Salford’s Health and Wellbeing Board

Annual Review 2014/15

June 2015
FOREWORD

Ian Stewart, City Mayor

I am honoured to be Chair of Salford’s Health and Wellbeing Board and am privileged to have been supported by a group of partners without whom Salford could not have embarked upon such an ambitious programme of health and social care transformation. Building from our positive start we have made enormous progress together as a Board. In 2014/15, the partnership working and commitment shown by Board members has stood us well against the pressures of austerity and system change; allowing us to continue to focus on our priorities.

We welcomed the Local Government Association’s Peer Challenge team, who rigorously unpicked our work and found that we should ‘celebrate and promote the excellent work you are doing – recognised that you are a ‘centre of excellence’ and share your innovations and the good practice you are developing around, for example, the proposed Integrated Care Organisation, the Alliance Board, the Integrated Commissioning Board, and your community asset work.’

However, I want to do more, building from what we have already achieved to create a stronger partnership focussed on how we can make the most difference to the lives, health and wellbeing of Salford’s citizens.

Cllr Lisa Stone (Assistant Mayor for Health and Wellbeing), Cllr Margaret Morris (Assistant Mayor for Health and Wellbeing), Dr Hamish Stedman (Chair of Salford’s Clinical Commissioning Group) Vice Chairs

We are extremely pleased to report the Board’s successes in 2014/15, which highlight the growing strength of our partner organisations to develop and lead innovative and transformational programmes of work across our city, including the integrated care programme for older people, work around mental health and the criminal justice system and our social value initiative.

Early 2015 saw the announcement of a devolution ‘deal’ for Greater Manchester in which this Health and Wellbeing Board has been strongly represented. We look forward to the opportunities that this presents for the Board to tackle some of the most serious and enduring health inequalities in the country.

The Health and Wellbeing Board Peer review highlighted our strengths and recommended areas where more work is needed. We are keen to build from this and work together as partners across the system to help the people of Salford improve their health and wellbeing.

In January 2015, former Assistant Mayor for Health and Wellbeing and Vice Chair of the Health and Wellbeing Board, Cllr Margaret Morris took up a new role as Chair of the Health and Adults Scrutiny Panel. Cllr Morris has been integral to the successes of the Board to date. This move strengthens the relationship between the Board and Scrutiny in Salford and we are pleased to be retaining Cllr Morris’ valuable experience in Health and Wellbeing.
EXECUTIVE SUMMARY

Salford’s Health and Wellbeing Board’s Annual Review of 2014/15 contains a summary of the business, achievements and progress made towards the Board’s three main responsibilities in its second year of statutory operation. The report is intended for Board members and stakeholder organisations for assurance purposes, and contains evidence to show whether the Board is achieving what it set out to do and is meeting its statutory responsibilities.

In January 2015, the Board welcomed a Peer Challenge team, who described how they had been ‘really impressed with the way you are working together to improve the health and wellbeing of your population’ and ‘impressed with the incredible energy, ambition and pace you demonstrated to address the significant challenges your population face, despite the financial constraints public services are under’. They also commented on the ‘highly visible recognition across the system of the wider determinants of health and a shared purpose to reduce health inequalities’.

Review by the Peer Challenge team also has helped the Board to focus on a number of areas for improvement going forward, and these will influence its planned work over the coming months. The report ended by stating that Salford’s Health and Wellbeing Board should ‘Celebrate and promote the excellent work you are doing – become a ‘centre of excellence’ and share your innovations and best practice on the sub-regional, regional and national stage’.

Working through its member agencies, operational links are now being made across and between local partners in order to improve health and wellbeing. The Board has championed wellbeing throughout the Salford Partnership, with wellbeing and social value now being priority areas of work for the Salford Partnership. Furthermore, The Board was short listed for a national award by Social Enterprise UK for its work to build the social value market place.

Highlights of the year have included publication of a number of pieces of research which will enable services to be best targeted for those in most need, the work of the newly created Crisis Response Intervention Team and the increasing programmes to help prevent the need for acute forms of care.

Further work has been undertaken in 2014/15 to progress the integrated model of care for older people in the City. An agreement is now in place which will see the pooling of resources and joint service delivery across health and social care. This will provide holistic care for older citizens, with a greater focus on prevention, planned and early care, reducing duplication and fragmentation of services.

For the second year running, the NHS Salford Clinical Commissioning Group has supported a number of smaller, innovative activities going on across the City, which aim to address the need outlined in the Joint Health and Wellbeing Strategy. Many of these activities are carried out by voluntary, community and social enterprise providers, demonstrating the depth of support and delivery of the Strategy.

Work around the Joint Health and Wellbeing Strategy is already starting to see early signs of improvement in reducing teenage conception and increasing the uptake of NHS health checks, for example. However, there remain a number of challenges to be addressed over the coming year in a city with high levels of multiple deprivation.
In 2014/15, the achievements of the Health and Wellbeing Board have included:

<table>
<thead>
<tr>
<th>What the Board has done</th>
<th>What happened as a result</th>
<th>The difference that this is starting to make....</th>
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<tbody>
<tr>
<td>Sponsored a programme of work around the priorities of the Joint Health and Wellbeing Strategy</td>
<td>Various activities and programmes of work delivered by a range of partners across the City – through commissioned and other services</td>
<td>Improvements have been seen in key health outcomes such as reductions in teenage conceptions, better support for carers and people with long term conditions and increased take up of NHS Health checks</td>
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<td>Published research which focussed on domestic violence, people in residential care as well as LGBT and Gypsy, Roma Traveller communities</td>
<td>A better understanding of the wellbeing and health characteristics and needs of these citizens</td>
<td>The results have been circulated so that services can be tailored to meet detailed need, new services can be provided or re-commissioned. For example, a project supported through the Little Pot of Health is actively promoting LGBT wellbeing on local radio.</td>
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<td>Initiated work around mental health and criminal justice</td>
<td>Creation of the Crisis Response Intervention team, s136 suite and telephone triage project for persons arriving at police stations with mental health needs and training for key organisations to understand better each others’ work.</td>
<td>Reductions in s 136 detentions under the Mental Health Act, better care for persons with mental health problems, better understanding other these people’s needs and presenting characteristics</td>
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<td>Discussed complex issues around the re-configuration of the health care system across Greater Manchester</td>
<td>The Board can better understand how these changes will impact upon the people of Salford and ensure that the best possible services can be maintained.</td>
<td>Salford is becoming a key voice in the Greater Manchester devolution proposals, and is taking a lead in the GM Dementia work, for example.</td>
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<td>Developed the Integrated Care Programme for Older People and an integrated delivery system</td>
<td>A new and joined up way to support and deliver care for older people has been developed and will start shortly</td>
<td>Services will be more joined up and co-ordinated for the people of Salford. They will focus on prevention and anticipation of care need as well as supporting people within their own community.</td>
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<td>Led an initiative to embed social value into health and care commissioning and procurement practice</td>
<td>A Salford-wide social value pledge has been agreed by the Salford Partnership, which will encourage local organisations to sign up to a number of good principles around social value.</td>
<td>Social, environmental and economic wellbeing benefit will be sought from the use of all public money in Salford. Added value will be part of public sector contracts, including paying a Living Wage, creating local employment, community resilience and training local people.</td>
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<td>Led a programme of innovation to deliver the priorities of the Joint Health and Wellbeing Strategy</td>
<td>A new programme of 20 small projects is testing ways to improve the health and wellbeing of the citizens of Salford. Many are being delivered by small, voluntary, community and social enterprise organisations.</td>
<td>Reductions in teenage pregnancy rates, increases in identification of and support to carers, increases in the number of local people getting involved in wellbeing projects, supporting people with dementia....</td>
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<td>Welcomed the Local Government Association’s Peer team to review the Board’s operation</td>
<td>Detailed analysis of the Board’s work and successes and areas for improvement</td>
<td>The Board has a better understanding of what works best and where it needs to improve going forward, and is agreeing an improvement plan to address the recommendations made</td>
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Nationally, the Health Profiles published by Public Health England show how Salford compares with the rest of the country:

### 2012 Health Profile:

Although the measures differ slightly from those used in 2012, the general profile of the health of Salford’s citizens, and trajectory of the improvements seen, is a positive story when compared to the rest of England.

### Joint Health and Wellbeing Strategy

The following pages contain an analysis of performance against the priorities of Salford’s Joint Health and Wellbeing Strategy.
### Joint Health and Wellbeing Strategy

<table>
<thead>
<tr>
<th>Measure</th>
<th>Baseline</th>
<th>Current status</th>
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<tbody>
<tr>
<td><strong>Healthy Life expectancy</strong></td>
<td>Life expectancy – female 2012 = 79.9</td>
<td>2014 = 80.5 √</td>
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<tr>
<td></td>
<td>Life expectancy – male 2012 = 74.8</td>
<td>2014 = 76.1 √</td>
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<tr>
<td><strong>Infant mortality</strong></td>
<td>Infant deaths 2012 = 6.0/1,000</td>
<td>2014 = 5.0/1,000 √</td>
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<td></td>
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<td>Improving at a faster rate than average for England</td>
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### Priority 1 – BEST START IN LIFE

1a. **Promoting healthy weight at primary school age**

- **Headline indicator:** Percentage of school children who are obese in Year 6
- **Baseline:** 21.0% Salford (2011/12)
- **Aim:** Reduce Year 6 obesity overall, and also reduce differences between neighbourhoods

2. **Proportion of carers who feel supported (“EQ-5D” measure)**

- **Baseline:** 79.2% (Carers Survey 2012)
- **Aim:** Increase the numbers of carers identified and referred to the Carers Centre by a minimum of 5% per annum. Increase in satisfaction to 84.2% by 2015

### Priority 2 – WELLBEING - leading a healthy lifestyle, supported by resilient communities

2a. **Provide more effective joined up systems and services to support the wellbeing of people who are vulnerable**

- **Headline indicator:** Violent crime rate
- **Baseline:** 2,381 crimes in 2012/13
- **Aim:** Maintain and improve on current % reduction

2b. **Positively influence individual and neighbourhood health and wellbeing**

- **Headline indicator:** Alcohol related hospital admissions
- **Baseline:** 3,604 admissions per annum / 100,000 population (2011/12)
- **Aim:** 3,569 (2012/13) and maintain a 1% reduction per year after that

2c. **Local communities have the resilience to respond to and support community wellbeing**

- **Headline indicator:** Social connectedness
- **Baseline:** Indicators will be selected which relate directly to work plan
- **Aim:** Increase the resilience within communities, better manage demand for services

### Priority 3 – ACCESS TO CARE – accessibility of quality health and social care, and its appropriate use

3a. **Timeliness of access: Take up of NHS Health Checks programme by those eligible, joint new initiatives to increase uptake**

- **Headline indicator:** % of eligible population offered / received an NHS Health Check
- **Baseline:** 100% of annual cohort invited, 30% received Health check (July 2013)
- **Aim:** Year on year improvement with a target to achieve 75% uptake by 2016, retaining the level of checks offered

3b. **Ensuring people feel supported to manage their condition**

- **Headline indicator:** Proportion of people feeling supported (“EQ-5D” measure)
- **Baseline:** to be established through the work plan
- **Aim:** increase the proportion of people reporting that they feel supported to manage their condition

3c. **Enhanced quality of life for carers**

- **Headline indicator:** 1. Number of Carers in Salford. 2. Proportion of carers who feel that they have been included/consulted in discussions about the person that they care for

<table>
<thead>
<tr>
<th>Aim</th>
<th>Baseline</th>
<th>Current status</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>5,549 (2013/14)</td>
<td>1. Awaiting survey of carers in 2015/16</td>
</tr>
<tr>
<td>2</td>
<td>72.9% (Carers Survey 2012)</td>
<td>2. There has been a 15% increase in the number of identified carers.</td>
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Background

This report contains a review of the second year of operation of Salford’s statutory Health and Wellbeing Board. It is intended for assurance - use by the Board and its partner organisations to understand whether it is achieving its purpose, and to inform the planning of the Board’s business and work plan for 2015/16.

The scope of this report includes the activities and discussions of the Health and Wellbeing Board and its sub-groups when carrying out Board business. Findings included can be directly attributable to the actions of the Board and its members.

Chaired by the directly elected City Mayor of Salford, Ian Stewart, the Board brings together a wide range of partners from the City Council, Clinical Commissioning Group (CCG), Health Watch, community and voluntary sector, local providers and employers, as well as NHS England, Greater Manchester Police and Fire and Rescue Services. The following review will explain the purpose and responsibilities of the Health and Wellbeing Board, who is involved, how it is organised, what it has done during 2014/15 and how it has started to have an impact on the wellbeing and health of the citizens of Salford. Links are also provided to resources which will provide more information about the Board and its work.

In January 2015, the Salford Health and Wellbeing Board took part in the Local Government Association’s Peer Challenge initiative, and the results of this independent review form part of this report.

What is Salford’s Health and Wellbeing Board?

Health and Wellbeing Boards are a key element of the Health and Social Care Act (2012) and they are a means to deliver improved strategic co-ordination across the NHS, social care, children’s services and public health. The Boards must assess the needs and assets of the local population, produce a strategy that addresses these needs and builds on any assets, influence commissioning plans of organisations and promote joint commissioning and integrated provision.

In Salford, the Board ‘will be a strong, effective partnership to improve commissioning and delivery of services through an intelligence-led, and evidence based approach. There will be a clear focus on reducing health inequalities and an emphasis on prevention, early intervention and the wider determinants of health. The focus will be on continuous improvement, whole systems approaches, joint accountability, strong leadership, transparent decision-making and outcomes’. ¹

Key responsibilities - the Health and Wellbeing Board should:

- Understand and use health and wellbeing needs, inequalities, risks and assets locally, to
- Determine priorities for local action, and
- Promote integration and partnership in addressing these priorities and delivering services.

The Board has an ambition –

- To improve life expectancy in Salford so that the gap between Salford and the UK average is reduced
- To improve health and wellbeing at every stage of life

¹ HWB Terms of reference approved April 2013 http://www.partnersinsalford.org/salfordhwbbboard.htm
Vision² - the Board has a vision for wellbeing and health in Salford

- To improve health and wellbeing across the city and remove health inequalities.
- To create an integrated system that responds to local needs and assets, and gains public confidence.
- To empower people to improve their quality of life, improve the long-term health of their communities and promote individual responsibility and behavioural change.

In Salford, the Board’s priorities come from the Joint Health and Wellbeing Strategy³ and are:

- Ensure all children have the best start in life and continue to develop well during their early years
- Local residents achieve and maintain a sense of wellbeing by leading a healthy lifestyle, supported by resilient communities
- All local residents can access quality health and social care and use it appropriately

The Health and Wellbeing Board has agreed a number of values, which underpin the way that it intends to achieve its vision and ambition:

- Valuing the assets the people of Salford bring
- Supporting strong and vibrant neighbourhoods that promote health and wellbeing
- Social Justice and tackling inequality
- Health and wellbeing will be everyone’s responsibility
- Partnership and integration of provision
- Prevention and early intervention throughout life
- Quality, Innovation and Evidence-based

Who is involved in the Board?

Salford’s Health and Wellbeing Board has the following members⁴:

- Salford City Mayor (Chair)
- Assistant Mayor for Health and Wellbeing (Deputy Chair)
- Chair of Salford CCG (Deputy Chair)
- Director of Adult Social Care
- Director of Children’s Services
- Director of Public Health
- Representative of Health watch
- Additional five elected representatives from Salford City Council
- Additional three representatives from Salford CCG
- Director of Environment and Community Safety
- NHS England representative
- Chamber of Commerce representative
- Voluntary and community sector representative (Salford CVS)
- Greater Manchester Police representative
- Greater Manchester Fire & Rescue Service representative
- Salford Royal Foundation Trust representative
- Greater Manchester West Trust representative

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² Vision, Ambition, Values - HWB Terms of reference [http://www.partnersinsalford.org/salfordhwbboard.htm](http://www.partnersinsalford.org/salfordhwbboard.htm)
³ Salford’s Joint Health and Wellbeing Strategy
⁴ For information on Board members [http://www.partnersinsalford.org/hwbmembers.htm](http://www.partnersinsalford.org/hwbmembers.htm)
During 2014/15, Board membership has been stable in terms of the organisations represented, with four changes in personnel (Healthwatch Salford, CCG representative, NHS England representative, and a new Assistant Mayor for Health and Wellbeing). Attendance at meetings has been extremely good, with all meetings having at least 60% of members present and most having over 80% attendance.

**Governance**

As part of its governance arrangements, the Board has a number of sub-groups as shown in this diagram. The Board delegates responsibilities to the sub-groups to oversee some of its work, including publishing the Joint Strategic Needs Assessment (JSNA), delivering the priorities of the Joint Health and Wellbeing Strategy (JHWS), assurance around health protection, joining up commissioning between the Council and CCG and ensuring effective communication and engagement with the Board’s stakeholders.

The Board is formally part of the Constitution of Salford City Council\(^5\), and is accountable to the Council’s Cabinet and ultimately the City Mayor. It also forms a member of the Salford City Partnership, feeding into the City Partner Group and leading on Health and Wellbeing issues within the City Plan.

The Board has a group of wider stakeholders ranging from the people of Salford, through the other Boards and partnerships operating in the City, local employers, service providers and regulatory bodies. The Board engages with these wider stakeholders through its sub-groups, through the Board meetings in public which includes an opportunity for questions, and by putting in place a communication and engagement strategy. The diagram below shows how the Health and Wellbeing Board works with other Boards and partnerships to collect intelligence for the Joint Strategic Needs Assessment, deliver programmes for the Joint Health and Wellbeing Strategy and work towards the integration of delivery. Joint work programmes already existing with the Children and Young People’s Trust (around Best Start in Life), Community Safety Partnership (reducing the impacts of violence and alcohol abuse on wellbeing), Skills and Work Board (Workforce Resilience and Wellbeing), Strategic Housing Partnership (Housing and Health programme), and the Salford Safeguarding Children Board (endorsement of the Safeguarding Children Compact).

\(^5\) [http://www.salford.gov.uk/constitution.htm](http://www.salford.gov.uk/constitution.htm)
Salford Dadz Little Hulton

Salford Dadz is a constituted group of local fathers based in Little Hulton. The group emerged from a piece of action research commissioned in August 2013 from Unlimited Potential (a Salford based social enterprise) by Salford CCG. The purpose of the research is to see whether the wellbeing of children may improve by improving the wellbeing of their fathers. There is no known research into this area that could be found.

Unlimited Potential used a little known asset-based approach used worldwide called ‘positive deviance’. The term is statistical and refers to finding positive outliers on a normal distribution curve. It is based around the idea of finding and sharing the wisdom of the community. In this case the fathers themselves seek to understand what the problems facing local fathers are,

- how fathers normally behave when facing these problems
- how some fathers seem to be able to overcome problems (positive deviants)
- how that learning may be shared within the community

Unlimited Potential enabled Salford Dadz – a group that came together because they wanted to help each other - to uncover an interconnected picture of multiple disadvantage: dysfunctional family relationships, unemployment, poverty, housing and mental health. The project found that when things go wrong men feel ashamed – they bottle their feelings up and this often resulted in depression, stress, anxiety and sometimes feeling of suicide. The presenting problem was social isolation: fathers admitted that they do not talk about feelings like mothers might do, but isolate them or are indeed isolated by their own families.

At first, Unlimited Potential thought that they might be looking for exceptional parenting behaviour, but they were wrong. Through listening to Salford Dadz and the fathers they connected with, they started to see that when fathers overcame their pride and shame and talk openly about their problems, it offered hope. So social narrative, or storytelling – often in public community meetings and sometimes very privately, was the key. When this happened the fathers opened up to each other and formed strong supportive bonds. The early adopters have literally begun to transform their lives, overcoming long term mental illness, volunteering, training and in one case getting a job after 12 years of unemployment.

In Little Hulton, children are sometimes used as weapons and fathers wanted to reconnect with children that sometimes they were prevented from seeing – either at all or without the mum being always there. Fathers said that they felt overlooked as parents and local community spaces were overly feminized. They felt that they had nowhere to play comfortably with their children and bond, so they started a dads and kids Saturday Club. The children clearly articulated that they valued their fathers and saw their role as equally important and distinct from the mothers’. They said they wanted love from their fathers and they wanted to do fun things together.

A two year external academic evaluation led by Leeds Beckett University is just being published which confirms that ‘emotional openness’ between fathers has been the key to not only overcoming social isolation but in raising confidence and overcoming ‘maladaptive coping mechanisms’ such as excessive drinking, drug taking and gambling. Salford Dadz has given local men in a father role a new found sense of responsibility and identity as men and fathers. This in turn is taken into the family home, where children likewise are overcoming stress-related conditions such as psoriasis and are more happy and confident.
What has the Health and Wellbeing Board done in 2014/15?

The following section provides examples of the work of the Health and Wellbeing Board and its sub-groups which have taken place between April 2014 and March 2015. These listed activities are further illustrated by a series of case studies. The activities are listed under the three main objectives of the Board:

- Understand and use health and wellbeing needs, inequalities, risks and assets locally (Joint Strategic Needs Assessment);
- To determine priorities for local action (Joint Health and Wellbeing Strategy);
- Promote integration and partnership in addressing these priorities and delivering services.

**Joint Strategic Needs Assessment – the Health and Wellbeing Board has:**

- Reviewed *neighbourhood health and wellbeing profiles* and published a series of *thematic needs assessments* relating to key groups within Salford’s population (see examples below)
- Considered and commented upon a number of applications for pharmacy services in Salford
- Supported work to collate current and forecasted information on the demography, employment status, housing supply and health of Salford’s population to gain a better picture of the current state of the city.
- Research has been carried out into trends of the prevalence of different types of cancers and this information made available to GP practices
- Health profiles have been prepared for each school in Salford for the use of the Salford School Nursing Service. The information is to enable an evidence based offer of school nursing support tailored to the particular needs of each school.

Needs Assessments and other research reports published in 2014/15 include:

- **Older Persons residential care** - considers the reasons for older people entering residential care and what helps maintain independence for longer.
- **Domestic violence** - Identifies the extent of the problem of domestic violence within Salford, who within the community it affects most, what service provision is available and if this appropriate for the needs of the community.
- **Gypsy Roma Traveller** - Looks at needs, barriers and assets of the Gypsy, Roma community through case study and interviews.
- **Lesbian, Gay, Bisexual, Transgender** - Considers health and wellbeing needs, social care needs and assets in this diverse community of interest
- **Malnutrition in Salford** – following a reported increase in hospital admissions nationally for malnutrition over 2013/14 prompted this local analysis.
- **Mortality Trends** - Looking at trends in causes and age of death is important as it is indicates areas to focus intervention on. It also acts as a marker of overall health of the population.
- **Suicide trends** - 3 year analysis of suicide trends in order to identify at risk groups and target preventative interventions
Lesbian, Gay, Bisexual and Transgender (LGBT) people in Salford

The needs of LGBT people in Salford had not been previously mapped. The issue of data availability was identified as a key issue for this project. Most services do not routinely collect sexual orientation or gender identity of service users. The UK Census also did not include these questions in 2010, so establishing the size of these groups within the local population presented a challenge.

Using a number of intelligence sources it was possible to illuminate the health and wellbeing needs of LGBT groups in Salford. Sources included a local Health and Wellbeing Survey, the national GP Satisfaction Survey, national policy documents, two large surveys conducted by Stonewall (with local level data) and a GP database.

It was estimated that there are between 1,855 – 8,146 LGBT people in Salford, with the likely figure at the top of this range. The evidence suggests there are health inequalities for LGBT people in mental health, use of tobacco, alcohol and drugs and in sexual health. Stigma is a likely underlying factor.

Recommendations were made to improve LGBT health and wellbeing in five areas:

- Improving sexual orientation monitoring and report recording - This will require training for health and social care staff to understand the rationale and benefits for the services and service users.
- Improving hate crime reporting
- Workforce issues – Ensuring staff, particularly in mental health, smoking cessation, drug and alcohol services, develop cultural competence in working with LGBT people.
- Reduction of stigma
- Specific service recommendations including improving sexual health services and HIV prevention and services developing harm reduction messages around chemsex practices
- Future needs assessment work is required for LGBT people under 18.

Delivering the Joint Health and Wellbeing Strategy – the Health and Wellbeing Board has:

- Approved expenditure of £357,391 on 20 individual schemes under the CCG’s Innovation Fund (see case study on page 19) and a further £100,000 of small grants to the local voluntary and community sector via the Salford CVS ‘Little Pot of Health’ to deliver the priorities of the Joint Health and Wellbeing Strategy. The CCG have recognised a need to be forward thinking and promote innovation, working jointly with the voluntary and community sector to support innovative projects, particularly where these manage demand for clinical services.
- Supported the Helping Families Public Service Reform programme, which is broadening out into work to address families with complex dependencies. This work includes those leaving the Work Programme, offenders, those involved in organised crime, and those with complex health needs, as well as those in low pay, and focuses in particular on work and skills.
- Received briefings on the Children and Families Act and agreed to commit to improving the level of information available and reported on in the JSNA in relation to children with special educational needs and disabilities.
- Set up a partnership Research and Intelligence group, bringing together information from the statutory sectors with voluntary and community intelligence, including Health Watch Salford. This is the first step towards integrated data, intelligence and analysis.
- Discussed their role in work taking place across the City to support people with dementia, including the Dementia Action Alliance and work to create a Dementia Friendly City.
- Considered reports from the Director of Public Health, Director of Adult Social Care and Clinical Commissioning Group, each of which explored the current state of elements of service provision.
- Put in place arrangements for signing and compliance with the Disabled Children’s Charter.
- Undertaken a programme of activities managed by the three Joint Health and Wellbeing Strategic sub-groups (see examples shown on the following page).

Integrated and partnership working – the Health and Wellbeing Board has:

- Considered the work of the local Child Death Overview Panel and its relevance to the Health and Wellbeing Board. This is a good example of partnership working where simple activity can have a profound effect and Board members are working with the Safeguarding Children’s Board around a joint approach to addressing the causes of neonatal and infant deaths.
- Endorsed the Salford CCG’s Strategic Plan, for submission to NHS England, ensuring alignment with locally set priorities and the NHS England 5 year Forward Look
- Discussed the provision of services at Salford Royal’s Midwife Led Unit as part of engagement with its stakeholders to seek their contribution to shape the on-going development and evaluation of proposals prior to final decision making towards a preferred option.
- Endorsed submission of proposals for the Integrated Care Programme in Salford, the development of the Alliance Agreement and integrated care system.
- Considered initiatives at a Greater Manchester level, including proposals around the Healthier Together health & social care reform pre-consultation business case, as well as the Greater Manchester devolution agreement.
Joint Health and Wellbeing Strategy Workstreams

Priority 1 – Best start in life
Detailed work plans have been put in place; these are now overseen by the JHWS Priority 1 sub-group (joint with the Children and Young People’s Trust).

- Two of the Priority 1 outcomes have demonstrated excellent progress in the first year of delivering Salford’s Joint Health and Wellbeing Strategy.
- During 2014, the rate of breastfeeding initiation in Salford was showing a sustained improvement compared to the baseline (set from National Teenage Pregnancy Strategy), however, the latter 2 quarters of 2014/15 showed a significant fall in breastfeeding initiation and this is now being investigated by the Public Health and CCG teams.
- There has been a 38.4% fall in teenage pregnancy in Salford over the last 3 years.

Priority 2 – Wellbeing – leading a healthy lifestyle, supported by resilient communities

- A 7% decrease in violent crime during 2013/14 has been followed by a 20% increase in 2014/15 (although this increase may be due in part to improved reporting of domestic violence).
- Work to tackle the harmful impacts of alcohol has successfully been integrated with other initiatives at a greater Manchester level.
- There have been a number of small, innovative pilot projects run around tackling domestic abuse, reducing the impacts of gang violence on families, supporting people in recovery to set up their own enterprises, and support for local voluntary and community organisations to better demonstrate the impact and value of their work.
- Partners are starting to develop broader understanding community resilience and how we can better encourage this through shared working between the voluntary and community sector, CCG, City Council and other partners.
- The Salford Social Value programme is taking off and receiving national recognition as a way that we can effectively manage demand for services, achieve a greater value for money on the spending of public money in Salford, and change the way that organisations commission and provide services in our city.

Priority 3 – Access to care – accessibility of quality health and social care, and its appropriate use

- In 2014-15: 9,996 people had been invited for a Health Check (target for the year is 12,449) and 5,633 (75%) people had attended their Health Check (target for the year is 7,469). This is a considerable improvement on the year before when 3,810 attended in 12 months and uptake was 46%. The majority (85%) of people have their Health Check in a GP practice.
- Salford University were commissioned to analyse Health Checks activity in GP practices. The data showed that 53% of women and 47% of men had had a Health Check and that older people were more likely to attend.
- Priority 3b focuses on support for people with dementia and various forms of learning difficulty, linking with the roll out of the national Dementia Friends programme across Salford.
- The Autism project is a market stimulation exercise to establish the viability of a service offer based on this new model of person centred support. A form of mentoring capable of supporting people through a wide variety of issues to enhance independence wellbeing and health through timely interventions at points of potential crisis. This will continue for a further year as it is believed to be a model for the future and is now being rolled out in Trafford.
Discussed the work of its Health Protection Forum, and in particular the need to encourage individual partners to ensure that their emergency plans and business continuity plans are in place to enable a coordinated response to any emergency that may arise.

In response to a question from a member of the public, reviewed services commissioned by NHSE – including the role that NHS England has around dentistry, eye care and community pharmacy.

Discussed GP provision in the City and the proposed General Practice Development Plan.

Heard about the partnership working around the Crisis Response Intervention Team, the s136 suite and telephone triage pilot, and training across partner organisations’ front line teams; all aimed at supporting people with mental health problems that end up in the criminal justice system. This work had been brokered by the Health and Wellbeing Board in 2013, and Board members acknowledged the work that had been undertaken and recognised the progress that had been made.

Endorsed a proposal from Salford Royal NHS Foundation Trust to transfer elective orthopaedic inpatient and day case activity to the Manchester Orthopaedic Unit at Trafford General Hospital site in December 2014.

Endorsed the transfer of funding from the NHS to Local Authorities for adult social care services and to prepare for the introduction of the Better Care Fund (BCF).

**Governance – the Health and Wellbeing Board has:**

- Discussed arrangements required for wider engagement with Salford’s population around health and wellbeing, including the role and activities of Integrated Engagement Board and Health Watch Salford
- Met on 9 occasions throughout the year, including 3 ‘strategy’ discussion meetings and 6 business meetings, held in public. The public meetings were attended by an average of 5 members of the public at each meeting – including local community and voluntary groups and providers, whose questions have prompted discussion and direct accountability to the citizens of Salford.

**What’s happening to develop Dementia Friendly Salford?**

Around 2,500 people in Salford have been diagnosed as living with dementia, and their carers and families also living with dementia. The Dementia Action Alliance aims to transform the quality of life of people with dementia and their carers; enabling people with dementia to be involved in activities meaningful to them; raising awareness within organisations so that staff are dementia friendly and delivering services that anticipate the future needs of people living with dementia.

The Alliance has 44 members spanning health, social care, public, voluntary, education and commercial sectors and is supported by the Salford University Institute for dementia. It will now be instrumental in driving forward the new GM Devolution work stream around dementia.
Peer Challenge

In January 2015, Salford’s Health and Wellbeing Board took part in a national Peer Challenge, which is organised by the Local Government Association and is co-designed with the Department of Health, Public Health England and other health, local government, national and local partners. It aims to help Boards implement their statutory health responsibilities, and involves review of the Board’s operation, partnership working and whether it is achieving its purpose effectively.

Salford’s feedback was extremely positive, and described the Board’s work as being led by ‘highly motivated people with a strong affinity to the place, who understand the big strategic picture and have a strong commitment to improving health and wellbeing outcomes for local communities’. It was noted that the Salford health and wellbeing system is considered to be one of the higher performing across Greater Manchester and that we are working together trusted relationships and exemplary partnership working with evidence of services being joined up and integrated at both the strategic and operational levels.

The Board is thought to have been a good relationship builder and there is widespread recognition of its importance. The report went on to describe an ‘engaging style of leadership’ which is ‘accessible and committed’.

The Board’s work in Salford is focused on outcomes and includes ground-breaking and innovative activities and there is visible recognition across the system of the wider determinants of health and a shared purpose to reduce health inequalities. The Challenge team felt that Salford has a comprehensive Joint Strategic Needs Assessment (JSNA) and needs identified in the JSNA are prioritised in the JHWS. The report noted the interesting ways in which the system has used independent external advice and expertise to develop programmes, including very good working relationships with Salford University and other academic partners.

The Peer Challenge team were particularly impressed by the commitment of the HWB to its own development and noted the focus that partners have on the ‘Salford £’ and utilising the collective resources of the system to achieve the outcomes.

In terms of wider engagement, the Integrated Engagement Board was described as ‘a very positive focus’ and Board meetings are open to the public and members of the public are encouraged to raise issues at meetings.

The report advised the Board to build on the experience and significant progress made on adult social care (particularly the Integrated Care Programme) and transfer this into other service areas, including children’s services, housing, transport, regeneration and employment to ensure a strategic and holistic approach to health and wellbeing.

Although the JHWS has crosscutting themes in it, what was felt to be less clear is how they are being translated into actions. When the JHWS is next reviewed the Board should develop a much clearer shared narrative on what Salford should look like in health and wellbeing terms in 2022, crystallise that vision and then develop a strategy across the health and wellbeing system to make the vision come alive. It should also learn from successful and innovative projects, focusing in on these projects and seeing whether they can be scaled up and delivered in neighbourhoods with the most need.

Finally, the Peer Challenge team suggested that we should accelerate work on building community resilience by developing social capital at local levels through targeted support, good communication, community engagement and empowerment.
So what? – Conclusions on how the work of the Health and Wellbeing Board and its members is starting to make a difference for the people of Salford.

The activities and case studies described in this report show the diversity and progress which has been made by Salford’s Health and Wellbeing Board in 2014/15. The independent Peer Challenge review confirmed that the Board has a clear focus and direction, and that partners are working well together to make the most difference for Salford and its citizens.

The improved and expanded Joint Strategic Needs Assessment, which involves work across partners to better integrate data and intelligence, is helping all partners to have an improved understanding of the characteristics of needs and assets across many sectors of the local community. This intelligence is being used to plan future services, resource allocation and programmes across the partnership, thereby adding to their likely success.

The Peer Challenge showed that Salford has a clear Joint Health and Wellbeing Strategy, the priorities of which lead aligned business plans across all major partners, detailed work of three sub-groups of the Board, and a number of thematic pieces of partnership activity around the wider determinants of health and wellbeing such as housing, employment, skills and regeneration. However, more effort is needed to understand and articulate the impacts of this work and to align with other strategies and activities across the City. Sustained improvements are starting to be seen in a number of indicators, such as reduced teenage conception, reduced infant mortality rates, and increased uptake in NHS Health checks aimed at detecting longer term health conditions at an early stage.

Salford was one of the first areas in Greater Manchester to have assurance around health protection of its population and data, risks and management arrangements are now reviewed on a quarterly basis.

Further innovative activity has seen the trail-blazing social value work recognised at a national level, with the Board being short-listed for an award for building the market place for social value by Social Enterprise UK. This work aims to embed wellbeing outcomes into all commissioning and procurement, to both maximise the widest possible value for money, but also to achieve to maximum possible wellbeing outcome from expenditure of public money in the City. Work is now ongoing to gauge the impact that this approach is having.

The Board’s clear strategy and integration agenda, together with the sound commitment and attendance by all members, has meant that it has been able to consider a huge amount of business. The full range of topics considered has been extensive, and the breadth of the partnership, which includes NHS providers, employers (through the Chamber of Commerce), the voluntary and community sector (though Salford CVS), Police and Fire Service, as well as statutory members, has meant that the Board has a wide circle of influence in the City.

Perhaps the most difference is being made through the Board’s responsibilities around partnership working and integration. By working together, the partner organisations better understand the wellbeing and health needs of the citizens of Salford and how to support them with accessible, joined up and effective services. Furthermore, the increasing focus on prevention is starting to see both a step change in the service provision and sustainable impacts on the health of the population as a whole.
Next Steps for Salford’s Health and Wellbeing Board

The Peer Challenge review made a number of key recommendations for the future:

1. **Performance**: Show a strong ‘golden thread’ from strategy to action to impact. Be able to show the linkage between the City Plan, the JHWS and the corporate plans of other partner organisations. Put in place robust and integrated monitoring, evaluating and performance management arrangements across the system with safe sharing of data and intelligence.

2. **Integration**: Accelerate your planned integrated approach to improving health and wellbeing outcomes for the 0-25 age group. Capitalise on the momentum within the system to develop approaches that will deliver real impacts in the community and learn from the work you are doing around adult social care.

3. **Partnerships**: Simplify your partnership arrangements across the council to reduce duplication and ensure there are visible linkages with your strategic objectives, well understood roles and remits and clear lines of accountability.

4. **Engagement**: Strengthen wider community engagement, communication and accountability to the public by making better use of your existing channels and developing new ones. Ensuring you make use of scrutiny, Healthwatch, and your wider VCS to connect with ‘hard to reach’ groups.

5. **Neighbourhoods**: Develop approach to neighbourhood working using intelligence to targeting resources to where they are most needed. Understand where to make those interventions to have the maximum impact on addressing health inequalities. By honing in on particular neighbourhoods you should be able to make a noticeable impact on addressing issues such as the ‘toxic trio’ of smoking, alcohol and obesity.

6. **Reform**: Capitalise on your position in the wider discussions about health and wellbeing across the sub region and push for public service reforms that will enable you to achieve your ambitions for integration, prevention and early intervention. Related to this, consider new approaches to developing the workforce across the system and continue supporting system leaders of the future.

7. **Celebrate**: and promote the excellent work you are doing – become a ‘centre of excellence’ and share your innovations and best practice on the sub-regional, regional and national stage.

At its meeting in June 2015, the Board considered and discussed the recommendations from the Peer review, and acknowledged how these fit with both current health and wellbeing priorities for the city and anticipated changes to the operating environment over the coming months and years.

A consensus was reached around the need to articulate the following:

- A clear overview of wellbeing / health NEED, STRATEGIC DRIVERS AND IMPROVING IMPACT at a city-wide level
- Arrangements for EFFECTIVE PUBLIC ENGAGEMENT AND ACCOUNTABILITY

Three further areas were also described as being potential issues to address in the short term:

- The need to celebrate the good things that Salford is doing and use this to seek to influence others
- Development of an approach which utilises ALL resources – not just the financial ones of statutory partners – recognising the assets that people bring
- How the Board can lead a more co-operative approach in the future to sustain good ways of working as well as sound leadership

A further strategic discussion will take place in June, which will put the recommendations into practice through the review of the Joint Health and Wellbeing Strategy.
Enabling Innovation – projects to deliver the Joint Health and Wellbeing Strategy

**JHWS Priority 1** (Best Start in Life):

*Cowherds Community café* - pop-up café with social aims, supplying healthy vegetarian, vegan and raw food, and is focussing on healthy eating.

*Child Action North West - Real Lives Project*. Applying a whole family approach to a group of families identified in partnership with a local Primary school, working intensively over a period of 12 months to consider strengths and challenge wider determinants

*Fairshare Community Food Supplies*. Increased access to healthy foods for Salford Residents in food poverty

*Antenatal Education Sessions for Salford*. To map the antenatal provision offered to Salford women by public sector providers, to develop an information point for staff and women for signposting, To gather information on content of sessions offered To engage with providers to ensure they include staff from other services working with women along the maternity pathway

**JHWS Priority 2** (healthy lifestyles and resilient communities) sub-group:

*Integrated Youth Support Service (IYSS) – Fishing and Engagement project* - To use fishing as a way of engaging difficult young people referred to IYSS for targeted youth support to address issues like behaviour, attendance and social isolation, working with adults in recovery from drug and alcohol dependency.

*‘Salford Dadz’* – This is an action research project proposal, based in Little Hulton, aiming to find new ways to improve the well-being of disadvantaged fathers and through this the well-being of their children. The methodology to be used is positive deviance (PD) (www.positivedeviance.org).

*Embedding a Social value Approach in Neighbourhoods* - intensive support for voluntary, community and social enterprise organisations around monitoring, evaluation and social accounting, so that organisations can tell their stories robustly. Developing ways that these stories can feed back into local intelligence around wellbeing / social value impacts.

**IPADS for use by Speech & Language Therapists**, and those involved in ‘Total Communication’ approaches within the Learning Difficulty Service.

*Personal Health Plans* - City West Housing Trust, working in partnership with two local social enterprises – Salford Health Matters CIC and The Big Life Group, will offer a unique, individualised ‘health plan’ for all new City West customers during a 2 year period in Little Hulton.

*Langworthy Cornerstone – MANWEB* will adopt a non clinical, northern, humorous approach to men's health, very loosely based around the Haynes Car Manuals (Man Manual, HGV Man etc).

*CAB – Foodshare network* - To develop the work already achieved by Salford Food Share Network, which having set up a network, and through this network broadly doubling the amount of food charity work in the city, and is now ready to move to a second phase.

**JHWS Priority 3** (Improving access to care) sub-group:

*To introduce Sensory Integration work in Salford*. In order to do this an occupational therapist on the Joint Learning Difficulties Team will need to attend the Sensory Integration Training package

*Supporting Young People with ADHD* to self manage their condition

*Mindfulness training for Carers* - To provide mindfulness courses specifically to carers to promote wellbeing, reduce stress and enable coping strategies.

*Life Story Network - Family Carers Matters* - deliver narrative practice & life story work training for local family carers using a training the trainer model

*Start - Arts for Dementia* The project will work with older people living with dementia and their carers, who are at risk of social isolation and loneliness within the City of Salford. The project will engage with people who attend the Poppy Day Centre and a neighbourhood group run by Age UK. The project will deliver a weekly programme of creative arts activities to older people living with dementia and their carers and will be supported by staff from the venues

*Salford CVS - Dementia Sleep* Aid dementia sufferers to gain better sleep, ensuing they and their family are safe, while trained individuals would assist families in their homes, reducing the demand on hospital services.

*Salford CVS – Dementia App* - develop an App for Salford which would show all dementia services and dementia friendly places including shops across the city

*Salford Care Homes Practice – Playlist* - Listening to music can trigger autobiographical memory. It appears music from teens to early twenties is most memorable.