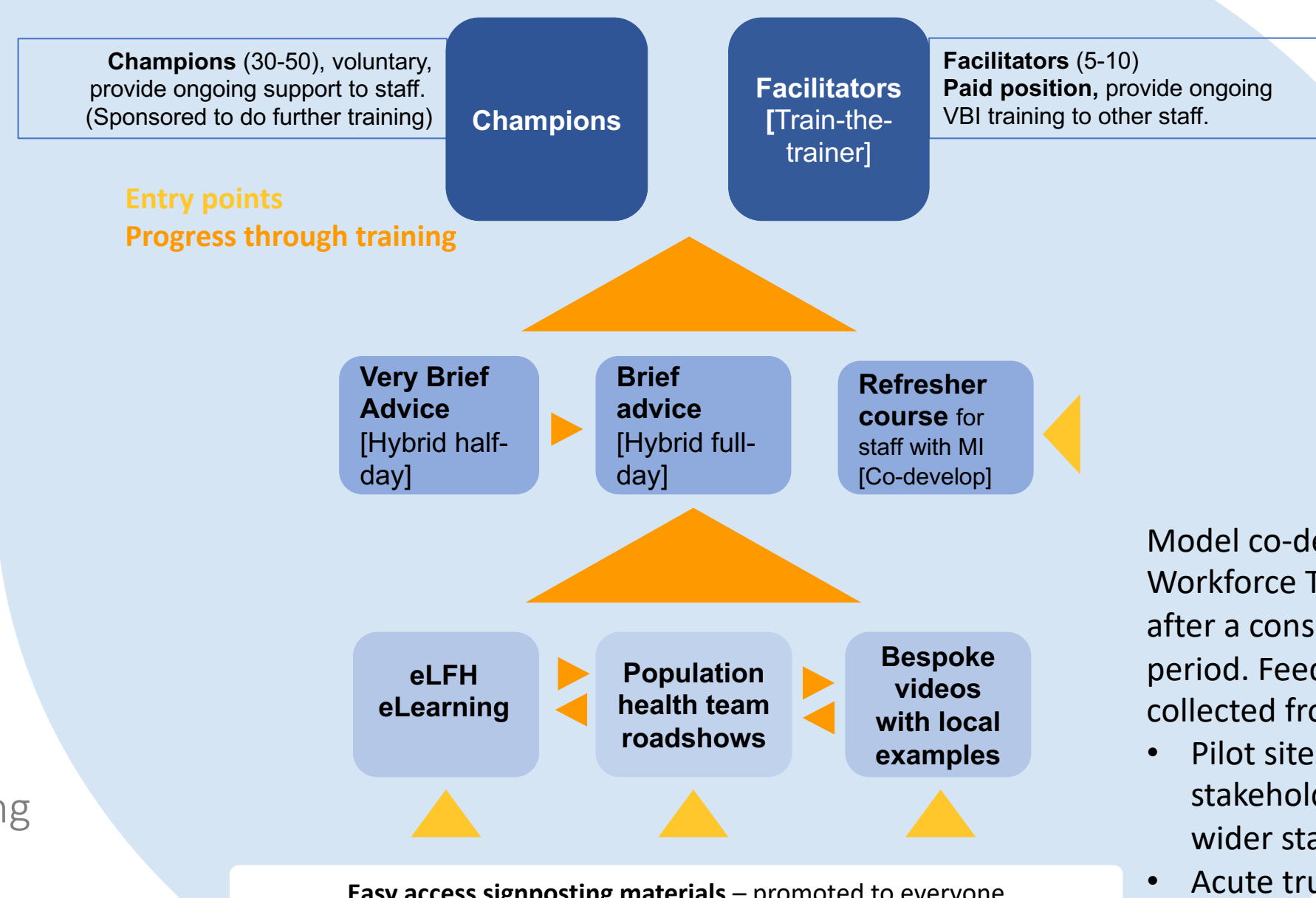


Figure 5. Training Model.

Model co-developed by Workforce T&F Group after a consultation period. Feedback collected from:

- Pilot sites, key stakeholders and wider staff.
- Acute trusts with recent experience of implementing MECC.
- External suppliers and MECC training experts.

References:

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- Haughton C, Newbury-Birch D, Durlik C, Sallis A, Chadborn T, Porter L, Harling M, Rodrigues A. Optimizing Making Every Contact Count (MECC) interventions: A strategic behavioural analysis. Health Psychol. 2021;40(12):960-973. doi:10.1037/hea0001100