Public Health Dorset
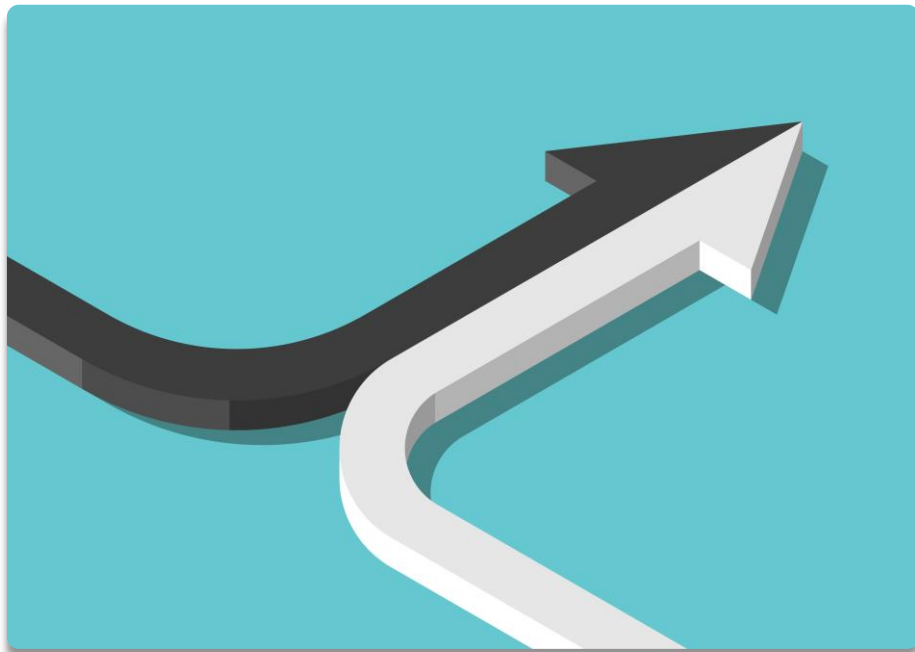
BUSINESS PLAN 2022-23

What is public health?

- Public health has been described as 'the art and science of protecting and improving health through the organised efforts of society'. Using this definition, it is clear that much of our work cannot be delivered in isolation.

- To deliver effective improvements in health and wellbeing, and to reduce inequalities in health outcomes, it is essential that we work with and through our main **partnerships** – two unitary councils, and the health organisations that comprise the Dorset Integrated Care System – and with our communities.

- Many of the interventions that are delivered through the public health function look to have impacts on the whole **population**, rather than individuals, and are concerned with **preventing** the causes of ill-health.

Who we are

▶ Public Health Dorset is a shared service that supports Dorset and Bournemouth, Christchurch and Poole (BCP) Councils to fulfil their legal duty to improve the health and wellbeing of residents, and reduce inequalities in health outcomes between different communities.

▶ To deliver this public health function requires a diverse team of specialists, supported by locality workers, project and programme managers, communications and intelligence roles.
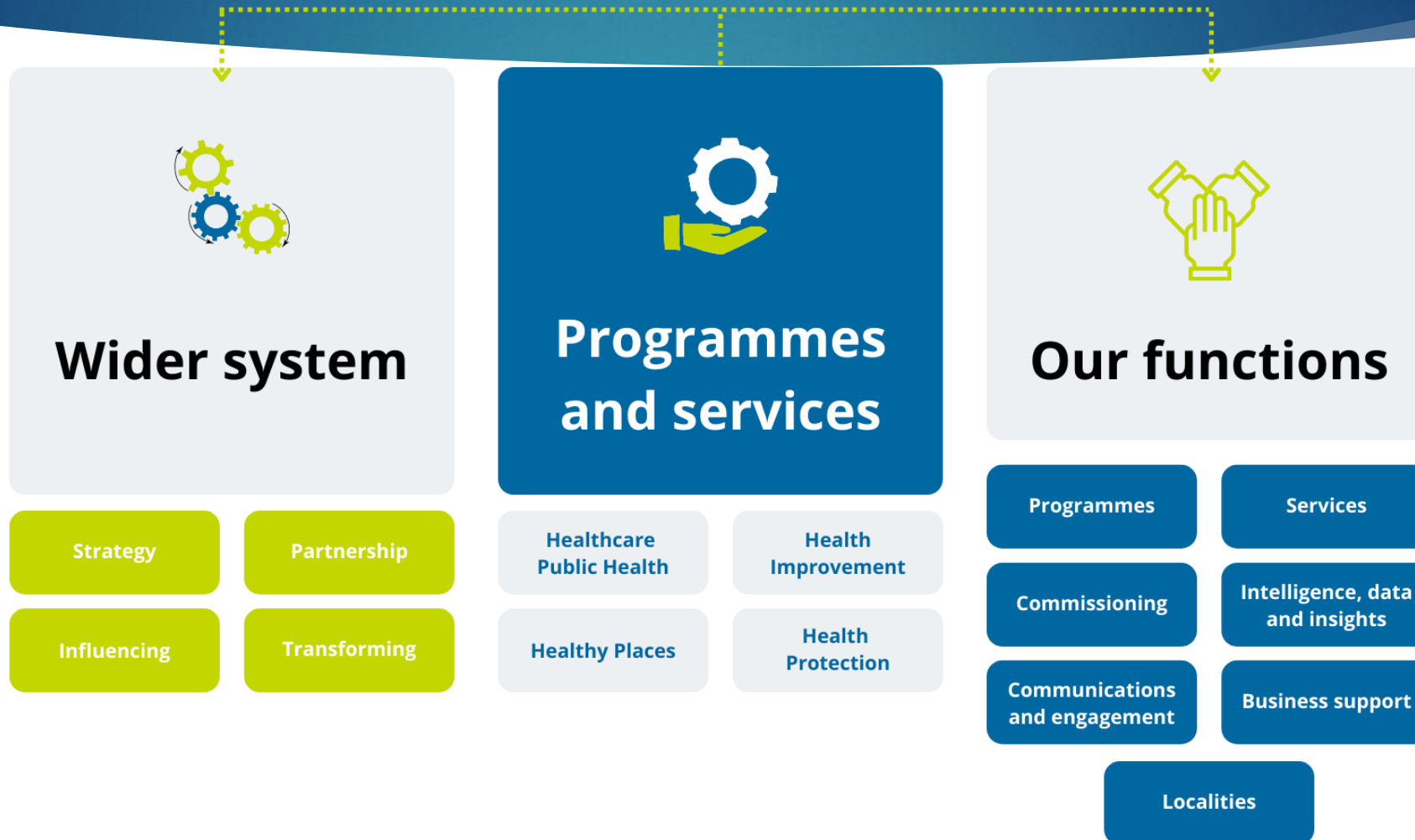
What we do

- We commission and provide public health services funded from a ring-fenced grant of around £35million received via each council, of which Public Health Dorset will receive £25.6million in 22/23.

- These services and their performance are overseen by the Joint Public Health Board – a shared Cabinet including councillors and representatives from both councils that makes decisions on how we use our resources effectively, efficiently and equitably.

- We also work with partners to influence the development and delivery of wider prevention work, including the NHS Long Term Plan ambitions on smoking, alcohol and healthy weight in NHS settings.

- As Integrated Care Systems take shape, we anticipate that our work in the system will grow this year, as we support the development of a new strategy, continue to work on the NHS health inequalities programme, and deliver an effective Joint Strategic Needs Assessment process for our Health and Wellbeing Boards.

What we do

▶ In delivering an effective public health function for both councils, much of our work is supporting action to improve the upstream causes of ill-health and inequality – sometimes called the wider determinants of health.

▶ Through the Health and Wellbeing Boards, and support to corporate plans, we work closely with teams responsible for improving physical activity through active and sustainable travel, better housing and ensuring access to improvements like insulation and heating, as well as important initiatives to reduce the prevalence of suicide and increase awareness of steps people can take for better mental health.

▶ We remain closely involved with colleagues working in children's and adult's services to ensure a best start in life for children and families and promote greater independence and wellbeing in older life.

▶ As a public health team we cannot undertake this work without effective support from our communications, intelligence and business support colleagues, so parts of our business are also about how we improve our effectiveness in the planning and delivery of public health work in our local system.

How we work: This diagram sets out the ways we work to deliver on our aims and objectives

Wider system

| Strategy | Partnership |
| Influencing | Transforming |

Programmes and services

| Healthcare Public Health | Health Improvement |
| Healthy Places | Health Protection |

Our functions

Programmes	Services
Commissioning	Intelligence, data and insights
Communications and engagement	Business support

Localities

Engaging our stakeholders

▶ A key part of our role is to work closely with partners and the public to influence and achieve the aims in this business plan

▶ We will communicate and engage effectively with partners across the system and at a local level, and ensure that we keep our colleagues and residents informed and involved

▶ We'll tailor our engagement plans based on needs and interests to facilitate effective two-way communication

▶ Communication and engagement is a key responsibility for the whole team alongside formal communications channels

▶ This will enable us to co-design programmes and services with our partners and communities to make sure they are making the biggest difference where it's most needed
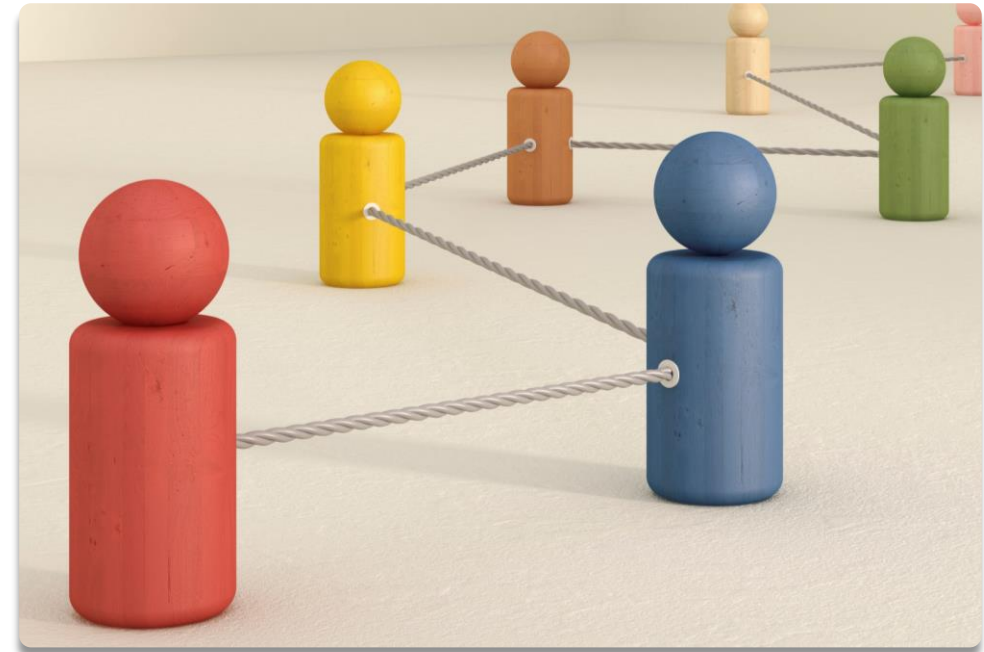
Engaging our stakeholders

Closely involving and engaging these stakeholders in our work will help them take leadership on our aims and objectives:

Lead councillors
Health and Wellbeing Board chairs
Chief Executives
System leaders

We'll **keep these stakeholders up to date to help us shape our work:**

Local Pharmaceutical Committee
Local Medical Committee
Public and service users
Public health team
Regional boards

We want to engage with these stakeholders to **be ambassadors for our work:**

All councillors
Voluntary sector
ICS leads
Local MPs
Integrated Care Board

We want these stakeholders to **be involved wherever possible to help us deliver targeted work:**

Contracts
Providers
Council colleagues
Education settings
Community groups

The context

▶ COVID-19 had a disproportionate impact on parts of our communities already suffering inequalities. Infection rates and deaths were higher in some ethnic minority groups. Others were at greater risk of infection because of their living conditions and occupations. The take up of preventive measures like vaccination was unequal across different communities, age groups and ethnic groups too.

▶ We must learn from this to co-create services that genuinely engage all, so health inequalities will be a large focus of our work in public health when understanding how best to recover from the pandemic.

▶ A significant challenge in understanding and tackling health inequalities will be the current cost of living crisis – with concerns about the affordability of adequate good quality food and heating affecting a growing proportion of our local population.
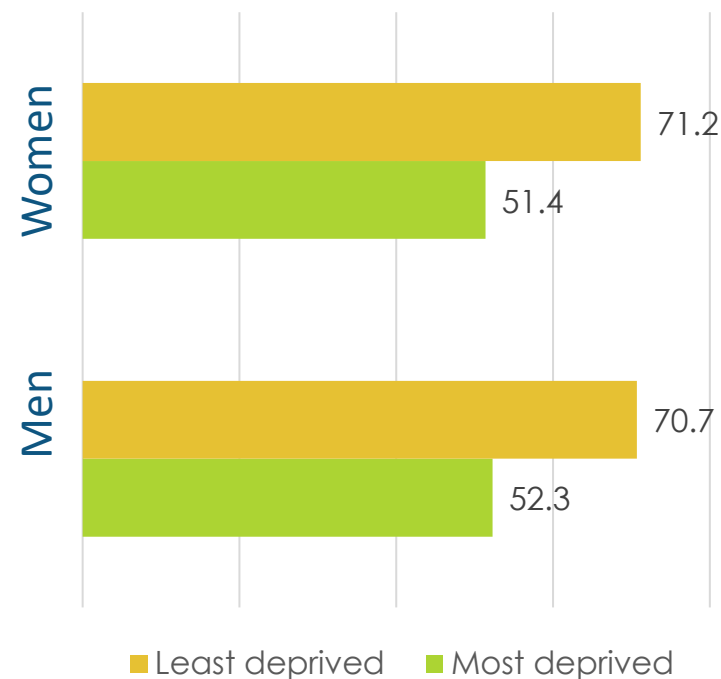
The context

▶ In terms of health and wellbeing issues, more people in our local populations are reporting feelings of anxiety, and poorer wellbeing, especially at younger ages.

▶ The proportion of children and young people with a probable mental health disorder increased significantly in 2020 compared with 2017, and remains higher in 2021 with one in six having a probable mental health disorder. In 2017 this proportion was one in 9 children and young people.

▶ Physical activity levels have been lower over the past two years, and consumption of alcohol rose in some groups significantly during the pandemic, with a 20 per cent rise in deaths due to alcoholic liver disease.

The context

▶ Many of the health issues mentioned in this plan contribute to local variation in healthy life expectancy – the amount of time you can expect to live free from disease or disability. This continues to be an issue in Dorset, and is associated with area deprivation scores.

▶ In England, women living in the most deprived areas have a healthy life expectancy at birth of 51.4 years compared with 71.2 years for women living in the least deprived – a difference of 19.7 years. For men, the difference is 18.4 years. This is one area where working with NHS and care and support services could make a difference in narrowing this gap, particularly for those living in our most deprived areas.

Source: The Health Foundation - Life expectancy and healthy life expectancy at birth by deprivation

Healthy life expectancy (years)

Women
- Least deprived: 71.2
- Most deprived: 51.4

Men
- Least deprived: 70.7
- Most deprived: 52.3

■ Least deprived ■ Most deprived

The context

▶ Other significant national policy areas that will underpin our business include the expected White Paper on Health Disparities, and supporting our local councils to understand how best to implement initiatives to 'level up' communities – this remains a priority under each Health and Wellbeing Board.

▶ Local policy areas where we expect to be engaged include the development and refresh of Local Plans for each Council – offering a real opportunity to consider how to create high quality spaces, homes and sustainable travel for health.

▶ Last but certainly not least of our drivers in this business plan is the increasing pace and importance of sustainability and its impact on health, driven by the climate and ecological emergency.

Our mission

We will achieve our vision by:

Being an effective system partner and advocate for the wellbeing of Dorset Council and BCP Council residents

Supporting the transformation of our integrated care system to improve the health of our population and tackle inequalities in health outcomes

Working with partners and communities to embed prevention approaches in health and care

Maintaining a resilient and responsive team, able to respond flexibly to challenges and change

Ensuring our public health services are effective, efficient and equitable

Our aims:
Two overarching aims shape the work of our team

Protecting and improving health	Health inequalities
- Interventions at a population level that enable people to improve their health – with an equal focus on mental and physical health - Targeted work to make the biggest difference based on evidence of needs. - Work with partners to reduce the threat from infectious disease and environmental hazards. - Expert public health advice and guidance to colleagues across the system - Learn about individuals', groups' and communities' experience and needs and facilitate public health programmes that work best for them.	- Every child born across Dorset should have the same opportunities to thrive and every person should spend the same time in good health. - Determinants of good health include a range of issues like income, work, access to health services and housing. - We will put our greatest focus on where we can reduce the healthy life expectancy gap the most.

Our objectives:
Our work is organised into four key domains

Health improvement – Promoting healthy behaviours to support people to improve their physical and mental wellbeing, focusing on making the biggest difference to those with the greatest need.

Health protection – Keeping people safe from infectious diseases and other health hazards.

Healthcare public health - Using our technical skills to influence the health and care system to improve the way resources are used to meet population health needs, and improving access and outcomes from health and care services.

Healthy places - Increasing the contribution of our built and natural environments to improving population health and tackling health inequalities.

Our objectives: Health improvement

What does this mean?

▶ We promote healthy behaviours to support people to improve their physical and mental wellbeing.

▶ We work with communities and partners to make the biggest difference to those with the greatest need.

Why is this important?

Healthy lifestyle is a key factor in most health outcomes. Many aspects of wellbeing are intrinsically linked: for example, good mental health generally enables people to make good choices for their physical health, helping them to thrive.

How will we do this?

- Identify the key groups we need to work with and understand the best ways to work with them
- Ensure health improvement is included as standard in partner organisations' plans
- Provide and commission effective services, tailoring support to level of need
- Create resources and environments where people can support their own wellbeing

Our objectives: Health protection

What does this mean?

We work to keep people safe from infectious diseases and other health hazards.

Why is this important?

By managing risks and building resilience, we can minimise serious harm and deaths related to these health hazards by protecting the most vulnerable, whilst minimising inequalities and improving outcomes for all.

How will we do this?

- Plan and respond to future risks from infectious diseases including COVID-19
- Continue efforts to understand and improve inequalities in COVID-19 vaccine uptake
- Encourage uptake of routine immunisations such as flu and MMR, with a particular focus on inequalities
- Conduct surveillance and horizon scanning for threats to health
- Maintain a communications presence as a trusted voice on health protection and tackle misinformation

Our objectives: Healthcare public health

What does this mean?

We use our technical skills to influence the health and care system to improve the way resources are used to meet population health needs. Improve access and outcomes from health and care services

Why is this important?

We can't achieve our aims alone, so it's critical that we work as a system to improve health and wellbeing outcomes amongst our population by engaging system leaders and workforce. By taking this system-wide approach, we can make sure that public health interventions reach those most in need.

How will we do this?

- Be clear on our role in the Integrated Care System (ICS) and what partners can expect from each other
- Connect our team with a clear mission on what we want to achieve as a team and a system
- Deliver the Joint Strategic Needs Assessment programme and the Integrated Care Partnership strategy
- Embed Population Health Management function in the ICS
- Reengage our relationship with partners in primary care

Our objectives: Healthy places

What does this mean?

The places in which we live, work and play have significant impact on our health and wellbeing. We should all have access to good housing, contact with nature, and be able to choose active and sustainable ways to travel.

Why is this important?

By enhancing the quality of the built and natural environments and reducing inequalities we can create Healthy Places which support the health & wellbeing of people in BCP & Dorset.

How will we do this?

- Develop local insights into the role of the environment in health and wellbeing outcomes and health inequalities
- Work with our partners to develop policy and action that enhances the quality of the built & natural environment
- Work with our partners across the ICS, including the VCSE, to increase access to and engagement with natural environments

Our role in the wider system

As a health and care system we have shared aims and objectives on improving the health of our population. We can't deliver the change we want to see by ourselves, and our role is to lead and influence system-wide work to help achieve our aims and objectives.

Public health team

Our role in Dorset's health and care system

▶ The formation of Integrated Care Systems later this year is a major policy change nationally to promote a more collaborative approach to health, care and prevention, with a drive to understand how to involve people and communities in living healthier for longer.

▶ The Integrated Care Partnership brings these system partners together in a formal structure to do this. We have been asked to lead on the development of a strategy for the ICP which will set the direction for the system for the next few years.

▶ The transformation of the system provides an opportunity to embed our aims, objectives and priorities from the outset.

Our role in Dorset's health and care system

The public health team expects to be supporting our local system to implement these changes through several important areas of business:

- developing a strategy for the integrated care system

- embedding a population health management approach

- supporting strong place-based partnerships working with communities to take on health and care planning and improve outcomes for residents

- establishing a new partnership to support the national drug strategy, from Harm to Hope

- continuing to deliver a range of prevention initiatives in NHS settings

- continuing to work with partners on health protection response – including COVID-19

Our work programme

Our programmes and services are many and varied. We lead or are involved in many activities that support our aims and objectives.

In order to be effective we need to prioritise our efforts, time and resources to ensure the best outcomes and optimum results.

We have prioritised our work programme for this year, thinking about things that are new and emerging or that are time-critical this year, as well as established work. We will keep our most important areas of work under review and we will adjust these priorities as our world evolves and we track progress.

Key work programmes:

We continue to work across many areas, but we have identified these key priorities as a focus for the year ahead.

Health Improvement	Health Protection	Healthy Places	Healthcare Public Health
• Healthy Child Programme • Mental Health • Drugs and Alcohol • Healthy Lifestyles Support • Sexual Health	• Prevention and control of infectious diseases	• Built Environment and Local Plans	• Health Inequalities • Joint Strategic Needs Assessment • Population Health Management

Key work programmes

▶ **Healthy Child Programme (Health Improvement)**

  Ensuring every child gets the good start they need to lay the foundations of a healthy life

▶ **Mental Health (Health Improvement)**

  Promoting good mental health and working to prevent deaths by suicide

▶ **Health Inequalities (Healthcare Public Health)**

  Working across the system to address avoidable differences in people's health across the population and between specific population groups

▶ **Built Environment and Local Plans (Healthy Places)**

  Engaging with the councils' local plan process to ensure new development promotes health and wellbeing and takes advantage of opportunities to reduce health inequalities

▶ **Joint Strategic Needs Assessment (Healthcare Public Health)**

  Working with the Health and Wellbeing Boards to identify key issues and develop their Joint Health and Wellbeing Strategies in response to these

Key work programmes

▶ **Prevention and control of infectious diseases (Health Protection)**

  Reducing exposure to and risks from infectious diseases and responding effectively to any outbreaks

▶ **Population Health Management (Healthcare Public Health)**

  Using data to understand population health needs and predicting future needs

▶ **Drugs and Alcohol (Health Improvement)**

  Reducing risks from substance misuse and improving health outcomes

▶ **Healthy Lifestyles Support (Health Improvement)**

  Encouraging healthy lifestyle behaviours like physical activity, stopping smoking, healthy diets and reducing alcohol intake

▶ **Sexual Health (Health Improvement)**

  Commissioning effective sexual health services including contraception support, STI testing and HIV diagnosis and care

Our functions:
Helping us to deliver our aims and objectives

We review the way we work regularly and adjust to meet the needs of our plans. Our core functions within the Public Health team are:

- **Programmes** – planning and delivering our core programmes working with our partners and communities

- **Services** – delivering high quality services directly to our customers, and evolving our offer based on their input and feedback

- **Commissioning** – contracting some key services to professionals who understand our needs and those of our customers, to deliver well on our behalf

- **Localities** – engaging with primary care networks, local organisations and communities to champion and deliver on our priorities

- **Intelligence, data and insights** – using technology, data and latest methods to understand our population needs and ensure our work is targeted where most needed

- **Comms & engagement** – collaborating with our partners, colleagues and customers, sharing relevant information clearly, and facilitating knowledge

- **Business support** – ensuring our team is efficient, organised and working within our means, with clear processes, strategies and systems

Our recruitment, training and development plans will help us be fit for purpose, with the right balance of skills and resource across these functions, and we will look to grow our own talent wherever possible and supplement our team when needed.

Our values:
These values guide the way we work together to achieve our goals

We **support** and **respect** each other

We are **inclusive** and **equitable**

We understand and work towards our **shared goals**

We are **agile** and **flexible**

We continue to **learn** and **develop**

We **communicate openly** and **clearly**

Measuring our success

- This business plan sets out our long term aims and objectives and we are at the beginning of the process of embedding them in our work as a team and with the wider system as we establish the new system structures.

- To measure our success, we'll focus on the outcomes and impacts of our work. We have clear delivery programmes with clear aims and appropriate resource. Our approach is data and evidence driven to ensure we can make the biggest impact.

- We'll establish key indicators and targets for our priorities, with the aim of defining key measures and milestones for each objective by October 2022.

- By this time, we'll understand clearly defined roles within the system and establish the responsibilities each partner holds.