**KNOWSLEY JOINT HEALTH AND WELLBEING STRATEGY**

**2016 – 2020**

**FOREWORD**

Welcome to Knowsley’s Joint Health and Wellbeing Strategy 2016-2020.

We are pleased to share with you our vision and plans to improve health and wellbeing in the Borough. This Strategy builds upon and replaces the first Joint Health and Wellbeing Strategy (JHWBS) (2013 – 16).

Since the formation of the Health and Wellbeing Board and development of the 2013-16 JHWBS, the national health and wellbeing policy landscape has massively changed. There have been large reductions in public sector funding, including significant reductions in local authority spending on social care and public health, reductions in NHS England and Public Health England budgets and a cap on Clinical Commissioning Group / NHS funding despite increasing pressures and demands on NHS and Social Care Services.

There have also been significant changes in policy direction, with the introduction of new strategies and duties placed upon organisations and Health and Wellbeing Board’s. This includes the introduction of the Better Care Fund to transform health and social care services; the NHS 5 Year Forward Plan and the Care Act which have all had an impact on the local health and wellbeing system.

There has also been the fundamental shift to working beyond Local Authority / Health and Wellbeing Board boundaries with a greater emphasis being placed upon working across the Liverpool City Region area and the devolution of areas of responsibility from national government to sub-regions including Cheshire and Merseyside. There is also the requirement to develop Sustainability and Transformation Plans (STP), which ensure that health and care services are planned by place rather than around individual institutions. Locally, the STP covers the Cheshire and Merseyside footprint.

This new Strategy shows how within this wider context we intend to continue to make improvements in health and wellbeing locally. We will also continue to work with partners across the Liverpool City Region and Cheshire and Merseyside to influence and shape plans to maximise health and wellbeing outcomes for the people of Knowsley.

Over the last 12 months, we have completed a comprehensive exercise to assess the key health and wellbeing needs in the Borough and identify new priorities for the Health and Wellbeing Board. We have worked jointly with the public and other stakeholders, supported by Healthwatch and our Engagement Forum to produce this Strategy.

We hope it clearly shows how we, the Board, will oversee improvements in health and wellbeing in Knowsley and describes how we will know if we have made a real impact.

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**SUMMARY**



**SECTION 1: INTRODUCTION**

**1.1 Background**

There has been a Knowsley Health and Wellbeing Board in operation since April 2013. It was established as part of the Health and Social Care Act 2012. Each Local Authority area has a Health and Wellbeing Board, which has to deliver a number of set duties.

As a Board, we are to work together to improve health and wellbeing in our area by doing the following;

* Setting the strategic framework (Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy) and provide leadership locally.
* Holding the local health and wellbeing system to account, ensuring alignment with strategic framework; and
* Promotion of integration between decision makers and service providers in health and social care.

**1.2 About the Health and Wellbeing Board**

The Health and Social Care Act 2012, prescribed that particular representatives were to be part of a minimum membership on Health and Wellbeing Boards but that beyond this local areas could determine the makeup of Boards.

Representatives from the Council, including Officers responsible for Public Health, Children and Social Care and Elected Members, Knowsley Clinical Commissioning Group, NHS England and Healthwatch Knowsley are statutory members of the Health and Wellbeing Board. The Knowsley Health and Wellbeing Board also includes additional community representation from the Engagement Forum and Knowsley Youth Mutual. NHS Providers and the Chairs of the Knowsley Safeguarding Adults Board and the Knowsley Safeguarding Children’s Board are also formally invited to attend the Board meetings.

**1.3 About the Strategy: Building upon our success**

This Strategy replaces our first Joint Health and Wellbeing Strategy 2013-16. Our first Strategy set out an ambitious vision for Knowsley, which we have retained, and detailed how we were going to work together as a Board to improve health and wellbeing in the Borough.

The Strategy also contained four priority areas where there had been significant collaborative working and greater integration to address the priorities. This included the development of a new community respiratory service, development of joint actions / plans to address smoking and alcohol issues and a comprehensive review of mental health and wellbeing which has helped to inform changes in practice.

We have also overseen the production of a fully updated Joint Strategic Needs Assessment (JSNA) that assesses the health and wellbeing needs in the Borough.

We are also proud of our levels of engagement and involvement with the local community in the development of our plans, programme developments and assessment of needs.

We want to build upon the successes we have had in the implementation of the 2013-2016 Strategy, in particular the further development of integrated and collaborative working between partners and involvement of the community.

**1.4 Why is it important to have a Strategy?**

Having a Joint Health and Wellbeing Strategy sets out our commitment, stating what we will do jointly, how we will meet statutory requirements and ensure we all work towards the same aim. It sets a single vision, a set of priorities and agreed ways of doing things so all our partner efforts add up to a greater impact and benefit. At the core of our individual plans will be the things we have agreed to do together. We believe that by doing this we will make the biggest impact, and greatest improvements in health and wellbeing in the Borough.

In Knowsley, we have an ageing population, high rates of early deaths, high drugs prescribing and hospital rates and a high demand on statutory service provision. As a result, we need to ensure local people receive quality services, care and support, at the right time and place so they are used appropriately and effectively, with the aim of preventing use of high cost services. Funding is limited within health and social care, so it is important that collectively we work together to get the most benefit and have a focus of preventative actions to reduce the demand on acute services.

We also know that the life chances of children and young people are restricted due to family poverty, low educational attainment, low levels of employment and job prospects, and their exposure to other challenging personal, social and environmental conditions. We know that these other factors have a direct influence on people’s health and wellbeing and so other agencies and sectors such as housing, education and the voluntary sector need to be fully engaged. Therefore we will be working closely with the Knowsley Strategic Board and a broad range of partners to ensure that health and wellbeing outcomes are considered in plans to address these wider influences on health and wellbeing.

This Strategy will help us to improve and protect the health and wellbeing of all who live and work in the Borough, and make Knowsley a healthy place to live, work or visit. We aim to tackle health inequalities and achieve real and measurable improvements in the health and wellbeing of residents. Our vision is for a healthier Knowsley, where everyone is able to benefit from improvements in health and wellbeing.

We will ensure **quality,** promote **innovation**, improve **productivity** through better efficiency and focus our efforts on **prevention** of ill health improved wellbeing in everything we do.

Working together will help to improve efficiency, reduce duplication, improve patient experience and enhance quality of services. Partners working together but coming from different perspectives also helps to provide challenge to current practices and to look creatively at how to address health and wellbeing issues.

**SECTION 2: DEVELOPMENT OF KNOWSLEY’S STRATEGY**

**2.1 How the Strategy was developed?**

This Strategy has been based on a thorough analysis of the needs of people in the Borough which is shown in the Joint Strategic Needs Assessment (JSNA) for Knowsley. This understanding came from looking at the health statistics and talking to people about their health concerns and what the priorities should be. The statistics show what the biggest causes of death are in the Borough, what people are seeing their GP for and what services, including social care, are being used.

Building upon the last Joint Health and Wellbeing Strategy (2013-16), we have reviewed and worked together to develop this new Strategy. We have also talked to partners, including Board Members, providers, other Board’s including the Safeguarding Children and Adults Boards and the wider public about the Strategy which helped to shape the document. Our Engagement Forum helped us with this process and ensured that local people have a strong say about our plans and services. It includes representatives from various public networks and patient groups. The Engagement Forum have a representative that sits on the Board and helps to ensure that local people are involved listened to and their views are considered to help shape this Strategy. The Engagement Forum will continue to help the Board to delivery this strategy, inform the JSNA and help to co-produce and design services and solutions to improve health and wellbeing in the Borough.

**2.2 What we know?**

**2.2.1 The Big Issues in Knowsley** *(infographic to describe issues to be inserted)*

Overall, 38 high level needs were identified in the JSNA, but local people and partners helped us select the top 15 most important ones. These are:

* **Alcohol** - A major cause of emergency hospital admissions, as well as having a significant impact on crime, the wider economy, mental wellbeing and families’ health.
* **Cancer** - The biggest cause of death in the Borough, with particularly high levels of lung cancer, low screening rates and generally late presentation for treatment and support.
* **Cardiovascular Disease (Diabetes, Heart Disease and Strokes**) - The second biggest cause of death in the Borough, a main cause of long term health problems, high emergency hospital admissions and large numbers of individuals at risk.
* **Children and Family Poverty** - Around one in three children in Knowsley are growing up in income poverty. A child from a low income household is more likely to suffer from poor health, live in poor quality housing and is less likely to achieve their academic potential and secure employment in adulthood.
* **Children at Risk and in Need** - The number of children on child protection plans, looked after by the local authority and exposed to abuse and unsafe situations is relative high. Keeping children safe is extremely important.
* **Domestic Abuse** -A significant issue in the Borough, with domestic abuse incidents and rates being high, with a devastating effect on those directly affected and their families, including children.
* **Educational Attainment & Attendance** - Overall attainment performance in teenagers is improving but still low, which has a knock on effect on job opportunities, prospects and health and preparing children for adulthood has come out strongly through the engagement with young people.
* **Employment and Unemployment** - Long term unemployment is high, with high levels of people on long term benefits. Long term unemployment leads to reduced health and wellbeing and underpins many other social problems.
* **Housing** -Quality of housing, affordability and issues regarding accessibility and availability of housing to meet the needs of an ageing population and particularly disability groups is a significant issue.
* **Living Independently for Longer / Reducing Residential and Nursing Home Care** - Living independently for longer in the community is important to people and is essential for public health services too if they are to cope with the increasingly ageing population and increasing demands against a backdrop of reducing public sector funding for social care.
* **Mental Health and Wellbeing (including Dementia)** - Positive mental health and wellbeing for all is key to improving health as it effects every choice a person makes and can make conditions worse.
* **Respiratory Disease** -The third biggest cause of death in the Borough, and a major cause of hospital admissions and inequalities in health between Knowsley and the rest of the country.
* **Smoking** - The main cause of high rates of respiratory disease and a major cause of heart disease and many cancers in the Borough. Reducing the high smoking rates is a challenge, particularly amongst young adults.
* **Supporting the needs of People with Learning Disabilities** - Individuals with learning disabilities have complex needs, in particular when moving into adulthood. The individuals, families and carers of people with learning disabilities require appropriate, timely support to improve their wellbeing and improved outcomes.
* **Social Isolation and Loneliness** - Is a cross cutting theme that has been identified within mental health and wellbeing, carers, and in supporting older people to live independently as a key issue.

The latest JSNA and up to date needs assessments and statistical reports are available at: [www.knowsleyknowledge.org.uk](http://www.knowsleyknowledge.org.uk)

In summary, improving the health and wellbeing of Knowsley residents and individuals that work in the Borough is vital to economic growth, improved life chances and outcomes. Knowsley has made big improvements in health over the last 10 years or so, but despite this, Knowsley residents still generally have poor health compared to other areas. People are more likely to smoke, drink alcohol excessively, be inactive and be overweight. This largely explains the higher rates of cancers, respiratory disease, heart disease and strokes than in other areas.

Improving mental health and wellbeing continues to be a priority requiring focussed activity and partnership working between Knowsley Clinical Commissioning Group, Knowsley Council and a wide range of other partners. It is a priority because it underpins individual’s own and families’ lifestyle choices, opportunities to work and educational attainment. The squeeze on public sector organisations and the impacts of public sector reform on people’s finances, jobs and relationships is making the situation worse and is an area of concern.

**SECTION 3: WHAT DO WE WANT TO ACHIEVE?**

**3.1 Our Vision**

The Board is agreed that our core vision is;

**‘Working together for a healthier, happier Knowsley’**

**By working together, we want to help everybody to reach their full potential. We will achieve this by having one set of priorities across the council and Knowsley’s Clinical Commissioning Group.**

Further in the Strategy, we describe what success would look like overall and at different stages of life.

**3.2 Our Values and Behaviours**

We feel that the following principles and values will help us to work effectively with partners and local people to achieve this vision. These principles or values set out how we will go about improving health and wellbeing.

* We are compassionate and will look to find solutions to difficult problems because we are committed to maximising health and wellbeing outcomes.
* We as partners are committed to using our resources to achieve the best possible health and wellbeing outcomes for local people and address JSNA priorities.
* We use robust evidence to ensure the maximum health, wellbeing and social benefits and impacts from all our strategies, policies and commissioning decisions.
* We will drive forward improvements in health and wellbeing by promoting the commissioning of high quality, accessible, cost effective services for those that require support.
* We support and build upon the strong assets within the community to improve the health and wellbeing of our population.
* We recognise that our collective resources belong to the people of Knowsley and deliver integrated planning and service delivery wherever this is beneficial.
* We assume that everything is within our gift to resolve, through the trust and strong relationships that exist round the board.

We will hold ourselves as Board partners to account to deliver upon these principles.

**3.3 Our expectations of the System: Holding the System to account**

We have identified the following expectations of the health and wellbeing system that will aid us in improving health and wellbeing in the Borough and addressing the priority needs identified in the JSNA. Central to all of them is the importance of working together with local people to improve health and wellbeing.We expect and will influence partners to apply and show evidence that these principles are considered and addressed within their plans, programmes and services;

* ***‘Improving health and wellbeing is everybody’s business and making the most out of every contact’ -*** We expect partners and wider stakeholders to work together to improve health and wellbeing. This will include working with CCG’s and local authorities on our borders, hospital trusts, local businesses, community and voluntary services and national bodies including Public Health England and NHS England to improve accessibility and ensure the best health and wellbeing services for the people of Knowsley. Making the most of every contact count is essential rather than focusing solely on individual performance targets.
* ***‘Working together through collaboration and greater Integration of programmes and services to improve health and wellbeing and patient/user experience’ -*** We expect partners, providers and wider stakeholders to look for opportunities to collaborate, integrate and join up services to improve outcomes. This will help to ensure that resources available in Knowsley are invested wisely to benefit residents and patients, reducing duplication, creating efficiencies and improving service delivery and outcomes.
* ***‘Putting the individual and family at the heart of designing services and support’ -*** People want seamless services (pathways) and continuity of care particularly across health and social care. We expect that partners and wider stakeholders put individuals and family at the centre of designing services and programmes and involve the public, patients and service users in each stage of development.
* ***‘Promoting the strengths of local people, organisations and services’ –*** By building upon Knowsley’s assets, one of which is the strengths of local people we believe improvements in health and self-care will happen. This includes the need to promote social value wherever possible in the services partners’ commission, which will lead to extra potential benefits for example, employing local people, local companies and services and positively affecting our environment and communities.
* ***‘Providing high quality, safe, cost effective services’ -*** We expect and demand that cost effective health and social care services are provided and that quality of care is not compromised. We will work with our partners to ensure that services are focused on improving the quality of life of those who need them and that individuals are protected from harm. In health and social care, we will continue to look at and use Quality, Innovation, Productivity and Prevention (QIPP) as guiding principles to plan and buy services.
* ***‘Improving access, supporting people closer to home and promoting choice and control’ -*** We know, through talking to people, that they prefer services delivered close to where they live. Working with partners, we want to build upon the success of services provided in the community, such as the respiratory disease service. Evidence shows that when people are able to set their own goals they recover better from illness, become more independent and are less likely to be dependent on longer term care. Therefore we will develop our support so that people, carers and families have far more influence, choice and control over plans for their care and services.
* ***‘Empowering people to improve their own lives’ -*** Long term improvements to health and wellbeing depend on changes to personal behaviour - it is not something services can do alone. We want to emphasise greater prevention and health promotion and empower people to improve their own, and their family’s health and wellbeing.
* ***‘A focus on prevention and early identification’ –*** Prevention needs to be at the heart of all strategies, programmes and services***.*** Universal prevention and early support is important at every stage of life. It can improve quality of life and prevent problems getting worse, and it can also avoid or delay the need for intensive and more costly support at a later stage. In addition, creating health promoting environments and access to appropriate support is essential.

**SECTION 4: OUR PRIORITIES**

We have chosen two priority areas that we feel make the biggest impact on health and wellbeing outcomes in the Borough. We will focus on the following two priorities;

* **Promoting Emotional Wellbeing and Mental Health**
* **Promoting Healthy Living**

For each of the priorities, we have decided on the specific actions we will undertake to address the priorities and how we will hold ourselves and the system to account to deliver change and improvements. This is set out below;

**4.1 Promoting Emotional Wellbeing and Mental Health**

We have agreed collectively to take a new approach to promoting emotional wellbeing and mental health within the Borough.

There will be a shared commitment and approach to promoting Emotional Wellbeing and Mental Health in the Borough. This includes the following key developments;

* Implementation of a programme of work to develop resilience in children and young people (10 – 16 year olds) , and the transition between child and adult services.
* Development and implementation of a single point of referral for mental health.
* Introduction of a consultant led mental health community service.
* Greater emphasis on the provision of appropriate services to support mental health patients in crisis.
* Improved Access to Psychological Therapies (IAPT), with increased access to patients and improved outcomes.
* Greater focus on activities to improve emotional wellbeing including the promotion of social value, good citizenship and the inclusion of wellbeing as a key component and success measure in universal programmes and services.
* Develop and implement a Dementia Strategy which covers the whole pathway including support for those directly affected and their carers and the development of dementia friendly communities.

Progress against the plan will be clear and visible to the Board which will then be better equipped to hold the system to account for delivery and should ensure that board members have a clear insight into what we are doing collectively to improve Mental Health and Emotional Wellbeing in Knowsley.

**4.2 Promoting Healthy Living**

We recognise that promoting healthy livingthrough encouraging positive lifestyle choices and by ensuring that environments promote health is essential. Prevention is better than cure so we believe that by working together and with a range of partners we can raise awareness and influence others to reduce inequalities, improve health and life chances. This will require action both locally and over the Liverpool City Region and Cheshire and Merseyside (STP) footprint to maximise reach, impact and partnership working.

To promote healthy living we will specifically do the following;

* Develop a joint campaign and communication plan which will be used to promote prevention, positive lifestyle choices and early detection of disease.
* Influence other local and Liverpool City Region Boards to consider health within their plans and programmes to promote healthy environments.

We expect partners to shape their commissioning and other activities to do the following;

* Prioritise and include actions to address the priority health and wellbeing needs identified in the JSNA within their plans.
* Have prevention as a key element within their individual plans and programmes to promote positive behaviours, including lifestyle choices and health promoting environments. This will include a particular focus on organisations to ‘make every contact count’. This is about making the most of the interactions frontline staff have with the public to holistically support the needs of individuals.
* Continue to transform health and social care services to deliver better care, encourage independent living, reduce social isolation and join up services to reduce pressures and meet the challenge of people living longer with complex needs. This includes;
	+ Working in partnership to integrate commissioning and provision more productively (including the delivery of work supported by the Better care Fund).
	+ The mobilisation of and support for the community and voluntary sector to provide services directly; and,
	+ The delivery of Extra Care Housing, to encourage independent living and reduce social isolation.

In Knowsley, we will work together with partners and the public to improve health and wellbeing in the Borough by addressing the big issues. We will embrace transparency in the progress we make and by reporting against our annual work plan we will ensure we are accountable to residents and partners. To enable this to happen, we will learn from and build upon our existing best practice. We will also need to be brave and do things differently to make sure we continue to improve the health of Knowsley people, such as investing in new approaches and pooling resources. We have identified some things that need to be done that will help improve people’s health and wellbeing.

**SECTION 5: MAKING A DIFFERENCE: IMPROVING HEALTH AND WELLBEING**

**5.1 Better Health and Wellbeing for all**

Our aim is to improve the health and wellbeing of everybody that lives, works or is registered with a GP in Knowsley. To achieve this, we believe using a life course approach will produce the biggest impact on the population. The reason for this is to show how different partners’ actions, including those that do not sit on the Board, will contribute to the bigger picture, tackle underlying issues and build self-reliance.

The outcomes below show what we want to achieve.

**Overarching Outcome**

People living longer, healthier lives in Knowsley

**Life Course Outcomes**

**Start Well**

1. Mothers and fathers are well prepared for pregnancy and choose to have babies.

2. Healthy conception, pregnancy and birth.

3. Children are ready for school both physically, emotionally and developmentally.

**Grow Well**

4. Children make a positive transition between primary and secondary school.

5. Young people have the skills and resources required to make positive transition choices into adulthood.

**Live Well**

6. Adults have the resources and support to enable them to manage their own health and wellbeing and have a good quality of life.

**Age Well**

7. People are able to maintain independence for as long as possible.

8. People are able to approach the end of life with dignity.

To improve health and wellbeing across the life course in the long term will require it to be everybody’s business.

We believe that by focusing our efforts on the two priority areas chosen we will make the biggest impact across the life course outcomes. Therefore, we will identify key performance indicators and measures that will be used as markers of success. This will include a combination of process indicators linked to the action plan and key performance measures related to the priority areas.

**5.2 How we will know we have made a difference?**

We will know a difference has been made if people living, working and registered with a GP in Knowsley can see improvements in their own, families and friends health and wellbeing. This includes seeing an improvement in the quality of their care and treatment. We will find this out by;

* Asking local people for their views on whether such a difference has been made. This will be done by gaining public testimony, case studies and views from the public, service users and wider stakeholders through the engagement forum and other public engagement activities. In addition, through the process of co-producing the annual social care local account views will be obtained on the priority areas, in particular the mental health programme.
* Monitoring the implementation of action plans for the priority areas and evaluating the impact on key performance indicators and outcome measures.

The effectiveness of the Health and Wellbeing Board will also be evaluated annually. The evaluation will review the progress made in applying the principles detailed in this Strategy. For example, it will involve an assessment of the effectiveness of partnership working, levels of community involvement and the extent of shifting power and resources to the community. The review will include the perceived effectiveness of the Health and Wellbeing Board by partners and stakeholders.

**SECTION 6: MAKING IT HAPPEN**

For each of the priorities, there is an action plan, with the impact measured across the life course outcomes. The plans each have a strategic champion (Promoting Emotional Wellbeing and Mental Health - CCG Accountable Officer; Promoting Healthy Living – Director of Public Health), nominated lead, and actions for health and wellbeing partners. The ‘drivers for change’ will be utilised across all the action plans.

**6.1 Who will make it happen?**

The Health and Wellbeing Board are responsible for the Strategy and will ensure that detailed implementation plans containing specific, measurable, achievable, relevant and time bound (SMART) actions are agreed for the priority areas and are delivered by individual partners. We will make sure that actions are being taken, improvements are being made and that partners are working together to improve health and wellbeing of people in Knowsley. We will hold organisations to account for the delivery of the specific actions. However, to make a real difference we will need the help of additional partners who have contributed to developing the Strategy. Having local people from Healthwatch, the Engagement Forum, Knowsley Youth Mutual and Councillors on the Board will help to ensure accountability to the community. In addition, the council’s Health Scrutiny Sub-Committee will oversee the performance of the Board as well as scrutinising the services commissioned and outcomes achieved.

We will monitor the implementation plans through the Sub Groups of the Board; a Task and Finish Group of the Board (as appropriate); and the Engagement Forum.

The outcome success measures will be regularly monitored and progress reports will be made available to partners and the public through our website.

**6.2 What are the timescales?**

This Joint Health and Wellbeing Strategy is a four year Strategy and so is aligned with the Strategy for Knowsley. It will be reviewed each year, considering progress and updating priorities, with a new Strategy being developed in 2020.

**For further information**

For further information about the Health and Wellbeing Board and the Joint Health and Wellbeing Strategy are available at: www.knowsleyhwb.org.uk

Health and Wellbeing Board Support

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