

Shaping our Future Population Health

Cardiff and Vale UHB's population health plan

February 2022

Final



Shaping Our Future
Population Health

Introduction and overview

Context

As part of delivering Cardiff and Vale UHB's Shaping our Future Well-being Strategy, a suite of strategic priority change programmes was established during 2021-22, including Shaping our Future Population Health (SOFPH). This plan describes SOFPH in more detail, including the initial focused programmes for delivery.

The Health Board has a statutory responsibility to protect and improve the health of the population, alongside a requirement to demonstrate the sustainable development principle set out in the Well-being of Future Generations (WFG) Act. This principle requires organisations to prioritise prevention, the long-term, integration, collaboration, and involvement.

SOFPH is a systems approach which identifies and addresses current and future population health issues, improving health, preventing ill health, and reducing inequalities in health outcomes among residents and communities in our area.

This plan supersedes and replaces our previous annual local public health plans, and is a component of Cardiff and Vale UHB's integrated medium term plan (IMTP) for 2022-25. As it is being written in the context of the second year of the Covid-19 pandemic, with local public health staff prioritising the response to the pandemic, this is by necessity a succinct summary of our approach. Given the experience of the last 18 months, this plan will remain flexible, with planned deliverables revised up or down depending on Covid-19 pressures.

Health needs of our population

Population health actions across Cardiff and Vale respond to the health needs of the half million residents in our area. These include:

- **Health inequalities** - long-standing inequities in outcomes between people living in our most and least deprived areas, and our ethnic minority communities. These inequalities have been exposed and further increased by the Covid-19 pandemic, and are described in more detail in the 2020 Director of Public Health report, [Let's leave no-one behind in Cardiff and the Vale of Glamorgan](#)
- **Demographics** - our population is getting older on average. Previous trends in population growth have slowed
- **Risk factors for ill health** - these require action at the level of the wider environment and determinants of health, as well as supporting individuals. Many have been exacerbated by the pandemic:
 - Sub-optimal immunisation uptake
 - Overweight and obesity
 - Poor air quality and the climate emergency
 - Tobacco use

- Alcohol consumption
- Social isolation and loneliness
- **Covid-19** - we need to protect vulnerable residents and mitigate against future variants of the virus

More detail on the needs of our population will be published in 2022 in three formal assessments: the population assessment for the Social Services and Well-being Act (covers Cardiff and Vale region), and two separate Well-being Assessments prepared for the Well-being of Future Generations Act (one each for Cardiff and the Vale). Other focused bespoke health needs assessments may be produced throughout the time period of this plan.

Overview

There are three main components to the SOFPH programme: working with partner organisations; integrating prevention in other UHB strategic programmes; and specialist local public health programmes, including core system projects. These are described in the following sections

Our regional response to the Covid-19 pandemic is described in the [Cardiff and Vale of Glamorgan Covid-19 Prevention and Response Plan](#), published separately. We will continue to provide specialist public health expertise to the regional response, through Test, Trace and Protect (TTP) and the mass vaccination programme.

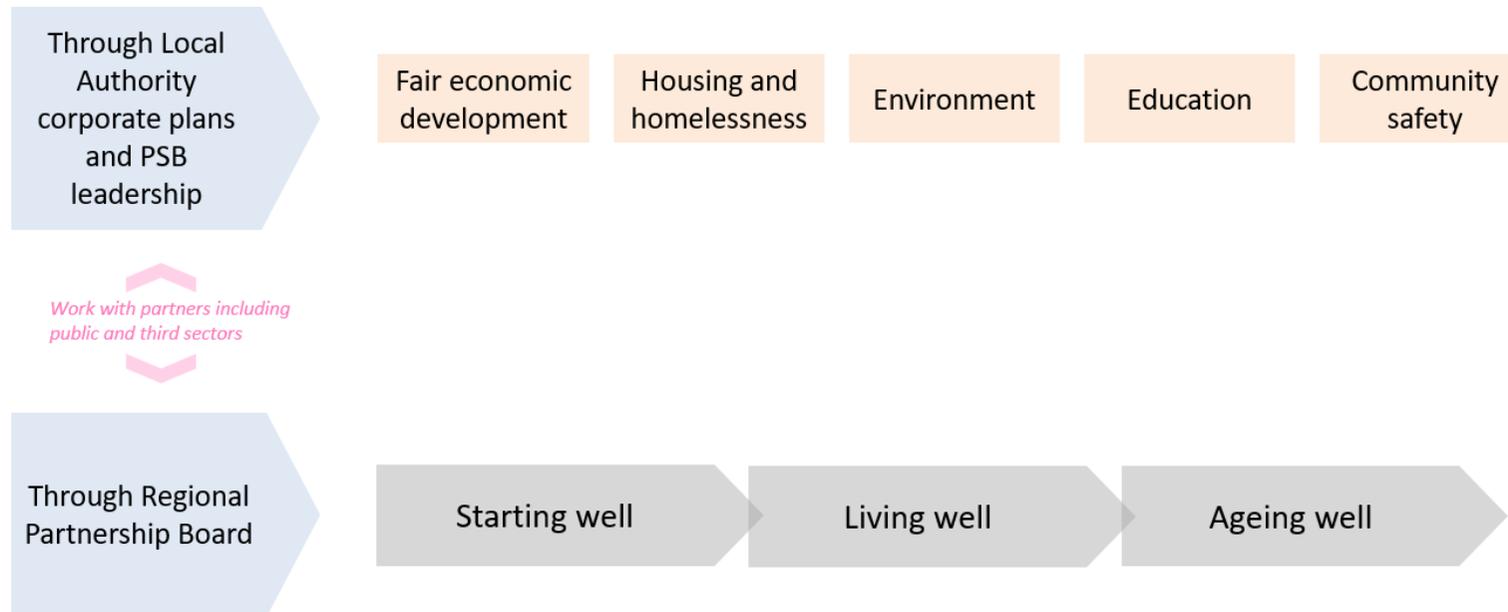
Working with partner organisations

Partnerships are a key mechanism of delivery for the SOFPH programme, with action on the wider determinants of health led through the Public Services Boards (PSBs) in Cardiff and the Vale, and local authority corporate plans. This includes action on fair economic development; housing and homelessness; environment; education; and community safety.

Actions at specific life stages (life course approach) are led via the Regional Partnership Board, through the Starting Well, Living Well, and Ageing Well partnerships, which each include specialist public health input. This includes work led by partners and the Health Board on early years, and emotional and mental health.

Population health and prevention will be a core element of partnership recovery and renewal planning after the pandemic - this will encompass both the wider determinants (a 'public health in all policies' approach) and specific specialist programmes of work. There will also be a focus on measuring improvements and outcomes.

The 2020 Director of Public Health report focused on health inequalities, with the aim of helping to prioritise partnership work on population health and prevention.



Integrating prevention in other UHB strategic programmes

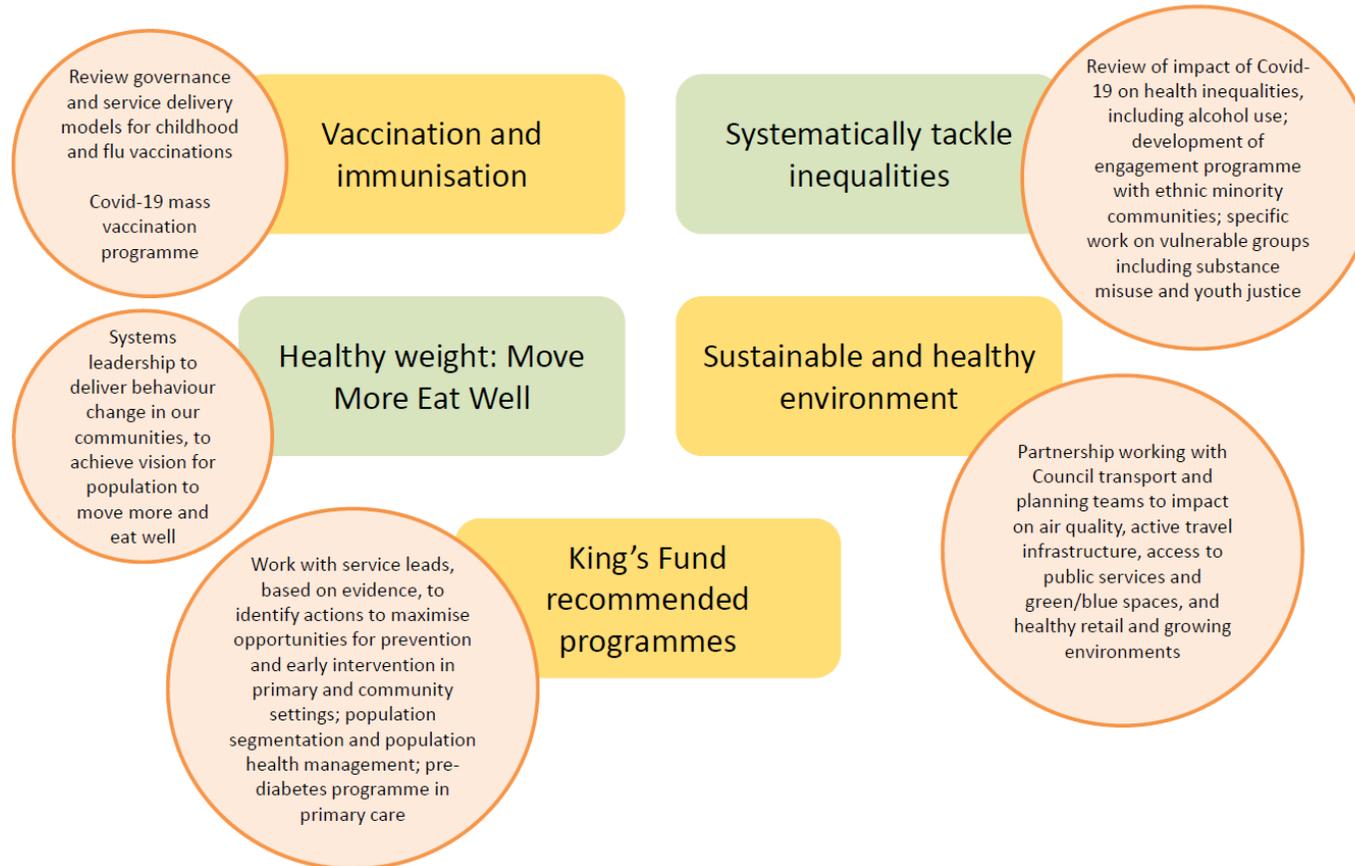
To realise our ambitions to improve health outcomes and reduce health inequalities, all our programmes need to include prevention, early intervention and plans to shift upstream, and plan on the basis of identified population needs, not only service demands. This includes our strategic programmes - Shaping Our Future Communities, Shaping Our Future Clinical Services and Shaping Our Future Hospitals; our operational recovery programmes such as primary care and planned care; and 'Enabler' programmes of workforce, digital and data. Prevention is also at the heart of the new Shaping our Future Sustainable Healthcare programme (not shown in diagram below).

We will encourage needs-based planning of care pathways, and look for evidence that the care pathway has been shifted upstream, towards prevention (forms part of our sustainable planned care approach). We will provide advice and support to ensure our settings are an appropriate size for future population need and care pathways; and our estate supports staff, patients and visitors to stay healthy, and has a minimal or positive impact on the environment and air quality.

Strategic Programme Portfolio				Operational Recovery Portfolio					Enabling Programmes	
Shaping our future hospitals	Shaping our future communities	Shaping our future Clinical services	Shaping our future population health	Primary care	Planned care	USC	Diagnostics	MH	Workforce	Digital and Data
Ensure our settings are appropriate size; support staff, patients and visitors to stay healthy; no adverse impact on air quality or the environment	Strengthened approach to community service provision and NHS health and well-being infrastructure	Integrating prevention and early intervention in clinical pathways; needs-based planning of care pathways; upstream shift		Systematic approach to specific prevention and early intervention action	Integrating prevention and early intervention in clinical pathways; needs-based planning of care pathways; upstream shift	Preventative pathways, e.g. CAV 24/7, falls prevention, alcohol harm reduction; supporting vulnerable groups; equity of access	Diagnostic components of screening programmes fit to meet future needs	Systematic approaches to early intervention. Suicide and self-harm strategy	Every member of staff has responsibility for prevention	Strengthen our approach to measurement of outcomes and use in planning and delivering services

Our core system programme of work

Action is taken through five core system projects, co-ordinating cross-cutting action on our key priorities. These are: vaccination and immunisation; healthy weight: Move More Eat Well; systematically tackling health inequalities; sustainable and healthy environment; and King's Fund recommended programmes.



High level plans for each of these projects for 22-23 are attached in the Appendix, below. We are also provisionally planning to commission healthcare demand modelling based on future population needs during 22-23; and undertake work to improve inclusion and equity for vulnerable groups in the region.

Other specialist programmes

Our other specialist programmes include the priorities below for 22-23. Welsh Government prevention and early years (PEY) funding will contribute to inpatient smoking cessation support, reducing smoking in pregnancy, and supporting prevention in line with the Healthy Weight: Healthy Wales strategy.

- **Tobacco**
 - Over 80% of all Community Pharmacies to offer either a Level 2 or Level 3 Enhanced Smoking Cessation Service
 - 'Enhanced Enforcement' of Smoke-Free Legislation with a dedicated No Smoking team
 - An increase (from a baseline of 44%, 2019-2020) in the number of pregnant women who smoke engaging with Smoking Cessation Services
 - Development of our hospital patient Smoking Cessation Service to increase the number of smokers routinely engaging with smoking cessation services
- **Physical activity**
 - Launch the Cardiff Physical Activity and Sport Strategy (2022-2027) and deliver against the implementation plan
- **Alcohol**
 - Delivery against the Community Alcohol Partnership (CAP) actions plans for both Cardiff and the Vale of Glamorgan
 - Delivery against the APB's Alcohol Group workplan- to include a focus on increased screening in primary and secondary care.
- **Sexual health**
 - To support additional availability of Long Acting Reversible Contraceptive (LARC) in areas of high deprivation
- **Falls prevention**
 - Further roll out of Stay Steady clinics across Cardiff and Vale, offering a virtual and face to face service
 - Embed falls risk assessments for people age 65+ into practice of relevant health and social care professionals
- **Healthy schools and pre-schools**
 - Offer Whole School Approach to Emotional and Mental Well-Being to all schools from April 2022
 - Continue to work in partnership to support schools with developing whole school approach to 7 topic areas. Work in partnership to develop a Whole School Approach to the 7 health topic areas of the Welsh Network of Healthy Schools Scheme.
 - To invite a further 10 childcare settings to join the 'Promoting Alternative Thinking Strategies' programme, making a total of 20 participating settings from March 2022.
 - To recruit a further 5 childcare settings to join the 'Healthy and Sustainable Pre School Scheme'
 - Continue to develop a close working relationship with the Cardiff Healthy Schools Programme
- **Mental well-being**
 - Implement suicide and self-harm prevention strategy

Population-level outcomes

Immunisation

- % of children up to date with scheduled vaccines by 4 years of age [web](#)
- % of adults who have had 2 doses of Covid vaccine [web](#)

Move More, Eat Well

- % of children aged 4/5 years who are a healthy weight [web](#)
- % of adults who are a healthy weight [web](#)

Tobacco

- % of adults who smoke [web](#)

Inequalities

- Gap in healthy life expectancy at birth between the most and least deprived (slope index of inequality) – updated intermittently, pending update in 2022 by Public Health Wales Observatory
- Gap in uptake of childhood vaccination between least and most deprived population quintiles, with rates moving up towards the best

Environment

- Annual mean NO₂ in Cardiff (Castle Street - [web](#)) and the Vale (Windsor Road Penarth - [web](#))

Governance and reporting arrangements

We will regularly report on progress of the Shaping Our Future Population Health strategic programme. This includes to Cardiff and Vale UHB Management Executive, and Strategy and Delivery Committee; a regular internal public health performance meeting; and to external fora as relevant, such as the Public Services Boards in Cardiff and the Vale of Glamorgan.

We will report progress against the delivery milestones set out in the Appendix and the population-level outcomes, above.

A departmental risk register is held and regularly reviewed, with significant risks escalated to the UHB or PHW risk registers, as appropriate.

Appendix: core system projects - plans for 22-23

The summaries which follow will continue to evolve during 22-23, reflecting any changes in context with the ongoing pandemic.

Key milestones for 22-23

Project	Vaccination and immunisation	Systematically tackle inequalities	Healthy weight: Move More, Eat Well	Sustainable and healthy environment	King's Fund recommended programmes
Q1	<p>New Governance structures for future immunisation service model in place</p> <p>A sustainable Phase 4 Covid-19 Booster Delivery plan with associated estate requirement developed</p> <p>Newly formed Immunisation Coordinator team supporting locality-based working</p>	<p>Begin delivery of the approach to bowel screening promotion agreed with Ethnic Minority Subgroup.</p> <p>Building on DPH Report (2020) recommendations, priorities for amplifying prevention with partner organisations agreed, along with actions and timelines for delivery</p> <p>Begin work to define impact of Covid 19 on patterns of alcohol consumption in the population and impact on health services, to better understand the local situation</p> <p>Develop a social prescribing model to support the wellbeing of young people engaged with the Youth Offending Service</p> <p>Completed PSB and RPB needs assessments signed off</p> <p>Suicide and Self Harm Strategy – Ongoing monitoring of frequently used sites, and intervention where required</p>	<p>Implementation plan to improve food and physical activity offer in school settings commenced (June 22)</p> <p>Action against the roadmap for healthy workplace principles taken forward by PSB organisations (June 22)</p> <p>Food Vale Sustainable Food Places Bronze Award achieved (June 22)</p> <p>Delivery of pilot for children and families age 3-7 from ethnic minority communities commenced (June 22)</p> <p>Cardiff Physical Activity and Sport Strategy(2022-2027) launched and monitoring framework established (June 22)</p> <p>Edible Cardiff to host second annual festival of food growing (June 22)</p> <p>Facilitate a healthier food advertising event for local partners to identify key actions to restrict junk food advertising (June 22)</p>	<p>Publication of Level 2 Charter (delayed from 21/22 due to Covid)</p> <p>Restart regular liaison with Cardiff and Vale LA transport teams (delayed from 21/22 due to Covid), to provide health lens on transport developments, and link with wider public sector</p> <p>Updated healthy travel comms toolkit published</p> <p>Respond to consultation on Vale of Glamorgan Replacement Local Development Plan (RLDP) vision and objectives, and provide candidate sites</p>	<p>Support King's Fund to complete local stakeholder engagement (delayed from 21/22 due to Covid)</p> <p>Receive King's Fund report and consider implications for local implementation (June 22)</p> <p>Develop initial stages of a population segmentation and population health management approach with clusters in Cardiff and Vale (number of clusters to be agreed); and further milestones to be developed</p>
Q2	<p>Deliver our future service immunisation service model: -Stakeholder Experience Review completed and actions developed -Workforce plan developed -Data and digital coordination work commenced</p> <p>Work programme developed to improve childhood immunisation uptake and delivery commenced</p>	<p>Agree and deliver an approach to enhancing promotion of Childhood Immunisation with Ethnic Minority Subgroup</p> <p>Partnership approach to addressing inequity and embedding prevention agreed</p> <p>Partnership inequity indicators agreed</p> <p>Complete work to define impact of Covid 19 on patterns of alcohol consumption in the C&V population and identify action to respond to the findings</p> <p>Engage with young people in the Youth Offending Service to map interests to form part of social prescribing model</p>	<p>Action to restrict junk food advertising across Cardiff and Vale progressed (Sept 22)</p> <p>Delivery of Cardiff Physical Activity and Sport Strategy Year 1 implementation plan commenced (<i>Active Environments, Active Societies, Active Systems and Active People</i>) (Sept 22)</p> <p>At least 40 schools in Cardiff running the School Holiday Enrichment Programme, (Food and Fun) (Sept 22)</p> <p>Veg Advocates in Cardiff running own projects to increase veg consumption (Sept 22)</p>	<p>Completion of Cardiff Healthy Travel Charter commitments, with celebration event</p> <p>Confirmation of organisations signing up as initial cohort for Level 2 Charter (target >5 organisations, including UHB)</p> <p>Updated healthy travel implementation toolkit published</p> <p>Successful second Healthy Travel Wales day run</p> <p>Engagement in consultation on Integrated Sustainability Appraisal as part of Cardiff and Vale RLDP process</p>	<p>Review current delivery against King's Fund recommended programmes, identify gaps & key actions to address them (July 2022)</p>

Key milestones for 22-23 (cont.)

Project	Vaccination and immunisation	Systematically tackle inequalities	Healthy weight: Move More, Eat Well	Sustainable and healthy environment	King's Fund recommended programmes
Q3	Flu campaign launched across priority groups with co-delivery with Covid-19 vaccination where possible	<p>Evidence of progress against Engagement Coordinator milestones</p> <p>Evidence of delivery of agreed partnership action to amplify</p> <p>Increase routine alcohol screening in Primary and Secondary Care to identify hazardous and harmful drinking behaviours</p>	<p>Continued expansion of the Cardiff and Vale Refill Region with at least 450 public water refill stations in place (Dec 22)</p> <p>Increase Food Cardiff membership to 250 individuals representing 100 organisations (Dec 22)</p> <p>Cardiff Sustainable Food Business network established with a minimum of 10 participating businesses (Dec 22)</p>	<p>Completion of Vale Healthy Travel Charter commitments</p> <p>Respond to consultation on Preferred Strategy for Cardiff RLDP</p> <p>Respond to consultation on strategic growth options for Vale RLDP</p>	Delivery of actions identified by King's Fund Report
Q4	Increases in immunisation uptake across age and ethnic minority populations	<p>Engagement Coordinator milestones delivered with evidence of improved outcomes</p> <p>Evidence of completed delivery of agreed partnership action to amplify prevention</p> <p>Monitoring of agreed indicators in place</p> <p>Increase routine alcohol screening in Primary and Secondary Care to identify hazardous and harmful drinking behaviours</p> <p>Evidence of successful implementation of social prescribing model within Youth Offending Service</p> <p>Complete rollout and embed support for trauma informed, and safety and stabilisation training and practice across all substance misuse services in C&V</p> <p>Complete a review of pathways and capacity to facilitate identification, treatment, and onward referral of people who are injecting substances and are accessing inpatient and emergency unit services.</p> <p>Suicide and Self Harm Strategy, by Q4:</p> <ul style="list-style-type: none"> Implement 111 press 2 for mental health crisis National Training Framework to deliver best practice in primary care, and compassionate support in Emergency Department 	<p>Funding secured for at least next two years of Food Cardiff's Good Food strategy delivery (Mar 23)</p> <p>200 new HAPI project participants improve their physical activity levels and 256 improve their food intake/cooking skills (Mar 23)</p> <p>Evaluation of year 1 Cardiff Physical Activity and Sport Strategy undertaken and actions for year 2 developed and agreed by partners (Mar 23)</p>	Launch of Higher Education Healthy Travel Charter	Delivery of actions identified by King's Fund Report

Systematically tackle health inequalities

Project Title		Systematically tackle health inequalities		Project Lead	Dr Sian Griffiths (interim project lead)	Exec Sponsor/SRO	Fiona Kinghorn
Aims/Objectives		<ul style="list-style-type: none"> To take a partnership approach to addressing health inequalities made more evident by the COVID-19 pandemic To develop UHB as a role model employer, embedding equality, diversity and human rights into UHB business processes 		Dependencies / Enablers	<ul style="list-style-type: none"> Shaping our Future Well Being Strategy Shaping our Future Population Health Shaping our Future Clinical Services Covid Recovery Plan 	Benefits	<ul style="list-style-type: none"> Reduction in health inequalities Admission avoidance Decreased LOS
Context	Objectives		Deliverables / Timeline		Resource / Investment		
COVID-19 has exacerbated existing health inequalities in Wales, and there is clear evidence of intersectionality, risk factors compounding each other to further disadvantage individuals with protected characteristics. As local data emerges, there is no evidence to suggest that this pattern is not replicated fully at a Cardiff and Vale UHB level	<ul style="list-style-type: none"> Continue to review and understand the impact of COVID-19 on health inequalities Enact UHB responsibilities under the Socio-economic Duty Deliver UHB Strategic Equality Plan Develop an engagement programme with ethnic minority communities, building on local engagement during the COVID-19 pandemic in the Test Trace, Protect and vaccination arenas, and extending to childhood immunisation and bowel screening Multi-agency approach responding to Seldom Heard Voices, identified through HNAs and reviews, and development of best practice Review impact of Covid-19 on alcohol use in C&V With partners, implement recommendations of the DPH Annual Report (2020) 		<ul style="list-style-type: none"> Ethnic minority Coordinator to deliver a programme of work to improve bowel screening and childhood immunisation uptake, both to be coproduced with the Ethnic Minority Steering Group (September 2022) Delivery of a focussed programme of work with Local Authorities to improve outcomes around child immunisation, bowel & breast screening and MMEW (March 2023) Develop and implement a social prescribing approach to support the wellbeing of young people engaged with the Youth Offending Service (March 2023) as part of a wider social prescribing model for Children and Young People. Complete rollout of trauma informed/safety and stabilisation training across substance misuse services. Complete pathway review for people who inject substances (March 2023) Suicide and Self Harm Strategy: Implement 111 press 2 for mental health crisis (March 2022), Implement National Training strategy for compassionate support (March 2022) and continue to monitor frequently used sites to intervene where required Evidence of action to tackle inequities in health clearly embedded in the revised PSB wellbeing plans and RPB area plan (December 2022) Development of focussed set of partnership inequality indicators (September 2022) 		<ul style="list-style-type: none"> Grade 7 Engagement Coordinator post hosted in Cardiff Council Policy, Partnerships and Community Engagement Team 		
Stakeholders			Major Programme Risks:		Mitigating Actions:		
<ul style="list-style-type: none"> Local Authorities Regional Partnership Board Public Service Boards Workforce (Public and Third sector) Management Execs Members of HSMB and Board Project Managers within clinical boards Clinical Board Management Welsh Government 			<ul style="list-style-type: none"> Continuing uncertainty around progress of the pandemic due to variants and unpredictability of population behaviours Engagement of those with Seldom Heard Voices, leading to unidentified and unmet healthcare needs Capacity of partner organisations to deliver on plans and interdependency of work Monitoring data and establishing trends difficult to determine over shorter timescales 		<ul style="list-style-type: none"> Revising a bellwether set of indicators to measure inequalities in health in the Cardiff and Vale population through which we will measure the impact of our actions 		

Healthy weight: Move More, Eat Well

Project Title	Healthy weight: Move More, Eat Well	Project Lead	Dr Suzanne Wood/Rebecca Stewart	Exec Sponsor/SRO	Fiona Kinghorn
Aims/Objectives	Systems leadership to deliver behaviour change in our communities, to achieve the vision for population to move more and eat well.	Dependencies / Enablers	<p>Dependencies - continued strategic level support and partner commitment to achieving vision</p> <p>Enablers – National and local strategic opportunities to align and progress action for example; RPB Area Plan, PSB Well being Plans, Healthy Weight, Healthy Wales Strategy, Cardiff Food Strategy, Cardiff Physical activity and sports strategy, Vale of Glamorgan Leisure strategy as well as through the local food partnerships ; Food Cardiff and Food Vale.</p> <p>In addition, through taking forward the whole systems approach to healthy weight in Wales locally.</p>	Benefits	<p>Through system level change, people that live and work in Cardiff and Vale are supported and enabled to move more and eat well positively impacting on their food choices, physical activity levels and ability to achieve a healthy weight . Overarching project outcomes:</p> <ul style="list-style-type: none"> • % of adults who are a healthy weight • % of 4/5 year olds who are a healthy weight • % of adults that report eating 5 portions of fruit and vegetables a day • % of adults that report being physical active for at least 150 minutes a week
Context	Objectives	Deliverables / Timeline	Resource / Investment		
<ul style="list-style-type: none"> • The Move More, Eat Well Plan provides a regional response to how we can encourage people to be more active and to have a healthier diet, identifying 10 priority areas for action. • It contributes to the delivery of a number of priorities agreed by the RPB, Cardiff PSB and the Vale PSB. 	<p>Collaborative action :</p> <ul style="list-style-type: none"> •Utilise local strategic and political levers for action, connect and develop partner network. •Work in partnership to take forward and deliver on Plan actions across the 10 priority areas, with a focus on : <ul style="list-style-type: none"> o Healthy Weight Services o Workplaces o Educational settings o Food partnerships 	<p>Start date: April 2022</p> <p>End date: March 2023</p> <p>Key deliverables for FY22-23 include:</p> <ul style="list-style-type: none"> •Food and physical activity offer in school settings improved through implementation of delivery plan •PSB organisations progressing action against the roadmap for healthy workplace principles and network across organisations established •Action to restrict junk food advertising/increase healthier advertising progressed •Physical Activity and Sports Strategy launched in Cardiff and key actions for Year 1 progressed including: <ul style="list-style-type: none"> o Piloting a collaborative place-based approach in two deprived communities o Auditing baseline status against 'Creating Healthier Spaces and Places for our Present and Future Generations' recommendations o Introducing a Sport and Physical Activity Events Levy and using revenue to administer improvement grants aimed at increasing physical activity levels. •Priority actions delivered in Food Cardiff's Good Food Strategy 21-24 •Sustainable Food Places Bronze Award achieved by Food Vale and action plan progressed •HAPI project deliver food and physical activity programmes in areas of deprivation •Pre-diabetes prevention projects commenced in three clusters (2 through All Wales Diabetes Prevention Programme/1 locally funded) •Dietetic services embedded in maternal obesity services with focus on dietetic intervention for BMI > 40 •Foodwise in Pregnancy App available for pregnant women •Delivery of pilot for children and families (age 3-7) from ethnic minority communities 	<ul style="list-style-type: none"> • Co-ordination and systems leadership support for the Plan is funded through the Whole Systems Approach to Healthy Weight in Wales budget and provided by members of the Cardiff and Vale Local Public Health Team. • The Prevention and Early Years Programme funds a number of posts within partner organisations to deliver on actions within the MMEW Plan. (Inc : Sport Cardiff, Vale of Glamorgan Healthy Living Team, Newydd Housing (HAPI Cymru), CVUHB Dietetics - Nutrition for your Little One (NYLO) • Healthy Weight, Healthy Wales Obesity Pathway funding contributes towards the delivery of Priority Area 10 of the Plan: Healthy Weight Services. 		
Stakeholders	Major Project Risks and Issues:	Mitigating Actions:			
<p>Delivery of the Plan will involve partners from across the system including; CVUHB, Local Authority, other third sector, public sector organisations, public health, educational settings, workplaces, housing sector, businesses as well as communities</p>	<p>Project Issue :</p> <ul style="list-style-type: none"> • Availability of future data to track overarching project outcomes <p>Project Risk:</p> <ul style="list-style-type: none"> • Impact of a new wave of COVID impacting on partner capacity to deliver 	<ul style="list-style-type: none"> • Concerns raised with PH observatory /HWHW surveillance T&F group • Re-introduce innovative ways of working and re-prioritise Plan action 			

Vaccination and immunisation

Project Title		Vaccination and immunisation	Project Lead	Lorna Bennett	Exec Sponsor/SRO	Fiona Kinghorn
Aims/Objectives		<p>Protect our local population through safe, innovative, timely, person-centred and equitable immunisation delivery, maximising uptake in the process.</p> <p>Implement new governance and service delivery models for routine child and adult vaccinations and mass vaccination for Covid-19</p>	Dependencies / Enablers	<ul style="list-style-type: none"> • Delivery of routine child immunisations by GMS contractors • Delivery of flu vaccines across settings (schools, GMS, Community Pharmacy, Occ Health) • Partnership engagement and action by public and local authorities • Improved digital infrastructure 	Benefits	<ul style="list-style-type: none"> • Maximising uptake of vaccination to protect our local population against vaccine-preventable diseases • Reduction in incidence and prevalence of vaccine-preventable diseases • Equitable uptake of vaccination across communities • Safe, timely and accessible delivery of vaccinations
Context	Objectives	Deliverables / Timeline		Resource / Investment		
<ul style="list-style-type: none"> • Immunisations will continue to play a large role in improving our population's health • Heightened public awareness of vaccinations generally and the importance of vaccination as a key health intervention • The successes of the Mass Vaccination Programme have improved our understanding of how to work at pace and at scale • Low vaccination uptake across age groups and vaccine types and increasing inequalities in uptake • Following a review, we can improve how we deliver and plan for vaccinations and we know where there are challenges • We have strong links with our partners in Primary Care & Local Authorities 	<ul style="list-style-type: none"> • Implement changes to governance structures, including meetings, accountabilities and workforce structure/activities. • Take proactive action to improve access and services following our Stakeholder Experience Review • Develop a shared immunisation workforce plan that covers the whole immunisation service, including delivery partners. • Consistently achieve (or exceed) nationally set vaccination uptake targets • Coordinate local data initiatives and advocate for national digital developments that will impact positively on the immunisation service. • Deliver a comprehensive communication and engagement plan • Work with PSB partners to increase uptake and impact • Continue to deliver vaccinations according to JCVI and WG guidance 	<p>Start/end dates:</p> <p>Key deliverables list:</p> <ul style="list-style-type: none"> • Revised work programme for immunisation following Stakeholder Experience Review (Q2 2022/23) • Revised governance arrangements agreed and established (Imms Prog Board and Imms Ops Group) (Q1 2022/23) • Workforce plan (Q2 2022/23) 		<ul style="list-style-type: none"> • Public Health Leadership support for Immunisation is funded through the Corporate / Public Health Director budget and provided by members of the Cardiff and Vale Local Public Health Team. • The Prevention and Early Years Programme funds a part-time Immunisation Coordinator post (employed by PCIC Clinical Board) • C&W Clinical fund and employ a 0.5wte Immunisation Coordinator post • Additional Immunisation Coordinator capacity to be funded under the Mass Immunisation budget (2.4wte) • Other operational posts funded through PCIC, C&W Clinical Board and Occupational Health. 		
Stakeholders		Major Programme Risks:		Mitigating Actions:		
<ul style="list-style-type: none"> • PCIC and Children & Women's Clinical Boards (including Imm Coordinator roles) • Primary Care Services (independent contractors) • MVP Staff • CVUHB Digital and Health Intelligence • CVUHB Occupational Health • CVUHB Pharmacy 		<ul style="list-style-type: none"> • Digital Health Care Wales • Cardiff Local Authority • Vale of Glamorgan Local Authority • Third Sector organisations • PHW/Vaccine Preventable Disease Programme • Population of Cardiff and the Vale of Glamorgan 		<ul style="list-style-type: none"> • Workforce to deliver Covid-19 and other routine vaccinations • Resource constraints due to ongoing pandemic response • Non-engagement of key partners • Decreasing uptake of vaccinations 		<ul style="list-style-type: none"> • Redeployment of staff and recruitment of additional staff where needed • Continued prioritisation on delivery of childhood vaccinations during pandemic • Working with GMS and Child Health to identify issues and implement escalation policy

Sustainable and healthy environment

Project Title		Sustainable and healthy environment		Project Lead	Dr Tom Porter	Exec Sponsor/SRO	Fiona Kinghorn
Aims/Objectives		<p>Partnership working with Council transport and planning teams to impact on air quality, active travel infrastructure, access to public services and green/blue spaces, and healthy retail and growing environments</p> <p>Partnership working with Council policy planning teams to develop Replacement Local Development Plans which include a focus on improving health and well-being</p>		Dependencies / Enablers	<ul style="list-style-type: none"> Partnership engagement and action by public and private sector organisations Rapid improvements to active travel infrastructure by Councils Engagement by Council planning departments (incl. local development plan updates) 	Benefits	<ul style="list-style-type: none"> Improved physical health (diabetes, obesity, cardiovascular, trauma) Improved mental health/wellbeing (dementia, loneliness, social isolation) Cleaner air (↓ NO₂) Reduced carbon emissions Reduced health inequalities
Context	Objectives	Deliverables / Timeline		Resource / Investment			
<ul style="list-style-type: none"> 50 years of increasing car use, declining walking, cycling, public transport use, across UK (some recent changes to trend pre-pandemic following concerted action) Rising rates of overweight/obesity, diabetes, loneliness Air pollution (esp. NO₂) not falling as quickly as required by law Climate emergency Increasing health inequalities 	<ul style="list-style-type: none"> To increase walking, cycling, public transport use in Cardiff and the Vale To promote the switch from petrol/diesel cars to EVs To engage with Council transport planners to ensure health is a key consideration and high quality, safe active travel infrastructure is introduced To promote access to healthy environments through Health Board and Council policies To engage with Council policy planners to ensure health is a key consideration in local development plans and will support the creation of healthy environments 	<p>Start date: Apr 2019 (launch of Cardiff Healthy Travel Charter) / March 2021 (start of replacement LDP process in Cardiff)</p> <p>End date: Apr 2024 (implementation deadline for Level 2 Charter) / October 2025 (adoption of Vale Replacement LDP)</p> <p>Key deliverables list:</p> <ul style="list-style-type: none"> Completed implementation of 14 Charter commitments across Cardiff and Vale signatories (Q2/Q3) Level 2 Healthy Travel Charter launched, with initial sign up by >5 organisations in 2022/3 (Q1/2) Launch of Higher Education Charter (Q4) Updated comms and implementation toolkits (Q1/2) Additional segregated cycleways in Cardiff and the Vale of Glamorgan – dependent on consultation and funding (Q4) Replacement Cardiff and Vale LDPs take a public health approach to creating a healthy environment (Q4) 		<ul style="list-style-type: none"> Direct – officer time in local PH team to lead Charter work, and liaise with Council teams on transport schemes, active travel to school, local development plans and related initiatives Indirect – time of policy officers in Healthy Travel Charter signatory organisations 			
Stakeholders		Major Programme Risks:		Mitigating Actions:			
<ul style="list-style-type: none"> Public sector partners via PSB and Healthy Travel Charter group Private sector signatories – working with FOR Cardiff (business improvement district) Higher education institutions in Cardiff and Vale Cardiff and Vale Councils Active travel and public transport operators Welsh Government transport and planning Office of Future Generations 		<ul style="list-style-type: none"> Reputational risk if key partners fail to implement Charter in original timeframe, and risk to public engagement if public sector seen as hypocritical and not 'practising what it preaches' New wave of Covid, e.g. with new variant of concern, requiring further lockdown and advice to avoid public transport 					

King's Fund recommended programmes

Project Title		King's Fund recommended programmes	Project Lead	Dr Sian Griffiths	Exec Sponsor/SRO	Fiona Kinghorn			
Aims/Objectives		Work with service leads, based on evidence, to identify actions to maximise opportunities for prevention and early intervention in primary and community settings	Dependencies / Enablers	<ul style="list-style-type: none"> Support from Improvement and Implementation Team Support from colleagues working in primary care and the community 	Benefits	<ul style="list-style-type: none"> Improved population health outcomes Improved equity of access Reduced demand 			
Context	Objectives	Deliverables / Timeline		Resource / Investment					
As we recover from the pandemic and address the resultant non infectious disease harms and inequalities, it is more important than ever that prevention and early intervention are promoted at every appropriate opportunity.	<ul style="list-style-type: none"> To commission research from the King's Fund to identify the most impactful opportunities for prevention and early intervention in our primary and community services, which also takes account of and mitigates against inequity To work with partners to incorporate these recommendations into the '@home' locality-based RPB care model To engage in the national work programme on segmentation, and test the potential of population health management in improving outcomes; initial focus with two primary care clusters Engage with care pathway development work 	Start date: August 2021 End date: March 2023 Key deliverables list: <ul style="list-style-type: none"> Develop initial stages of a population and health management approach with clusters in Cardiff and Vale (June 2022) and develop further milestones King's Fund recommended programmes – gaps identified and key actions identified to address them (July 2022) 		<ul style="list-style-type: none"> Project jointly funded by Innovation and Improvement Division and the Local Public Health Team Small project team to steer implementation Public Health Consultant time to engage with segmentation WG funding to support national Population Segmentation approach, with regional allocation 					
Stakeholders		Major Programme Risks:		Mitigating Actions:					
<ul style="list-style-type: none"> PCIC Primary Care Services (independent contractors) Cardiff Local Authority Vale of Glamorgan Local Authority Third Sector organisations Local community leaders Population of Cardiff and the Vale of Glamorgan 		<ul style="list-style-type: none"> Welsh Government Local Public Health Teams across Wales engaging in segmentation work 		<ul style="list-style-type: none"> Delays in delivery from King's Fund Non-engagement of key local partners Resource constraints due to ongoing pandemic response Delays in national population segmentation work due to ongoing Covid-19 response, and complexity of project coordination 			<ul style="list-style-type: none"> Director level liaison with King's Fund Lead consultant identified for King's Fund and Population Segmentation work and allocated time in job plan Collaborative approach to King's Fund project commissioning with RPB lead Proactive and early engagement with partners, with opportunity to influence project design 		