

LiveWell Health and Wellbeing Strategy: Approval of Missions & Goals

To:	Live Well South Tees Health and Wellbeing Board	Date:	26th September 2022
From:	Mark Adams, Director of Public Health South Tees	Agenda:	6
Purpose of the Item	To agree the Missions and Goals for the Live Well South Tees Health and Wellbeing Strategy		
Summary of Recommendations	<ul style="list-style-type: none">• Agree (or amend) the Missions and Goals described in section 3• Note the process to develop the JSNA and Health and Wellbeing Strategy against those Missions• Note that the process of establishing the intelligence behind each Mission may also result in amending and sharpening the missions or goals.		

LiveWell: Missions

Why Missions?

The LiveWell South Tees Board has previously agreed to a “mission-led” approach. This has so far been relatively limited to managing the agenda’s to try and direct discussions to significant areas of work (best start in life, mental health, health inequalities).

The shift to a more specific set of Missions, structured across the lifecourse was agreed at the LiveWell South Tees Board in July 2022, with the Missions to be agreed at the September meeting, following consideration of a longlist to generate a shortlist at the LiveWell Executive in August.

Each mission is a response to a significant local challenge, one where innovation, working together and aligning resources has a big part to play in driving large-scale change. The Missions each have a set of ambitious goals that further articulate and explain the Mission.

Mission Principles

Draft principles behind the selection of the LiveWell Mission(s):

- Important and improving it will contribute to the citizens of South Tees living longer and healthier lives;
- Broad enough to include many areas that would need to feed in to shift the outcome(s);
- Tackles complicated problems which cannot be solved by any single agency;

Vision, Missions & Goals

The vision and aspirations under the lifecourse framework already exist following previous development sessions of the LiveWell Board:

Vision	Empower the citizens of South Tees to live longer and healthier lives		
Aims	Start Well	Live Well	Age Well
Aspiration	<p>Children and Young People have the Best Start in Life</p> <p>We want children and young people to grow up in a community that promotes safety, aspiration, resilience and healthy lifestyles</p>	<p>People live healthier and longer lives</p> <p>We want to improve the quality of life by providing opportunities and support so more people can choose and sustain a healthier lifestyle</p>	<p>More people lead safe, independent lives</p> <p>We want more people leading independent lives through integrated and sustainable support</p>

The following sections outline the draft Missions and Goals beneath each element of the lifecourse framework.

Start Well: Children and Young People have the Best Start in Life

Mission	Goals	JSNA Areas of Exploration	Comments
<p>We will narrow the outcome gap between children growing up in disadvantage and the national average by 2030</p> <p>[by 20XX implied by the end point of the HWBStr?]</p>	<ol style="list-style-type: none"> We want to eliminate the school readiness gap between those born into deprivation and their peers. We want to eliminate the attainment gap at 16 among students receiving free school meals 	<ul style="list-style-type: none"> Distribution of free school meals uptake Distribution of free nursery places uptake Parental and Perinatal mental health and wellbeing Children in absolute low income families Teenage parents 	<ul style="list-style-type: none"> Matches the Levelling Up Education Mission Overlap with social determinants Missions (housing standards, access to green space, employment etc) <p>Partnership(s) Lead:</p>

Mission	Goals	JSNA Areas of Exploration	Comments
		<ul style="list-style-type: none"> ▪ Distribution of attainment levels ▪ Distribution of vaccs & imms uptake 	<ul style="list-style-type: none"> ▪ CYP Partnership & Children’s Trust? ▪ Best Start in Life Partnership (first 1,001 days)
<p>We want to improve education, training and work prospects for young people</p>	<p>3. Extend offers of apprenticeships, training and work placements for young people to make the most of current and future local opportunities</p>	<ul style="list-style-type: none"> ▪ Anchor Institutions within LliveWell Partnership (targeted recruitment, apprenticeships, training, volunteering and placement opportunities); ▪ Social value & community wealth building (employers); ▪ Persistent absentees & school exclusions ▪ Pupils with social, emotional and mental health needs ▪ Pupils with SEND needs ▪ Young people providing unpaid care ▪ Children entering the youth justice system ▪ Teenage conception rate 	<ul style="list-style-type: none"> ▪ Links to Levelling Up Skills Mission; ▪ Connection to Regen Directorates and TVCA (including Shared Prosperity Fund and Levelling Up Fund) required <p>Partnership Lead: ??</p>
	<p>4. We will have no NEETs in South Tees through extended employment, apprenticeship or training offers for 18–25 year olds.</p>		
<p>We will prioritise and improve mental health and outcomes for young people</p>	<p>5. Scale up school based mental health support and support education partners in the establishment of whole school based programmes</p>	<ul style="list-style-type: none"> ▪ Pupils with social, emotional and mental health needs ▪ Hospital admissions as a result of self-harm (10-24) 	<ul style="list-style-type: none"> ▪ Overlap with social determinants Missions (debt, employment, housing etc)

Mission	Goals	JSNA Areas of Exploration	Comments
	6. Improve access to mental health care and support for children and young people rapidly at place, led by needs.	<ul style="list-style-type: none"> ▪ New referrals to secondary mental health services (<18 yrs) ▪ Parental and Perinatal mental health and wellbeing ▪ Children in absolute low income families ▪ Children entering the youth justice system 	<p>Partnership(s) Lead:</p> <ul style="list-style-type: none"> ▪ Tees Mental Health Alliance (?) <p>See - Commission on Young Lives report (07/22);</p>

Live Well: People live healthier and longer lives

Mission	Goals	JSNA Areas of Exploration	Comments
We will reduce the proportion of our families who are living in poverty	1. We want to reduce levels of harmful debt in our communities	<ul style="list-style-type: none"> ▪ Level of debt and impact on communities ▪ Impact of programmes to maximize incomes ▪ Local authority, social housing and PSL rent arrears ▪ Foodbank usage 	<ul style="list-style-type: none"> ▪ Overlaps with “create places and systems that promote wellbeing” ▪ Marmot: Build Back Fairer <p>Partnership(s) Lead:</p> <ul style="list-style-type: none"> ▪ Financial Inclusion Group(s)
	2. We want to improve the levels of high quality employment and increase skills in the employed population.	<ul style="list-style-type: none"> ▪ People engaged in poor quality work – particularly precarious and insecure work ▪ Job density ▪ Average weekly earnings 	<ul style="list-style-type: none"> ▪ Marmot: Build Back Fairer ▪ See Inclusive and Sustainable Economies: Leaving No-One Behind

Mission	Goals	JSNA Areas of Exploration	Comments
		<ul style="list-style-type: none"> ▪ Gap in employment rate between for those with LTC ▪ Economic inactivity rate ▪ Workless households ▪ Adult education availability and access and connection to job market demands ▪ Gender pay gap (by workplace location) ▪ Scope and impact of Individual Placement and Support (IPS) schemes 	<p>Partnership(s) Lead:</p> <ul style="list-style-type: none"> ▪ South ICP Workforce Group (Inclusive employment within LiveWell Partnership (targeted recruitment, apprenticeships, training, volunteering and placement opportunities))
<p>We will create places and systems that promote wellbeing</p>	<p>3. We want to create a housing stock that is of high quality, reflects the needs of the life course and is affordable to buy, rent and run.</p>	<ul style="list-style-type: none"> ▪ Affordable housing supply ▪ Homelessness - households owed a duty & on waiting lists ▪ Over-crowded households ▪ Fuel poverty & excess winter deaths ▪ Conditions of dwelling stock 	<p>See Housing for a fairer society - The role of councils in ensuring stronger communities</p>
	<p>4. We want to create places with high quality green spaces that reflect community needs, provide space for nature and are well connected.</p>	<ul style="list-style-type: none"> ▪ Utilisation of outdoor space for exercise/health reasons ▪ Access to woodlands ▪ Number of premises licensed to sell alcohol/sqkm ▪ Density of fast food outlets ▪ Air pollution - fine particulate matter 	<p>Partnership Lead:</p> <ul style="list-style-type: none"> ▪ Town Centre Partnership(s)? ▪ You've Got This Exchange

Mission	Goals	JSNA Areas of Exploration	Comments
		<ul style="list-style-type: none"> ▪ Mortality attributed to air pollution ▪ Access to health assets and hazards index 	
	<p>5. We want to create a transport system that promotes active and sustainable transport and has minimal impact on air quality.</p>	<ul style="list-style-type: none"> ▪ Adults walking for travel at least 3 days per week ▪ Adults cycling for travel at least 3 days per week ▪ Public transport utilisation ▪ Killed and seriously injured (KSI) on roads ▪ The rate of complaints about noise ▪ Air pollution - fine particulate matter 	<p>Partnership Lead:</p> <ul style="list-style-type: none"> ▪ TVCA? ▪ Air Quality Strategy Partnership (?) ▪ You've Got This Exchange
	<p>6. We will support the development of social capital to increase community cohesion, resilience and engagement</p>	<ul style="list-style-type: none"> ▪ Teesside University community consultations on Covid Recovery ▪ Strong and weak ties and development of social capital evidence base ▪ Art & health evidence base ▪ YGT evidence base (participation) ▪ Level of community participation in the development of [Partner] plans and initiatives 	<p>See "Communities, places and inequality: a reflection" (IFS Deaton Review)</p> <p>See LGA Healthy Places programme</p> <p>Partnership(s):</p> <ul style="list-style-type: none"> ▪ LocalMotion (M) ▪ Lloyds Bank Foundation work with VCS in RC ▪ South Tees Creative Partnership

Mission	Goals	JSNA Areas of Exploration	Comments
<p>We will support people and communities to build better health (aka Prevention!)</p>	<p>7. We want to reduce the prevalence of the leading risk factors for ill health and premature mortality</p>	<ul style="list-style-type: none"> ▪ Density of fast food outlets ▪ Utilisation of outdoor space for exercise/health reasons ▪ Adults cycling or walking for travel at least 3 days per week ▪ Smoking in pregnancy ▪ Smoking prevalence in adults ▪ Percentage of adults classified as overweight or obese ▪ Obesity: QOF prevalence (18+) ▪ Admissions where obesity was a factor ▪ Alcohol related hospital admissions rate ▪ Adult physical activity levels ▪ Percentage reporting a long-term Musculoskeletal (MSK) problem ▪ Admissions for COPD 	<p>Partnership Lead:</p> <ul style="list-style-type: none"> ▪ South Tees Tobacco Control Alliance ▪ You've Got This Exchange ▪ Changing Futures Board (& Combating Drugs Partnership at a Tees level)
	<p>8. We want to find more diseases and ill health earlier and promote clinical prevention interventions and pathways across the system</p>	<p>Distribution, prevalence and social gradient of:</p> <ul style="list-style-type: none"> ▪ Cancer (& by site) ▪ Hypertension ▪ Diabetes ▪ CHD ▪ COPD 	

Mission	Goals	JSNA Areas of Exploration	Comments
		<ul style="list-style-type: none"> ▪ Primary care QOF registers ▪ Screening programmes, including healthy heart checks 	
<p>We will build an inclusive model of care for people suffering from multiple disadvantage across all partners</p>	<p>9. We want to reduce the prevalence and impact of violence in South Tees</p>	<ul style="list-style-type: none"> ▪ Connection to CURV needs assessment ▪ 	<p>Partnership Lead: Tees/Cleveland Police groups:</p> <ul style="list-style-type: none"> ▪ CURV Governance Group ▪ Combating Drugs Partnership <p>Local groups:</p> <ul style="list-style-type: none"> ▪ Changing Futures Board
	<p>10. We want to improve outcomes for inclusion health groups</p>	<ul style="list-style-type: none"> ▪ Healthy life expectancy & life expectancy for inclusion health groups ▪ SMR for inclusion health groups ▪ Risk factors – poverty, insecure housing, violence ▪ Understand barriers to access ▪ Understand the impact of frailty in this group ▪ Deaths from drug misuse ▪ Suicide rate 	<p>See Inclusion Health: applying All Our Health</p> <p>See UCL Collaborative Centre for Inclusion Health</p> <p>See Reducing Health Inequalities for people living with frailty</p> <p>Partnership Lead:</p> <ul style="list-style-type: none"> ▪ NEY Inclusion Health Group <p>Local group(s)?</p>
	<p>11. We want to understand and reduce the impact of parental substance misuse and trauma on children</p>		

Age Well: More people lead safe, independent lives

Mission	Goals	JSNA Areas of Exploration	Potential Host Partnership(s) & Comments
<p>We will promote independence for older people</p>	<p>1. We want to understand and reduce the levels of loneliness and isolation in our communities</p>	<ul style="list-style-type: none"> ▪ Older people living alone ▪ Anti-depressant prescribing ▪ Health related quality of life for people with 3 or more LTCs ▪ Emergency admissions for acute conditions that should not usually require admission ▪ Emergency readmissions within 30 days discharge from hospital ▪ Crime against older people 	<ul style="list-style-type: none"> ▪ Links to community capacity building
	<p>2. We want to ensure our places promote healthy ageing</p>		<p>Partnership Lead:</p> <ul style="list-style-type: none"> ▪ Age Friendly Partnership(s) ▪ Dementia Friendly Partnership(s)
<p>We will narrow the gap in Healthy Life Expectancy</p>	<p>3. We want to reduce the rate of under 75 premature mortality</p>	<ul style="list-style-type: none"> ▪ Under 75 mortality rate from causes considered preventable ▪ Physically active adults 	<ul style="list-style-type: none"> ▪ Matches the Levelling Up Health Mission

Mission	Goals	JSNA Areas of Exploration	Potential Host Partnership(s) & Comments
		<ul style="list-style-type: none"> ▪ Adults classified as overweight or obese ▪ Prevalence of various conditions ▪ Admission rates for various conditions ▪ Screening coverage ▪ Fuel poverty ▪ Index of multiple deprivation score (IMD) ▪ Older people in poverty ▪ Inequality in life expectancy at 65 	
	<p>4. We want to reduce the level of frailty to improve healthy ageing</p>	<ul style="list-style-type: none"> ▪ Estimated prevalence of hearing loss ▪ Preventable sight loss - age related macular degeneration (AMD) ▪ % reporting a long-term Musculoskeletal (MSK) problem ▪ % reporting at least two long-term conditions, at least one of which is MSK related ▪ Prevalence of knee & hip osteoarthritis in people aged 45 and over 	

Mission	Goals	JSNA Areas of Exploration	Potential Host Partnership(s) & Comments
		<ul style="list-style-type: none"> ▪ Rheumatoid Arthritis: QOF prevalence ▪ Prevalence of common mental disorders: aged 65 & over ▪ Hip fractures in people aged 65 and over & % recovering ▪ Dementia recorded prevalence (aged 65+) ▪ Admissions for Dementia ▪ Permanent admissions to residential and nursing care aged 65+ 	

How will it be Different this Time?

System Leadership

The Tees Valley ICP Planning Group Workshop (28 July 2022) has started the process of connecting into the NHS “Leading System Change” and the support that this offers. This should be the core programme to build understanding of the skills and support required and expectation of a “system leader” as this is a bit of an undefined, but oft repeated concept.

A radical approach to drive delivery and support for the Missions would be to assign a system lead to each Mission, to lead beyond the boundaries of their host agency.

Describing System Leadership

The **Kings Fund** have made significant investment into understanding system change and have outlined seven “guiding messages” for would-be system leaders (“Leadership of Whole Systems“):

- Go out of your way to make connections
- Adopt an open, enquiring mind set, refusing to be constrained by current horizons
- Embrace uncertainty and be positive about change – adopt an entrepreneurial attitude
- Ensure leadership and decision making are distributed throughout all levels and functions
- Establish a compelling vision which is shared by all partners in the whole system
- Promote the importance of values – invest as much energy into relationships and behaviours as into delivering tasks

Systems leadership must exist within and across organisational, cultural and geographical boundaries; often without direct managerial control of resources. This moves beyond individual disciplines – we will not achieve the population shift required by operating within the boundaries of the individual organisations.

Transformational change is achieved through influence rather than formal power: behaviours and actions that enable and influence others to make change. The establishment of a common purpose (or Mission) is an important way of aligning partners around our common cause.

Cross-Cutting Principles

The following principles to guide and under-pin the work of LiveWell South Tees were agreed in December 2017, but haven’t really been systematically embedded in our work as a Partnership, or within agencies:

- Addressing Inequalities

- Integration and collaboration
- Use of Information and Intelligence
- Involvement of residents, patients and service users

These principles will also be embedded in the approach to the development of the JSNA:

- Understanding the impact of inequalities at all levels in the collation and interpretation of our combined intelligence;
- Involving communities and residents in understanding their perspectives on issues;
- Consideration of key partners to involve in the interpretation of our combined intelligence;

Alignment with ICB Strategic Aims

The strategic aims of the ICB provide an opportunity to systematically embed these principles at place-level, in particular the shared aims of reducing health inequalities and the potential to surface these through systematic use of differences in outcomes for different groups in every performance metric and through improved understanding driven through the use of population health management stratification tools.

ICB strategic aims



1 Improve outcomes in population health and healthcare	2 Tackle inequalities in outcomes, experience and access	3 Enhance productivity and value for money	4 Help the NHS support broader social and economic development
Continue to raise standards so services are high quality and delivered effectively making sure everyone has access to safe quality care whether in the community or in another setting.	Maximise the use of evidence-based tools, research, digital solutions and techniques to support our ambition to deliver better health and wellbeing outcomes in a way that meets the different needs of local people.	Working with partners in NHS, Social Care, and Voluntary and Community Sector organisations at scale on key strategic initiatives where it makes sense to do so. Harnessing our collective resources and expertise to invest wisely and make faster progress on improving health outcomes.	Focus on improving population health and well-being through tackling the wider socio-economic determinants of health that have an impact on the communities we serve.

Recommendations

- Agree (or amend) the Missions and Goals described in section 3
- Note the process to develop the JSNA and Health and Wellbeing Strategy against those Missions
- Note that the process of establishing the intelligence behind each Mission may also result in amending and sharpening the missions or goals.

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