

Surrey Public Health Team Service Plan

2023-24

This plan sets out the overarching purpose of the Surrey Public Health team, longer term ambitions and more detailed objectives across the team. The Surrey Public Health team sits within the Public Service Reform Directorate of Surrey County Council.

The plan is primarily intended for the wide range of partners that the team works with in Surrey, to further support the collaborative working that underpins much of what the team delivers. Additional information is also provided on performance measures, key commissioning intentions, aspirations on social value and communications plans.

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1. Purpose of the Surrey Public Health Team

We work to improve and protect the health of people living and working in Surrey with a focus on reducing health inequalities through strategic leadership and collaborative working with local partners and the community. We do this through provision of Public Health leadership and intelligence, expert advice on relevant health protection and healthcare issues and through Public Health commissioned services which contribute to the Surrey Health and Wellbeing Strategy's ambition of reducing health inequalities to ensure no-one is left behind.

Working in partnership

Alongside the delivery and commissioning of public health services to the public, we provide public health expertise, advice and leadership within the local system. This is referenced within many of the more detailed team objectives at the end of this plan. The continual development of strong links internally with other council departments and externally within Integrated Care Systems, Districts and Boroughs, the Voluntary and Community Sector, wider partners and communities is particularly important in supporting the wider determinants of health and reducing health inequalities. To support this engagement the team has nominated leads to be a point of contact for geographic areas within Surrey to enable a more in depth understanding of local communities and the effective delivery of the team ambitions listed below.

2. Ambitions and delivery

Ambition (longer term – 3 yrs)	Delivery activity 2023/24	Performance/ success & Target	Strategic Alignment (OS: Organisational Strategy HWBS: Health & Wellbeing Strategy)	PH Lead
1 Clear organisational, strategic and system-wide planning enabling the reduction of health inequalities	<ul style="list-style-type: none"> Provide strategic leadership and capacity to engage local partners in HWBS Key Neighbourhoods and place based working with place based partnerships, D&B, VCSE and community engagement Ensure alignment of public health delivery and commissioned services with HWBS and SCC organisational framework Oversight of programmes delivering on the Health and Wellbeing Strategy through quarterly reports and relevant Health and Wellbeing Board discussion and activity HWBS programmes led by Public Health clearly mapped to strategy outcomes and priority populations including key neighbourhoods Development and progression of Health in All Policies (HiAP) action plan for Surrey 	<p>PH structure to improve engagement with place(s) agreed and implemented</p> <p>Clear examples of alignment with related strategies and system enablers</p> <p>Oversight regularly shared through highlight reports with evidence of informing relevant strategic discussions</p> <p>Summary Implementation plans for HWBS developed and updated incorporating HiAP</p> <p>Successful delivery of HiAP implementation plan</p>	<p>OS: Tackling Health Inequalities</p> <p>HWBS: Priority 1,2,3; Priority Populations incl Key Neighbourhoods; all system capabilities including a focus on Empowered and Thriving Communities</p>	Ruth Hutchinson
2 Clear oversight and leadership across the county to enable quick and appropriate response for threats to health including infectious diseases and environmental hazards	<ul style="list-style-type: none"> Effective provision of Health Protection role and governance at county and place level Lead the multiagency Surrey Health Protection Board. 	<p>Health Protection Board dashboard produced demonstrating performance</p> <p>Delivery of joint working model for infection, prevention and control.</p>	<p>Statutory Function</p> <p>OS: Tackling Health Inequalities</p> <p>HWBS: Priority 1</p>	Helen Raison
3 Good performance across public health commissioned services that enable improvement in health-related outcomes alongside approaches that are delivered through other partners.	<ul style="list-style-type: none"> Effective performance of commissioned services with resources available allocated on a prioritised basis 	<p>Good performance against key service KPIs (see section 7)</p>	<p>OS: Tackling Health Inequalities</p> <p>HWBS: Priority 1 and Priority 2</p>	Lucy G, Lisa A, Negin Sarafraz-Shekary

<p>4 A clear shared understanding of Public Health insight, need, where inequalities exist and how they can be effectively addressed based on evidence and local intelligence.</p>	<ul style="list-style-type: none"> Joint Strategic Needs Assessment (JSNA): refresh of priority chapters completed Production of updated Pharmaceutical Needs Assessment Surrey Heartlands Inequalities Dashboard and Health and Wellbeing Strategy outcomes refreshed and aligned Aligned work with Population Health Management Embedding Public Health research and evaluation to build our local and relevant evidence bases on addressing the wider determinants of health and reducing health inequalities, working collaboratively with academic partners, local communities and research institutes. 	<p>10 JSNA chapters updated</p> <p>Systematic generation of evidence to inform service development through co-production with partners, including residents and communities</p>	<p>OS: Tackling Health Inequalities HWBS: Priority 1,2,3; Priority populations; data and insights system capability</p>	<p>Negin Sarafraz Shekary/ Ruth Hutchinson</p>
<p>5 Local decisions on healthcare provision are based on people's needs and what is effective.</p>	<ul style="list-style-type: none"> Delivery of Surrey Priorities Committee (SPC) Workplan Delivery of any agreed specific time limited service development projects Influence the development of the new Surrey Priorities Committee (SPC)/Independent Funding Requests regional work programme 	<p>Commissioning policies reviewed against the evidence base and recommendations for policy changes made to the SPC.</p> <p>Completion of review of Cardiac Rehabilitation Services.</p> <p>Provision of advice and data to shape the direction of the SPC /IFR regional work.</p> <p>Completion of co-authorship and project management of the JSNA screening chapter.</p> <p>Completion of evidence reviews to support the Surrey IFR Panel.</p>	<p>OS: Tackling Health Inequalities HWBS: Priority 1; Priority Populations; Data, Insights and Evidence system capability</p>	<p>Liz Saunders</p>
<p>6 Public Health team staff, those in partner organisations and those in the community in relevant roles are supported to develop in their Public Health knowledge and understanding through a range of developmental mechanisms</p>	<ul style="list-style-type: none"> Development of a Public Health Continuing Professional Development Programme with South East Regional Lead (incorporating the findings of local knowledge and skill self-assessment). Development of a mentoring and placement rotation plan for the new PH Apprenticeship programme. Wider workforce development on Public Health related skills and knowledge (e.g. Making Every Contact Count (MECC), sexual health, NHS Health Check, Asset-Based Community Development training.) 	<p>Roll out of MECC train the trainer programme to train 120-150 staff in key stakeholder organisations and wider workforce to cascade MECC Level 1 training</p> <p>NHS Health Checks training per year with up to 30 participants on each</p>	<p>HWBS: Workforce Recovery and Development system capability</p>	<p>Ruth Hutchinson Helen Raison Negin Sarafraz Shekary</p>

3. Surrey Health and Wellbeing Strategy (strategic leadership and delivery)

As a Public Health team, we provide strategic leadership for, and oversight of, the Surrey Health and Wellbeing Strategy (HWB Strategy) which has reducing health inequalities as its main ambition. The Strategy is owned across the system by the Surrey Health and Wellbeing Board (HWB Board), focuses on prevention and aims to capture and summarise our joined-up efforts to create the best conditions for physical and mental health and well-being. This includes engagement and action on the wider determinants of health such as housing, the economy, and the environment for the HWBS Priority Populations, including the Key Neighbourhoods

In the Team, we work in partnership to support delivery shown in the table below which correspond with our own SCC organisational strategic priority of “tackling health inequalities” with the focus on the Priority Populations.. Whilst as a team we have links with various elements of the Strategy delivery, we are specifically responsible for leading the following key outcomes and programmes

For more information or to discuss collaboration on any of these outcomes or programmes please contact public.health@surreycc.gov.uk

Priority 1: Supporting people to lead healthy lives by preventing physical ill health and promoting physical well-being

Outcomes (as stated in Strategy)	Leadership? Role	Lead
People have a healthy weight and are active	Lead the implementation of the Whole Systems Approach to encourage healthy weight (under and over weight) alongside: Development of a targeted approach to a healthy food environment Lead the Healthy Schools approach within Surrey	Jenn Smith Negin Sarafraz Shekary Lisa Andrews
Harmful substance use is low (drugs/alcohol/smoking)	Support prevention and reduce harmful substance use, including harmful alcohol use, alcohol-related harm and smoking	Martyn Munro Heather Ryder Emma Jones
The needs of those experiencing multiple disadvantage are met	Supporting people experiencing severe and multiple disadvantage through leading system change via the Changing Futures programme and informed by the Surrey Adults Matter programme and approach	Collette Le Van Gilroy
Serious conditions and diseases are prevented	Targeted engagement with in priority populations to improve understanding and uptake of childhood immunisations and COVID/Flu vaccinations and improve understanding of good infection prevention and control measures to help prevent spread of infectious diseases Provide strategic Public Health leadership and input in the implementation of Surrey-wide Cardio Vascular Disease (CVD) prevention programme to reduce health inequalities. Promote early cancer diagnosis through partnership working with the NHS and the wider partners (including the Cancer Alliance and Macmillan Cancer Support) and the VCSE sector to reduce health inequalities	Helen Raison/Lucy Gate Negin Sarafraz-Shekary

Other HWBS Outcomes led by other SCC directorates/otherpartners:

- People are supported to live well independently for as long as possible

Priority 2: Supporting people’s mental health and emotional well-being by preventing mental ill health and promoting emotional well-being (Outcomes being reviewed by Mental Health Delivery Board April / May 2022)

Outcome	Lead Role	Lead
People with depression, anxiety and mental health issues have access the right early help and resources	<ul style="list-style-type: none"> • Preventative mental health and programme to reduce stigma • Development and delivery of Suicide prevention Strategy and Protocol in recognition of “one suicide is one too many” • Understanding and addressing Gambling related harms in Surrey • Improving access to early help support for mental and emotional wellbeing • Mental and Emotional Wellbeing Training Collaborative for Surrey 	Lucy Gate
The emotional wellbeing of parents and caregivers, babies and children is supported	<ul style="list-style-type: none"> • The public health elements of the First 1000 days strategy development and delivery • The development and delivery of the Children and Young people Emotional Health and Wellbeing strategy with key partners, including the voice of families and children and young people 	Lisa Andrews
Environments and communities in which people live, work and learn build good mental health	<ul style="list-style-type: none"> • Community capacity building for emotional and mental wellbeing (addressing wider determinants of health) in Key Neighbourhoods • Workplace Wellbeing Programme in Large (including Health, Social Care and Education) and Micro businesses in Key Neighbourhoods 	Lucy Gate

Other HWBS Outcomes led by other SCC directorates/other partners:

- Isolation is prevented and those that feel isolated are supported

Priority 3: Supporting people to reach their potential by addressing the wider determinants of health

Outcome	Lead Role	Lead
People's basic needs are met	Lead implementation of HiAP action plan with HWB Board partners Through local partnerships, lead and coordinate the development of a whole system approach food strategy	Russell Styles ?

Children, young people and adults are empowered in their communities	Lead engagement in Empowered & Thriving Communities HWB Strategy system capability	Helen Johnson
The benefits of healthy environments for people are valued and maximised (incl. through transport/land use planning)	Provide public health and health protection expertise on environmental determinants of health through work with partners to embed health priorities, including local planning processes and sustainability	Helen Raison

Other HWBS Outcomes led by other SCC directorates/other partners:

- People access training and employment opportunities within a sustainable economy
- People are safe and feel safe (community safety including domestic abuse; safeguarding)

4. Place based liaison and working

Nominated leads in the team are aligned to areas in Surrey to engage and enable more local understanding and delivery of the team ambitions and actions included within this service plan to address health inequalities. This will include:

- Providing strategic leadership, Public Health advice and capacity to engage local partners in the focus on Key Neighbourhoods and place based working with place based partnerships, D&B, VCSE and communities.
- Engaging with relevant place-based partnership boards and present Public Health core offer based on the service plan
- Where helpful, linking between organisations at a local level. In particular strengthening the local links between local authority (including Public Health) and the NHS as well as community-based/ led initiatives (e.g. Community Link Officers, Local Area Co-ordinators, Communities and Prevention Co-ordinators)
- Advocating for the implementation of the HWB Strategy Principles for Working with Communities and alignment with the Core20plus5 national framework
- Signposting to local and national data and intelligence resources to ensure local work is based on population need and the latest data and evidence

5. Public Health Delivery Unit Objectives

The Public Health team is organised into a number of internal Delivery Units that enable delivery against the above ambitions. These are

- Health Protection
- Healthcare Public Health
- Health Improvement
- Business and Contract Support
- Health and Wellbeing Programme team
- Intelligence Team: provides health intelligence and insight to enable decisions which are based on need and evidence of how best to protect and improve the health of people in Surrey.

More detail on the range of work being delivered across the team and how this aligns to the above objectives and outcomes is available in the Delivery Unit objectives in Appendix 1

6. Performance

In addition to regularly reviewing progress against the above team objectives above, all commissioned services have a range of detailed KPIs that are reviewed on a quarterly basis to monitor their performance. A small sample of key headline indicators from our main commissioned services are below and are reviewed as a team to gauge overall performance.

- Chlamydia detection rate per 100,000 aged 15 to 24 (Female)
- Proportion of those in priority populations successfully quit smoking at 4 weeks
- Proportion of children receiving 2 ½ year check
- Proportion of those in alcohol treatment who successfully completed and did not represent in 6 months
- Proportion of those in drug treatment who successfully completed and did not represent in 6 months
- Proportion of those in priority populations with health checks completed

7. Commissioning Intentions 2023/24

Within Public Health we commission a range of services to meet local need and support delivery of local health and wellbeing outcomes. Our larger commissioned services include

- Sexual Health (Central North West London NHS Trust),
- Substance Misuse (Surrey and Borders Partnership NHS Trust)
- Healthy weight and smoking cessation (One You Surrey),
- Children's Services for ages 5-19. (Children and Family Health Surrey)

These are provided alongside Public Health services commissioned for delivery in primary care (IUCDs, contraceptive implants and Emergency Hormonal Contraception, Chlamydia treatment, homelessness services, NHS health checks and substance misuse shared care).

Additional grant funded programmes also include the commissioning of community sector organisations and other local partners to provide services. For example, the current Changing Futures grant enables community organisations to provide trauma informed outreach support for those experiencing multiple disadvantage.

Our key commissioning intentions within Public Health for 2023/24 are below and will be subject to the final Public Health grant settlement for 2023/24:

Service	Description	By when
0-19S PH SERVICES	Preparation for recommissioning in 2024 as part of joint commissioning of Children's Community services of which these services are a part	01/04/2024
PH COMMISSIONED PRIMARY CARE SERVICES	Exploration of a longer term contractual arrangement with GP practices for the provision of our public health services. This will also consider if there is an improved mechanism that can be used for reimbursing practices for activity done.	01/04/2024
INTEGRATED LIFESTYLE SERVICE	Development of Integrated Lifestyle Services Contract: One You Surrey behaviour change service providing; smoking cessation, adult weight management & NHS Health Check services. One You Surrey support residents to improve their health & wellbeing & reduce their risk of preventable diseases such as cardiovascular disease, diabetes & cancer.	01/04/2024
MULTIPLE DISADVANTAGE	Explore and agree sustainable commissioning of provision introduced through use of Changing Futures grant as part of longer term approach to Multiple Disadvantage led from within Public Health	01/04/24

8. Social Value

Social value refers to any additional social, economic and environmental benefits that we generate over and above whatever a core service/programme would normally achieve. In considering how we can maximise social value in the work we do within the team we have identified the following commitments and potential requests that we would like to further engage with partners on over 2022/23.

Commitment	SCC Org Strategy
Reduce travel and ensure sustainability is woven into how we function as a team (e.g. Paperless working) along with building this principle into the commissioning of PH services	Greener Future
Build links with local businesses and schools aligning ourselves to support them with PH related expertise and tools	Thriving Economy
Development of CYP social prescribing offer and framework	Health Inequalities
Incorporate social value as a factor to consider within JSNA chapter development	Health Inequalities

Potential requests:

An efficient process for incorporating broader themes within contracts eg. wording for environmental or economic benefits - clarifying how much can come from this process and how much needs to be led by each commissioner.	Thriving Economy / Greener Future
Streamlined commissioning and legal support for commissioning of new community based services	Thriving economy / Health Inequalities
Wider contracts support for embedding Making Every Contact Count programme and training, Trauma Informed Care and , Asset-based Community Development training where relevant	Health Inequalities
Streamlined purchasing processes to allow for responsive purchasing options for those experiencing poverty within commissioned services.	Health Inequalities
Linkages with wider volunteering programmes for those that would benefit who are engaged by commissioned services	Health Inequalities
Implementation of Suicide Prevention Protocol by wider partners	Health Inequalities

9. Public Health Communications plan 2023

Reduce health inequalities so no one is left behind.

All communication campaigns will include targeted messaging aimed at priority populations and places as identified in the health and wellbeing strategy.

Supporting people to lead healthy lives by preventing physical ill health and promoting physical well-being

This includes ensuring people are active, addressing individual lifestyle factors including addiction.

- Promoting services which help people maintain a healthy weight and keep active (Better health weight loss and activity campaigns). Raising awareness of self-help services such as health checks and blood pressure monitoring.
- Through continued communications, provide residents with information about practical ways to tackle addiction, whether that is drugs, alcohol, or gambling. This will include awareness days and messaging at relevant times through the year (New year, new you, no-smoking awareness day).
- Co-creation of Changing Futures communications, highlighting the work of this joint DHLUC and Lottery funded project to support people with multiple disadvantages (addiction, homelessness, domestic abuse, contact with criminal justice system, mental health issues). Working in collaboration with people with lived experience of multiple disadvantages.
- Raising awareness of preventative health measures people can take eg childhood immunisations and sexual health
- Working across the system to deliver joint public health messages (Covid-19, Monkeypox)
- Providing key seasonal messaging for Summer and Winter Health to ensure people stay well and are not adversely affected by heat waves and cold.

Supporting people's mental health and emotional well-being by preventing mental ill health and promoting emotional well-being

- Raising awareness of mental health support to help people at an early stage, as part of a system-wide communications campaign.
- Working with the Children, Family and Lifelong Learning Directorate to create campaigns specifically tailored for children and young people.
- Promoting mental health awareness days to signpost residents to specific support eg suicide prevention day (Sept), mental health awareness week (May)
- Highlighting how green prescribing and social prescribing can promote health and wellbeing and help prevent problems escalating
- Raising awareness of the wider impacts on mental health – money worries, bereavement, divorce, loneliness, and the support we offer

Supporting people to reach their potential by addressing the wider determinants of health

This is not only about making sure people's basic needs are met but also about skills development, training and employment, involvement in life-long learning and in their own communities and considering the impact of community safety and the built environment on health.

- Raising awareness of the signs of Domestic Abuse and signposting to support services. Using national awareness days (White Ribbon Day and 16 days of activism against DA)
- Engaging with residents and helping to give them a voice in shaping services eg Integrated Lifestyle Service
- Highlighting strategies which support communities eg community safety agreement, health and wellbeing strategy, JSNA.
- Directing people to support in key areas which can affect both physical and mental wellbeing eg fuel poverty

Appendix 1: Public Health, Delivery Unit Objectives 2023/24

Health Improvement

Objective	Strategic alignment HWBS / Statutory Function / Other (please state)
Sexual Health	
<ul style="list-style-type: none"> • Ensure the roll out of all remaining aspects of the recently procured Integrated Sexual Health and HIV Service. This will include regular review meetings with the provider, careful monitoring of all service reports and the need to put into place Remedial Action Plans (if needed) 	Statutory Function
<ul style="list-style-type: none"> • Development and delivery of specific programmes of work to meet the ambitions of the National HIV Action Plan 	Statutory Function
<ul style="list-style-type: none"> • Support the development of Long Acting Reversible Contraception (LARC) services within Primary Care, including the support of workforce development initiatives, and the encouragement of inter-practice referrals 	Statutory Function
<ul style="list-style-type: none"> • Work in partnership with Local Pharmaceutical Committee (LPC) to develop and enhance the range of services available from community pharmacies including Tier 1 and Tier 2 contraceptive pill national projects 	SCC Org Strategy
<ul style="list-style-type: none"> • To achieve the revised PHOF? indicator for the detection of chlamydia infection in young women a series of Quality Improvement projects will take place to identify specific issues and/or challenges and how they can be eliminated or minimised 	Statutory Function
<ul style="list-style-type: none"> • Develop and support the delivery of partner organisations work programmes to further reduce the rates of unintended teenage conceptions – particularly in areas of higher prevalence. 	Statutory Function
<ul style="list-style-type: none"> • Work with partners (health and non-health specific) to further achieve the recommendations contained within the Surrey Sexual Health Needs Assessment (2021). This includes the involvement of the Sexual Health Outreach Group (SHOG) who are tasked with providing assurance that each recommendation has been completed before it is closed 	SCC Org Strategy

<ul style="list-style-type: none"> • Increase the number, type and geographical spread of venues accredited as condom distribution sites for young people to access safer sex resources. 	SCCOrg Strategy
CVD and cancer prevention	
<p>Strategic objectives</p> <ul style="list-style-type: none"> • Alignment of programmes with other initiatives within the Public Health team and directorates across the council (environment, housing, transport, stronger economy, education) to address the impact of the wider determinant of health on CVD and cancer. • Work in partnership with the Communities and Prevention team to scale up MECC (targeted evidence-based approach). • Embedding research and evaluation across all programmes to generate local knowledge and insights. <p>Operational objectives</p> <p>Targeted Approach to a Healthy Food Environment:</p> <ul style="list-style-type: none"> • Identify the wards with highest deprivation and childhood obesity scores and target them for Eat Well Start Well • Refresh Eat Out Eat Well Healthy (EOEW) Catering Award Scheme in partnership with trading Standards and Environmental Health • Reach out to food vendors to gather insight which will inform the development of the new EOEW scheme • Develop a Food Strategy for Surrey to tackle healthy eating, food insecurity, food environments and climate change <p>Whole System Approach (WSA) framework:</p> <ul style="list-style-type: none"> • Promote the programme of work across Surrey borough councils and aim to engage and support three more boroughs to follow the framework process. • Develop healthy eating training programme for carer of adults who have a Learning Disabilities • Support Looked After Children team to embed WSA to healthy eating within their service • Work with Surrey Heartlands to develop child and adult healthy weight pathways to include tiers 1 to 4 • Develop evaluation plan for WSA Framework programme of work. <p>CVD and cancer prevention</p> <ul style="list-style-type: none"> • Launch the updated Smokefree Surrey Strategy and work with partner to ensure effective implementation. • Programme manage NHS Long Term Pplan Tobacco Dependency programme roll out across Surrey HeartlandsH ICS. • Support Surrey Heartlands with the implementation of the NHS Long Term Plan Prevention (obesity, tobacco and alcohol) • Evaluate the One You Surrey BP+ Outreach pilot • Support the roll out and evaluate the Inequalities Health Improvement (InHip) innovation fund to conduct under 40s health checks pilot in East Surrey in partnership with KSS AHSN? • Support several comms campaigns in relation to CVD and cancer prevention. Ideally targeting where possible • Support 5 community CVD prevention events to check blood pressure and raise awareness of CVD prevention 	HWBS

- Review the NHS health check models of delivery and identify ways to increase the number of health checks being offered with a continued focus on priority groups
- Improve data collection from primary care NHS health checks and begin collecting patient satisfaction surveys.
- Deliver at least 2 NHS health check training sessions and continue to establish the NHS health check provider network. This should also include supplementary on priority topics such as alcohol, weight, physical activity, smoking etc
- Develop a targeted and asset-based prevention programme (with a focus on the wider determinants of health) for people with Learning Disability and Autism to improve health outcomes

Mental Health Public Health

- Provide strategic leadership to prevent suicide in Surrey:
- Lead the Refreshed All Age Suicide Prevention Partnership informed by changing needs in the population and real time intelligence.
- Lead implementation of the All-Age Suicide Prevention Strategy supported by the Alison Todd Suicide Prevention Protocol
- Lead for response to suicide across the life course including, commission and embed system wide partnership database for suicide prevention response and post intervention support
- Lead Wave 4 Suicide Prevention Programme for Surrey
- Co-ordinate a Surrey-wide approach and commissioning plan for bereavement support
- Provide Public Health expertise to ensure that the mental health offer and emotional and mental wellbeing interventions to address inequalities
- Provide Public Health Leadership and expertise to embed Preventative approaches for Public Mental Health to the Mental Health System including; Shadow Mental Health System Delivery Board, Plan for Strategy Priority 2 and the Mental Health Improvement Plan
- Provide research and subject matter expertise to the development of HWB Strategy Priority 2 and the mental health delivery plan?
- Work with the Mental Health System Delivery Board to identify and deliver Health Equity Audits across priority mental and emotional wellbeing pathways
- In partnership with the mental health system, provide Public Health expertise to the development of structures and systems that involve people with lived experience and local communities in the commissioning cycle for mental health support. Priority programme: Integrated Access Point, aligned to the Mental Health SPA? transformation.
- Lead the Mental Health Training Collaborative for Surrey: Build capacity for mental health
- Lead Mental Health Training Hub including commissioning training offer and consultancy on assessing and meeting training needs
- Lead ongoing equalities evaluation of reach of mental health training and work with underrepresented occupations and organisations to improve uptake (with a focus on Key Neighbourhoods)
- Establish communities of practice network to ensure continued professional development for mental health awareness

HWBS

<ul style="list-style-type: none"> • Provide Public Health leadership to support the needs of target groups and communities. • Implement communications campaigns to address stigma (included targeted campaigns for men and long-term conditions) • Develop and promote self-management materials for emotional and mental wellbeing • Improve access to early intervention through surrey-wide phonenumber and digital webchat supported by a system of learning from expressed need in partnership with the Mental Health Alliance • Understand and address mental health stigma with targeted interventions for priority services (including wider determinants i.e. employment advisors) • Lead men's health mental health programme. • Develop a strategy from addressing Gambling related harms • Lead programme for people with Long Term Conditions to improve access to preventative and early emotional/mental wellbeing support • Provide Public Health expertise to the SMI programme with a focus on Key Neighbourhoods • Implement evidence-based Sleep Programme incorporating primary, secondary and tertiary prevention for sleep disorders • In collaboration with communities, VCFS, Place leads and D&Bs, lead programme to apply Toolkit C for addressing health inequalities and build community capacity for emotional and mental wellbeing in Key Neighbourhoods • Lead the Surrey Workforce Health Collaborative including the pilot of standards and materials for workforce health with large and micro business in Key Neighbourhoods • Lead the development of an evaluation and accreditation framework for 'How are You Surrey' Workplace Wellbeing standards 	
<p>Children and Young People's Public Health including 0-19 services/healthy child programme</p>	
<p>Continue to develop and deliver the Healthy Child Programme and wider Public Health initiatives for Children and Young People(CYP) in Surrey including:</p> <ul style="list-style-type: none"> • Leading commissioning activity for the Healthy Child Programme (0-19 services) and Family Nurse Partnership (FNP) services in Surrey • Providing strategic Public Health leadership and oversight of the outcomes, commissioning and service development for CYP in Surrey that fall within the Healthy Child Programme and local maternity system. This included links to Public Health subject matter experts in the wider Public Health team • Leading the Public Health elements of the Surrey Heartlands Best Start Strategy • Leading and championing action on breastfeeding, including implementing the actions from the breastfeeding strategy refresh, and access to developmental health reviews, working with our Children's Community Health provider and the local maternity and neo-natal system • Working with partners to increase childhood immunisation activity. • Supporting the CYP health protection team on: <ul style="list-style-type: none"> ○ Vaccinations and immunisations 	<p>HWBS / Statutory Function/ Mental Health Improvement Plan</p>

<ul style="list-style-type: none"> ○ Seasonal health messages ○ Infection, prevention and control within children's settings ● Surrey Healthy schools oversight working with the PSHE & Wellbeing Lead including embedding Thrive and developing prevention roadmaps ● Further development of a system wide Emotional Wellbeing and Mental Health Strategy refresh including a combined action plan for EWMH and suicide prevention. Influence the wider system on action plan and future direction. This includes a revision of the current self-harm protocol, reviewing the communication between education settings and acute settings. ● Leading the development of a CYP social prescribing framework in Surrey 	
<p>Substance Misuse</p>	
<p>Government's national drugs strategy 'From harm to hope' (2021) sets out 3 core priorities: break drug supply chains, deliver a world-class treatment and recovery system, and achieve a shift in the demand for recreational drugs.</p> <p>We will:</p> <ul style="list-style-type: none"> ● Strengthen and progress the Surrey Combating Drugs Partnership (CDP) with a membership that includes people with lived experience, health (including mental health), care, criminal justice system, housing and employment partners. ● As designated SRO, Director of Public Health will chair the Partnership Board, report into central government and hold delivery partners to account. ● Work with OHID? to develop an enhanced drug strategic approach for existing treatment and recovery support including where appropriate developing new and innovative options for residents. ● Progress with partners our strategic understanding of need to inform planning through the substance misuse and alcohol harm reduction focused Joint Local Needs Assessment and Joint Strategic Needs Assessment. ● With the CDP support, publish a substance misuse needs assessment every three years from which to develop a longer-term treatment strategy and a plan for the next financial year. ● Develop with partners including providers of treatment an increased capacity and enhanced treatment quality for residents. ● Maintain and develop the existing comprehensive treatment offer including increasing, where appropriate, the offer of residential rehabilitation. ● Work with health and care partners to establish a better and more integrated responses to physical and mental health issues for those accessing substance misuse treatment. ● Strengthening support for recovery and locking in the gains from treatment with system partners including priorities in appropriate housing and employment opportunities. ● Work with partners to expand the competency and size of the treatment workforce providing greater opportunities for successful outcomes for residents. ● Drive a campaign that aims to reduce drug misuse and alcohol related deaths, and associated harm. ● Take a lead in tackling substance misuse stigma across the wider system which often prevents access or progress or equality in engagement with all sectors for those who use substances. ● Ensure our approach to drug prevention is aligned to the European Monitoring Centre for Drug Dependence and Addiction (EMCDDA)[39] definition and covers: 	<p>HWBS / Surrey Substance Misuse Partnership</p>

<ul style="list-style-type: none"> o Environmental prevention - Addressing the cultural, social, physical and economic environments in which people make choices about drug use. o Selected prevention and indicated prevention – Interventions with specific individuals, groups, families or communities who are more likely to develop drug use or dependence. o Universal prevention – Improving drug education and awareness. 	
<p>Behavioural Insight</p> <p>Provide Strategic Leadership to Embed Behavioural Insight Approaches to support with delivery of the Health and Wellbeing Strategy</p> <ul style="list-style-type: none"> a) Embed Behavioural insights into practice by <ol style="list-style-type: none"> 1. Alignment to HWB Strategy and 2. Review of inclusion in Equality Impact Assessment processes b) Testing approaches and piloting projects with partnerships across SCC and with academic partners c) Provide technical assistance and capacity building to apply to approach to addressing health inequalities including; baseline survey, capacity and readiness to implement behavioural science d) Teaching Sessions aligned to the HEE? Framework e) Series of Structured Action Learning Sets f) Drop in technical support from subject matter experts g) Digital Bitesize teaching and resources h) Community of practice network i) Connection to National and Regional Behavioural Change Networks j) Evaluation framework for programme and projects k) 	?
<p>Public Health research and evaluation unit</p> <p>Initiation of Public Health research unit to build research and evaluation capacity and skills to enable becoming more research active, strengthening collaboration with academic institutes, generating local/place- based evidence which can be used across the council, NHS and the VCSE partners to reduce health inequalities across all three priorities of the HWBS. Key deliverables:</p> <ul style="list-style-type: none"> • Recruit two new academic embedded research posts in collaboration with the University of Surrey • Establish a steering group with ToR (to include a lay member and reps from the university of Surrey/other academic partners and volunteer sector organisations) • Undertake a need analysis specific to research and evaluation, building on the knowledge and skill audit (based on Public Health Knowledge and Competency Framework) recently completed by the Public Health team • Develop a competency framework based on the area of one of the Public Health Knowledge and Competency Framework) and Public Health Framework.pdf (ukphr.org)- • Mapping of existing learning opportunities to inform the training aspects of the project • Develop a research and evaluation strategy and an implementation plan • Develop research training programme 	

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| <ul style="list-style-type: none">• Identify areas for conducting evidence reviews• Set up research (online) hub• Develop research and evaluation toolkit• Develop a programme evaluation plan (including staff focus groups, surveys at baseline and post training) to assess success and identify areas for improvement. | |
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Health Protection

Objective	Strategic alignment
<ul style="list-style-type: none"> • Provide health protection expertise to support the Living with COVID-19 policy, and embedding of this into recovery and business as usual • Provide strategic/operational advice and support to partners across the system on national COVID-19 guidance and COVID-19/Flu vaccination programmes • Work with UKHSA and local partners to provide health protection expertise to support COVID-19 communications, guidance and testing, in the event of a serious COVID-19 scenario • Continue preparations for COVID-19 Public Inquiry 	HWBS / Statutory Function / Other (please state) Pandemic recovery
<ul style="list-style-type: none"> • Work with partners across the system to progress health protection priorities for Surrey and support effective planning and action to protect the health of the local population • Publish a health protection report with implementation plan to support action to address the local health protection priorities • Work with partners to support the delivery of national immunisation programmes across Surrey in particular on improving uptake rates for all vaccine preventable diseases and advising commissioners on health inequalities. • Lead on implementation of elements of the Surrey Childhood Immunisation Plan including communication plan • Ensure that information on the local health protection priorities are communicated to local residents and partner organisations including reviewing and refreshing the health protection pages of Healthy Surrey website and JSNAs for screening, migrant health and immunisation • Work with partners to develop pathways and specifications for TB services across Surrey • Support partners to improve migrant health through managed programmes across Surrey • Support Surrey Local Resilience Forum, Surrey LHRP?, and Surrey County Council to deliver health protection responsibilities including reviews of relevant plans e.g. LHRP MoU for health protection incidents, Pandemic Plans • Work with NHSE and Surrey Heartlands and Frimley ICSs to support delivery of national screening programmes (cancer and non-cancer) for adults and children across Surrey, including promoting national campaigns 	Statutory Function and ICS development

<ul style="list-style-type: none"> • Lead the Surrey Health Protection Board and working partnership with system colleagues to ensure system assurance and convene partners from other SCC directorates, UKHSA?, Surrey Heartlands and Frimley ICS and D&Bs. (*infectious disease, environmental hazards, immunisation and screening assurance, inequalities in health protection) • Development of the Health Protection dashboard 	Statutory Function and ICS development
<ul style="list-style-type: none"> • Provide public health and health protection expertise on environmental determinants of health through work with partners to embed health priorities, for example including local planning processes, sustainability/climate change, and air quality • Review the potential areas of collaboration between D&B Environmental Health teams, SCC Environment team and Health Protection team, to protect public health against environmental hazards • Provide health protection advice and expertise to partners on seasonal health issues such as extreme weather (heatwave/cold weather), climate change, sustainability; disseminate key messages to Surrey residents to protect health and engage in good practice. • Support delivery of Surrey Air Alliance workplan including local projects and campaigns to improve air quality. • Work with planning partners to develop local planning public health consultation process, update local public health planning guidance, and continue development of Health Impact Assessment approach through the Health and Planning Forum 	HWBS
<ul style="list-style-type: none"> • Deliver and implement an integrated Surrey Heartlands Infection Prevention and Control service, with specific support to the care sector. • Develop joint MoU and operating procedures for integrated IPC? service with Surrey Heartlands, to deliver IPC expert advice to care sector and other non-healthcare settings • Provide health protection leadership and expertise to support ICS colleagues through relevant IPC and care sector meetings 	Statutory Function and ICS development

Health & Wellbeing Programme

Objective	Strategic alignment HWBS / Statutory Function / Other (please state)
Health and Wellbeing Board & Strategy	
<ul style="list-style-type: none"> • Lead engagement with programme SROs to provide oversight and reporting of all programmes focussed on the HWB Strategy Priority Populations (including the Key Neighborhoods) to demonstrate impact and identify risks / opportunities via Health and Wellbeing Strategy summary implementation plan • Engage with SROs and provide support where risks and / or opportunities are identified to enable them to be addressed and / or progressed • As part of the above the team will focus on: <ol style="list-style-type: none"> 1. P1 – increasing clinical engagement in prevention 2. P2 - embedding functioning of Mental Health: Prevention Oversight and Delivery Board locally within system and the prioritised programmes of delivery 3. P3 – enabling the development of a whole system approach to poverty • Support alignment of local plans with the HWBS to enable a reflection of the Priority Populations, Principles for Working with Communities and the system capabilities • Ensure the Priority Populations are targeted and reducing health inequalities is embedded in implementation of the refreshed HWB Board Communications Plan • Review annually the HWB Strategy Metrics with partners which reflect existing national and local Health Inequalities indicators as part of the Surrey Index to highlight progress and decline. • Lead provision of policy guidance and support for the Prevention and Wider Determinants of Health Delivery Board (Priority 1 and 3) and the new Mental Health: Prevention Oversight and Delivery Board (Priority 2) • Enable engagement and influence of the HWB Strategy with existing and developing boards and strategies with a particular focus on the Priority Populations (eg. Growth Board, Greener Futures Board, MH System Delivery Board, Commissioning Collaborative, Integrated Care Partnership, Surrey Forum, organisational strategies and local plans, Neighbourhood Board), • Lead provision of policy guidance and support for HWB Board and Board Chair in delivery of HWB Board functions and in delivering the refreshed HWB Strategy • Support case for system funding and investment for prevention and reducing health inequalities including through engagement in Prevention Spend Mapping and Prevention Framework development 	HWBS / SCC Org Strategy
Multiple Disadvantage	

- Development and resourcing of a sustainable and resilient programme of work that addresses Multiple Disadvantage (MD) which recognises work at system, service and individual level that continues and incorporates the Surrey Adults Matter (SAM) approach along with Bridge the Gap trauma informed outreach introduced through the Changing Futures programme
- Enable continued support for up to 90 individuals through delivery of SAM approach locally and trauma informed outreach for up to 60 individuals through Bridge the Gap
- Review and agree required long term Multiple Disadvantage data set being collected through Changing Futures and SAM to reflect local and national needs such as incorporation as part of Changing Futures' evaluation programme/MD outcome framework.?
- Provide individual case insight to inform the system change ambitions of for approach to MD locally, including as part of other HWBS programmes/projects.
- Publish a MD chapter as part of update to JSNA to highlight issues and gaps that need to be addressed through system change locally.
- Ensure programmes of work addressing MD align with related programmes eg. social prescription, No-One Left Behind Employment Network
- In delivering the above continue to embed partnership implementation of the following workstreams .
 - Alliance Partnership Framework,
 - Lived Experience and Peer Mentoring
 - Bridge the Gap Trauma Informed Outreach Support Services
 - Implement Clinical Psychological Support Service
 - Optimisation of the use of technology enabled solutions to support where appropriate eg support development of the Surrey multi agency case / data management system (E-CINSi).

HWBS / SCC Org Strategy

Business and Contract Support (BSCO?)

Objective	Strategic alignment HWBS / Statutory Function / Other (please state)
<ul style="list-style-type: none"> Review and develop Public Health services provided in primary care, working with ICS and other relevant partners to align processes and budgets to improve efficiency and quality 	Support for statutory service provision
<ul style="list-style-type: none"> Support the review and ongoing development of Healthy Surrey website and the increased access of digital communications channels to increase awareness of these services. 	HWBS
<ul style="list-style-type: none"> Provide and continue to develop the efficient and consistent provision of performance and risk reporting, business support and other corporate processes in the team including Recruitment, DBS checks and Public Health Agreements. 	Support for statutory service provision
<ul style="list-style-type: none"> Provide more specialist support to Public Health for delivering Public Health programmes (e.g. Health checks, SAM, Mental Health, HRBQ?) and to develop areas of individual responsibility within the BSCO team, whilst supporting efficient use of Public Health and other related budgets 	HWBS

Healthcare Public Health

Objective	Strategic alignment HWBS / Statutory Function / Other (please state)
<ul style="list-style-type: none"> Support Surrey Heartlands ICS commissioning by delivering an agreed programme of evidence reviews of clinical effectiveness and data analysis as agreed by the Surrey Priorities Committee, the ICSs and the HCPE as reflected in the annual work programme 	HWBS
<ul style="list-style-type: none"> Provide evidence reviews and case summaries for the Surrey Heartlands Individual Funding Request (IFR) process and take the role of Vice-Chair, ensuring that decision making is based on sound evidence. Support Surrey Heartlands ICB and the CVD workstreams in respect of pathway and service development, through provision and interpretation of evidence reviews, analysis of data and intelligence, clinical engagement and the provision of recommendations for commissioning Work collaboratively with neighbouring health and care systems and with NHSE to influence the development of the new regional approach to standardisation of Priorities Committees and IFR Panels. Provide co-authorship and project management support to the completion of the JSNA screening chapter. Complete an evidence review of Alcohol Care Teams to inform commissioning and service development. Provide Public Health support to the Surrey Area Prescribing Committee and Medicines Optimisation Group as required Provide Public Health support to the Cancer Alliance and cancer prevention workstream as appropriate Provide project supervision to support the Public Health training function, Public Health practitioner development and GP trainee placements. Manage the contract with Surrey and Sussex Healthcare Trust for provision of library and knowledge services and develop and deliver appropriate training for staff within the Public Health wider team. 	HWBS
<ul style="list-style-type: none"> Support the improvement programme for healthcare transformation within Surrey Heartlands ICS and deliver specific work as capacity permits 	HWBS

Public Health Intelligence and Insight Team (PHIIT)

Objective	Strategic alignment HWBS / Statutory Function / Other (please state)
JSNA <ul style="list-style-type: none"> Provide strategic leadership, project management, governance and analytical support to the on-going refresh and development of the Joint Strategic Needs Assessment (JSNA), to support delivery of the HWB Strategy. Deliver on the update of further (prioritised) thematic chapters in 2023-24, as part of ongoing update of whole JSNA. Create underpinning data architecture for efficient and ongoing JSNA data updates 	Statutory/HWBS
Health inequalities <ul style="list-style-type: none"> Factor a consideration of inequalities and equity into everything we do by design (where feasible and data permits), to help promote a clear shared understanding of where inequalities exist and how they can be effectively addressed based on evidence and local intelligence. Work with an awareness of the Priority Populations (incl. the Key Neighbourhoods) identified by the HWB Strategy. Work with an awareness of the CORE20PLUS5 framework 	HWBS
Statutory systems and reports <ul style="list-style-type: none"> Continue to maintain statutory public health systems and reports including the National Child Measurement Programme, Surrey Child Death Overview Panel, Drug and alcohol related death audits, Better Care Fund, Public Health Outcome Framework and other performance reporting, and the Annual Public Health Report for the Director of Public Health. 	Statutory function
Manage statutory datasets <ul style="list-style-type: none"> Develop, maintain and query datasets within Public Health remit. This includes responsibility for managing and making available information from Hospital Episode Statistics, the Primary Care Mortality Database, civil registration births, Graphnet and the Quality and Outcomes Framework whilst ensuring compliance with extant data protection legislation. With a focus on multiple disadvantage, review required long term data set being collected through Changing Futures to reflect local and national needs such as incorporation as part of Changing Futures evaluation programme 	Statutory function
Pharmaceutical assessment <ul style="list-style-type: none"> Produce an annual supplementary statement to Surrey's 2022 Pharmaceutical Needs Assessment, published by October 2023 Support HWB Board with producing gap assessments and letters of representation to NHS England in reference to pharmacy consolidation applications 	Statutory function
Public Health agreements <ul style="list-style-type: none"> Continue to support the streamlining of data capture, reporting, analysis and invoicing for the payment of commissioned Public Health Agreements (Health Checks, contraceptives, etc.) 	Statutory function
COVID-19 analytics <ul style="list-style-type: none"> Provide COVID-19 surveillance analytics vaccination statistics and outbreak reporting to the Surrey system in support of maintaining an appropriate local response to the Government's Living with COVID Strategy. Continue to transition COVID surveillance and early warning data into business as usual. 	Pandemic response

<p>Ad hoc requests</p> <ul style="list-style-type: none"> • Fulfil ad hoc requests for information from the Public Health team, and other teams in the NHS and County Council as part of the Public Service Reform Strategic Capability Hub. Prioritising work as required – in line with available capacity. • Provide analytics, insight and signposting support to the 5 ICS 'Places' across the Surrey system. 	<p>Statutory function</p>
<p>Death surveillance</p> <ul style="list-style-type: none"> • Lead death surveillance programme for Surrey, with focus on patterns in a) inequality, b) location of death and c) causes of death. • Produce excess death reporting (including location and causes of deaths), as and when required by the Surrey system. • Provide forecasts of weekly deaths to support planning decision made by emergency planning and mortuary management teams. • Maintain weekly processing of death registry data to support maintenance of high-quality and timely local mortality database. 	<p>Statutory function</p>
<p>Population health management</p> <ul style="list-style-type: none"> • Support NHS colleagues to take a Public Health informed approach to Population Health Management (PHM) programme. • Support ICP/PCN need profiling. <ol style="list-style-type: none"> 1. Use advanced analytical techniques to harness the full potential of person-level linked data sources (e.g., Graphnet platform) as they emerge from the Population Health Management programme. 	<p>ICS PHM strategy and operating plan</p>
<p>Analysis to support commissioning</p> <ul style="list-style-type: none"> • Provide analysis to support performance management of SCC Public Health commissioned preventative services. E.g., One You Surrey, drug and alcohol treatment services, NHS Health Checks, sexual health services, tobacco control etc. 	<p>Other – commissioning support</p>
<p>Constantly improving as a team</p> <ul style="list-style-type: none"> • Continue to build and embed technical and statistical skills within the PHIIT, including a training plan for the whole team to ensure resilience. Achieve tangible efficiencies and developments e.g. <ol style="list-style-type: none"> 1. Moving towards creating transparent reproducible analysis using programming languages such as R and Python 2. Automation of procedures for processing data to update dashboards and reports (using Python, SQL and R) 3. New data visualisations (Tableau, ARC GIS mapping) 	<p>Org strategy</p>
<p>Networking and working within system</p> <ul style="list-style-type: none"> • Develop strong working relationships with wider analytical networks, including Public Service Reform analytics, the South East Public Health Intelligence Group, ICS(s) intelligence and other regional and national networks. • Support the implementation of the Surrey Wider Data Strategy and the Surrey County Council Data Strategy 	<p>Statutory function</p>