

Objectives of Neighbourhood Health identified by North Devon stakeholders

Draft objectives and source summary for the One Northern Devon Neighbourhood Health workshop

Twelve draft objectives at a glance

These draft objectives are listed first so they can be reviewed quickly before the detailed source summary below.

1. **Improve health and care outcomes:** Improve health and care outcomes for people in Northern Devon, with targeted action on prevention, long-term conditions, frailty, mental health and the needs of people experiencing the poorest health.
2. **Organise support around people, not organisations:** Organise support around people and communities, so that care feels more joined-up, easier to access and less fragmented.
3. **Help people get the right support earlier:** Identify people at risk earlier and provide proactive support that helps prevent avoidable escalation, crisis and long-term dependency.
4. **Enable people to live well at home and closer to home:** Support people to live well, independently and safely at home wherever possible, with more care and support available closer to where people live.
5. **Reduce avoidable pressure on acute, urgent and statutory services:** Reduce avoidable escalation, repeated contacts and unnecessary acute or urgent care demand by improving flow, coordination and earlier community-based support.
6. **Improve access, navigation and flow:** Make local support easier to navigate for residents and professionals, with clearer pathways, better signposting, and fewer wrong-door experiences.
7. **Connect and strengthen existing services, community assets and VCSE support:** Build on and connect existing services, community assets and VCSE support so that people can access the right help more easily and partners can work together more effectively.
8. **Use data and local insight to target need and reduce inequalities:** Use data, professional insight, community knowledge and lived experience to identify need, target support, reduce variation and address inequalities.
9. **Develop trusted, high-performing neighbourhood teams and partnerships:** Develop trusted neighbourhood teams and partnerships that work across organisational boundaries with shared purpose, clear roles and strong local relationships.
10. **Support primary care and wider partners to work more sustainably:** Support primary care and wider partners to work more sustainably by reducing duplication, avoidable workload, unclear handoffs and system inefficiency.
11. **Establish clear local ownership, governance and accountability:** Establish clear local ownership, governance and accountability so partners know who leads, who contributes, how decisions are made and how delivery will be coordinated.
12. **Learn, evaluate and adapt over time:** Build in evaluation and learning from the start, so that Neighbourhood Health can be tested, improved and scaled based on evidence, experience and impact.

What Neighbourhood Health is expected to achieve: draft objectives and where they came from

Draft objectives identified so far

We are not starting from a blank page. The objectives for Neighbourhood Health in Northern Devon are being developed from a combination of national guidance, ICB commissioning intentions, local partner insight and previous work with primary care and wider system partners.

These sources include:

- national Neighbourhood Health guidance and the 10 Year Health Plan direction;
- ICB commissioning intentions and Neighbourhood Health planning materials;
- the NAPC summary of government guidance for neighbourhoods;
- the Northern Devon GP Collaborative / PCN workshop notes;
- local conversations about the purpose of Neighbourhood Health;
- wider One Northern Devon work on inequalities, prevention and integrated working.

Together, these sources suggest that Neighbourhood Health should not be understood only as the creation of Integrated Neighbourhood Teams. It is about developing a local model that helps people get the right support earlier, closer to home, and in a way that is more coordinated, preventative, person-centred and sustainable.

Objective 1: Improve health and care outcomes

Neighbourhood Health should improve outcomes for people and communities, with a particular focus on prevention, long-term conditions, frailty, mental health, wellbeing and people experiencing the poorest health.

The national and ICB materials describe improved population health outcomes, measurable progress on prevention and long-term conditions, and reduced inequalities in health outcomes as key success measures for Neighbourhood Health.

Draft objective: Improve health and care outcomes for people in Northern Devon, with targeted action on prevention, long-term conditions, frailty, mental health and the needs of people experiencing the poorest health.

Source summary: Northern INT Workshop Slides / background reading; ICB commissioning intentions and Neighbourhood Health planning materials; NAPC summary of government guidance.

Objective 2: Organise support around people, not organisations

Neighbourhood Health should make support feel more joined-up from the perspective of the person. This means organising care around people's whole needs, rather than expecting people to navigate separate organisational boundaries across health, care, housing, mental health, transport, money and community support.

The GP Collaborative notes describe a future model where patients feel known, practices feel supported, and the wider system works as one. They also describe success for patients as easier access, clearer pathways, more joined-up care, fewer handoffs, greater continuity and care closer to home.

Draft objective: Organise support around people and communities, so that care feels more joined-up, easier to access and less fragmented.

Source summary: Northern Devon GP Collaborative Board: Exploring Integrated Neighbourhood Teams; local conversations about the purpose of Neighbourhood Health.

Objective 3: Help people get the right support earlier

Neighbourhood Health should shift the system away from reacting after crisis point and towards earlier identification, prevention and proactive support.

The ICB background materials describe 2026/27 as a preparatory year for embedding the changes expected through the 10 Year Health Plan, with a stronger focus on prevention and early intervention. They also describe the need to establish INTs focused on high-priority cohorts and to put data-sharing arrangements in place for patient identification and evaluation.

Draft objective: Identify people at risk earlier and provide proactive support that helps prevent avoidable escalation, crisis and long-term dependency.

Source summary: Northern INT Workshop Slides / background reading; ICB commissioning intentions; national Neighbourhood Health guidance.

Objective 4: Enable people to live well at home and closer to home

Neighbourhood services should work in partnership to keep the population healthy and enable people to live fulfilling lives in their own home. This also aligns with the national direction towards care closer to home, integrated intermediate care and a Home First approach.

Draft objective: Support people to live well, independently and safely at home wherever possible, with more care and support available closer to where people live.

Source summary: ICB commissioning intentions text shared for the workshop; Northern INT Workshop Slides / background reading; national Neighbourhood Health guidance.

Objective 5: Reduce avoidable pressure on acute, urgent and statutory services

Neighbourhood Health should reduce avoidable reliance on hospitals and urgent care by meeting more needs earlier and through coordinated support in the community.

The ICB background materials identify reduced demand for acute services as a success outcome, with more needs met earlier and closer to home through proactive, coordinated support. The GP Collaborative notes also describe INTs as a way to improve patient flow, reduce repeated contacts and unnecessary delays, and address avoidable demand and system inefficiency.

Draft objective: Reduce avoidable escalation, repeated contacts and unnecessary acute or urgent care demand by improving flow, coordination and earlier community-based support.

Source summary: Northern INT Workshop Slides / background reading; Northern Devon GP Collaborative Board: Exploring Integrated Neighbourhood Teams; NAPC summary of government guidance.

Objective 6: Improve access, navigation and flow

Neighbourhood Health should make it easier for people and professionals to know what support exists, how to access it, and what to do when one service is not the right route.

Local conversation about the purpose of Neighbourhood Health emphasised making the flow of people with different needs easier, including health, social, mental health, housing and transport needs. It also highlighted the importance of clear pathways and moving away from people being told “no” or “you are in the wrong place” towards “no, but this way.”

Draft objective: Make local support easier to navigate for residents and professionals, with clearer pathways, better signposting, and fewer wrong-door experiences.

Source summary: Recording Neighbourhood Health transcript; Northern Devon GP Collaborative Board: Exploring Integrated Neighbourhood Teams.

Objective 7: Connect and strengthen existing services, community assets and VCSE support

Neighbourhood Health should build on what already exists rather than assuming everything needs to be created from scratch. This means making existing services, community assets and voluntary sector support more visible, connected and sustainable.

Local discussion highlighted the need to understand what is already available, map services and pathways, and understand the strength of connections between them. The ICB materials also identify community and VCSE capacity and capability as a key system enabler for meaningful partnership, co-production and delivery at neighbourhood level.

Draft objective: Build on and connect existing services, community assets and VCSE support so that people can access the right help more easily and partners can work together more effectively.

Source summary: Recording Neighbourhood Health transcript; Northern INT Workshop Slides / background reading; ICB commissioning intentions.

Objective 8: Use data and local insight to target need and reduce inequalities

Neighbourhood Health should use population health management, local data, risk stratification and community insight to understand need and target support more effectively.

The ICB background materials identify population segmentation, risk stratification, shared dashboards and data-sharing arrangements as important enablers for Neighbourhood Health. The GP Collaborative notes also describe the opportunity to use shared data and collaboration to target need, reduce variation and improve outcomes.

Draft objective: Use data, professional insight, community knowledge and lived experience to identify need, target support, reduce variation and address inequalities.

Source summary: Northern INT Workshop Slides / background reading; Northern Devon GP Collaborative Board: Exploring Integrated Neighbourhood Teams; local inequalities and PHM work.

Objective 9: Develop trusted, high-performing neighbourhood teams and partnerships

Neighbourhood Health should support staff and teams to work across organisational boundaries with shared purpose, clearer roles and stronger relationships.

The ICB background materials describe trusted, high-performing teams working across organisational boundaries, with shared purpose, clear roles and strong local relationships, as a success outcome. The GP Collaborative notes describe INTs as bringing together general practice, community health services, social care, mental health services and VCSE organisations around local populations.

Draft objective: Develop trusted neighbourhood teams and partnerships that work across organisational boundaries with shared purpose, clear roles and strong local relationships.

Source summary: Northern INT Workshop Slides / background reading; Northern Devon GP Collaborative Board: Exploring Integrated Neighbourhood Teams; ICB commissioning intentions.

Objective 10: Support primary care and wider partners to work more sustainably

Neighbourhood Health should help reduce duplication, avoidable workload and system inefficiency. It should not simply add another layer of meetings or processes.

The GP Collaborative notes describe success for practices as reduced duplication, reduced inefficiency, clearer pathways, better alignment of resources to demand, and a more sustainable and attractive working environment. They also state that INTs should support practices rather than add additional burden.

Draft objective: Support primary care and wider partners to work more sustainably by reducing duplication, avoidable workload, unclear handoffs and system inefficiency.

Source summary: Northern Devon GP Collaborative Board: Exploring Integrated Neighbourhood Teams; local partner insight about collaboration and system barriers.

Objective 11: Establish clear local ownership, governance and accountability

Neighbourhood Health will require clarity about who is responsible for different elements of delivery, how decisions are made, and how local partners work together at neighbourhood, PCN, OND and system level.

The ICB materials describe the need to confirm organisational ownership of planned deliverables, agree neighbourhood footprints, develop neighbourhood plans and put arrangements in place for delivery. The GP Collaborative notes also highlight the need to clarify roles across the Collaborative Board, PCNs and practices, with stronger coordination, governance and system engagement.

Draft objective: Establish clear local ownership, governance and accountability so partners know who leads, who contributes, how decisions are made and how delivery will be coordinated.

Source summary: Northern INT Workshop Slides / background reading; Northern Devon GP Collaborative Board: Exploring Integrated Neighbourhood Teams; ICB commissioning intentions.

Objective 12: Learn, evaluate and adapt over time

Neighbourhood Health should be developed through testing, learning and adaptation. It should include clear measures of impact, learning loops and a way to understand whether changes are improving outcomes, experience, equity, flow and sustainability.

The ICB materials identify impact evaluation and learning as a system enabler, including a metrics framework, mixed-methods evaluation and learning loops. They also describe ongoing maturity assessments, dashboards and evaluation as part of neighbourhood development.

Draft objective: Build in evaluation and learning from the start, so that Neighbourhood Health can be tested, improved and scaled based on evidence, experience and impact.

Source summary: Northern INT Workshop Slides / background reading; ICB commissioning intentions and Neighbourhood Health planning materials.

Summary draft objective statement

Neighbourhood Health in Northern Devon should improve outcomes and reduce inequalities by organising support around people and communities, identifying need earlier, connecting existing services and community assets, improving access and flow, supporting people to live well at home, reducing avoidable escalation, and enabling trusted local teams and partners to work together sustainably.

How these objectives will be used in the workshop

The workshop will use these draft objectives as a starting point. Participants will be asked to:

- test whether these objectives feel right for Northern Devon;
- identify anything missing or over-emphasised;
- agree which objectives matter most for the chosen cohort;
- use the objectives to describe the desired future experience;
- test whether proposed actions and next steps are consistent with what Neighbourhood Health is intended to achieve.

Source documents and materials used

- Northern INT Workshop Slides 28th April 2026 background reading.
- Northern Devon GP Collaborative Board: Exploring Integrated Neighbourhood Teams - Outcomes, Vision & Next Steps.
- Recording Neighbourhood Health meeting transcript.
- ICB commissioning intentions text shared for the workshop.
- NAPC Government guidance for Neighbourhoods summary image.
- Wider One Northern Devon work on inequalities, prevention, integrated working and Health and Justice learning.