

Warrington Health and Wellbeing Strategy 2015 -18

*“ Working together for stronger
neighbourhoods, healthier people,
a vibrant and resilient economy
and greater equality across all
our communities ”*



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This Health and Wellbeing Strategy (HWS) sets out Warrington Partnership and Health and Wellbeing Board's, ambitions to improve the health and wellbeing of our residents. It is the second Health and Wellbeing Strategy we have published and aims to build on the work we started in 2012, when we became the only town accredited as part of World Health Organisation Healthy Cities movement.

Working arrangements have bedded down, relationships have grown and our focus on improving outcomes for the people of Warrington has continued.

We made good progress from 2012-2015. Our approach of setting outcomes for all our Health and Wellbeing priorities and on receiving performance updates each time we meet, is working well. This approach has enabled us to keep our focus on the issues that matter and to drive improvement.

We have made progress on several issues during the last term, including:

- Narrowing life expectancy between our most and least deprived communities
- Most growing and vibrant economy outside London
- Establishing pooled budgets across NHS and Local Authority
- Promoting new models of delivery

However, we still have more to do, and this revised strategy sets out our renewed intentions. At its heart, this strategy is about 'whole-place' working, where agencies come together to integrate services to improve outcomes for the whole of Warrington rather than delivering in institutional silos. It provides a framework to enable commissioners to align their commissioning intentions to meet the agreed outcomes.

Our strategy is ambitious and sets down a challenge for us all, including some big changes in how we work together, in how we commission and deliver services, and in our expectations of ourselves and of each other. In short, it sets out our commitment to delivering the aspirations of all our residents, by preventing physical and/or mental illness; and supporting those in our community who are ill, caring, out of work or vulnerable with the right care, by the right person at the right time.

We haven't got all the answers and we will continue to need help from residents, businesses and partners, and I want thank all of those that have contributed to the discussions so far on the Warrington Health and Wellbeing Strategy.

The contributions that people have made to date have helped to shape the beginnings to a refreshed approach. The response to the consultation around the Strategy was exceptional and the input from those people who took the time to contribute is invaluable.

Health and wellbeing is everyone's business and we will continue to drive the conversations and ambition to make Warrington the best it can be. This HWS is supported by other transformation programmes, which includes communication, so that the changes will be clear to you as a citizen of Warrington.



Professor Steven Broomhead
Chair, Warrington Health and Wellbeing Board





Working together for stronger neighbourhoods, healthier people, a vibrant and resilient economy and greater equality across all our communities

Working together: Our vision is shared across all the agencies that work together to secure and deliver public services across Warrington. We work for Warrington, not the individual agencies who employ us.

Stronger neighbourhood: Part of a 'Better Warrington' means recognising the great neighbourhoods with the numerous and varied assets they each have. We want

to nurture the good stuff, and help the areas that would benefit from further improvement, in a way that maintains our unique and proud neighbourhood identities.

Healthier people: Being well, both physically and mentally, is such a fundamental part of maintaining a happy, fulfilling life in which we can contribute positively to family, friends and community. It is central to our overall vision for Warrington.

Vibrant and resilient economy: Warrington benefits from a very strong economic position. Nationally we outperform most other areas, and we want to enhance the opportunities Warrington offers. We want more of this good performance to enable our residents in the most deprived communities to benefit from this performance.



A commissioning approach to strengthening community resilience and developing skills will be necessary.

Greater equality: We recognise that despite our strong economy some of our residents and communities do not always have a fair chance to thrive. Inequalities in life chances vary greatly. There is a 10 year gap in life expectancy between men living in Fairfield and Howley (73.2 years) and men living in Stretton and Walton (83.7 years). Working together we aim to reduce the drivers and impact of inequality.



The outcomes from the implementation of this vision are such that the residents of Warrington will see:

- Improved healthy life expectancy
- A reduction in inequalities
- Fewer people experiencing social deprivation
- An increase in preventative services which support people to tackle issues before they become problems
- More sustainable services which have been designed around current and future needs of local people
- More ownership and involvement from citizens in the design, delivery and evaluation of services
- Our population receiving the right services, at the right time, in the right place



This will be achieved by transforming our public services to ensure that people are the focus of delivery, regardless of organisations providing or commissioning, and that there is a rebalancing of focus from expensive specialist services to universal effective preventative ones.



The purpose of this strategy is to describe what the health and wellbeing issues are for the local community based on evidence in the Warrington Joint Strategic Needs Analysis (JSNA), what can be done to address them, and what outcomes are intended to be achieved.

The aims of this strategy are therefore to:

- Define a vision for improving health and wellbeing across Warrington
- Identify strategic themes and priority actions for improving health and wellbeing through integrated partnership action in order to achieve significant change in population outcomes

This strategy is an overarching document for the next three years but the priority actions will be reviewed on an annual basis. In Warrington we recognise that the delivery of improved health and Well-being will need to be carried out by a range of organisations working in partnership. This strategy seeks to create a framework which will ensure that these partnerships work effectively to achieve this common vision.

The strategic themes will guide the work of Warrington Borough Council, NHS and partners in developing all their commissioning plans for health, care and support as well as the Council's work on the wider determinants of health. The implementation of these plans will be reviewed and monitored by the Health and Wellbeing Board working with the Warrington Partnership Board. Priority actions will be reviewed each year and changed or added to as appropriate. In addition, specific delivery plans for the priority actions will be put in place and these will be monitored by the Health and Wellbeing Board and the Warrington Partnership on a regular basis.

It is important to recognise that the HWS does not sit in independently; there is already a considerable amount of important work underway across the borough that will continue to have a positive impact on the health and wellbeing of our population. These include:

- Joint Strategic Needs Assessment (JSNA)
- The Annual Report of the Director of Public Health
- Warrington Clinical Commissioning Group's Commissioning Intentions
- Warrington Borough Council's Children and Young People's Plan
- Local Safeguarding Board priorities
- The Warrington Compact
- The Community Safety Partnership Plan
- Health & Social Care Act 2012
- Warrington Borough Council's Housing Strategy
- The Report of the Warrington Homelessness Commission
- The Report of the Warrington Skills Commission
- Cultural Strategy
- Active Warrington Strategy
- Local Development Plan
- Growing a Strong Warrington
- Warrington's Closing the Gap in Social Inequalities and Child Poverty Strategy



National context

Health and Social Care Act

The Health and Social Care Act 2012 places Health and Wellbeing Boards at the centre of planning to achieve better population health and wellbeing. Health and Wellbeing Boards have been given a number of core responsibilities including assessing the health and wellbeing needs of the local population through the JSNA and preparing a HWS. The strengthened role of these documents will enable the local health and wellbeing system, particularly communities and the voluntary sector, to work together in concert.

Marmot review - Fair Society, Healthy Lives

The Marmot review made the following six key policy objectives. The policy objectives have been used in developing the Warrington Health and Wellbeing Strategy:

- 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
- Create fair employment and good work for all
- Ensure as healthy a standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill health prevention

Local context

Warrington the place

Situated between the city conurbations of Manchester and Liverpool, Warrington has a clear identity, a strong heritage and cultural identity for 205,150 people.

Our location, at the centre of the North West's transport and communications networks, has been a key factor in Warrington's economic strength. Warrington is the top location in the UK outside of London for business start-ups; ranked as the second best investment location in the UK; has the third highest employment rate per capita; and the fourth highest jobs growth rate in the UK.

Warrington is a borough of dramatic contrasts with rural, idyllic villages, industrial heritage and 'new town' developments. The town of Warrington in the centre of the borough is the largest and most densely populated. There is a marked difference in prosperity and the quality of life between the inner wards and affluent outer suburbs and villages. Twenty neighbourhoods, concentrated around the town centre and home to around 35,600 residents are amongst the most deprived areas in the UK.

Warrington's population has risen rapidly over the last 30 years with the development of Warrington town. This is expected to continue, with projected growth to 235,600 by 2037.

We currently have a relatively young population, however the population is ageing rapidly. We face demand from a significant cohort of frail older people, who are attributes to our society but bring with them issues for our care system of physical frailty and dementia.





Warrington is not alone in that the major challenge we face is managing significant reductions in our funding whilst facing increasing demand for our services.

The NHS will be approximately £30 billion short of funds by the end of this decade whilst local authorities have had cuts imposed by central government of more than 30% in recent years. Taken together the impact of the funding squeeze affects the financial viability of the system. The Health and Wellbeing Board lobbied ministers to address the £50million per year shortfall in funding, to bring us up to the North West average.

Alongside this, the next decade will bring a growing demand for health and social care. This rise in demand comes from the demographic fact that there will be a steep rise in the number of very old people and it is certain that very old people have a larger number of long term conditions than the rest of the population.

Other demand areas and challenges include:

- A growing number of families and individuals who are struggling and in need of help and advice
- The number of frail older people needing support is greater in Warrington than many other similar sized boroughs
- We face many increased costs, similar to our residents, for example the costs of fuel, transport and the general cost of living
- We must respond to the impact of recent bad winters on highways and other older infrastructure that needs investment

By adopting a different approach this will enable people to have the very best health and care and will ensure that we spend taxpayers' money more efficiently.



Warrington will be faced with continued austerity and the need to work more efficiently. We will pool budgets, integrate functions, such as estate management and IMT, across agencies and encourage more transparency across public sector budgets. We will seize the opportunity that devolution brings to offer our growing population a unique Warrington Offer by moving from prioritisation of individual accountability frameworks to an accountability to Warrington citizens.

We believe the case to transform health and social care is overwhelming. Increasing numbers of patient and service users are also pointing out the sometimes fragmented nature of health and social care. Whilst many are receiving elements of care that are very good, the whole pathway of care can at times appear disjointed. Many complain about the fractured nature of their care experience between not only different providers of health and social care, but also different parts of the same organisation.

Just consider some of the killer issues in our borough; smoking related deaths are significantly worse in Warrington than in most other parts of the country. A fifth of the local adult population are excessively overweight. Life expectancy within Warrington varies considerably with men in our most affluent communities living more than 10 years longer than those in our most deprived areas.

We believe it is wrong that people in Warrington have poorer health than elsewhere in the UK and that life expectancy is so varied.



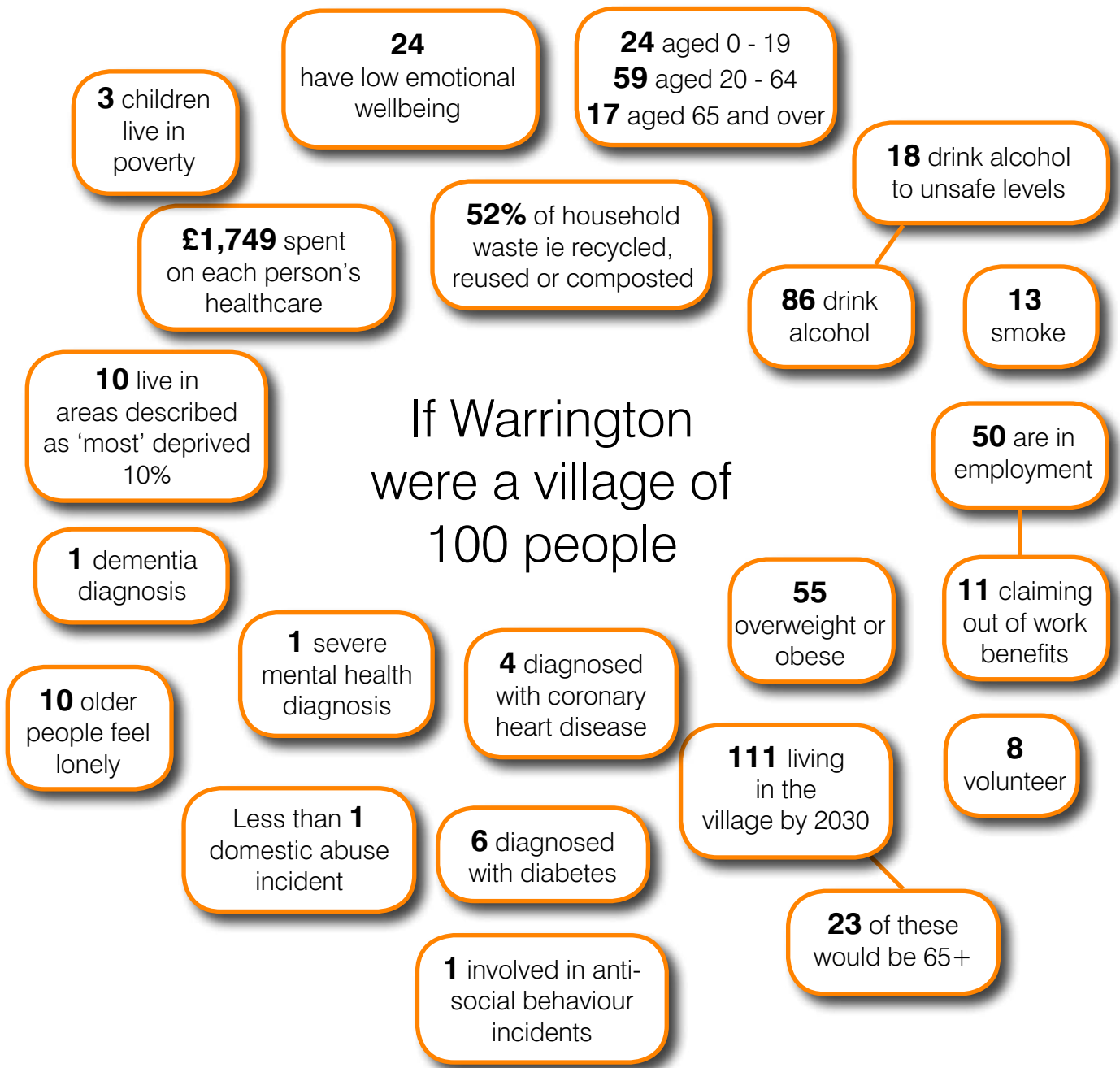
Greater clarity is essential to the overall strategic direction for addressing high level health and wellbeing objectives through joint action. Our aim is to change that, largely through integration. By this we mean person centred coordinated care rather than structural change.

In practice that will mean:

- People are the focus of delivery, regardless of the organisations providing or commissioning
- Outcomes for people take priority over output or process targets and measures
- Frequent users of public services are encouraged to make better choices and contribute to their communities through the development of services designed to encourage and facilitate responsible behaviour
- Multi-agency provision of services, across sectors, are the norm, service silos and duplication are eliminated
- Technology will transform our ability to predict need, provide advice and deliver service



If Warrington were a village of 100 people



To continue to support local people effectively and efficiently, and access new opportunities for even better services, a number of guiding principles have been agreed locally.

They must underpin all health and wellbeing work in Warrington to realise success for the health and wellbeing strategy. They provide a 'check' by which local commissioning plans can be developed, considered and commented on, in order to ensure that they align with the aims and vision of this strategy.

These principles are:

Tackling inequalities: Warrington has stark inequalities between the most and least deprived households and communities. Whilst many of our communities and residents live in relative affluence and are able to access quality homes, transport, and nutritious food that a good income allows, there are some who struggle to access even the most basic of their needs. Improving outcomes for the most deprived households and communities, therefore, is a key principle that will underpin delivery of the strategy.

Promoting prevention: A focus is sustained on prevention, early detection and early help where it is needed, particularly, across traditional agency responsibilities.

Providing care closer to home and enabling self-care: In general people want to be independent, and not live a life in which they are reliant on others to help them do things. When we do need help, we want it to be easy to access, as close to home as possible, and to be able to fit with our and our family's everyday lives.

Strengthening communications and improving engagement: In order to shape public services around the needs of local people, it is essential that local people are involved in setting priorities, and can influence how services are delivered and encouraged to give their views about how things can improve. Communicating clearly our vision for Warrington is an important first step, but we also want to seek residents' participation in the design and delivery of services so that they are the best they can be.





Personal responsibility: Most people are aware of the things that they can do to improve their health and wellbeing, such as stopping smoking, not drinking alcohol to excess, improving their skills levels, engaging in employment, maintaining positive relationships and more; yet many find it difficult to make the change to more positive lifestyles. It is important we support people to take greater personal responsibility, stay active and make the healthy choices that will make a real difference to their lives.

Ensuring consistent safe and quality care: We want all services to be safe, of excellent quality and effective at meeting personal outcomes. By re-shaping delivery, harnessing new technology, and driving down variations in quality and safety of care, we can better meet service users' changing needs, reduce unintended harm or neglect, and improve consistency in positive outcomes.

Investing in integration: Joined up services delivering coordinated care with service user receiving the right care or support at right time, in the right place from the right people

Promoting safety and improved quality of life: For people to enjoy the best possible quality of life it is important that they stay safe and well. Our services will continue to place great emphasis on these aspects of their lives.

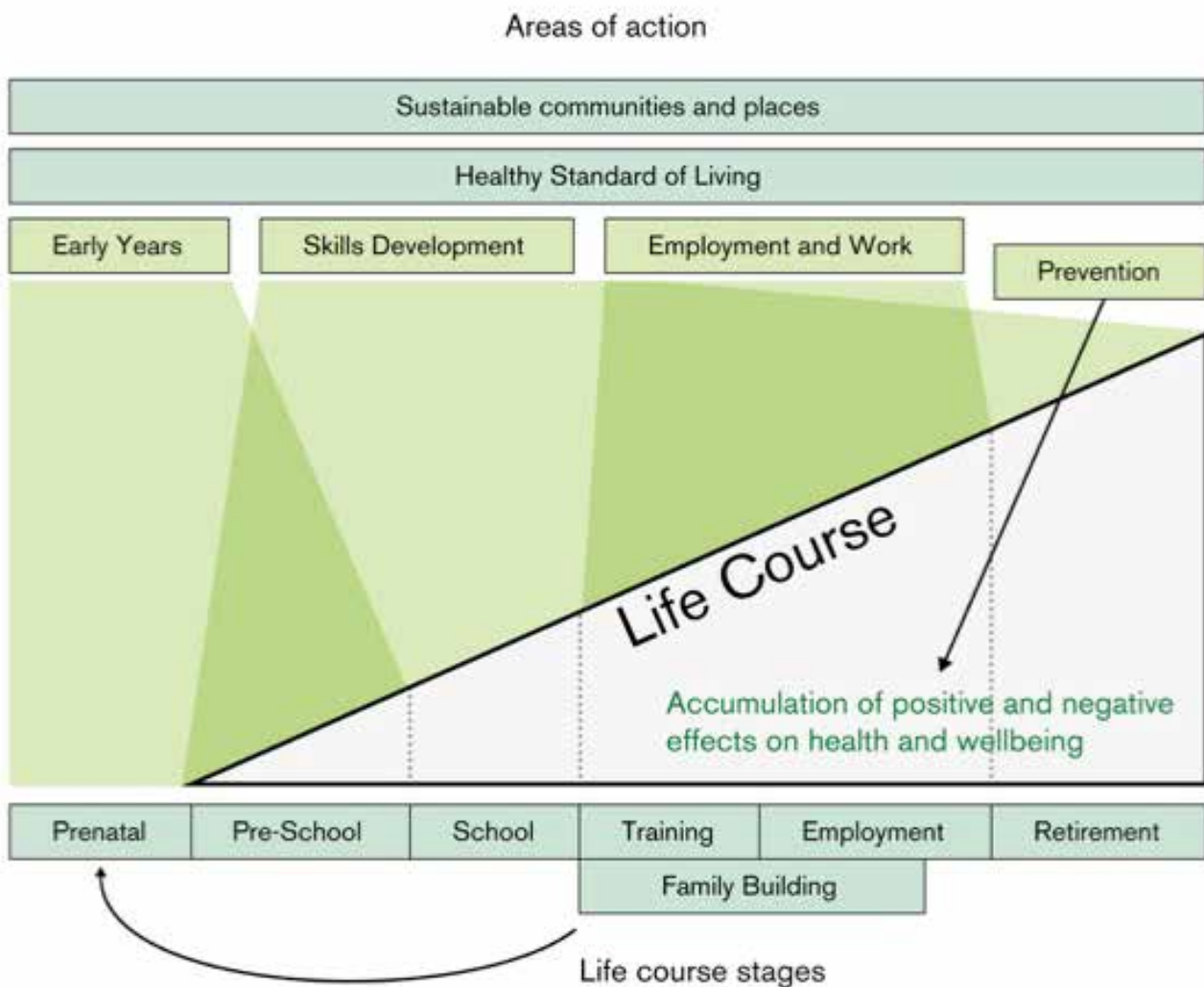
Providing high quality integrated services: We will place increasing emphasis on quality and effectiveness through greater clarity about the results our services produce for people.



Our strategic themes

We intend to focus our work to deliver the strategy across the whole life course, intervening in a coordinated way in childhood, adulthood and old age. This life course approach ensures the people of Warrington have the best start in life, the right opportunities as they develop and start working, and enjoy a healthy older age with the necessary care and support that may be needed.

Figure 1: Action across the life course (Marmot, 2010)



The strategy therefore identifies three distinctive themes, reflecting the different support our residents need at different stages of their life, strengthened by an additional theme of developing strong and resilient communities.



Starting well

There is a strong body of evidence that emphasises the importance of health and wellbeing in childhood and before birth, with long-term benefits of ensuring that all children have access to the best start in life. If we are to improve the health and wellbeing of our population further and more quickly we have to focus on the key issues in the early stages of life.

Key outcomes identified:

- Healthier start in early years, including achieving school readiness
- Less children living in relative poverty
- Narrow the gap in educational outcomes
- Reduce risky behaviours
- Improved levels of emotional wellbeing



Living Well

Adults form a large segment of our population. Choices and behaviours during adulthood can have profound impacts on people's health and wellbeing for the rest of their lives and one of the main challenges in adulthood include the preventing of chronic illness later in life. This will be achieved by early intervention and prevention.



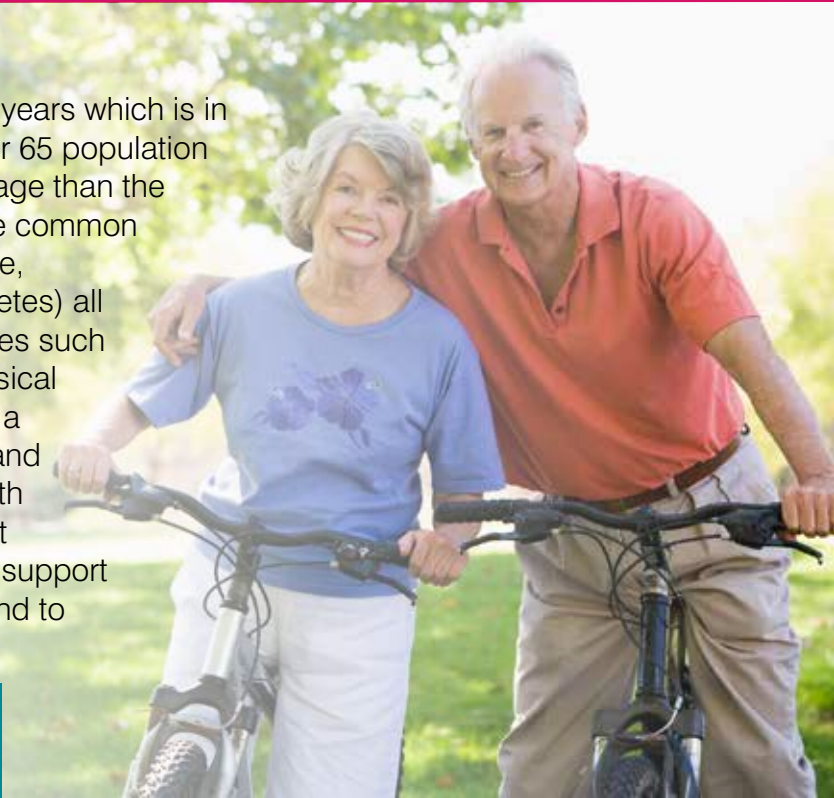
Key outcomes identified:

- People will live longer and healthier lives by reducing gaps in life expectancy between our disadvantaged groups and communities and the rest of Warrington (improved lifestyle choices) and improving outcomes for those with cancer and cardio-vascular disease
- Improve health and wellbeing in our workforce
- Improved levels of mental health
- Reduced levels of unsafe alcohol consumption
- Early intervention and prevention of ill health
- Redesign of our care and support services



Ageing Well

In Warrington 16% of people are aged over 65 years which is in line with the England average however our over 65 population is expected to grow by a much higher percentage than the England average by 2030. The likelihood of the common long term conditions (e.g. cancer, heart disease, hypertension, stroke, respiratory disease, diabetes) all increase with age. The rise of other health issues such as visual impairment, mental ill health and physical disabilities also increase with age and all have a significant impact on people's independence and need for care and support. By promoting health in our populations we can delay and/or prevent their need for treatment services. This will also support people in their desire to remain independent and to lead full and active lives in older age.



Key outcomes identified:

- Services which promote health, independence and wellbeing and develop community capacity to reduce loneliness and reliance
- Care which is more preventative, personalised and anticipatory
- Care received by the right person, in the right place, at the right time

A strong and resilient Warrington

In Warrington, the local economy, the environment, our community and our home all significantly influence our health and wellbeing regardless of our age or stage in life. A place to call home, a pleasant environment with access to space and recreational opportunities; being able to live without the fear of crime; and rewarding employment all play an important part in how well we feel. In addition feeling connected to people around us and helping others, whether that be family, friends or the wider community has a significant impact on our emotional wellbeing and our ability to respond well to life's ups and downs.

Key outcomes identified:

- A strong economy which maximises opportunities for everyone
- Affordable homes in places where people want to live
- People able to live at home, with improved independence, health and quality of life
- End homelessness in Warrington through a focus on prevention and strong integrated partnership working
- Thriving communities which are connected and safe
- A sustainable transport infrastructure that enables access to work, health and leisure facilities for all
- More residents with the skills to benefit from local economic prosperity
- Improved employment rates for all communities



We want children and young people in Warrington to have a healthy, happy and safe childhood, to achieve their full potential and make a successful transition to adulthood. Overall, children and young people in Warrington have good educational, health and social outcomes. However this isn't the full picture and further work is required to ensure equality of outcomes across our neighbourhoods, different cohorts of children and to embed a truly preventative approach to service delivery.

The landscape in which our children and young people are growing up is changing. Access to social media gives unprecedented levels of uncontrolled access to information and also contact with other people. Although this potentially reduces the risk of social

isolation, it also increases the risk of exposure to issues such as increasing sexualisation, unrealistic expectations about behaviours and body image and possible exploitation. Risk taking behaviour is a natural part of development and adolescence however some 'risky behaviours' are leading to issues such as smoking, use of alcohol and substances, teenage pregnancy and even admissions to hospital.

A recent school based survey identified body image, weight management and bullying as the key concerns for children and young people in the town. It is well established that access to a healthy balanced diet and regular exercise not only improves physical health but also has a significant impact on mood and an individual's ability to manage stress.



We recognise most children and young people live in the context of 'family' or with carers. Parental capacity to effectively parent is a crucial factor in ensuring good health, education and social outcomes. The impact of parental mental health, substance/alcohol misuse alongside domestic abuse is clearly evident in the lives of children coming into care or the youth offending systems. Many of these parents will themselves have been carers and victims in their own right.

Prevention and early help in the lifecycle of the child are critical in preventing problems becoming entrenched; too often professionals find themselves looking for solutions to problems that have been known for many years.

In our most socially deprived areas 1 in 3 children are living in poverty, and those children who are eligible for the pupil premium (free school meals) do significantly worse at school. Breast feeding rates contribute significantly to better health outcomes and are consistently lower than the national average and much lower in our deprived areas.

Similarly, children who are living in care have significantly poorer educational and health outcomes. Strong educational attainment is closely aligned to positive future life chances, and supporting people out of poverty in the longer term.

Learning and access to skills development is critical for children and young people. Warrington Education Board is leading on a school improvement plan and collaborating with the 'Skills Commission' to ensure young people will have the skills local business need ensuring future access to employment and training.

Good emotional health and wellbeing underpins good physical health. National research would suggest 1 in 10 children experience mental health difficulties at some point. For most children and young people the families, friends, professionals and their own resilience are enough to ensure they can manage life's challenges. However we understand sometimes extra help is required and therefore across Warrington we will jointly commission services to provide timely access to more specialist help to children and young people alongside training and consultation to professionals.



How we will meet the challenge

Care closer to home through the prevention of avoidable hospital attendances and admissions for children and young people is a key priority. This is particularly relevant to those with complex or long term health conditions and also those presenting with mental health problems or poisoning due to drug and alcohol issues, both of which are disproportionately represented from our wards of greatest social deprivation.

The National reforms for Children and Young People with 'Special Educational Needs and Disabilities' (SEND) are reflected in the work the partnership has undertaken locally to implement Education Health and Care Plans, improve care coordination, implement personal budgets and establish the 'Integrated Services' model on the Woolston Learning Village site for children and young people with additional needs.

The commissioning and provider landscape for children and families is complex. In order to ensure a continuum of care that provides a graduated response to need and good educational, health and social outcomes a Joint Commissioning Strategy Plan for Children & Young People has been developed.

The work highlighted in this strategy identifies the need to meet the emotional health and wellbeing needs of children and young people where we have established shared outcomes, aligned investment and engaged providers to collectively ensure services are integrated and deliver timely access to high quality care so as to produce good outcomes. Through the continued integration and alignment of commissioning and provider services. We will identify further opportunities to deliver high quality sustainable and innovative services that deliver prevention and manage on-going complexity. This will enable us to deliver these five priorities:

Our strategy for Starting Well in Warrington focuses on five strategic outcomes:

Outcome	Priorities
Healthier start in early years and throughout childhood to adulthood	<ul style="list-style-type: none"> • Increase in healthy weight • Improve breastfeeding rates • Improve school readiness • Improve management of Long Term conditions • Reduce levels of obesity • Increase levels of physical activity • Timely and coordinated transition to adult services
Less children living in relative poverty	<ul style="list-style-type: none"> • Increase support for families with complex needs • Increase use of Common Assessment Frameworks to support early identification • Improve financial inclusion of families through employment support, skills development and budgeting



Outcome	Priorities
Narrow the gap in educational outcomes	<ul style="list-style-type: none"> • Ensure effective use of the Pupil Premium • Share best practice through school networks • Improve effectiveness of transition from primary to secondary in key groups
Reduce risky behaviours	<ul style="list-style-type: none"> • Initiate integrated approach to commissioning across all key areas - eg. alcohol, drugs, smoking, sexual health. • Support schools with clear information and advice, especially on new trends, eg 'legal highs'
Improved levels of emotional wellbeing	<ul style="list-style-type: none"> • Increase early identification and support • Improve support to families • Ensure the 'user voice' informs service development • Able to engage with other children





We want everyone to have the opportunity to improve their physical and mental wellbeing, live a healthier, longer life, to be safe, and to have access to the learning and employment opportunities that Warrington can offer.

The 'Living Well' theme aligns with the 'Starting Well' and 'Ageing Well' themes and will cover areas predominantly for adults of working age where there is potential for transformational and / or integrated ways of working or delivering support to achieve the desired ambition and outcomes stated above. It is important to recognise that improving health and wellbeing is not solely reliant on 'medical' interventions, but is impacted by much wider determinants.

Warrington has a strong economy, which is rated as one of the fastest growing in the country. Levels of unemployment are lower in Warrington than nationally and regionally.

However, there are stark differences between the most deprived areas and the rest of Warrington, and not all residents are benefiting from our strong economic performance. There are strong links between income and social inequality, with poorer residents experiencing poorer outcomes across nearly all social issues.

There are significant inequalities in life expectancy within the borough, particularly for those who are living in deprivation, and those who are not. Average life expectancy for residents is improving, but improvement has slowed in recent years. The prevalence of multiple lifestyle risk factors is more common amongst deprived populations. Obesity is increasing locally and rates are very high amongst some population groups such as middle aged men, but are also rising among the younger age groups.



Unsafe drinking is an ongoing concern, and smoking rates are still considerably higher in the most deprived areas. Lifestyle choices have a significant impact on the development of long term conditions such as diabetes, heart disease and cancer, the prevalence of which we want to reduce.

The older population in Warrington is ageing at a faster rate than other areas due to the 'new town effect', and this has critical implications for how our health and social care systems will need to provide support in the future where available resources to do so are likely to continue to diminish.

Warrington is generally a safe place to be, however, there are some areas of concern. Of particular importance is domestic abuse, which can have serious consequences on the health and wellbeing of victims. It can cause isolation from family and friends; loss of income or work; homelessness; emotional/psychological effects such as anxiety, depression or lowered sense of self-worth; poor health; physical injury or ongoing

impairment, and at its most extreme - death. It can also have a significant impact on children, as witnessing domestic violence can cause cognitive, behavioural and emotional effects in children that could jeopardise their future health and wellbeing if the right support is not provided.

Improving emotional wellbeing can often be a key first step for people in improving other outcomes both for themselves and family members. In Warrington a quarter of all adults report suffering from low levels of emotional wellbeing, with an overall higher rate for adults of working age, particularly for those who live in areas of deprivation. Poor emotional wellbeing can have a significant impact on a person's life chances, impacting on areas such as accessing employment opportunities, so it is recognised that promoting opportunities to improve emotional and mental wellbeing through a range of interventions is a priority for us.



How will we meet the challenges?

It is the ambition of Warrington that as a result of effective planning and focused resource allocation, joint working and integration, Warrington people will benefit from a range of initiatives overseen by this themed group and show tangible and demonstrable improvements that overall improve health, wellbeing and quality of life.

By taking the opportunities offered by closer working together using integrated approaches to transform how people are supported in managing their wellbeing to achieve positive outcomes, we will together review current initiatives and develop new initiatives to help impact on a range of areas to achieve our joint ambitions for our population. Our desired outcome is for everyone in Warrington to benefit from stronger neighbourhoods, healthier people, a prosperous economy and more equal communities.

Some key initiatives are already underway, and some will change and emerge as we embark on and progress through the integration and transformation process during the life of this Health & Wellbeing Strategy.

Our strategy for Living Well in Warrington focuses on five strategic outcomes:

Outcome	Priorities
People will live longer & healthier lives by reducing gaps in life expectancy between our disadvantaged groups and communities and the rest of Warrington (Improved lifestyle choices)	<ul style="list-style-type: none"> • Improve health related behaviours and lifestyles; and reduce risk factors (high blood pressure, cholesterol and obesity) to prevent cardiovascular disease and enable early detection of cancer • Geographical working through collaborative clusters for primary care • Targeted work in neighbourhoods and communities. • Creating healthier environments such as more smoke free areas, healthier take away options • Focussing on better outcomes for those with Physical and/or Learning Disabilities
Improve health and wellbeing in our public service workforce	<ul style="list-style-type: none"> • Introduce workplace wellbeing charters for large employers • Address issues of low pay amongst the workforce • Establish whole system approaches to recruitment and retention of care and support staff
Improved levels of mental health	<ul style="list-style-type: none"> • Wellbeing service and Integrated wellness model • Parity of esteem between physical and mental health • Acute liaison psychiatry • Mental health promotion and suicide prevention



Outcome	Priorities
Reduced levels of unsafe alcohol consumption	<ul style="list-style-type: none"> • Create a consistent message for local people around safe drinking • Ensure all local policies and planning reflects our ambition for safer drinking level • Deliver targeted prevention work with key groups and communities.
Early intervention and prevention of ill health	<ul style="list-style-type: none"> • Redesign Primary Care • Redesign Urgent Care • Redesign Out of Hospital Care • Redesign of elective Care • Promotion of integrated health and social care





There is no 'one size fits all' approach to ageing well. People are unique, and need different components in life to make them happy and healthy. What we do know however is that older people need good housing, an environment where they feel valued and respected, a place where they are not isolated or lonely, and crucially, have access to support in the right place at the right time to enhance their health and wellbeing.

The next 20 years will see an ageing population, a continuing shift in the pattern of disease towards long-term conditions, and growing numbers of older people with multiple conditions and complex needs. These changes in themselves will make the current model of health and social care delivery unsustainable.

By 2030 it is predicted that the population aged 65+ in Warrington will have increased by nearly 60% from 2010 levels. Over the same period the population aged 16-64 is projected to rise by only 0.3%. Warrington will have higher than the national average residents aged 65+ and through early intervention and prevention initiatives now, we want this future group to stay healthy and active for as long as possible.

Using data based on current usage of health and social care services and mapping this against age profiles demonstrates that it is anticipated that older people will access health and social care services at a much later age of 75 years plus.



The projected number of older people in Warrington with dementia is expected to increase from 2,100 to 4,100 in 20 years, which is almost a 100% increase. In the next 5 years alone, the number of older people with dementia is expected to increase by 300 (14%). This will have a significant impact on the number of carers who will require support, and also a significant impact upon services in relation to capacity, service redesign and workforce development

The pace of change is likely to quicken, and it will be important to plan for these changes. There will be a need to use the total resource available to partners differently to achieve efficient and effective services. Integrated planning of service configuration, service design and workforce requirements will be necessary, as well as other forms of care such as the informal care provided by family members, friends and other members of the community. It is widely understood that the future of health and social care services will not be 'more of the same'.



How we will meet the challenges?

In this strategy we wish to set out the vision, identify shared priorities and build on the success of keeping older people in Warrington healthy and living independently in their own community for longer. Our focus will be on promoting good health, preventing ill health and ensuring good quality care and support when people begin to find it more difficult to continue with the life they probably enjoyed pre-retirement, or in the early years of their retirement. The age at which these difficulties emerge will vary and the preventative approach needs to be focussed on enabling people to maintain their independence and enabling them to regain it at any age. It takes account of the need to anticipate longer term care needs and initiate, where necessary, re-ablement and rehabilitation to encourage and promote independence, either at home or in a homely setting and reduce inappropriate hospital or care home admissions.



Our strategy for older people in Warrington focuses on three strategic outcomes:

Outcome	Priorities
<p>Services which promote health, independence and wellbeing and develop community capacity</p>	<ul style="list-style-type: none"> • Build strong local health alliances as a way to deliver joint health improvement priorities and reduce inequalities • Deliver leisure, cultural and recreational activities and services that reflect the needs of older people in order to maximise both physical and mental health outcomes • Increase older people and carer awareness of entitlements and develop robust referral mechanisms to maximise the reach of and facilitate easier access to good quality financial advice and income maximisation • Develop community capacity and strengthen social networks that connect older people and carers to their communities, helping them access additional information, advice and services, as well as encouraging them to play their full part in contributing to the life of their community and to reduce loneliness.
<p>Care which is more preventative, personalised and anticipatory</p>	<ul style="list-style-type: none"> • Embed self-support/management approaches for people with long term conditions • Establish a model of anticipatory care across health and social care services, e.g. dementia, frailty, long term conditions, falls prevention • Develop a range of housing options to meet the needs of older people and improve the level of housing support provided. This will include provision of equipment, adaptations and Smart/Telecare technology • Further develop aids & adaptations model of service • Deliver the priorities outlined in the Carers Strategy • Raise awareness of and support residents to access Power of Attorney and Guardianship
<p>Care received by the right person, in the right place at the right time</p>	<ul style="list-style-type: none"> • Further develop interventions to support early discharge from hospital • Develop GP based collaborative cluster model of health and social care • Embed a re-ablement model of care across health and social care services • Improve information sharing between services and develop patient pathways • Further enhance the knowledge, skills and competency of the workforce caring for older people • Review primary care support within a nursing and residential care environment • Work with patients, carers and providers to better support families with end of life care



Where we live, the local economy, the environment, our community and our home can all significantly influence our health and wellbeing regardless of our age or stage in life.

Decent housing, a pleasant environment with access to green space and recreational opportunities; being able to live without the fear of crime; secure housing and rewarding employment play an important part in how well we are. In addition feeling connected to people around us and helping others, whether family, friends or the wider community has a significant impact on our ability to respond well to life's ups and downs.

Warrington has a strong local economy and excellent transport links but these have to be improved. We have a vibrant range of leisure, community, cultural and sports activities across the borough; and strong community spirit with a growing voluntary and community sector and a significant number of faith groups.

Despite our strong economy we still have high rates of unemployment in some of our most deprived areas; and in turn high levels of child poverty. There is significant economic growth and regeneration in the area and we need to ensure that our most deprived communities and individuals benefit from the associated employment opportunities for Warrington.

In regenerating our town we should always take into account and plan for community health and wellbeing.

Access to transport allows people to access health services, employment and make community connections. Bus usage figures are declining, whilst some of our access routes to key employment sites are struggling to cope with vehicle levels at peak times.



Air quality in some areas of the borough is quite poor and Warrington has three formally designated air quality management areas. Ensuring there are adequate numbers of affordable homes in the borough is essential in supporting growth and prosperity. In this last year the affordable homes target has not been achieved. In recent years number of households on Warrington's 'Choose a Home' waiting list has increased from just under 2,000 in 2002 to over 30,000 in 2013. Warrington also has an increasing number of people accessing homelessness services who have complex needs. The cost of homelessness isn't experienced by one agency, but has an impact on every agency's budget and efforts, hence the need for transparency and collaboration.

Levels of crime overall in the borough are not high compared with the rest of the country, and many crimes and anti-social behaviour have been reducing over recent years. However, as mentioned earlier, domestic violence is an issue for Warrington; also anti-social behaviour in the town centre has risen possibly linked to alcohol consumption. Fear of crime can have a real impact on wellbeing and there is significant evidence to suggest that certain vulnerable groups are at risk of both becoming involved in crime and/or of being victims of crime.

Social isolation is an issue for many, not just older people. Having strong personal networks and being part of a thriving community are important for wellbeing and also for personal and community resilience. Thriving communities are those where everyone has someone to talk to, neighbours look out for each other, people have pride and satisfaction with where they live and feel able to influence decisions about their area. Many of our communities are thriving, however some struggle more than others and need additional help to develop and maintain support networks.



Community and voluntary sectors are often the first point of contact for many when they need help and support. The impact of Warrington's growing population and reduced resources are also being felt by these sectors.

Our cultural, sporting and recreational offer is strong and growing. Taking part in physical and cultural activity has a positive impact on health and wellbeing. Whilst participation levels are good in some areas ongoing work is required to increase this for all. This will help strengthen resilience and improve overall health issues.



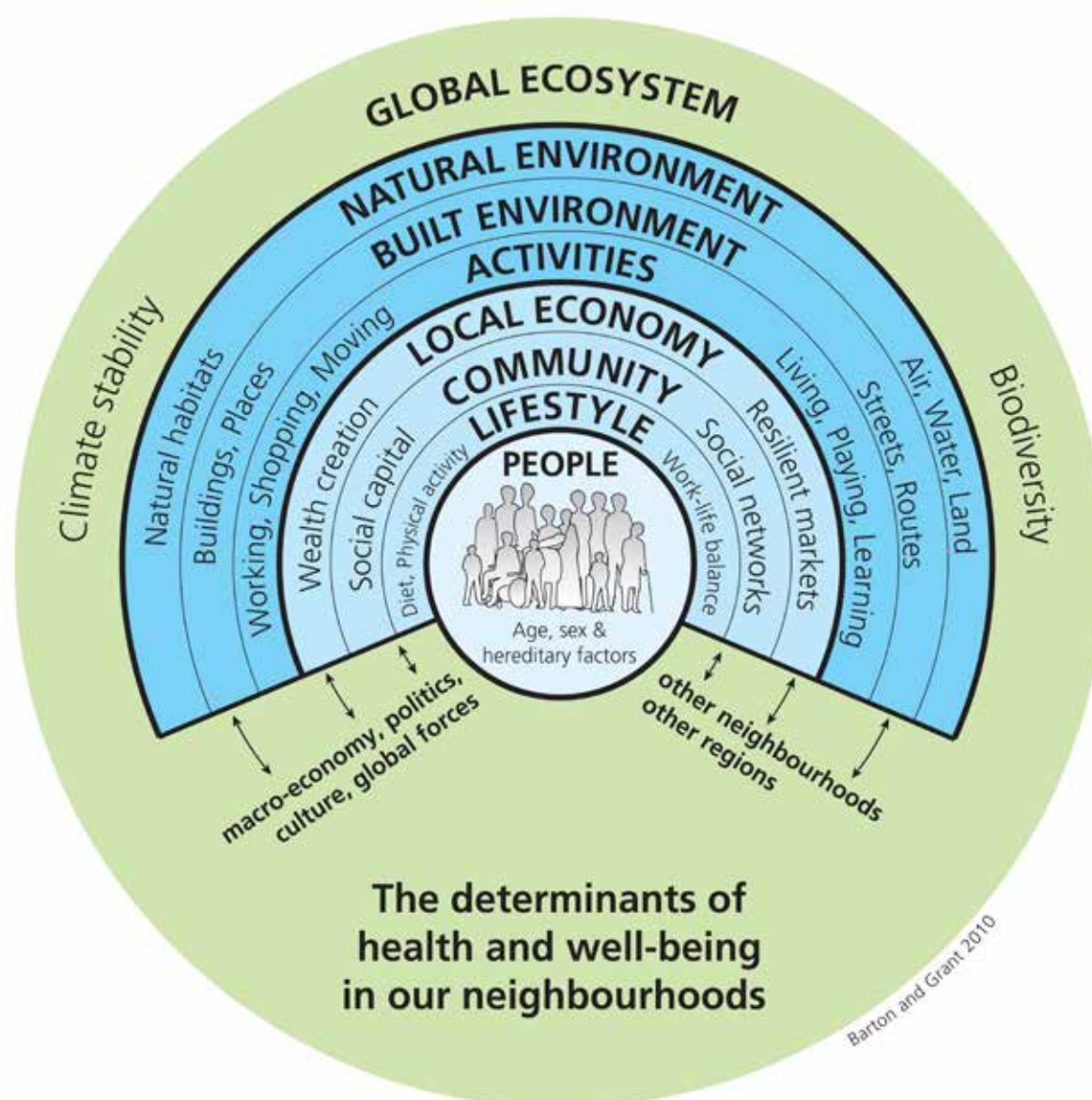


Figure 2: The health map/ecological model of health (Barton and Grant, 2006)

How we will meet the challenges?

This strategy focuses on some of the key outcomes we want to achieve for a strong and resilient Warrington; identifying priority activities that should, with input from all partners, have a significant positive impact on health and wellbeing.



Our strategy for a Strong and Resilient Warrington focuses on six strategic outcomes:

Outcomes	Priorities
<p>A strong economy which maximise opportunities for everyone</p>	<ul style="list-style-type: none"> • Continue to attract new investment into key regeneration and infrastructure initiatives • Provide, through skills, training and jobs growth, employment opportunities for those who struggle to get into and stay in work • Consider the impact on health and wellbeing in all our regeneration and development plans
<p>Affordable homes in places where people want to live</p> <p>People able to live at home, with improved independence, health and quality of life</p> <p>End homelessness in Warrington through a focus on prevention and strong integrated partnership working</p>	<ul style="list-style-type: none"> • Increase the number of affordable homes; • Ensure the provision of new homes in places where people want to live • through the provision of advice, information and preventative services, ensure no one is homeless in Warrington • Help people live at home, improve their independence, health and quality of life
<p>Thriving communities which are connected and safe</p>	<ul style="list-style-type: none"> • Improve community engagement and volunteering • Enable our citizens to make a productive contribution to society • Support the development and growth of the third sector • Increase participation in cultural, sporting and recreational activities • Reduce social isolation • Increase and improve community engagement and involvement in decision making • Ensure the most vulnerable are safer and feel safer. • Reduce the risks faced by potential victims of crime by early identification and prevention.
<p>A sustainable transport infrastructure that enables access to work, health and leisure facilities for all</p>	<ul style="list-style-type: none"> • Increase numbers of people using sustainable travel (public transport, cycling, walking) • Improve air quality • Develop highways infrastructure so that congestion is reduced and it is fit for future growth and regeneration



Outcomes	Priorities
<p>More residents with the skills to benefit from local economic prosperity</p>	<ul style="list-style-type: none"> • Improve access to in and out of work training and skills • Create positive working between employers and school to encourage attainment and promote local employment opportunities • Monitor skills needs in Warrington and ensure providers are training local people in the key skills needed for now and the future
<p>Improved employment rates for all communities</p>	<ul style="list-style-type: none"> • Promote social value is secured through all investment • Match skills to identified opportunities in our local neighbourhoods • Local skills workshops and training opportunities are encouraged • Develop apprenticeships and support entrepreneurship



how do we make it work?

This strategy has set out what the Warrington Health and Wellbeing Board, working with the Warrington Partnership, want to achieve through harnessing the joint efforts of all partners across Warrington. We will ensure that the principles and objectives set out in this strategy are a prime requirement from all of the services that we commission. This section identifies the enabling actions that will support the development and delivery.

Governance and leadership

The successful delivery of this strategy will require the engagement of all partners. Delivery of the strategy will be monitored through the Health and Wellbeing Board and Warrington Partnership Board which provide strategic leadership for health and wellbeing across Warrington. The joint boards will work with other partner organisations to deliver the outcomes contained within this strategy and challenge accordingly to ensure its effective delivery

Strategy consultation

In order to develop this strategy effectively and to engage with as wide an audience as possible, and gain the views and perspectives of key stakeholder groupings, various engagement activities took place between January and March 2015 which are outlined below:

What	When
Online Questionnaire launched	26 January 2015
Document and questionnaire circulated to Joint Board members and key stakeholders	27 January 2015
Consultation publicised on Warrington Together website and also hosted on Warrington Borough Council and Warrington CCG websites	28 January 2015
Presentation to the South, West and Central Neighbourhood Boards	January and February 2015
Policy Committee attendance	February 2015
Warrington Health and Wellbeing Strategy Stakeholder Event	26 February 2015

A copy of the consultation executive summary can be found on the Warrington Together website.



Communication and engagement

Engagement with the community is an essential part of delivering services that are appropriate for our residents. We will continue to listen to what local people need to maintain their health and wellbeing and show that we have listened by the actions we take.

We want to ensure that engagement and opportunity for people to participate in the development and delivery of all health and wellbeing initiatives, including the Health and Wellbeing Strategy, is widened. A separate communication and engagement strategy is being developed which will facilitate this. We want to encourage local communities to take greater ownership of their own health and wellbeing.

We are committed to developing ways to engage with hard to reach groups and will work to ensure that we extend our reach as widely as possible.

Monitoring our progress

For each of these strategic themes, a delivery plan will be developed and monitored regularly by the Health and Wellbeing board and Warrington Partnership board.

The Health and Wellbeing Board and the Warrington Partnership will review the progress of relevant joint strategies and plans so that they can assure themselves that all aspects of the strategy are being delivered.

The partnerships will also develop a set of outcome based measures that will be reported to their boards on a regular basis to enable them to evaluate the success of the strategy in delivering the agreed outcomes. They will review any joint strategies and plans where progress or impact is not as positive as planned and take further action where it is needed.

Transforming our public services to be truly person centred and outcome focussed will be demonstrated by an increased number of our citizens who say

“ *I can plan my care with people who work together to understand me and my carer(s), allow me control, and bring together services to achieve the outcomes important to me.* ”

And by the amount of public sector money which is pooled as well as increased evidence of integrated approaches across Warrington to workforce planning, communication and engagement, information technology, estates and delivery.





NHS
Warrington
Clinical Commissioning Group

WARRINGTON
Borough Council 

