“Making Health Everyone’s Business”
Professor Kate Ardern
Director of Public Health
Local Context - Wigan in Profile

- **320,000** Population. Ninth-largest metropolitan authority in England, second largest Council in Greater Manchester

- Local Authority responsible for an annual revenue budget of **£231m** a year

- Adult Social Care accounts for around a third of the Councils net resource

- **Over 7,000** people supported within Adult Social Care each year

- Annual Health & Social Care spend across the place - **£669m**
A Familiar Challenge: Our Response

Savings for Wigan Council

- Opportunity to do thing differently
- Wigan one of six to be awarded ‘Creative Councils’ funding to test new ideas about how public services are delivered
- A new relationship with residents and communities
- People at the Heart of Scholes’ - integral to this thinking supported by NESTA and the LGA
- Work in Scholes - powerful impact and challenged the way we work with services users and the wider community
- Commitment to invest at scale

Third largest proportionate reduction in funding across the country through Government austerity
Austerity and Devolution

• Coalition between the Conservatives and Liberal Democrats in May 2010 introduced an **austerity programme** with a range of initiatives affecting local governance through spending cuts

• **Devolution** enabled the transfer of certain powers and responsibilities from national government to a particular region. Decisions made locally can better meet the needs and aspirations of the people who live and work in the area

• **Greater Manchester Combined Authority** (GMCA) was created to help lead the way on city-region devolution through the 2014 Devolution Agreement

• **Health and social care devolution:**
  • Greater Manchester now controls long-term health and social care spending, with a full devolution of £6 billion in 2016/17
  • Local authorities and NHS are working together for greater prosperity, better health, and a good quality of life for Greater Manchester people
  • Focus on preventing ill health and promoting healthy lifestyles
  • Close the gap between those with the best health and those with the worst
Public Service Reform Principles

• A new relationship between public services and citizens, communities and businesses = Do with, not to.

• An asset based approach that recognises and builds on the strengths of individuals, families and our communities rather than focusing on the deficits. Having a “Blank Mind” when having conversations.

• Behaviour change in our communities that builds independence and supports residents to be in control

• A place-based approach that redefines services and places individuals, families, communities at the heart

• A stronger prioritisation of well being, prevention and early intervention.

• An evidence led understanding of risk and impact to ensure the right intervention at the right time
The Deal - 10 Essential Components

• **Strong Narrative** - a simple concept that everyone can understand but is profound in its implications.

• **A belief that this is a movement not a project** - rooting the approach in public service values: “sense of vocation”.

• **Leadership at every level** - commitment and senior sponsorship.

• **Workforce culture change** - training and core behaviours that define how we work, whatever the role.

• **A different relationship with residents and communities** - building self reliance and independence.

• **Permissions to work differently** - leadership backing: ‘we will support you’.

• **Redesigning the system** - testing our systems, processes, ways of working against our principles: ‘do they make the culture and behaviours we want more or less likely?’

• **Enabling staff with the right tools and knowledge** - using new technology to support new ways of working and new roles.

• **A new model of commissioning and community investment** - market development and new arrangements for commissioning.

• **Supportive enabling functions** - breaking down barriers to progress and facilitating the change.
Knowing Your Community Better

- Know your community
- Community Book
- Market shaping
- New commissioning models
- New roles:
  - Community Knowledge Workers – knowing their patch
  - Volunteer community connectors
  - Community Link Workers within primary care
Knowing Your Community Better

Community events
Dance classes
Community hubs
Cooking classes
Community cafes
Art classes
Community Book

What is it?
• Community Book is an online asset based community matching tool

What can it help with?
• Find activities in your local area
• Find out what support is available near you
• Promote your organisation
• Advertise events and activities
• Request volunteers
• Request equipment

www.communitybook.org
Having a Different Conversation

- A blank mind – ethnography
- Conversation about what is important
- Considers the whole person, their life story, family, social networks, environment, health and wellbeing
- Move away from formal assessment and pre-conceived ideas
- Asset model – exploration of gifts and talents
- Community Book is an online asset based community matching tool

What can it help with?
- Find activities in your local area
- Find out what support is available near you
- Promote your organisation
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- Request volunteers
- Request equipment

www.communitybook.org
A Different Conversation With Jane

Jane aged 76 years old
severe back problems resulting in daily pain and reduced ability in mobility

Before :
• Jane felt isolated from the community
• Heavily reliant on her husband to the point where she felt like a burden to him
• To have friends with similar interests to develop meaningful relationships

After having a different conversation:
• Revealed a love of tapestry and sewing
• Three weekly sessions with Daisy Chain stitches at community centre
• New friends with a shared interest in her passion of tapestry
• Her husband had the chance to have respite and pursue his own interests

The Savings
Original monthly cost: £494
New monthly cost: £0
Monthly saving: £494
Royal Society of Public Health
Young Health Champions

• 10 programmes across the borough creating over 100 Young Health Champions
• Successful video campaign raising awareness of Sepsis, Toxic Shock Syndrome and Meningitis reached nearly 2000 people.
• Joseph Roberts has won the RSPH Young Person Health Champions Hygiea Award
• Wigan Council Apprentices have been filmed by ITN speaking to Chris Elsmore, Chair of All-Party Parliamentary Group on Social Media & Young People’s Mental Health & Wellbeing as part of RSPH #ScrollFreeSeptember
Deal for your street

Job Specification

Job Title: Dementia Support Worker

Wigan Council

Main Duties:

- Support people with dementia to live full and independent lives, using and enabling family members to provide care.
- Support people to develop strategies and understand their needs, recognising their unique needs and abilities.
- Support people to engage with others, including friends, family, and community organisations.

Requirements:

- Good communication skills.
- Ability to work independently.
- Must have a valid Enhanced Disclosure.

Working Hours:

- Shift work, including evenings and weekends.

Contact Details:

For more information, please contact [Contact Name] at [Email Address] or call [Phone Number].

Deal for your street

My Time

WORKFORCE

Staff Deal

offering opportunities to learn and grow

Be Wigan

experience

Working Differently;

OUR FORMULA

Adult Social Care and Health

1. Having a different conversation
2. Knowing our community better
3. Attitudes and behaviours of staff
4. Co-location of teams and partner agencies in a place
5. Giving permission and freedom to redesign and innovate

Deal for your street

Staff Deal

Wigan Council

www.wigan.gov.uk
Co-location Of Teams And Partner Agencies In A Place

• Getting workforce together through co-location
• Preventing people from being admitted to hospital by supporting them to live in their homes
• Applying asset based approach
• Shared resources, oxygen, milk, strengths and skills
• Re-designing of work in teams to make it easier to see improved outcomes for residents / patients
Giving Permission And Freedom To Redesign And Innovate

• Giving the workforce permissions to be innovative, creative and work differently
• Allowing staff to do the right thing
• Encourage positive risk taking
Fostering Innovation

Utilising Primary Care Transformation including our Healthy Living Programmes programme to increase Health Checks

Utilising technology to engage more men – faster growing Healthy Life Expectancy for men in Greater Manchester

Confident & Clean’ Award: OFSTED example of Good Practice

Aligning to Primary Care to support earlier intervention for alcohol and addictive medication reduction

Embedding Health Improvement within clinical pathways
Population of Wigan about 323,000. Nearly 98% of Wigan's population are White British:

- 65% of the borough population are of working age.
- 23% of residents have long term illness.
- There are nearly 34,000 carers of which 3,000 are likely to be children.
- Nearly 100,000 people in the borough are living in the most deprived quintile.
- Rates of homelessness are high 3.63 per 1,000 households compared to 2.48 per 1,000 for England.
- Higher than average rates of obesity
- 16 excess cancer deaths each for women and men under 75yrs against the England rates 2012-14 (majority are lung cancer deaths)
- Our population aged 65+ will increase by 30,000 over the 20 years.
Our Key Population Health Programmes

- **The Deal for Health and Wellness** builds on the overall principles of The Deal and applies them within the context of transforming the health and well-being of the population and the health, care and wellness system across the Borough. It is asset-based, application of “different conversations” between citizens and health and social care staff and targeted investment in building community resilience for health and wellness – the approach is integral to the development of the integrated care organisation.

- **Heart of Wigan** which is the Transforming Population Health programme for the Locality Plan “**Further Faster Towards 2020**”. The Heart of Wigan continues to promote physical activity, through the utilisation of green spaces and active travel, to improve the health of Wigan residents. The success of Heart of Wigan has been built on strategic leadership and collaboration from across our partners. Heart of Wigan encompasses the commissioning of all health improvement services.

- **Getting Wigan Borough on the Move investment** which an additional element to the **Deal for Communities** seeks to achieve the same results through a community driven investment – to encourage a sense of ownership, to work collaboratively and be local agents for change.
Heart of Wigan

- North Karelia Whole System CVD Prevention
- Heart Start from Seattle
- Phase 3 transformation work streams afford the greatest opportunity to achieve accelerated impact across clinical and non-clinical areas
- RSPH Health Improvement Level 2 (Heart Champions)
- Community Defibrillator roll-out
- NHS Health Checks ..plus Vascular Dementia risk

Our “Health Movement for Change” currently includes:

1. 1350 Health Champions
2. 495 Heart champions
3. 856 Cancer Champions
4. 10,000+ Dementia Friends
5. 200+ Young Health Champions

The Community Health champions are:

1. Embedded within existing programmes,
2. Made up of members of the community, front line staff and volunteers from across the public voluntary and private sectors.
3. Our current developments include the roll-out of Autism Friends, In Mind Champions and the recently launched Communities in Charge of Alcohol programme led by the residents of Hag Fold

Wigan was the Alzheimer Society Dementia Friendly Town of the Year 2016 and we aim to be the first Autism Friendly Borough
<table>
<thead>
<tr>
<th>Impact and Achievements</th>
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<tr>
<td>Healthy life expectancy in the most deprived areas increased by seven years</td>
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<td>3rd fastest improvement in care home quality nationally</td>
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<td>100% of directly delivered services rated ‘good’ or ‘outstanding’ by CQC</td>
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<td>Wigan is the happiest place to live in Greater Manchester</td>
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<td>72% of residents strongly believe that they belong to their local area</td>
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<td>A balanced budget with growth earmarked 18/19. £26m of cashable efficiencies simultaneous to improving services &amp; outcomes</td>
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<td>Getting people home from hospital: Wigan best in North West and 5th in country</td>
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<td>Admissions to nursing residential care have reduced 15% and at a faster rate than the England average</td>
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<td>75% of residents supported by our outstanding reablement service require no further ongoing social care support</td>
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<td>England</td>
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*From 2009-11

**Reduction in gap compared to England
**Progress**

**Improvements**

- In past 3 years *Healthy Life expectancy* has increased in Wigan by 1 month for males & 23 months for females
- In past 6 years *Early deaths attributed to CVD* have reduced by 29% for males & 25% for females
- In past 6 years *Early deaths attributed to Cancer* have reduced by 16% for males and 9% for females. Wigan is now *similar to the national rate* (previously Wigan has had a significantly higher rate).
- The proportion of adults who are physically active has increased from 48% in 2012 to 63.4% in 2017
- Over 12,000 children doing the Daily Mile every day plus extended to 2 year olds via The Daily Toddle in 19 Nurseries
- *Smoking rates* for routine and manual workers is for 3rd year running in the England average range at 25%(England 25.6%) (overall prevalence is 15.6% 3rd year running in England average range)
- *Smoking rates at time of delivery* has reduced from 16.7% in 2016 to 14.8% in 2017 – this is the greatest improvement for 4 years (England 10.6%)
- *Hospital stays for alcohol related harm* have reduced from 2358 in 2014/15 to 2192 in 2015/16. Second year that numbers have decreased & gap between Wigan & the England average has reduced significantly since 2013/14
- *Teenage Pregnancy rates* at 23.1 per 1000 now in the England average range (20.8)
- All childhood vaccination programmes achieve *95% herd immunity* including MMR and for children in care (better than England for both these stats)

**Challenges**

- 31% of children in Wigan are not school ready for reception (at Eng average) but 50% in some localities and amongst those accessing free schools meals);
- Breastfeeding at 6-8 weeks only 29.7%
- 1 in 4 of the children in one of our primary schools lives in a house with a reportable incidence of domestic violence in the last 2 years;
- 40% of residents at highest risk of unplanned hospital admission are adults of working age – often with complex dependency on public services – our Live Well cohort
- Significant proportion of activity in our GP practices is socio-economic – debt, domestic abuse, loneliness, access to work, cold homes;
- Loneliness is a major determinant of hospital admission for older people;
- Access to quality work for adults of working age is a health protective factor
Indexed Under 75 Mortality from Cancer

Lower is better

Source: Public Health England (Public Health Outcomes Framework indicator 4.05i)
Indexed Hospital admissions for alcohol-related conditions (narrow measure)

Lower is better

Source: Public Health England (Public Health Outcomes Framework Indicator 2.18)
The Impact – Transformed Model Of Community Support

£9m pledged to the community to support community initiatives

Community Knowledge Officers – a network of frontline professionals - share community knowledge and engagement opportunities

Community Investment Fund

Over 380 community initiatives supported to date

Every £1 invested is matched by £1 – £3.9m additional funding brought into the borough

£3.9m

Every £1 spent has brought a fiscal return of £1.57 to public services

£1

£1.57

Community Knowledge Officers – a network of frontline professionals - share community knowledge and engagement opportunities

Successfully thriving volunteer ran swimming pool

Know your community!

Wigan Council Online  wigancouncil  @wigancouncil  www.wigan.gov.uk
The Impact – Transformed Model Of Community Support

- 1063 tenants regularly involved in their community
- 14,100 Wigan Council tenants attending community events and activities in 12 months
- 32 Wigan Borough in Bloom groups
- 2 successful volunteer ran local libraries
- Wigan Borough in Bloom groups delivering 20,000 volunteer hours over 12 months
- Over 25 local businesses attending the ‘business in the community’ bus tours

20,000 volunteer hours
Wigan Council has the only ‘Outstanding’ CQC rated Reablement Service in the country. 93.4% of over 65’s that are discharged from the service still at home 91 days later.

Award winning Integrated Discharge Team – National Award from Action on A&E Delivery and Local Award from the Acute Trust in October 2017.

The EI service assess an average of 600 people living in the community per month, with an average of 90% that do not require formal services after EI intervention (Excluding Reablement caseload).

The Reablement part of the service take home approximately 100 patients per month with an average of 75% not requiring a formal service.

More recently the Reablement Service have been taking home 50 additional patients per month who would have previously been discharged with a care package. On average 50% of these patients with more complex needs have not required a formal care package at the end.
“I absolutely love my job … you have to have a good heart, be able to empathise and take pride in what you do. There is no better feeling than helping someone else. I always say it’s not just a job, for me it’s a vocation.

Working in the adult social care sector is about supporting people to achieve independence to the best of their ability, helping them be a valued member of the community wherever possible and to improve quality of life.

There is no better feeling than helping someone else”

Carole, Social Care Officer

“I love being able to just down and work anywhere with my surface pro and phone. I can actively get adults involved in their assessment in their own home ensuring it’s in their own words and what outcome they want to achieve. I can then upload this straight to Mosaic when I’m back in the office”

Sue, Social Worker
The impact – Provider Services

PHOTOGRAPHS FROM THE DAY

[Images of various activities and people]
The Impact – Commissioned Services

Achievements

- 89.5% of our Home Care providers are rated either Good or Outstanding by CQC with none being rated as Inadequate
- Over 80% residential and nursing homes rated Good by CQC
- An asset based market focused on quality sustainable care and support
- £2m Residential Investment Fund – part of wider reform package within nursing and residential market
- Reformed model of Homecare – co-produced with customers and ethical providers
- Reformed model of Extra Care – delivery of a more personalised wellbeing model delivering £0.35m efficiencies
- Investment in Supported Living and People Powered Technology
Financial Impact Of Reform

• Different approach taken to the challenge of austerity and demographic change. Invest to save mind set

• 40% real term reduction in adult social care expenditure since 2010/11. Includes £26m of cashable efficiencies simultaneous to improving services & outcomes

• Strengthened investment in population health, prevention & early intervention. Spend in 2018 to be 100% higher in this area than in 2011

• £5m invested in local fees over the last 2 years to secure sustainability

• £2m Residential Investment Fund launched as part of a wider package of reform to drive efficiency, innovation and capacity

• Well positioned comparatively. Genuine opportunity to invest new allocations in accelerated reform across the place
Key Learning

- Identifying and linking with change agents, people who have an enthusiasm for promoting health and wellbeing, is the best way of building society & system-wide commitment.
- Asset based community development as per Cormac Russell’s approach and based on their early work as a NESTA creative council.
- Having “different” conversations between the citizen and frontline staff ..ie strengths based, co-creation with as opposed to “doing to” using ethnography and anthropology to underpin staff training and transform organisational behaviours and culture = **Infected the NHS with Wellness**
- A whole society, whole system approach to health and well-being informed by the experiences of North Karelia in CVD prevention and inspired by the examples of early public health pioneers like the original Liverpool “Fab Four”, Josephine Butler and the Peckham Centre.
- Combining these three principles and underpinning them with “servant leadership” ie “expert on tap rather than expert on top” approach and our Deal for Communities investment fund ..ie investing in the ideas, talents and passions of local people = “**Citizen-led**” Public Health.