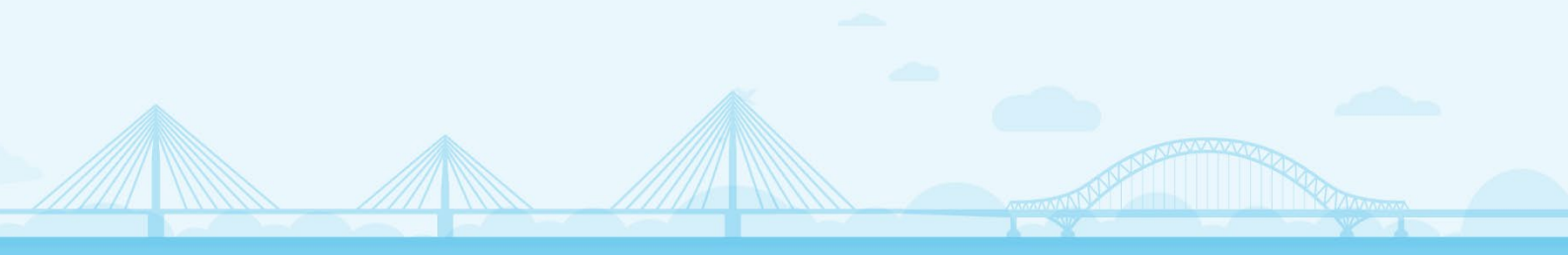


One Halton Health and Wellbeing Strategy

2022-2027



Foreword

This new One Halton Health and Wellbeing Strategy for 2022- 2027 has been developed at a hugely significant point in time.

As we continue to deal with the Covid-19 pandemic and health and care services look to recover, new ways of working are being developed in response to changes across the health and care system. These changes place much greater emphasis on organisations coming together to improve health outcomes for everyone.

Under the arrangements, our new One Halton Place Based Partnership has an opportunity to focus clearly on what Halton needs as a place and to address the challenges and inequalities that we know some in our local communities still face.

This strategy details how we will work together to ensure everyone in Halton gets the best start in life and gets the opportunity to live longer healthier lives in older age.

It has been developed with the input and involvement of a range of organisations including Halton Borough Council, NHS Cheshire and Merseyside, Primary and Secondary Care providers, the voluntary sector, Community Health Services, Health Watch, blue light services, housing and local community groups.

Also set out in the document, is the work we will be doing together to address wider determinants of health - those challenges people face that can impact on their ability to live healthy and happy lives.

That includes the important role of employment in providing people with the ability to make choices, not just about their own health and wellbeing, but also that of their family.

The health and care workforce in Halton, like many places, needs significant growth and development to meet the challenges of the next five years. We want to place Halton residents at the heart of that workforce.

I am confident that Halton has the right strategy in place to support the health and wellbeing of local people. I am also encouraged by the collaboration and partnership working that has been demonstrated in bringing this strategy together.

This makes me positive for the future and hopeful that the work will do together, will realise our ambitions and aims and as a result local Halton people will be able to live longer, happier healthier lives.

Councillor Marie Wright



This document sets out the One Halton and Halton's Health and Wellbeing Board Strategyⁱ for improving health and reducing health inequalities. The strategy commences in autumn 2022 expiring in 2027 with a review point at 2024.

This strategy replaces the previous Halton Health and Wellbeing Strategy which covered the period 2017 to 2022.

The last two years have presented some of the most turbulent and challenging times we have collectively faced with the Covid-19 pandemic. The effects have been felt around the world and our community here in Halton was not spared in experiencing the impacts. This has not only slowed the progress we would have expected but has also resulted in the widening of health inequalities and a loss against some of the gains we would have expected to see.

There is much to be done to address health inequalities, achieve existing national standards, improve health and care quality as well as achieve financial balance. Only together, with a transformational integrated approach, delivered with patients and communities at the heart; by dedicated teams of health and care professionals working with the voluntary and third sector professionals and volunteers can we achieve our intended outcomes.

This strategy outlines our intention to transform and improve the delivery of health care for the people of Halton.

Within the strategy are four underlying themes:

- Tackling the Wider Determinants of health
- Support our community in Starting Well
- Support our community in Living Well
- Support our community in Ageing Well

One Halton

This strategy has been developed within the context of a changing landscape of how health and care is planned and delivered across England. The Health and Care act (2022), from July 2022, created 42 Integrated Care Systems (ICS) nationwide, replacing over 100 Clinical Commissioning Groups (CCG's). Halton forms part of the Cheshire and Merseyside ICS. Relating to Halton the ICS has three key levels to its structure; the Cheshire and Merseyside Integrated Care Partnership (ICP), NHS Cheshire and Merseyside Integrated Care Board (ICB) and One Halton Place Based Partnership (PBP).

The Cheshire and Merseyside ICP has the aim of bringing together a wider range of partners, not just the NHS to develop a plan to address the broader health, public health, and social care needs of the population.

NHS Cheshire and Merseyside (ICB) will bring the NHS together locally to improve population health and establish shared strategic priorities within the NHS.

The One Halton PBP is Halton's opportunity to create a more collaborative and targeted approach to how health and care is delivered to the people of Halton. Bringing together colleagues from the Local Authority, NHS Organisations, GP Practices, Third Sector organisations, Health Providers and Hospital Trusts that work across Halton to support the health and care of our community. The organisations involved have made a commitment to make the whole 'system' work better for people

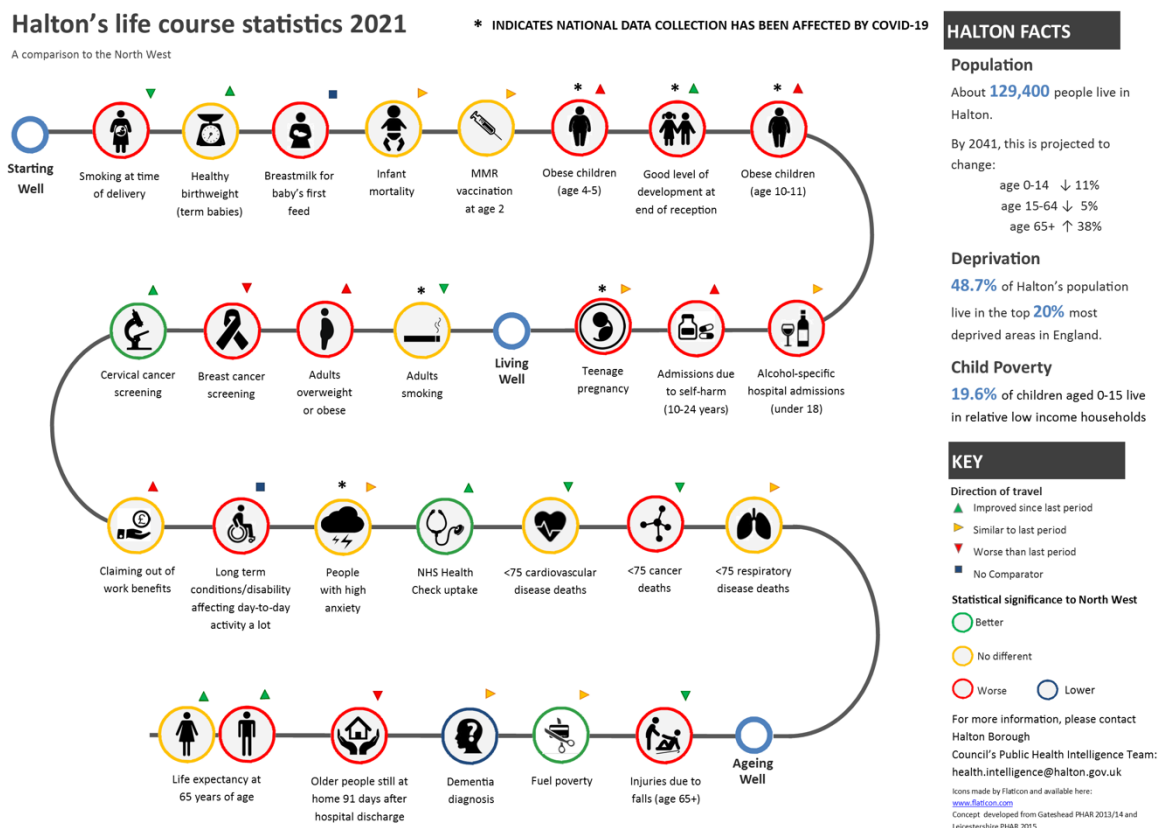


– working as one, to join up services, share ideas and resources and tackle the borough’s biggest challenges together.

This One Halton Health and Wellbeing Strategy will set the framework for the whole partnership to working together on to achieve ambitious changes in Halton over the next 5 years.

Why we need a new strategy;

Halton faces significant and enduring challenges in improving health in our community. These challenges are present throughout the life course of our residents and we have the data to show where and how this impacts on people’s lives.



The life course statistics demonstrate that many of the health issues Halton residents are facing are changing and only a shared ambition to make the right changes will lead to the improved health and wellbeing outcomes for Halton’s residents;

- Despite the many great success since the NHS was established in 1948 it must transform in order to address the new challenges that it now faces
- As a result of the COVID-19 Pandemic some work was halted, appointments were changed or delayed, staff coped with a very new and different challenge
- Increasing demand: record numbers of people attending GP practices and A&E departmentsⁱ

- People are living longer; but unless they stay healthy and well, this can mean increasing numbers of frail elderly people need health and social care supportⁱⁱ
- Reductions in funding for local authority and the voluntary sector are having a significant impact, the NHS is also under financial pressure.ⁱⁱⁱ
- The pandemic has seen a shift in working practices, alongside the recruitment of workforce not keeping pace with demand across health and care sectors^{iv}
- The increased pressures of the harsher socio economic environment has driven changes in so called lifestyle factors such as poor diet, lack of exercise, drug and alcohol consumption and smoking^v

One Halton's Ambition

One Halton is a place based partnership, which means that our local authority, voluntary and community sector and NHS organisations will work collectively with a shared ambition.

To improve the health and wellbeing of the population of Halton by empowering and supporting local people from the start to the end of their lives by preventing ill health, promoting self-care and independence, arranging local, community based support and ensuring high quality services for those who need them.

Our partnership builds on a long history of working well together, strengthened by recent experience and therefore fully aware of the challenges brought by the Covid-19 pandemic. The new health reforms have created an exciting opportunity for us to think differently about how we can work together to support people to live healthy lives, so that people are able to achieve the best for themselves, effectively managing their own lives and health as well as supporting each other.

One Halton is the driver to help achieve this and will in time become not just an organisational structure but a way of working, the One Halton way. This means a focus on recovery from Covid-19 and taking further steps to address unequal access to care, reducing poor care experience, improving outcomes for Halton residents and developing Halton's workforce.

Who are our partners? (See Appendix 1)

Bridgewater Community Healthcare NHS Foundation Trust
 GP Health Connect Ltd
 Halton & St Helens Voluntary and Community Action
 Halton Borough Council
 Halton Housing
 Healthwatch Halton
 Mersey Care NHS Foundation Trust
 NHS Cheshire & Merseyside
 Runcorn Primary Care Network
 St Helens & Knowsley Teaching Hospitals NHS Trust
 Warrington and Halton Teaching Hospitals NHS Foundation Trust
 Widnes Highfield Health Ltd
 Widnes Primary Care Network



Targeted action on inequalities

“Health inequalities are avoidable, unfair and systematic differences in health between different groups of people.” The King’s Fund (2020)

Life expectancy at birth for women in Halton in 2018-20 was 81.4 years, 1.7 years below the England average. For men it was 77.4 years, two years below the England average. In addition, inequalities in life expectancy in Halton between the most affluent and least wards is 13.7 years for men and 9.3 years for women.^{vi}

Half of Halton’s residents live in areas among the 20 percent most deprived in England^{vii}

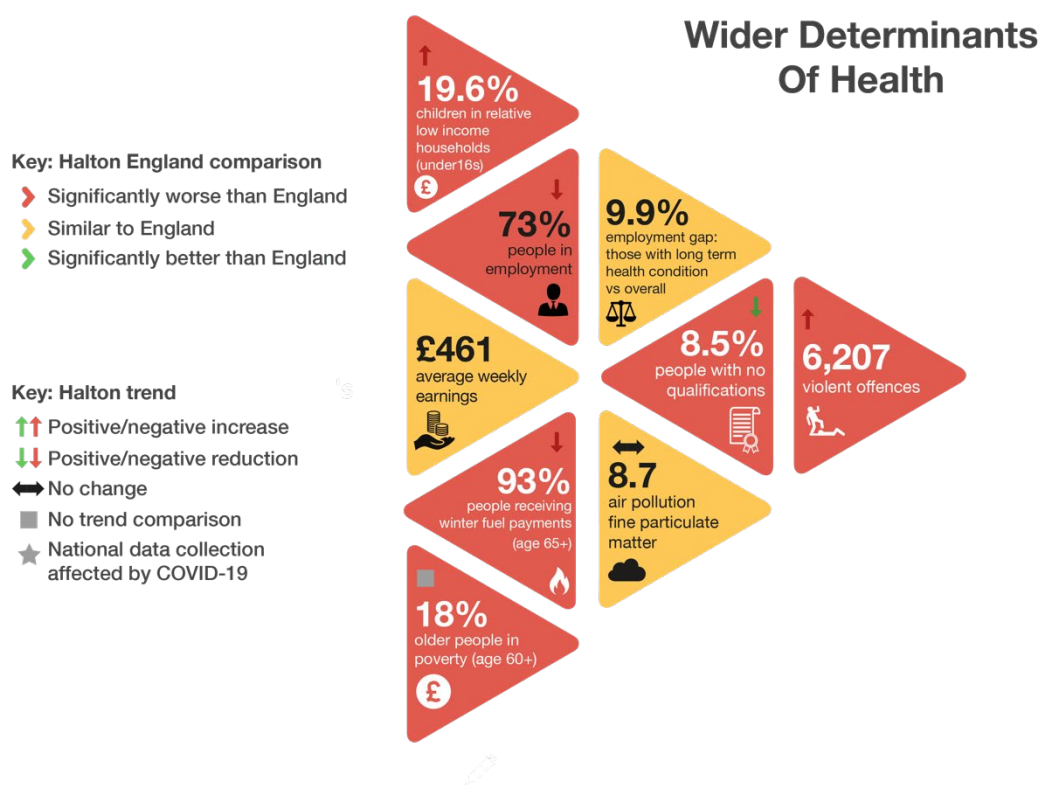
The actions we will take to reduce inequalities include:

- Ensure new initiatives as a result of One Halton are targeted to those most at risk and use a systematic approach to ensure no new inequalities are produced by using the Health Equity Assessment Tool ([HEAT tool^{viii}](#))
- Work collectively to protect the most vulnerable members of our community from fuel poverty.
- Encourage local businesses to sign up to a healthy workplace standards charter for public and private sectors.
- Ensure our NHS partners sign up to the *NHS Prevention Pledge* which will support NHS Trusts in taking a place-based approach to creating a sustainable and transformational shift in improving population health.
- Adopting procurement policies that support local investment and employment
- Supporting a community development asset based approach and community led initiatives, that build capacity for local people to become more informed and involved in decision about their health.
- Improving access to services for people and groups most at risk of poor health
- Developing the health and social care workforce to ensure they have the knowledge, skills and understanding about how to identify and respond to need and inequalities, signposting and referring appropriately.
- Delivery of Core20PLUS5 NHS initiative supported by partners and the community
Core20PLUS5 is a national NHS England and NHS Improvement approach to support the reduction of health inequalities at both the National and System level. The approach defines a target population cohort - the ‘Core20PLUS’ - and identifies ‘5’ focus clinical areas requiring accelerated improvement
- Adopt the Anchor Institutions Framework
- Align the objectives we set and the actions we take with the eight Marmot principles;
 1. Give every child the best start in life.
 2. Enable all children, young people and adults to maximise their capabilities and have control over their lives.
 3. Create fair employment and good work for all.
 4. Ensure a healthy standard of living for all.
 5. Create and develop healthy and sustainable places and communities.
 6. Strengthen the role and impact of ill-health prevention.
 7. Tackle racism, discrimination and their outcomes.
 8. Pursue environmental sustainability and health equity together.



One Halton Strategic priorities

The Wider Determinants of Health: Improve the employment opportunities for the people of Halton in particular where it affects children and families.



Why is this a priority?

Halton has a significant challenge with health inequalities – there is a wide gap in life expectancy, with the poorest people in Halton dying at a younger age than others living in wealthier areas.^{ix}

Good clinical care only accounts for about 20% of what makes us healthy^x. So it's equally important that the clinicians are able to identify and respond to the factors that they cannot influence and ensure that appropriate referrals take place

The wider determinants statistics demonstrate rising unemployment in Halton and allied to low wages will lead to worse health and increasing health inequalities.

Poverty is increasing for children, young people and adults of working age.

For Halton residents, good work means having job security; enough pay for a healthy life; support for mental wellbeing and allows for work-life balance. Good work is one of the things that keeps people healthy.

The health and social care sector is the biggest employer locally, and yet there are significant workforce gaps across both the NHS and social care. There is significant opportunity to attract local people into local jobs whilst also building a workforce with people who know what matters to local people.

The engagement work undertaken in the strategy development presented overwhelming support for improving employment opportunities in Halton.

What will we do in 2 years?

Work as part of Liverpool City Region to implement adoption of healthy workplace standards charter across all our large employers.

Provide guidance to workplaces to recruit and retain people with a disability or long-term condition.

Developing the health and social care workforce to ensure they have the knowledge, skills and understanding about how to identify and respond to need and inequalities, signposting and referring appropriately.

What will we do over the next 5 years?

Work with partners and the public to develop a local health and care recruitment offer

Promote healthy workplaces by offering physical and mental health workplace offer to local businesses

Target funding for help with financial support, adult education and link to job market demands to the wards with lower uptake.

Offer reskilling or new skills training and support to older unemployed adults.

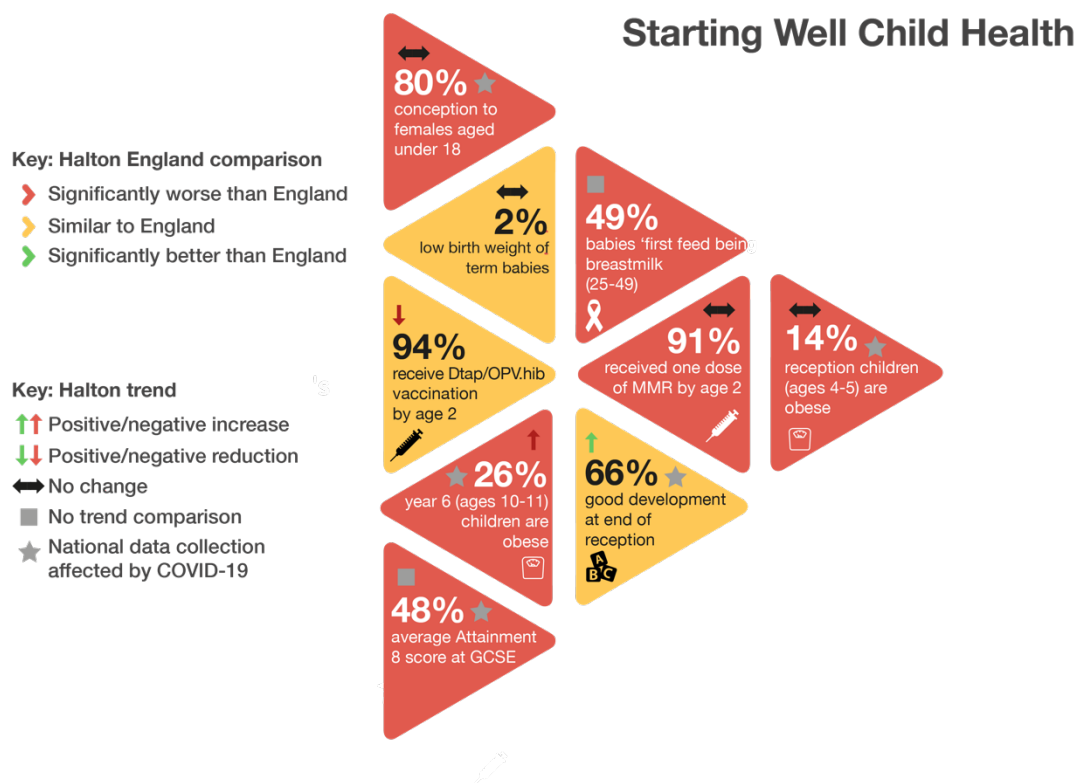
What difference will this make?

A more financially active and enabled community who are employed in good jobs that provide greater financial stability, improves quality of life and provide better health outcomes.



One Halton Strategic priorities

Starting well: Enabling children and families to live healthy independent lives



Why is this a priority?

A significant proportion of children and their families in Halton experience adverse living conditions, including child poverty. This leads to significant variation in their development and school readiness^{xi}.

The experiences of young people before and during their school years continues to impact them as individuals throughout their lives, affecting employment opportunities, income and health.

Early years' experience is crucial to children's physical, cognitive and social development. During this development period it is critical that the child has the best conditions and environment in which to achieve the 'best start in life'. Improving the social context within which children live is essential to improving their development and, short and long-term life chances.

Children in Halton fall below the England average for a number of different measures for breastfeeding, educational attainment at various stages and vaccinations, among others^{xii}.

The engagement work undertaken in the strategy development demonstrated that there was overwhelming support for children and families to live healthy independent lives, in particular in the context of a worsening economic environment.



What will we do in 2 years?

Establish a minimum of two family hubs utilising existing Children's Centres to transform the early years offer by joining up and improving access to services, the connections between families and professionals and putting relationships at the heart of family help. The support offer will extend up to 19 years or age 25 for additional needs. Family hubs will provide seamless support for families in welcoming environments empowering families and developing Halton's early years workforce.

Link families at risk of financial hardship to support through effective signposting and referrals

What will we do over the next 5 years?

Drive improvement in children's health, social and educational service provision

Support community development and initiatives, including building capacity for families and their children to become more informed and involved in decision about their health

Improving access to services for families and children at risk of poor health

Ensure that the early support and help from all providers meets the family's needs

Improve communication across service providers as well as with children and their families

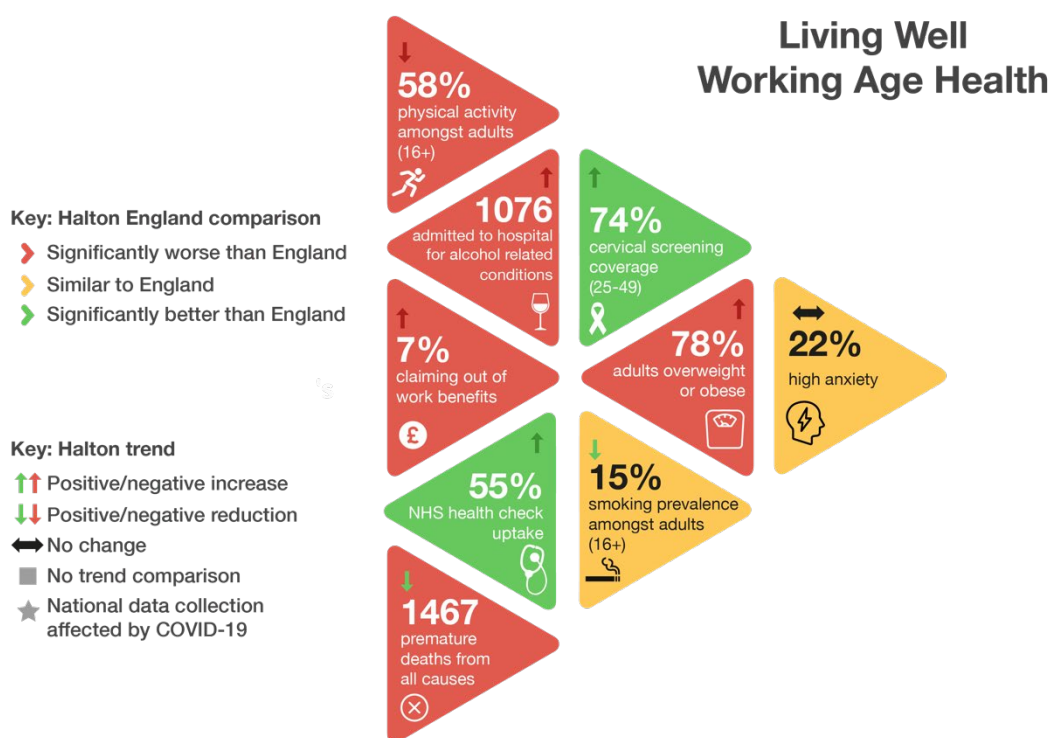
What difference will this make?

More financially stable, informed and supported families with children who have better health outcomes



One Halton Strategic priorities

Living Well: Provide a supportive environment where systems work efficiently and support everyone to live their best life



Why is this a priority?

Over half the people who live in Halton are aged 18-64. People in this age group will already have experiences built in their childhood years which will have influenced their choices. A range of preventable illnesses such as obesity, diabetes, heart and lung disease as well as cancers are worse than the England average in this age group

Lifestyle factors are incredibly important in helping to keep us in good health and can go a long way to reducing the risk of dying too early from a range of different conditions such as cancer, heart, lung or liver disease.

Smoking, low levels of physical activity, being overweight, drinking alcohol to excess and substance misuse are all factors that can influence health, but can be altered given the correct help and support to do so.

Being in a good job also helps keep us healthy as we can make more choices about our lives.

The engagement work undertaken in the strategy development demonstrated that there are a large number of services available for people to access health, care and other support and yet a lot of

opportunities could be missed. There was general agreement that we needed to provide a more supportive environment.

What will we do in 2 years?

Support our NHS partners to sign up to the *NHS Prevention Pledge*

Ensure that early diagnosis and screening programs access is timely and communication across the system and to the person affected is clear

Improve uptake of vaccination programs for the most at risk individuals.

Deliver Core20PLUS5 by NHS supported by partners and the community

Start a community conversation about how to promptly access the right care for the individuals need including wider primary care, pharmacy, urgent and emergency care, social care, care navigation, health improvement and third sector support.

What will we do over the next 5 years?

Improve care pathways – including those supporting discharge

Working together as anchor organisations to scale-up workplace health and wellbeing for the workforce as well as the community

Continue to develop new community development initiatives, including building capacity for local people to become more informed and involved in decisions about their health

Improving access to services for people and groups most at risk of poor health

Ensure that information we collect about the services we deliver is used to understand how we can improve services, hold providers to account and continuously improve the quality of the services.

Develop wellbeing, health and care support resources that are closer to where people live work and interact.

Deliver the Marmot objectives.

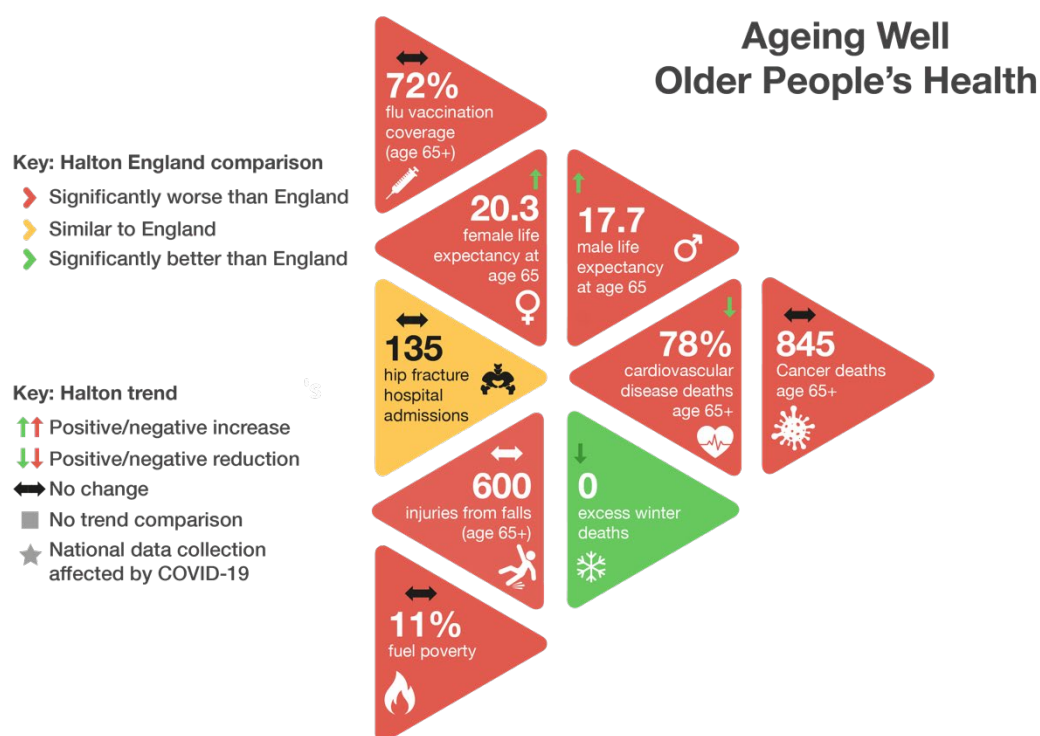
What difference will this make?

A more supported and enabled community who are able to understand where to go to get the support and care they need in time.



One Halton Strategic priorities

Ageing Well: Enabling older adults to live full independent healthy lives



Why is this a priority?

An important measure of health inequality is how much time people spend in good health over the course of their lives, given how crucial good health is to wider quality of life and people's ability to do the things that they value. In Halton there is a significant level of unfair differences in the number of years people can expect to live a healthy life. Healthy life expectancy and disability-free life expectancy are lower than the England average.

Many older people in Halton live active, independent lives. They play a vital role in contributing to the life of their communities and increasing numbers are continuing in paid employment well past State Pension age. Around one in seven older people provide unpaid care to a family member or friends. Unfortunately, many others suffer poorer health than the national average. With age comes the increased likelihood of living with one or more long term health conditions and/or sensory impairment, as well as having increased risk of dementia. All of these can result in a reduced quality of life and increased use of health and care services.

A&E attendances have increased in all older age groups, as it has in other age groups. However the percentage increase have been greater in older age groups.

A higher proportion of Halton people aged 65+ received support for personal care than England or NW averages. Re-ablement, discharge from hospital and delayed discharge all have an impact on the quality of older people's lives.

The engagement work undertaken in the strategy development demonstrated that there was a range of support and services for older people and it was agreed that more needs to be done to support independence.

What will we do in 2 years?

Ensure that early diagnosis and screening programs access is timely and communication across the system and to the person affected is clear

Improve uptake of vaccination programs for the most at risk individuals.

Deliver Core20PLUS5 by NHS supported by partners and the community

Start a community conversation about how to promptly access the right care for older peoples needs including wider primary care, pharmacy, urgent and emergency care, social care, care navigation, health improvement and third sector support.

What will we do over the next 5 years?

Work with the voluntary sector and other partners to really listen in order to develop a person centred care coordination and advocacy offer to ensure people are informed and involved in decisions about their health

Integrating and strengthening services and wellbeing support for older people including support to address frailty, loneliness and isolation;

Improve care pathways – including those supporting discharge from secondary care.

Working together as anchor organisations to scale-up workplace health and wellbeing for the workforce as well as the community

Improving access to services for people and groups most at risk of poor health

Ensure that information we collect about the services we deliver is used to understand how we can improve services, hold providers to account and continuously improve the quality of the services.

Develop wellbeing, health and care support resources that are closer to where people live work and interact.

What difference will this make?

A more active and independent older population who are able to live at home or are supported to get the care they need.



What will the new strategy mean for health and social care in Halton?

Halton recognises that the vision is ambitious and that we want to transform the health and care landscape in Halton. When delivered, the ambitions set out in **'What will we do in 2 years?'** and **'What will we do over the next 5 years?'** will mean Halton residents will experience real change and a real difference in their health and care experience and outcomes, examples of which are set out below:

What will health and care in Halton look like in 2 years?

The residents of Halton will have access to a range of health and care pathways that are clear to both providers and users of the service, are easy to navigate and are integrated to allow continuity of care throughout the patient's journey

What will health and care in Halton look like in 5 Years?

- A 'population health' approach to health and care within our services with a strong focus on prevention, self-management, care planning and health improvement to keep people fit, well and independent
- People in Halton will have greater understanding about where they can go for health and support as well as more easy access to the care and support they need
- Care will be integrated across primary, community, mental health, social and secondary care for children and adults
- More care out of hospital, particularly through Integrated Care Teams supported by Primary Care Networks.
- Expert Multi-Disciplinary teams will support those with long term conditions such as respiratory and diabetes, frail older people and others at risk of admission or wellbeing issues such as isolation and loneliness
- Urgent care will deal with immediate needs, avoiding admissions to support Accident and Emergency departments to dealing with life threatening conditions
- Wellbeing and Health Improvement teams will deliver joined up care focused on prevention
- Community based mental health prevention offer will support individuals and communities
- Our hospitals provide care closer to where people live, cutting out the stress of travel, and expert clinicians and speciality community staff will work within the community to contribute to staff development and improve care pathways.
- Commissioning of care will change with more attention paid to accountability to ensure that the quality of the service delivered meets people needs, is safe and effective.
- People will be signposted and referred to a broader range of advice, activities and practical support to help them address the underlying factors that adversely affect their health and wellbeing



Moving from Strategy to Action

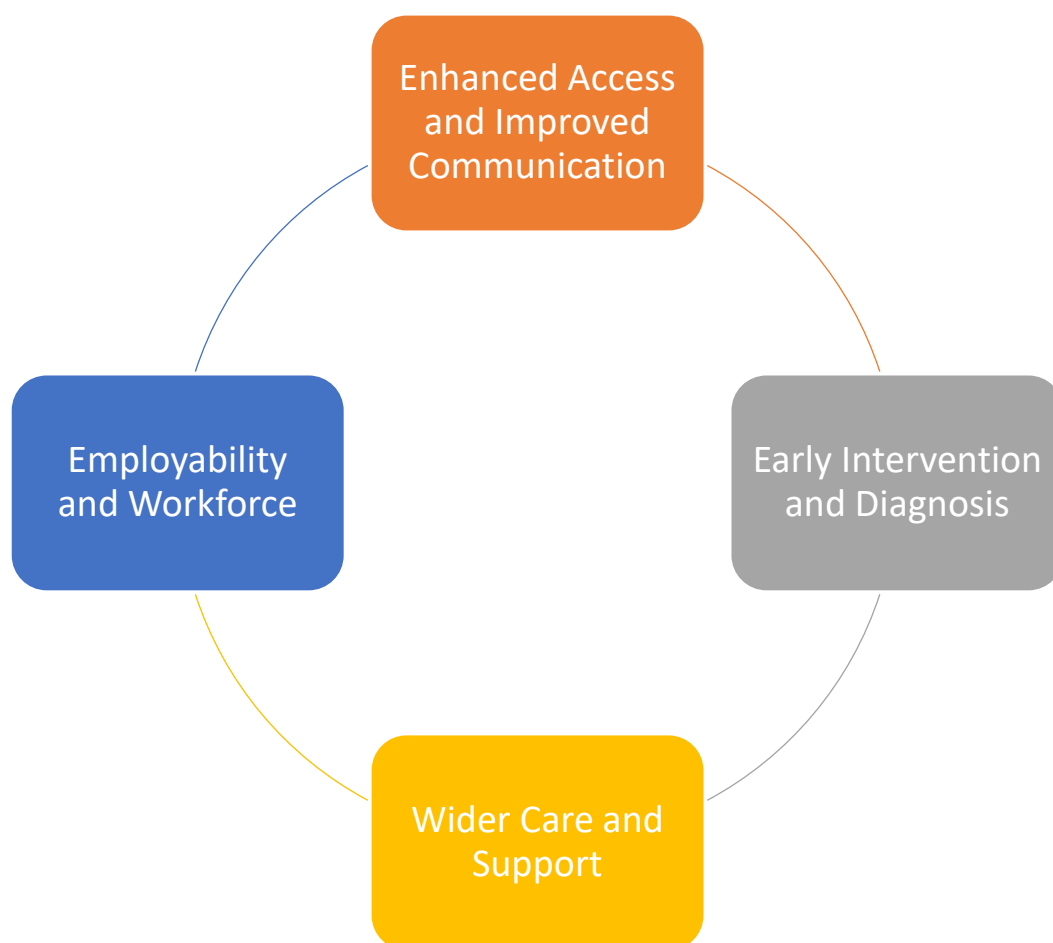
This strategy presents a high level view and sets out how the wider system will come together to achieve our ambitions for reduced health inequalities and better health outcomes across our community.

The strategy will inform a whole-system process where all partners will consider within their organisational plans how they can align their activities and resources to deliver better health outcomes at a systems level. A delivery plan will be developed, that details how the Health and Wellbeing Strategy will be delivered and how its impact will be measured.

What is required to make the Strategy work?

The themes identified within the strategy are cross cutting, it is therefore not possible to set out a list of activity against each thematic area. As an example employment practices are likely to benefit all ages across the life course as well as have an impact on the delivery of health and social care, the two largest providers of employment in the area are Halton Borough Council and the NHS.

In order to create a coherent model for delivery of the strategy 4 key objectives have been identified. The One Halton delivery plan will use these system priorities as its framework.



How will we bring this strategy to life?

Alongside the strategy there are a number of external factors that are important in ensuring that it is adopted and achieves its required outcomes. In this strategy they are termed enablers. Some of these enablers have their own strategic approaches or plans that will need to be taken into consideration

Enabler 1. Local data and intelligence

Partners will identify research and use data at a more granular level to really understand the health and wellbeing needs of the local communities across Halton in order to co create plans with the community to address health inequalities – using what is already in the communities across Halton and exploring new funding opportunities to drive improvement where opportunities exist.

Enabler 2. Leadership

Leaders from across the health and care landscape will oversee the transformation to deliver the improvement and change in services required to achieve the improvement in outcomes

Enabler 3. Finance

New funding models will allow us to contract differently, moving from an activity driven model to one that focuses on population need and driving better health outcomes.

Enabler 4. Workforce

Recruitment practices will become integrated across employers in health and care, education and employment support services in order to target and support local people who are unemployed or entering work from education. Additionally wellbeing support for existing staff to ensure retention and a productive workforce.

Enabler 5. Digital

We need to support people to be able to access services digitally when they want to do so. There are a wealth of digital solutions that can improve services, enhance people experience of care and improve health outcomes. A separate integrated digital strategy has been developed.

Enabler 6. Estates

Our buildings need to be fit for purpose now as well as in the future. We will work with our partners to identify that the best space is provided for new and existing services. We will continue to work collectively to ensure that our shared assets are fully used whilst also being flexible to meet the future needs of services as they are redesigned and integrated. As Anchor institutions we will open up our buildings to support communities providing activities and engagement.

Enabler 7. Evaluation

We will need to evaluate the impact and effectiveness of our actions in improving population health in order to learn what may have to change in order to achieve success by year 5. We can use the learning to innovate future practice.



Enabler 8. Engagement

We need to engage with our community to better understand local need and experience in order to promote healthy programs and opportunities that are available as well as to improve the quality of services provided. By creating, using and sharing local data and intelligence we will be able to demonstrate our accountability and improve the transparency of the services that we provide.



Appendix 1



RUNCORN PRIMARY
CARE NETWORK

WIDNES PRIMARY CARE
NETWORK

GP HEALTH
CONNECT LTD



Appendix 2:

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