



Darlington's Health and Wellbeing Plan 2017 – 2022

HWB Partner Logos

V1.0 Approved by Health and Wellbeing Board October 26 2017

Still to be included: HWB signatures and logos, image of CYPP cover

Darlington Health and Wellbeing Plan 2017 - 2022

Foreword



The Health and Wellbeing Board has a particular and special role in Darlington, bringing together a wide range of organisations all of which have a part to play in assuring, protecting, and supporting our residents' health and wellbeing.

The breadth of our partnership makes it possible to look beyond the individual services for which we are all responsible and accountable, and to act on opportunities to work together in a common interest, the Health and Wellbeing Strategy described in "One Darlington: Perfectly Placed".

As this plan demonstrates, most people in Darlington will never need to call on social care, or complex health services: our ambition has got to be to develop the conditions which support this into the future. That begins in childhood.

The Health and Wellbeing Board has embedded the role of Children's Trust, which has shaped a whole life course plan for ensuring the best conditions prevail in Darlington to enable future generations to have a long, healthy and happy life, wherever in the Borough they live, and whatever their individual circumstances.

Education, employment opportunities, good quality housing, and great, safe outdoor spaces all contribute to this, and the Health and Wellbeing Board has the privileged position of having an overview of all these aspects, and seeking to target action where it is most needed.

For people who do need specific, personalised help to maintain an independent, fulfilling life, this plan brings together a wide range of existing plans to ensure our efforts are coordinated, and focused on the same clearly communicated purpose: a sustainable health and social care economy in Darlington that places citizens at the centre of the model.

This requires smart marshalling of our shrinking resources and this plan constitutes a response to the sharp and continued fall in resources. One resource that continues to grow is data, so this plan also references the need for us to be smarter with how we turn that data into intelligence across our organisational boundaries, so we get the fullest picture of demand, access and outcomes and can take action to focus on communities of greatest need.

Keeping Darlington - and achieving the best outcomes for Darlington people - at the centre of the myriad changes being planned for the regional and wider health and social care economy, is our priority, and the Health and Wellbeing board takes responsibility for ensure Darlington's needs are taken into account.

To that end, every partner to the Health and Wellbeing Board has signed up to this plan, and is committed to ensuring our residents best interests are front and centre.

Cllr Andy Scott

This plan is endorsed by:

NHS Darlington Clinical Commissioning Group

Darlington Borough Council

Healthwatch Darlington

Tees, Esk and Wear Valley Mental Health Foundation Trust

County Durham and Darlington NHS Foundation Trust

Harrogate and District NHS Foundation Trust

NHS England

Primary Healthcare, Darlington

County Durham Police, Crime and Victims' Commissioner

School of Health and Social Care, Teesside University

Darlington Primary Schools'

Darlington Secondary Schools'

Darlington post 16 years education]

Introduction

The Health and Wellbeing plan for Darlington places the community at the heart of commissioning intentions to improve health and wellbeing and to reduce health inequalities for the population. This plan seeks to turn that strategy into action which makes a difference in people's lives, and helps the residents of Darlington live healthier lives for longer; that makes Darlington a "Healthy Community".

The Department for Communities and Local Government describe a healthy community as one which is "a good place to grow up and grow old in. It is one which supports healthy behaviours and supports reductions in health inequalities. It should enhance the physical and mental health of the community".

Named as one of the top 10 places to live in the UK, there is a clear ambition for Darlington, as set out in *One Darlington: Perfectly Placed*, the shared strategy across public, private, voluntary and community sector partners. It is about a new deal for Darlington in which everyone has a part to play in creating a future in which people do not miss out on the opportunities arising from living and working in Darlington on account of a lack of income, where they live, or by any other potential disadvantage. That is what is meant by "One Darlington". In parallel, the strategy aims to make Darlington "Perfectly Placed" by creating sustainable growth. The measure of success in delivering these twin ambitions are that:

A healthy community encourages:

- *Active healthy lifestyles that are made easy through the pattern of development, good urban design, good access to local services and facilities; green open space and safe places for active play and food growing, and is accessible by walking and cycling and public transport.*
- *The creation of healthy living environments for people of all ages which supports social interaction. It meets the needs of children and young people to grow and develop, as well as being adaptable to the needs of an increasingly elderly population and those with dementia and other sensory or mobility impairments*

(DCLG 2017)

- More people are enabled to live healthy and independent lives
- Children get the best possible start in life – support is provided early on to enable them to live well later, and to be able to fulfil their aspirations and potential
- Everyone plays a part in making Darlington a safe and caring community
- More people are active and involved in ensuring their own wellbeing and the wellbeing of the community
- Darlington has more businesses and more jobs, and people are able to make the most of the opportunities they offer
- Everyone takes responsibility for looking after the environment and keeping it clean and attractive
- There is enough support available, of the right kind, to help people live independently as they grow older
- Darlington is a place that offers a high quality of life and is designed to thrive, economically and socially

This plan sets out how these outcomes will be achieved by creating conditions within the Borough to bring about change. Building Strong Communities means enabling people to live fulfilling lives with less involvement from public services by:

- People taking personal responsibility
- People living in communities with strong social capital, where people look out for each other

- Communities coming together and take ownership and responsibility for their neighbourhoods.

Growing the Economy means

- Generating income streams, employment and opportunities
- A strong and vibrant economy

Spending Every Pound Wisely means maximising value for all public services in the service of the people of Darlington:

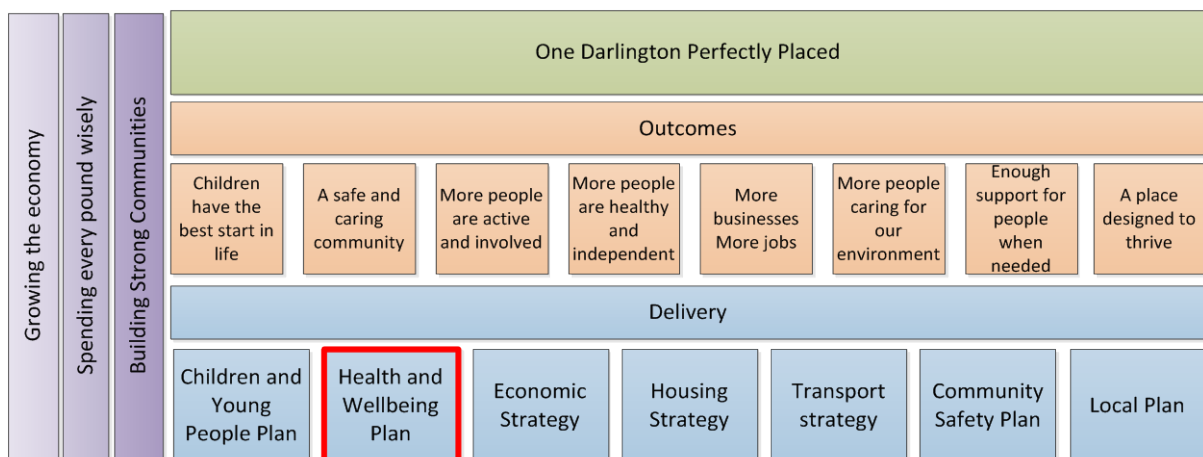
- Public services are planned and, where sensible, commissioned together
- Every pound is spent well on the things that make the most impact in Darlington.

A place designed to thrive

Having the necessary infrastructure is a fundamental requirement for many of the other outcomes listed in this plan. The Borough’s physical foundations – from roads and housing to schools, parks, leisure facilities and more – make Darlington a great place to live, work and play, encourage investment, and support a wide range of health and wellbeing outcomes.

The priority is to pursue physical regeneration and infrastructure development that support the wider outcomes and conditions in this plan; by enabling better access to jobs, skills, leisure, health and education opportunities.

One Darlington: Perfectly Placed has been adopted as the Health and Wellbeing Strategy for Darlington, and is delivered through a series of strategies and delivery plans:



Darlington’s Health and Wellbeing Plan describes how its partners will work together to ensure everyone has the opportunity to live a long, healthy life, irrespective of income, postcode or any other potential disadvantage. This involves promoting and supporting vibrant communities, social and community networks with high levels of engagement and participation from an early age, and an environment which encourages people to be active and support each other.

Most people in Darlington will have little contact with health and social care services throughout their lives, but when support is needed, it is the responsibility of partners to this plan to make sure it is available when and where needed.

This Health and Wellbeing Plan sets out:

The **vision** for health and social care in Darlington over the next 10 years

A **life course** approach which is geared toward building a resilient population from childhood, with access to support when needed

A description of the partners' **service delivery models** and how they interlink to deliver against the objectives of this plan

A description of **how organisations will work together** to ensure delivery of the new service delivery models

The **enabling tools** required and;

A clear direction for **service-specific delivery plans**

A vision for improving and sustaining Health and Wellbeing in Darlington

The Plan builds on the Health and Wellbeing Strategy that was in place 2013 – 2016 as well as recognising some of the new challenges we face, and outlines how we can work together to address these. It begins with the vision agreed in 2015 following the health and social care summit.

The vision

A sustainable health and social care economy in Darlington that places citizens at the centre of the model and which builds strategies and services around them. Personal responsibility, prevention of harm, self-management of conditions, prompt access to primary care and easy access to general acute services will form a continuum of provision in Darlington, with some more specialist services being provided elsewhere.

Delivery of this vision will focus on the principle of delivering the best outcome for Darlington people, rather than what is the best outcome for the services, many of which have responsibilities beyond Darlington.

The vision in context: The wider health and social care landscape

The Darlington, Durham Dales, Easington and Sedgefield, Hambleton, Richmondshire and Whitby, Hartlepool and Stockton-on-Tees and South Tees Sustainable Transformation Partnership's plan "**Working together to improve health and care**" identifies four areas for improvement. The Health and Wellbeing Board has collective responsibility for local delivery, and this Health and Wellbeing Plan for Darlington will hold the STP to account for ensuring delivery in these improvement areas enhances the experience and health outcomes for the people of Darlington:

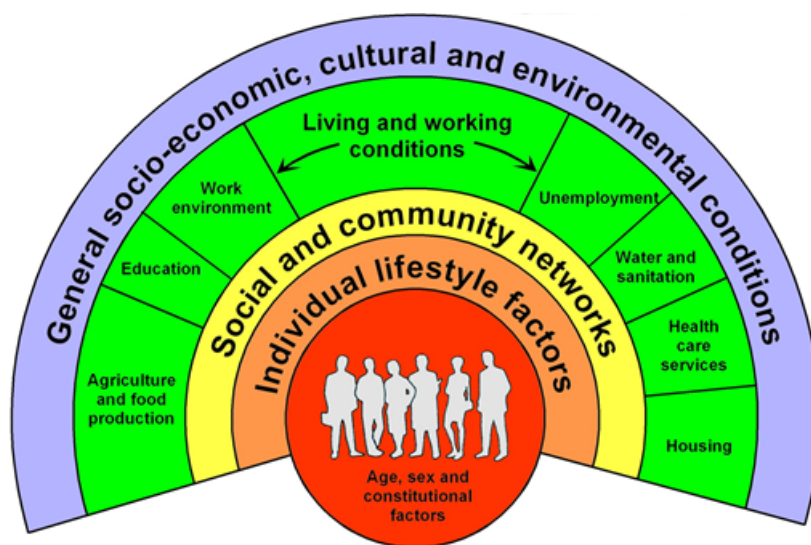
- **Preventing ill health and promoting self-care.** This involves helping to stop people from becoming poorly and helping to manage their health and any medical problems they already have.
- **Health and care in communities and neighbourhoods.** Supporting people to stay well and independent for as long as possible by improving health and care services within their area. As part of this, the "New Models of Care" programme in Darlington will bring primary and intermediate care services together, into the community. This will help people get the services they need, in the area where they live, and help minimise unnecessary hospital visits.
- **Quality of care in our hospitals – "Better Health Programme".** This is about improving the quality of care in hospital and reducing the distance people have to travel for routine appointments e.g. blood tests, but making sure that people get the best treatment and see the right specialist when they need to.
- **Use of technology in health care**

As well as STP plans, the CCG and local authority are working towards transforming and better coordinating out of hospital care, and tackling the causes of health inequalities.

That transformation is driven by the sharp and continued fall in resourcing, and the search for a response which preserves services. In adult social care, that transformation is significant, and will see the service change much over the next two or three years.

The Health and Wellbeing Strategy, *One Darlington: Perfectly Placed* supports a population approach by providing a framework for a focus on *People* and *Place*. This provides a framework for the Health and Wellbeing Plan for Darlington to set out the approach of focussing on 'upstream' activity to address the wider determinants of health, including social, cultural, economic and environmental conditions, which the evidence indicates are the underlying causes of poor health and inequality.

Addressing the inequalities



Source: Dahlgren and Whitehead, 1991

Chart 1: the wider determinants of health

Tackling health inequalities is not just the responsibility of NHS Commissioners, health organisations or the local authority. The wider determinants of health need to be at the heart of all strategies and policies of partners and stakeholders from all sectors working across the Borough; the Health and Wellbeing Plan for Darlington therefore needs to have a focus on a Borough wide partnership approach to tackle the health inequalities in Darlington. Much of the evidence for the relationships between social, economic factors and health outcomes is summarised in the Marmot Review:

- (a) Give every child the best start in life
- (b) Enable all to maximise their capabilities and have control over their lives
- (c) Create fair employment and good work for all
- (d) Ensure a healthy standard of living for all
- (e) Create and develop healthy and sustainable places and communities
- (f) Strengthen ill health prevention

Marmot describes how inequalities are inter-linked across the domains e.g. early child development has an impact on educational attainment which impacts on work opportunities and then on health related outcomes.

In order to address the issue of the persistence of these inequalities, action is needed across the social determinants of health as well as a life course approach.

Local action that recognises and responds to the particular influences at different stages of life, working with a range of appropriate organisations, can help prevent the continued accumulation of disadvantage through a life course. A focus on the best start in life and tackling the intergenerational burden of disadvantage is particularly important for reducing inequalities.

The Combined Authority

Darlington and the other four Tees Valley Local Authorities have collaborated to establish a Tees Valley Combined Authority. The TVCA unites the five local authorities on key decisions that affect Tees Valley, helping strengthen the area and accelerate economic growth. Recent changes to health and social care structures and funding, and the implementation of devolution through the establishment of TVCA with an elected Mayor for the Tees Valley, provides opportunities for Darlington. These include improving the local transport infrastructure, creating better employment opportunities and other economic benefits which accrue from a broader collective approach to economic, environmental planning, and development. Key to this are plans being developed for strategic investment to reduce journey times to London. TVCA have a role in relation to strategic transport and are working to develop an integrated transport network.

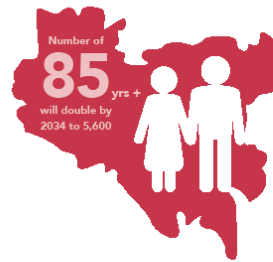
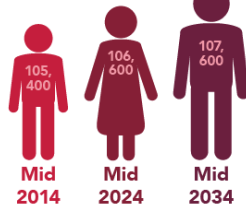
Priorities for Darlington

All parts of the Health and Care economy across the region are undergoing change, responding to the different needs of the populations as well as the different financial and workforce pressures and regulatory and policy requirements. This Health and Wellbeing Plan for Darlington provides a clear focus on Darlington through the following priority areas for change:

- All children and young people are safe from harm
 - All children and young people do well at all levels of learning and have the relevant skills to be prepared for life
 - All children and young people enjoy a healthy life
 - All children and young people enjoy growing up
 - All children and young people are listened to
-
- Health inequalities are narrowed, and standards of care are consistent across Darlington
 - Conditions are created which support a healthy and well population
 - More services are provided in community settings or GP Practices
 - Mental health is improved
 - Life expectancy and quality is measurable improved: older people are healthier and premature deaths are reduced
 - Adults in work have access to workplace health support
-
- Social isolation is reduced
 - The onset of support needs is delayed
 - Independence is supported
 - Intermediate and transitional care outside of hospital is effective and supports people's journey out of hospital as well as keeping them from admission to hospital

Knowing our Population, Knowing our Borough

Population projection increase in Darlington



Children and Young People (0-15 years) population to decrease.



Darlington is rich in health assets. Health assets are factors which enhance the ability of individuals, groups, communities, populations, social systems and/ or institutions to maintain and sustain health and wellbeing and to help reduce inequalities. (Morgan A and Ligio E, 2007)



Most people in Darlington

will have little contact with health and social care services throughout their lives, but when support is needed, it is the responsibility of partners to this plan to make sure it is available when and where needed.



Health assets which support mental, emotional and physical health include green space. Darlington has two Green Flag parks including the historically important South Park. There is a strong leisure and culture offer in theatres, the Dolphin Centre, an arts festival and other significant events which catch public imagination and support. Local voluntary and community organisations provide formal and informal support across the population. While there is a diverse range of health assets, Darlington faces some enduring health challenges.

Mortality

Life expectancy, for people born in Darlington, increased steadily from 2000 for both men and women. However, the latest information available indicates that since 2011, for men, and 2012, for women, life expectancy for people born in Darlington has decreased, widening the gap between England and Darlington.

There is a common group of risk factors and common causes of death in the context of complex and interlinked contributory factors.

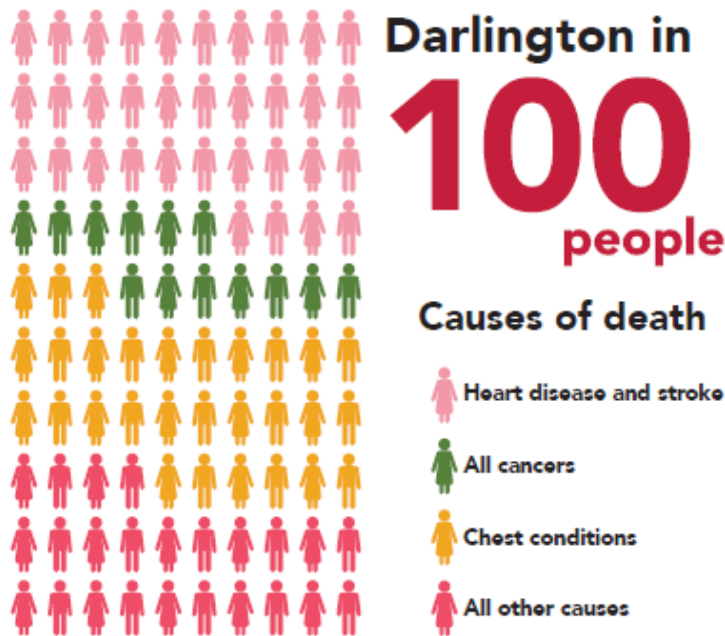


Figure 1: Most common causes of death

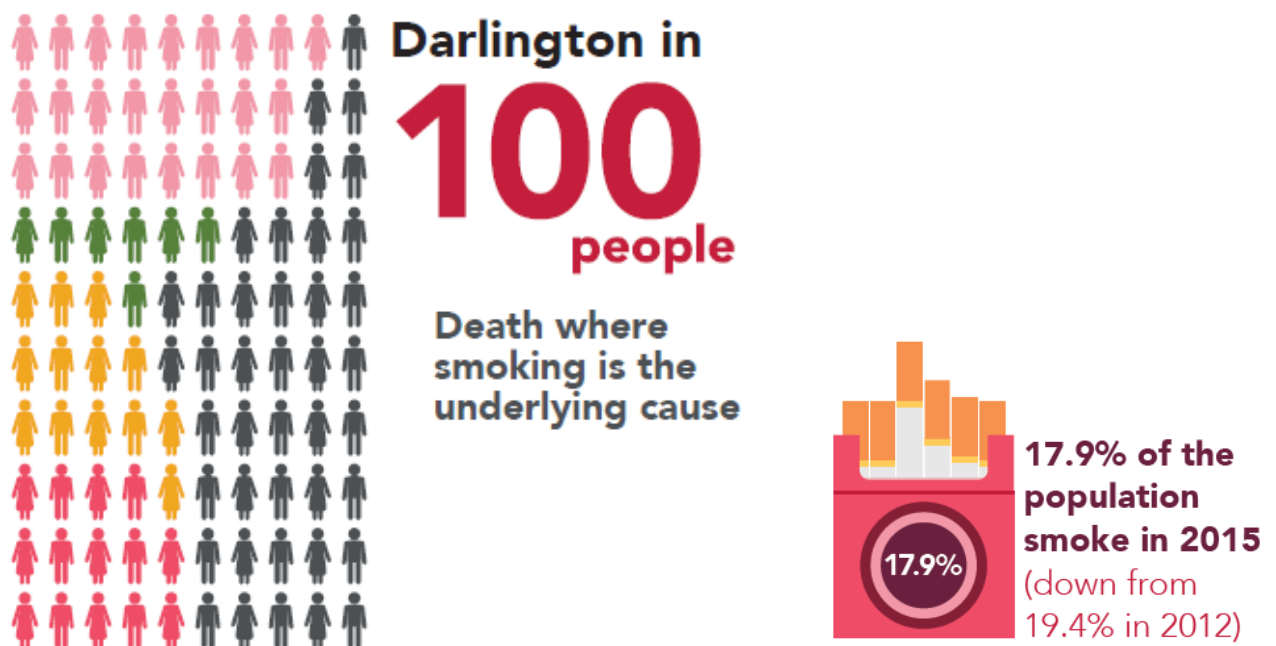


Figure 2: Deaths where smoking is the underlying cause

The causes of premature death are well-documented with the biggest contributors to years of life lost being:

- Tobacco
- Raised blood pressure
- Alcohol
- Raised cholesterol
- Overweight and obesity

Improved mental health is associated with a range of positive outcomes including improved physical health and reduced risk-taking behaviours.

The factors that influence health and wellbeing are complex and therefore actions to improve population health need partners to work together.

People with Care and Support needs

A limiting long term illness, health problem or disability can limit a person's daily activities including the work they are able to do. The map below shows the differential distribution of long term illness or disability across communities in Darlington. They show a correlation with an increased percentage of those with long term limiting illness or disability and deprivation, with the most deprived wards having a greater percentage in comparison to the least deprived wards.



Map 1 Prevalence of limiting long term illness or disability

There are some groups and individuals who need care and support from statutory services due to disability related to physiological or genetic reasons either at birth or acquired at some point as a child or adult. This includes those adults who have a diagnosis of having a learning or physical disability.

Delivery models

Priority areas for the review and development of delivery models in 2017 - 2022 are:

- The changes to primary and community based health care in Darlington emerging from the Better Health Programme “New Models of Care”.
- Ensuring that adult social care services are well placed to meet the changing needs of the population
- Ensuring that the joint commissioning of services, initiated by the Better Care Fund, becomes the model for person-centred multi-disciplinary planning and delivery – particularly in the area of Intermediate Care
- Mental health, particularly in young people, and achieving parity of esteem

Starting Well: Giving every child the best chance in life

- All children and young people are safe from harm
- All children and young people do well at all levels of learning and have the relevant skills to be prepared for life
- All children and young people enjoy a healthy life
- All children and young people enjoy growing up
- All children and young people are listened to

Living Well: Adults live healthy lives longer with the right support at the right time

- Health inequalities between communities are narrowed
- Standards of care are consistent across Darlington
- Conditions are created which support a healthy and well population
- More services are provided in community settings or GP Practices
- Mental health is improved
- Life expectancy is measurable improved
- Older people are healthier for longer, and premature deaths are reduced
- Adults in work have access to workplace health support

Ageing Well: Improving outcomes for older people

- Social isolation is reduced
- The onset of support needs is delayed
- Independence is supported
- Intermediate and transitional care outside of hospital is effective and supports people’s journey out of hospital as well as keeping them from admission to hospital

The Health and Wellbeing Plan is delivered through delivery of other existing plans and brings together the reporting and progress monitoring in a consistent and coherent way.

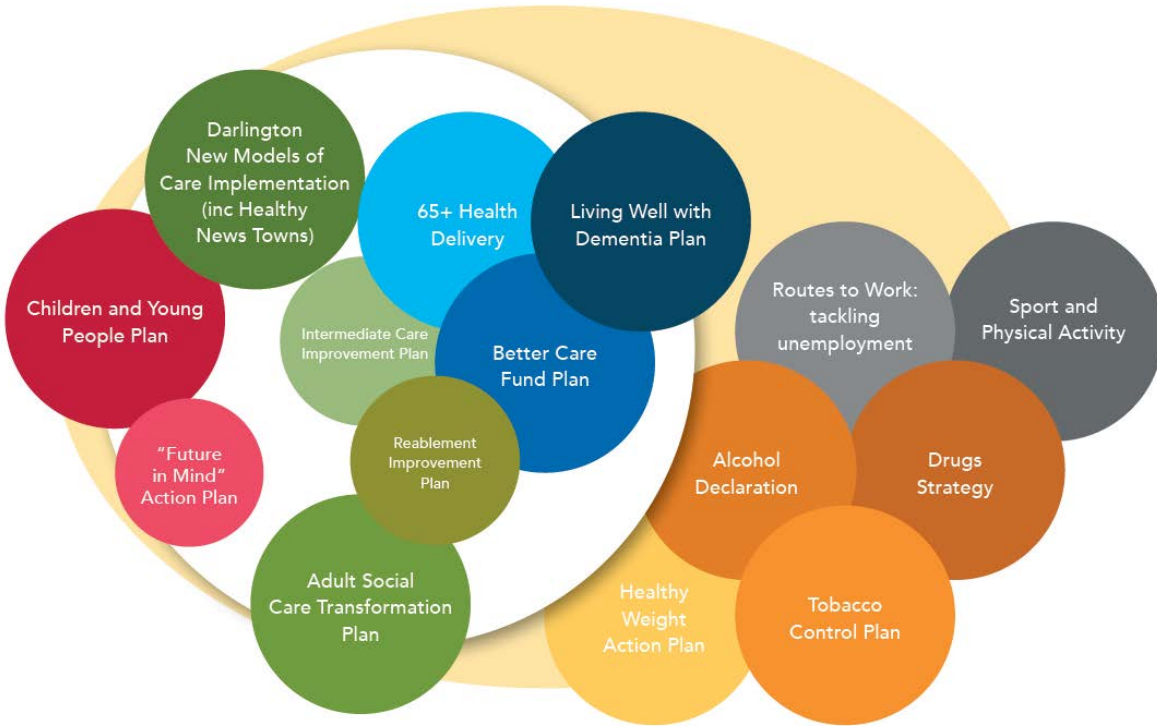


Figure 4: The delivery plans which comprise the Health and Wellbeing Plan 2017-2022

Starting Well: Giving Every Child the Best Start in Life

Darlington's strengths and assets

Darlington is an aspiring place with ambitions for its children and young people and the Children and Young People Plan (CYPP) plan sets out how those ambitions will be achieved over the next five years.

Our Vibe awards - an annual young people's celebration event held by Darlington Borough Council – has run for 21 years and regularly recognises more than 200 young people with a Vibe Award for a significant achievement, progression or impact in their life. Strong, resilient young people will grow into strong, resilient adults.

Summary of the position in 2017

Until 2017 the One Darlington Partnership has acted as the Children's Trust. However, while it will continue to have oversight of all the ambitions laid out in One Darlington: Perfectly Placed – including those for children and young people, the Health and Wellbeing Board will now take on the role of Children's Trust. This will enable a strong focus on the actions required to achieve the bold ambitions.



Fewer than 1% of our 22600 young people (0-18) are looked after, and just 10% need educational support either through a Statement of Educational Need (SEN), an EHCP or other SEN support.

Delivering the change: The Children and Young People Plan

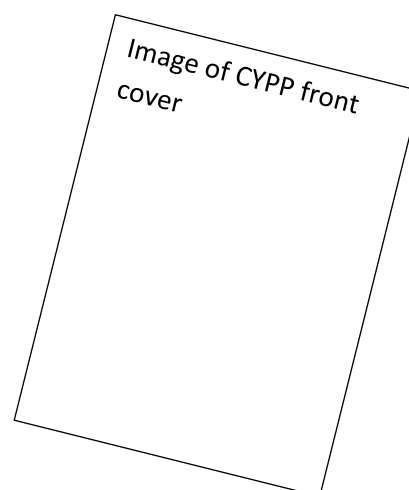
Vision

The CYPP delivers the key '**One Darlington: Perfectly Placed**' objective of:

- Children with the best start in life

and sets these outcomes:

- All children and young people are safe from harm
- All children and young people do well at all levels of learning and have the relevant skills to be prepared for life
- All children and young people enjoy a healthy life
- All children and young people enjoy growing up
- All children and young people are listened to



The Plan

The plan focuses the collective effort of Darlington's partner organisations to make a difference to the lives of children and young people. There is an important job to do to improve overall outcomes for all children and to narrow the inequalities that exist between some children and young people and their peers.

The ambitions – priority areas for action

Ambition 1: Ensuring that all children and young people are safe from any perceived harm

Ambition 2: Improving the health and wellbeing of all babies, children and young people

Ambition 3: Improving achievement and academic attainment for all children and young people

Ambition 4: Empowering families to be resilient and to achieve economic wellbeing

“Future in Mind”

The 2016 Annual Report of the Director of Public Health in Darlington looks at Mental Health and Wellbeing for children and young people, focuses on the five key recommendations from the “Future in Mind” transformation plan:

- All organisations consider the “best start in life” principles when agencies are designing and delivering services for children and young people in Darlington
- NHS Commissioners ensure maternity services support good maternal and perinatal mental health in order to ensure positive wellbeing in children
- Private, public and voluntary sectors build strength and resilience in children and young people through local plans that develop sustainable, connected communities and promote social networks
- Raise the profile of the importance of mental health and emotional wellbeing in all settings. Each setting or organisation to consider how to do this via their respective services
- All agencies support the “parity of esteem” between physical and mental health through reducing stigma to improve access to universal and mainstream provision for those diagnosed with a mental health condition

Living Well: Working with Communities to Live Longer and Healthier Lives

Darlington's strengths and assets

Most people will never need social care support, and many will have little contact with health services. This plan recognises the significant role social and community networks, and the overall environment, play in maintaining the good health and wellbeing of the population, improving the quality of life for all and reducing inequality.

In addition, supporting people to live independent lives is the focus of a "strength-based" approach to social care, working with individuals' unique abilities and strengths to provide support where it is needed to enable independence and self-reliance.

Summary of the position in 2017

There were approximately 4,000 people known to adult social care services in 2016/17 who met the published criteria for having an identified need for which the Local Authority must make provision if it cannot be met by the individual themselves, their family, their friends or through services generally available in the community.

In addition, the 1996 Housing Act identifies a range of individuals as in 'priority need' – people deemed vulnerable as a result of leaving prison, or as a result of old age, mental illness or handicap or physical disability or other special reason, including homelessness. In 2016/17 there were approximately 750 vulnerable people in Darlington.

Under the Care Act local authorities have a duty to provide services that prevent, reduce, or delay an individual developing a need for support.

Delivering the Change – the plans

Vision

This Health and Wellbeing plan brings together a range of Darlington-wide plans to deliver the key '**One Darlington: Perfectly Placed**' objective of:

- More people are enabled to live healthy and independent lives

and sets these outcomes:

- Health inequalities are narrowed, and standards of care are consistent across Darlington
- Conditions are created which support a healthy and well population
- More services are provided in community settings or GP Practices
- Mental health is improved
- Life expectancy and quality is measurable improved: older people are healthier and premature deaths are reduced
- Adults in work have access to workplace health support

The approach

Some communities require more support to achieve the outcomes, and the approach of this plan is to focus on neighbourhoods and particular groups of people to ensure everyone has the same opportunity to live healthy and independent lives

- Focus on wards and communities in Darlington that have poorer outcomes with the aim of improving those outcomes in line with wards with the best outcomes
- Work with employers to focus on people who find it harder to secure employment, due to Mental Health conditions, drug or alcohol problems.
- Work with communities and organisations to focus on those who find it harder to develop resilience through social networks and involvement

A key strand through our approach is to give people the resources they need to make decisions in relation to their long term health and wellbeing, and to take action before a crisis event. This includes:

- Providing, accessible, understandable information in ways people can access
- Devising and implementing communications plans to promote thinking ahead at points in their lives when they are open to decision-making (moving house, starting employment, first indication of illness)
- Making better use of the intelligence available to us from systems to target communities at higher risk

The Plans

There are currently four programmes that have the potential to improve self-reliance and create opportunities for people in Darlington to maximise their independence. These are:

- Local implementation of the STP Priority area “Health and care in communities and neighbourhoods” – Darlington CCG’s New Model of Care, delivering improved primary and community care for Darlington, including intermediate care
- Local implementation of the STP Priority areas “Quality of care in our hospitals” – the “Better Health Programme”
- Healthy New Towns
- Darlington Borough Council’s transformation of adult social care services in response to the Care Act, and the transition from childhood to adulthood

In addition, the CYPP covers the responsibilities for young people leaving care a responsibility which extends beyond the age of 20. For those with learning difficulties it extends to the age of 25, to ensure the transition to adult services is properly planned and delivered.

New Models of Care

The current delivery of health, social care and support in Darlington can be reactive and fragmented, with multiple organisations delivering different elements of care: when peoples’ needs change, being able to navigate the current system and understanding their options can be confusing.

The system change required is the creation of teams at a community hub level which include community services, allied health professionals, social services, and specialist nurses and be linked to GP practices. Integrated teams will pool expertise to deliver a bespoke service for the benefit of individual patients and strengthen care outside of hospital so that people are able to take more control of their health and maintain independence for longer.

The vision for NMOC aims to reduce confusion through the delivery of care in hubs (see figure 5) at a whole locality level, underpinned by proactive and preventative self-care and early intervention at every stage to support continued independence.

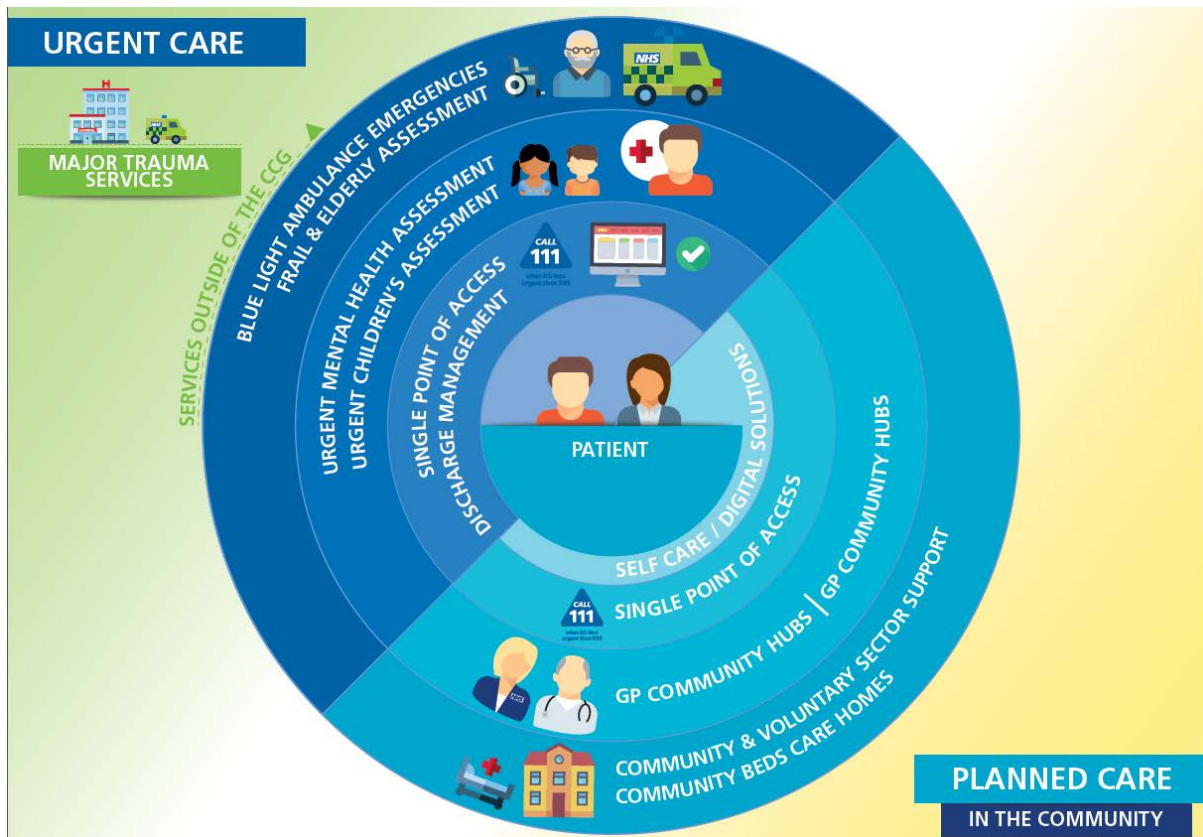


Figure 5: Community Hubs (Darlington CCG Operational Plan)

Better Health Programme

Darlington BC has been active in engaging with the BHP consultation to ensure that any changes proposed do not disadvantage any Darlington residents or have an adverse impact on the objectives of this plan. Specifically, the Health and Partnerships Scrutiny Committee is in dialogue with Darlington Clinical Commissioning Group to avoid risks to Darlington people arising from reducing current (2017) levels of service in the town, including Accident and Emergency, maternity and paediatric services at Darlington Memorial Hospital.

Healthy New Towns

Darlington has a long history of successful joint initiatives between partners across public, private, academic and community sectors and in March 2016 Darlington was selected as one of ten Healthy New Towns 'demonstrator' sites across England.

Healthy New Towns is focused on three key areas:

- Regeneration - Including economic well-being, healthy travel and estates regeneration (new buildings)
- New models of care - Including the development of care hubs, cultural change and standardisation
- Digital technology - Including patient self-management modules and teleconsulting

Healthy New Towns status provides dedicated capacity to drive forward changes and to accelerate the implementation of at least one hub in Darlington.

More widely, Darlington recognises how the built environment can support health and wellbeing, and promotes designs which take account of this potential positive impact.

Social Care

In Darlington, a significant programme of transformation will ensure Adult Social Care is provided in such a way as to focus on people's strengths and abilities, and to avoid generating a dependency on services into the future.

The ambitions – priority areas for action

- Creating the conditions – employment, economic wellbeing, lifestyle choices – that support a healthy and well population
- Tackling health inequalities and providing consistent standards of care
- More services provided in community settings or GP Practices
- Improved mental health
- Improving life expectancy and quality: increasing the likelihood of a healthy older age and reducing premature death

What needs to improve

The number of avoidable admissions to hospital

Provision of universal services for people to access themselves

Effectiveness of reablement

Involvement of the voluntary and community sector in supporting people and delaying need

The use of existing datasets to inform and improve provision

Changing the future – self-reliant and independent adults are “shaped” in childhood:

How will progress be monitored?

Measurable indicators for each of the ambitions will be monitored and reported on to the Health and Wellbeing Board. There are a wide range of data and performance frameworks associated with each of the plans, of which this small set is common:

1. Reduced non-elective admissions to hospital
2. Reduced demand for social care assessment
3. Improved effectiveness of intermediate care
4. Public Health basket of indicators

We will use the data currently collected by performance and management systems in existing services across the health and wellbeing economy, to understand who uses services, their flow through the system, and their outcomes. This will be used as the baseline to identify those indicators that best describe outcomes across systems beyond individual service delivery metrics.

Ageing Well: Improving Outcomes for Older People

Darlington's strengths and assets

Most people age well in Darlington. There are strong social and community networks, a comprehensive leisure offer, and community assets to call upon including a culture of volunteering. This plan is as much about preserving and developing the conditions that support independence and keeping Darlington "A Place to Thrive" as it is about providing specific services. Darlington BC's focus is on people's strengths, not their weaknesses, and in helping people stay independent and delay need for structured interventions.

Summary of the position in 2017

We expect an increase in the population aged 70-74 of around 20% (just under 5000 to almost 6000) by 2021 on 2016 figures. This will be followed by an increase of 30% - 40% in the 75 - 80 cohort, which will grow from just over 4000 to almost 5500 between 2020 and 2025. These forecasts will influence the design of services.

Unplanned hospital admissions among people aged 65+ reduced in 16/17, as did admissions from care homes – the second year this has been the case. A national case study has highlighted the benefits of the work done in Darlington to bring Community Matrons into care homes, including improved patient health outcomes and experiences, staff satisfaction and reduced hospital admissions. This indicates the close working relationship between all partners in Darlington,

Fewer people have been admitted to full time residential care each year since 2016/16 and the ambition is to maintain this in the context of the forecast increase in the older population in the coming years.

Darlington also performs well in terms of ensuring people are able to leave hospital as soon as they are ready; in Q1 2017/18 Darlington was the 5th best Local Authority nationally for delayed transfers of care from hospital, and the aspiration is to maintain this performance.

Darlington has maintained relatively high levels of spend per head of population on ASC compared to similar Local Authorities. A transformational shift has to take place in order to manage demand, maximise independence, deliver personalised outcomes and promote a cost effective and stable market.

This approach will benefit the health and social care system as a whole. It will continue to reduce pressure on the local NHS system and support effective and efficient patient flows. In 2017 the number of admissions to permanent residential care has reduced for two years running.

As mentioned elsewhere in this plan, a jointly commissioned review of intermediate care services across Darlington has been a key activity, and the improvement plan arising from that review is a core strand of Better Care Fund plans for 2017 – 19.

Delivering the Change – the plans

Vision

This Health and Wellbeing plan brings together a range of Darlington-wide plans to deliver the **‘One Darlington: Perfectly Placed’** key objective of:

- There is enough support available, of the right kind, to help people live independently as they grow older

and sets these outcomes:

- Reducing social isolation
- Delaying the onset of support needs; delaying the first crisis
- Supporting independence
- Ensuring intermediate and transitional care outside of hospital is effective and supports people’s journey out of hospital as well as keeping them from admission to hospital

The Plans

The Better Care Fund Programme

The Better Care Fund (BCF) is a national programme, aimed at promoting the integration of services round older people who have health and/or social care needs, by providing a framework for joint CCG and Local authority social care planning and commissioning. In Darlington it has been used to develop intermediate care services, a multi-agency approach to supporting frail elderly people, improve services round care homes and nursing homes, and put in place schemes to help people leave hospital and return to where they live as soon as they are medically fit.

Better Care Fund includes the delivery of Disability Facilities Grants which have the potential to make significant impact on independence, helping people stay in their home longer, and regain independence after a hospital stay.

Social Care and Older People

The transformation of Adult Social Care referenced in “Living Well” includes changes specifically in relation to supporting older people in their independence and delaying events such as falls which can trigger a dependency on social care or primary/secondary health services.

The ambitions – priority areas for action

- Promoting self reliance and resilience
- Supporting people to take action earlier before the onset of support needs and helping avoid or delaying the first crisis
- Focus on people’s strengths and abilities
- Discharge pathways from hospital
- Intermediate care

What needs to improve?

Action to address social isolation and supporting those at risk
Impact of reablement services in reducing repeated admissions to hospital
Admissions to hospital from care homes
Delayed transfer of care and the pathway from hospital to home
Admission to permanent care
More use of existing services in the community

How will progress be monitored?

Measurable indicators for each of the ambitions will be monitored and reported to the Health and Wellbeing Board. BCF metrics also have a quarterly national monitoring requirement and are monitored by the Pooled Budget Partnership Board.

1. The number of non-elective admissions to hospital for people aged 65 and older
2. Admissions to 24 hour residential or nursing care
3. Delays to transfer of care from hospital to home
4. The number of people, still at home 91 days after a period of reablement

How we will work together

Stakeholders in this plan are key to any decisions and plans, and continued working in partnership to develop joint strategies, and aligned plan that support sustainable health outcomes is essential. This plan has been developed with: CCG, all members of the Health and Wellbeing Board, the Local Strategic Partnership and Healthwatch. All are committed to continuing to align plans and working jointly in the interests of Darlington people

Work with these groups and taking evidence from the JSNA has resulted in this plan being based on a “life course” approach, focusing on the different stages of people’s lives, rather than individual services and providers.

The tools and resources

The Joint Strategic Needs Assessment

This Plan has been developed taking into account the key needs identified in the Joint Strategic Needs Assessment (JSNA) as well as the key actions to improve health that are outlined in the JSNA.

The JSNA provides the evidence to help us inform the commissioning intentions and planning around how organisations can work together to improve the health and wellbeing of the population of Darlington.

Performance and Management data

All organisations who are represented on the Health and Wellbeing Board collect and use data to both improve their services, and understand access and demand, This intelligence has the capacity to unlock insight into entry points and routes through service, and use that intelligence to shape services and wider conditions.

Money

Public sector spend in Darlington on health and social care services totals over £200m each year, and that is before we take into account the invaluable role of the voluntary and community sector and the role of family members in providing unpaid support. Other public sector bodies, such as the Police and Fire and Rescue, can identify that a proportion of their spend could be avoided and reinvested elsewhere if there was a more strategic and joined up approach to the delivery of health and social care services.

In order to improve the way that public money is used the local authority and the clinical commissioning group are committed to working together, building on the joint work and pooled budgets that deliver the Better Care Fund programme.

Voluntary and community resources

The CCG and Darlington BC together commission more than £2m of services from the Voluntary, Community and Social Enterprise sector in Darlington.

The Workforce

Integrated approaches to workforce planning and development are vital to ensure security of supply of a competent, compassionate and caring workforce to provide excellent quality care to the people of Darlington.

Working with partners across health and social care, including Health Education North East (HENE) the following elements will be explored and addressed:

- Ensure security of supply of the workforce
- Improve quality of education and training
- Secure financial arrangements for education and training
- Determine innovative and strategic approaches to funding, education and training
- Enable an equal and diverse workforce

Measuring the impact of this plan

While all the plans that deliver the ambitions of this overarching plan have their own metrics and indicators of impact, a small basket of indicators will indicate direction of travel towards the overall vision of

A sustainable health and social care economy in Darlington that places citizens at the centre of the model and which builds strategies and services around them. Personal responsibility, prevention of harm, self-management of conditions, prompt access to primary care and easy access to general acute services will form a continuum of provision in Darlington, with some more specialist services being provided elsewhere

Sustainability measure: The Darlington Health and Wellbeing Pound (total spend per capita on primary, secondary, acute and social care)

Personal Responsibility measure: usage made of the Livingwell.darlington directory, number of people coming for assessment that don't have eligible need,.

Prevention of Harm measure: public health indicator

Self management of conditions measures: managing your health and planning your care questions from the GP Survey (NHSE),

Prompt access to Primary Care measure: the making appointment questions from the GP survey (NHSE).

Ease of access to acute care measure: Inpatient survey (NHSE).

Using data from the systems used to support service delivery to map service access and establish "normal" for Darlington,

This plan is endorsed by:

Chair of the Health and Wellbeing Being Board Cllr Andy Scott

NHS Darlington Clinical Commissioning Group Chair (Vice Chair HWB)

Darlington Borough Council Portfolio Holder with a remit covering Children Services and Adult Services

The Leader of Darlington Borough Council

Leader of Darlington Borough Council Opposition Group

Darlington Borough Council Director, Children and Adults

Darlington Borough Council Director of Public Health

Healthwatch Darlington

NHS Darlington Clinical Commissioning Group Chief Officer

NHS Darlington Clinical Commissioning Group Director of Commissioning

NHS Darlington Clinical Commissioning Group Chief Nurse

Chief Executive, Darlington Borough Council

Tees, Esk and Wear Valley Mental Health Foundation Trust representative

County Durham and Darlington NHS Foundation Trust representative

Harrogate and District NHS Foundation Trust representative

NHS England

Primary Healthcare, Darlington Board Member

County Durham Police, Crime and Victims' Commissioner

Dean of of the School of Health and Social Care, Teesside University

Community and Voluntary Sector representative

Darlington Primary Schools' representative

Darlington Secondary Schools' representative

Darlington post 16 years education representative

