



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	25 October 2022	Agenda Item	4.2
Report Title	Report on Progress Against Population Health Actions in IMTP FY 2022/23		
Report Author	Keith Reid, Executive Director of Public Health		
Report Sponsor	Keith Reid, Executive Director of Public Health		
Presented by	Keith Reid, Executive Director of Public Health		
Freedom of Information	Open		
Purpose of the Report	This paper provides an update to the Committee on progress against the three population health goals contained within the IMTP for FY 2022/23.		
Key Issues	<p>The paper identifies that despite some progress in the development of a population health strategy the Health Board is some way adrift from delivering on a range of current population health actions.</p> <p>The paper outlines some actions identified at accelerating progress in delivering current outcomes and identifies a number of barriers.</p>		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> Consider: the account of progress and the issues raised 		

Report on Progress Against Population Health Actions in IMTP FY 2022/23

1. INTRODUCTION

This report updates the Committee on the status of Population Health actions contained within the Recovery and Sustainability Plan / Integrated Medium Term Plan for FY 2022/23.

2. BACKGROUND

The IMTP contains a number of actions badged as 'Population Health'. These actions do not conform fully with the current 'Goals, Methods Outcomes' approach. Performance against those actions is not routinely reported within the Health Board by the usual performance dashboard although they are reflected in the Board Assurance Framework. Consequently, assurance is lacking on progress and/or any mitigating actions.

Three broad areas of work to establish the necessary conditions for delivery of a population health approach in SBUHB were set out in the IMTP. These are:

- a) the development of a population health strategy;
- b) building the necessary public health skills capability and capacity within the system locally; and,
- c) where currently possible, starting to implement actions or projects aimed at supporting population health.

It is important to state that while the Public Health team are leading on some aspects of this work, success in delivery is dependent upon the ability of the service delivery groups and wider partnerships to deliver operational activity that leads to the expected outcomes. The Local Public Health Team, as currently configured, has a role in facilitating and supporting the work but is not responsible for delivery en toto.

Development of a Population Health Strategy for SBUHB

Action - Co-design of public / population health strategy with communities and stakeholders to reduce health inequities, focused on addressing the root causes and used to inform service delivery within the HB, with sustainable development as the central organising principle – IN PROGRESS

The Public Health Team have developed an outline public health strategy and engaged in initial stakeholder conversations to assist in the process. Current intentions are to have a discussion document ready for consultation (internal and external) by late October / early November. Consultation will then occur across the SBUHB footprint until the end of the Calendar year. An amended document will be taken through SBUHB internal governance processes in Q4 for formal adoption by end of Q4.

Action - Establish a SBUHB Public Health Programme Board (or equivalent) as focal point for population health discussions & direction setting – IN PROGRESS

Initial discussions have taken place on the Terms of Reference of this group and on the necessary internal relationships for it to be effective. Draft Terms of Reference will be produced for consideration. Governance arrangements in other LHBS are being examined to acquire any applicable lessons. Issues that require further consideration are the balance between oversight of operational delivery of population

health activities and the shaping of priorities for action within the themes identified in the population health strategy.

Action - Develop regional and local leadership & partnership functions and support to ensure delivery of a population health approach & plan – NOT YET STARTED

This action relates to the development of consistent and purposeful approaches carried from within the Health Board into our work in partnerships. To be effective this will require development of understanding of how population health approaches are designed and delivered in partnership settings. Responsibility for these approaches will sit across a number of corporate functions and will require co-ordination. This work aligns to but is broader than current intentions to commission services.

Action - Develop and lead local delivery of the population health workstream of the National Clinical Framework – IN ABEYANCE

This workstream was flagged when there was an expectation that the National Clinical Framework was imminent. It is shelved pending clarification of the implementation of that programme.

Building capability within the local system

Action - Manage the safe transfer of the Local Public Health Team from PHW to SBUHB - ACHIEVED

The LPHT transferred to direct employment by SBUHB on 1 October 2022. The headcount is 7. The team is currently carrying a number of vacancies and a process of restructuring and recruitment can now commence.

Action - Establish new regional (Hywel Dda + SB UHB) Healthy Weight; Healthy Wales (HW;HW) leadership team – IN PROGRESS

Collaborative working has been established to support a joint approach to implementing some aspects of the regional response to the 'HW;HW' programme of Welsh Government. Progress in recruitment of a regional coordinator and team to support the whole systems working funded by a grant from WG administered through PHW. National recruitment failed and local recruitment will progress after the amended job description receives approval.

Action - Development of new Business Intelligence products to support 'HW;HW' system leadership work programme – NOT YET STARTED

There is a need to create products to support both the All Wales Weight Management Pathway reporting and inform work addressing obesity. This has not started due to lack of capacity in Digital, Public Health Teams and lack of pathway co-ordinator at SBUHB level.

Action - Develop a population health intelligence function and products, in collaboration with HB colleagues and key partners – IN PROGRESS

There are ongoing discussions with colleagues in Digital internally around the development of business intelligence functions to support population health approaches. Despite willingness on both sides a lack of capacity in Digital has constrained progress in developing these approaches. Discussions with Swansea University have identified the possibility of a joint appointment between the Public Health Team and the University to develop intelligence approaches including use of

resources available within the University to support population health programmes. This approach is being pursued as part of the recruitment and reconfiguration of the Public Health Team.

Action - Provision of public health technical expert guidance & support – including the pan-cluster planning group (aligned to the Accelerated Cluster Development programme), PSBs, RPBs and other fora as indicated by capacity and need

A nationally agreed programme to introduce a population segmentation approach to assist in tailoring health services to patterns of care consumption has not been funded for FY 2022/23. Discussions are underway at a national level to establish whether central funding for this programme is available. A programme of work across the Health Board in the areas of Health Needs Assessment and Health Equity Audit to support population health aspirations could be developed but currently there is not identified capacity to support such work. Scoping the extent of such work would assist in understanding the workforce requirements. There is an expectation from the Primary Care National Programme Board that support will be delivered in areas such as Health Needs Assessment to Pan Cluster Planning Groups from Local Public Health Teams but no additional resource is being made available to support this. The development of the Population Health Strategy will assist in reaching a position where there is a prioritised approach to areas that will benefit from public health technical support.

Tackling Population Health challenges: Taking action to improve health outcomes and reduce inequalities through a focus on health behaviours

Action - Develop a regional HWW delivery plan and reporting mechanisms

Action - Supporting the development of a SBUHB Tobacco Control approach in line with the emergent all-Wales Strategy

For existing or emergent areas of public health action directed by Welsh Government Public Health support is inconsistent. These include new Ministerial Priorities in Tobacco Control and the Healthy Weight; Healthy Wales action plan. No additional SBUHB resources have been made available through the IMTP to support these 'must-dos'. Some grant funding is currently being sought from Welsh Government to support action but it will not be sufficient to deliver against all Welsh Government expectations. This highlights a gap in the current planning process where these activities have not been considered as priorities for funding locally, despite the actions mandated by Welsh Government and the need to report on progress. Additional complications are that these approaches sit across a number of Service Groups and so require co-ordination. The establishment of a Weight Management Planning and Delivery Group has not achieved success in developing the mandated All Wales Weight Management Pathway in line with Welsh Government expectations. This is because of a lack of support to clinicians who were leading on this work including the inability to furnish appropriate business planning, lack of administrative support to run meetings. Welsh Government has indicated an expectation that there should be dedicated management capacity for the development of the AWWMP.

While there was a central group focused on preparing for implementation of smokefree legislation affecting hospital sites this group has fallen into abeyance on the departure of its leadership from SBUHB. There is currently no Regional focus for tobacco control and there hasn't been such a forum for some time now.

Consequently there is no focal point to lead efforts to reduce smoking related harm locally. SBUHB is an outlier in this regard. SBUHB funding for tobacco control is limited and the smoking cessation service, which sits within Primary Care and Therapies Service Group is under-resourced. The Ministerial priority to introduce smoking cessation interventions for all planned admissions represents a significant investment requirement. A grant application to Welsh Government for funding to support investment in stop smoking services has been submitted but there is an expectation that SBUHB will also directly fund this provision. The same pertains for maternal stop smoking provision – grant application submitted but expectation that SBUHB funds will be available.

Action - Healthy schools scheme delivery across Swansea Bay in line with national requirements - ACHIEVED

The Healthy Schools Scheme team are grant funded by Public Health Wales to support delivery of the Health Schools Programme in early years and statutory educational settings. They work closely with local authority colleagues to deliver this nationally mandated programme. The Team also transferred across to SBUHB employment on 1 October 2022. The Team are wholly employed in the delivery of the programme in line with the conditions attached to the grant award.

Action - Supporting the implementation of the Implementation of the Integrated Public Health Approach to Tackling Substance Misuse by statutory agencies through the West Glamorgan APB – IN PROGRESS

Support in this area is restricted to the Director of Public Health acting as the current Chair of the Area Planning Board. Discussions are underway among the responsible authorities on how best to support the development of the Integrated Public Health Approach, which despite its moniker, is not reliant on public health leadership for success. Along with SBUHB, Public Health Wales is identified as a responsible authority in relation to substance misuse and historically some PHW resource was deployed in support of the APB. The outcome of current discussions is awaited to understand better whether additional local public health resource will accelerate developments in substance misuse regionally.

Action - Co-design of a regional cross sector suicide & self-harm plan with partners – IN PROGRESS

The Multi Agency Action Group on Suicide and Self-Harm has been chaired by a Public Health Consultant for a number of years now. However, this forum is one of a number of groups active in the suicide prevention space. The Health Board Quality Initiative on Suicide Prevention has been internally focused and limited in its scope. However, there is now a recognition that whole of system action is required. In addition to the initiatives above, Welsh Government sponsors a separate Regional Suicide and Self-Harm reduction infrastructure which sits across a South West Wales footprint. There is a need for better co-ordination of actions within SBUHB and across the Region and preliminary discussions have taken place on how approaches can be aligned. The level of resource and support required for effective and sustained action is not yet clear.

Action - Climate change and sustainability- developing a population health approach to climate change, including mitigation, adaptation and circular economy approaches – IN PROGRESS

A Consultant in Public Health has supported decarbonisation and sustainability actions in the Health Board by providing technical support to the SBUHB groups. This will continue. These initiatives are led from within the Planning and Strategy team.

3. GOVERNANCE AND RISK ISSUES

There is concern that 'Public Health' ('Population Health') initiatives or approaches, which naturally sit across all service groups or in partnership spaces, are not governed effectively at present. This concern is well placed. Concerns exist around the ability to effectively collect the necessary datasets to assess programme effectiveness and to analyse and report in systematic and timely fashion.

The development of the Population Health Programme Board will assist in creating a single forum that will be able to scrutinise performance and increase both visibility and accountability. However, that is reliant on appropriate data collection and reporting being in place. Furthermore, operational delivery requires that disparate service elements are co-ordinated effectively to create cross-cutting pathways or that services are delivered consistently across multiple service delivery groups simultaneously. This requires a level of system planning and co-ordination that is currently not in place.

There is financial risk to SBUHB that delivering against Ministerial priorities is currently unfunded and that grant monies available (if applications are approved) are inadequate to ensure sustainable delivery.

There is reputational risk to SBUHB given that our level of delivery against a number of Welsh Government population health initiatives is adrift of expectations. This was highlighted in the end of year JET and again in the IQPD forum recently.

4. FINANCIAL IMPLICATIONS

Actions within the IMTP were all labelled as 'Cost Neutral' but the process for arriving at this designation is not clear. There are potentially significant investment requirements to support Ministerial priorities in the tobacco control and Healthy Weight; Healthy Wales spheres.

Initial applications for grant funding of up to £792K for this financial year have been lodged and are currently being appraised by Welsh Government but it is likely that these will not be funded at full year effect given that most rely on recruiting additional staff. However, a similar sum is available for FY 2023/24 against the same priorities. It should be noted that this envelope is inadequate to deliver all the current priorities. The development of detailed business plans to quantify the required investment has been hampered by a lack of business planning support to the Public Health Team and the service groups involved.

The transfer of the Local Public Health Team from Public Health Wales is supported by a transfer of funds. The total envelope is £1.217M with the bulk of this being pay costs and some adjustment due for the pay uplift. This sum is hypothecated for the next 3 years. As indicated above there are vacancies in the team currently and an intention to restructure and recruit to a different and more appropriate skill mix. Consequently there is underspend this year.

5. RECOMMENDATION

The Committee is asked to consider the account of progress against the 'population health' elements of the IMTP for 2022/23 and the issues raised.

Governance and Assurance

Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>

Health and Care Standards

<i>(please choose)</i>	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>

Quality, Safety and Patient Experience

The paper outlines progress to date around population health initiatives. The absence of effective tobacco control approaches and comprehensive weight management approaches means that opportunities for patients to be supported to make changes that will reduce their risk of ill-health are not being offered.

Financial Implications

The paper identifies that investment is required in order to make progress in a number of areas of priority for Welsh Government or where there is already an identified high level of need in our communities. However, that investment is not quantified.

The process for development of business cases in support of population health investment is not clear and the lack of support to develop such cases is highlighted.

Legal Implications (including equality and diversity assessment)

No legal implications identified.

Staffing Implications

Developments in support of Ministerial Priorities will require additional staffing and this will be addressed through the emergent business cases.

The Public Health Team restructure intends to alter the skill-mix compared with the funded establishment and is likely to result in fewer staff of higher banding being employed. There is no intent to make current team members redundant.

Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)

Public Health approaches incorporate a prevention ethos and delivery is contingent on collaboration among partners to deliver better outcomes for our population. A coproduction approach is integral to public health practice and seeks to involve communities and staff in designing services and programmes.

Report History	No previous reports
-----------------------	---------------------

Appendices	N/A
-------------------	-----