



A population health approach to scrutiny – tackling the wider determinant of health

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Structure of the Workshop

- Chance to deep dive into the Wigan experience and ask lots of scrutiny related questions
- Review your current experience and share learning
- Action plan with an expert on what you could do differently
- Commit to next steps back at the ranch

THE WIGAN APPROACH

[VIDEO LINK](#)

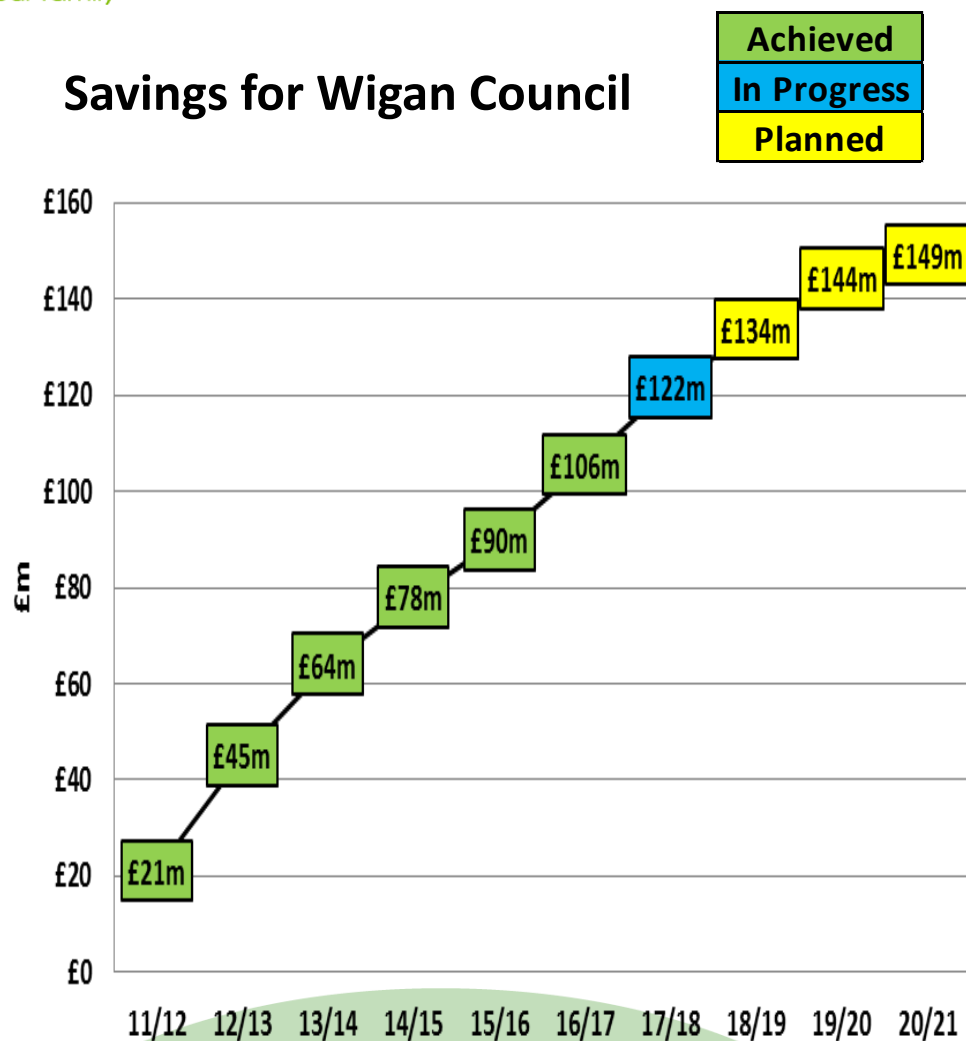
Local Context - Wigan in Profile

- **320,000** Population. Ninth-largest metropolitan authority in England, second largest Council in Greater Manchester
- Local Authority responsible for an annual revenue budget of **£231m** a year
- Adult Social Care accounts for around a third of the Councils net resource
- **Over 7,000** people supported within Adult Social Care each year
- Annual Health & Social Care spend across the place - **£669m**



A Familiar Challenge: Our Response

Savings for Wigan Council

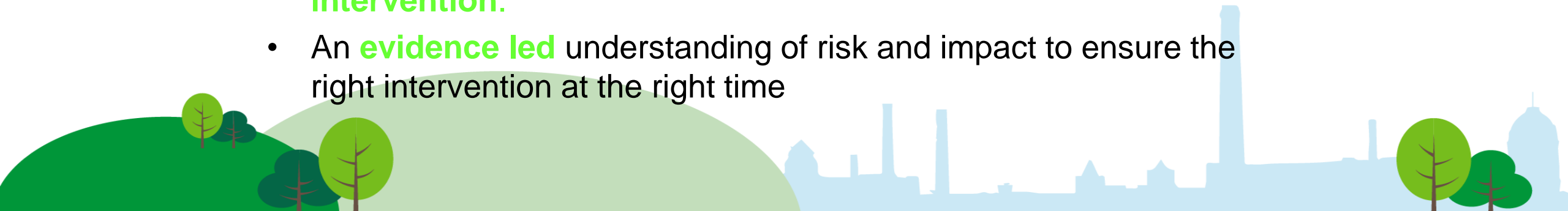


- Opportunity to do thing differently
- Wigan one of six to be awarded 'Creative Councils' funding to test new ideas about how public services are delivered
- A new relationship with residents and communities
- People at the Heart of Scholes' - integral to this thinking supported by [NESTA](#) and the [LGA](#)
- Work in Scholes - powerful impact and challenged the way we work with services users and the wider community
- Commitment to invest at scale

*Third largest
proportionate
reduction in funding
across the country
through Government
austerity*

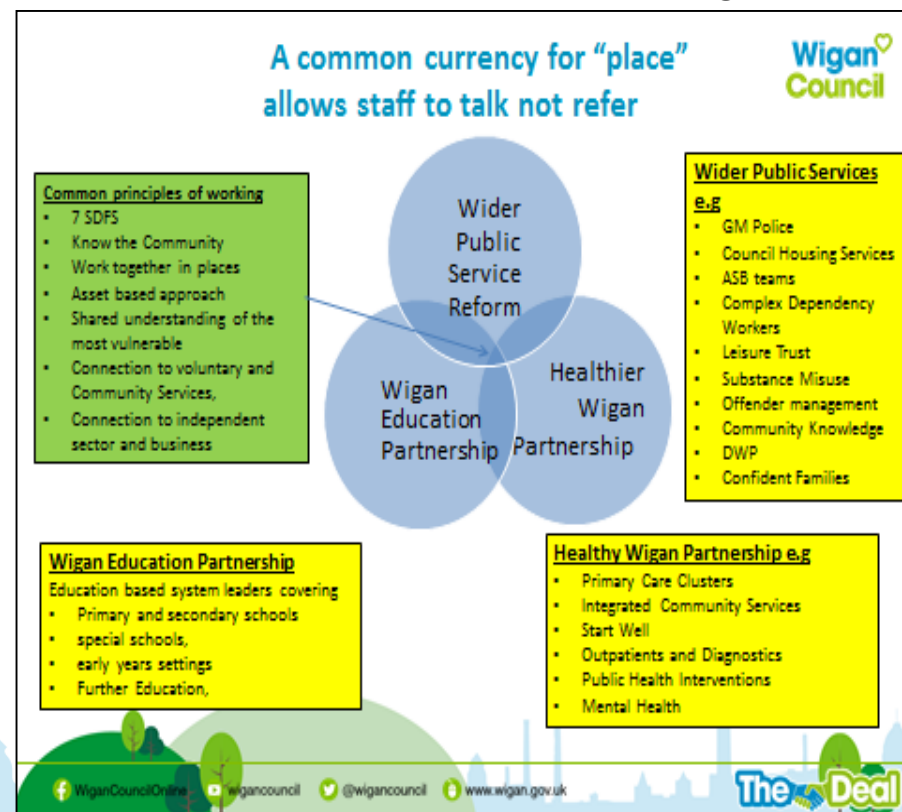
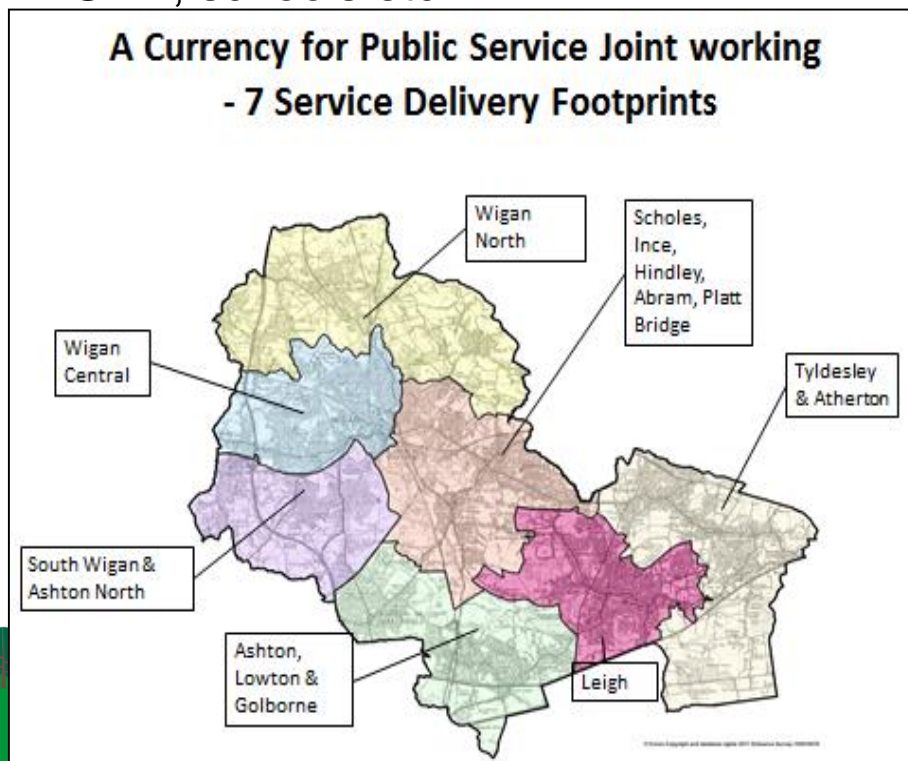
Public Service Reform Principles

- A **new relationship** between public services and citizens, communities and businesses = Do with, not to.
- An **asset based approach** that recognises and builds on the strengths of individuals, families and our communities rather than focusing on the deficits. Having a “Blank Mind” when having conversations.
- **Behaviour change** in our communities that builds independence and supports residents to be in control
- A **place-based approach that redefines services** and places individuals, families, communities at the heart
- A stronger prioritisation of **well being, prevention and early intervention.**
- An **evidence led** understanding of risk and impact to ensure the right intervention at the right time



Service Delivery Footprints Integration For Health Care & Wider Public Services

- Population of 30-50k as foundation of integrated health and social care
- Primary Care clustered on this basis
- Healthy Wigan Partnership driving all reform on this basis -integrated community services for adults, mental health community staff etc.
- SDFs also as a default currency of integration for wider public services – e.g GMP, schools etc.

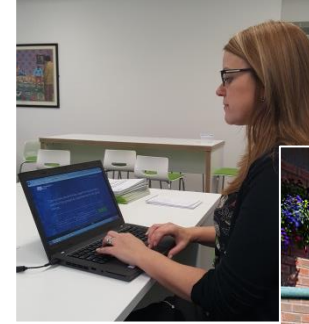


The Deal - 10 Essential Components

- **Strong Narrative** - a simple concept that everyone can understand but is profound in its implications .
- **A belief that this is a movement not a project** - rooting the approach in public service values: “sense of vocation”.
- **Leadership at every level** - commitment and senior sponsorship
- **Workforce culture change** - training and core behaviours that define how we work, whatever the role.
- **A different relationship with residents and communities** - building self reliance and independence
- **Permissions to work differently** - leadership backing: ‘we will support you’
- **Redesigning the system** - testing our systems, processes, ways of working against our principles: ‘do they make the culture and behaviours we want more or less likely?’
- **Enabling staff with the right tools and knowledge** - using new technology to support new ways of working and new roles
- **A new model of commissioning and community investment** - market development and new arrangements for commissioning
- **Supportive enabling functions** - breaking down barriers to progress and facilitating the change

Knowing Your Community Better

- Know your community
- Community Book
- Market shaping
- New commissioning models
- New roles:
 - Community Knowledge Workers – knowing their patch
 - Volunteer community connectors
 - Community Link Workers within primary care



www.communitybook.org



Community
Book



WiganCouncilOnline



wigancouncil



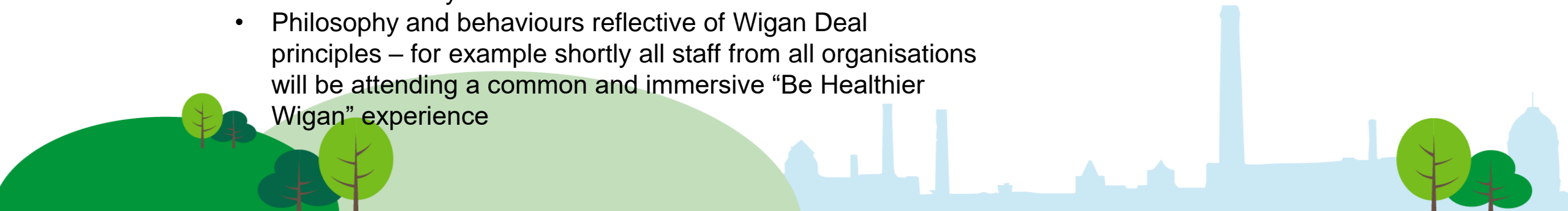
@wigancouncil



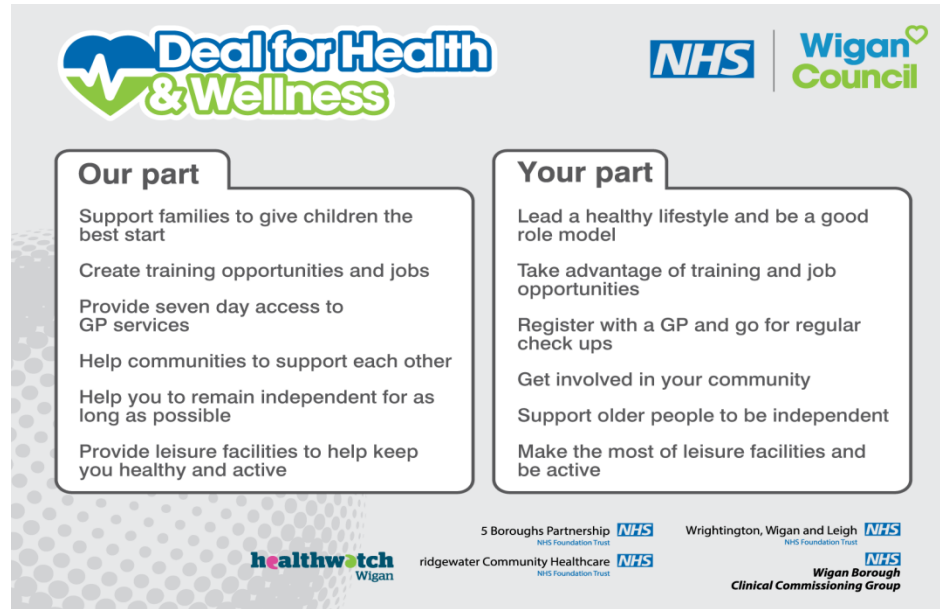
www.wigan.gov.uk

Healthier Wigan Partnership

- Healthier Wigan Partnership is a partnership of health and care providers and commissioners bound together by an Alliance Agreement
- Key service components
 - Reformed Primary Care in Clusters in 30-50k population
 - Integrated Community Services
 - Implementation of the Start Well offer
 - Public health interventions wrapped around GP surgeries
 - Community based mental health alignment to SDFs
 - Shift of hospital activity (diagnostic and treatment) to community
 - Place based working across health and care and a full range of public and voluntary sector services
- Philosophy and behaviours reflective of Wigan Deal principles – for example shortly all staff from all organisations will be attending a common and immersive “Be Healthier Wigan” experience



Wigan Borough's Approach to Health and Wellbeing



Population of Wigan about 323, 000. Nearly 98% of Wigan's population are White British:

- 65% of the borough population are of working age.
- 23% of residents have long term illness.
- There are nearly 34,000 carers of which 3,000 are likely to be children.
- Nearly 100,000 people in the borough are living in the most deprived quintile.
- Rates of homelessness are high 3.63 per 1,000 households compared to 2.48 per 1,000 for England.
- Higher than average rates of obesity
- 16 excess cancer deaths each for women and men under 75yrs against the England rates 2012-14 (majority are lung cancer deaths)
- Our population aged 65+ will increase by 30,000 over the 20 years.

Our Key Population Health Programmes

- **The Deal for Health and Wellness** builds on the overall principles of The Deal and applies them within the context of transforming the health and well-being of the population and the health, care and wellness system across the Borough. It is asset-based, application of “different conversations” between citizens and health and social care staff and targeted investment in building community resilience for health and wellness – the approach is integral to the development of the integrated care organisation.
- **Heart of Wigan** which is the Transforming Population Health programme for the Locality Plan “**Further Faster Towards 2020**”. The Heart of Wigan continues to promote physical activity, through the utilisation of green spaces and active travel, to improve the health of Wigan residents. The success of Heart of Wigan has been built on strategic leadership and collaboration from across our partners. Heart of Wigan encompasses the commissioning of all health improvement services
- **Getting Wigan Borough on the Move investment** which an additional element to the **Deal for Communities** seeks to achieve the same results through a community driven investment – to encourage a sense of ownership, to work collaboratively and be local agents for change.





- 1 • North Karelia Whole System CVD Prevention
- 2 • Heart Start from Seattle
- 3 • Phase 3 transformation work streams afford the greatest opportunity to achieve accelerated impact across clinical and non-clinical areas
- 4 • RSPH Health Improvement Level 2 (Heart Champions)
- 5 • Community Defibrillator roll-out
- 6 • NHS Health Checks ..plus Vascular Dementia risk

Our “**Health Movement for Change**” which totals **23,000 citizens** currently includes:

1350 Health Champions

495 Heart champions

856 Cancer Champions

10,000 + Dementia Friends

200+ Young Health Champions

The Community Health champions are:

1. Embedded within existing programmes,
2. Made up of members of the community, front line staff and volunteers from across the public voluntary and private sectors.
3. Our current developments include the roll-out of Autism Friends, In Mind Champions and the recently launched Communities in Charge of Alcohol programme led by the residents of Hag Fold



Wigan was the Alzheimer Society Dementia Friendly Town of the Year 2016 and we aim to be the first Autism Friendly Borough



"I try and act as a role model. I go for a walk each lunch time. I've also talked with family and friends and even placed bowel cancer awareness leaflets in the toilets at church."

The whole point of community empowerment is a stronger voice, feeling better, making Wigan a better place to be..

"Most of the group of young Mums had disengaged from school. They had poor literacy, no qualifications and an absence of praise."

"The qualification is the first one she has got. That's a real achievement. She left the course much more confident and with a qualification she can put on her CV."

We've really embraced it at Electrium. It's amazing how many people are interested in a healthier lifestyle."

"You can't tell someone to give up but you can talk about the benefits of stopping smoking and suggest things that might help."

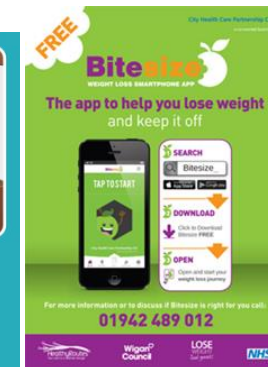




Utilising Primary Care Transformation including our **Healthy Living Programmes** programme to increase Health Checks



Utilising technology to engage more men – faster growing Healthy Life Expectancy for men in Greater Manchester

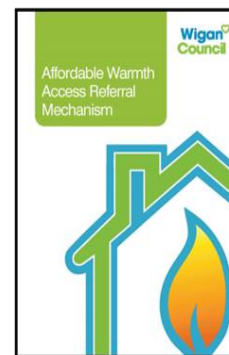


Wigan and Leigh Recovery Partnership

Aligning to Primary Care to support earlier intervention for alcohol and addictive medication reduction



Confident & Clean' Award:
OFSTED
example of Good Practice



Embedding Health Improvement within clinical pathways





Women's Healthy Life expectancy=
62.6yrs now at Eng average range.
Since 2012-14 Wigan's **↑17 months**
(NW **↑7 months**, Eng
reduced↓1month).

Men's Healthy life expectancy worse than
England 60.5 years currently but since
2012-14 has **↑ 13 months** (NW **↑ 2**
months, Eng ↔)



3rd fastest improvement in care
home quality nationally



100% of directly delivered services
rated 'good' or 'outstanding' by CQC



Wigan is the happiest place to live in
Greater Manchester



72% of residents strongly believe
that they belong to their local area



A balanced budget with growth
earmarked 18/19 . **£26m** of cashable
efficiencies simultaneous to
improving services & outcomes



Getting people home from hospital:
Wigan best in North West and 5th
in country



























Admissions to nursing residential
care have reduced **15%** and at a
faster rate than the England
average



75% of residents supported by our
outstanding reablement service
require no further on-going social
care support

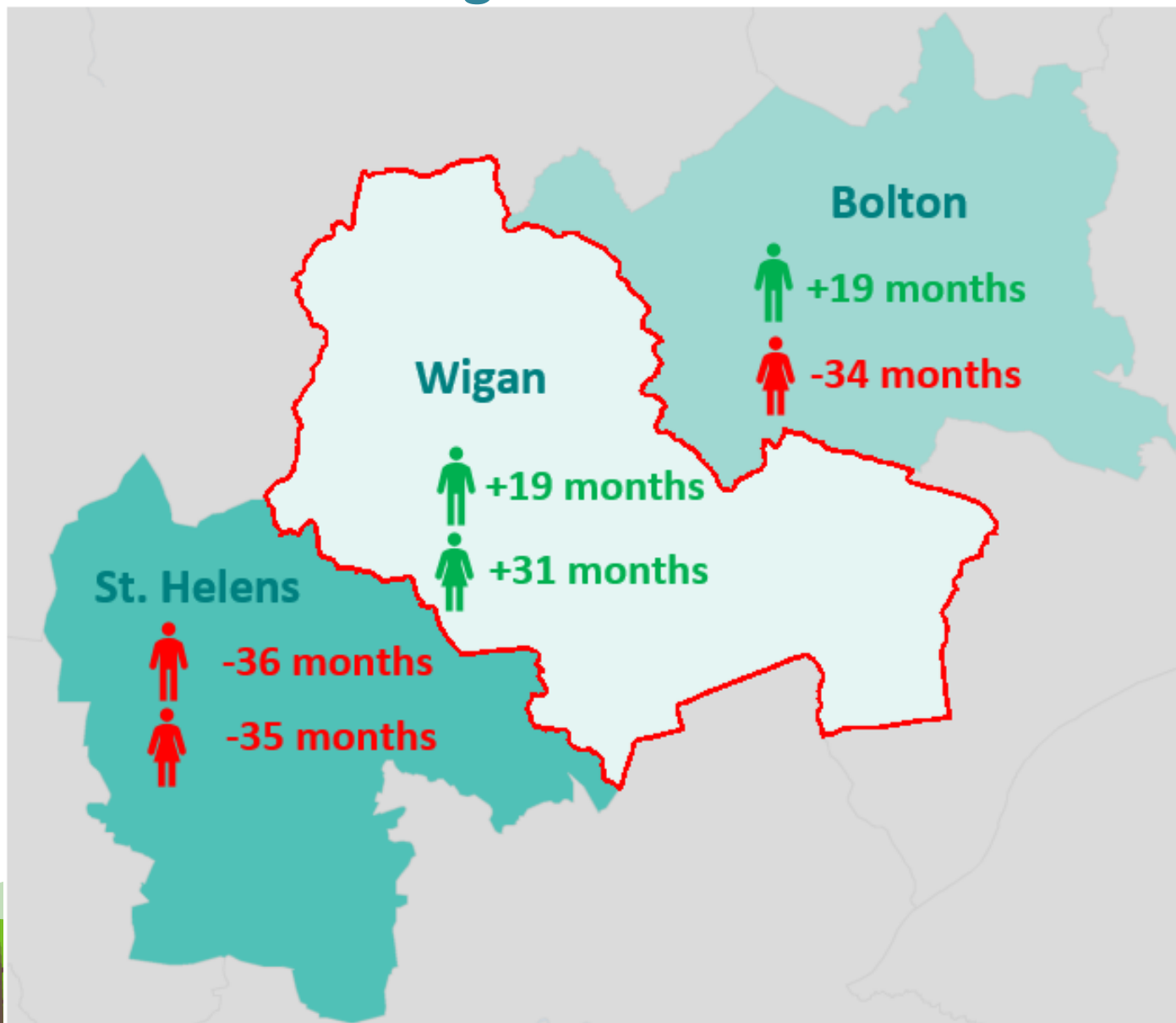
Healthy Life Expectancy

| Statistical Neighbours | Latest (2015-17) |  Trend* | Gap Change** | Latest (2015-17) |  Trend* | Gap Change** |
|------------------------|------------------|---|---|------------------|--|---|
| Wigan | 62.6 |  31 months |  34 months | 60.5 |  19 months |  14 months |
| Barnsley | 61.0 |  41 months |  43 months | 59.7 |  26 months |  22 months |
| Rotherham | 57.4 |  31 months |  29 months | 59.3 |  16 months |  11 months |
| Wakefield | 56.7 |  52 months |  49 months | 58.9 |  5 months |  0 months |
| Tameside | 57.6 |  2 months |  5 months | 58.1 |  2 months |  2 months |
| England | 63.8 |  2 months | | 63.4 |  5 months | |

*From 2009-11

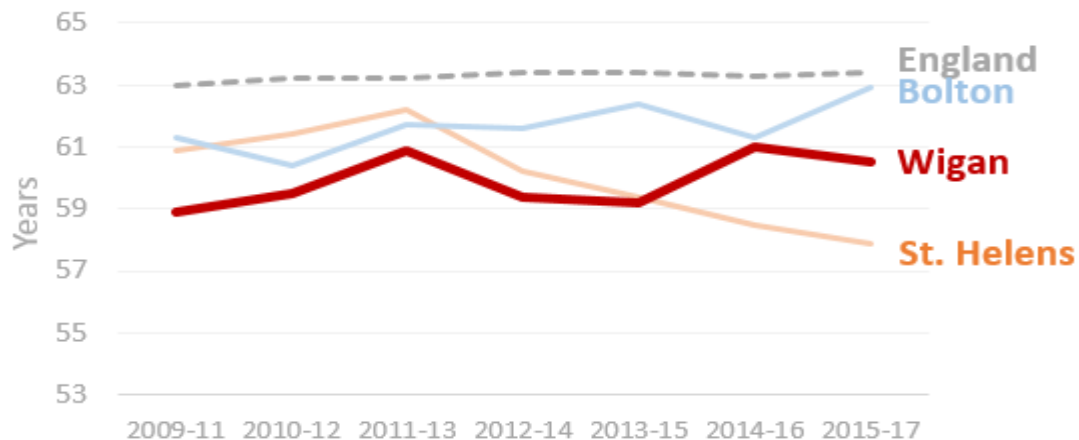
**Reduction in gap compared to England

Healthy Life Expectancy: Change from 2009-11



Change in HLE since 2009-11

Male Healthy Life Expectancy

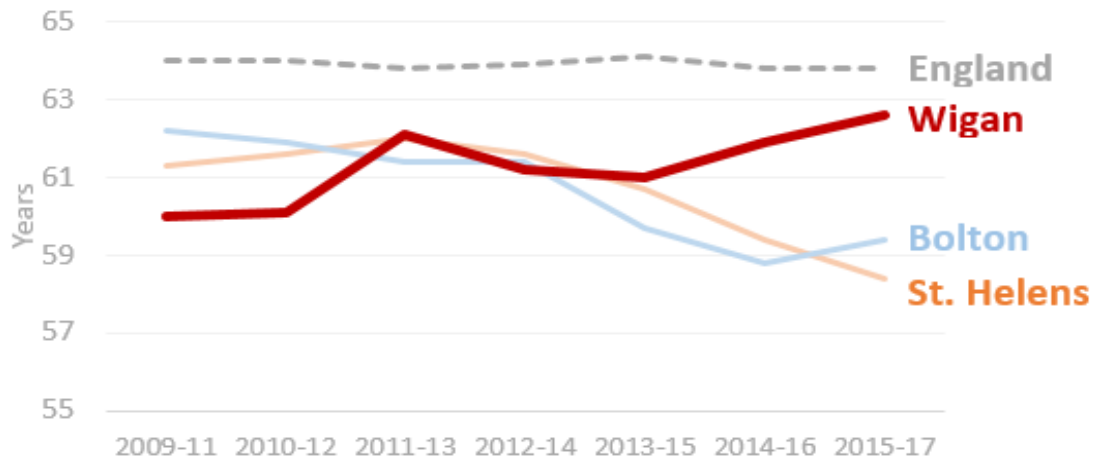


Data Source: Public Health Outcomes Framework



Wigan +19 months
Bolton +19 months
England +5 months
St. Helens -36 months

Female Healthy Life Expectancy



Data Source: Public Health Outcomes Framework



Wigan +31 months
England -2 months
Bolton -34 months
St. Helens -35 months

Improvements

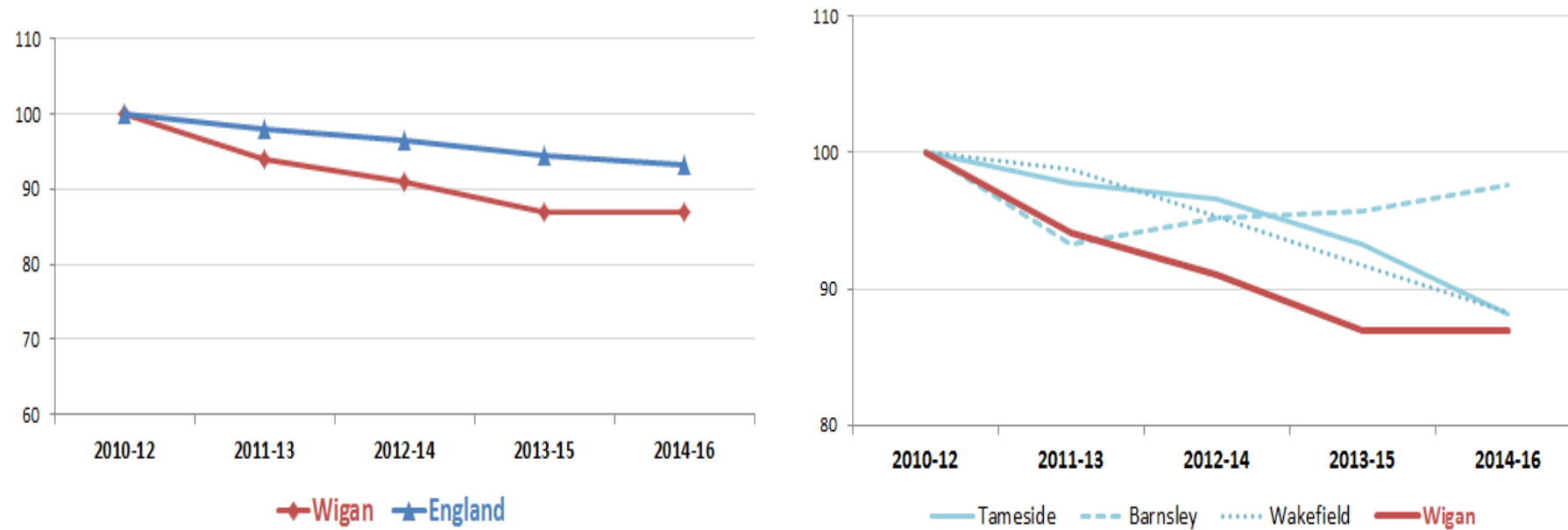
- In past 6 years **Early deaths attributed to CVD** have reduced by **29%** for males & **25%** for females
- In past 6 years **Early deaths attributed to Cancer** have reduced by **16%** for males and **9%** for females. Wigan is now **similar to the national rate** (previously Wigan has had a significantly higher rate).
- The **proportion of adults who are physically active has increased from 48% in 2012 to 63.4% in 2017**
- **Over 14,000** children doing the Daily Mile every day plus extended to 2 year olds via The Daily Toddle in **20 Nurseries**
- **Smoking rates** for routine and manual workers is for 3rd year running in the England average range at **25%** (England 25.6%) (overall prevalence is **15.5%** 5th year running in England average range)
- **Smoking rates at time of delivery** has reduced from **16.7%** in 2016 to **15.5%** in 2018 – this is the greatest improvement for **4 years** (England 10.6%)
- **Hospital stays for alcohol related harm** have reduced from 2358 in 2014/15 to 2192 in 2015/16. Second year that numbers have decreased & gap between Wigan & the England average has reduced significantly since 2013/14
- **Teenage Pregnancy rates** at **23.1 per 1000** now in the England average range (20.8)
- All childhood vaccination programmes achieve **95% herd immunity** including MMR and for children in care (better than England for both these stats)

Challenges

- **31%** of children in Wigan are not school ready for reception (at Eng average) but **50%** in some localities and amongst those accessing free schools meals);
- Breastfeeding at 6-8 weeks only **29.7%**
- **1 in 4** of the children in one of our primary schools lives in a house with a reportable incidence of domestic violence in the last 2 years;
- **40%** of residents at highest risk of unplanned hospital admission are adults of **working age** – often with complex dependency on public services – our **Live Well** cohort
- Significant proportion of activity in our GP practices is socio-economic – debt, domestic abuse, loneliness, access to work, cold homes;
- Loneliness is a major determinant of hospital admission for older people;
- Access to quality work for adults of working age is a health protective factor

Indexed Under 75 Mortality from Cancer

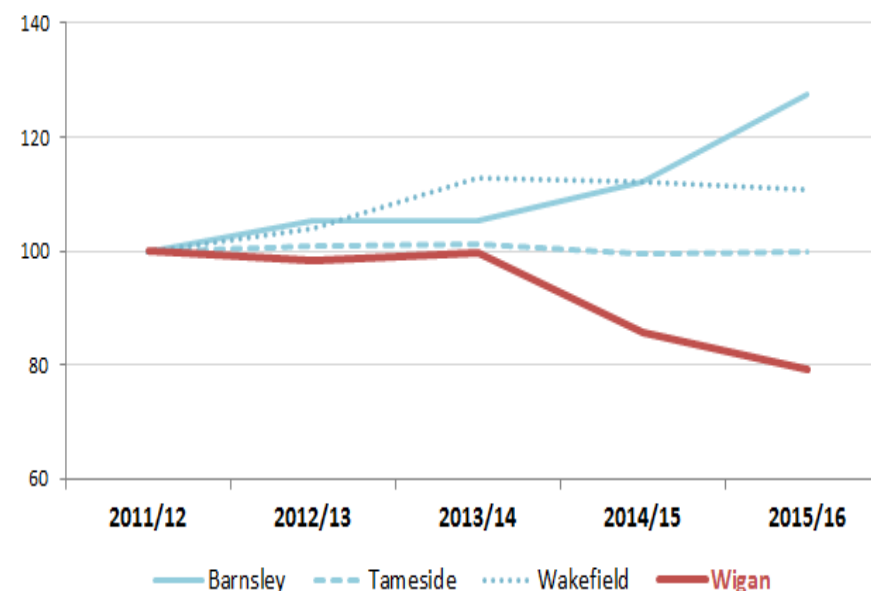
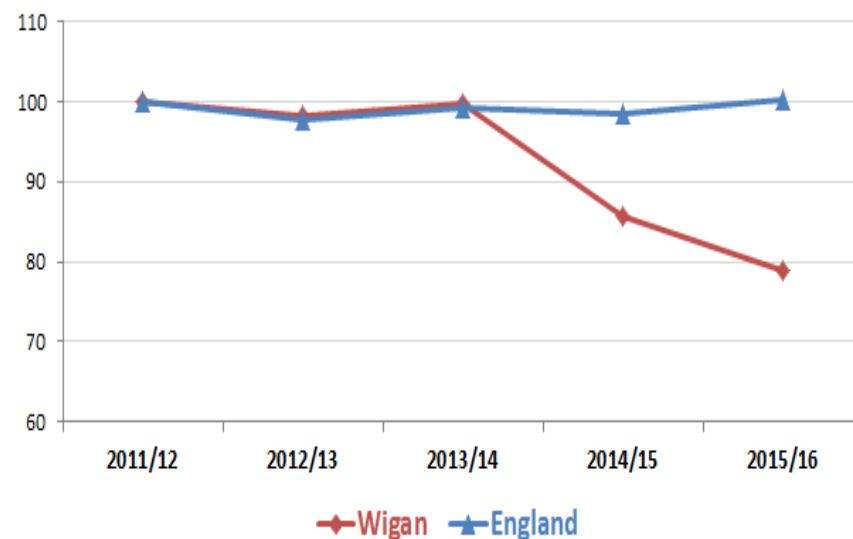
↓ Lower is better



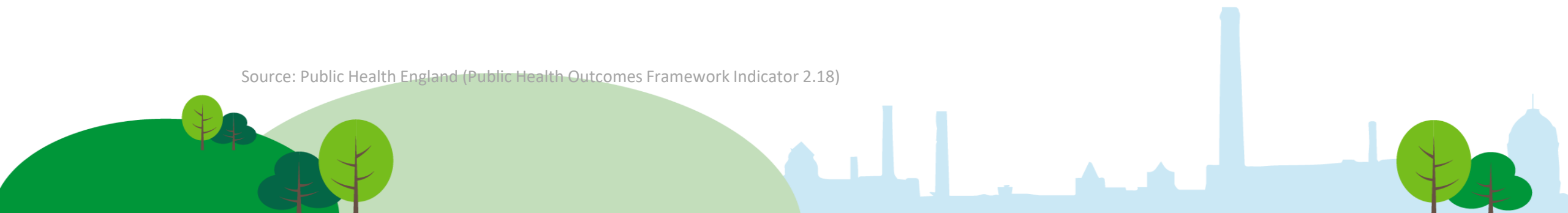
Source: Public Health England (Public Health Outcomes Framework indicator 4.05i)

Indexed Hospital admissions for alcohol-related conditions (narrow measure)

↓ Lower is better Using the 2017/18 data Public Health Outcomes Framework, Wigan has a rate of 736 admissions for alcohol-related conditions per 100,000 population. This is a **16% reduction since 2011/12** and a much larger reduction than seen over the same period for both the North West (4% reduction in rate) and England (**0.3% increase**)

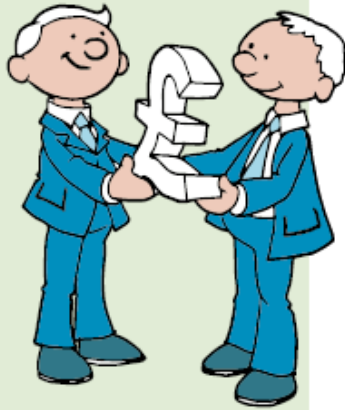


Source: Public Health England (Public Health Outcomes Framework Indicator 2.18)



The Impact – Transformed Model Of Community Support

£9m pledged
to the
community
to support
community
initiatives



Community
Investment
Fund

Over 380 community
initiatives supported
to date



Every £1 invested is matched by
£1 – £3.9m additional funding
brought into the borough

£3.9m

Every £1 spent has brought a
fiscal return of £1.57 to public
services

£1
£1.57

Community Knowledge Officers –
a network of frontline
professionals - share community
knowledge and engagement
opportunities

Know your
community!

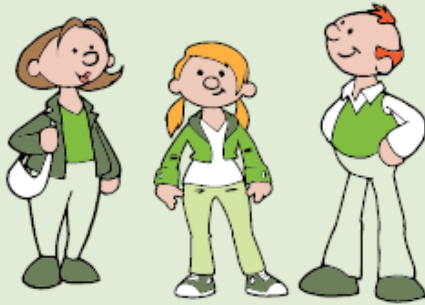


Successfully thriving volunteer ran
swimming pool



The Impact – Transformed Model Of Community Support

1063 tenants regularly involved in
their community



14,100 Wigan Council tenants
attending community events and
activities in 12 months



32 Wigan Borough
in Bloom groups



2 successful volunteer ran local
libraries



Wigan Borough in Bloom groups
delivering 20,000 volunteer hours
over 12 months

20,000
volunteer hours

Over 25 local businesses
attending the 'business in the
community' bus tours



Key Learning

- Identifying and linking with change agents, people who have an enthusiasm for promoting health and wellbeing, is the best way of building society & system-wide commitment.
- Asset based community development as per Cormac Russell's approach and based on their early work as a NESTA creative council.
- Having “different” conversations between the citizen and frontline staff ..ie strengths based, co-creation with as opposed to “doing to” using ethnography and anthropology to underpin staff training and transform organisational behaviours and culture = **Infecting the NHS with Wellness**
- A whole society, whole system approach to health and well-being informed by the experiences of North Karelia in CVD prevention and inspired by the examples of early public health pioneers like the original Liverpool “Fab Four”, Josephine Butler and the Peckham Centre.
- Combining these three principles and underpinning them with “servant leadership” ie “expert on tap rather than expert on top” approach and our Deal for Communities investment fund ..ie investing in the ideas, talents and passions of local people = **“Citizen-led” Public Health.**



Structure of the Workshop

How does what you've heard match with your current experience?

What's been your most positive experience to share, and less positive?

Post-summer – is there anything you could like to do differently – can Kate or colleagues help?

What's your action to take away.