



Business Plan 2021/22



Public Health
Dorset

Introduction

Our business plan sets out the key priorities and objectives of Public Health Dorset for 2021/22.

In a fast-changing environment it is important to be clear on the main outcomes we need to achieve while we enter a period of recovery from COVID-19, and the wider public health system transforms.

Despite uncertainty during the pandemic, Public Health Dorset commissioned and provided essential public health services which need to be brought back up to full delivery. As we learn about how we live with COVID-19, we will need to consider how our resources can be used to support health protection work. Being clear about our priorities will help us develop and deliver so we are well placed for the future.

The health and wellbeing impacts of COVID-19 will be with us for a long time and public health is at the heart of the public sector response to this. We will continue to provide essential public health services while developing new programmes working with partners and communities, in line with local strategy, and Government policy.



Our business plan:

- 1 explains to our partners and stakeholders what our priorities are, how we will work together and where we will focus our resources
- 2 provides clarity to our colleagues on what we need to achieve so that we can organise ourselves in the best way possible to do this, make the right decisions and deliver effectively as one team.

Having clear objectives that we can achieve in each of our priority areas will enable us to be prepared, focused and ready to deliver whilst at the same time playing our part in influencing the developments of the integrated care system and changes in public health.

The constant change around us is a fact of life we have to be able to respond to. These strategic priorities provide the direction of travel we need to keep on track.

We aim to:

- protect and improve the health and wellbeing of the population of Dorset and reduce health inequalities

We will achieve this by:

- Being an effective, efficient, equitable public health service
- Being a good system partner
- Making best use of data and insights
- Using a client-centred approach with partners to secure ownership and lasting change

We are here to:

- Influence system-wide and partnership working to improve public health outcomes
- Commission and directly provide services to improve health and wellbeing in Dorset
- Work with other organisations to embed prevention at scale



-  **1700 adults** and **70 young people** accessed support for substance misuse
-  Over **18,000 contacts** through the new Dorset Integrated Sexual Health Service
-  **6,265 antenatal contacts** with soon to be parents and **2115 people** supported with breastfeeding virtually
-  **2,770 messages received** and **3083 sent** through ChatHealth supporting young people with health and wellbeing
-  **5,104 people** have accessed LiveWell Dorset support, with **4,417 new clients** registered this year
-  **Supported 22 food banks** during the pandemic
-  **Over 10,000 followers** across our Facebook and Twitter accounts
-  Sent weekly e-newsletters to **14,000 residents**
-  Worked with partners to launch a new **enhanced wellbeing and psychological support hub**
-  **7 virtual workshops** held with system stakeholders to explore key issues
-  **2 local plan consultations** and **4 major planning applications** reviewed

Public Health Dorset has been at the heart of the local response to the pandemic, providing coordination and public health advice alongside Public Health England. Here are a small selection of statistics to illustrate the magnitude of the ongoing response:



36,193 people testing positive for COVID-19



1,364 people who have died within 28 days of a positive test result



365 incidents and outbreaks affecting education settings



588 incidents and outbreaks in our residential care settings



Outbreaks in all 3 Acute hospital sites and 40 outbreaks in other healthcare settings including community hospitals and GP practices.



26 members of the Public Health team supporting day response and out of hours rota



Chairing of the Dorset COVID-19 Health Protection Board coordinating the local response



Dorset Testing Cell established a network of asymptomatic community testing sites and coordinated with DHSC on PCR sites



Establishment of 2 local authority contact tracing partnerships



30,000 visits to our COVID-19 information webpage and 625,000 views of our data updates



Regular epidemiological briefings to stakeholders including MPs, elected members and Local Resilience Forum Partners.



Developed a network of trusted voices across local communities



We are hosted by Dorset Council and are part of their Senior Leadership and Corporate Leadership Teams. Within Bournemouth, Christchurch and Poole Council we are part of the Adult Social Care Directorate, linking into their Directorate Management Group. Our work is overseen by the Joint Public Health Board, a joint committee of the two councils. We have connections with colleagues at all levels of both organisations across Adults, Children and Place directorates.

We work closely with partners across the Dorset Integrated Care System (ICS). Some staff within the team also have recognised ICS roles and attend a variety of ICS meetings. The DPH has a key role within the ICS System Leadership Team and PHD has oversight of the Prevention at Scale portfolio within [Our Dorset Sustainability and Transformation Plan](#), currently being updated.

We support the work of the two Health and Wellbeing Boards, statutory bodies that bring together partners from statutory services, voluntary and community sector and elected members to focus on their place and how to improve the health and wellbeing of their residents, reduce health inequalities, and promote the integration of services. We have a network of locality links each working closely with a specific locality, neighbourhood or Primary Care Network.

We engage with a wide range of public health, NHS and local government organisations and networks at regional and national level to influence national policy development, share good practice, and support sector led improvement.

NHS England

Integrated Care System (ICS)

Statutory ICS NHS body
(corporate body with ICS board)

A statutory ICS NHS body to lead and oversee planning and delivery of NHS services across the system. The body will hold the NHS budget for the system and will maintain the appropriate governance and systems to ensure proper management and accounting for public money to deliver local priorities and national standards and priorities.



duty to collaborate
across the
healthcare, public
health and social
care system

Statutory ICS Health and Care
Partnership (not a corporate body)

A statutory Health and Care Partnership bringing together a wider group of partners to confirm shared ambitions for the health of their population and develop overarching plans across health, social care and public health. These are expected to build on systems' existing partnership boards, bringing together those that can address the wider determinants of population health and wellbeing.

Place-based partnerships and provider collaboratives

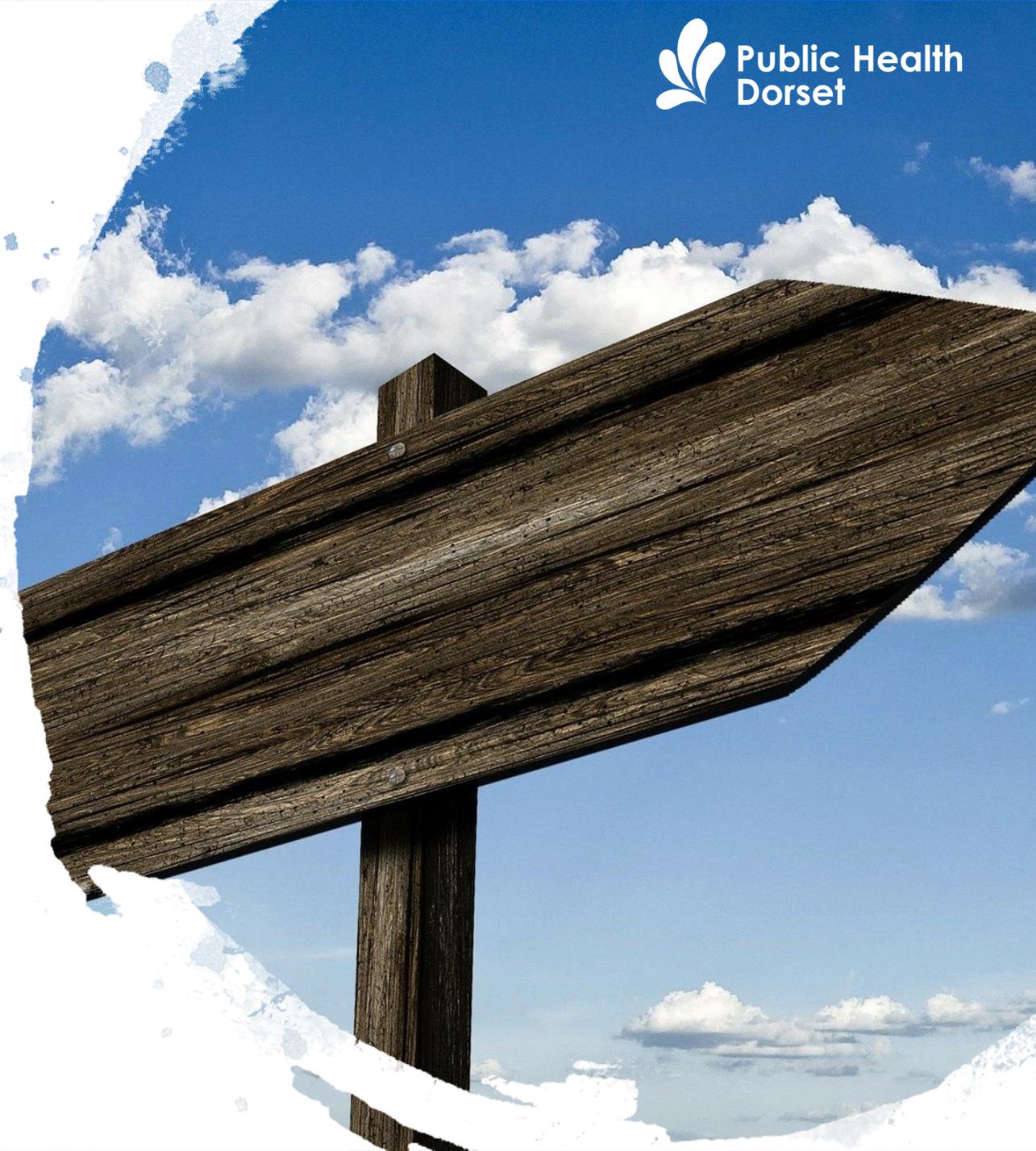
Systems have found that they can better achieve their objectives by establishing:

- place-based partnerships, underpinned by neighbourhoods (PCNs) – bringing local partner organisations together with meaningful delegated budgets to join up the bulk of services that meet people's day-to-day care needs; and
- provider collaboratives – providing a formal arrangement to bring together providers, where appropriate to support the work of new and existing provider collaboratives.

What's coming our way

There is rapid ongoing change to the wider public health system, which will bring new public health responsibilities to the Director of Public Health and the team. This includes:

- Healthcare public health: the creation of statutory Integrated Care Systems from April 2022 – new roles on the ICS board for the DPH, and new requirements for population health management and strategic commissioning;
- Health protection: a new UK Health Security Agency, replacing Public Health England, with an expectation of continued local support to the COVID-19 response going forwards
- Health improvement: a new Office for Health Promotion, new regional structures for public health, and the shaping and development of prevention and tackling inequalities in our local integrated care system.





We know that health inequalities is an ICS priority, and PHD will play a leading role in engaging, influencing and defining this, but not necessarily delivering it. We will work closely with Primary Care Networks in neighbourhoods to tackle inequalities and improve engagement with care and support for those most in need.

We expect there to be an opportunity for PHD to input into commissioning, better intelligence and insights, integrated outcomes through the development of population health management in the ICS.

We also know that Covid recovery will be a high priority for local authorities and healthcare bodies. This will need a system wide discussion to define impacts and outcomes, such as which populations, issues will be most important. Deprived communities. Mental health. Financial stress and unemployment.

We also need to maintain our role in responding to the impact of COVID19 outbreaks and incidents locally as the national assumptions are clearly indicating a likelihood of a third wave of COVID19 and continued impact into the winter.



Priorities for the year ahead

Wider system development and recovery

Delivering the COVID-19 Local Outbreak Management Plan

Our organisation

Programmes and services

Wider system development and recovery

- Culture of working with communities continues to grow
- Ensure prevention and inequalities considered as part of ongoing system transformation
- Develop insight and intelligence capacity and capability across the system

Delivering the COVID-19 Local Outbreak Management Plan

- Deliver against revised LOMP published in March to reduce the impact of COVID-19 on the local population
- Establish and maintain an effective testing strategy with oversight of the community testing programme
- Maintain an effective response to local incidents and outbreaks
- Ensure an effective plan for responding to variants of concern (surge testing)
- Ensure an effective enhanced contact tracing partnership in both councils
- Support vaccination uptake with a focus on reducing inequalities
- Establish and maintain effective lines of communication with local residents



Programmes and services

- Review programmes within prevention at scale, confirm key priorities and ensure public health support and leadership
- Review and update relevant commissioned services and ensure quality delivery across Dorset
- Deliver quality in-house services and continue to improve digital functionality



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Our organisation

- Align the organisational structure to current and future priorities and be flexible and responsive to emerging programmes and partnerships
- Recruit and retain talent, create development programmes and provide a productive learning environment. Actively promote apprenticeships and opportunities for local people
- Our support functions will provide efficient and valued operational support, data and expertise to deliver programmes that achieve our priorities
- Play an active role in the Dorset Council workplace programme, work flexibly based on need, make best use of technology and digital tools to work effectively with our partners across Dorset, and colleagues regionally and nationally.





Prevention at scale

Working across the system to support recovery and reduce health inequalities

Starting Well • Living Well • Ageing Well • Healthy Places

Our Prevention at Scale transformation aimed to ensure prevention was embedded in every part of our local system. We have made excellent headway, but there is still much more to do:

- Our **Starting Well** workstream focused on effective prevention in early years and educational settings that will have a long-term impact. It is now firmly embedded in the Best Start in Life programme.
- The **Living Well** workstream has scaled up support for healthy lifestyles through LiveWell Dorset for the public and with staff, reducing the risk of chronic disease in later life.
- In our **Ageing Well** workstream we are working closely with local services and organisations to embed prevention, both healthy lifestyles and secondary prevention, into how they work. Services can connect people to LiveWell Dorset and to a range of digital support, helping those already experiencing ill-health to feel more confident and take control of their own health and related behaviours. We have some excellent examples, like our MSK services who are embedding exercise and physical activity, as part of our Active Ageing programme.
- Our **Healthy Places** workstream is about maximising the potential of our local environment and communities to improve and support good health and wellbeing outcomes for our residents. Work has focused on Healthy Homes, green spaces and community assets.

Prevention at Scale

Key actions:

- Take stock and review priorities as we begin COVID recovery
- Refresh prevention strategy to support ICS development and the NHS long term plan
- Make the inequalities element more transparent, for example by connecting with SMI Physical Health Checks and Annual Health Checks for Learning Disability, or other relevant inclusion groups



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Public health services & priorities

- LiveWell Dorset
- Substance misuse
- Sexual health
- Children and young people
- Suicide prevention
- Joint Strategic Needs Assessment

LiveWell Dorset

LiveWell Dorset is committed to improving the health and wellbeing of the population of Dorset, increasing healthy life expectancy, and reducing health inequalities. It is the single point of contact for all health behaviour change in Dorset focused on reducing smoking, obesity, alcohol misuse and physical inactivity.

The service provides individuals with 1:1 evidence-based behavioural interventions and access to additional community and digital resources. We provide support and training to organisations across the ICS to grow and embed behaviour change knowledge, skills, and capacity across the system.

Priorities for the service are to review and refresh our strategic, tactical, and operational approaches. To continually increase the scale of support we can deliver, making sure we are reaching those people who need it most, and ensuring services are as effective as possible for all.



Substance misuse

We commission services for substance misuse both for adults and young people in the Dorset Council area – there are currently 1700 adults using the service (nearly 700 are for opiates, 600 for alcohol, and the remaining 400 for non-opiate with or without alcohol). In 2020/21, 280 adults successfully left treatment. There are currently about 70 young people accessing treatment and in 2020/21 about 50 young people had a planned exit from treatment.

Sexual health

We commission services for sexual health, which is an integrated service with HIV, which offers contraception support, STI testing, diagnosis and management, HIV diagnosis care and support and outreach services for schools and key vulnerable groups. This will be provided in accordance with evidence-based protocols, current national guidance, and quality indicators. Almost 40,000 people access the service each year.



Children and young people

Children and Young People's Public Health Service

The integrated 0-19 years CYPHS delivers the local Healthy Child Programme, providing digital and face to face support from Community and Universal Prevention through to Partnership and Partnership Plus Early Intervention. The service delivers the mandated contacts for 0-5's and National Childhood Measurement programme and has four key priority outcomes; reducing smoking, improving school readiness, physical activity and emotional health.

Collaborating with ICS partners on local priorities and improving key public health outcomes

We will work with partners to develop and deliver Local Transformation Plans and projects including; Maternal Mental Health, Foetal Alcohol Syndrome and Reducing Repeat Removals of Children into Care; Improving outcomes for 0-5's - Speech Language and Communication, Continence and School Readiness; CYP's Emotional Health and Wellbeing, and Healthy Weight.



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Suicide prevention

Public Health Dorset leads with Dorset CCG the multiagency suicide prevention steering group, overseeing the work programme for the system. This includes supporting both LAs to develop and implement their own suicide prevention plans.

Public Health Dorset leads two of the workstreams under the steering group: training and real time surveillance for suspected suicides and attempts, and the communications workstream. All work streams are still in development. “Light on” is a targeted communications campaign due to be launched in May 2021. We are using data from real time surveillance work to consider how best to prevent high intensity presenters (individuals who have attempted to take their lives 2 or more times a month) are considered in more detail. This workstream is still being developed and we are looking to see how it may overlap and link with other high intensity presenter work going on in the system.

Public Health Dorset continues to support the British Transport Police Gold suicide prevention group, covering railway related suspected suicides and attempts.



Joint Strategic Needs Assessment (JSNA)

Working together to surface key health and wellbeing issues.

We will build on our efforts to develop a participatory collaborative approach within the JSNA process.

The approach harnesses the benefits of systems thinking and qualitative approaches in combination with business intelligence and insight from across the system to develop clarity and shared understanding of local health and wellbeing issues.

We will further develop the JSNA website to support the collation of reliable and robust data sources and collating system insights into actionable narratives.



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