Joint health & wellbeing strategy

Wellbeing for life - our plan for a healthier Dudley borough 2013 - 2016

Health & Wellbeing Board partners and contact details

Dudley Council 0300 555 2345
Dudley Clinical Commissioning Group 01384 322002
Healthwatch Dudley 03000 111 001
Dudley Council for Voluntary Services 01384 573381
NHS Commissioning Board 0121 695 2222
(Birmingham and Black Country area team)
Cabinet members for health & wellbeing, children’s services and lifelong learning, adult and community services 0300 555 2345
Dudley Council’s office of public health 01384 814050

To find out more about this strategy, email questions or comments to karen.l.jackson@dudley.gov.uk
Welcome
from Councillor Stuart Turner
Chair - Dudley Health & Wellbeing Board

‘The aim of the strategy is to improve the health and wellbeing of people in Dudley borough and to reduce health inequalities. It also states our vision and principles which inspire us to move forward.’

Monitoring and review

So that we will know what success will look like, we will monitor performance of our Outcomes Frameworks for adult social care, public health and the NHS alongside those available for children at our meetings in public.

We will review progress and outcomes during the year and a performance ‘dashboard’ will be developed for health and wellbeing based on these outcomes and local targets.

We are also starting specific action meetings throughout the year to shine a “spotlight” on each of our priorities.

We will review this strategy in 2013 to 14.

What happens next?

In this strategy we have aimed to answer three key questions.

Firstly, to show how different factors affect health and wellbeing across our whole life-course and how our environment and communities affect our health and wellbeing. We have shown the work we have been doing on health inequalities, in All about Dudley borough - Our Joint Strategic Needs Assessment, asset based approach and our understanding of health and wellbeing.

Secondly, to show what we think the priorities for health and wellbeing are for Dudley borough.

Finally, to show how the strategy will be implemented and progress monitored. We have outlined our approach to measuring what success might look like. We will monitor this through explicit reporting arrangements on our commissioning plans, national outcome frameworks and inspection regimes including peer review and sector-led improvement approaches.

Amongst other very significant changes in health services, the establishment of health and wellbeing boards is a new initiative. It changes the leadership, governance and delivery of health and care services in the context of wider determinants of health in Dudley borough. With this in mind, we will review this strategy and our approach during 2013 to 14 to ensure we are heading in the right direction to improve wellbeing for all people living and working in Dudley borough.
Within this framework, our overarching outcomes for health and wellbeing are:

1. **Increased healthy life expectancy** - taking account of the health quality as well as the length of life

2. **Reduced differences in life expectancy and healthy life expectancy between communities** - through greater improvements in more disadvantaged communities

The NHS Outcomes Framework includes monitoring the safety, quality and patient experience of NHS services and how effective they are at preventing people from dying prematurely such as survival rates for cancer, levels of serious mental illness, improving recovery rates from stroke and patient safety incidents.

The Adult Social Care Outcomes Framework measures the safety, quality and client experience of adult social care services and effectiveness in terms of early identification and support and improving the quality of life for people with care and support needs.

The Public Health Outcomes Framework measures the wider influences on health such as education, environment, employment and poverty, behaviours which affect health such as obesity, smoking, alcohol misuse rates, wellbeing levels, screening and immunisation rates and prevention and early detection such as emergency re-admissions, suicide rates, cancer and heart disease mortality rates.

The government has also produced a children and young people’s health outcomes strategy. This identifies the health outcomes which matter most to children and young people and sets out how each part of the new health system needs to work in order to achieve these health outcomes.

Together these frameworks cover a broad range of outcomes.

Within this framework, our overarching outcomes for health and wellbeing are:

1. **Increased healthy life expectancy** - taking account of the health quality as well as the length of life

2. **Reduced differences in life expectancy and healthy life expectancy between communities** - through greater improvements in more disadvantaged communities

The NHS Outcomes Framework includes monitoring the safety, quality and patient experience of NHS services and how effective they are at preventing people from dying prematurely such as survival rates for cancer, levels of serious mental illness, improving recovery rates from stroke and patient safety incidents.

The Adult Social Care Outcomes Framework measures the safety, quality and client experience of adult social care services and effectiveness in terms of early identification and support and improving the quality of life for people with care and support needs.

The Public Health Outcomes Framework measures the wider influences on health such as education, environment, employment and poverty, behaviours which affect health such as obesity, smoking, alcohol misuse rates, wellbeing levels, screening and immunisation rates and prevention and early detection such as emergency re-admissions, suicide rates, cancer and heart disease mortality rates.

The government has also produced a children and young people’s health outcomes strategy. This identifies the health outcomes which matter most to children and young people and sets out how each part of the new health system needs to work in order to achieve these health outcomes.

Together these frameworks cover a broad range of outcomes.

Enjoying good health and feeling well is without doubt important to everyone, which is why we are publishing this document; wellbeing for life - our plan for a healthier Dudley borough 2013 to 2016.

Our public services are in a significant period of change. Our budgets are under pressure. Our population is growing, getting older and requiring more care.

We need to keep children, young people and adults safe in every aspect of their lives, including when they use our services. We believe the best way to improve health and wellbeing is by improving the effectiveness and efficiency of our services, using our resources well, focusing on prevention and early detection of illness and by working in a coordinated and integrated way.

Most importantly let’s work together to make Dudley borough a place where everyone can feel well and have the best health possible through every stage of their lives.
Governance and implementation

As a Health & Wellbeing Board for Dudley borough, we cannot achieve the ambitions set out in this strategy on our own. The strategy covers a wide area of responsibility and crosses the remits of many different organisations as well as individual people living in Dudley borough.

To take account of this and to provide overall re-assurance about quality and safety in our health and care services, the board has made progress on its overall governance arrangements by:

- establishing protocols with the Dudley Health and Adult Social Care Scrutiny Committees, the Dudley Safeguarding Children’s Board and the Dudley Safeguarding Adults Board
- confirming overall executive management of our health and care services and links to wider wellbeing issues through the Children and Young People’s Partnership
- establishing a protocol with the new Healthwatch Dudley, so that we can improve our engagement with Dudley people and develop a better co-production model
- recognising wider linkages to the Dudley Safe & Sound Board for community safety issues and the Black Country Local Enterprise Partnership, which drives sustainable private sector growth and job creation

which will have a positive impact on the health of individuals
- acknowledging the national requirements as set out in the NHS Outcomes Framework, the Public Health Outcomes Framework, the Outcomes Framework for Adult Social Care and those for children and young people as well as inspection regimes of the Care Quality Commission or the Office for Standards in Education (OFSTED) as set out in the diagram below.
In developing this strategy, it is important to agree our understanding of what we mean when we use the words ‘health’ and ‘wellbeing’.

Health can be described from a physical point of view as ‘not being ill’. The World Health Organisation defines health as ‘a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity’.

A person’s ‘positive wellbeing’ is defined by the World Health Organisation as a person ‘being able to realise their own potential, cope with the normal stresses of life, work productively and fruitfully and able to make a contribution to their community.’

The New Economics Foundation identified five evidence based actions that lead to wellbeing:

• **Connect** - with the people around you
• **Be active** - discover a physical activity you enjoy which suits your mobility and fitness
• **Take notice** - reflecting on your experiences will help you appreciate what matters to you
• **Keep learning** - learning new things makes you more confident as well as being fun
• **Give** - do something nice for a friend or stranger, thank someone, smile, volunteer your time

Poor physical health can be a significant risk factor for poor mental health. Equally, a positive mental wellbeing can protect physical health and improve health outcomes and recovery rates. Evidence shows low mental health status can result in poor management of chronic illness and also lead to health damaging behaviours such as smoking, drug and alcohol misuse, a less healthy diet and unwanted pregnancy.

New Economics Foundation, Action for Children, have undertaken research which shows the UK currently spends billions of pounds attempting to deal with the social problems produced by unhappy and deprived childhoods. This can include drug misuse, family breakdown, obesity, mental ill health and crime. The foundation has argued that resources can be saved and wellbeing improved by changing to a more preventative system of care services for children and young people which can make life better for everyone as adults.

We have incorporated this understanding about “health” and “wellbeing” in to this strategy.
What is a health & wellbeing board?

Following the government’s health reforms, in April 2013, the Dudley Borough Health & Wellbeing Board took responsibility for the health and wellbeing of Dudley people.

It brings together Dudley Council, the Dudley Clinical Commissioning Group, Healthwatch Dudley, the NHS Commissioning Board and partners in the voluntary and community sector.

For the past two years the board has met in “shadow” form. Through these meetings, we have worked to establish our purpose as a board which includes:

- leadership for our local health and care system in Dudley borough
- developing a Joint Strategic Needs Assessment and a joint health & wellbeing strategy
- improving the quality and safety of our services and the lives of people using them including safeguarding children, young people and adults
- tackling health inequalities
- agreeing commissioning plans
- engaging with the public and people using our services, especially through the new Healthwatch Dudley as well as with providers of services in our area
- promoting wellbeing through working with others who can influence this

What is an asset based approach?

Our strategy also advocates an ‘asset based approach’ to improving health and wellbeing. This involves working closely with individuals and communities to identify, maximise and connect their talents and resources, support self-reliance and build resilience.

Traditional ‘top down’ approaches have focused on problems, needs and deficiencies, such as deprivation, illness and health-damaging behaviours. This approach has been effective in filling the gaps and fixing the problems where people need the support of a professional or service. But it can make people too reliant on services.

An asset based approach focuses on the factors that create and support human health, such as strong social networks.

Asset based approaches are underpinned by a set of values and principles which:

- identify and make visible the health-enhancing assets in a community
- see citizens and communities as the co-producers of health and wellbeing, rather than the recipients of services
- promote community networks, relationships and friendships that can provide caring, mutual help and empowerment
- identify what has the potential to improve health and wellbeing
- support individuals’ health and wellbeing through self-esteem, coping strategies, resilience skills, relationships, friendships, knowledge and personal resources
- empower communities to control their futures and create tangible resources such as services, funds and buildings

Foot & Hopkins, 2010

Locally, All about Dudley borough - our Joint Strategic Needs Assessment, brings together traditional needs based assessments with the sourcing and capturing of data on subjective wellbeing, community assets and community engagement.

Further work on an assets based approach for Dudley borough is underway. The outcome will be available in 2013 to 14.
What is a life course approach?

Members of the Health & Wellbeing Board represent agencies working with all people at all times of their life – from cradle to grave.

Therefore, we have agreed to adopt a ‘life-course approach’ in our work. As a person travels through different stages in their lives they encounter numerous events and opportunities. These can encourage healthy or unhealthy behaviours which affect their overall wellbeing.

To help with our plans and understanding, the life course can be divided in many different ways. For this strategy we have chosen the following stages to help us plan and deliver our services. The diagram below gives some examples of this. We are also doing more work on how our services might be arranged better with this in mind or further divided based on key behaviour triggers.

### THE LIFE COURSE

<table>
<thead>
<tr>
<th>0-11yrs</th>
<th>12-24yrs</th>
<th>25-39yrs</th>
<th>40-59yrs</th>
<th>60-74yrs</th>
<th>75+yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and young people’s strategy</td>
<td>Older people’s strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carers’ strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tackling obesity strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tackling health inequalities strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As part of a ‘life course’ approach to health and wellbeing, we see early intervention and prevention work as important in tackling inequalities across the generations with a necessary focus on the early years of life and childhood. Partnership strategies that impact on health and wellbeing will impact at different stages of the life-course, as shown above.

Creating the conditions for people to take control of their own lives is key to moving forward. This requires action across the social determinants of health and wellbeing and the huge variety of factors that people experience during the course of their lives.

In taking on responsibility for health and wellbeing in Dudley borough, we are building on firm foundations. Our borough was one of the first areas in the country to produce a Joint Strategic Needs Assessment in 2007. This informed our Dudley Health and Social Care Commissioning Framework 2008 to 13, ‘Seeing the Bigger Picture.’ Our new strategy takes this work forward.

We have learned from others in developing our work. We have been associates of the Department of Health’s National Learning Network for health & wellbeing boards. We also gratefully acknowledge the support of the Local Government Association, Shapiro Consulting (provided through the Dudley Clinical Commissioning Group), the Centre for Public Scrutiny and the NHS Leadership Academy for their help during 2012 to 13.

http://cmis.dudley.gov.uk/cmis5/

### Vision

Our strategy begins with our vision for health and wellbeing in Dudley borough which is that:

- all children in Dudley borough will have the best possible start in life
- people in Dudley borough will live longer, healthier and fulfilling lives
- the gap in health inequalities in Dudley borough will be reduced
Principles

Our vision for health and wellbeing in Dudley borough is informed by some general principles. These are:

- we will aim for the provision of innovative, integrated, localised and personalised services that give excellent value for money - giving the best possible service within the resources available
- we believe people in Dudley borough also need to take responsibility for their own health and wellbeing and so we will focus our services on prevention and early detection
- we will work in empowering ways, appreciating the potential of individuals and their communities to maintain and sustain health and wellbeing and the contribution they can make to shaping and delivering services
- we will aim to tackle health inequalities and will therefore adopt a flexible, ‘universal-plus’ approach to delivering services and interventions based on the Marmot principles
- we will work together with all partners to improve the health and wellbeing of our residents
- we are committed to continual improvement in the quality and safety of our services
- we will ensure our service delivery safeguards children, young people and adults

1. Professor Sir Michael Marmot published a review of health inequalities in England, “Fair Society, Healthy Lives”, in February 2010. This showed the link between economic status and health and wellbeing. It introduced the concept of ‘proportionate universalism’ i.e. actions must be universal but with a scale and intensity that is proportionate to the level of deprivation. In Dudley borough, we call this ‘universal +’. We have a Health Inequalities Strategy for the period 2010 - 2015.

What are health inequalities?

We have developed a health inequalities strategy for 2010 to 2015. You can find it at www.dudley.gov.uk. It outlines our overall analysis and approach.

The World Health Organisation defines health inequalities as the unfair and avoidable differences in health status seen between and within countries. Professor Sir Michael Marmot conducted a review of health inequalities in England and published a report ‘Fair Society, Healthy Lives’, in 2010. This report showed the link between economic status and health and wellbeing. The report identified that focusing solely on the health of people who are disadvantaged would not reduce differences in health sufficiently.

Marmot introduced the idea of ‘proportionate universalism’ where actions must be universal but with a scale and intensity that is proportionate to the level of deprivation. Locally, we call this ‘universal plus’. Reducing health inequalities has been a priority for Dudley borough for a number of years, with the production of a joint strategy up to 2015. The new ‘tackling health inequalities strategy’ adopted Marmot’s key policy objectives with the key aims being to:

- give every child the best start in life
- enable all children, young people and adults to maximise their capabilities and have control over their lives
- ensure a healthy standard of living for all
- create fair employment and good work for all
- create and develop healthy and sustainable places and communities
- strengthen the role and impact of ill health prevention
Priorities

Working together, we believe we should be clear on what we wish to achieve. In the following pages, we explain the background to our priorities and why we have chosen them.

Our priorities are:

1. Making our neighbourhoods healthy by planning sustainable, healthy and safe environments and supporting the development of health-enhancing assets in local communities

2. Making our lifestyles healthy by helping people to have healthy lifestyles and working on areas which influence health inequalities, for instance obesity, alcohol, smoking and early detection of ill-health

3. Making our children healthy by supporting children and their families at all stages but especially the early years; keeping them safe from harm and neglect; supporting the development of effective parenting skills and educating young people to avoid taking risks that might affect their health in the future

4. Making our minds healthy by promoting positive mental health and wellbeing

5. Making our services healthy by integrating health and care services to meet the changing Dudley borough demography, starting with urgent care

Our vision, principles and priorities provide an over-arching framework to inform action planning by partner organisations. Their plans will also be regularly assessed to ensure that we are working to the same positive direction.

Through our governance arrangements, the Health & Wellbeing Board will seek assurance of the quality and safety of our health and care services.

The Health & Wellbeing Board will be flexible and consider and respond to other important issues as they emerge.

Partners on the board have many other responsibilities and duties. We will meet these responsibilities and duties through connected but separate strategies.
All about Dudley borough
Our Joint Strategic Needs Assessment

All about Dudley borough is the name of our Joint Strategic Needs Assessment. This is a collection of data and documentation. You can see it at www.dudley.gov.uk

It uses evidence to report on the needs of people living in Dudley borough and brings together technical analysis and the voices of Dudley borough residents through engagement and consultation events that have been undertaken.

The Health & Wellbeing Board has used this information to establish the priorities outlined previously. The priorities have been chosen because they:

- are issues that affect a lot of people
- will have even more impact in future years
- link to safeguarding and quality and safety in service provision
- make a big impact on people’s lives
- focus on prevention and early intervention
- will have a big impact on tackling health inequalities
- are a critical gap to which we need to give more attention
- are of high importance to the public from our stakeholder events
- require strong leadership, consensus and co-ordinated action across organisations and wider society to achieve change

Things that people told us at these events about what health and wellbeing meant to them...

- The importance of family, friends and relationships
- Having a decent work/life balance
- The need for good quality information and access to high quality services and facilities
- Health and wellbeing are not separate concepts, health is a very important part of wellbeing
- Being in control of your life, being independent
-Having the freedom to make choices
- Feeling happy or content
- Being resilient and able to cope with life’s up and downs
- Being empowered and able to take a personal responsibility for your health
- Aspects of feeling valued, being able to make a contribution to society and feeling good about oneself

Detail on other areas of our engagement across all partner agencies can be found at http://creativecollaborationdudley.wordpress.com/we-are-creative/engaging-together/ and http://online.dudley.gov.uk/dudco/engagement/

Plans to develop our engagement further are underway.
The following is a summary of some important themes identified through our technical analysis and through talking to Dudley borough residents in the past two years.

Demographic changes
- There has been a short term rise in the number of births (200 to 300 more births per year now than in 2000). This will continue for two to three years and then reduce.
- There has been an increase in the number of people in the ageing retirement group. This is set to rise by 7,500 in the next 10 years.
- The number of people with learning disabilities living with older carers is increasing.

Mortality
- Though life expectancy has increased in Dudley borough, men from the most deprived areas still live nine years less than those from the least deprived. Women live six years less.

Lifestyles
- Excessive consumption of alcohol. There are 65,000 adult heavy drinkers in the borough with one in twenty, 14 to 15 year olds drinking more than healthy levels each week (15 units, where one unit is half a pint of ordinary strength beer).
- There are 55,000 obese adults and one in five children in school year six are obese.

Social determinants
- Employment has impacted on all age groups but has hit 16 to 24 year olds the hardest with one third claiming job seeker’s allowance.

Awareness and early detection of ill health
- Currently it is estimated that one in three people with high blood pressure in Dudley borough remain undetected.

Trends in premature deaths
- Cardiovascular disease and cancer remains the biggest killers.
- Whilst premature mortality is decreasing for cardiovascular disease and cancer, it is increasing for accidents and static for respiratory disease.

Mortality
- Though life expectancy has increased in Dudley borough, men from the most deprived areas still live nine years less than those from the least deprived. Women live six years less.

Lifestyles
- Excessive consumption of alcohol. There are 65,000 adult heavy drinkers in the borough with one in twenty, 14 to 15 year olds drinking more than healthy levels each week (15 units, where one unit is half a pint of ordinary strength beer).
- There are 55,000 obese adults and one in five children in school year six are obese.

Healthcare forums
- Regular monthly meeting Clinical Commissioning Group

Take control and get involved
- September – December 2012
- 11,000 members of the public, carers or people using adult social care services
- Focus groups
- Adult Social Care

Children and young people
- July - August 2012
- Focus groups with 40 people aged between 12 and 19
- Discussed / identified the most important health and wellbeing priorities for young people within the Dudley borough
- Dudley Youth Service

From the street
- November 2012
- Trailer visited six locations in the borough – questionnaire on priorities were completed.
- Engagement with 170 members of the public, 259 young people from Thorns School and some members of council staff resident in the borough completed the survey.
- Shadow Health & Wellbeing Board

Nothing about you, without you
- Dudley Concert Hall - June 2012
- Nearly 300 people attended
- Focus: Clinical Commissioning Group (CCG) Authorisation Event

The Healthy Debate
- The Venue, Dudley - July 2012
- 250 people attended for consultation on the strategy and the development of a local Healthwatch Dudley
- Focus: Draft joint health & wellbeing strategy and development of Healthwatch Dudley
- Shadow Health & Wellbeing Board event

Voice of people in Dudley borough
Our engagement 2011 to 2013
The following are some examples of the engagement activity the board and our partners have undertaken in 2012 to 13.
Voice of people living in Dudley borough

We have worked with people in Dudley borough over the past couple of years in preparing our plans, analysing need, engaging, consulting and informing. In addition to the issues already identified, our engagement and consultation also reflect the following issues as priorities:

- **Children**: especially looked after children: as identified by Marmot, this is a priority group for tackling health inequalities. The numbers of looked after children in Dudley borough have been increasing.
- **Minority ethnic communities**: we have a growing population within our minority ethnic communities which includes newly arrived and other migrant groups in the borough.
- **Smoking**: although good progress has been made locally to reduce the number of adults and young people who smoke, there are still 45,000 adults in Dudley borough who smoke and one in seven 15 year olds who smoke. Smoking is also a major causal factor in health inequalities.
- **Poverty**: in 2009 one in four children (under 16s) were classed as living in poverty in the borough (13,745 children).
- **Mental health and wellbeing**: one in four people in Dudley borough have self-reported poor mental health. This worsens for people living in areas of deprivation. The ‘child wellbeing index’ for Local Authorities (2009) puts the borough as below average for positive child wellbeing when compared to all Local Authority areas in England.
- **Dementia**: currently 3,743 people in Dudley borough aged 65+ will have late on-set dementia rising to 4,657 by 2020. 60% remain undetected.
- **Diabetes**: the number of people with diabetes is increasing. Currently 14,961 are known to have diabetes in the borough but one in four people with diabetes remain undetected.
- **The environment**: for us to live healthy lifestyles, the environment in which we live, work and play needs to support us. It needs to be easier to make healthier choices than unhealthy ones. We need access to clean air, active travel, green open spaces, good housing and healthy food choices, services and information and strong social and neighbourhood networks.
- **Drugs**: the total number of people identified as ‘problem drug users’ is small and is reducing (research estimates fewer than one in a hundred 15 to 64 year olds). However drug use contributes to wider social issues such as crime and anti-social behaviour.
- **Sexual health**: the reported level of sexually transmitted infections is small and there will be a number of undiagnosed infections. Chlamydia and warts are the most common infections for the 15 to 24 year olds.

All about Dudley borough - our Joint Strategic Needs Assessment, is the key process by which health and wellbeing needs, assets, priorities, gaps and actions will be identified, and agreed.

We will refresh this understanding on a regular basis.