Merton Health and Wellbeing Strategy 2019-24

A Healthy Place for Healthy Lives

Draft outline

FOREWORD

Insert – from chair and vice chair

WELCOME

What makes us healthy

The physical and social conditions that make us healthy are all around us; for example the air we breathe, our schools, workplaces, homes, our relationships with friends and family, the food available, how easy it is to move around in the borough, how safe we feel in our streets.

These are known as the wider determinants of health, shown in the diagram below. Differential access and exposure are the main drivers for health inequality.

The main unhealthy lifestyles that are responsible for over a third of all ill health are smoking, alcohol misuse, poor diet and sedentary behaviour, underpinned by lack of emotional and mental wellbeing. Rather than due to individual choice, they are shaped by the physical and social conditions in which we are born, grow, live, work and age.

This is why our Health and Wellbeing Strategy focuses on making Merton a healthy place for healthy lives.

Insert Dahlgreen diagram

What is Merton Health and Wellbeing Board and how does it operate?

The Health and Wellbeing Board is a statutory council committee to provide overall vision, oversight and direction for health and wellbeing in Merton, including service provision and the wider determinants of health. It brings together local Councillors, GPs and community representatives supported by officers, as system leaders to shape a healthy place and health and care services.

The Board operates as a partnership where members are accountable to their respective organisations.

Merton Health and Care Together Board is a non-statutory partnership between Council and NHS commissioners as well as the main local health and care providers including acute and mental health hospitals, community trust and GP federation that reports to the Health and Wellbeing Board. It focuses on health and care service provision and integration.

The Health and Wellbeing Board and Merton Health and Care Together board have agreed to develop complementary strategies to best cover the breadth of health and wellbeing and avoid duplication.

The Health and Wellbeing Strategy will focus on making Merton a healthy place, meaning creating the social and physical conditions in which people can thrive; the Local Health and Care Plan will focus on provision of integrated high quality health and care services.

Both the Health and Wellbeing Strategy and Local Health and Care Plan commit the Health and Wellbeing Board to championing their guiding principles and key aspirations. Health and Wellbeing Board members have a collective and individual responsibility to ensure these are reflected in the business of their own and partner organisations, are heard in other groups and committees and become embedded in strategies and commissioning across the health and care system.

About the HWS

The purpose is not to provide a comprehensive overview of all major health issues; instead it is a tool to support the Health and Wellbeing Board as system leader where it can add most value: to champion guiding principles/ways of working, focus on key themes / outcomes, select a rolling programme of annual priorities for action and be accountable to partners and the community it serves.

The strategy is divided into 4 main sections:

- Where are we now - our starting position;
- Where do we want to go – what we want to achieve
- How do we get there – our way of delivery
- How do we know we got there – our framework for accountability

WHERE WE ARE NOW- OUR STARTING POSITION

Merton story/JSNA (Joint Strategic Needs Assessment) headlines- how healthy are people in Merton

Overall Merton is a safe and healthy place, rich in assets such as green spaces, libraries, good schools, and compares favourably with other London boroughs. However, the main challenges are:

- significant social inequalities between the East and West of the borough that drive a health divide including a persistent gap in life expectancy and ill-health;
- large numbers of people with unhealthy lifestyles (smoking, poor diet, sedentary behaviour, alcohol misuse and poor emotional/mental health and wellbeing);
- child and family vulnerability and resilience, ie increase in self-harm; childhood obesity
- increasing numbers of people with complex needs and multi-morbidity including physical and mental illness, disability, frailty and dementia; and
- hidden harms and emerging issues such as air pollution, loneliness, violence and exploitation.

Diagram 2 gives an infographic overview; more details see JSNA (insert link)

What people tell us matters to them about a healthy place

Through conducting desk research, 4 workshops and 4 surveys the following topics have emerged as being particularly important to local people:

- Mental health, good relationships and feeling connected to their communities and networks is one of the most frequently raised topics;
- Air quality is a top concern to people of all ages, but especially young people;
- Inter-generational opportunities had significant support, to connect older and younger people and build social cohesion;
- The food system needs to be tackled as adverts, fast food outlets, price of food, lack of healthy alternatives make the healthy choice difficult.
- Libraries and green spaces are assets that are very valued and people would like more community spaces and places to connect socially.
- Work places are a key setting with influence on people's health and offer a great opportunity to improve mental wellbeing and healthy lifestyle choices.
- Safety of the physical and social environment was another recurring theme of importance for people of all ages.

Diagram 3 depicts findings from the 'Healthy Place' workshop in February and includes descriptions of key 'healthy settings' such as homes, schools, work places, streets and health & care organisations. Further details are available – insert link.

HWBB learning from the last HWS about how to add most value

Over the 3 -year period of the last Health and Wellbeing Strategy (2015-18) the board has explicitly sought to experiment and learn about its challenge to be an effective system leader. This covered:

- Reflective board development work with the Vision Leadership Centre;
- Quarterly dashboard reviews replaced by an annual review that combines quantitative and qualitative information to produce insights for the board role, rather than replicate performance management approach;
- Practical active engagement of all members in community engagement (ie community conversations about the Wilson health and wellbeing campus and the diabetes truth programme, where members were connected to residents with diabetes bringing to life the day-today challenges);
- Selecting a small number of priority areas for action as a rolling programme with clear rationale for concerted effort rather than trying to cover a wide range of issues at the same time (ie whole system approach to tackling diabetes and childhood obesity; spotting the value of social prescribing and championing its development and roll out);
- Promoting and embedding principles and ways of working based on shared values including social justice in partner organisations.

A detailed summary of recent achievements and previous annual reports – insert link.

WHERE WE WANT TO GO- WHAT WE WANT TO ACHIEVE

Vision for Merton Local Health and Care Plan

Working together to provide truly joined up, high quality, sustainable, modern and accessible health and care services, for all people in Merton, enabling them to start well, live well and age well

Vision for Health and Wellbeing Strategy

Working together to make Merton a healthy place by creating the physical and social conditions for all people to thrive and complement the provision of holistic health and care services.

Principles and ways of working

The Health and Wellbeing Board is committed to the following principles and ways of working underpinning everything that we do including delivery of this strategy:

- Fairness – reducing health inequalities, especially the east/west health divide in the borough that is driven by social inequality and the wider determinants of health.
- Prevention/early intervention – helping people to stay healthy & independent and preventing, reducing or delaying the need for care.
- Health in All Policies (HIAP) approach – maximising the positive health impacts across all policies and challenging negative impacts.
- Co-production - working with and for the people/communities we serve; explicitly using and developing assets/strengths;
- Experimenting and learning- the problems we want to tackle are complex and there are no single or neat solutions; using data and intelligence transparently to understand and monitor impact and adjust accordingly.

Key themes and outcomes

Table 1 below gives a summary**.** The structure covers the life course using the same themes of Start Well, Live Well and Age Well as the Merton Local Health and Care Plan. This allows for easy cross reading and complementarity. Key themes and outcomes are meant to be specific enough to clearly articulate the direction for the board without unduly constricting its ability to adapt over the 5- year period of the strategy.

The key attributes for a healthy place that the Health and Wellbeing Board aims to enhance are:

- Promoting good mental health and emotional wellbeing;
- Making the healthy life style choice easy (with focus on food, physical activity, alcohol & drugs, tobacco);
- Protecting from harm, providing safety (with focus on air quality, violence)

The key healthy settings to bring together the above attributes that the Health and Wellbeing Board has identified as opportunities for focus are:

- Early years; schools; school neighbourhoods; work places; homes; intergenerational settings; and health & care organisations.
- Creating dementia friendly Merton.

Key outcomes as listed in table 1 need to be further defined and translated into indicators (more under delivery below). Further specific backing information about rationale for the key themes and outcomes are provided elsewhere (develop summary and insert link).

Table 1 - Key themes and outcomes

	Start Well	Live Well	Age Well
Key Healthy Place attributes	**Key Outcomes**		
Promoting mental health & wellbeing	Less self-harm Better relationships	Less depression, anxiety and stress	Less loneliness Better social connectedness
Making healthy choice easy	More breastfeeding Less childhood obesity	Less diabetes More active travel Healthier food choice	More active older people
Protecting from harm	Cleaner air Less violence		
Healthy settings – combining the above attributes	Healthy Inter-generational settings Healthy Homes		
	Healthy Early years settings; Healthy schools; Healthy school neighbourhoods	Healthy Work places	Healthy Health and Care organisations; Dementia-friendly Merton

HOW WE GET THERE - OUR WAY OF DELIVERY

Principles and ways of working

The Health and Wellbeing Board is committing to:

- Applying the above to all routine and statutory Health and Wellbeing Board business;
- Championing principles and ways of working in our respective partner organisations and embedding them into other strategies/plans.

Key themes and outcomes

Delivery will include:

- Development of a rolling programme, focussing on a few selected major/minor annual priorities for joint action;
- Discipline of seeking clear rationale about need for concerted board action to add value and specificity about who needs to do what to affect change or amplify impact; while allowing and encouraging experimentation and learning;
- Consideration of a variety of types of actions the board might best use to influence (informed by Health and Wellbeing Board experience about adding value- see above) including: engagement/community conversations, convening/bringing different sectors together to problem solve; supporting whole system exemplars; spotting opportunities for quick wins; raising awareness for emerging or hidden issues; further board development to be fit for changing health and care system; resurrecting previous priority actions to keep momentum.

HOW WE KNOW WE ARE GETTING THERE - OUR FRAMEWORK FOR ACCOUNTABILITY

Further work required on development of accountability framework, to include:

- Annual review + ad-hoc exception reports for any issue that requires board attention, covering principles & ways of working; key themes & outcomes; annual priorities for action and brief overview of previous annual priorities
- Quantitative 'markers' for Health and Wellbeing Board dashboard and qualitative information
- Lean approach; no performance monitoring (done elsewhere)

GLOSSARY– recognising how important language and terminology is for effective partnership working