

We are delighted to introduce this report, setting out some of our recent achievements against the priorities in Wiltshire's Joint Health and Wellbeing Strategy.

The current financial climate places a clear imperative on Wiltshire CCG and Wiltshire Council to develop models of care that are both robust and sufficiently flexible to be responsive to changing needs, aspirations and technological advances over the next decade and beyond.

We are pleased that a range of schemes have been implemented to provide greater emphasis on prevention, supporting people to manage their conditions and to improve signposting to preventative services. Alongside this, investment in community focused provision, the development of locality based integrated teams, support for primary care and continued joint commissioning of an integrated urgent care service and Home First to avoid admissions are all contributing to efforts to reduce length of stay in hospitals and support discharge.

A particular focus for the Board is how health and social care can work more closely together for the benefit of Wiltshire patients and service users. Over the next year we will be working on further enhancing our collaboration, placing prevention at the heart of our vision to increase the healthy and productive life years of people living in Wiltshire.

Our vision is that our services should work seamlessly together to support and sustain healthy, independent living. This report highlights the progress made during 2016 and 2017.



Baroness Scott of Bybrook OBE,

Chair, Wiltshire Health and Wellbeing Board
Leader, Wiltshire Council



Dr Richard Sandford-Hill

Vice Chair, Wiltshire Health and Wellbeing Board
Chair, NHS Wiltshire Clinical Commissioning Group

Our aims for Wiltshire:

Aim 1: Healthy lives

Our first aim, healthy lives, means encouraging and supporting communities, families and individuals to take more responsibility for their own health and wellbeing through health promotion, protection and preventive activities.

Aim 2: Empowered lives

Empowered Lives means care should be personalised and delivered in the most appropriate setting, wherever possible in the community and at, or closer to home.



Aim one Healthy lives

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Ongoing areas of delivery include:

Set out below are details of progress against the ongoing areas of delivery outlined in the Joint Health and Wellbeing Strategy for Wiltshire.

Children

Child Poverty reduction – Wiltshire’s Reducing Child Poverty Strategy 2014-2020.

Child Poverty Community Area Profiles which have now been presented in all of Wiltshire’s 20 community areas to engage local communities in tackling child poverty. The profiles include detailed information on the age breakdown of children living in low income households; health indicators relating to poverty; educational attainment; and information on worklessness and unemployment. The community engagement managers have played an important role in organising engagement activity and taking forward action from these dissemination sessions and there is now a range of activity taking place across Wiltshire to prevent, reduce and mitigate against the effects of child poverty.

In some areas local action has included the establishment of specific working parties and strategy groups to take forward a programme of work. Others have undertaken local service mapping and engaged with local services such as housing providers to develop youth projects. Some areas have used the profile



data to evidence needs to influence and inform decisions on grants and priorities. A number of Area Boards have also supported local schools to take part in Wiltshire Healthy Schools Programme. Almost all of the Community Areas, often in partnership with Town and parish Councils and Children’s Centres now have smoke free playground signage. The signage protects children from exposure to cigarette smoke and from seeing adults smoking, helping to de-normalise smoking behaviour.

In addition, the Reducing Child Poverty Strategy steering group have held themed workshops on to engage wider partners in addressing the objectives of the strategy. One of these focused on housing, health and child poverty and another focused on narrowing the educational attainment gap and highlighted the importance of early intervention and also strengthened links with the Disadvantaged Learners Team.

A Wiltshire Child Poverty Summit took place in November 2017 to engage stakeholders and showcase



local achievements and share learning across the County.

Local Transformation Plan for Children and Young People’s Mental Health and Wellbeing

This plan replaces the children and young people’s emotional wellbeing and mental health strategy and continues to bring Children’s Trust partners together from across education, health and social care (including the voluntary and community sector) to implement new initiatives and services that are focused on making it easier and quicker for children and young people to access good quality emotional wellbeing and mental health support within their communities. With children and young people involved every step of the way, key achievements to date have included the successful launch of an online counselling services for teenagers and the co-location of mental health workers in many secondary schools.

A modern Child and Adolescent Mental Health Service is also being developed across Swindon, Wiltshire and Bath and North East Somerset, to go live on 1 April 2018. Key improvements shall include a bigger focus on early intervention and prevention, providing easier access to the right support and improving care for our most vulnerable children and young people. In 2016 the Local Transformation Plan was expanded and refreshed, setting out progress and local priorities for improvement. The plan was endorsed by the Health



and Wellbeing Board in December 2016. Developments are already beginning to transform and improve service provision, with Wiltshire performing well against many key performance indicators in a recent national report by the Education Policy Institute. Overall, Wiltshire is a good performing local authority area despite a modest per capita expenditure on CAMHS.

Child Health Improvement strategy

The Child Health Improvement Strategy (CHIS) has oversight of the delivery of the Healthy Child Programme 0-19 years and performance on health indicators relating to this. Health Visiting and Family Nurse Partnership continue to deliver the Healthy Child Programme 0-5s while School Nurses continue to deliver the 5-19s programme in school settings.

The CHIS also oversees specific streams of work relating to key health outcomes including injury prevention, healthy weight in children and developing young people friendly health services. There has been good progress on these and other areas over 2016/17. The multi-agency Wiltshire Young and Safe Group has developed and implemented an action plan to address prevention of unintentional injuries among 0-24 year olds. This has included provision of training for key frontline staff and related campaigns for example in relation to product safety and to prevent choking among young children.

Wiltshire’s Life course Obesity Strategy was launched in 2016 and there has been good progress on implementing Strategic Priority 2 – ensuring children have the best start in life. Latest data from the National Child Measurement Programme (NCMP) where children are weighed

and measured in Year Reception and Year 6 shows that levels of excess weight among children in Wiltshire are staying relatively stable despite national increases. This year has seen the launch of a specialist healthy lifestyles in pregnancy service which provides support to pregnant women to achieve and maintain a healthy weight. In addition the pilot of the Healthy Me healthy lifestyles and weight management programme for children aged 7-11 years has been very successful and is being rolled out across the county.

A new Wiltshire Young People Friendly (YPF) self-assessment pack has been produced for local services and rolled out to settings in 2016. In addition a quality assurance process has been developed for accreditation of services. No Worries GP practices, Sexual Health Services (CASH and GUM clinics) and School Nurse Drop-ins have been prioritised over 2016/17 and of these services most have achieved accreditation and those remaining should achieve this over the coming year. The YPF process has given settings an opportunity to reflect on their practice with young people, to ensure they have a well trained workforce, (some actively recruiting young people to support YPF) and the ability to offer a confidential and accessible health and wellbeing service, where young people are welcomed. Several settings have improved their offer and are sharing best practice.





Children's Community Health Services

Following a joint recommissioning exercise between Wiltshire Council, Wiltshire CCG and NHSE, Wiltshire Children's Community Health Services transitioned to Virgin Care as the new provider from April 2016. The new contract brought together a wide range of services and future plans include developing a single point of access for children and families. Public health nursing is a substantial part of the service and is commissioned to deliver the Healthy Child Programme, an evidence based programme designed to achieve positive outcomes for all children from pregnancy to 19 years. Services involved are Health Visiting, School Nursing and Family Nurse Partnership targeted at vulnerable first time parents.

Risky behaviours work (children)

The No Worries service offers a range of confidential sexual health services to young people aged 13 - 24. During 2016/17 974 young people were able to access these services through primary care centres who supported them in receiving a range of age appropriate services. 79.76% of respondents who were asked to rate the service reported it as excellent or very good, with a further 17.86% rating it as good. This feedback enables the service to

review its objectives and continue to adapt to meeting the changing needs of young people.

Due to continued partnership working with a range of organisations the teenage pregnancy rate in Wiltshire continues to fall and is the lowest it has been since records began at a rate of 14.0 per 1,000 young women (below the national average of 23.0 per 1000 young women).

Using the cultural sector to engage young people

Chelsea's Choice is a powerful and engaging production highlighting the serious issue of sexual exploitation among young people through theatre. The production was commissioned and shared with schools and colleges in Wiltshire in 2016 and each production was followed by a plenary discussion session to enable young people to explore and discuss some of the themes raised in the play. The production was primarily targeted to under 16s though schools may have included older students in performances. Wiltshire College had a performance at each campus in November 2016. As a legacy of this work CSE continues to be addressed through the PSHE programme in schools and also there is information for young people on the Wiltshire council website.

There are a number of nationally recognised organisations supported by the Arts Council (NPO's): Wiltshire Music Centre, The Pound Arts Centre, Salisbury Arts (a new collective arts council funded project- Salisbury festival, Salisbury playhouse and Salisbury arts centre). Additionally, there are various independent and grant funded organisations across Wiltshire and beyond who deliver work regularly to a variety of groups of young people.

Example projects:

- Salisbury Playhouse- Inclusive Youth Theatre. All youth theatre groups embrace a mixed ability community of participants- additionally working with hospital settings. They are also working with military groups/ young people and building on this.
- Salisbury Playhouse-Partnership with local SEN School Exeter House and Performance Project. Prioritising opportunities for SEN students to perform on a professional platform
- Salisbury Festival- Young Carers Respite Days- Creative learning opportunities for NEET young carers, including Arts Award
- Zone Club with Wiltshire Music Centre and Salisbury Arts- A monthly music project supported SEN/D young people.
- Wiltshire Music Connect- Music Hub for the county have led and supported/funded work with young people across Wiltshire in a variety of settings- be it formal learning (school) or non formal settings.



Work with employers on workforce health strategies

The health trainer service support workplaces across Wiltshire including Royal Mail Depots, waste depots and several MOD sites. Specific campaigns have included the roll out of Public Health England's 'One You' campaign and also encouraging staff to participate in the annual 'Wiltshire Big Pledge' campaign.

Multi-Agency training for improving skills to intervene with a person at risk of suicide:

The Public Health team have been involved in a regional programme [funded by Health Education England] to provide ASIST suicide intervention skills courses for individuals from a wide range of organisations. This internationally renowned course is designed to improve the skills of people in communities who may come into contact with someone at risk of suicide and give course participants the confidence to take proactive steps to help. Four courses have been delivered in Wiltshire during 2016/17 to 72 members of staff and volunteers. Feedback has been positive and many participants have been called upon to put their new skills into practice very shortly after attending their training course



Active Travel and Air Quality Management

Wiltshire Council is continuing to work towards improving air quality across the county. The Air Quality Strategy has been refreshed and will be going out to public consultation this summer and the dedicated air quality website, which includes the 'Know and Respond' text alert service continues to provide valuable and up to date information and monitoring data. Many opportunities to promote 'Active Travel' as a means of improving air quality and people's health and wellbeing are taken, most recently with the trial of the 'HomeRun' app which has been sponsored by local area boards for 9 schools across the county. This initiative is designed to help parents with car sharing and active travel to and from school.

An active travel group has been formed to ensure that collectively



teams within Wiltshire Council are working together to support active travel planning and help promote both internally within the council and externally.

Stop Smoking Strategy

A comprehensive plan is in place to reduce smoking prevalence and tackle tobacco control in Wiltshire. In 2016-17 General adult population smoking prevalence has further reduced 13.9% compared to 14.3% in the previous year and is the lowest smoking prevalence on since records began.

9.7% of women were smoking in pregnancy in Wiltshire at the end of 2016-17 compared with 10.8% for England. Local maternity services are commissioned to provide specialist intensive support to pregnant women to stop smoking.

Families, Adults and Older People

NHS Health Checks

Wiltshire achieved 50% uptake in 2016/17 for the NHS Health Check Programme, which was a 9% increase on the previous year. The NHS Health Check programme is delivered by GPs and provides a cardiovascular disease risk assessment every five years for eligible residents aged 40-74 resulting in a tailored package of healthy lifestyle interventions to improve health and wellbeing and reduce risk of cardiovascular disease.

Sexual health

Access to effective methods of contraception is important to ensure that everyone is able to have healthy sexual relationships, facilitating positive choices for them and their lives. The Public Health team worked closely with primary care sites across Wiltshire to enable women to access various forms of Long Acting Reversible Contraception (LARC) methods in addition to the more traditional methods such as 'the pill'. During 2016/17 4,406 women were fitted with a LARC device which lasts for at least five years.

Infection prevention and control and medicines management

Work continues on raising awareness of flu and the importance of getting immunised. Different ways of delivering this message before the flu season have been trialled, including vaccinations in pharmacies and working with nursing homes. A new immunisation programme has been introduced for children in primary years 1 and 2. This will be undertaken in the schools themselves using school nurses.

Within Wiltshire Council, 913 members of staff were vaccinated last year, compared to 674 in the previous year. In preparation for winter, Wiltshire Council has facilitated a Pandemic Flu exercise involving all health care providers in Wiltshire and Swindon, social care and other members of the Local Resilience Forum (LRF)

Arts and cultural interventions in health and social care contexts

There is a growing body of evidence that shows that by increasing access to and participation in arts and cultural activities we can improve people's overall wellbeing, bring communities together and reduce isolation for those most at risk. Our 'ArtLift' arts on prescription scheme was first established in 2014 and has since been running in five 'pilot' GP practices across the county. The programme operates through health professionals referring patients affected by mild anxiety or depression for an 8 weekly art sessions. The project has an innovative approach to sustainability involving 'move on' groups established and run by the participants themselves once their initial funded programme is complete. Two of the GP



practices involved have secured further funding from alternative sources enable them to continue referring new participants when the funding for the pilot comes to an end. Independent research by the University of Gloucestershire has shown that participants have a statistically significant increase in their wellbeing after completing the course.

Community centred approaches – action planning, volunteering, peer support groups, befriending initiatives, social prescribing

The Volunteer strategy (2017-2021) has been updated to support volunteering in the community.

The Leg club model is set up in several locations and continues to be a success, also identifying issues of loneliness and mental health problems. The groups have also led to other activities such as 'Falls prevention' exercise classes.

Encouraging people to be more responsible for their own health

Community health trainers have been based in all our community areas to help people to eat more healthily, to attain a healthier weight,

to stop smoking, to get more active, to drink less alcohol or to generally improve their wellbeing. Health trainers help clients to develop healthy habits that will improve their lives. In 2016-17 community health trainers helped around 800 clients to make positive lifestyle changes.

The latest activity survey data for England shows that Wiltshire has one of the lowest rates of physical inactivity in the country and is the most active upper tier authority area. Through these programmes Wiltshire has continued to increase participation in attendance at leisure centres to 3.3 million a year, grown swim school memberships by 21% to over 6,100 members and increased fitness memberships by 41% to over 8,600 members.

Active Health is the Wiltshire Council service in leisure centres that provides physical activity opportunities for those referred by a medical professional. There can be many different reasons for referral and different exercise programmes are available across the county in leisure centres, at a reduced rate. The programmes include general exercise programmes, cardiac rehabilitation, exercise after stroke, and falls prevention, together with specialised support for a number of other long term health conditions.

Annually over 3,100 people are referred into the Active Health service by health care professionals. 26% are from the most deprived population, 38% are aged over 60. Although not necessarily the primary reason for referral, many of those referred are overweight or obese, and 70% of participants lose weight. The Active Health specialist exercise after stroke classes were reviewed independently by Glasgow Caledonian University which found that people with a history of stroke (some from quite a long time ago) could still improve their functional

abilities and reduce their falls risk significantly within 14 weeks.

Get Wiltshire Walking is a Wiltshire Council service provided by volunteer walk leaders which aims to ensure every community within the county has access to a free weekly led walk. Walking is the lowest risk of all physical activities yet produces massive benefits to physical fitness and mental wellbeing. There are 31 weekly led walks in 18 locations throughout the county, with 157 volunteer walk leaders and over 2,400 registered walkers. The volunteer walk leaders benefit from the challenge and purpose offered. Walkers benefit from reduced social isolation, decreased depression, and help with weight loss and control of their blood pressure.

Wiltshire's Big Pledge activity challenge in 2016 had a 'Road to Rio' theme with over 18,100 participants, including 47 schools. Some schools continue to undertake their 'Daily Mile' activity and have more children walking, scooting or cycling to school.

A new, shorter and more accessible breastfeeding peer support training programme was developed and implemented in 2016-17 and over 60 new volunteers were trained. The service provides an important source of social and peer support that complements advice and support provided by health professionals to help women establish breastfeeding.

Warm and Safe Wiltshire has created a single point of contact cold homes referral service, to support people living in cold homes and with health conditions exacerbated by cold and damp conditions (including those discharged from hospital) to receive in-depth advice and grant aided heating and insulation measures. The project has successfully supported residents across Wiltshire with in-depth advice and case work on a wide range of topics



including heating and insulation improvements, switching energy providers, signing up to Scottish and Southern Electricity Network's (SSEN) Priority Services Register (PSR), claiming the Warm Home Discount and other grants as well as onward referrals to the Fire Service, Citizen's Advice and other relevant support services. The service also collaborated

with the Royal College of General Practitioners and local GP practices, contributing to a system wide, integrated approach to reducing fuel poverty and excess winter deaths in Wiltshire.

The Safe and Independent Living (SAIL) project has been implemented in partnership with Dorset & Wiltshire Fire and Rescue Service. The aim of SAIL is to provide a multi-agency referral approach to enabling access to signposting, support, and services, which are particularly beneficial to those who are aged 50+ or experiencing vulnerability. SAIL provides access to information, services, and support which will ensure preventative measures are accessed as early as possible, and promote health and well-being.

Health in all policies

The public health implications of all of Wiltshire Council's key policies are now taken into consideration before decisions are made. The public health team have engaged with academics and the spatial planning team through topic specific workshops to consider the delivery of best practice in planning for healthier environments. Wiltshire CCG is also developing quantifiable ambitions for improving public health through their work.

Strategy Development in 2016-17

Update the obesity strategy

Wiltshire's Obesity Strategy was launched in September 2016 and was supported by a comprehensive implementation plan that was launched at the Obesity Summit in July 2017.



Update Children and Young People's plan

The high level 3 year refreshed Children and Young People's Plan builds on previous achievements and sets out how multi-agency partners will continue to work together to achieve positive outcomes for children and young people – to be healthy, safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing. Although Children's Trust arrangements are no longer mandatory, in Wiltshire we have made a collective decision to continue to work together to make a difference. Key progress in the last 12 months includes:

- Transformation of Child and Adolescent Mental Health Services to improve access to the right support
- Continued development of early help services and troubled families work with a specific focus on the early years. The local Early Help Strategy is currently being updated and an Early Years Board has been established
- Children's community health services have been brought together under one provider to improve children's health and development

- Improving support for children with SEN/disabilities, including short breaks, development of the children's learning disability nursing service and expanding post-16 provision
- Working with schools to improve attainment of disadvantaged learners

Delivery plan for Early Help Strategy

The Early Help Strategy 2014-2017 sets out the expectations for delivering effective early help to all vulnerable children and young people living in Wiltshire, including children living in 'troubled families'. Having achieved many of this strategy's objectives, work has now begun to review the strategy for 2018-2021. The focus will be on complex families and the parenting provision that is available to them. There will be a strong emphasis on a multi-agency approach, supported by service transformation in line with the Troubled Families initiative. The Troubled Families initiative encourages close working between Job Centre Plus and the local authority, two employment advisers are funded by the JCP to work with eligible families, as the focus continues to be on employment and the benefits that it offers.

Within Wiltshire Council the Children's Service Integration project aims to deliver an increased focus on



prevention and seamless outcomes focused and family focused services. The first phase is concentrating on the blending of council Early Help and Safeguarding & Assessment. The second phase will be about exploring, with staff, partners and service users, the best way of delivering truly integrated, family-focused provision looking at all those council children's services which were not in scope for phase 1. Phase 1, currently being implemented, involves:

- A. A whole-family, relationship-based model of practice will be introduced with training.
- B. A single front door into operational children's services.
- C. Blended Teams (across early help and social care) for higher need cases. Wherever possible it is proposed that workers at all levels will stay with the child throughout their journey to minimise handovers and enable

strong relationships with the family to be formed.

- D. The introduction of a new keyworker role to work directly with families and remain with them through different levels of need, assisting them to set family goals and referring to experts and specialists where appropriate. It is proposed that these keyworkers will work in pods alongside social workers and will drive the shift to a holistic family based model of practice.
- E. A geographical hub and pod-based dispersal of staff with local allocation of resource and workflow; local, high quality advice and guidance that can be offered for all referrals not meeting thresholds.





Update the Domestic Abuse Strategy

The domestic abuse health needs assessment has been completed and work on the new strategy began in 2017. Procurement of the new domestic abuse and independent sexual violence advisory (ISVA) service started in September. The new model includes a range of services addressing the needs of those in the county who are affected by domestic abuse and sexual violence. The new service brings together services for victims and their families that were previously separately commissioned. There will be a single access point meaning that all Wiltshire victims of domestic abuse and sexual offences will be provided with a tailored specialist support service(s) appropriate to their risk and need. Service delivery will consist of four intertwined strands:

- Victim focussed support addressing both domestic abuse and sexual violence
- Support for children and young people living with the impacts of domestic abuse
- Work to address perpetrator behaviour, as part of a whole family approach
- Provision of safe, flexible accommodation accessed to all at greatest risk fleeing domestic abuse

Update the Anti-Bullying Strategy (schools)

An Anti-Bullying Charter was developed in consultation with young people and distributed to all Wiltshire schools during 2017. We continue to work with a range of local and national agencies to enable schools to access training and support to address bullying. Almost 10,000 children and young people from 95 schools were surveyed about their experience of bullying during 2017 which will inform future activities. Young people are developing a series of podcasts for Anti-Bullying Week in November 2017 to support the theme of 'All Different, All Equal' and highlighting good practice in coping with bullying behaviour; these will be available online.



Update on Alcohol Delivery Plan

The Wiltshire Alcohol Strategy was approved in April 2015 and sets out four key themes of prevention, intervention, treatment and engagement. To move the strategy forward multi-agency meetings have developed an implementation plan with ongoing monitoring of its delivery. A communication plan has been developed and delivered alongside an increased focus on outreach promoting positive public health measures and offering support to hard to reach groups. Examples of this include the attendance of Turning Point at Wiltshire festivals like Womad:

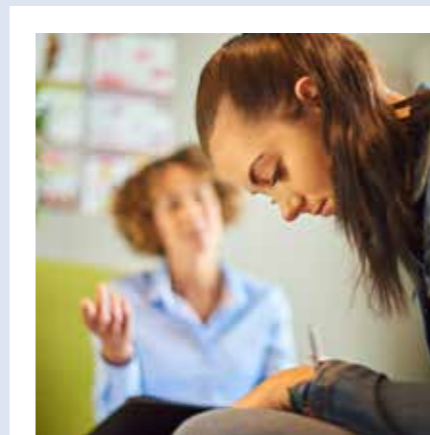
Engagement has taken place with Area Boards to help make links with the over 55 population, to encourage responsible drinking and to improve access to community activities not linked to alcohol.

A pilot has also taken place with the Multi Agency Safeguarding Hub, placing a substance misuse recovery worker within the team.

Update Volunteering Strategy

Wiltshire's Volunteering Strategy was updated in 2017. It shows the areas of the council where volunteers assist and details community engagement involvement and the concept of using 'project banks' to set up projects in the 18 community areas.

Ongoing areas of delivery include:



Children Services for looked after children, young people and care leavers

Placement stability for looked after children is good with more children in long-term placements and, where required, children placed more quickly with adoptive families. More foster families are needed to enable looked after children to remain living in Wiltshire; we have a strategy in place to recruit additional in-house foster carers. The range of housing options available to our care leavers has improved and the number actively engaged in education or employment compares well to national averages. We are working to produce a Care Leaver Covenant (a set of promises to care leavers) with services provided via the Council, other statutory bodies, the voluntary sector and local industry. The Covenant will be launched early in 2018.

Families, Adults and Older People Whole family support

The Troubled Families Programme in Wiltshire continues to offer support to families through early help services, such as children's centres and family support and also where more intensive support may be needed. There is a stronger focus in Phase 2 on families with younger children so that early intervention can be facilitated. We now have two full time Employment Advisers funded by Job Centre Plus who work with parents to encourage them into work by developing their CVs and sourcing volunteering as well as employment opportunities. The programme is about whole service transformation and we will shortly be assessing our local progress in implementing the Troubled Families Programme against the standards recently developed by the Troubled Families Unit. Links are being made between the Troubled Families Programme and the Council-led Children's Services Integration project.

Joint health and social care assessments and plans

The adult care transformation programme is working on streamlined processes and assessments, including trialling an approach to much more simple assessments.



Employment support for those with a long term conditions

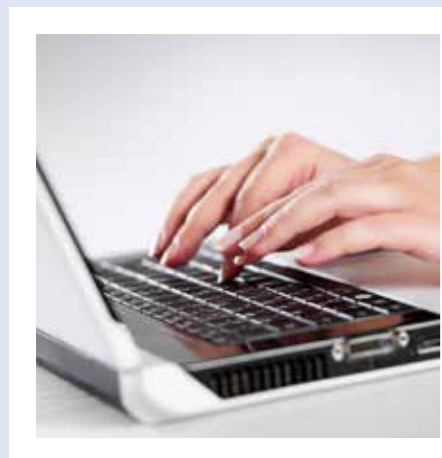
Work has progressed since the last report. The models in Wiltshire across all groups have continued to move away from the previous models of preparing and training people to enter into work, and are now placing people with an employer, and then training them in the job. Mapping of available employment support for people has been undertaken to enable services to link up and avoid duplication and this is working well.

Seven day services

Most social care services are provided 7 days a week, and more work has been undertaken to allow new services to start at weekends, rather than waiting for a weekday. This includes admission to intermediate care beds, and extended provision of Urgent Care at Home.

Urgent care at home and intermediate care in the community

Urgent care at home is available 24/7 to prevent an inappropriate hospital admission and support hospital discharge. Since the service started in November 2013, nearly 2,514 people have been supported by the service and over 2,073 hospital admissions avoided. The



service receives, on average 61 referrals per month. 66% of these will avoid an unnecessary admission to hospital, and 34% will support someone to be discharged from hospital.

There are 70 intermediate care beds jointly commissioned across 10 care homes in the county. These deliver short-term support and rehabilitation to avoid an unnecessary admission to hospital, or to support people following a stay in hospital. Approximately 50 people are admitted to these beds each month and 60% of people who are discharged from an intermediate care bed return to be independent in their own home.

A new short-term rehabilitation service called Homefirst is being provided by Wiltshire Care and Health community NHS services. This service will support people who are discharged from hospital to regain independence. It will be evaluated over the coming year.

However, delayed transfers of care (DTOC) are a significant issue for Wiltshire. A transformation programme implemented across Adult Social Care will improve flow and the rates of bed days lost. Short term solutions for winter are an increase in domiciliary care capacity, increase in intermediate care beds capacity, Social care Occupational Therapists based in hospital social

care teams. A DTOC task and finish group has been established between the Council and CCG to ensure we are responding at pace to the current issues.

Telecare

Telecare provides an important part of the offer to help people remain independent at home. The council currently supports over 2,500 through the Telecare service made up of a mixture of people in sheltered accommodation or in their own homes. The service also supports around 450 people who have bought the service privately. The call monitoring service receives approximately 10,000 calls per month and the response service makes, on average, 280 home visits per month.

Information portal – Your care your support and the Local Offer

Yourcareyoursupportwiltshire.org.uk is the adult social care information and advice portal. Nearly 8,000 people have visited the site in the last 3 months (May-Jul 2017), looking at 38,301 different pages. The average time on the site is just over 3 minutes. The most popular pages are:

1. Do I have to pay for care and support services?
2. How do I get care and support in Wiltshire?
3. The interactive guides section
4. Health and social care in Wiltshire
5. The services directory

Feedback on the website is mixed, and the search function is limited. The Council will be replacing yourcareyoursupportwiltshire.org.uk during 2017-18 with a site which is easier to use and gives much

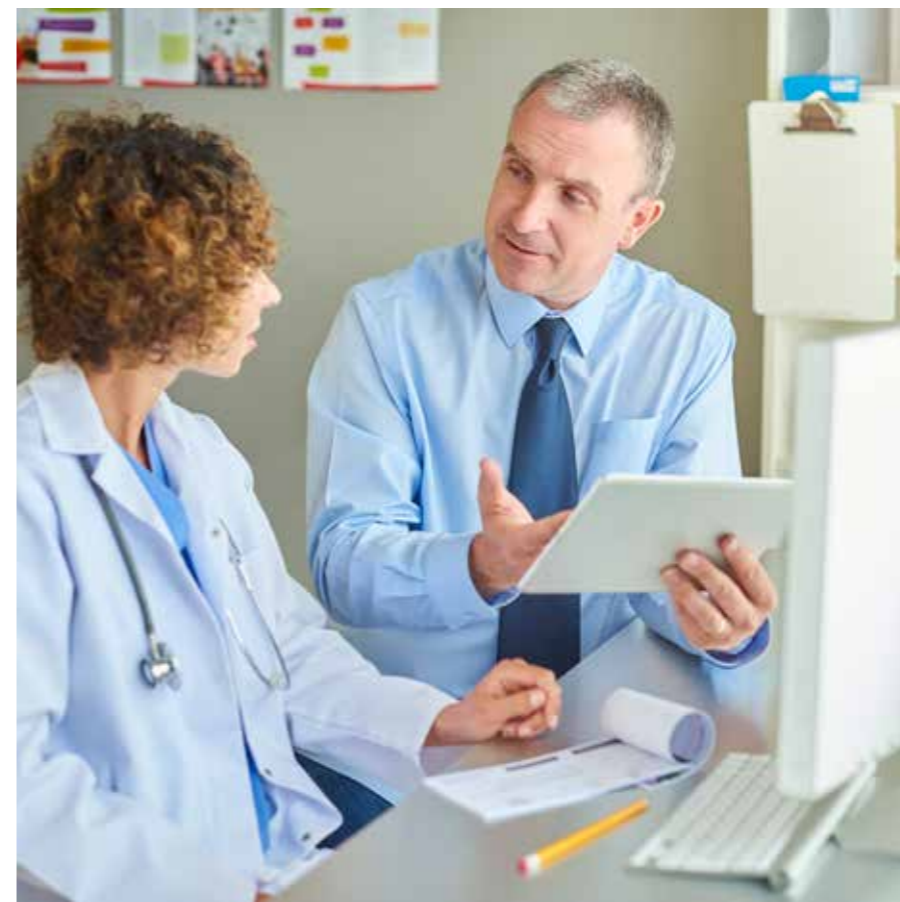
more local results. The new site will also allow customers to undertake their own financial assessments and receive more specific and tailored information about services.

Personal budgets and personal health budgets

From 2014, patients eligible for NHS continuing health care (including children's continuing care) have the right to request a personal health budget. From the 1 April 2015, those patients with a long term condition (including mental health conditions; aged 18+) have also had the right to request a personal health budget. A phased rollout of personal health budgets is being implemented on a test and learn basis. Wiltshire CCG is completing a detailed analysis to understand how personal health budgets can support patients to take greater control of their own care, and in the future hope to increase the numbers of patients with their own personal health budgets. Whilst it is not always possible to provide a personal health budget which results in direct payment; NHS professionals work with individuals to identify ways to create a personalised care plan, putting individuals at the heart of their own healthcare decision making. A goal detailed within the NHS Planning Guidance is that 50-100,000 people nationally should have a PHB by 2020. Wiltshire CCG has undertaken to implement their share of their residents on a pro-rata basis.

As at July 2017, 99% of people with funded support at home from Wiltshire Council now have a personal budget for social care.

Strategy Development



Rollout integrated Education, Health and Care plans (EHC)

The Council's SEND Service continues to work closely with health partners to ensure that existing Statements of Special Educational Need are converted into Education, Health and Care Plans which have a strong focus on understanding need, the child/young person's wishes and feelings, and the level and type of support required to meet these.

Develop a Primary Care Strategy for Wiltshire

Wiltshire CCG recognises the pivotal role of Primary Care, which is provided by GP practices, in the

access to and the delivery of high quality care. The CCG developed a three year programme, beginning in 2016, called the Primary Care Offer (PCO), which is designed to move away from providing care through the traditional model based on transactional activity. Instead, individual practices now work to a model of place based commissioning, which means working across larger localities, to deliver Primary Care services at scale. Wiltshire CCG has invested £3 per registered patient through the PCO since 2016/17, to encourage and support practices and localities to be able to use resources in a more efficient and effective way and, in some cases, to combine income streams to deliver improved outcomes for patients.



Good examples of this are demonstrated in the way teams now work together to support older people, and the success of the popular 'Leg Clubs'. The PCO directly supports the development of new integrated care models, aligning and integrating primary care services with other services which are delivered away from a traditional hospital setting.

In April 2016 NHS England published the NHS General Practice Forward View (GPFV). The GPFV sets out specific, practical and funded steps against five programme areas: investment, workforce, workload, infrastructure and care redesign.

In Wiltshire, investment in the development of a local Community Education Provider Network (CEPN) is progressing. A major focus of this programme, which is led by clinicians, is on supporting GP practices to identify their future training needs, so they can be in a position to collaborate, develop new staffing models and identify and commission training to suit the needs of their staff. Many practices are now sharing clinical staff, and some have plans to share staff across other functions such as administration and finance, through practice mergers and federations, locality working and older persons teams amongst others.

Wiltshire CCG is adopting the general principle of 'recruit, retain and train' to support practices whilst

they are developing these new ways of working. Practices have been able to bid for funding through a Clinical Pharmacy Pilot, and many GP practices now have pharmacists based within their own practice, supporting medication reviews, reviewing prescribing activity and dealing with patient queries and support. Innovative schemes funded by the CCG through the Primary Care Offer include specialist older person's teams, specialist nurses and emergency response practitioners, supported by apprentices across the fields of clinical care, administration data support and IT. Learning is shared across Wiltshire and the network of localities, and there is increasing interest in these more specialist and varied roles.

From 1 April 2017, NHS England delegated responsibility of primary medical services to Wiltshire Clinical Commissioning Group (CCG). This offers the opportunity to align incentives with wider health and

social care planning and provide many more integrated services in the community.

Wiltshire CCG has also led a recent procurement for an Integrated Urgent Care service. This will deliver a more functionally Integrated Urgent Care Access, Treatment and Clinical Advice service model, aligning existing service specifications for NHS 111 and the GP Out of Hours service, in line with the national direction set out by NHS England. Specifically, the new service includes a new clinical advice element: the clinical hub. This model will direct patients to a wide range of clinicians, both experienced generalists and specialists, when they require their support. It will also offer advice to health professionals in the community, such as paramedics and emergency technicians, so that no decision needs to be taken in isolation. The service will commence in May 2018.

Action plan for the Wiltshire Mental Health and Wellbeing Strategy

The Joint Mental Health and Wellbeing Strategy (CCG and Council) was published in May 2015. The initial implementation plan to deliver on its aims was developed by the Mental Health and Wellbeing Partnership Board and detailed the action we planned to take during the first two years of the strategy. Considerable progress has been achieved against the actions in this plan, and these were outlined in progress reports presented to the Health and Wellbeing Board in October 2016 and May 2017. A refresh of the implementation plan has recently been commissioned and will be an opportunity to ensure that the action for the next 2 years reflect the recommendations of the NHS Five Year Forward View for Mental Health and the evidence presented in the recently completed Mental Health Needs Assessment for Wiltshire.

Suicide prevention

In Wiltshire, a suicide audit is undertaken every three years to identify any themes or priorities across the county which alongside the national priorities for suicide prevention assist on the development of a multi-agency suicide prevention plan.

Implement whole family and joint health and social care assessments and plans

The Council works closely with Carer Support Wiltshire who undertake assessments for carers and social care and will provide flexible packages of care which can support the whole family.



Review the Voluntary and Community Sector Strategy

In the Autumn of 2016, commissioners responded to request from the sector and facilitated an initial Voluntary Health & Social Care Forum. The Forum was set up to ensure the third sector were engaged as a strategic partner and at the centre of developing an integrated care and support system for people living in Wiltshire. A Strategic Executive group was formed with three elected representatives from the third sector and senior representatives from the public sector including Wiltshire Council, CCG and Public Health. A VCSE Forum took place on 8 September 2017 and the VCSE strategy has been updated in light of this.

Put Mental Health Crisis Action Plan in place

Significant work has taken place reviewing 136 pathways in Wiltshire, winning additional funds for investment in improved places of safety and delivering closer working with Swindon and partners elsewhere to reduce referrals from outside the area. The Board has received regular updates on progress.

Update the Learning Disabilities Joint Commissioning Strategy

The Joint Learning Disabilities Commissioning Strategy is being refreshed to cover 2016 – 2019. It is structured around four strategic aims to: improve choice and control; reduce health inequalities; increase access and availability of local housing options; and strengthen quality. Included in the strategy is the Transforming Care plan which came out of the Winterbourne View investigation.

Following a consultation with all key stakeholder groups, these are the four areas rated as most important;

1. choice and control
2. strengthen quality
3. use of health care services are equal for all and provide for people with learning disabilities
4. increase access and availability of local housing to enable people with learning disabilities to live as independently as possible.

This 'live' strategy will be reviewed frequently, to take account of the changing national policy agenda, and local developments informed by what we know about the changing needs and requirements of individuals.

Update the Autism Joint Commissioning Strategy

The Wiltshire Adult Autism Strategy 2017 – 2020 is an update of the 2010 – 2013 Joint Commissioning Strategy for Adults with Autism in Wiltshire. This refreshed strategy includes the views of people on the autistic spectrum. This strategy has been written after consulting with people in Wiltshire, to find out what they think the most important priorities are and what other improvements could be made over the next three years, 2017-2020.

This strategy will be implemented in the context of reduced public funding; our strategic aims will need to be delivered using existing and reduced resources, so the focus is on reshaping existing services to deliver any planned improvements. Together the priorities and proposed actions will support all adults on the autistic spectrum in Wiltshire to live within a society that accepts and understands them. The Wiltshire Autism Partnership currently supported by Wiltshire & Swindon Users Network (WSUN) continues to be active in Wiltshire working through the agreed action plan.



Action plan for the Wiltshire Dementia Strategy

An Information Dementia Road Map/ Pathway Steering Group is underway to develop a formal 'route' of support. This will be used by professionals as well to ensure that there is consistency in referral to dementia advice and signposting services.

There was large scale publicity during Dementia Awareness Weeks; GP Surgeries - Dementia Advisors increased presence. The Dementia Aware Project has 4500 members of the public who are now dementia friends in Wiltshire – 265 GP practice Staff, all Wiltshire Council leisure and all library staff are dementia friends. The project has facilitated and supported Area Boards and local groups to become Dementia Friendly Communities (Dementia Action Alliances).

Update the Carers Strategy

Consultation on the new Carers' Strategy has been completed and an implementation plan is in place. The strategy identifies the following priorities: to maintain carers' health to enable them to continue caring (should they wish to); to holistically identify the needs of carers and the person they care for; to continue to invest in early intervention and prevention services; to improve the identification of young carers, carers of people suffering from mental health issues and carers of people who misuse substances such as alcohol and drugs; to support communities to become more carer aware and supportive of carers living within them.

A new Carers Service is being commissioned from April 2018 and many aspects of the implementation plan will be incorporated into the new service.

In October 2017, the Health and Wellbeing Board members signed a Memorandum of Understanding in support of an integrated approach to the identification and assessment of carers' health and wellbeing needs.

Integrated working

Delivering our two key aims and the vision of supporting and sustaining health, empowered living will require increased integration and cooperation between public health and primary, secondary and specialist health services – together with social care and other council teams. Progress on this is set out below.

Integration and Cooperation

Progress has been made in a number of areas:

- Integrated Care Teams have been rolled out across 20 locality areas in Wiltshire.
- Wiltshire Health and Care (a new organisation shared between the three major acute providers) is using well established and robust relationships, in order to deliver community services that work together and deliver better services and outcomes
- Children's centres services have been redesigned, integrating effectively with health visitor teams

In addition to the Active Health service provided in leisure and health and wellbeing centres across

Wiltshire (covered elsewhere in this report), the leisure service is working closely with NHS primary and community health care services to improve access to health care services. The community cardiac service provides support to patients with heart failure from the Five Rivers health and wellbeing centre and other venues. NHS community physiotherapists also provide specialist classes in leisure centres to help patients manage their lower back pain.

Sustainability and Transformation Plan

A Sustainability and Transformation Plan has been developed with our partners in Swindon and Bath & NE Somerset. A short guide is available highlighting areas we are cooperating on. Wilts/BANESccg.nhs.uk/STP-short-guide-2017

Adult Social Care Transformation (ASC)

In February 2017, the LGA undertook a Peer Review, focusing on commissioning within Adult Social Care. The feedback from this review, coupled with an internal diagnostic, identified several areas for improvement and subsequently a transformation programme was established to redesign the service. The ASC Transformation Programme aims to deliver sustainable services that support individuals to maximise their independence and build on their individual strengths and those of their families and communities. The key areas of focus are:

- Developing a model of prevention
- Developing a reablement service that supports Home First
- Increasing capacity in the domiciliary care market



- Reviewing residential and nursing care home capacity
- Redesigned customer journey

This work is being undertaken alongside other activity in the Better Care Plan for Wiltshire.

Area Board activity on health

The Joint Strategic Assessment (JSA) programme is Wiltshire's partnership approach to the delivery of comprehensive and coordinated data and intelligence across public services in the local authority area. To improve the health and wellbeing of residents sustainably, Community Area JSAs were used by both communities and partner organisations to identify local priorities and reduce inequalities. This programme forms part of Wiltshire Council's approach to building stronger and more resilient communities.

During this process mental health was identified as a top priority for all community areas and this has emphasised the need to raise awareness of both the signs and symptoms of mental ill health and the things that individuals and communities can do to look after their own emotional health and that of others. The Public Health team has been working with area boards and community engagement managers to offer a one hour awareness raising

session in communities. To date, this has been delivered to over 100 people in four community areas with further sessions planned for the remainder of this year.

Wiltshire Community Safety Partnership

The CSP is a multi-agency partnership, bringing together Wiltshire Council, Police, CCG, Fire and Rescue, Probation and others to create safer communities. Priorities during 2016/2017 included improving the response to domestic abuse, reducing crime and reoffending, tackling radicalisation, tackling hate crime, promoting cyber awareness to reduce crime and possible exploitation, reduce alcohol and drug related harm. The completion of the Wiltshire substance misuse needs assessment earlier in the year was undertaken to inform the required procurement process. One key finding was that there were areas of the county that had service needs but were not accessing treatment. This influenced a change to the existing model, which builds on the current successes made in providing treatment with increasing accessibility and having a focus on prevention and early engagement. The delivery model has further reach with the collaboration with Swindon and the inclusion of supported housing. The new specification introduces a new model entitled PACT which represents 4 key themes; Prevention, Accessibility, Collaboration and Treatment. This model was developed following a wide range of stakeholder events including service users, CCG Mental Health Commissioning, NHS England (Pharmacy), PHE, Children Services, Adult Care, Domestic Abuse Services, Maternity Services, Stop Smoking Services, Sexual Health, National Probation Service, Community Rehabilitation Company, Wiltshire Police and Wiltshire Office of the Police Crime Commissioner (OPCC).





Enabling Integration Workforce Strategies

Delivery of the Wiltshire Workforce Strategy is well underway. In July 2017 a recruitment promotion website - www.proudtocarewiltshire.org.uk was launched. This promotes jobs in health or care organisations across Wiltshire, including the voluntary sector. The website links with each organisation's jobs pages so it provides central links for someone wishing to work in care but unsure about what sort of roles are available. It also links with a local authority initiative across the south west of England - Proud to Care - which has advertising and social media presence from July 2017. We are now expanding that collaborative approach to attending recruitment and career fairs during 2017/18 as Proud to Care Wiltshire representatives.

The Wiltshire Workforce Action Group, continues to meet and widen its membership as more representatives meet together to collaborate on joint initiatives. It has also been promoting the free, high quality resources available on the Care Certificate, required to be undertaken by all new recruits to care roles. Workforce development across the many GP Practices in Wiltshire is also being enhanced at pace through the Wiltshire Community Education Provider Network (CEPN) which is enabling practices to work together

on training initiatives, including developing more placements for students – something which we know helps encourage recruitment of newly registered professionals.

During 2016/17 two new programmes of training took place across health and care in Wiltshire, including for new staff working in care homes and domiciliary care; and for coaching training to 162 staff. Across the wider footprint new initiatives promoting staff health and wellbeing have just begun and a network has also been established to support health and care organisations. Joint procurement of new education providers for apprenticeships has begun, as has some 'myth busting' about the opportunities the new apprenticeships give to new and existing staff.

Single View

Single View is sharing data electronically, between the partnership of Wiltshire Council, the CCG, the three acute hospitals, AWP and the Fire, Police and Ambulance services. Wiltshire Council ICT have developed a system where specific data from different systems and organisations is available to specific partnership across Single View.

The initial focus has been to support joint health and social care assessments and support plans from Wiltshire Council's Adult Social Care. ACIS (Adult Care Information Sharing) has been available to a number of GP Surgeries since first being piloted in earlier this year and is now being rolled out across all of Wiltshire's GP Surgeries. ACIS has been very well received:

“Single View has saved our Older Person’s Team 3-4 hours a week. It reduces the phone calls we have to make to (the Council’s) Adult Social Care team as we can find out about our patients’ care packages through Single View. It’s very easy to use and now a valuable tool for our staff”

The Bradford on Avon and Melksham GP Partnership.

“Single View is a definite improvement in patient care. Wiltshire Council has ensured it was set up with no fuss, that key staff have adequate training and that robust data sharing agreements are in place”

“We would not be without Single View’s ACIS, it’s invaluable”

Beverbrook Medical Centre.

Other data sharing has been setup; Wiltshire Police is sharing access to their Firearms Licencing data with Avon and Wiltshire Mental Health Partnership. This enables the Intensive Care Teams to search if their patients have access to firearms, thus ensure the patient's wellbeing and safety are appropriately managed. The Acute and Community hospitals are also interested in accessing ACIS when planning for the discharging of their patients.

In April, Single View was picked up Gold at the IESE 2017 Awards 2017, for “Transforming through Technology”.

Market Position statements

Wiltshire Council are currently reviewing commissioning strategies and Commissioners will be working with providers over the next year to update Market Position Statements.

Shared plans for better use of estates and delivery of extra care housing

Wiltshire CCG is undertaking a large programme of work to ensure that the health estate is fit for purpose for the years ahead. Currently, many of the existing health facility buildings are ageing and in poor repair, and there is a growing space requirement for GP practices and other primary care services. Two major schemes are under development via the NHS

England Estates and Technology Transformation Fund (ETTF), which is being invested in infrastructure and buildings in Devizes and Trowbridge (linked to the One Public Estate initiative supported by Wiltshire Council). In addition to estates infrastructure, the CCG is developing GP IT infrastructure to link to the Local Digital Roadmap.

A Strategic Healthcare Planning review in North West Wilts (specifically the towns of Chippenham, Melksham and Trowbridge) has been published to help determine options for effective and productive clinical models, patient pathways and appropriate clinical accommodation for the North West Wiltshire area. This work is a response to the scale of the large capacity gap currently existing in primary care estate, and has been facilitated by the approval of funds from the ETTF scheme to support requirements in Trowbridge. The CCG has decided to expand this strategic view wider via through a Strategic Outline Programme across all of Wiltshire to ensure the estates needs of the whole county are captured.

Needham House, a brand new 47 Unit Extra Care scheme in Devizes, and Nadder Close, a refurbished sheltered scheme in Tisbury, were both recently completed. Both of these schemes provide innovative and vibrant communal facilities that are aimed at serving the residents of the schemes and the



wider community. Another strand of Wiltshire Council's new build programme has been the design and construction of bungalows in rural communities to accommodate older people who require level access to their homes and showering facilities. In total the Council is building 5 new bungalow schemes, of which 2 have again been recently completed in East Knoyle and Rowde. These bungalows provide independent living for older people so they can stay within their local communities and/ or release family accommodation to younger people.

Work has also started on another 60 unit Wiltshire Council owned and managed scheme in Amesbury, plus we are looking to develop with our partners further Extra care schemes in Chippenham and Salisbury

Finally, Wiltshire Council is working with key housing partners to review the majority of existing sheltered schemes across the County to ensure they are fit for purpose and



Aim two Empowering lives

continuing to meet the needs of the local communities. As a result, a number of these schemes will see investment to improve communal facilities, accessibility and the promotion of more independent living.

and any particular investigations they have undertaken; as well as providing input to emerging business plans.

Wiltshire Safeguarding Adults Board Annual Report
www.wiltshiresab.org.uk/support-wsabs-work

Wiltshire Safeguarding Children Board Annual Report
www.wiltshirescb.org.uk/home/annual-report

Cross Cutting Themes

Inequalities – Equality Impact Assessment training has been provided to both Wiltshire Council and the CCG staff to ensure compliance with the Public Sector Equality Duty (PSED). Over the last year we have also worked to reduce health inequalities further and improve health outcomes through targeted work with communities.

Involvement

Healthwatch Wiltshire play a significant role in ensuring public engagement and involvement informs the delivery of health and care services in Wiltshire. Their 2016/17 annual report details the work they have achieved through the “You said, we did” model of engagement.

<https://www.healthwatchwiltshire.co.uk/wp-content/uploads/2017/04/you-said-we-did-final-report.pdf>

Safeguarding

NHS and social care organisations have statutory obligations to provide safe, high quality care. As well as obligations on individual organisations, Wiltshire’s Safeguarding Children Board and Wiltshire’s Safeguarding Adult Board (which has statutory powers) play an important role in delivering these aims through collaborative working. Wiltshire’s Health and Wellbeing Board have considered the implications of Wiltshire’s Safeguarding Boards’ annual reports



Wiltshire Safeguarding Children Board



healthwatch Wiltshire

Indicators for success

Overall

Life and healthy life expectancy	2016/17	66.8 years (F) 64.8 years (M)	◀▶	Overall life expectancy continues to increase. Healthy Life expectancy for females has remained the same and is well above the England average of 64.1 years. This is within the top 20% nationally and ranks 24/150. Healthy Life expectancy for males has decreased in the last 2 years from 68.9 years however it is still above the national average of 63.4 years. Variations in life expectancy across Wiltshire continue as set out in detail in the JSA.
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Healthy lives

Air Pollution Level in Wiltshire	Sep-17	2 out of 10	▼	In the UK most air pollution information services use the index and banding system approved by the Committee on Medical Effects of Air Pollution Episodes (COMEAP). The system uses 1-10 rating with the lower the number the better. At March 2016, Wiltshire had a low level rating of 3/10 which was considered the top performing quartile in the scoring system. This data is measured at different five points across Wiltshire. IT has improved to 2/10 in September 2017.
Early years development	As at Q2 15/16	66%	▲	% of children achieving a good level of development in Foundation Stage Profile in 2015. This compares with a national average of 66% for 2014/15.
Numbers on protection plans	As at June 2017	335	◀▶	This is a minor increase on this time last year (333)
Children in Care	As at June 2017	428	◀▶	Within expected range.
Disadvantaged pupils	Academic Year 15/16	35%	▲	In 2016 32% of children in care achieved 5 or more A*-C GCSEs including English (35%) and Maths.
Obesity	2016/17	29.10%		Below the national average

Indicators for success

Healthy lives

Number of Self Directed Support – Clients	As at Sep 2017	2200 (99%)	▲	99% of clients in adult social care have Self Directed Support
Number of Self Directed Support – Carers	As at Sep 2017	492 (69%)	▲	69% of carers have Self Directed Support
Number of personal health budgets	As at Mar 2016	13	▲	This has increased from 9 to 13 people receiving personal health budgets for continuing health care. Plans are being developed to increase this further to achieve the 2020 target levels for personal health budgets.
Admissions to hospital	As at July 2017 (YTD)	14,602	▲	Hospital admissions (Emergency Acute Specific): 14,602 to July 2017 which is 281 (2%) higher than the same 4 months in 2016-17
Admissions to hospitals from care homes	As at Jun 2017 (YTD)	446	▼	Admissions from Care Homes: 446 to June 2017 which is 21 (5%) lower than the same 3 months in 2016-17
Average Delayed transfers of care	As at March 2017	29	▲	This measure has now (March 2017) changed following a change in reporting methodology by the NHS. The number has increased from the same position as last year, however more recent provisional figures demonstrate a decrease.
Dementia diagnosis rates	As at August 2017	65.60%	▼	The Primary Care Dementia Diagnosis Rate reduced from 65.9% in July 2017 to 65.6% in August 2017. The CCG currently has 77 fewer diagnosis than target
Health based places of safety are available for those experiencing a mental health crisis (proxy measure: numbers held in police custody)	2016/17	19	▼	During 2016/17 financial year, a total of 19 individuals experiencing mental health crisis were taken to police custody having been detained under S136 MHA (9 to Melksham custody, 10 to Swindon custody). Whilst this is a reduction on the previous year, there is still work to do as not all of the 19 cases may fall within the 'exceptional circumstances when a police station may be used' defined within the Policing and Crime Act which came into force in April 2017. The reasons for using police custody were: 9 due to no capacity at all at health based places of safety; 6 due to violent behaviour of the detainee; 3 because staff at the place of safety refused to accept; 1 other.

Living healthily for longer and enjoying a good quality of life in Wiltshire

ENABLE PEOPLE TO LOOK AFTER THEMSELVES
ENSURE CHILDREN
CAN LIVE, STUDY
AND PLAY SAFELY

LIVING

PEOPLE
FEEL SAFE

LESS TIME IN
HOSPITAL

CUTTING
WINTER
DEATHS

LIVING

LIVING LONGER

HEALTHILY

ACTIVE ADULTS
AND CHILDREN

KEEP PEOPLE
WARM AND WELL
IN THEIR HOMES

BEING SAFE FROM
AVOIDABLE HARM

LIVING FAIRLY

HEALTHY EATING

INDEPENDENTLY

STOPPING
SMOKING

REDUCE FALLS AND INJURIES FOR OVER 65s



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Wiltshire Health and Wellbeing Board