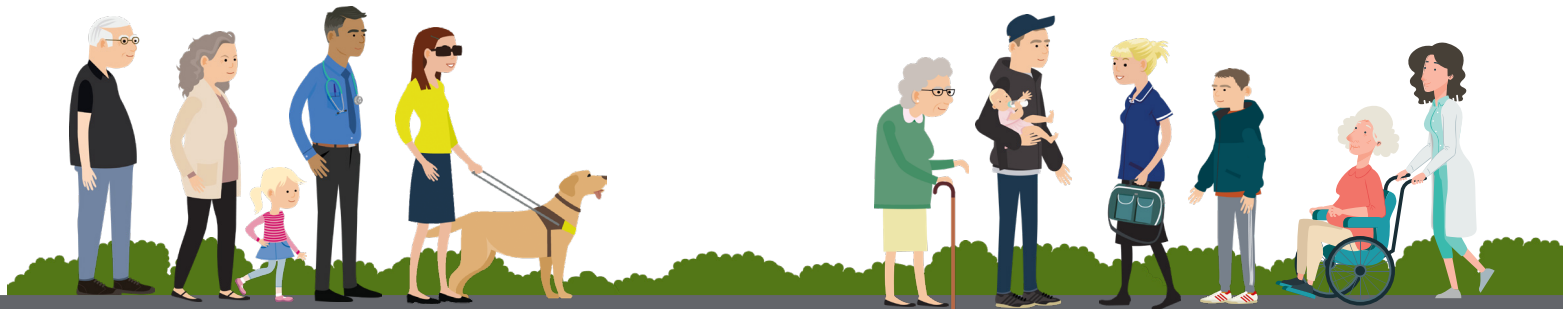


Well Warrington

Health and Wellbeing Strategy for Warrington

2019 - 2023





Foreword

This is the third Health and Wellbeing Strategy that the Health and Wellbeing Board (HWB) have published for Warrington. It sets out our ambitions to deliver on-going improvements in the health and wellbeing of our residents over the next five years. We know that all aspects of our everyday lives affect our health and wellbeing. We know, therefore, that it is crucial that this is OUR strategy for Warrington, owned and driven by everyone living, working, playing or studying in our borough. We know that we all have a part to play; public sector, third sector, voluntary organisations, schools, colleges, businesses and us as individuals; - we all hold a piece of the health and wellbeing jigsaw.

In developing our new strategy we were keen to involve a range of stakeholders in reviewing progress to date and in refreshing our priorities. The feedback we received confirmed that our vision and ambitions remain pertinent, and that the work that we are doing is taking us in the right direction. It reaffirmed that we need to remain committed to tackling the underlying causes of ill-health and inequalities in our borough. We know that access to secure employment, good education and appropriate housing, along with having sufficient income and supportive social networks contribute most in terms of our health status. So we know, that as well as ensuring we have quality health and care services in our borough, we need to maintain our focus on addressing these underlying causes. We know that a system-wide commitment to a preventative approach is key to affecting long-term, sustained improvements.

Given the breadth of the agenda, within this refreshed strategy, we haven't sought to describe everything we are collectively doing to improve health and wellbeing. Rather, we have focussed on our key ambitions, core priorities and a number of high-level indicators that will help us assess how we are progressing over time. Other strategies and action plans provide the detail, and key partnership groups are in place that will oversee delivery and report to Health and Wellbeing Board. The detail of this is set out at the back of this document.

Within our strategy we describe the challenges we face; a growing, changing and ageing population, more people with multiple chronic and long-term conditions and an ever decreasing budget with which to provide health and social care services. We also describe some of the opportunities too; our resilient and resourceful residents, our asset-rich communities, our dedicated workforces and our strong economy. We know that, within Warrington, despite the challenges, our strong partnerships and commitment to whole-place working means we are well-placed to deliver sustainable, long-term improvements in health and wellbeing for our population. We also know that we need to do it together!



Professor Steven Broomhead
Chair, Warrington Health and Wellbeing Board



One Warrington, where everyone is part of the big picture

Our Vision:

'Warrington is a place where we work together to create a borough with stronger neighbourhoods, healthier people and greater equality across all our communities.'

Our Core Outcomes:

1. People will live longer and those years will be lived in good health (Increased healthy life expectancy for all)
2. The gap in life expectancy between the most and least deprived communities in the borough will be reduced (inequalities index)

Our Core Ambitions:

1. People will live in healthy, safe and sustainable communities
2. People will have the skills and resources needed to improve their life chances
3. People will value being and feeling well and will live active, independent and fulfilled lives
4. People's quality of life will be improved by the ability to access appropriate, quality care when and where they need it



Our Indicators

- Healthy life expectancy at birth
- Inequality in life expectancy at birth
- School ready at age 5
- Emotional wellbeing of children in care aged 5-16
- In employment
- People affording to heat their home
- Excess weight
- Physically active adults
- Alcohol related admissions
- Preventable deaths
- Early death for those with serious mental illness
- People feeling supported to manage their long term condition
- Preventable hospital admissions
- Social care-related quality of life score
- Hospital admissions due to falls in those aged 65+
- Supporting older people to stay at home for longer after a hospital admission
- Number of Delayed Days for patients who are medically fit to be discharged
- Housing affordability
- Deaths attributable to air pollution
- Population use of hospital beds following emergency admission

Challenges

Meeting the needs of a growing, ageing and changing population

Warrington is a growing town. Over the next 25 years the population is expected to increase by 9%, which equates to nearly 19,000 more people living in Warrington.



Over this period, it is likely Warrington will see significant housing and business growth. This will create opportunities but will also place significant demand on services and infrastructure. It is important for the long-term wellbeing of the population that we understand how the borough is set to change over coming years, and ensure that health and wellbeing principles are embedded into all policies and development plans.

Promotion of good health and wellbeing for the long-term benefit of all is a key principle of this strategy. Currently, almost 1 in 5 people in Warrington are aged over 65 and our older population is set to increase faster than the average for the North West and England as a whole. The Warrington population aged over 80 is projected to more than double over the next 25 years. This presents opportunities for the borough, as older people play a significant role within their families, communities, the economy and wider society. Older people contribute enormously in terms of unpaid care, for grandchildren, partners and other family members. Many more older people are working past the age of 65, and many make a significant contribution within the voluntary and third sector. The challenge for us is to ensure that as a borough we adapt to our ageing population so that everyone in later life can live as healthy and fulfilling life as possible. We need to ensure that our health and social care system, our housing providers and our wider environment adapts to meet the needs of the increasing ageing population. We need to ensure that our services are able to support more people who are living longer, sometimes multiple and complex long-term chronic conditions.

Maintaining an effective, financially sustainable health and care system

As the population increases, health and care services are dealing with a growing number of people with increasingly complex health and care needs. Currently, many people are treated in hospital when it may be better for them to be treated in their own homes or communities. We also know that people may experience difficulty in accessing the right service and



may find the system hard to navigate. This, combined with the significant gap between the predicted cost of service need and available funding, means that the way health and care services are delivered must be transformed if we are to ensure a sustainable and quality provision of care into the future.

Organisations in Warrington must all work together to focus on making care services more person-centred, more integrated and more preventative. Making the best collective use of shared resources across organisations and focussing on good outcomes for citizens will help sustain and improve Warrington's health and care system.

Addressing the inequalities in our borough, improving outcomes for all



A lot of people in Warrington experience good health and wellbeing. Many follow healthy lifestyles, feel fit and healthy and enjoy the benefits of being part of an ambitious and prosperous borough. However, this is not the case for all. One of the biggest challenges facing Warrington is the inequalities caused by socio-economic deprivation and the impact this has on the health and wellbeing of individuals and communities. Evidence shows that the impact of Welfare Reform has exacerbated these socio-economic inequalities. Addressing the disproportionate impact on our most vulnerable communities is a key challenge for this strategy. Inequalities in health are perhaps most starkly demonstrated by the gap in life expectancy between the most and least deprived areas of the borough. Marked inequalities are also evident across a range of other areas such as educational attainment, income, employment, the experience and fear of crime, poor lifestyle, general health and mental wellbeing. The impacts of these inequalities also puts significant pressure on services right across the system.

Warrington is an economically thriving borough which offers a wealth of opportunities and we want to ensure that everyone can enjoy the benefits these opportunities bring. Genuinely inclusive growth and an economy which benefits all are vital factors in tackling the deep-seated inequalities in health and wellbeing which exist in the borough.

Ensuring that the built and natural environment enables people to live healthy and active lives and make healthy lifestyle choices is fundamental to ensuring that our population remains well. We would then see, in the longer term, a reduction in the increasing pressures on health and social care services.

Being honest with citizens, helping them to understand and accept the part they need to play in looking after themselves, is key to improving health and wellbeing for all in the long-term.

Opportunities

'The single most important intervention in improving health and wellbeing is recognising that there is no single most important intervention.'

So many things in our lives have the potential to affect health. This means there is real scope for change and we all have it within our power to make a difference. Health and care organisations have an important role to play when we are unwell or need additional support, and we need to ensure that those services are fit for purpose. But improving health is much broader than that, and we ourselves, our schools and colleges, the businesses and employers in our borough, our community groups, our strong third sector and voluntary agencies, all have a crucial role to play. By acknowledging and acting on this, it is possible to harness a multitude of opportunities to overcome the big health challenges that we face.

The priorities we have identified in this strategy describe where we want all partners, across all sectors to focus over the next five years. However, whilst this is a refreshed strategy, we are not starting afresh. There is already an enormous amount of work going on. Reviewing and refreshing our strategy has helped ensure we are on the right track. There are strategies already in place to address many of the challenges we face. At national level, policies increasingly recognise the importance of prevention and a place-based, whole-system approach to addressing inequalities: The NHS Long-Term Plan commits to NHS action on preventing ill-health and sets out how the NHS will also support work to address wider determinants of health. Locally, we have large-scale transformational programmes of work which are bringing about the shift towards an increasingly whole-system approach to tackling deprivation and prioritising prevention, these include:

Central Area Neighbourhood Renewal Masterplan (CANR): This is our ambitious project to create a long-term development plan for the central area of Warrington, and achieve our long-term ambition for sustainable change in the most disadvantaged areas of our borough. We will work closely with, and within, the communities of central, to shape the future of the area in terms of both physical and social regeneration.

Warrington Together: This is a partnership of the main health, social care and third sector bodies working together to deliver improved, integrated services for the people of Warrington. The aim is to transform the system, to one that utilises people's strengths and local

assets to build independence. Adopting a preventative approach and prioritising self-care are core to the Warrington Together vision of creating a system that is able to support people to live more healthy lives. All partners are committed to collaborative working, to sharing information across agencies to understand the needs of our population, and to supporting and enabling citizens and families in being the best they can be. There is a real commitment across partners to embrace new models of care, and to move to an integrated approach to the delivery of health and social care by 2020 to ensure that people receive high-quality, seamless care and better health and wellbeing outcomes.

Warrington Wellbeing: this is our multi-agency, coordinated approach to preventing ill-health and promoting wellbeing. Warrington Wellbeing isn't just about specific health issues or lifestyle behaviours. As we know, evidence shows that income, education, employment and housing all have a significant impact on wellbeing, and ultimately affect health outcomes. Warrington Wellbeing offers a collaborative approach to addressing needs in a holistic way, and means we are far more likely to be able to address underlying issues that impact on individuals' capacity to adopt healthier lifestyles or take greater control of their wellbeing.

We have a strong economy, strong and resilient people and a strong commitment to partnership working across third sector, voluntary and statutory agencies. Harnessing our collective efforts and energies will ensure all our residents are able to make the most of the assets and opportunities within the borough. In this way we all work together to achieve our vision of long, happy, healthy and prosperous lives for all.

Warrington's emerging Local Plan and Local Transport Plan: Warrington is a growing town and the Local Plan provides an opportunity to ensure the development of a 'healthy borough'. This includes 'inclusive growth' whereby all residents benefit from the economic prosperity; with access to jobs and opportunities. It also includes the future design of our borough: The places we live in, and the connectivity by walking and cycling routes and better public transport, combine to shape a more active, less polluted, healthier borough. Enabling and encouraging more people to walk and cycle for short journeys has enormous potential to incorporate physical activity into everyday life, reduce sedentary lifestyles and lessen isolation.



Priorities

Our priorities are for Warrington to be a place where...

Communities are strong, well connected, and able to influence the decisions that affect them.



The relationships and resources in communities are the foundations for good health. Warrington has a thriving third sector and great neighbourhoods, each with their own character and well-established neighbourhood networks. *We want to nurture what works well and help the areas that would benefit from further improvement* in a way that maintains our unique and proud neighbourhood identities.

There are vulnerable groups and areas of the town which experience worse health. The biggest influencing factor in this is poverty with some groups and communities more likely than others to suffer the effects of poverty. This includes people with disabilities, people who are out of work or in low-paid or insecure jobs, people in extreme poverty, such as those who are homeless, being particularly vulnerable to poor health outcomes. In the Central area of our Borough we have communities experiencing higher levels of deprivation. It is therefore important that we give more focus to these areas whilst not forgetting those people vulnerable to poor health and social exclusion in our outer wards. People's health outcomes can also depend on specific characteristics such as ethnicity, gender and sexuality. For some groups, tailored work which is sensitive to specific needs can help close the gap in health outcomes. This also applies for those with learning and/or physical disabilities who need specific support in order to thrive in the town. *We want to ensure fair access to person-centred services, which build on individual and community strengths*, as this will help reduce health inequalities in Warrington.

Social isolation doesn't just affect older people, it can be an issue for many. Having strong personal networks and being part of a thriving community are important for wellbeing and also for personal and community resilience. *We want a town with diverse opportunities for people to live healthy, active and fulfilling lives.*



All local people have access to, and benefit from, a strong economy with quality local jobs.



Warrington benefits from a very strong economic position. Nationally we outperform many other areas. We want to *continue this growth and enable our residents in the most deprived communities to benefit* from the opportunities that this brings.

Despite our strong economy we still have high rates of unemployment in some of our most deprived areas and amongst vulnerable groups. There is significant economic growth and regeneration in the town and we need to ensure that all residents benefit from the associated employment opportunities. In regenerating our town we should always take into account, and plan for, community health and wellbeing.

Access to a fulfilling, fairly paid job can and does, play a significant role in the health and wellbeing of people of working age. To reduce social inequalities, Warrington needs a strong local economy driving sustainable economic growth for all people across the town. *This includes creating more jobs and better jobs and supporting the sectors that can provide inclusive opportunities for individuals otherwise excluded. It also means tackling debt and addressing health-related worklessness, and supporting employers to help staff with poor mental or physical health to stay in work.* We need to take a joint approach across the town to fostering opportunities for lifelong learning and developing the skills of individuals to meet the needs of local employers.



Housing and the environment enable people to make healthy choices

Where we live, and the homes we live in, have a big impact on our health and wellbeing. People need to have a place they can call home, and as Warrington grows, *we must support the development of healthy places and homes* with the aim of ensuring that health inequalities are considered and addressed when planning, developing and improving the built environment.

To be a healthy town, our environment and infrastructure must protect and promote good health and wellbeing considering issues such as air quality, active travel and access to parks and green spaces. We need to make sure that *we have sufficient, stable, appropriate accommodation that meets the needs of our residents.* This means ensuring that Warrington houses, including the developments which form part of the 20,000 new homes proposed in Warrington between

2017 and 2037, are affordable, warm, secure, and support independent living. It also means that we all need to be realistic in our expectations of social housing. Scarcity of provision means that housing association waiting times are variable and dependant on individual circumstances. Encouraging tenants to consider properties in a wider range of areas may help ensure a more timely solution to accommodation needs.

Parks and green space, leisure, culture and community provision, alongside walking and cycling opportunities, all play a key role in promoting health and happiness. Evidence shows multiple benefits from quality green space, including improved air quality and less noise pollution. Healthy green places increase social interaction and reduce antisocial behaviour, isolation and stress; improving mental health. Active travel and the benefits of walking and cycling as a daily activity for both leisure and commuting are equally evidenced. Considerations about future growth **must ensure adequate provision of quality and accessible green infrastructure**. Opportunities to protect and improve parks and incorporate community gardens within urban areas need to be maximised.

As Warrington grows and care settings change, facilities must enable the best care to be provided in the right place. Health and social care organisations need to ensure that there are enough facilities and that they are fit for purpose for those who use them and work in them.



There are low levels of crime and people feel safe.

We have a strong, multi-agency Community Safety Partnership in **Warrington which remains committed to keeping Warrington a safe place to live, work and visit, ensuring that the most vulnerable are safer and feel safer**. Although much has been achieved through the partnership in recent years, including a substantial reduction in anti-social behaviour, some issues remain. Individual perception of crime and the potential risk of becoming a victim can affect the way our

communities go about their daily lives, preventing the use of public facilities such as parks and open spaces. We aim to ensure our communities are reassured that Community Safety Partners are committed to listening to their concerns and taking effective action where issues are identified. Through the partnership we will look to identify the specific issues concerning residents and to identify a solution through the Partnership Tasking Group. Our continued commitment to investment in funding police community support officers (PCSOs) ensures they remain the 'eyes and ears' on the ground, providing reassurance within our communities.

We will continue to co-ordinate and **prioritise a partnership response to tackling serious and organised crime**. We will maintain our collective focus on reducing anti-social behaviour; focussing on known hotspots in the borough. We will work collaboratively to tackle domestic abuse and sexual offences, ensuring there are sustainable support services, encouraging victims to report incidents, and improving perpetrator management. We will continue to prioritise our work to **identify and protect individuals vulnerable to any form of exploitation or abuse**. We will continue to work with Police and other key partners to take a **preventative approach** and intervene early to address underlying themes and risk factors such as substance misuse, homelessness, mental health and deprivation.

We work together to safeguard the most vulnerable



We all have a responsibility to recognize and help safeguard the most vulnerable members of our community and to ensure the effectiveness of those **services that are working together to help protect children and adults with care and support needs**.

Every child and young person in Warrington should be able to grow up safe from maltreatment, neglect, bullying, discrimination and crime. They should receive timely and effective help when they need it so they can thrive and achieve maximum wellbeing.

We need to ensure that we are **protecting both children and adults with care and support needs from domestic abuse**. We know that the vulnerable adults within our community are more at risk of exploitation, neglect and abuse. We need to make sure that we are doing all we can to tackle these dangers, including addressing forms of exploitation such as modern slavery. Our vulnerable residents should also receive good quality care and support to help them live their lives as fully, safely and independently as possible, building on their strengths. Adults who are at risk of abuse should be supported to make their own choices, be free from coercion, and to make decisions about their own lives. As a workforce we need to keep **improving the quality and consistency of safeguarding practice, learning from reviews and assuring the quality of local health and care services**.





Children and young people get the best start in life in a child friendly environment

All evidence supports the long-term value of focusing on children and young people's health and wellbeing outcomes. The best start in life provides important foundations for good health and wellbeing into adulthood and throughout life.

Much work is already going on, and our focus now needs to be on critical areas for improvement. Through a process of reviewing trends and data, listening to children and families, and looking at evidence of what makes a positive difference, we have identified four key areas of focus for system-wide priority action. Our aspiration is for a borough in which child obesity is reduced and all children to achieve a healthy balance of food and exercise. Fostering an environment that maximises opportunities for active travel and active play through our parks and green spaces will help achieve this goal. We particularly need to focus on the variations which exist across the borough, and on ensuring that early evidence-based interventions to prevent childhood obesity, such as improving breastfeeding uptake and encouraging walking, scooting or cycling to school, are appropriately targeted and at sufficient scale.

We need co-ordinated action and reaffirmed commitment from all partners to help ensure that **children and young people have a healthy weight**. Our aspiration is for a borough in which child obesity is reduced and all children achieve a healthy balance of food and exercise. We particularly need to focus on the variations which exist across the borough, and on ensuring that early evidence-based interventions to prevent childhood obesity, such as improving breastfeeding uptake, are appropriately targeted and at sufficient scale.

Ensuring that our **young people are safe and stay safe** is fundamental. Reducing exposure to adverse childhood experiences such as neglect, domestic abuse and bullying are key to health and wellbeing. Our approach will, wherever possible, be on preventing adverse childhood experiences but where children are not safe we will respond effectively quickly and collaboratively.



We want all young people to **get the most out of learning**. Overall learning outcomes in our borough are good but there is variation linked to such things as socio-economic disadvantage and children with SEND (special educational needs and disability). We will concentrate particularly on school readiness, children with SEND and issues related to the transition to adulthood and independence (including work).

Our young people need to **feel okay about themselves and their future**. Children and young people's mental health and resilience, and the way they are dealing with the pressures of social media, expectations, friendships and the world around them is a shared concern and one that we will address collaboratively.

We will ensure that the delivery plans to address these priorities reflect the value of a preventative approach, address the significant inequalities and also acknowledge the importance of helping young people make a positive transition to adult life.



There is a strong, system-wide focus on promoting wellbeing, preventing ill-health and addressing inequalities.

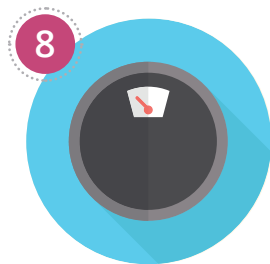
A key underpinning priority is to **ensure all partners have a common understanding of the prevention agenda and a commitment to their role within it**. This will ensure we are all working to a common aim with a clear view of the role we can play and the impact we can have in improving health and wellbeing for individuals and communities across the borough. This isn't confined to the health and care sectors; **Wellbeing needs to be a priority in our schools**, and we need to ensure that local businesses get the support they need to **embed wellbeing in the workplace**.

We need to **intervene early with evidence-based interventions**, and ensure that across **all pathways there is a focus on promoting health and wellbeing**. We must develop our **collective workforce so that preventing ill-health is everyone's business**. We need to intervene early with evidence-based interventions, and ensure that across all pathways there is a focus on promoting health and wellbeing. We must develop our collective workforce so that preventing ill-health is everyone's business, building on the Cheshire Fire and Rescue Service model of 'Safe and Well' checks, we must maximise the opportunity frontline staff have to provide signposting and health and wellbeing advice. We must work consistently to empower people to take responsibility for keeping themselves healthy both physically and emotionally. Working collaboratively with a common aim and **'Making Every Contact Count'** will help to deliver systematic, sustainable change.

This is only part of the answer. As a whole system, we need to recognise the broad range of wider factors that

influence health. We need to commit to supporting **upstream, long-term interventions to address root causes of poor health and wellbeing** such as education, employment, housing, income, and the local environment. We need to ensure that our plans and strategies work in synergy and support work to address lifestyle risk factors. We need to consider what strategic levers we have to, for example; address the proliferation of fast-food takeaways, increase activity levels, encourage responsible drinking and restrict supply of alcohol, facilitate smoke-free environments and support tobacco control. Ensuring that **health and wellbeing is in all policies**, and maximising the opportunity for **social value** across all organisations in the borough, are key to **tackling the root causes** of poor health and wellbeing and addressing inequalities.

There is a sustained focus on addressing lifestyle risk factors and protecting health



We need a continued focus on addressing **lifestyle related risk-factors** such as smoking, harmful drinking and obesity if the gains that have been made in key areas of health improvement are not lost amidst other priorities. A significant proportion of chronic conditions such as cancer, heart disease and stroke could be prevented with healthier lifestyles. As individuals, recognising that making even small lifestyle changes can have a huge impact is really important. All of our frontline services can help with that message. There is a wealth of evidence that shows that increasing physical activity has the potential to improve the physical and mental health and wellbeing of individuals, families and communities. By achieving our vision of a Warrington where **more people move more, more often**, we can **reduce obesity**, improve our wellbeing and become more socially connected. We need to **ensure our policies and infrastructure make active travel the easiest option wherever possible**.

Reducing the harm caused by alcohol and substance misuse will have significant benefits to individuals, communities and across public sector organizations. Estimates suggest that alcohol-related harm costs society £21 billion each year. We need to **work together to improve awareness of alcohol harm** and promote more responsible attitudes and safer levels of drinking. We need to also ensure that appropriate **measures are in place to promote the responsible supply and availability of alcohol**.

We have achieved real success in **reducing smoking prevalence** and smoking in pregnancy over recent years, and that should be celebrated. However, around 13% of adults in Warrington still smoke. There are groups across the town where an entrenched smoking culture still exists, often as part of multiple lifestyle risk factors.

We need to ensure that our Smoke-free Service is supported **to offer intensive, evidence-based targeted support where it is most needed**. We also need to ensure that there is better understanding of the full impact that tobacco has on our communities not just in terms of health but also in terms of poverty and other social inequalities. We need to prevent a new generation of smokers; evidence shows the most effective way to do this is by **de-normalising smoking** across the adult population, limiting access to tobacco including the control of illicit sales and creating and maintaining public spaces as smoke-free environments.

This preventative approach is also key to **protecting the health of our local population**. Delivering on our key health and wellbeing priorities as a system will achieve multiple benefits and help to protect health by reducing risk factors. **Promoting sustainable travel** will get more people more active and will also help **improve local air quality**. Encouraging take up of invitations to **NHS screening and immunisation programmes and the NHS health checks** will help prevent disease and enable early diagnosis and successful treatment, thereby **making best use of public money and reducing inequalities**.

Both mental health and physical health are promoted and valued



A distinction is often made between 'mind' and 'body'. But when considering mental health and physical health, the two should not be thought of as separate. Poor physical health can lead to an increased risk of developing mental health problems, including anxiety and depression to name but two. Similarly, poor mental health can negatively impact on physical health, leading to an increased risk of long-term conditions. Promoting **positive mental health and wellbeing starts with addressing some of the wider determinants of health**, such as addressing poverty and debt, ensuring there are opportunities to learn and connect with others, and providing access to employment, decent homes, and culture or leisure provision. **We need to ensure that our services address the needs of the individual as a whole recognising that quality must be key in the experiences and outcomes for patients and clients**. Improved integration of mental and physical health services will help ensure that the physical health needs of those living with mental health problems are addressed and that the mental wellbeing of those with physical illnesses is consistently considered.





Self-care is supported, with more people managing their own conditions

We must see a ***shift in the way care is provided***, ensuring that our population experience high quality, person-centred services that are timely and effective to enable them to take ***greater control over their own health and wellbeing***. We need to ensure that the community infrastructure is optimised to support self-care and promote resilience.

Long-term conditions are a major cause of death and disability in Warrington and account for most of our health and care spending.

Cases of cancer, diabetes, respiratory disease, dementia and cardiovascular disease will continue to increase as the population of Warrington grows and ages. There will be a rise in the number of people living with at least two health conditions and this is most common in our more deprived areas.

We need to ensure that lifestyle interventions are considered and promoted for people diagnosed with long-term conditions. Evidence shows lifestyle changes such as quitting smoking, drinking sensibly or exercising more can significantly improve outcomes in a number of long-term conditions.

People need the right information and resources in order to better manage their own health and access services appropriately. We need to make sure that there is accessible, coordinated information available to make it easier for people to understand what they can do for themselves along with what, where, when and how they can access further support.

The best care is provided in the right place at the right time



We need to ensure that the ***health and care services that are delivered in our borough are as high quality, effective, efficient and accessible*** as possible. We need to work differently by providing more care in people's homes and in the community.

We need to ***integrate health and social care to ensure we have a single approach to using resources and to improving health outcomes*** for local people.

We need to break down barriers and ***better coordinate the work that GPs, community services and the hospital do to better meet the needs of our population***. We have a growing number of people who have multiple conditions who receive care and support from a variety of health and social care staff. We need to ensure that

standards of care, including end of life care, are of the highest quality and that patients have positive experiences of involvement with services that are configured to best meet their needs. As a system we must be committed to ***ensuring there is better integration between physical and mental health care***.

Working through our Integrated Health and Care partnership, Warrington Together, will help us achieve our vision for seamless service provision. Our health and social care commissioner and provider organisations will lead the coordination of the transformational system change required.

Population-based, integrated models of care will be developed which meet the needs of local communities and provide services closer to home delivered by multidisciplinary teams. Effective integrated working will help to reduce unplanned care and avoidable hospital admissions. We will ensure that close engagement with communities helps us to develop the right approach, and this will be key to our success.

People age well and live healthy fulfilling lives into old age



Our aim is for a Warrington that ***promotes healthy ageing and maximises the opportunity for older people to contribute to their community***.

We need to recognise and harness the strengths of older people, strengthening the part they play in the borough as consumers, investors, volunteers and employees. We need to ensure that our built environment, transport, ***housing and other services facilitate and enable independence and, where possible, address the practical and financial factors which hinder social inclusion***.

The long-term, life-course approach to our strategy will help ensure that future generations of older people reap the benefits of living in a healthy, prosperous and socially inclusive borough. In the shorter term, we need to focus on improving the health of our current older population. There are areas where we know we can improve outcomes and experiences for older people. We will ensure that ***health and care services are focussed on reducing unnecessary and lengthy stays in hospital, supporting independent living and promoting self-care***. We will remain committed to ensuring the quality of these services, recognising the importance of safety, timeliness and effectiveness. We will promote and develop dementia friendly environments and services. We will support individuals and communities to address the issue of loneliness and isolation. Through our system-wide approach to prevention, our frontline staff will ***promote the evidence-based tips for healthy ageing***, which will help ***reduce the number and impact of falls and minimise the excess death and ill-health during the winter***.

Delivering our strategy:

Ensuring whole system enablers are in place

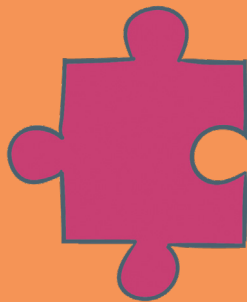
To achieve the aims of our strategy we need to work together to ensure Warrington is a place:



Where the workforce is valued, well-trained and supported

Warrington has a caring and motivated workforce who work hard to deliver high quality care. However, like many other areas we face substantial challenges. We have shortages of nurses, GPs, therapists, experienced social workers, entry-grade care staff and health care assistants. Both services themselves, and the people in need of care and support, rely heavily on informal carers. To maximise our collective resources we need to work as one workforce with shared values, principles and common aims. Our new *population-based, integrated models of care will require multi-disciplinary working across organisational boundaries*. We need to ensure that our *workforce planning fully harnesses the potential of the third sector* and provides a workforce of the right scale and skill mix to cope with population growth and demographic change. We need to *fully utilise our communities' assets and strengths through activities like volunteering* to develop a sustainable system that can meet the challenges of the future.

Where the benefits from information and technology are maximised



Technology is now a fundamental part of every aspect of our lives. The way we access and share information, interact with each other and use services all rely on technology working well and in a way that suits our lives. *We want to help organisations to talk to each other more easily so that people can use technology to find out more about health and social care.*

We will implement and develop the Warrington Care Record to ensure professionals directly involved in health and social care have access to the most up-to-date information. We also *want the people of Warrington to have access to, and control over, their personal health and social care records* which will be enabled through our Care Record programme. *We want to help people take responsibility for self-managing their care, and technology has a role to play* in offering easy ways to access advice and information.

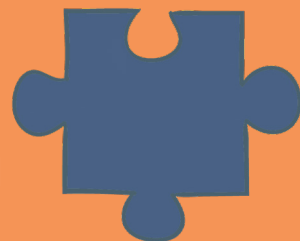
Technology can be a key asset for communities, helping to support local business opportunities, improving educational experiences across all age groups, providing everyone with better ways of communicating with the outside world, and offering the opportunity to learn from others. *We also need to ensure that children are protected from the potential pitfalls of technology* especially where this might compromise the personal safety of young people or increase their likelihood of exploitation. *We want to work with partners and the wider community to make sure we are making the best use of the technology that is available to individuals and communities.*



Where we invest in the right intelligence to understand our local population

We need to ensure that our *strategies and action plans are informed by robust, reliable and up-to-date information* about our local population. Information on health-related behaviours amongst the general population is not collected routinely in a systematic way. We need to *gather information about the people of Warrington, from the people of Warrington*, and use that information to inform the services we collectively commission and deliver.

Where we utilise our collective estate so that it best supports local health and social care need



We need to ensure that our collective estate is utilised in the most effective way both in the short and long term. This means *making sure that we make best use of our land and property assets* now; facilitating joint working or alternative uses where appropriate. We can help improve the use of our community facilities, such as libraries and GP Practices, by ensuring they are multi-purpose and can support health and wellbeing. It also means we need to *ensure that our estates support the health and social care transformation and integration agenda, and can respond to developing service models*. Looking forward, we also need to inform long-term regeneration plans for the borough with regard to changing need and demographics to ensure that future estate is planned appropriately. This includes working with NHS partners to help secure **commitment for a new purpose-built modern hospital** which will be flexible and able to support the delivery of new models of care as they evolve.



Where we get best possible value for our 'Warrington Pound'

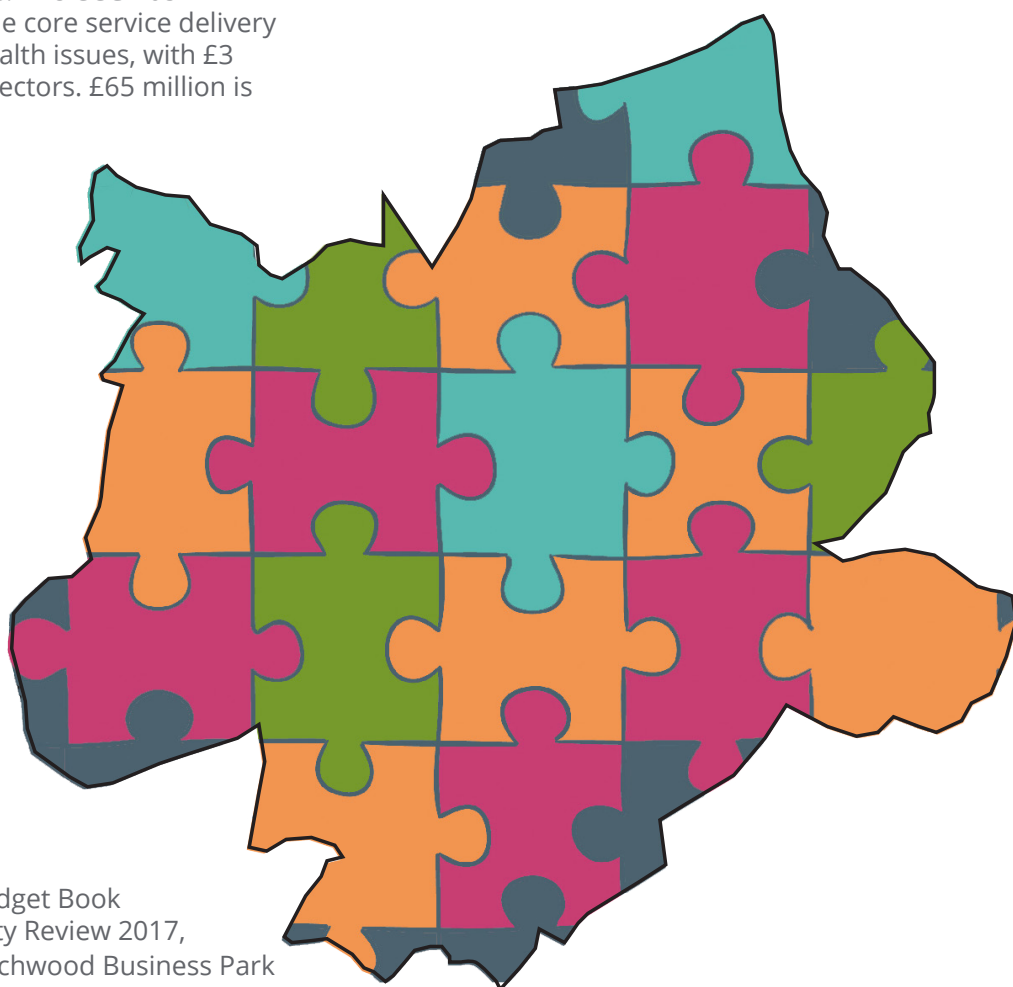
The pressures placed on public sector finances over recent years has meant the individual organisations working on the health and social care agenda in Warrington have already made significant efficiency savings. The continued financial pressures mean that we need a radical change in the way health and care services are delivered if we are to achieve long-term financial sustainability across the health and social care system and ensure quality provision into the future. There are opportunities across the whole local economy to ***ensure that every 'Warrington pound' delivers maximum gain in improving health and wellbeing across the whole population and in reducing inequalities*** between the most and least deprived.

Spend on health and social care can be viewed from a prevention and demand management perspective. A substantial proportion of illnesses requiring medical treatment, drugs, or admission to hospital are preventable. For the 2018/19 financial year, our local Clinical Commissioning Group (CCG) has a budget of £315 million¹ of which more than half has been earmarked for acute hospital care. The CCG has committed over £32 million for the core service delivery of treating people with mental health issues, with £3 million invested in other service sectors. £65 million is

earmarked for Primary Care services, including the core contracts for the Practices, with £30 million allocated to provide prescribed medicines for the residents of Warrington.

The council overall revenue budget in 2018/19² was £136.8 million, approximately 40% of which was spent on social care for older people and other vulnerable adults. Investing in interventions to support healthy ageing and to help older people retain their independence for longer, are crucial in order to defer demand on social care services in the future.

The opportunity to invest in the health and wellbeing of our borough is not limited to the public and third sector. In 2017, there was over £278 million of new inward property investment into Warrington³, not counting the current businesses and strong economy in Warrington. We need to ensure that our work with local businesses maximises the opportunities they have for helping to improve the health and wellbeing of their staff, customers and wider communities, to promote local jobs and supply chains, and for businesses to commit to principles of social value and targeted corporate social responsibility.



¹Warrington CCG, Finance Dept.

²Warrington Borough Council, Budget Book

³Warrington & Co, Annual Property Review 2017, figure includes acquisition of Birchwood Business Park

Delivering our strategy:

Ensuring we follow key principles and all play our part

We will ensure that a preventative approach underpins all that we do.

We will ask ourselves "how can we best ensure that people remain well and independent throughout their lives?"

We will keep service user experience and outcomes at the heart of everything we do.

We will take a strength-based approach to problem solving, ensure innovative solutions are sought and make courageous decisions when needed

Everyone will play their part...

Health and Wellbeing Board will:

- Provide leadership and direction and actively promote an ethos of collective responsibility for delivering the strategy outcomes.
- Provide a publicly accountable forum for decision making.
- Challenge each other on what we are doing to reduce inequalities, improve health and wellbeing and ensure sustainable services.

Individuals will:

- Value being and feeling well
- Take responsibility for their own health and wellbeing by understanding and implementing those lifestyle choices that will keep them independent and well.
- Feel part of the wider Warrington community.
- Access the services they need in a timely and appropriate way.

Commissioners and providers of health & care services will:

- Provide and commission services which support the priorities of the Warrington Health and Wellbeing Strategy.
- Make plans with people, understanding their needs and involving them in designing joined-up services around the needs of local populations.
- Work collaboratively in the interests of Warrington and provide the best quality services possible, making the most effective use of 'the Warrington Pound' i.e. our collective resource in the town.
- Target resources for maximum impact.
- Ensure that sufficient resource is allocated to prevention and to interventions which aim to reduce demand both in the short and long term.

Local Communities will:

- Be engaged in designing and delivering the services that affect their lives.
- Play their part in looking after the local area and developing their strength and connectivity.

Partnership Boards, Groups and Key Projects will:

- Support local communities to be healthy, safe and sustainable.
- Ensure equality of opportunity to access the resources required to improve life chances.
- Work together to protect vulnerable members of the community.
- Ensure resources are targeted for greatest impact.
- Promote a strength-based approach to creating local solutions.
- Work together to strengthen our new joint arrangements and models.

Well Warrington?



We can all take steps to improve our own health and wellbeing. What can you pledge to do?

- ✓ I will use 'My Life Warrington' to find local services, events, advice and support in Warrington
www.mylifewarrington.co.uk
- ✓ I will drink less and use the online resources available to help me
www.nhs.uk/oneyou/for-your-body/drink-less/
- ✓ I will keep learning and take/sign up for a course on...
- ✓ I will use the Active 10 app to incorporate 10 minute bursts of brisk walking into my daily life
www.nhs.uk/oneyou/active10/home
- ✓ I will do the couch to 5k and download the app to help me www.nhs.uk/oneyou/apps/#days-off
- ✓ I will know my numbers and go and get my blood pressure checked www.bloodpressureuk.org
- ✓ I will go for my flu jab when called to protect myself and my family
- ✓ I will stop smoking using the NHS smokefree app for 4 weeks, meaning I am 5 times more likely to quit for good www.nhs.uk/smokefree
- ✓ I will go for my cancer screening appointment when I'm invited so that I am 'Clear on Cancer'
www.nhs.uk/be-clear-on-cancer
- ✓ As a family we will make healthy home cooked meals for less using apps that are available to help us
www.nhs.uk/change4life/recipes www.nhs.uk/Tools/Pages/easy-meals.aspx
- ✓ I will take control of my day to day stress and anxiety using simple techniques using the 'Thrive' app
www.thrive.uk.com
- ✓ I will take up the invite to have an NHS Health Check so that early signs of developing heart disease, stroke, diabetes and other chronic conditions can be spotted www.healthcheck.nhs.uk
- ✓ As an organisation we will work towards achieving the Workplace Wellbeing Charter
www.wellbeingcharter.org.uk
- ✓ As a school we will introduce the Daily Mile www.thedailymile.co.uk
- ✓ I will replace short car journeys with walking or cycling at least once a week
- ✓ I will look after my emotional wellbeing and use the resources on the Happy? OK? Sad? site to help me
<http://www.happyoksad.org.uk/>
- ✓ I will make use of the top tips for 'Stay Well' www.nhs.uk/staywell and 'One You' campaigns promoted during the year www.nhs.uk/oneyou/
- ✓ I will make use of the top tips for 'Count Me In' as promoted on 'My Life Warrington' for recycling, housing and health
- ✓ I will explore volunteering opportunities to contribute to my local community
- ✓ I will aim to only use emergency services such as A&E and ambulances when absolutely necessary
- ✓ I will make better use of local green space and parks and gardens to help improve my overall wellbeing
- ✓ I will look after myself as I get older, by incorporating exercise into my week to keep me strong and making sure I stay connected to my community



Delivering our strategy:

Ensuring appropriate governance of key strategies and plans

Overall oversight of the key plans and programmes aimed at delivering the priorities within the strategy sits with the Health and Wellbeing Board. There are already governance structures and multi-agency strategic groups in place across the borough that oversee relevant aspects of the agenda, an overview of these groups is presented in the following tables. We will use and build on these existing structures to monitor whether programmes are on track and there is momentum around delivery.

Strong and Resilient Communities

Priority	Priority theme	Strategic delivery mechanism/oversight
1	Where communities are strong, well connected, and able to influence decisions that affect them	Central Area Neighbourhood Board, Parish Councils
1a	<i>Nurture what works well and help the areas that would benefit from further improvement</i>	<ul style="list-style-type: none"> • Health and Wellbeing partner organisations
1b	<i>Ensure fair access to person-centred services, which build on individual and community strengths</i>	
1c	<i>Work collaboratively to reduce inequalities in opportunities, experience and outcomes between key groups</i>	
2	Where all local people can access and benefit from a strong economy with quality local jobs	Warrington & Co
2a	<i>Ensure our residents in the most deprived communities benefit from our economic prosperity</i>	<ul style="list-style-type: none"> • Health in Business Steering Group • Welfare Reform Action Partnership
2b	<i>Work collaboratively to tackle debt and address health-related worklessness</i>	
2c	<i>Ensure we support the sectors that can provide inclusive employment opportunities.</i>	
2d	<i>Ensure employers are supported to help staff with poor mental or physical health to stay in work.</i>	
3	Where housing and the wider environment promote health and healthy choices	Warrington Housing and Homelessness Partnership
3a	<i>Ensure the development of healthy places and homes</i>	<ul style="list-style-type: none"> • Health and Wellbeing partner organisations • Warrington Borough Council
3b	<i>Ensure we have sufficient stable appropriate accommodation that meets the needs of our residents</i>	
3c	<i>Ensure future growth provides adequate quality and accessible open spaces and facilitates active travel</i>	
4	Where there are low levels of crime and people feel safe	Community Safety Partnership
4a	<i>Ensure we prioritise a partnership response to tackling crime and reducing antisocial behaviour</i>	<ul style="list-style-type: none"> • Community safety partner organisations
4b	<i>Ensure we work collaboratively to identify and protect individuals vulnerable to any form of exploitation or abuse</i>	
4c	<i>Ensure we work with partners to take a preventative approach and intervene early to address underlying themes</i>	
5	Where we work together to safeguard the most vulnerable	Safeguarding Partnerships
5a	<i>Ensure that those services which are working together to help protect children and adults with care and support needs are effective</i>	<ul style="list-style-type: none"> • Quality Assurance sub group reporting to Children's Partnership • Warrington Domestic Abuse Partnership • MASH steering group reporting to Children's Partnership and WSAB
5b	<i>Ensure we protect children and adults with care and support needs from domestic abuse</i>	
5c	<i>Work collaboratively to tackle exploitation, including modern slavery</i>	

Priority	Priority theme	Strategic delivery mechanism/oversight
5	Where we work together to safeguard the most vulnerable	Safeguarding Partnerships
5d	<i>Assure the quality of local health and care services and work together to improve the quality and consistency of safeguarding practice</i>	<ul style="list-style-type: none"> Local safeguarding forums, reporting to QA and then Children's Partnership

Starting Well

Priority	Priority theme	Strategic delivery mechanism/oversight
6	Where children and young people get the best start in life in a child friendly environment	Early Help Strategy group
6a	<i>Ensure Children and Young People have a healthy weight</i>	<ul style="list-style-type: none"> Healthy Weight Strategy Group
6b	<i>Ensure Children and Young People are safe and stay safe</i>	<ul style="list-style-type: none"> Early years strategy group
6c	<i>Support Children and Young People to get the most out of learning</i>	<ul style="list-style-type: none"> SEND review Board/SEND improvement steering group
6d	<i>Help Children and Young People feel OK about themselves and their future</i>	<ul style="list-style-type: none"> Children and Young People's Emotional Health & Wellbeing Board

Living Well

Priority	Priority theme	Strategic delivery mechanism/oversight
7	There is a strong, system-wide focus on promoting wellbeing, preventing ill-health and addressing inequalities.	Health and Wellbeing Board
7a	<i>Foster a common understanding across all partners of the prevention agenda</i>	<ul style="list-style-type: none"> Early Help Strategy Group
7b	<i>Systematically embed prevention at all levels</i>	<ul style="list-style-type: none"> Health and Wellbeing partner organisations
7c	<i>Detect ill-health and risk factors and intervene early with evidence-based interventions</i>	
7d	<i>Ensure our collective workforce knows that prevention is everyone's business and we 'Make Every Contact Count'</i>	
7e	<i>Secure whole system commitment to upstream interventions to address the wider determinants of health</i>	
7f	<i>Ensure that health and wellbeing is in all policies and social value is maximised</i>	
8	Where there is a sustained focus on addressing lifestyle risk factors and protecting health	Health and Wellbeing Board
8a	<i>Ensure opportunities to deliver evidence-based interventions around a healthy diet are delivered consistently across the life course</i>	<ul style="list-style-type: none"> Healthy Weight Strategy Group
8b	<i>Ensure the built environment, our policies, infrastructure and services support people of all ages to be physically active and maintain a healthy weight</i>	<ul style="list-style-type: none"> Active Warrington Strategy Steering Group
8c	<i>Ensure we work together to reduce the harm caused by alcohol and substance misuse, and use appropriate measures to promote the responsible supply and availability of alcohol.</i>	<ul style="list-style-type: none"> Strategic Drug and Alcohol Action Team
8d	<i>Ensure continued sustained focus on addressing entrenched smoking, and on denormalising smoking</i>	<ul style="list-style-type: none"> Tobacco Control Alliance
8e	<i>Ensure adequate plans are in place to protect the health of the local population and encourage uptake of screening and immunisation programmes</i>	<ul style="list-style-type: none"> Health Protection Forum

Priority	Priority theme	Strategic delivery mechanism/oversight
9	Where both mental and physical health are promoted and valued equally	Mental Health Prevention and Promotion Partnership
9a	<i>Promote positive mental health and wellbeing and address wider determinants of health</i>	• Health and Wellbeing partner organisations
9b	<i>Ensure that our services address the needs of the individual as a whole</i>	
10	Where self-care is supported, with more people managing their own conditions	Warrington CCG and Collaborative Clusters
10a	<i>Enable people to take greater control over their own health and wellbeing</i>	• Warrington Wellbeing and NHS settings • Primary Care in Warrington, including pharmacies
10b	<i>Ensure that lifestyle interventions are considered and promoted for people diagnosed with long-term conditions</i>	
10c	<i>Ensure that there is accessible, coordinated information available to support self-care</i>	
11	Where the best care is provided in the right place at the right time	Warrington Together & Integrated Commissioning Transformation Board
11a	<i>Ensure that health and care services are effective and efficient</i>	• Health and Wellbeing partner organisations
11b	<i>Integrate care to ensure we have a single approach to using resources and to improving health outcomes</i>	
11c	<i>Coordinate the work that GPs, community services and hospital in order to better meet the needs of our population</i>	
11d	<i>Ensure there is better integration between physical and mental health care</i>	

Ageing Well

Priority	Priority theme	Strategic delivery mechanism/oversight
12	Where people age well and live healthy fulfilling lives into old age	Older People's Partnership Board
12a	<i>Promote the evidence-based tips for healthy ageing</i>	• Health and Wellbeing partner organisations • Warrington Housing and Homelessness Action Partnership • Falls Steering Group • A&E Delivery Board • Dementia Transformation Board
12b	<i>Ensure housing and other services facilitate and enable independence</i>	
12c	<i>Reduce the number and impact of falls</i>	
12d	<i>Minimise excess death and ill-health during the winter</i>	
12e	<i>Promote and develop dementia friendly environments and services</i>	



Enablers

Priority	Priority theme	Strategic delivery mechanism/oversight
E1	Where we have a valued, well-trained and supported workforce that is fit for the future	Warrington Together Workforce Group, Children's DMT
E1a	<i>Ensure our collective workforce has shared values and principles and common aims</i>	<ul style="list-style-type: none"> • Health and Wellbeing partner organisations • Systemic practice implementation group
E1b	<i>Ensure we have robust collaborative workforce planning which fully harnesses the potential of the third sector</i>	
E1c	<i>Ensure we fully utilise our community assets and volunteering</i>	
E2	Where the benefits from information and technology are maximised	Warrington IT Partnership Board
E2a	<i>Ensure professionals directly involved in health and social care have access to the most up-to-date patient information</i>	<ul style="list-style-type: none"> • Health and Wellbeing partner organisations
E2b	<i>Ensure we utilise technology effectively to help support self-care and personal responsibility for health</i>	
E3	Where we invest in the right intelligence to understand our local population	JSNA Steering Group
E3a	<i>Ensure robust evidence and intelligence is available to inform strategic priorities for health and wellbeing</i>	<ul style="list-style-type: none"> • Health and Wellbeing partner organisations
E3b	<i>Ensure gaps in knowledge and intelligence are addressed and appropriate insight is generated</i>	
E4	Where we utilise our collective estate so that it best supports local health and social care need	Transforming Estates Enabler Group
E4a	<i>Ensure the best use of land and property assets facilitating joint working or alternative uses where appropriate</i>	<ul style="list-style-type: none"> • Health and Wellbeing partner organisations
E4b	<i>Ensure our local estate can support the H&SC transformation and integration agenda and respond to developing service models, including the commitment for a new purpose built modern hospital</i>	
E5	Where we get best possible value for our 'Warrington Pound'	Warrington Together Finance Group

