

Adopting a refreshed All Together Fairer as our HCP Strategy

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Summary

- Feedback from across the system indicates that there is strong ownership and sense of engagement in the All Together Fairer (ATF) report, its recommendations and implementation. The impact the HCP can have in positively addressing inequality and social determinants should be the primary focus of our plans.
- Whilst feedback in relation to the interim HCP Strategy and subsequently the Joint Forward Plan has been very positive, it has however, highlighted a health service bias to the content in both documents.
- Our intention is to align our HCP strategic plan more closely with the All Together Fairer report, providing a focus on the wider social determinants of health.

We can achieve this by developing:

- A refreshed high-level strategy outlining principles, key themes and priorities fully aligned to All Together Fairer and;
- An associated Delivery Plan (Joint Forward Plan) that consolidates existing plans and focuses on delivery and implementation.

In bringing social determinants to the fore of the Health Care Partnership Strategy, we have the potential to stretch the system scope and healthcare partnership remit, creating a much broader social determinants agenda. Three areas may help shape the discussion about the content of the HCP strategy that would better align the strategy to the social determinants focus of the Marmot principles focussing on.

- Transformational procedures
- Anti-Poverty work
- Equity in all policies

What this adds ...

- There is much that is already happening through local government to act on the social determinants of health. Councils have strategies and policies on poverty, employment support, transport, green space, etc. and a lead responsibility for public health.
- Some of the work the councils initiate is funded through the public health grant but much of the work on social determinants is core council business.
- The HCP strategy refresh will recognise this work and add to it by bringing a whole system focus - NHS, Local Government, Public Sector partners, Private Sector and Voluntary sector - on transformational procedures, anti-poverty work and seeking equity in all policies and implementation.


Draft Health Care Partnership Strategy (HCP)

- HCP strategy developed as an interim strategy at pace back in January 2023
- Health inequalities lens - Built around the 8 Marmot principles and the 22 Beacon Indicators
- Builds on learning from the pandemic
- Outlines our population profile and challenges size/geography/complexity
- Establishes our Vision, Mission and Objectives - focuses on 4 core objectives
- Population Health – Core20PLUS5
- Builds around Health and Wellbeing Board Strategies and Place Plans
- Working with people and communities


- Led by the HCP (ICP) partners
- Duration: 5 years
- Informed by: C&M wider partnership priorities; National Guidance; Health and Wellbeing Plans; Place plans
- Purpose: strategy for broad health, social care needs of the population including wider determinants of health
- Interim strategy published Jan 2023 with work to prioritise content happening through to summer 2023

Challenges:-

- Current focus is on secondary prevention and treatment services
- Needs greater focus on wider determinants e.g. housing, education, early interventions, criminal justice system etc.
- More reflective of the whole partnership



Vision
We want everyone in Cheshire and Merseyside to have a great start in life and get the support they need to stay healthy and live healthier for longer.



Mission
We will prevent ill health and tackle health inequalities and improve the lives of the poorest fastest. We believe we can do this best by working in partnership

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|--|--|---|--|
| <p><u>Tackling Health Inequalities in outcomes, experiences and access (our eight Marmot principles).</u></p> <ul style="list-style-type: none"> • Give every child the best start in life • Enable all children, young people and adults to maximise their capabilities and have control over their lives • Create fair employment and good work for all • Ensure a healthy standard of living for all • Create and develop healthy and sustainable places and communities • Strengthen the role and impact of ill health prevention • Tackle racism, discrimination and their outcomes • Pursue environmental sustainability and health equity together. | <p><u>Improve population health and healthcare.</u></p> <p>Focus on prevention of ill health and improved quality of life by:</p> <ul style="list-style-type: none"> • Delivering the Core20plus5 clinical priorities for <u>adults</u> and <u>children and young people</u> • Reduce deaths from cardiovascular disease, suicide and domestic abuse • Reduce levels of obesity, respiratory illness and smoking as well as harm from alcohol • Improve early diagnosis, treatment and outcome rates for cancer • Reduce maternal, neonatal and infant mortality rates • Improve satisfaction levels with access to primary care services • Improve waiting times for elective and emergency care services • Improve diagnosis and support for people with dementia • Provide high quality, accessible safe services • Provide integrated, accessible, high quality mental health and wellbeing services for all people requiring support. | <p><u>Enhancing productivity and value for money.</u></p> <ul style="list-style-type: none"> • Develop a financial strategy focused on investment on reducing inequality and prioritise making greater resources available for prevention and well-being services • Plan, design and deliver services at scale (where appropriate) to drive better quality, improved effectiveness and efficiency • Maximise opportunities to reduce costs by procuring and collaborating on corporate functions at scale • Develop whole system plans to address workforce shortages and maximise collaborative workforce opportunities • Develop a whole system estates strategy • Develop a thriving approach to research and innovation across our Health and Care Partnership. | <p><u>Helping to support broader social and economic development.</u></p> <ul style="list-style-type: none"> • Embed, and expand, our commitment to social value in all partner organisations • Develop as key Anchor Institutions in Cheshire and Merseyside, offering fair employment opportunities for local people • Promote our involvement in regional initiatives to support communities in Cheshire and Merseyside • Implement programmes in schools to support mental wellbeing of young people and inspire a career in health and social care • Work with Local Enterprise Partnerships to connect partners with business and enterprise. |
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Marmot 8

Context - Reframe, simplify and prioritise

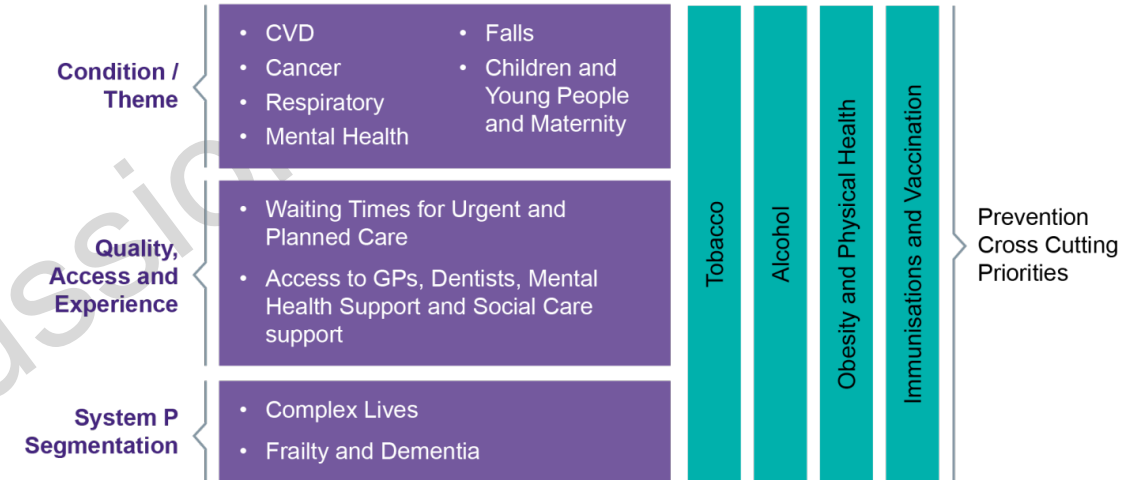
| All together Fairer | | | | | | | | |
|--|--|---|--|--|--|---|--|--|
| Vision | We want everyone in Cheshire and Merseyside to have a great start in life and get the support they need to stay healthy and live healthier for longer. | | | | | | | |
| HCP Objective | Improve Population Health and Health Care | | | | | | | |
| Mission | We will prevent ill health and tackle health inequalities and improve the lives of the poorest fastest. We believe we can do this best by working in partnership | | | | | | | |
| Life Course | Start Well - Living Well - Ageing Well | | | | | | | |
| Tackling Health inequalities in outcomes, experiences and access - 8 Marmot principles | Give every child the best start in life. | Enable all children, young people, and adults to maximise their capabilities and have control over their lives. | Create fair employment and good work for all. | Ensure a healthy standard of living for all. | Create and develop healthy and sustainable places and communities. | Tackle racism, discrimination, and their outcomes. | Pursue environmental sustainability and health equity together. | Strengthen the role and impact of ill-health prevention. |
| Example focus areas | Listen to children, young people and their families to co-create solutions that work for them | Establish a single line of sight of outcomes for CYP, driving improvements in health and social care to address the impact of health inequalities | Develop as key Anchor Institutions in Cheshire and Merseyside, offering fair employment opportunities for local people | Ensure access to safe, secure, and affordable housing | Embed, and expand, our commitment to social value in all partner organisations | Build relationships with excluded groups, especially those affected by inequalities | Delivery of the Green Plan | Delivering the Core20plus5 clinical priorities for adults and children and young people |
| HCP Objectives | Enhancing Productivity and value for money | | | | Helping to support broader social and economic Development | | | |
| Example focus areas | Develop a financial strategy focused on investment on reducing inequality and prioritise making great resources available for prevention and well-being services | Plan design and deliver services at scale to drive better quality, improved effectiveness and efficiency | Maximise opportunities to reduce costs by procuring and collaborating on corporate functions at scale | Develop whole system plans to address workforce shortages and maximise collaborative workforce opportunities | Embed and expand, or commitment to Social Value in all partner organisations | Develop as anchor institutions, offering fair employment opportunities for local people | Promote involvement in regional initiatives to support communities | Implement programmes in schools to support mental wellbeing of YP and inspire a career in health and social care |
| Wider Determinants | Employment | | Education | | Housing / Planning for Health | | Criminal Justice | |
| Enablers | Workforce Development | | Estates | | Digital and Data | | Effective use of resources | |

Helping determine our priorities

Wider Social Determinants

A summary of where the data tells us our population experience worse outcomes when compared to the “England average”, and where our population have told us their experience of accessing care does not meet their expectations.

We recognise this doesn't tell the whole story....



In assessing our priorities we recognised that the inequality in outcomes within our population was stark and to address these we needed to focus on not only the areas where we could see worse outcomes compared to national peers but also in line with our vision and mission in ensuring all our plans focus on addressing this inequality within our own population:

The Health and Care Partnership is updating our interim Strategy to even more closely align around our eight All Together Fairer Priorities and then the associated delivery plans for these eight . The Partnership uses their meetings to focus on key themes with recent sessions focusing on how we can work together in relation to

- **Children and Young People**
- **Housing**
- **Environmental sustainability commitments**

Identifying/developing priorities – who leads?

Why plan collectively?

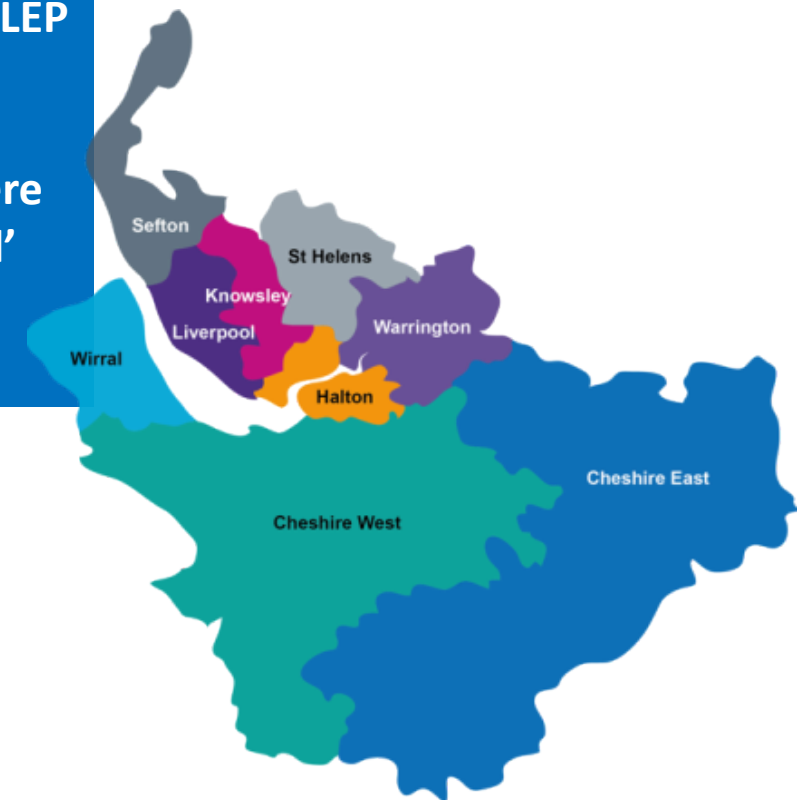
Greater visibility and sharing of plans to:

- Avoid duplication of effort in context of <running costs
- Prioritise plans to focus efforts at where greatest need/impact
- Supports spread of good practice, pace of implementation more effectively
- Clarity on plans, what they will deliver, and who is accountable for delivery
- What footprint should plans be set on? Is it best at a Place footprint or are their benefits from economies of scale ?

Activities specific to Health and Wellbeing Strategy or local priorities

Identifying opportunities to work across wider footprints where this makes sense for example Liverpool City Region or LEP partnership footprints.

Across Cheshire and Merseyside where it makes sense to deliver 'once for all' rather than 'as well'



What would the high-level strategy focus on?



In bringing social determinants to the fore of the Health Care Partnership Strategy, we have the potential to stretch the system scope and healthcare partnership remit, creating a much broader social determinants agenda. Three areas may help shape the discussion about the content of the HCP strategy that would better align the strategy to the social determinants focus of the Marmot principles focussing on.

- Transformational procedures
- Anti-Poverty work
- Equity in all policies

Transformational Procedures: -

Work on social determinants in other countries has shown that, as the work has matured, there has been more focus on transformational procedures. Transformational procedures include: -

- Development of an allocation strategy that supports best use of resources to reduce inequalities and improve population health outcomes.
- Implement a proportionate universalism approach to resource management and distribution and continuously review procedures to ensure this happens in practice.
- Ensure access to and uptake of welfare support benefits.
- Increase, and make equitable, funding for social determinants of health and prevention.

What would the high-level strategy focus on?

Anti Poverty Work: -

The main social determinant that we need to address is poverty.

- One way to do that is to organise and support activity that focusses on an aspect of poverty for example furniture poverty, digital poverty, food poverty etc.
- Another, more system focussed and lasting way, is to organise and support activity to increase benefit take up by increasing knowledge of what is available and providing support to people to apply for benefits.
- A significant move would be to act to reduce the stigma associated with being on benefits.

There is a real potential for the HCP to focus its priorities in relation to poverty creating full system responses reflecting the opportunities which each partner can contribute through their plans.



Equity In All Policies: -

The more progressive thinking has moved on from the push for health-in-all-policies. What we are now seeking is equity in all policies. We have the opportunity to strive for equity in education, employment, access to green space, etc. in the knowledge that achieving equity there will bring equity in health.

What would the high-level strategy focus on?



What might some of this look like?

- Collectively focus on embedding and expanding and giving a higher profile to our commitment to Social Value in all partner organisations.
- Continuing our focus on developing as anchor institutions, offering fair employment opportunities for local people.
- Work together to consolidate and expand work to support our population to access safe, secure, and affordable housing and relieve homelessness.
- Planning for Health – collectively adopt sub-region wide strategies that put equity and sustainability at the centre of planning.
- Collectively addressing resource allocation in Cheshire and Merseyside and develop and extend proportionate universalism approaches. Collaboratively develop an investment strategy and weighted funding formula to better address health inequalities.

In the HCP Strategy we can acknowledge the work that is happening across the region through councils, hospitals, schools, third sector and voluntary sector organisations and groups to alleviate poverty and achieve equity and make it clear that this work is valued, requires collaborative funding to support it and that the Board can provide a consistent and constant focus on this work.

Next Steps



Key milestones: -

- **Workshop sessions to socialise and develop the strategy** – ICB Central Team Dec-Jan
- **Complete stocktake of progress against ATF and the 8 principles/7 recommendations** – CHAMPS team
- **Development Workshop Early January to explore alignment with ATF** – CHAMPS Team and partners
- **HCP workshop session 16th Jan** – ICB Central Team and HCP partners
- **4 Leadership development Workshops** (CHAMPS Team delivered by Tammy Boyce from the institute of Health Equity) Jan and Feb
- **Community Engagement via Place based teams** (potential for re-run of the HCP survey) – ICB Central Team and HWB Leads/Place Directors
- **Development of HCP content Feb to March** – ICB Central team and CHAMPS supported by Place and Programme Leads
- **Development of JFP** (Delivery Plans = HCP, Place x 9 and NHS ICB) by March 24 – As above
- **Final ATF/HCP March 24** – As above

Ask of Health and Wellbeing Boards and Place Directors:-

- Socialise the slide deck with HWB board members and Local place partners with the plans for adopting a refreshed All Together Fairer as our HCP Strategy – and provide feedback to the ICB Strategy and Collaboration Team
- Support community engagement at place – specifically around the intention to focus on Transformational procedures / Anti-Poverty work / Equity in all policies