

Supporting Northamptonshire to Flourish

Northamptonshire's Joint Health and Wellbeing Strategy 2016-2020

DRAFT

Table of Contents

Endorsements from key partners	3
Foreword from the Chair	4
Introduction	5
Vision for the Board	6
Population and Deprivation in Northamptonshire	7
Priority 1: Every child gets the best start	8
Priority 2: Taking responsibility and making informed choices	10
Priority 3: Promoting independence and quality of life for older adults	12
Priority 4: Creating an environment for all people to flourish	14
Approach to delivery	16

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Endorsements

Organisational Logo	Endorsement statements

DRAFT

Foreword

Councillor Robin Brown

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Introduction

We are delighted to launch ***Supporting Northamptonshire to Flourish***, our Joint Health and Wellbeing Strategy for Northamptonshire 2016-2020. The strategy builds upon *In Everyone's Interest* 2013-2016 and outlines our intentions as a Health and Wellbeing Board moving forward. It has been developed by the Board in collaboration with local partners from around the county.

This strategy is based on the available evidence locally, nationally and internationally. We have taken into consideration local organisational health and wellbeing strategies such as the Joint Strategic Needs Assessment, health and wellbeing trends in Northamptonshire and national priorities. Three underpinning principles guided the selection of priorities for the Strategy:

1. Those that can only be tackled by working together as a Board
2. Those that will have a significant impact on health inequalities
3. Those that have a longer term impact, beyond the period of the strategy

Four priorities have emerged:

1. Giving every child the best start
2. Taking responsibility and making informed choices
3. Promoting independence and quality of life for older adults
4. Creating an environment for all people to flourish



While we must deliver progress within each Priority, it is important that we recognise the connections and interdependencies between them.

Prevention, early help and early intervention is fundamental to our strategy. By creating communities that are strong and resilient, the burden on our health and social care system will be eased. Our goal is to help people help themselves.

This strategy makes explicit our commitment to addressing the wider determinants of health and wellbeing such as housing, infrastructure and planning, public safety and crime, and education and employment.

The Board recognises that there is a need to work more closely in partnership to develop sustainable economies that allow the best outcomes. We are launching this strategy at a time of economic constraint combined with rapid growth in Northamptonshire's population. Our aim is to lead the development of equitable collaboration in the county by establishing an appropriate governance structure across organisations, creating a place-based system¹ of care to meet the needs of our population to enable integrated commissioning.

We will work in partnership to achieve these ambitions. *Supporting Northamptonshire to Flourish* will be underpinned by an operational plan that sets targets for performance as a Board to ensure we meet our aspirations. Whilst accepting that this may have implications for historic funding arrangements, we are committed to meeting the challenges we face together in order to achieve the best possible outcomes for the people and communities of Northamptonshire.

¹ The Kings Fund (2015) Place-based systems of care: A way forward for the NHS in England.

Vision and Principles

This strategy aims to provide the basis for improvements in the health and wellbeing of all people who live and work in Northamptonshire. We want to meet the aspirations of local people and organisations to have better-than-average health and wellbeing outcomes, while reducing inequalities. We want people to want to help themselves.

Supporting Northamptonshire to Flourish reflects the strategic direction of the Health and Wellbeing Board.

The Board recognises how many different factors combine to shape health and wellbeing in terms of how a person **feels, thinks and behaves** in their everyday lives, the interactions they have with **other people** as well as the connections they have with the **environments** in which they live, work and play.

We all need to do more to address avoidable health and wellbeing inequalities. The Marmot Review (2010) tells us that inequalities in health arise because of inequalities in society – the environments in which people are born, grow, live, work, age and die. To reduce the social gradient of health, our approach must be universal but proportionate to the level of disadvantage. All people benefit by giving more people the life chances they deserve. Reducing inequalities will be at the heart of everything that we plan and do.

Our overall vision is to:

Help people help themselves, as individuals, families and communities, to improve health and wellbeing and reduce health inequalities.

The direction of this strategy is based on:

Wider

- Recognising that targeted improvement in one area has wider implications for a person's overall health and wellbeing, the health and wellbeing of others, and the environments in which they live, work and play;
- Including the wider determinants of health and wellbeing in our strategic thinking as a Board and as a county.

Longer

- Recognising that we need to plan long-term, taking into account trends and patterns within our demographic and health profiles;
- Ensuring that our short-term goals to reflect the long-term ambitions and vision for the health and wellbeing of people and communities in Northamptonshire.

Deeper

- Recognising the wider factors which shape how people feel, think and behave;
- Fully understanding a person's journey and identifying how different services and interventions complement to enhance an individual's health and wellbeing;
- Significantly shifting our focus to prevention and early intervention by addressing the root causes and determinants of health and wellbeing whilst establishing sustainable outcomes.

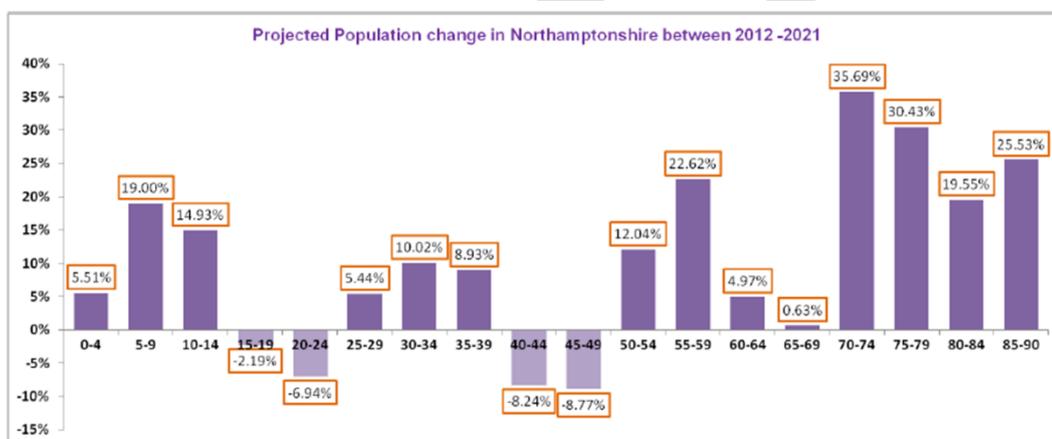
Population and Deprivation in Northamptonshire

The JSNA Demography Profile (2014) provides a good overview of Northamptonshire's population. This section captures key messages from this resource.

Population

Northamptonshire has experienced significant population growth, well above national and regional growth trends. Our population is projected to increase by 100,000 people to over 800,000 people in the next decade.

- Population growth has been highest in those aged 65 years and over, but the total number of older people in the county remains comparatively low to the national profile;
- We have experienced growth in, and have a comparatively large, child population (0-15 years);
- Growth in Black, Asian, and Mixed ethnicity groups has been high;
- Growth in new and emerging migrant communities.



Northamptonshire has a mixture of urban and rural areas, creating disparities in terms of health and wellbeing outcomes, service provision and access.

- A third of the county's population live in rural areas;
- Rural areas tend to have better health and wellbeing outcomes with lower service requirements, but have limited access to support services;
- Urban areas have concentrations of poor health, wellbeing and deprivation, but have better access to support services.

Deprivation

Socio-economic deprivation is an important health and wellbeing determinant. There are notable differences in life expectancy between the most and least deprived areas in England.

- Deprivation is mainly concentrated in urban areas of the county;
- 15% of Lower Super Output Areas fall in the top 20% most deprived in England;
- Health deprivation has a higher occurrence than overall deprivation, focussed in Corby, Northampton and to a lesser extent Kettering.

Priority 1: Every Child gets the Best Start

Giving every child the best start in life is fundamental to the philosophy and approach of *Supporting Northamptonshire to Flourish*. This strategy is based on the principles of prevention, early intervention and early diagnosis, which begins from conception. The Marmot Review² (2010:22) tells us that "what happens during these early years (starting in the womb) has lifelong effects on health and well-being – from obesity, heart disease and mental health, to educational achievement and economic status". Our outcomes show that many of our children are not as prepared for school as they could be, gain weight during their primary education and engage in high risk behaviours as they enter young adulthood.

As a Board, our approach will be to focus on supporting children and young people to be better prepared to negotiate key transitions in their life course: starting school, moving to secondary school and leaving school. We will adopt a family-based approach and recognise the importance of creating environments that nurture children's and young people's development to prevent Adverse Childhood Experiences. We will support children's and young people's ability to make their own decisions and strengthen their skills and capabilities, providing them with greater capacity to resist and cope with life's challenges.

Where we are now?

- There is a strong commitment to improving the health and wellbeing of children and young people, but we could be better enabled to work more efficiently and effectively across organisational boundaries;
- We have a comparatively large population of 0-15 year olds, which is set to increase by approximately 15%³;
- Not enough children have reached a good level of development at the end of reception, in terms of the prime areas of learning (personal, social and emotional development);
- More children in the county are at a healthy weight compared to the national average, however children gain weight during primary education;
- Too many young people have poor mental wellbeing, with high rates of self-harm, hospital admissions for injuries and substance misuse;
- Too many young people are not reaching their potential, which limits their future options.

Where do we want to be?

- Our children and young people will have a voice in the decisions that affect them, involving them in the identification of problems and creation of solutions at all levels;
- It will be everyone's responsibility to improve children and young people's health and wellbeing;
- Our communities will raise children to become healthy adults, who raise healthy families and contribute to a healthy society;
- Children's agency and resistance from birth will be strengthened, ensuring that they have the capacity to negotiate key transitions (both planned and unplanned) in order to prevent Adverse Childhood Experiences;
- Young people want to make healthy choices and will seek support for their needs before they reach crisis;

² The Marmot Review (2010) Fair Society, Healthy Lives.

³ Northamptonshire Joint Strategic Needs Assessment, Demography Profile (2014)

- We use all the assets available to us, breaking down organisational boundaries by delivering together;
- The services and support systems available to children and young people will be consistent and stable.

How will we get there?

- Prevention, early intervention and early diagnosis will begin from conception;
- Strengthen connections and information sharing between services and support provided at different points across the life course;
- Adopt a family-based approach, utilising all the skills, knowledge and expertise in families and communities to better support children and young people's development;
- Ensure that children and young people have a voice and are listened to, especially in child protection work;
- Focus on lifelong resilience, providing the skills and tools to resist and cope with life's challenges;
- Create nurturing environments that promote and sustain healthy choices;
- Work with children and young people, valuing and incorporating their perspectives into the service delivery and community development;
- Foster and strengthen a culture of continual and sustained improvement and learning, thereby reducing the number of missed opportunities and challenging a culture of blame.

What would progress look like?

If we are getting it right, we would see the following outcomes for children and young people:

- More families receive assistance before they reach crisis;
- More children achieve a higher level of development in the prime areas of learning;
- Fewer children gain weight during primary education;
- Fewer children and young people are admitted to hospital for unintentional and deliberate injuries;
- Fewer young people self-harm;
- Fewer young people misuse drugs and alcohol;
- More children and young people have positive mental wellbeing.

<p>Key Strategies in Northamptonshire:</p> <ul style="list-style-type: none"> • Early Help and Prevention Strategy • Emotional Health and Wellbeing Strategy for Young People • Child Sexual Exploitation Strategy • Breastfeeding Strategy • PE2020 Active Healthy Minds 	<p>Key National Strategies:</p> <ul style="list-style-type: none"> • Fair Society, Healthy Lives • The Munro Review of Child Protection • Moving More, Living More • Obesity and Healthy Eating • DoH, DfE Children's Health • DfE, HMT Childcare and Early Education • DfE Child Poverty Strategy
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Priority 2: Taking Responsibility and Making Informed Choices

Supporting adults to take responsibility and make informed choices in their everyday lives is a priority for Northamptonshire. Our outcomes show that the lifestyles and choices of many people lead to poorer health and wellbeing outcomes. Healthy Lives, Healthy People⁴ (2010) tells us that changing adults' behaviour can reduce premature death and illness, avoid over 30% of circulatory diseases and substantial proportion of cancers, and would allow huge financial savings in our local economy. The evidence also shows us that males and females living in the most deprived areas of Northamptonshire die on average 7.9 and 4.7 years earlier, respectively, than those in the least deprived.

As a Board, our approach will be to empower people with the information, skills and tools to address their own, particular needs. We will create enabling environments where people want to make more informed choices to improve their own health and wellbeing (physical and mental). We will open opportunities to participate in a range of activities in our communities and create meaningful connections to others with shared interests.

Where are we now?

- At a county level, we have comparable adult lifestyle outcomes to the national average, with the exception of excess weight;
- At a local level, there are concentrations of poor health and wellbeing outcomes, linked with inequalities;
- People's behaviours are shaped within a culture of uncertainties (employment, housing etc.), which have important implications for mental wellbeing;
- People aged 40 to 60 are the least satisfied with their lives;
- Lifestyle behaviours are extremely difficult to capture in data and reliable evidence takes too long to get into the hands of people and organisations who need it.

Where do we want to be?

- We will have the social and environmental conditions in which people want to make better and more informed choices, promoting enhanced quality of life for themselves and others as they age;
- We will address lifestyle choices holistically, recognising the connections between different public health indicators of lifestyle;
- We will adopt a family-based approach to health and wellbeing promotion, delivery and intervention, enabling intergenerational transfer of positive lifestyle behaviours and skills;
- We will achieve a parity of esteem between mental and physical health, where our services and specialists deliver 'whole person' care;
- People will recognise First for Wellbeing CIC, community pharmacies and technical innovation as key resources for taking responsibility for their lifestyle and make informed choices.

How will we get there?

- Provide spaces, facilities and infrastructure to enable people to embed physical activity in their lives
- Provide opportunities to enable people to create meaningful connections to others with shared interests, building their self-esteem, confidence and resilience;

⁴ HM Government (2010) Healthy Lives, Healthy People.

- Encourage employers to actively support the wellbeing of their workforce through the Healthier Workplace Initiative, to ensure that people are at work longer and return to work more quickly;
- Embed specific spatial priorities to guide planners on how to help in creating healthy weight and food environments;
- Work with communities, families and individuals and the tech sector to develop and implement technological innovations that support healthier lifestyles;
- Understand the roles our services play in promoting positive health and wellbeing, recognising the connections between different services;
- Consider the longer and broader implications of service redesign, in order to plan transitions and care pathways for the benefit of service users;
- Better and more timely information about trends and patterns of health and wellbeing;
- Focus both on individual's behaviours and choices and the norms/cultures of community collectives.

What would progress look like?

If we are getting it right, we would see the following outcomes for adults:

- Fewer people smoke;
- More people at a healthy weight;
- Fewer people are problematic or binge drinkers;
- Fewer people misuse drugs;
- Increase in healthier, stronger and more resilient families across generations;
- More people feel more in control of their lives and their health, reflected in their mental wellbeing.

<p>Key Strategies in Northamptonshire:</p> <ul style="list-style-type: none"> • Sport and Active Recreation Strategy • Alcohol Harm Reduction Strategy • Substance Misuse Strategy • Corporate Parenting Strategy • Interpersonal Violence Strategy • Health Protection Strategy 	<p>Key National Strategies:</p> <ul style="list-style-type: none"> • Healthy Lives, Healthy People • Closing the Gap • No Health without Mental Health • Living Well for Longer • Changing Behaviours in Public Health: To nudge or to shove?
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Priority 3: Promoting Independence and Quality of Life for Older Adults

Our ageing demographic profile⁵, which demonstrates the highest population growth in the over 70s, provides the backdrop for this priority and emphasises the importance of promoting independence and quality of life for older adults. The Kings Fund⁶ (2012) tells us that the median age of patients admitted with hip fracture is 84, of whom one in three have dementia, one in three suffer delirium and one in three never return to their former residence. Outcomes in Northamptonshire suggest that our communities and integrated collaborative care systems could be strengthened, in order to reduce the pressure on our acute services.

As a Board, our approach will be to enable better access to preventative services, essential to achieving greater independence. We will build upon volunteering initiatives such as the Good Neighbours programme and social prescription projects, strengthening the roles that local communities have in terms of social and practical support. This includes valuing and supporting carers alongside those being cared for. Finally, we will focus on the experience of people who require health and social care services in order that they feel that their care is truly seamless and as effective and efficient as possible.

Where are we now?

- There is a commitment to delivering integrated collaborative care closer to home, working in partnership to improving outcomes for older people;
- There has been much focus on Delayed Transfer of Care (DTC) as part of a wider systemic change, though it is too early to assess the sustainability of actions;
- Too many people are re-admitted to hospital within 90 days of discharge, suggesting that community-based supportive systems do not achieve sustainable outcomes for people following hospitalisation;
- Home-based and community provision, including technological innovation, is low in the county;
- Many carers do not have a good quality of life, are not involved in discussions about the person they provide care for, and experience low satisfaction with services;
- Too few people die in accordance with their wishes, with a very low proportion of people dying at home;
- Social isolation and loneliness are critical issues that affect the quality of life (including mental wellbeing) for older people, as well as their carers.

Where do we want to be?

- We will have integrated health and social care centred around the person to meet their individual needs set within the wider context of their family and the community;
- Carers will be universally recognised, valued and empowered with information, advice and support;
- All health and social care organisations, including Care Homes, will have the ethos, capacity and facilities to meet changing demand for services;
- We will recognise and meet the needs of people who are not in the social care system, ensuring they are part of a supportive community that promotes their quality of life;
- Older people, including those with complex needs, will be recognised as valuable and integral members of our communities;

⁵ Northamptonshire Joint Strategic Needs Assessment, Demographic Profile (2104)

⁶ The Kings Fund (2012) The care of frail older people with complex needs: Time for a revolution.

- We will maintain and promote independence across all care settings, especially the home.

How will we get there?

- Better anticipate the diverse and changing needs of an ageing population, reflected in the development of the work force, housing stock and technical innovation;
- Provide adaptations and support to ensure people's homes are enabling environments for people to live a good quality of life;
- Facilitate communities to provide greater emotional, physical and social support to older people in their everyday interactions, through befriending initiatives and social prescribing services;
- Reduce the impact of sensory loss (hearing, sight etc.) to facilitate meaningful and instrumental activities of daily living and participation in community life;
- Create opportunities and support people to participate in community activities, including the development of dementia friendly communities;
- Strengthen the delivery of all aspects of the Better Care Fund and in particular the Integrated Care Closer to Home work-stream;
- Health and Social Care staff to be trained and facilitated to deliver care in diverse and sensitive ways;
- Ensure all aspects of the NHS 5 Year Forward View (2014) are fully implemented.

What would progress look like?

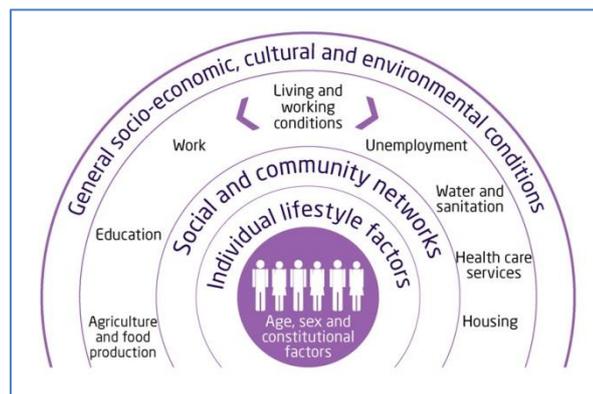
If we are getting it right, we would see the following outcomes for older adults:

- Fewer avoidable hospitalisations;
- Reduction in the Delayed Transfer of Care;
- Fewer people re-admitted to hospital following discharge;
- More people are supported to participate in community life and community-based activities;
- Fewer people experience social isolation and loneliness;
- More people enabled to live in their own homes for longer;
- More people experience a good death.

<p>Key Strategies in Northamptonshire:</p> <ul style="list-style-type: none"> • Falls Prevention Strategy • Adult Social Care Accommodation Strategy • Safeguarding Adults Board Strategy • Joint Carers Strategy • Dementia Strategy • Social Isolation Needs Assessment 	<p>Key National Strategies:</p> <ul style="list-style-type: none"> • NHS Five Year Forward View • National Dementia Strategy • One Chance to Get it Right • The Health Impacts of Cold Homes and Fuel Poverty • Housing for Older and Vulnerable People • Better Care Fund
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Priority 4: Creating environments for all people to flourish

Creating environments for all people to flourish makes explicit our focus on the wider determinants of health and wellbeing as a Board. We recognise that the social, economic and environmental conditions in which people live, work and play influences the health and wellbeing of individuals and communities. Our outcomes show that there are significant inequalities in the county, with specific concentrations of people with very poor health and wellbeing, living in poverty⁷.



Source: King's Fund

As a Board, we will embed consideration of health and wellbeing into all relevant strategies and policies. Our focus will be to plan, create and manage environments that encourage and support healthier lifestyles, whilst reducing practice variation across health and social care. We will take an asset based approach, building upon existing community strengths and resources. This includes the transformation of primary care, focusing on public environments and Northamptonshire's assets (such as country parks, leisure spaces and green spaces), working with businesses to create healthier workplace environments and maximising the potential of a diverse and vibrant voluntary sector. We will encourage and enable our residents to travel more actively in their daily routines and make healthier choices.

This strategy sets out a vision for Northamptonshire and creates an opportunity to establish a unifying approach to achieve real change. We can only enable the growing population of Northamptonshire to experience a better quality of life and improved outcomes, while reducing inequalities, by mobilising of resources from all sectors and by embedding *Supporting Northamptonshire to Flourish* as the core ambition for Northamptonshire.

Where are we now?

- There is lots of synergy within the county's strategies around the wider determinants of health and wellbeing, but potential is not being maximised;
- The remit of the board to include the wider determinants had never been fully maximised;
- There are significant inequalities between and within localities and communities;
- Local health and wellbeing fora which are responsible for improving the health and wellbeing of the Districts and Boroughs are constituted and working differently;
- We share a commitment to harnessing the strength of communities, families and individuals to help themselves.

Where do we want to be?

- We will be proactive in preventing and reducing ill health and poor wellbeing caused by wider determinants;
- Transformation of primary care will embed resources to help people to help themselves in the community;
- We will better recognise the connections between the spaces in which people live and the choices they make in their everyday life, taking action to design, create and manage spaces that encourage healthier lifestyles;

⁷ Northamptonshire Joint Strategic Assessment, Demography Profile (2014)

- We will ensure localities have ownership of their issues and solutions, working towards a shared vision and purpose;
- People will live in safe communities and healthy homes, having meaningful employment and contribute to the county's economic prosperity;
- People will have access to leisure spaces, green and natural spaces, recreational facilities and community assets that promote health and wellbeing.

How will we get there?

- Embed consideration of health and wellbeing into all relevant strategies and policies, taking into account the wider determinants of health;
- Enable staff who help people to help themselves to work across the system;
- Provide and improve walking, cycling and public transport infrastructure to support people to travel more actively;
- Create environments which support, promote and sustain healthier lifestyle choices;
- Improve access to Northamptonshire's open, green and natural environments, including our country parks;
- Work with businesses to create healthy workplace environments that support healthy lifestyles and choices;
- Ensure that housing is warm, safe and appropriate to resident's needs as they change.

What would progress look like?

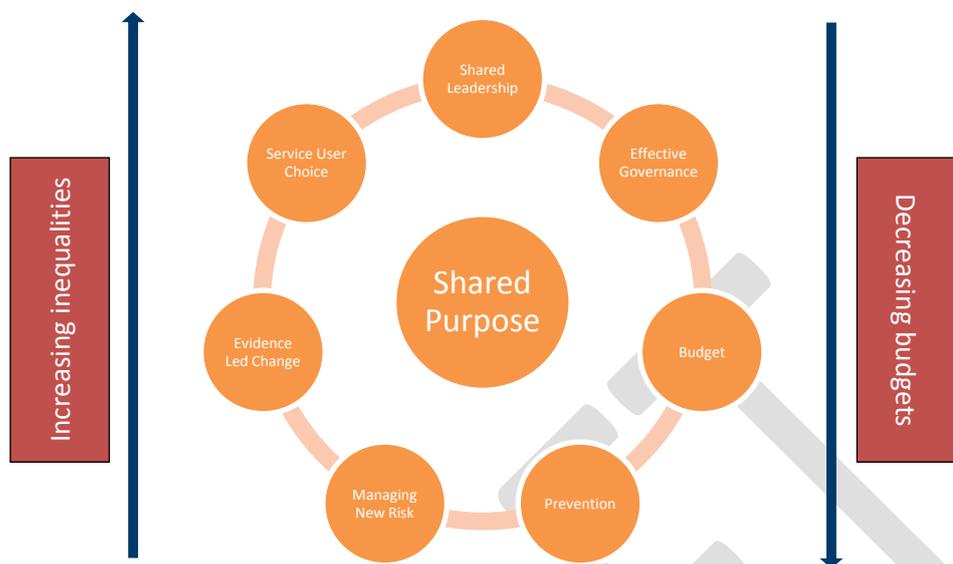
If we are getting it right, we would see the following outcomes:

- Outcomes in Northamptonshire's most deprived areas improve, reducing the social gradient of health;
- Health and wellbeing is explicit within strategies across the county, having a shared purpose and clarity of vision;
- More people walk, cycle or use public transportation as part of their daily routines;
- More people visit country parks and access open, green and natural spaces;
- More people feel safe in their community;
- Fewer people are unemployed and fewer young people are not in education, employment or training (NEETs);
- Fewer people are living in poverty.

<p>Key Strategies in Northamptonshire:</p> <ul style="list-style-type: none"> • Planning – Joint Core Strategies • Early Help and Prevention Strategy • Interpersonal Violence Strategy • Transportation Plan • Prevention Strategy • Police and Crime Plan • Strategic Economic Plan • Strategy for Learning • Race to the Top 	<p>Key National Strategies:</p> <ul style="list-style-type: none"> • NHS Five Year Forward View • Healthy Lives, Healthy People • Fair Society, Healthy Lives • Caring for Our Future • The Munro Review of Child Protection • DWP Social Justice: Transforming Lives
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Approach to Delivery

In order to deliver the aims of *Supporting Northamptonshire to Flourish*, within the context of decreasing budgets and increasing inequalities, the Board has agreed that it will take the following approaches.



Shared Leadership

The Board member organisations are committed to working in partnership to deliver a place-based system of care that shifts the focus from organisational health to population health, in order that we collectively to improve the health and wellbeing of Northamptonshire. The Board will act as a guiding coalition, offering partners the opportunity to go beyond collaboration, developing shared decision making to deliver the shared purpose captured within *Supporting Northamptonshire to Flourish*. This will enable all organisations, and their regulators, to move in the same direction, working in a coordinated way even when not working together. This distributed leadership will also enable and support collaboration within the partnership and across priorities to tackle issues of particular concern. Healthier Northamptonshire and the Better Care Fund are important foundations for collective action.

Effective Governance

The Board will reflect on its governance arrangements to ensure a balance between organisational autonomy and accountability with a commitment to partnership working and collective responsibility⁸. The Board will develop a structure that will allow both the monitoring of progress against the key objectives of the strategy, and the flexibility to deliver according to local need. This will require strong alignment and sustained commitment to quality improvement both between the four priorities of *Supporting Northamptonshire to Flourish* and the seven Locality Fora. This established partnership will be guided by a single, agreed set of measures.

Budget

In order to deliver in a climate of economic constraint, the Board will focus on developing a sustainable financing model for the system⁹ across three levels:

1. The combined resources available to achieve the aims of the system
2. The way these resources flow down to providers

⁸ Local Government Association (2014) Making an impact through good governance: A practical guide for health and wellbeing boards

⁹ The Kings Fund (2015) Place-based systems of care: A way forward for the NHS in England.

3. How resources will be allocated between providers and the way that costs, risks and rewards will be shared.

To achieve this, we will think about the resources available in Northamptonshire as a whole. We will shift from a fortress mentality to system mentality¹⁰, identifying the best places to invest resources in the short term to create the space to deliver differently over the longer term.

Prevention, Early Diagnosis and Early Intervention

Prevention is not only the responsibility of Public Health; it is widely recognised by the Board member organisations that many of the County's health and wellbeing problems are avoidable and could be improved through prevention and early intervention. Investing in this approach at a system-wide level will result in savings further down the care pathway that can be reinvested to tackle priority issues¹¹. This will ensure the Board prioritises long-term goals, but builds momentum through short-term wins.

Managing New Risk

The Board recognises the importance of identifying and mitigating new and emergent risks to Northamptonshire's health and wellbeing. To achieve this, we must be proactive and flexible in our delivery, as epitomised in our preventative approach. This will include planning for wider risks not exclusive to Northamptonshire, for example anti-microbial resistance and terrorist threat, and taking proportionate action to protect against and prevent ill-health.

Evidence Led Change

There is a commitment to greater use of evidence in decision making processes at all levels. This evidence needs to come from many and varied sources, including the Outcomes Frameworks, the Joint Strategic Needs Assessment, published research, robust evaluation of new ways of working, and the wants and needs of the public. There is also a significant amount of data routinely collected within the County. The Board has a role in ensuring that this data can be shared across organisational boundaries, to ensure more timely access to evidence that will benefit service delivery within Northamptonshire. *Supporting Northamptonshire to Flourish* is an evidence based strategy which will lead the way in making decisions, prioritising resources and taking action.

Service User Choice

There is a consensus to promote and deliver personalised and person centred care that achieves positive health and wellbeing outcomes. This becomes more critical as service users have more choice than ever before about where and how they access support. Recognising that people's needs are multiple and overlapping, we have to design environments and services that support the whole person. This emphasises the need for greater coordination across the health and social care system to better understand and meet people's needs, while enabling them to take responsibility for their own health and wellbeing. First for Wellbeing CIC is just one mechanism for delivering services across and between providers.

There is an established commitment to these approaches to delivery, written in the pages of the strategies for health and wellbeing the County has already produced. Northamptonshire's Health and Wellbeing Board will harness that commitment, channelling it into shared purpose to ensure the success of the new strategy.

¹⁰ The Kings Fund (2015) Place-based systems of care: A way forward for the NHS in England.

¹¹ NHS England (2014) Five Year Forward View