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Welcome

We are delighted to bring you the Champs business plan for 2017-18. In the last year, we have seen some excellent progress on our key priorities and working together effectively as a whole system has reaped huge rewards and contributed towards our success. Our Collaborative has many gifted leaders from local public health teams and partner organisations and we are delighted to see our Collaborative featured as a best practice case study in the LGA public health annual report for 2017.

Recently we had the pleasure of welcoming the Health Select Committee to Cheshire & Merseyside who wished to learn more about our strong collaboration on suicide prevention. Our work was also referenced in their final parliamentary report on suicide prevention, released in March 2017.

Since the launch of our five year cross sector blood pressure strategy “Saving lives: Reducing the pressure” in May 2016, there have been some fantastic achievements with our work on blood pressure featuring in the PHE document “Action on cardiovascular disease - getting serious about prevention”. We have also recently received the fantastic news that we have been successful in our bid to the British Heart Foundation for £100,000 funding to work on a number of innovative approaches to detect cases of high blood pressure. In total we have secured over £450,000 of external income to help accelerate progress with our priorities.

Our work on children and young people has involved launching the Youth Connect 5 pilot across Cheshire & Merseyside. We are all aware of the rising number of children and young people affected by mental health issues and this course aims to equip parents and carers with the knowledge and skills they need to build resilience and emotional wellbeing in themselves and their children. Participants on the course have given very positive feedback and the course is free of charge to all areas in Cheshire & Merseyside, thanks to a successful bid for funding to Health Education England.

Our close working with PHE North West, NHS England Cheshire & Merseyside and our strategic partnerships is key to our success. Our priorities are shared with PHE and NHS England so that maximum progress can be made and resources can be better shared. Strategic partnerships in our sub-region have been supported with evidence based reviews on topics such as workplace health, in addition to the development of health profiles for children and young people which have been used as evidence for a recent “prioritisation” workshop with Directors of Children’s Services to support joint working.

We have ensured that the key prevention priorities of blood pressure, alcohol harm and anti-microbial resistance have been included in the Cheshire & Merseyside Five Year Forward View (FYFV), with our submissions being described as “examplar” and have provided public health expertise and evidence to the Cheshire & Merseyside FYFV working group.

As we move forward, despite the financial challenges we are all working with, it is important to keep our focus on prevention and doing what we do best together, improving health and wellbeing for our communities.

This Business Plan 2017-18 gives more detail on our achievements over the last year and sets out our deliverables for this business year. We look forward to working with you all to achieve them.

Margaret Carney
Lead Chief Executive of Champs Public Health Collaborative, Lead Chief Executive for health and wellbeing in Liverpool City Region and Chief Executive of Sefton Council.

Eileen O’Meara
Chair of Directors of Public Health Executive Board and Director of Public Health for Halton.
Thank You

The expertise and commitment of local public health teams, partners and providers has been essential to the ongoing success of our Collaborative and additional workstreams. The Directors of Public Health wish to thank everyone for their contribution.

Following his visit to our system leadership meeting in March 2017, Professor John Middleton, President of the Faculty of Public Health said Champs is the...

...most coherent and positive collaborative way of working I have seen on my travels, and I urge all regional Directors of Public Health groups to work in a similar way

£450,000 of external funding secured

Success with bids for external funding has enabled the delivery of innovative services and initiatives that will help accelerate progress within our key priorities.

Best practice case study featured in LGA 2017 Public Health Annual Report

The LGA 2017 Public Health Annual Report featured a series of case studies, including one from Cheshire & Merseyside showing what a real investment in public health could achieve. The report applauds the success of public health teams across the UK in improving people’s wellbeing and reducing health inequalities. The Cheshire & Merseyside case study explains how the Collaborative works by tackling a number of high level priorities that are common to every area and where progress can be best made through collective action.

Campaign finalist at the NICE Shared Learning Awards 2016

‘Be a Lover not a Fighter’ was nominated against stiff competition to receive a 2016 NICE Shared Learning award. The campaign was one of only 3 finalists (out of 56 put forward) for the National award. The campaign reached an estimated 1.5m people and engaged with 60,000.

Joint working with Directors of Children’s Services in Cheshire & Merseyside

A “prioritisation” event took place in March 2017 with Directors of Public Health, Directors of Children’s Services, elected members and CCGs to agree the top collective priority across Cheshire & Merseyside for children and young people. Mental wellbeing with a focus on self-harm was selected and a working group will now take this priority forward.

Councillor Andy Moorhead, Liverpool City Region Combined Authority Portfolio Lead for Health and Wellbeing and Leader of Knowsley Council at the recent prioritisation event for children and young people.
Over a 5 year programme of work, the aim of the ‘Saving lives, Reducing the pressure’ strategy is to achieve ‘Gold Standard’ by reaching 66% identification and control of blood pressure aiming to save £8m, prevent 183 strokes, 118 heart attacks, 256 cases of heart failure and 96 deaths.

National and International recognition

“Cheshire & Merseyside are setting the pace”

Jamie Waterall, the National Lead for Cardiovascular Disease Prevention (Public Health England) concluded at his visit to the Cheshire & Merseyside Blood Pressure Partnership Board. Jamie leads the National Blood Pressure System Leadership Board.

Professor Norm Campbell, international hypertension expert from Canada, described the Cheshire & Merseyside blood pressure strategy as “state of the art”. He has included it as a resource on the World Hypertension League website.

£250,000 funding awarded for blood pressure programme

Champs Collaborative has been successful in several bids for external funding for its blood pressure programme. £250,000 worth of funding has been won from three organisations including the British Heart Foundation, Health Education England and the Innovation Agency. The British Heart Foundation funding of £100,000 will be used to develop new initiatives to detect cases of high blood pressure. The new training and education programme for primary care will be funded by a £100,000 award from Health Education England and the award of £50,000 from the Innovation Agency will be used for the development of a digital prototype in Warrington, linked to the procurement of the shared care record. Thank you to all who contributed to winning these bids and those involved in these exciting new initiatives.

Blood pressure work referenced at national level

Public Health England’s (PHE) document entitled ‘Action on Cardiovascular Disease: getting serious about prevention’ detailed how PHE has worked together with Champs Collaborative and other local partners to develop a blood pressure strategy and action plan.

Successful bid to Health Education England for £100,000 and collaboration with NICE

Champs submitted a successful bid to lead on development of the Cheshire & Merseyside Primary Care Education and Training programme for blood pressure. In addition to this, the British Heart Foundation, and the National Institute of Clinical Excellence (NICE) are supporting Cheshire & Merseyside Clinical Commissioning Groups (CCGs) to develop and deliver CCG-wide blood pressure related CPD/protected learning time. These sessions are for primary care staff, ensuring clear and consistent messages are promoted to front line staff. The goal is to develop a structured and coordinated programme and is led by Ifeoma Onyia from Halton Council.

Maximising the role of community pharmacy

Building on the successful Healthy Living Pharmacy programme, over 114 community pharmacies participated in Blood Pressure UK’s “Know your numbers” week 2016 by actively taking blood pressure measurements. The pharmacy group is chaired by Julie Kelly, NHS England Cheshire & Merseyside.

High blood pressure GP training programme pilot

A ‘Beacon Practice’ initiative has seen a number of GP practices across Wirral pilot the high blood pressure education and training programme, led by Jane Harvey, Consultant in Public Health at Wirral Council. Education and training is a key objective of the Cheshire & Merseyside blood pressure strategy and ensuring the cross sector workforce has the right knowledge and skills to prevent, detect and manage blood pressure is essential.
The Cheshire & Merseyside NO MORE Suicide Strategy, continues to make great strides towards achieving Suicide Safer Community status and the work of the Cheshire & Merseyside Suicide Prevention Network has received much praise and recognition.

Commissioned service for those affected by suicide

Champs Collaborative is supporting those affected by suicide through the commissioning of a seven day week suicide liaison service providing emotional and practical support to individuals and communities. People bereaved by suicide are at greater risk of attempting to or taking their own lives by suicide by up to 300%. In 2016/17 132 beneficiaries have been supported following 154 deaths with no recorded suicides. There is a £1.67million benefit to society of preventing one suicide.

Innovative train the trainer model for suicide prevention

Wirral Mind was commissioned to develop the Warrington Basic Suicide Prevention Training into a Train the Trainer module for all nine local areas. Community Gatekeeper training targets the workforce frequently in contact with vulnerable groups, such as drug and alcohol services, benefits and debt advisors. Public health leads from the nine authorities recruited 45 workforce trainers to attend the training in January and February 2017, who will deliver to 1500 community gatekeepers.

Successful hosting of Commons Health Select Committee (HSC) visit

The visit, requested by the HSC, enabled the Cheshire & Merseyside Suicide Prevention Network to showcase the excellent work on suicide prevention taking place across Cheshire & Merseyside. The evidence provided on the day long visit, described by Dr Sarah Wollaston, MP & Chair of the HSC as “compelling”, assisted in the production of the Committee’s final report on suicide prevention making recommendations to the Government that align closely with the Cheshire & Merseyside NO MORE Suicide Strategy.

Influencing national policy and sharing best practice

Individuals within Champs Collaborative have been called upon a number of times for their expertise from others wishing to learn more about the excellent work on suicide prevention. Examples include:

- A case study featured in the LGA suicide prevention guidance entitled “Cheshire & Merseyside: Working with Coroners”.
- The Cheshire & Merseyside Suicide Liaison Service, Amparo, was the focus of a film produced by PHE and the National Suicide Prevention Alliance. The film was shown at a series of PHE regional masterclasses and is available to view on the Champs website.
- At the North West regional masterclass, Steve Knuckey from St Helens Council and Joanne Bayliss from Warrington Council presented the work so far on real time surveillance to identify suicide clusters. Katie Donnelly presented an overview of Amparo, the Cheshire & Merseyside Suicide Liaison service.
- Champs was an adviser to PHE for their Local Authority Guidance on support following suicide.
- Champs presented to the NICE Public Health Advisory Committee around developing multi-agency partnerships to prevent suicide.

Working towards zero suicide

The committee would very much value expert testimony from yourself on the excellent work you have carried out in Cheshire & Merseyside to develop multi-agency partnerships to reduce suicide.
Improving mental wellbeing for children and young people

Innovative training programme to support the emotional wellbeing of children and young people

Youth Connect 5 is a training programme that supports parents and carers across Cheshire & Merseyside with knowledge, skills and understanding to enable them, and their children, to develop resilience and emotional wellbeing.

Commissioned by Champs Public Health Collaborative through a bid made to Health Education England, the programme, delivered by Merseyside Youth Association, delivers a five-part course to parents/carers at no cost to local areas.

Using a “train the trainer” model, relevant members of the professional workforce are being trained and will then be expected to deliver two five-part courses to parents and carers in their area. Over 240 members of the workforce are being trained, reaching up to 4,800 parents and carers.

Early feedback shows that the courses are being well received by parents and carers and a full evaluation is due later in 2017.

Developing the workforce

Champs Collaborative delivers a comprehensive Continuing Professional Development (CPD) programme to enable shared learning on a variety of topics. 425 people attended CPD events in 2016/17 on subjects linked to our priorities, Sector Led Improvement workshops and partnership events.
Our way of working

As Directors of Public Health for Cheshire & Merseyside, we are committed to working in the best way possible to achieve better health outcomes. We are very proud of our nationally recognised collaborative way of working which brings great benefits for all and has been established for almost fourteen years.

Improving health and wellbeing lies at the heart of Champs Public Health Collaborative, led by us as an Executive Board and serving the 2.5 million people of Cheshire & Merseyside.

The role of the Collaborative is to energise the whole system and influence strategic partnerships to focus on prevention and use the best data and evidence. The Collaborative includes members of local teams and works with strategic partners facilitated by a small Support Team.

Our priorities

The Collaborative is an outcome focused model and works on key system priorities including:

- Mental Health and Wellbeing of Children and Young People
- Preventing Suicide
- Tackling High Blood Pressure
- Reducing Alcohol Harm

Work also focuses on supporting key strategic partnerships including Devolution and the NHS Five Year Forward View (FYFV) and maintaining a safe and resilient system. These priorities have been agreed by us in partnership with Public Health England North West and NHS England Cheshire & Merseyside.

Champs Support Team and Collaborative Links

The Champs support team leads, facilitates and enables the delivery of the priorities with local teams and partners. Each local authority has a ‘Collaborative Link’ who facilitates the two way communication between their local teams and the wider collaborative.

Looking forward

We are working in challenging times with reducing resources, increasing demands and complex changes in the public sector. We are confident our Collaborative enables us to work together as system leaders, adding value to our local work and enabling us to have a greater impact together in 2017-18.

We look forward to continuing to work with our teams, partners and all our stakeholders to achieve our vision and improve health and wellbeing for people and communities living in Cheshire & Merseyside.

The Cheshire & Merseyside Directors of Public Health Executive Board
The Champs Public Health Collaborative

The diagram shows how Champs Public Health Collaborative fits in with the wider system of public health in Cheshire & Merseyside.
<table>
<thead>
<tr>
<th>Area of work</th>
<th>Key Priorities 2017/18</th>
<th>Outcomes</th>
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| Blood Pressure                                   | • Implement the Cheshire & Merseyside five year cross sector Blood Pressure Strategy “Saving lives: Reducing the pressure”                                                                                              | • Reduced gap between Blood Pressure Observed (BP) and expected BP prevalence  
• Increase in BP testing in Healthy Living Pharmacies and community pharmacies  
• Baseline position of primary care performance against NICE hypertension Quality Standards at practice and CCG levels  
• Primary care education and training programme delivered across all CCGs  
• BP checks successfully introduced into the Fire and Rescue Safe and Well Checks |                                                                                                                                                                                                       |
| Mental Health & Wellbeing - Children and Young People | • Implement Youth Connect 5 (YCS) Programme to equip parents and carers of Children and Young People with the knowledge and skills to support their emotional wellbeing                                                                 | • Increase capability of key workforce by training 240 to deliver YCS parenting course  
• YCS parenting course delivered to 4800 parents/carers resulting in:  
  • Improved knowledge and resilience of parents/carers and enhanced family relationships and emotional wellbeing of children and young people |                                                                                                                                                                                                       |
| Suicide Prevention                                | • Review and refresh Cheshire & Merseyside NO MORE Strategy and re- launch on World Suicide Prevention Day 2017  
• Implement and evaluate NO MORE strategy  
  • Objective A - Preventing suicide & self-harm, Objective B - Health Care System transforms care to eliminate suicide for patients, Objective C - Support is accessible for those who are exposed to suicide,  
  Objective D - Cheshire & Merseyside achieve Suicide Safer Community | • All nine local authorities achieve Suicide Safer Community accreditation  
• Reduction in patient suicides and suicide attempts  
• Suicide liaison service commissioned  
• Intelligence through Joint Suicide Audit and Real Time Surveillance |                                                                                                                                                                                                       |
| Employment & Skills                              | • Provide public health support and expertise to the employment and skills programmes across Cheshire & Merseyside                                                                                                    | • Public Health fully integrated and influencing work programmes on Employment and Skills                                                                                                                                                                           |
| Licensing                                         | • Enable reductions in harm to health through the existing licensing process                                                                                                                                               | • Drink Less, Enjoy More campaign broadened and reduction in number of pseudo-intoxicated actors served in licensed premises  
• Greater community engagement activity in licensing and reducing harms from alcohol  
• Development of a joint framework  
• Overview of evidence available and utilisation in current licensing system  
• Increase in number of retailers signing up to the voluntary agreements; reductions in anti-social behaviour and crime in specific locations |                                                                                                                                                                                                       |
| Commissioning                                     | • Explore opportunities for collaborative commissioning of Public Health Sexual Health Services  
• Contract manage and performance monitor and review collective commissioned contracts                                                                                                                     | • Improvement in sexual health outcomes (subject to feasibility assessment)  
• Business cases developed and approved or otherwise to proceed granted                                                                                                                                                                                  |
| Health Protection                                 | • Improved preparedness for prevention and control of influenza in care homes  
• Clear arrangements for the delivery of screening and immunisation services  
• Establish C&G wide air quality forum  
• Implement AMR mapping survey                                                                                                                                          | • Limited transmission, low morbidity and mortality from influenza in care homes  
• Improved communication with stakeholders and improved uptake rates  
• Strengthened air quality network  
• Successful implementation of AMR PID                                                                                                                                                                                        |
| Medicines Management                              | • Optimise medicines management across Cheshire & Merseyside by influencing the setting up of systems and support local authorities in fulfilling their statutory obligations                                                                 | • Production and monitoring of Patient Group Directions (PGDs)  
• Key professionals are alerted to problems early and respond appropriately  
• Pharmaceutical Needs Assessments produced are legal, follow national guidance and due process  
• Medicines used in LA (public health) settings are used safely, cost-effectively, according to best practice |                                                                                                                                                                                                       |
| Enablers: CPD/Workforce                          | • To lead the delivery of an annual CPD programme that meets the needs of the public health and wider local authority workforce                                                                                         | • Minimum of 6 half day CPD learning events that ensure greater knowledge of public health and competency of staff |                                                                                                                                                                                                       |
| Enablers: Strategic intelligence                 | • Provide specialist intelligence support to the key current and emerging priorities  
• Support analysis for sector led improvement work programme where appropriate  
• To performance manage and plan the work of the Commissioned Intelligence Service  
• Manage joint working across the sub-region to produce a Pharmaceutical Needs Assessment report                                                                 | • Cheshire & Merseyside suicide audit report  
• Contract manage and performance monitor LJMU Contract  
• Detailed summary of pharmacy services and needs in each local authority area                                                                                                                                 |
| Enablers: Communication                          | • Lead and deliver communications for the Collaborative and its priorities  
• Maximise national and regional campaigns / awareness days linked to Collaborative key priorities  
• Facilitate social marketing leads group                                                                                                                                       | • Stakeholders well informed of its priorities, improvements and successes  
• National and regional priority campaigns amplified to encourage greater public awareness, behaviour change and empowerment. |                                                                                                                                                                                                       |
| Enablers: Sector Led Improvement                  | • Implement an innovative model for sector led improvement to accelerate impact for the Collaborative priorities                                                                                                   | • Acceleration in achievement of outcomes for the priorities of the Collaborative |                                                                                                                                                                                                       |
| Enablers: System Leadership                      | • Maximise the profile of the C&M Directors of Public Health as effective public health system  
• Maximise engagement and leadership of the public health system to deliver the priorities  
• Optimise opportunities for additional financial and human resources  
• Support and influence Liverpool City Region Devolution deal, the Cheshire and Warrington Strategy and the Public Service Transformation Board (PSTB)  
• Support and influence the Five Year Forward View “Prevention at Scale” work stream  
• Influence and respond to national and regional policy development                                                                 | • Good engagement and leadership of public health system to deliver Collaborative priorities  
• External funding generated and additional human resource secured  
• Public Health fully engaged with influencing LCR Devolution, Cheshire and Warrington Strategy and work of PSTB.  
• “Prevention at scale” embedded with NHS system  
• National and regional policy influenced                                                                                                                                                                                      |
The Champs Public Health Collaborative

The public health collaborative will:

- Work with partners to ensure the five year cross sector Blood Pressure strategy “Saving lives: Reducing the pressure” is implemented
- Lead the implementation of the Cheshire & Merseyside Suicide Prevention Strategy “No More”
- Support Local Authorities to develop and deliver effective plans to improve mental health and wellbeing with a key focus on children and young people
- Provide leadership in enabling reductions in harms to health through alcohol by using the existing licensing process
- Improve the quality, efficiency and cost effectiveness of commissioned public health services
- Provide collaborative strategic public health intelligence across Cheshire & Merseyside
- Ensure there is a safe and resilient health protection system in place
- Support Local Authorities with their statutory requirements to provide professional public health learning and development
- Develop and manage the implementation of the communications and marketing plan
- Optimise medicines management across Cheshire & Merseyside by supporting Local Authorities with their statutory obligations
- Support key strategic partnerships and enable strong public health system leadership
Key deliverables

Supporting this strategic business plan is a detailed delivery plan which sets out the aims and objectives for the public health collaborative. Some of these are highlighted below.

By 2018 the public health collaborative will have:

- Provided public health leadership and support to the NHS Five Year Forward View “Prevention at Scale” work, Liverpool City Region devolution, Cheshire and Warrington Strategy and work of Public Service Transformation Board
- Implemented the Youth Connect 5 (YC5) Programme reaching 4,800 parents/carers. A programme that equips parents and carers of Children and Young People with the knowledge and skills to support their emotional wellbeing
- Made strong progress towards delivering the Five Year Cross Sector Blood Pressure Strategy “Saving lives: Reducing the pressure”
- Increased the number of opportunities for community Blood Pressure testing achieving a minimum of 5000 new blood pressure checks
- Ensured that Cheshire & Merseyside achieves Suicide Safer Community accreditation
- Tested the feasibility of collaboratively commissioning sexual health services
- Ensured specialist intelligence support is accessible to key priorities within the Collaborative
- Delivered an effective CPD programme that builds the skills of the public health workforce
- Produced a number of Patient Group Directions for the sale, supply and/or administration of medicines
- Generated external income to support delivery of the Champs Collaborative priorities.

Governance

Leadership and decision making is facilitated through the eight Directors of Public Health, who make up an Executive Board currently chaired by Eileen O’Meara, Director of Public Health for Halton Council.

The Executive Board is supported by a Leadership Group, chaired jointly by Fiona Johnstone and Eileen O’Meara which oversees the business functions of the Collaborative.

The Executive Board meet twice a year for Board meetings and meet for monthly system leadership meetings in between where Mel Sirotkin, Centre Director for Public Health England North West and Julie Kelly, Head of Public Health for NHS England in Cheshire & Merseyside are also in attendance.

Performance monitoring

Champs Public Health Collaborative work is monitored and reports through a robust performance and monitoring framework. This encompasses work directly undertaken by the local public health teams, the Champs support team and through contracts managed by Champs. The Directors of Public Health also report progress to the Cheshire & Merseyside Chief Executives.

Director of Public Health lead roles

In addition to their lead roles on various Collaborative priorities and workstreams, the Directors of Public act as system leaders for public health taking lead roles on behalf of each other working with partners such as Public Health England, NHS England and North West Coast Strategic Clinical Network.

Local Public Health lead roles

Members of local public health teams represent the Directors of Public Health on a wide variety of strategic groups across Cheshire & Merseyside.
Cheshire & Merseyside Directors of Public Health
- System leaders for public health

The Cheshire & Merseyside Directors of Public Health act as system leaders for public health taking lead roles at national, regional and local levels, working with partners such as Public Health England, NHS England and the North West Coast Strategic Clinical Networks.

Glossary

- ADPH: Association of Directors of Public Health
- CCG: Clinical Commissioning Group
- CM: Cheshire & Merseyside
- C&B: Cheshire and Warrington
- DH: Department of Health
- DPH: Director of Public Health
- EOM: Eileen O'Meara, Director of Public Health for Halton
- FJ: Fiona Johnstone, Director of Public Health for Wirral
- FR: Fiona Reynolds, Director of Public Health for Cheshire East
- L&D: Learning and Development
- LCR: Liverpool City Region
- LHRP: Local Health Resilience Partnership
- MA: Matthew Ashton, Joint Director of Public Health for Knowsley and Sefton
- MAA: Muna Abdel Aziz, Director of Public Health for Warrington
- NW: North West
- SD: Sandra Davies, Director of Public Health for Liverpool
- SF: Susan Forster, Interim Director of Public Health for St Helens
- TB: Tuberculosis