A Health and Wellbeing Strategy for Bexley
FOREWORD

Health and wellbeing is everybody’s business, and our joint aim is to improve the health of all Bexley residents. We know we face real challenges in overcoming increasingly complex health issues, but we must all be ambitious in our thinking and in our desire for change. Through the Bexley Health and Wellbeing Board we aim to enhance joint working and take fresh approaches.

This is the first health and wellbeing strategy for the residents of Bexley. Through the production of the Joint Strategic Needs Assessment (JSNA), the Bexley Health and Wellbeing Board has considered what affects the health of our residents the most, and the conditions we need to tackle as a priority. By using the best data available to us, and taking into account what people tell us, we know that obesity, diabetes, the increasing cases of dementia, and use of tobacco are having the greatest impact on the health and wellbeing of people in our borough.

This health and wellbeing strategy aims to target our joint resources to tackle these issues over the next three years. Whilst partners are working in a difficult economic environment, delivering meaningful change will be challenging and we will need to be innovative in our approach. It will be important to harness the experience and contributions from all sectors of the health economy in Bexley including the public, private, voluntary and not for profit sectors, and our residents.

At the same time we are seeking significant change in the way health services are delivered in Bexley and across south east London. Keeping people out of acute hospital based services and treating them close to home is considered best for the patients wellbeing, and the way we operate services will need to change to reflect this. We have identified a number of transformation priorities for the borough which will help us to work better together to deliver this new approach.

The strategy will be underpinned and delivered through a range of more detailed strategies and plans, and these will be reviewed regularly. The strategy will be reviewed on an annual basis with a major review undertaken by 2018.

OUR VISION

This summarises what we want to achieve for our residents

‘Healthy, Active Bexley’

“We will work with communities, families and individuals to provide opportunities that help everyone make the right choices, stay healthy and feel positive about their wellbeing”.

We want people in Bexley to be healthy, happy and resilient and believe that everyone has the right to access good health and care opportunities. We want our health and care services to be joined up, high quality and safe, and when services are used we want residents to have a positive experience of the care they receive. However, we cannot achieve this alone and we believe that good health is everyone’s responsibility and requires everyone to play their part. Individuals need to take good care of their own health and that of their families and friends by choosing healthy options and healthy lifestyles. We can support this by developing preventative services and creating an environment so that people can make informed choices about their health and the way in which they live.

Whilst we acknowledge that our communities, socio-economic factors and resources will change over time, this strategy provides us with a framework to deliver our collective plans, with the main focus on the areas that we think will make the biggest difference for residents.
THE BEXLEY HEALTH AND WELLBEING BOARD

There is increasing emphasis on the need for local government, GP’s, other NHS organisations, the voluntary and not for profit sectors to work together, to develop a shared health vision with joint commissioning and integrated delivery pathways. There is a specific leadership role for local government in the new arrangements, and a clear emphasis on the need for people to engage with and take care of their own health. Bringing all of this together is the purpose of the Bexley Health and Wellbeing Board. We will work to provide Bexley residents with the right conditions to make decisions that improve their health and well being, such as taking regular exercise and eating healthily. We hope that by working closely as a partnership we can make a real difference to the health and wellbeing of Bexley residents.

WHAT WE KNOW ABOUT THE HEALTH AND WELLBEING OF OUR RESIDENTS

In general the health of people in Bexley is good when compared to other areas in England. However Bexley residents do experience health inequalities, and there are some health measures where we are performing less well. In Bexley the Joint Strategic Needs Assessment shows life expectancy for men living in the least deprived parts of the borough is nearly 6 years higher than for men living in the most deprived parts of the borough. In women, the difference is over 4 years. In addition the changing make up of our communities, particularly the aging population will have an impact on how we deliver against our priorities. Existing and new responsibilities for public health and tackling the wider determinants of health such as housing, employment, regeneration and employment will place the local authority and its partners in a good position to support the changes required.

We developed our strategy by looking at what our Joint Strategic Needs Assessment (JSNA) told us about the health of our population. We also took into account the emerging Public Health Outcomes Framework and adult and child health benchmarking data. Using this evidence base we have identified four health priorities that impact most on the wellbeing of Bexley residents:

- Childhood and adult obesity
- Tobacco control
- Dementia
- Diabetes

Our Health and Wellbeing Strategy does not demonstrate all our work across health and social care, and indeed all those delivered through a range of partners and programmes throughout Bexley.

Our work in a wide range of other areas such as sexual health, drugs and alcohol services will continue and will be planned to respond to the needs of residents. New and innovative approaches will be delivered through service and commissioning plans.
How we will make a difference

We will deliver our strategy focusing on the four priorities for the Borough.

A range of actions will be delivered through the corporate and commissioning plans of partners, many of whom are represented on the Health and Wellbeing Board. However we recognise that we will also need to work with other partners to make the impact we need.

This strategy is not a full list of everything we will do but demonstrates the types of activity that will undertake to improve the health and wellbeing of residents in Bexley.

Our vision:
'A healthier more active Bexley'

Working with communities, families and individuals to provide opportunities that help everyone make the right choices, stay healthy and feel positive about their wellbeing

Our Aims:
• Tackling childhood and adult obesity and promoting healthy choices
• Improve our work to prevent diabetes and supporting those with the disease
• Changing attitudes towards smoking and offering support to stop
• Supporting residents and their families affected by dementia

How we will deliver:
• Engage with communities and support individuals and families make healthier choices
• Support residents with multiple and complex needs
• Work together to reshape care for older residents
We will:

- Develop an Obesity Strategy for Bexley.
- Develop an effective care pathway which underpins the Obesity Strategy and provide appropriate specialist support for those identified as being overweight or obese.
- Work across partner organisations in the Borough to change the environment in which people live, to make it easier to make healthier choices.
- Underpin our work by developing suitable policies that promote healthy choices.
- Develop a clear communication strategy for the public and staff to promote key messages on being healthy, eating well, being active and maintaining a healthy weight.
- Improve and increase our work with families and schools.

We will have succeeded if, by 2015:

- More children in the Borough are being more active.
- More women are breastfeeding their babies.
- There are more residents participating in a range of activities to help lose weight.
- We see levels of obesity levelling off in the Borough.
- People are making healthier lifestyle choices and being supported to achieve their personal goals.
- Positive messages about healthy living are prominent in the Borough.
We will:

- Develop and roll out an improved prevention programme for diabetes.
- Work closely with colleagues within Bromley and Greenwich to develop a model of care which provides a more streamlined service and ensures consistency of treatment.
- Deliver as much care as we can in the community but when necessary provide good access to secondary care.
- Make podiatry and chiropody clinics more accessible to patients and ensure that full foot assessments are provided whenever a patient attends a diabetes clinic.
- Develop further plans to improve early detection rates including through partnership working with the voluntary sector.
- Develop plans to further reduce the need for residents to be in hospital.
- Develop commissioning frameworks to encourage a wider partnership approach to diabetes to help patients ‘live well’ with diabetes.
- Enable more patients to self manage their condition, including type 2 diabetes, through the Bexley GP Scheme and develop of an annual review process.

We will have succeeded if, by 2015:

- The number of diabetic patients has decreased in the borough.
- The views of the patients has been heard and acted on in the development of treatment programmes for diabetes.
- We have reduced the amount of NHS expenditure on diabetes.
- The number of diabetic patients receiving in-patient care has reduced.
- Those with diabetes are able effectively to manage their condition and the Bexley General Practice Scheme is effective in supporting this.
We will:

- Work with partners to develop a Tobacco Control Plan for Bexley, this will be a three year plan which will be refreshed annually. A monitoring and evaluation framework will be built into this plan to enable us continually to audit the success of interventions.
- Ensure Bexley’s Stop Smoking Service continues to reduce prevalence of smoking in Bexley.
- Ensure Bexley’s Stop Smoking Service continues to target those most affected by health inequalities.
- Build on existing enforcement activity.
- Implement the ‘Point of Sales’ display legislation and promote a smoke free Bexley through workplace policies and promotion of no smoking in parks (in particular in children’s play areas) and bus shelters.
- Tackle illegal trade in tobacco products to protect young people.
- Deliver programmes which aim to reduce the uptake of smoking by young people.
- Promote smokefree homes and cars to protect children from the harm of passive smoking.
- Ensure everyone in Bexley knows how to access support to help them to stop smoking.
- Continue to collaborate with the South East London illegal tobacco project.

We will have succeeded if, by 2015:

- We have implemented all elements of the Tobacco Control plan.
- There is a decrease in the number of smokers in the borough.
- There is a reduction in the illegal trade in tobacco products.
- A communication plan to tell people how to access support to stop smoking is in place and is effective.
- Positive messages about the benefits of not smoking are prominent in the borough.
- Our work with children and young people is having an impact and we see a reduction in young smokers.
We will:

- Work collaboratively with people with dementia and carers to develop an action plan which raises awareness and understanding of dementia particularly in primary care.
- Continue to develop solutions which promote independence for older people, particularly focussing on providing more opportunities for residents to receive care and support at home.
- Commence work on developing an integrated care pathway for dementia that is part of the General Practices performance framework.
- Increase the way dementia is identified early through screening for over 65 years within General Practices as part of the annual NHS Healthcheck system.
- Continue to develop a local Dementia Outcomes Framework which covers the dementia journey of the patient, from diagnose to palliative care and monitors how effective our work is.
- Increase public awareness of dementia and how it affects individuals.
- Ensure patients are involved in the development of new services.
- Improve early diagnose and early interventions e.g. memory clinics.
- Develop a plan to deliver a dementia training framework.

- Develop a programme to improve dementia care in acute hospital, residential and nursing care homes.
- Review palliative and end of life care arrangements and plan seamless services for dementia patients and their carers.

We will have succeeded if, by 2015:

- We provide sound advice and information to help people with dementia and their carers receive support and understand dementia care pathways.
- We have developed new models of care to promote early intervention to support people with dementia to live at home.
- We have improved acute hospital dementia care.
- We see improvements dementia care in residential and nursing settings.
- Early diagnosis in primary care has improved.
- People with dementia and their carers feel they have been contributed in the design of services.
In addition to the four health priorities we will be developing the way we work as partners to make sure our services are sustainable and provide more care for residents close to home. We are prioritising four key areas because these will impact most on the health and wellbeing of our residents.

Balancing the health economy to provide improved community based integrated care

In Bexley, partners have a long history of working together and jointly commissioning services. In order to further promote the integration of services and develop new approaches the Bexley Health and Wellbeing Board was established in 2010. Partners took early action to align commissioning intentions in response to the organisational changes across the local health economy. In 2012 the Bexley Health and Wellbeing Shadow Board endorsed the direction of travel and agreed that proposals for joint commissioning frameworks be developed.

We know that improved outcomes across the whole health and care system can only be achieved when all parts of the system work together. Bexley’s Integrated Commissioning Unit was established in December 2012 to improve current commissioning arrangements. The aim is to enable partners to combine their efforts and thereby improve health and social care outcomes for all Bexley residents.

Integrated commissioning will be more outcome focused and measurable. Services will be commissioned based on need, giving people across the borough equal access to care and support whilst reducing the need to go into hospital. We also aim to support people better to manage their own condition and live as independently as possible. With an emphasis on local needs alongside regional and national priorities, we are building effective partnerships for a single approach to commissioning, including primary care and specialised services which will be directly commissioned by NHS England.

We are developing a transformational whole system re-design of older peoples services in the borough, so that, less people require hospital services. The development of an integrated model of care for older people enables us to keep services closer to home.

Improving services at Queen Mary’s Hospital, Sidcup

The London Borough of Bexley and the Bexley Clinical Commissioning Group have been developing ways in which Queen Mary’s Hospital in Sidcup could be used more effectively in the future to provide a range of health services for local people. We have developed a vision for services at Queen Mary’s to improve health outcomes for our residents and to function as a community hub for services in the borough. The overall aim is to provide a blend of primary, community and hospital services, networked with improved access to GP local surgeries and primary care, which will better meet the health needs of the local community and address today’s challenges of an ageing population and the rising incidence of long term conditions.

The Secretary of State, by endorsing the request of the Trust Special Administrator (TSA) has agreed with our vision for the future for the hospital and we intend to move forward with our plans. A range of services will continue to be provided on the site, with some new services added. Services will now be developed and implemented to enhance community health services, and further support will be provided through a ‘centre of excellence’ for patients with mental health needs provided by Oxleas NHS Foundation Trust. Other services include a specialist radiotherapy service at the site, run by staff from Guy’s and St Thomas’s NHS Foundation Trust and chemotherapy which would allow patients to have cancer treatments closer to where they live rather than travel into central London. The Bexley Health and Wellbeing Board will monitor the implementation of plans and the effectiveness of delivery in terms of delivering against strategic priorities.
Improving Primary care

In the new NHS General Practices have a pivotal role in the way primary care is delivered. GP’s and their practice staff are often the first point of contact for patients, and the initial decisions regarding diagnoses and type of support to meet individual needs are crucial, not only for the patient and their wellbeing but for the way services are commissioned. Therefore it is essential that GP’s have knowledge of the wider care system and the services that they can refer patients into for different type of support. This will include provision such as housing related support, early dementia screening and memory clinics and wider exercise and wellbeing activities offered outside the NHS.

Access and availability of primary care support needs to be efficient to meet patients rising expectation of the type and standard of care services. To make a success of the new integrated care pathways and to offer more community based care GP’s will need to work closely with the wider system to provide a choice of provision that reflects the needs of the borough. We will be developing new ways to access GP support, including a telephone consultancy service and we will explore the ways that individual GP practices can unite to manage more work outside hospital. We will also work with GP practices to develop new models of care.

Strengthening the role of ill health prevention support

Prevention is always better than cure, and prevention of ill health is vital to improve individuals’ quality of life, and to reduce the costs of long term care and treatment. Population changes mean there are now more older and disabled people needing our support or care at a time when there are reduced resources across the health and social care system.

By addressing the health priorities in this strategy we aim to strengthen the role and impact of positive early intervention/prevention across the system, as well as delivering integrated, safe, high quality services when people need them. If we are able to offer support to people earlier eg through diagnostic services such as GP Healthchecks, this will be cost effective in the longer term. As a result people will be able to do more to manage their own long term conditions and episodes such as diabetic management with less intensive support. Conditions requiring treatment will be recognised early and prevented wherever possible.
We will be undertaking a consultation on the Bexley Health and Wellbeing Strategy and we would welcome your views. Our consultation timetable will run from May to July 2013. The timetable for the development and completion of the strategy document is set out below.

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<th>Date</th>
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<tr>
<td>March 2013</td>
<td>Health &amp; Wellbeing Board Executive agree strategy draft</td>
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<td>Bexley CCG Corporate Management Group review strategy draft</td>
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<tr>
<td>March 2013</td>
<td>Shadow Health and Wellbeing board agree draft</td>
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<tr>
<td>April 2013</td>
<td>Health and Wellbeing board formally agree draft and launch consultation period</td>
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<td>May - July 2013</td>
<td>Consultation period</td>
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<td>July 2013</td>
<td>Consultation findings collated and final draft completed and agreed at Health and Wellbeing Executive Group</td>
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<tr>
<td>July 2013</td>
<td>Health and Wellbeing board and CCG Board endorsement of strategy</td>
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Our consultation questions will include:

1. **Do you support the four health priorities set out in the Bexley Health and Wellbeing Strategy?**

2. **Do you support the four transformational priorities set out in the health and wellbeing strategy?**

3. **Are there any other areas linked to health and wellbeing in Bexley that you think we should prioritise? If so, what are they and why do you think these are important?**

4. **Do you support our work to keep services close to home if so, why is this important to you?**

5. **Do you support our work to transform Queen Mary’s Hospital? If so why is this important to you?**

Our consultation will be delivered online via the Bexley Clinical Commissioning Groups’ website and the London Borough of Bexley website. We will also work with partners to present the strategy to various groups in the Borough to gain as many views as we can. Paper copies will be available in main libraries.
The Bexley Health and Wellbeing Strategy is a joint strategy produced on behalf of the Bexley Health and Well-being Board and published by the London Borough of Bexley.