



Joint Public Health Board

Bournemouth, Poole and Dorset councils working together to improve and protect health

Date of Meeting	6 June 2016
Officer	Director of Public Health
Subject of Report	Public Health Dorset work plan 2016-18
Executive Summary	This report presents a summary of Public Health Dorset's business plan and priorities for 2016-18. It describes the main work programmes across the functions for the coming year, as well as our strategic ambitions to lead the development of a clear prevention agenda as part of wider public service transformation plans.
Impact Assessment: <i>Please refer to the protocol for writing reports.</i>	Equalities Impact Assessment: N/A
	Use of Evidence: Public Health Dorset routinely uses a range of evidence to support the development of business plans and priorities as part of its core business.
	Budget: The report highlights the planned work to release further savings from the Public Health Grant over the next two financial years, with

	an overall ambition to identify a further 5% saving over and above the planned national reductions to the grant.
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: MEDIUM Residual Risk MEDIUM <i>(i.e. reflecting the recommendations in this report and mitigating actions proposed)</i></p>
	Other Implications: N/A
Recommendation	Members of the Joint Public Health Board are asked to note the priorities, ambitions and strategy set out in this summary of the business plan, and approve the direction of travel for Public Health Dorset over the next two years.
Reason for Recommendation	To ensure the continued viability and effectiveness of Public Health Dorset in supporting the legal duty of local authorities in Dorset to improve the health and wellbeing of residents and reduce inequalities in health.
Appendices	None.
Background Papers	None.
Report Originator and Contact	Name: Sam Crowe Tel: 01305-225884 Email: s.crowe@dorsetcc.gov.uk

Director's name: Dr David Phillips
Director of Public Health
 June 2016

1. Recommendation

- 1.1 Members of the Joint Public Health Board are asked to note the priorities, ambition and strategy set out in this summary of the business plan, and approve the direction of travel for Public Health Dorset over the next two years.

2. Reason

- 2.1 To ensure the continued viability and effectiveness of Public Health Dorset in supporting the legal duty of local authorities in Dorset to improve the health and wellbeing of residents and reduce inequalities in health.

3. Background

- 3.1 Public Health Dorset has been supporting the Upper Tier authorities in Dorset to improve the health and wellbeing of residents for three years. In that time, the team has made:
- major improvements to the commissioning of some important public health functions;
 - produced savings and efficiencies over and above the national planned reductions to the public health grant;
 - started the process of engaging Councils in determining the most effective ways of improving health and wellbeing through place-based approaches to health.
- 3.2 In order to continue to deliver effective, efficient and equitable approaches to improving population health outcomes at sufficient scale, Public Health Dorset has identified that it needs to make a major transformation in its business.
- 3.3 Previous business plans have focused on a number of largely transactional issues linked with commissioning public health programmes and interventions.
- 3.4 Our business plan for 2016-18 continues to identify commissioning and savings priorities, but in addition sets out how Public Health Dorset intends to release senior capacity to become a more strategic influencer in improving health and wellbeing of all Dorset residents.
- 3.5 The reason for this is that in the context of local government reform and the challenges facing health and social care, there is a need to provide robust local answers to the question being posed nationally in a number of plans and strategies, in particular, what is the potential of a preventive approach in helping to respond to the escalating demand and cost faced by public services.

4. Main objectives

- 4.1 The business plan for 2016-18 has three main objectives:
- Moving from topic-based public health programmes to a more flexible set of broader functions;
 - Setting an ambitious target to deliver further efficiencies and savings over and above national grant reductions;
 - Releasing senior capacity to focus on systems leadership and advocacy, in support of prevention and its role in public sector reform.

- 4.2 Developing functions allows the public health team to consider a more agile approach to reshaping investment released through planned savings where there is clearest evidence for impact on population health outcomes. This includes consideration of joint or aligned commissioning with local authorities. Our aim over the next two years is to identify additional savings from a review of the value of spend in existing public health activities, and identify how best to re-invest the public health grant to achieve the best possible population health outcomes, in partnership with local authorities and the NHS.
- 4.3 Closely linked with this is the supporting objective on systems leadership and advocacy for prevention. This widens the debate in Dorset from how the public health grant is used for best effect, to how the public sector resource more broadly might be reshaped in support of a prevention strategy.

5. Priorities by function (summary)

5.1 Clinical Treatment Services

- Support the development of a whole system approach for Bournemouth, Poole and Dorset to maximise the effectiveness of the multi-agency offer to service users and their families;
- Coordinate the appraisal of commissioning options, to align resources to deliver further efficiencies in services for those affected by substance misuse;
- Deliver a single substance misuse blood borne virus testing & vaccination service by January 2017;
- Continue to rationalise a sexual health service for Dorset, identifying further efficiencies in the process.

5.2 Health Improvement (individual)

- Ensure integrated delivery of children's public health services in each locality;
- Redefine and Implement the sex and relationships education offer for schools;
- Develop year two evaluation and service development of LiveWell Dorset;
- Procure opportunistic health checks targeting most vulnerable groups and communities with greatest needs;

5.3 Health Improvement (organisational)

- Build capacity in local organisations to support a 'prevention at scale strategy', including delivery of STP priorities, e.g. diabetes prevention;
- Deliver defined areas of workforce development (e.g. through LiveWell Dorset).

5.4 Health Improvement (place based approach)

- Continue the strategic needs assessment to support injury prevention and community safety work;
- Roll out the healthy homes project;
- Develop and agree public health input to the work of the environment, planning and transport directorates in all three councils, in line with the Health and Wellbeing Framework.

5.5 Health Protection

- Ensure the effective transition to PHE South West for health protection services, including the co-location of PHE staff within Public Health Dorset offices;
- Continue immunisation and screening assurance, particularly focus on improving childhood immunisation coverage;
- Continue to develop and assure the health protection system and response via the Dorset Health Protection Network and Local Health Resilience Partnership.

5.6 Health intelligence

- Support the major systems leadership tasks including the Sustainability and Transformation Plan, Annual Public Health Report, Joint Health and Wellbeing Strategy refresh [JSNA summaries];
- Develop enabling business intelligence processes including data warehouse and reporting templates highlighting activity, outcomes and cost by locality for main contracts.

6. Systems leadership

- 6.1 Consultant qualified staff in Public Health Dorset including the Director, Deputy and Assistant Directors will be increasingly asked to spend more time involved in the systems leadership function. The business plan has identified the following systems leadership priorities for 2016-18 (see table below).

Strategic issue	Themes / narrative	Timescales
Annual Director of Public Health Report	<ul style="list-style-type: none"> • Prevention – best use of public health grant across the life course • Population health gain, value 	June/July to align with Sustainability and Transformation Plan
Sustainability and Transformation Plan	<ul style="list-style-type: none"> • Describe health and wellbeing gap for Dorset. • Role of prevention, effective interventions by sector, life course stage for wider public sector; • Contribute to development of new models of care for integrated Community Services 	June onwards
Devolution and local government reorganisation	<ul style="list-style-type: none"> • Prevention and the wider public sector – challenges, asks and delivery • Local ambition around health and wellbeing 	June onwards
Joint Public Health Board	<ul style="list-style-type: none"> • Papers that engage the board on our journey in re-shaping public health work and grant 	Ongoing
Health and Wellbeing Boards	<ul style="list-style-type: none"> • Refreshed and aligned strategy with shared narrative around prevention and inequalities • Role and purpose of board in relation to sustainability and transformation plans e.g. closing the health and wellbeing gap 	May (refreshed Joint Health and Wellbeing Strategy)

7. Enabling work

7.1 Public Health Dorset will continue to develop improved business processes following the internal review undertaken last year. This will include four clear work streams on:

- Commissioning and contract management;
- Advocacy, engagement and communications;
- Business intelligence;
- Business support and project management.

7.2 The focus on improved business processes within the team is intended to help release more senior capacity to support the systems leadership function, by making our day to day business more efficient.

8. Benefits and risks

8.1 There are clear benefits to Public Health Dorset and the three Councils arising from re-organising our business in the way that is set out in the business plan. In summary, these should amount to increased flexibility in our ability to deploy staff and financial resources in different ways to support the development of prevention at scale in the wider public sector. The work to identify how best to use the public health grant in a climate of rapid change and public sector reform is a real opportunity to move from transactional public health programmes to a more integrated approach to public health, making full use of Council's place shaping roles and powers.

8.2 The main risks arising from the business plan include not being able to make the required level of savings in some of the larger NHS contracts. In addition, there is a risk that staff fail to make the required transition to new ways of working and remain focused on more traditional approaches. To mitigate this risk we are undertaking team and staff development in line with the development of better business processes. The overall aim is to improve the ability to deploy flexible teams in a more clearly project managed approach.

9. Financial and legal implications

9.1 The business plan is supported by a clear imperative to continue the work done to date to identify and release savings, either through retendering, service transformation or identifying low value activities and reducing spend on them.

9.2 The overall ambition for Public Health Dorset is to ensure it meets the planned reduction in public health grant for the financial years 2016/17 and 2017/18. In addition, to continue to make efficiencies beyond this planned reduction amounting to an additional 5% in 2016/7 and 5% in 2017/18.

9.3 The business plan priorities for each function are being developed against this objective so that wherever possible all potential opportunities to make savings are identified.

10. Conclusion

10.1 This paper summarises the main content of the Public Health Dorset business plan over the next two years. Given the pressures and challenges facing the wider public sector and the rapid pace of change on the horizon with local government re-organisation, the public health team are confident that the approaches set out above will ensure that the team can continue to be effective, efficient and supportive of efforts to increase the scale and impact of population health gain on a number of strategic fronts in Dorset.