

Committee: Health and Wellbeing Board

Date: 8th October 2019

Subject: Priority Actions for Merton Health and Wellbeing Strategy

Lead officer: Dr Dagmar Zeuner, Director of Public Health

Lead member: Cllr Tobin Byers, Cabinet Member for Adult Social Care, Health and the Environment

Contact officers: Mike Robinson, Consultant in Public Health; Barry Causer, Head of Strategic Commissioning, Public Health; Clarissa Larsen, Health and Wellbeing Board Partnership Manager

Recommendations:

That the Health and Wellbeing Board consider, agree and champion the first of the rolling programme of priority actions for Merton Health and Wellbeing Strategy 2019 – 2024 as:

- A. The new priority of Healthy Workplace, adopting the London Healthy Workplace Award as a framework for developing work places as healthy settings, with an initial focus on mental health and active travel.
 - B. Keeping the momentum on tackling diabetes, with a continued focus on tackling diabetes, through a whole systems approach.
 - C. To continue to self-develop and improve as a Board to be fit for the future and to consider how to involve children and young people as part of this development.
-

PURPOSE OF REPORT AND EXECUTIVE SUMMARY

The purpose of this report is to set out for consideration by the Board the first priority of the Health and Wellbeing Strategy of healthy workplace. The paper also recommends keeping a focus on the on-going work to tackle diabetes (and child healthy weight) to keep the momentum going and to outline current work with the Leadership Centre and prospective involvement of children and young people in the work of the Board.

BACKGROUND

- 1 The new Health and Wellbeing Strategy was agreed at our June meeting. The Strategy sets out a new vision together with a set of principles and ways of working which will influence everything we do as a Board; focused on creating a healthy place for healthy lives, across the life course of Start Well, Live Well, Age Well and through the three key attributes of:
 - Promoting mental health and wellbeing
 - Making the healthy choice easy
 - Protection from harm

Published copies of the full Health and Wellbeing Strategy are now available and are being shared widely. An accessible, one page summary document is also being developed with the support of Young Inspectors.

In response to the discussion at the June Board, a summary of the baseline position on the key outcomes has been produced. (see Appendix 1)

- 2 In delivering the Strategy, we agreed to focus on a rolling programme of a few priority actions, determined by an explicit rationale that:
 - Considers evidence of need (using the Merton Story and community voice) with an opportunity to tackle emerging/topical issues.
 - Investigates how the proposed priority will address the principles of the Board (specifically, promoting fairness, engaging and empowering communities and having a Health in All Policies/Think Family approach).
 - Has clarity on how the Board will add value in a way that won't be delivered otherwise; how will our partner contributions create something more impactful together than individually, and how this will contribute to wider local and regional work.

Synergy with the Local Health and Care Plan

3. Throughout its development the Health and Wellbeing Strategy has linked to the Local Health and Care Plan. As the HWB and Merton Health and Care Together Board begin to work more closely, we will continue to coordinate with colleagues on both of these plans to ensure they complement each other.

DETAILS – PRIORITY ACTIONS

As reflected in the Strategy, Board members have recognised that the partnership works best when it focusses on one or two key priorities. Initial consideration of potential priorities took place at both the March and June Boards.

HEALTHY WORKPLACE

4. We propose that the first priority for action of the new Health and Wellbeing Strategy should be Healthy Workplace. Specifically, to encourage the development of healthy workplaces across Merton by scaling up commitment to the London Healthy Workplace Award.

Through the commitment of Health and Wellbeing Board partners and, more widely, organisations across the borough, we can aim to work towards a longer-term ambition of widespread achievement of the LHWA standards of Foundation, Commitment and Excellence.
5. We have discussed the criteria for identifying priorities and the rationale for choosing Healthy Workplace as the first priority for action is:
 - Unequivocal evidence of need - the rate of working days lost in Merton due to sickness absence is greater than in London or England as a whole.

- Opportunity to apply the principles of the Board including promoting fairness and community engagement.
- Adding value to what can be achieved by individual organisations alone, through learning and contributing to wider local and regional work.

In addition as part of the engagement workshops on the Strategy there was widespread stakeholder support for a focus on healthy settings and identification of key outcomes that can be delivered through healthy workplaces (e.g. better mental health, more active travel and more people eating healthy food).

Further information on the rationale for choosing Healthy Workplace as a priority, the baseline position in Merton, and action already being taken is included in Appendix 2.

London Healthy Workplace Award

6. The London Healthy Workplace Award (LHWA) is an accreditation scheme led by the Mayor of London's Office and supported by Public Health England. It acts as a template for good practice and recognises London employers who invest in their employee's health and wellbeing. The scheme supports organisations of all sizes across public, private and voluntary sectors.

The current award is an updated version of the London Healthy Workplace Charter, which ran between 2012 – 2018. The LHWA has been updated to incorporate the latest evidence on how best to promote health and wellbeing in the workplace. The award framework consisted of three pillars under which sits nine standards, each of which has criteria which must be met in order to achieve the Award. These are illustrated in the diagram below:



More information about the standards, the criteria for their achievement at each level of the Award, and the application process is available on the GLA website at https://www.london.gov.uk/sites/default/files/lhwa_overview_2019.pdf

Role of the Health and Wellbeing Board

7. There are a variety of actions that Board members can take to help promote healthy workplaces, both as individuals and as a group as a whole. The examples below are offered for discussion and not suggested as firm pledges at this stage:
 - Individual Board members can encourage their own organisations to be exemplars of the roll out of the LHWA across Merton. Many organisations already have an occupational development or workforce development infrastructure which can be harnessed for this purpose, rather than new capacity being required.
 - Board members can promote the concept of the settings approach that is at the heart of the new Strategy, rather than the traditional framing of health improvement as a matter of personal responsibility leading to new conversations with colleagues. The Board as a whole can act as a mutual support network and be a space for practicing such conversations.
 - Individuals can apply to join the London Healthy Workplace Award Network Group which has been set up on Knowledge Hub (www.khub.net) and share their learning with the Board as a whole.
 - Several other Merton-focussed groups are already supporting or planning healthy workforce initiatives, for example Merton Chamber of Commerce are working with Healthy Dialogues to work with small employers in the three Business Improvement Districts.
 - One of the agreed prevention priorities of Merton Health and Care Together, is to deliver healthy workplace programmes.
 - Work is also taking place across the SWL Health and Care Partnership, with the draft SWL Diabetes plan including reference to key settings including healthy workplaces.
 - The Board can offer to share learning with others and may be able to gain access to additional London wide resources through such an approach. This may be helpful given that work will need to be done within existing resources.

Focus on mental wellbeing and active travel

8. To make real impact, the Board needs to adopt an approach that is realistic to competing demands on organisations' capacity. This can be done by promoting a staged approach to implementation, with initial focus in two priority areas, namely mental wellbeing (LHWA standards 4 to 6) and active travel (part of LHWA standard 7).

The reasons for recommending these areas are that they have both attracted attention from many directions and have stimulated a variety of sometimes

disparate initiatives. Both are issues which resonate with local or London-wide policy objectives, for example for mental wellbeing, the Mayor of London’s #ZeroSuicideLDN campaign, and for active travel, the declaration of a climate change emergency by LBM and many other councils. Both were identified as important to stakeholders during the Strategy’s engagement programme (and in the Diabetes Truth programme).

Some examples of actions in these areas, which the Board can take or promote, are

- Raising awareness and use of the “Good Thinking” website and the wide range of resources it points users towards (<https://www.good-thinking.uk>). The website has been quality assured by the NHS and many of its resources are free for Londoners.
- Undertaking training to become a mental health first aider. This 2-day training teaches people how to offer initial support to someone who is experiencing mental distress until appropriate professional help is received or until the crisis resolves. Employers who have included this within their staff development programme report benefits such as greater self-esteem and wider cultural changes.
- Seek stakeholder support for a Merton Active Travel Awards scheme. This scheme would celebrate excellence and innovation amongst Merton employers for initiatives that reduce car use and encourage walking and cycling for work-related travel.

9. The programme of action outlined above fits with the principles and ways of working we have adopted in the new Health and Wellbeing Strategy, and can inform development of more detailed plans in due course. Initial thinking about how each of the principles listed in the Strategy can be reflected in the role of the Board in action on healthy workplaces are shown in the Table below.

Reducing inequalities	Checking that there is a good spread of organisations across Merton geographically and by type that embrace the healthy workplace agenda, and highlighting gaps
Prevention and Early Intervention	Championing approaches such as education for staff with long term conditions e.g. diabetes (see diabetes section) and seasonal flu vaccination
Health in All Policies	Promoting policy implementation in line with LHWA standard 1.
Community engagement	Inviting business leaders, particularly where gaps have been highlighted, to engage with Board members, based on the positive experience of the Diabetes Truth programme
Experimenting and Learning	LHWA is evidence based. Developing links between Award criteria and Strategy key outcomes.

Think Family	Promoting family friendly policies such as understanding for carers, flexible working and support for parents
--------------	---------------------------------------------------------------------------------------------------------------

Healthy Workplace action planning

10. If Healthy Workplace is agreed as a priority, the Public Health team will develop a detailed action plan for the January HWB.

As Board Members, we can support this by ensuring that Healthy Workplace is included in our organisations' forward plan and nominate a member of staff to be a first point of contact for the development of the Healthy Workplace action plan.

TACKLING DIABETES

11. In addition to the new proposed priority, we also recommend that we as a HWB keep the momentum on our work to tackle diabetes. Whilst good work is taking place and our whole systems approach and Diabetes Truth Programme have been cited as good practice, it is important that this momentum is maintained.

12. Good progress against each of the three themes in the Tackling Diabetes Action Plan has been seen over the last six months, with key highlights including:

Clinical oversight and service improvement:

- Systems and dashboards are in place, which will enable the partnership to identify any variations in care.
- A number of new services, including those for key communities e.g. Tamil and African Caribbean communities, are starting soon.

Holistic individual care:

- Pathways have been established between diabetes services and other supportive services e.g. the Merton Uplift service, recently commissioned by Merton CCG.
- An increase in uptake of the National Diabetes Prevention Programme, with Merton having the highest number of first appointments (285) from across South London between April 2019 and August 2019.

Healthy place:

- Monitoring and management of proposals for new fast-food take-aways (A5 use) has been included as part of Merton's Local Plan
- The council has approved a revised advertising policy that will introduce restrictions on unhealthy food and drink (those high in salt, sugar and fat) in Merton, which mirror those introduced by Transport for London in February 2019.
- Development of 'Schools Neighbourhood Approach Pilot (SNAP),

Child Healthy Weight

As part of a life-course approach, the Tackling Diabetes Action Plan is aligned with the Child Healthy Weight Action Plan. In addition to work on healthy place, progress has included:

- Increase in number of schools achieving health school status; training for school staff on raising awareness and talking about childhood obesity and weight; delivering healthy eating on a budget sessions for families, piloting an approach to holiday provision for young people.

Despite these successes, we think it is too early for the HWB to shift its attention away and propose instead to maintain a clear focus to keeping the momentum on tackling diabetes.

13. Keeping the momentum will also enable us to deliver further on our commitment to community engagement and empowerment- working with and for the people and communities we serve. This will keep a focus on inequalities; to essentially challenge and adapt our plans according to learning and new insights from residents and stakeholders, as appropriate for tackling a truly complex problem such as diabetes and child healthy weight.

Keeping tackling diabetes as a priority will also mean we as a HWB are better prepared to apply the learning from the Diabetes Truth Programme and whole systems approach to other long term conditions in the future, such as respiratory disease.

Role of the Health and Wellbeing Board

14. There are a variety of actions that Board members can take to keep the momentum on tackling diabetes, which are offered for consideration:
 - Although there has been some engagement with a number of vital groups e.g. the CCG Patient Engagement Group and LBM Joint Consultative Committee with Ethnic Minority Organisations, we can do more to understand what matters to local people, gather patients' feedback on services and release the potential that community groups can have in Merton.
 - Keeping oversight of the fidelity of a whole system approach with an eye for the known risks e.g. a disconnect between work on healthy place and better holistic services, or reverting to an imbalance between preventative and treatment focus.
 - The on-going advocacy and awareness raising around diabetes (and Child Healthy Weight), through a commitment to supporting World Diabetes Day (14th November 2019) and the Merton Year of Physical Activity, which will seek to enhance the awareness of the existing sport and physical activity offer in Merton.
 - To 'think diabetes in the workplace' and explore putting the policies and processes in place to make reasonable adjustments for staff members who are at risk of, or living with, diabetes so that they can attend structured education and prevention programmes (see <https://healthinnovationnetwork.com/projects/think-diabetes-in-the-workplace/>)

- Encourage staff members to innovate, actively work with community groups and work in partnership across organisations boundaries including on development of a network of Diabetes Champions.
- Support MVSC in their three year programme, funded by the City Bridge Trust, to get a better understanding of how people from South Asian and BAME backgrounds are coping with diabetes, active co-production of service design and development and a subsequent review of services.

The HWB's view is welcomed on how to keep momentum at a time of significant change across the system, including the opportunity resulting from the development of the South West London approach to tackling diabetes and to judge the right time to hand-over priorities.

If the proposal that 'Keeping the momentum on tackling diabetes' is agreed, as well as co-ordinated work continuing, a more in-depth review of the 'impact' of the tackling diabetes action plan will be undertaken and reported back to the Board.

HEALTH AND WELLBEING BOARD WAYS OF WORKING

15. As well as the specific priorities of the Health and Wellbeing Strategy, there was a commitment to a set of principles, ways of working and continual development. This included an ambition to Think Family in all our work.

Children and Young People's Voice

- 16 The HWB has used creative approaches to engage adult residents in order to better understand lived experience and develop meaningful plans, such as the exemplar Diabetes Truth work with buddies. There is now an ambition to engage with children and young people, building on the creative approaches that have been developed to date to involve young people. These include, for example, Merton Youth Parliament implementing a manifesto based on the top concerns of local young people, including a gangs 'think tank' event, and feedback from LGBT and pupils informing the development of a Trans Inclusion toolkit for schools in Merton and Wandsworth.

The aim for the HWB would be to engage with young people on a priority that they identify, for example, a focus on climate change emergency, tapping into the energy young people are showing towards healthy planet, healthy place, healthy people, such as air pollution, single use plastics; safe open space. A Young inspector has expressed an interest in this work which also links to the wider climate change emergency activity.

If the Board agree to this priority, Young people will be asked to lead the way and identify how they would like to link up with the Board. Ideas could include, buddying members with young people; young people 'taking over' and setting the agenda for a Board meeting; Board members being scrutinised at youth parliament. It is proposed that activity could be developed in the spring and summer terms using existing learning, building on work with the Leadership Centre (outlined below) and working closely with Children Schools and Families.

Leadership Centre and HWB Seminar 15th October

17. We as an HWB have committed to continued development and all members have participated in current work with the Leadership Centre. Interviews with Board members and Diabetes Truth volunteers took place over the summer to capture some of the outputs from our work as an HWB over the past few years.

Merton HWB was chosen by the Leadership Centre to work together to explore how we can use the learning of a more integrated approach to inform discussions on aligning health and care in the borough, whilst continuing to tackle the wider determinants of health. This will link to the work of Merton Health and Care Together, which reports to the HWB, and the Local Health and Care Plan with its focus on health and care services and integration.

We have a collective sense-making seminar planned for 15th October where we will consider the findings from the Leadership Centre and take the opportunity to look forward. This will include closer working with Merton Health and Care Together going forward as well as consideration of the priorities set out in this report, especially the involvement of young people in our work. The outcome of this, for us as a Board, should be a keener shared sense of what we are able to do, how we will do it and our fitness for the future.

Merton HWB features in LGA Publication

18. In recognition of some of our good work to date Merton HWB was featured in the recent LGA publication [What a difference a place makes - The growing impact of health and wellbeing boards](#) Merton was cited as one of the case studies of 'effective HWBs across the country'. Our work on the Diabetes Truth Programme and Social Prescribing specifically featured. The LGA is also convening work across South West London to consider the future of Health and Wellbeing Boards in the new place based governance.

NEXT STEPS

19. Subject to agreement, the priority action of Healthy Workplace and the continued focus on Tackling Diabetes (and child healthy weight) will be taken forward. We, as HWB members are committed to learning and want to understand whether we are delivering on our commitments. Our Strategy is intended to be a practical and live document giving direction to the Board and its partner organisations. To help members of the Board track progress we have prepared the baseline for the agreed indicators (see Appendix 1).

It is proposed that a full annual review of the Health and Wellbeing Strategy be reported to the Health and Wellbeing Board, including:

- progress on priority actions
- application of Principles and Ways of Working.
- a summary dashboard of key outcomes.
- ongoing development of the Health and Wellbeing Board as an effective system leadership team (including work with the Leadership Centre).

5. ALTERNATIVE OPTIONS

None at this stage; priority actions have been assessed against the agreed criteria for members of the Health and Wellbeing Board to consider.

6. CONSULTATIONS UNDETAKEEN OR PROPOSED

The recommended priority actions emerged from engagement on the Diabetes Truth work and the workshop and wider engagement programme on the Health and Wellbeing Strategy.

7. TIMETABLE

Timescales for the relevant priority are included in the report.

8. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

The Health and Wellbeing Strategy programme of priority actions will be delivered through decisions within existing governance and, where there is the opportunity, external funding.

9. LEGAL AND STATUTORY IMPLICATIONS

It is a statutory duty for the Health and Wellbeing Board to produce a joint Health and Wellbeing Strategy based on the Joint Strategic Needs Assessment.

10. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

The Health and Wellbeing Strategy and priority actions are directly concerned with improving health equity.

11. CRIME AND DISORDER IMPLICATIONS

A key outcome of the Health and Wellbeing Strategy is to less self-harm and less violence.

12. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

N/A.

APPENDICES

Appendix 1 – Baseline Indicators

Appendix 1 – Health and Wellbeing Strategy baseline indicators

Key Healthy Place attributes:	Key outcome of the Health and Wellbeing Strategy:	Indicator*	Timescale† for impact	Merton	London	England
Promoting mental health & wellbeing	Less self-harm Better relationships	Hospital admissions for self-harm aged 15-19 yrs (per 100,000 pop) (2017/18)	Medium	364	341	649
	Less depression, anxiety and stress	Prevalence of depression (aged 18+) (2017/18)	Medium	7.3%	7.1%	9.9%
	Less loneliness Better social connectedness	% adult carers reporting as much social contact as they would like (aged 18+) (2016/17)	Short	29.8%	35.6%	35.5%
Making healthy choice easy	More breastfeeding	Breastfeeding prevalence at 6-8 week check (2018/19) ¹	Short	75.0%	50.5%	46.2%
	Less childhood obesity	Overweight (including Obesity) in Year 6 (2017/18)	Medium	35.9%	37.7%	34.3%
	Less diabetes	Diabetes prevalence (17+) (2017/18)	Long	6.2%	6.5%	6.8%
	More active travel	% adults cycling for travel at least three days per week (2016/17)	Short	6.4%	4.7%	3.3%
	More people eating healthy food	Proportion of the population meeting the recommended '5-a-day' on a 'usual day' (adults) (2017/18)	Medium	56.9%	54.1%	54.8%

	More active older people	Percentage of adults aged 65-74 who are physically active for at least 150 minutes a week (2017/18)	Short	73.4%	55.1%	57.4%
Protecting from harm	Less people breathing toxic air	Deaths attributable to particulate matter (PM2.5) (2017)	Short	6.4%	6.5%	5.1%
	Less violence	Violence against the person (offences per 1,000 population) (cumulative of 12 months ending Q1 2019)	Medium	13.8	18.5	19.8

¹ Breastfeeding data is unpublished due to coverage below the 95% standard.

*Indicators have been chosen as 'markers' for Tackling Health Inequalities and Prevention - as we cannot measure everything and the Health and Wellbeing Board cannot deliver alone but as part of a wider system.

†Timescales for impact vary, as shown in final column. "Short" means an estimate of 1-2 years before we will see an effect; "Medium" 3-5 years, "Long" 6 or more years

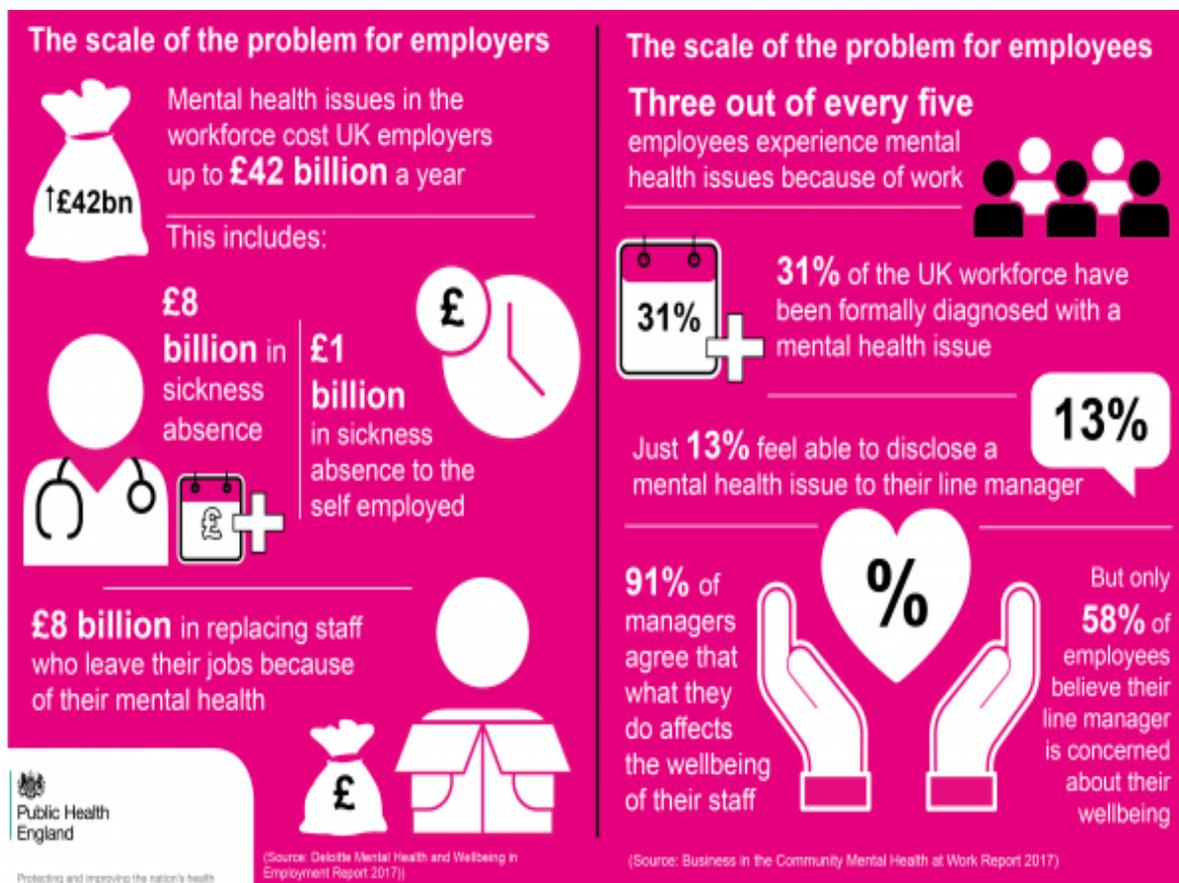
APPENDIX 2: More information of the Healthy Workplace priority

Reasons for choice of this as a priority area

Healthy Workplace is proposed as a priority area for action by the HWB for the following reasons:

- (1) The impact that can be made, given the large number of work places in Merton
- (2) The potential to make a difference to a wide range of outcomes through HW
- (3) The scope for people experiencing better outcomes from their workplace to cascade these changes to others

The scale of the issue nationally is summarised in the following infographic



The baseline position in Merton

Many workplaces in Merton are already healthy places. The link between a healthy work setting and productivity is well known, so the approach is adopted by many successful businesses. There are examples of good practice in both public and private sector organisations throughout Merton.

This has been demonstrated in the past by various external awards such as the London Healthy Workplace Charter . The GLA has now replaced this with the London Healthy Workplace Award (LHWA). This was launched earlier in 2019 and the application process for awards is now live.

What we are already doing on Healthy Workplace

There is already considerable activity taking place to promote healthy workplaces in Merton.

- LBM Public Health has commissioned an independent public health advisory and delivery consultancy to work with small and medium sized businesses in Merton's Business Improvement Districts to raise awareness of the benefits of healthy workplaces. Merton Chamber of Commerce facilitates access to individual businesses. This Healthy Workplace programme has proven to be successful at establishing grassroots exposure to making healthy choices easy. Overall feedback has been very positive with participants finding the workshops delivered helpful and informative and companies enquiring for a range of healthy workplaces support.
- LBM Workforce Strategy Board has included promotion of a healthy workplace as part of its overall development plan. HR and Public Health are working together on an action plan and business case to implement this further
- Merton Health and Care Together have identified Healthy Workplace as one of their prevention priorities. South West London and St George's Mental Health NHS Trust are the lead partner.
- SWL Health and Care Partnership are planning a healthy workforce component to their five year forward plan, which describes the system-level response to the NHS Long Term Plan
- The Merton Partnership Executive Board discussed HW at their last meeting (June 2019). Notes of that meeting are due to be approved at the next meeting in October.