



Public Health  
England

Protecting and improving the nation's health

# **PHE North West Business Plan 2015 - 2016**

Archived December 2017

# About Public Health England

Public Health England exists to protect and improve the nation's health and wellbeing, and reduce health inequalities. It does this through world-class science, knowledge and intelligence, advocacy, partnerships and the delivery of specialist public health services. PHE is an operationally autonomous executive agency of the Department of Health.

Public Health England  
Wellington House  
133-155 Waterloo Road  
London SE1 8UG  
Tel: 020 7654 8000  
[www.gov.uk/phe](http://www.gov.uk/phe)  
Twitter: @PHE\_uk  
Facebook: [www.facebook.com/PublicHealthEngland](http://www.facebook.com/PublicHealthEngland)

Prepared by: PHE North West

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## Executive summary

This business plan sets out the services and functions that PHE North West offers as part of the wider public health system. Our focus is local and we will ensure that our work programme is tailored to serve the priorities and needs of Cheshire, Merseyside, Cumbria, Lancashire and Greater Manchester.

This business plan has been produced following the merge and transition in 2015 of the previous Cheshire and Merseyside, Cumbria and Lancashire and Greater Manchester PHE centres to PHE North West and will provide the high level plan that we expect to deliver and achieve.

This plan flows from the work the previous PHE centres developed with local partners. We will refine this in collaboration with our partners, to enable us to develop common priorities to meet local need. The main focus of our work is to support the delivery of our four core functions to best meet local priorities alongside continued delivery of the PHE seven national priorities. The Health and Social Care Act of 2012 has already established specific legal duties on health inequalities; PHE North West will demonstrate that they are meeting these legal duties through underlying actions and activities that will contribute towards a reduction in health inequalities in the North West of England.

The plan clearly sets out the key objectives and milestones for 2015 - 2016 to deliver towards the core functions as set out in the PHE remit letter from the Department of Health and outlines some of the past successes of the North West centres in 2014 – 2015.

## PHE North West

PHE North West, is made up of the former PHE centres in Cheshire and Merseyside, Cumbria and Lancashire and Greater Manchester, and was formed on 1 July 2015.

PHE's mission is to protect and improve the health and wellbeing of the nation, and to reduce inequalities in health and wellbeing outcomes. PHE North West will play its part in turning this mission into reality by supporting local authorities and the local NHS and by delivering PHE's locally facing services, taking into account devolution in our local systems.

Ultimately, our aim is to help people living within the North West maintain good health and wellbeing and to protect them from threats to their health. We will work to ensure all PHE's local activities are geared towards securing better health and wellbeing outcomes for the population of the North West

The role of PHE North West is to provide a strengthened local presence. During this first year we have begun to develop and review our core function. The first phase has included a review of our Health and Wellbeing, Healthcare Public Health, Specialist Commissioning and Dental Public Health functions and will be complete in Autumn 2015. The second phase of our review includes our Health Protection and Screening and Immunisation functions, this is underway, to be implemented in 2016 – 2017. PHE North West will meet its specific legal duties on health inequalities and the PHE equality objectives in 2015 - 2016 as set out in Annex A.

The PHE North West Centre will:

- translate PHE priorities into local action and ensure that local perspectives and priorities are both understood and taken into account nationally
- act as the account manager on behalf of the whole of PHE, to ensure deployment of the full range of PHE resources to support local systems
- support national teams by co-designing PHE priority programmes and then provide effective implementation support and delivery for these programmes

- ensure delivery of high quality local Health Protection, Screening and Immunisation, and other services working across the local public health system
- the development of the specialist and wider public health workforce to support local authorities on public health workforce and talent management issues
- managing Public Health England's relationship with local education and training boards

The functions of PHE North West are:

- provide health protection services, expertise, response and advice to the local NHS, local authorities and other partners
- lead PHE's contribution to emergency planning, resilience and response across the localities in their catchment area
- support local action to promote and protect health and wellbeing and create a health care system which plays its part in improving health and reducing inequalities
- work with the Association of Directors of Public Health (ADPH) and Local Government Association (LGA) locally to support sector led improvement programmes
- undertake the relevant PHE role in the national protocol for managing the risk of underperformance
- ensuring there is a high quality, locally responsive PHE expert knowledge and intelligence function
- advise on the delivery of public health services, including advice on the grant conditions of those services that are mandated
- advise and supporting Local Authorities and Directors of Public Health (DsPH) in the appointment of DsPH and public health specialists and the development of the specialist and wider public health workforce and talent management
- provide local advice as requested and required on best value from the public health ring-fenced grant
- advise on compliance with the grant conditions including mandated and non-mandated services
- advice on commissioning and system leadership for section 7A services which includes screening and immunisation

## Our business plan

Our business plan captures work across the four core functions as outlined in PHE's remit letter from the Department of Health. In doing this we will outline our local work to address PHE's seven priorities and we will describe our work to ensure delivery of mandated services, which are a statutory requirement on local government. The work in our business plan contributes to our duty to reduce health inequalities as per the Health and Social Care Act 2012 and the Health Equity Act 2010.

This plan demonstrates the breadth of our responsibilities and work on these topics represents only part of what we do.

## PHE's four core functions

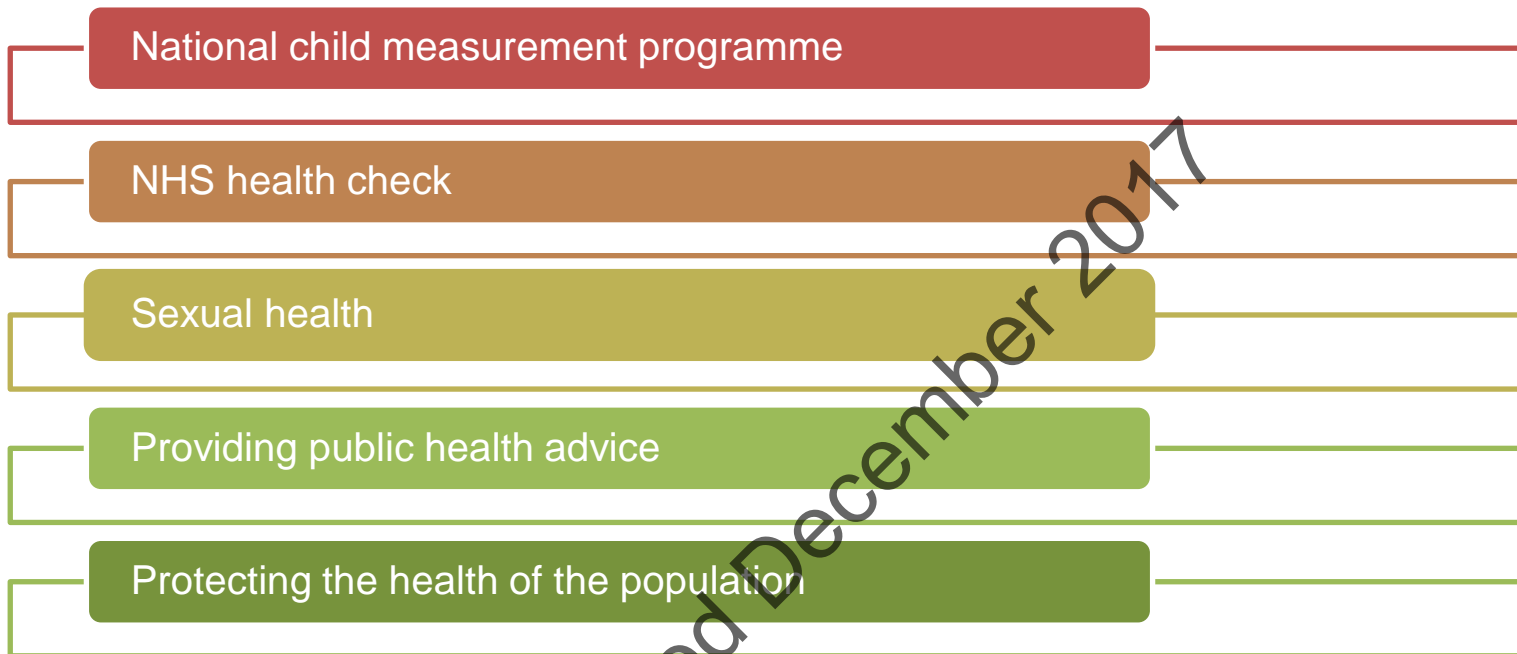


## PHE's seven priorities

- 
- Tackling obesity particularly amongst children
  - Reducing smoking and stopping children starting
  - Reducing harmful drinking and alcohol related admissions
  - Ensuring every child has the best start in life
  - Reducing people's risk of dementia and its prevalence in 65-75 year olds
  - Tackling the growth in antimicrobial resistance
  - Achieving a year-on-year decline in tuberculosis incidence



## Mandated services



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## Health inequalities

At a national level we will -

- use tools such as the Health Equity Assessment Tool within our work to deliver on our statutory duties under the Health and Social Care Act 2012 and the Health Equity Act 2010
- we will contribute our local knowledge to the PHE internal Health Improvement Forum to ensure that PHE's work is responsive to the needs of our localities

At a local level we will -

- support the delivery of health equity programmes such as Health Equity North, Well North and the development of an health equity in all policies approach
- co-produce and support network events for the various North West wide networks ensuring that they address health inequalities
- work with NHS England to ensure health inequalities are addressed within the screening and immunisation programme and in dental health provision

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## Core function 1: Protecting the public's health from infectious diseases and other hazards to health

- our primary duty is to protect the public's health in the North West. We provide leadership and scientific advice to reduce harm from infectious disease and environmental hazards, including the growing problem of infections that resist treatment with antibiotics
- we ensure there are effective surveillance arrangements in place locally to identify threats and for preparing, planning and responding to health protection concerns and emergencies
- our diverse and expert workforce applies unique knowledge and scientific skills and capabilities across epidemiology, microbiology and environmental hazards to provide the best health protection service to professionals and the public



**PHE North West's key commitments to Health Protection in 2015 - 2016:**

- to work with our partners to establish collaborative strategies and programmes to reduce levels of antimicrobial prescribing and resultant resistance (AMR)
- to implement the national Tuberculosis Strategy for England, building on the work of the North West TB Summit
- to work with our PHE national expertise to support the national-to-local work on the impact of shale gas extraction
- to work with partners to improve air quality
- to continue to support the national PHE response to Ebola
- with multi-agency partners, to review and document the lessons learned from the Ebola response and integrate them into local response plans
- to deliver national carbapenemase producing enterobacteriaceae (CPE) surveillance system by successfully integrating current good practice from local teams
- to provide effective monitoring and surveillance to detect public health risks, including outbreaks of communicable disease and environmental hazards
- to provide a 24/7 acute service, to deliver expert advice and follow up, management and control to reduce threats to the public's health
- to develop and maintain emergency plans to ensure that we and our partners are always ready to respond to public health emergencies, including outbreaks and incidents, with all team members trained and regularly exercised

## Core function 2: Improving the public's health and wellbeing and reducing health inequalities

- we will support local authorities and the NHS to secure the greatest gains in health and wellbeing
- we will work with our partners to achieve reductions in inequalities through evidence-based interventions
- we will promote actions to build healthy places, people and communities, making the case for prevention and early intervention



**PHE North West's key commitments to improving health and wellbeing and tackling inequalities in 2015 - 2016:**

- contribute to the implementation of devolution in Greater Manchester by fulfilling our commitments as outlined in the Memorandum of Understanding and support other areas in the North West who may be seeking devolution
- collaborate with local authorities to address planning, licensing and related issues on alcohol consumption and provide expert advice to support the re-commissioning of drug and alcohol services that optimise access to treatment and deliver increased rates of successful completion
- support local authorities to increase offer and uptake of NHS health checks for eligible population
- work with our external partners and internal PHE colleagues to promote better sexual and reproductive health leading to a reduction in key STIs and under 18 conceptions and improved access to reproductive health services
- support delivery of local action plans on tobacco to reduce prevalence of smoking in adults, children and pregnant women
- support the 0-5 transition and mobilise the development of an integrated approach to improving the health of children and young people
- embed prevention and public health into wider dementia planning
- broker and co-ordinate the development of an integrated approach to reduce obesity
- support evidence based networks for PHE priorities that are already established and explore opportunities to expand them to cover the North West footprint
- support the eight Greater Manchester area plans for Ambition for Ageing and explore opportunities to extend in the North West
- support and develop intelligence networks for stakeholders in North West to identify and agree a consensus of priorities for local data to support joint strategic needs assessments and bespoke areas of work
- support delivery of physical activity strategy in Lancashire and Cumbria and Greater Manchester

## Core function 3: Improving population health through sustainable health and care services

- as the public health adviser to NHS England, we will support NHS commissioners and providers as they seek to improve population health and tackle inequalities, and to develop more personalised, proactive care that can help each of us maintain the best possible health and wellbeing
- our specialist staff will provide the evidence and analysis to help the NHS and local authorities allocate their resources most effectively, with a greater shift towards prevention and early intervention
- we will provide public health expertise, support and advice to the NHS to prevent ill health and promote effective treatments; to help drive improvements in population outcomes and reductions in health inequalities in a cost effective manner



**PHE North West's key commitments improving population health through sustainable health and care services in 2015 - 2016:**

- work with NHS and local government to raise public awareness of risks of high blood pressure and improve its management to improve population health, reduce stroke and cardiovascular events and reduce health inequalities
- provide public health advice to NHS England in its commissioning of offender health services
- provide public health advice and support to NHS England and the wider NHS system through the Quality Surveillance Groups
- work with the NHS to deliver and monitor new and existing screening and immunisation programmes
- provide dental public health advice to NHS England and local authorities
- support innovation and new models of care as outlined in the NHS England Five Year Forward View
- provide evidence based public health advice to NHS England sub-regional teams and specialised commissioning
- address health inequalities in screening and immunisation programmes to improve outcomes
- continue to support and develop the role of primary care in screening and immunisation programmes
- access and provide expertise in interrogating a variety of information sources and interpretation of the results to improve healthcare



## Core function 4: Building the capability and capacity of the public health system

- PHE North West will ensure the delivery of training and development that equips the North West public health workforce for the challenges ahead in response to local needs and demands
- we will work closely with North West local authorities, the North West Public Health Training School, Heath Education North West, the Chartered Institute of Environmental Health, Public Health academia, the North West Public Health Workforce Development Steering Group, the voluntary and community sector, and the local NHS to build capacity and capability across the public health system



**PHE North West's key commitments to building capability and capacity of the public health system in 2015 - 2016:**

- work with local authorities to support their key public health leadership role, including making appointments at Director of Public Health level
- active engagement in the Directors of Public Health collaboratives and their working groups across the North West, supporting and promoting joint work
- work with Health Education North West to complete consultation on learning and development needs
- develop and deliver a comprehensive training programme that includes a range of high quality specialist placements for the wider public health system
- facilitate and support a network of public health specialists who are undertaking the portfolio route to the specialist public health register
- ensure national workforce priorities are informed by local workforce needs
- provide development opportunities for our teams to support them in developing and delivering to their best
- continue to build and develop our stakeholder engagement and communication
- implement our action plan to increase staff engagement and wellbeing
- pursue continuous quality improvement through audit, learning, peer review and sharing good practice across PHE North West, ensuring our compliance with Care Quality Commission (CQC) requirements

## Some of our achievements across the North West (2014 – 2015)

### Protecting the public's health from infectious diseases and other hazards to health

- established strategic steering groups to tackle healthcare acquired infection (HCAI) and anti-microbial resistance (AMR)
- worked closely with colleagues to increase Carbapenemase Producing Enterobacteriaceae (CPE) awareness and introduced surveillance system for CPE and collective working with NHS trusts to implement control measures to reduce spread of CPE
- continued to support local authorities on a range of environmental issues with a well recognised system in place for accessing expert advice
- provided timely and effective response to outbreaks of communicable disease including a major *E.coli* outbreak
- supported local government to work with PHE national teams and partners to undertake Shale Gas health impact assessment
- introduced the screening of passengers for Ebola Virus Disease at Manchester airport and development of multi-agency pathways for suspected cases of Ebola Virus Disease
- established a Lancashire-wide TB sub-group of the Lancashire CCG collaborative commissioning group
- established flu groups in local authority areas and supported delivery of a successful sector led improvement workshop on seasonal flu

## Improving the public's health and wellbeing and reducing health inequalities

- provided leadership and oversight of NHS Health Check groups to support improvements in programme outcomes
- developed a Children and Young Peoples' slide pack to provide an overview of health outcomes
- established a Cheshire and Merseyside Substance Misuse Commissioners Forum to support local authorities with their commissioning responsibilities
- implemented the Smile4Life programme, delivering a suite of oral health improvement materials and multi-media resources in Lancashire
- led national to local work on adverse childhood events (ACE), delivering successful international seminar attended by local partners, international leaders and national colleagues
- provided data, support and brokerage to Cumbria and Lancashire Sexual Health Commissioners' Network, linking the network to national initiatives such as the forthcoming procurement of HIV home sampling
- provided public health support for the Home Office Local Alcohol Action Area programme and provided programme management support, in partnership with New Economy, for the formulation of the Greater Manchester Alcohol Strategy
- successfully piloted with councillors in Blackburn with Darwen an infographic based alcohol awareness package
- hosted a number of tobacco events, including a PHE e-cigarette symposium satellite event and a reducing smoking in pregnancy event and amplification of Stoptober across the North West
- provided support to Greater Manchester obesity leads network, in relation to benchmarking, pathway design and service procurement

### Improving population health through sustainable health and care services

- chaired the Cheshire and Merseyside Health Care Public Health Group, to support a system approach to the provision of Public Health advice to the NHS
- developed a Health Inequalities local quality improvement commissioning goals through Commissioning for Quality and Innovation (CQUIN) for screening and immunisation providers to improve pathways and coverage for vulnerable groups
- developed a two year cancer screening plan for Merseyside to reverse the decline in cancer screening participation
- supported NHS England with the reprocurement of salaried dental services
- delivered pilot nasal flu vaccination programmes in primary schools in Lancashire and Greater Manchester
- worked in partnership with Lancashire Care Foundation NHS Trust on the Parity of Esteem Programme, supporting smoke-free mental health services across Lancashire
- implemented the national common pathway in the Diabetic Eye Screening programmes
- effectively monitored screening programmes
- worked within the stroke prevention group developed toolkit to support the system around atrial fibrillation in Cheshire & Merseyside
- supported development of Greater Manchester primary care standards with a significant focus on prevention

### **Building the capability and capacity of the public health system**

- delivered the MPH Health Protection Module (12-week course) at the University of Liverpool
- delivered two annual multi-agency CPD events for public health and NHS colleagues across Cheshire and Merseyside
- delivered teaching of public health specialist module to Year 4 medical students
- provided part B training event to cohort of specialist trainees in Cumbria and Lancashire
- established an integrated offer to public health trainees including one year public health attachment
- established a range of learning events for our staff at all levels
- trained primary care staff who deliver immunisations
- delivered 'train the trainer' midwife sessions
- commissioned healthcare assistant immunisation training for flu

## ANNEX A: Duty to reduce health inequalities

The Health and Social Care Act established specific legal duties on health inequalities which we must meet. We need to demonstrate that we are meeting these legal duties and we will demonstrate this through our strategic objectives and underlying actions and activities that contribute to reducing health inequalities.

The Health Equity Assessment Tool will help us conduct this. Please see here <http://phenet.phe.gov.uk/Our-Organisation/Directorates/Health-and-Wellbeing/Pages/Health-equity-assessment-tool-.aspx>).

### Equality objectives

- **equality objective 1:** Public Health England will ensure that the public sector Equality Duty is embedded and reflected in our corporate priorities and is an integral part of any future priority setting for our organisation.
- **equality objective 2:** We will build and develop our relationships with stakeholders and the public, including those that represent groups who share characteristics protected in the Equality Act, to improve our functions and services, and consult with them about our priorities.
- **equality objective 3:** We will ensure that our advice (including to local authorities, NHS England and government) includes dimensions of health equity and equality and diversity in accordance with the Equality Act 2010.
- **equality objective 4:** As an expert organisation, we will build on our strengths in knowledge and intelligence, improve the information we hold and collect from our system partners and lead the way on expanding the knowledge and intelligence evidence base on people with protected characteristics.
- **equality objective 5:** We will improve accessibility and ease of understanding of the information and advice we produce. We will seek to improve the accessibility of the information that we provide to the public and stakeholders.
- **equality objective 6:** We will improve our internal business processes so that equality and diversity is an integral part of everything we do. Our drive to increase value, efficiency and productivity will always consider the needs of people who share characteristics protected in the Equality Act, internally in Public Health England and in our externally facing functions.
- **equality objective 7:** We will ensure we have a motivated and engaged workforce who live our behaviours of respect for each other.