



Oxfordshire Clinical Commissioning Group Board Meeting

Date of Meeting: 28 September 2017	Paper No: 17/70
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Title of Paper: Bicester Healthy New Town Programme
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Paper is for: (please delete tick as appropriate)	Discussion ✓	Decision	Information ✓
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<p>Purpose and Executive Summary: To inform the OCCG Board of progress in implementing the Bicester Healthy New Town Programme.</p>
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<p>Financial Implications of Paper: None</p>

<p>Action Required: The OCCG Board is asked to:</p> <ul style="list-style-type: none"> • Note the good progress in delivering the Healthy New Town Programme in Bicester and endorse its approach to innovation and prevention • Support it as a priority for future transformation funding • Discuss opportunities for transferring the learning from the programme to other parts of Oxfordshire.

OCCG Priorities Supported (please delete tick as appropriate)	
✓	Operational Delivery
✓	Transforming Health and Care
✓	Devolution and Integration
✓	Empowering Patients
✓	Engaging Communities
✓	System Leadership

<p>Equality Analysis Outcome: Not applicable</p>

Link to Risk:

The programme addresses the risks associated with the rapid growth in the population at Bicester and the need to change to a more preventive model of care that will reduce future demand on health and care services.

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Date of Paper: 18 September 2017

September 2017

Bicester Healthy New Town Programme

This report is public

Purpose of report

To inform OCCG Board of progress in implementing the Bicester Healthy New Town Programme.

1.0 Recommendations

The OCCG Board is recommended:

- 1.1 To note progress in implementation of Bicester's Healthy New Town Programme (HNT) and endorse its approach to innovation and prevention.

To support it as a priority for future transformation funding.

To discuss opportunities for transferring the learning from the programme to the rest of Oxfordshire

2.0 Background

- 2.1 The HNT Programme at Bicester is a place-based population-wide prevention programme, using the opportunities presented by population growth to test innovations in the built environment, new models of care, and community activation to identify the impacts they have on public health and to replicate the learning elsewhere in the county and country.

By 2031 Bicester will have 26,000 homes that will be available across the whole town, of which 13,000 will be new homes including 6,000 in the exemplar Elmsbrook at NW Bicester Eco development. The Healthy New Town Programme at Bicester is focusing on the whole town and how the new housing and changes in the town's infrastructure and built environment, can improve the health and wellbeing of all residents.

The Bicester HNT Programme has developed three multi-agency work streams;

- the built environment
- community activation
- new models of health and care

These work streams are the main focus for delivering innovation and change.

Digital Innovation is a key enabler for all three work streams and is led by Oxford Academic Health Science Network. This includes new digital technologies and health related applications to promote self- management and self-care. It will consider the optimum approach to matching the needs of Bicester residents with the technology opportunities available, and how such technologies could be introduced to promote healthy lifestyles.

3.0 Report Details

Bicester Healthy New Town Vision and Key Objectives

3.1 Following extensive consultation with local stakeholders and partners a detailed Delivery Plan was submitted to NHS England in January 2017. It seeks to achieve the programme's aims to enable people who live or work in Bicester to live healthier lives and to prevent ill health in the future. Its specific objectives are to:

- increase the number of children and adults who are physically active and a healthy weight
- reduce the number of people who feel socially isolated or lonely in order to improve their mental wellbeing

3.2 The programme was developed with the support of a wide range of expert and local community partners who make up the wider Bicester partnership.

3.3 The Delivery Plan has three key work streams:

- **The Built Environment:** making best use of Bicester's built environment to encourage healthy living;
- **Community Activation:** helping local people to live healthier lives with the support of community groups, schools, and employers;
- **New Models of Care:** delivering new approaches to care closer to home and minimising hospital-based care.

The objectives for each work stream were developed in consultation with local community organisations and were endorsed by key stakeholders as well as the Bicester Strategic Delivery Board. They comprise:

3.4 The Built Environment

- Going for Green - to maximise the use of Bicester's green and public spaces for healthy living;
- To create a 'walkable and cycleable community' with a comprehensive walking and cycling network;
- To develop planning policies which support the creation of a healthy environment.

3.5 **Community Activation**

- To build better connected communities working closely with the voluntary sector and community associations to address problems of social isolation
- To activate schools, nurseries, and colleges to work with young people and their families to become more active and to eat healthily in order to increase their physical and mental wellbeing;
- To activate local workplaces to promote health and wellbeing at work.

3.6 **New Models of Care: Creating care closer to home**

- To create a 'primary care home' with integrated community health and social care supporting GP neighbourhood clusters.
- To deliver new care pathways for long term conditions which minimise hospital based outpatient care (focusing first on diabetes);
- To plan to meet future care needs from the growing population through the provision of primary and community care from health campuses.

3.7 The Delivery Plan identifies a range of initiatives that are to be delivered within each work stream, the timescale for delivery, lead agencies, resources required, measures of success and transferable outputs. It includes deliverables that had already been achieved by December 2016, those to be delivered by end of March 2017 with additional funding, and those that will be delivered in the period April 2017-March 2019. NHS England has stated that currently it envisages that the programme will end at a national level at the end of March 2019.

3.8 In July 2017 NHS England confirmed that it has granted £635,000 for delivery of the Bicester Healthy New Town Programme for the period April 2017-March 2019 which will fund the following:

- £150,000 for Programme Management including participation in national collaboratives, events and testing of new care models
- £120,000 for evaluation of the Bicester Healthy New Town Programme and to lead a collaborative that has been set up with other Healthy New Town sites to co-ordinate the outputs of other local evaluations
- £210,000 to fund initiatives that will promote use of the built environment to promote healthy behavior, including increasing active travel for daily commutes to school and work
- £155,000 to support initiatives in schools to promote healthy lifestyles and to develop an exemplar wellbeing at work scheme for local SMEs and micro businesses

Strategic Linkage of the Healthy New Town Programme

3.9 Bicester's Healthy New Town Programme objectives and target improvements are closely aligned to wider district, county, regional and national priorities. Its focus on obesity reduction reflects the Sustainability and Transformation Plan ambitions for Berkshire, Oxfordshire and Buckinghamshire, Oxfordshire Health & Wellbeing Board targets, as well as the national strategic objectives of Public Health England, Sport England and the Department of Health.

The changes to new models of care that the programme is testing are aligned with Oxfordshire Transformation Board strategy to:

- increase care closer to home
- increase digital support for care delivery
- ensure the sustainability and transformation of primary care
- planned care programme to transform management of long term conditions

The Built environment objectives to increase active travel and use of green spaces reflect CDC Local Plan and nationally Town and Country Planning and Sport England objectives.

Progress in Delivery of the Bicester Healthy New Town Programme January - August 2017

3.10 Programme Launch

On Saturday 13 May 2017 the Healthy New Town Programme was launched in Bicester town centre with a fun, action-packed day for people of all ages to enjoy.

The aims of the day were for it to be a great celebration for Bicester, to raise the awareness of its residents that the town has been awarded Healthy New Town status, and to show residents of all ages that being healthy can also be fun.

The event began at 10am with a health walk and a social cycle ride, starting at the top of Sheep Street; and a board game café at the Methodist Church. It finished at 4pm after the sandcastle competition in Market Square which was closed to traffic.

A total of 8,217 people attended the event; from the attendance survey we know that two thirds of those who attended the event planned to do so because they had seen publicity about the event - they were not casual shoppers.

Response on social media was overwhelmingly positive. We also heard some wonderful stories like the widow who brought her bike in for a repair. She had not ridden it since her husband died as he looked after their bikes. She got the bike repaired and signed up to do the social cycle ride for the following week.

A video of the *Healthy Bicester* launch has been created and links to the six steps to healthy living that is being promoted to encourage behaviour change. The video is available for partners to use.

Activities Delivered January – August 2017

3.11 The Built environment

- An information leaflet on the town's main green spaces has been printed
- Cycling and walking way finding project is nearing completion
- Commenced project with satellite catapult to identify opportunities for satellite enabled technology to increase awareness of air quality issues and to support monitoring of use of green spaces
- Three 5K Health Routes have been created in West, East and South Bicester which are encouraging residents to walk/run in their local area. The initiative has been widely publicised on social media, attracting 44,000 views on Facebook and numerous comments including the following:
I know a few people have complained about the coloured lines, but I really do think they are a good idea; I use part of one at lunchtime for a walk whilst getting out for some fresh air. I would like to see one in Kings End part of Bicester as this is a really good way of understanding some walking routes. Thank you.
Pedestrian counters indicate that there was a 25% increase in pedestrian traffic in the first week of completing the Health Routes.
- Oxford Brookes University have undertaken an observational study re: the use of Garth Park and Bure Park and will be reporting on their study in October 2017.
- St Edburges Primary School have offered their playground for use during the summer holidays for bikability courses.

3.12 Community Activation

- A Bicester Green Spaces Summer Challenge has been conducted to encourage residents to use the information leaflet on the town's main open spaces and visit them over the summer holidays
- A play addressing themes of social isolation and loneliness, held in association with the Cooper school and OYAP, was attended by 130 people.
- The first meeting of the Bicester Voluntary Forum was held in April led by Bicester Town Council. This identified a number of ways in which a network of voluntary organisations could work together and increase their capacity. As a result a volunteer's fair is planned for 20 September to increase the opportunities for volunteering amongst young people aged 16-18.
- An intergenerational project with older adults working with primary school children is being piloted with Longfields Primary School.
- Primary and secondary schools are actively engaged with the programme. All participated in the walk to school week to promote active travel in May. SATS relax sessions were also held in all primary schools during SATS week. Kingsmeadow and St Edburges have introduced the 'daily mile' and St Edburges have run a family fun club

encouraging parents to get active with their children. This has been well attended by families who are hard to reach with good involvement of fathers; the following quote reflects its success:

'We have got ourselves into a routine of life. We get up. Have breakfast. Go to work and school. Come home. Have dinner. Do any homework that the kids may have and go to bed. We had forgotten how to have fun. These sessions have really opened my eyes to that.'

- With the secondary schools, an art for health pilot project has been conducted with OYAP and is in the process of being evaluated. A Forum for Healthy New Town Student Ambassadors has been set up with 15 students representing all three secondary schools. The Forum has met twice and as a result specific exercise activities for girls are being developed. At the second meeting the teenagers were engaged in developing a new website with Oxford Health FT to offer advice on mental health and wellbeing which will be available across Oxfordshire.
- A workshop has been held with early year's providers, including health visitors, pre-schools, nurseries and social care to identify how best to reach young families and encourage a healthy start in life. This has identified a number of needs that are not being met which will inform the delivery plan.
- The *Six steps to a healthier you* leaflet has been launched. Church leaders who undertake welcome visits to new residents in Kingsmere, Elmsbrook and Graven Hill have agreed to hand out the leaflet on their visits. Copies have been handed out at the Big Lunch and Bicester Bike Day.
- A project manager has now been recruited to work with local businesses to deliver the wellbeing at work offer. A walking networking meeting has been held by the Bicester Business Network on 30 August 2017.
- Three rounds of SPARK Funding, seed corn funding for local community and voluntary groups, has been allocated.

3.13 New Models of Care

- Discussions are underway to develop a clinical model for neighbourhood working between community health and primary care to serve the needs of a population of 35-50,000. This is building on the local relationships that have been built between providers at the locality community services group.
- A campaign is due to commence in September 2017 to increase identification and support for carers, linked to provision of flu jabs. All local providers have asked their staff to contribute by identifying informal carers and encouraging them to register so that they can access support if required.
- A project is using predictive modelling to identify the likely impact of the growing population on future demand for primary care. This information is contributing to the locality plan
- Multi-agency support has been secured for an integrated training programme for local health and care support workers. The first session involving domiciliary carers, nursing home staff, health care assistants,

therapy assistants is scheduled for October 2017 and will address the needs of the deteriorating patients

- The North East locality has been piloting an integrated model for the delivery of care to patients with diabetes .This model is based on developing an alliance between primary care (through the federations) secondary care and community care (including podiatry, dietetics and specialist diabetic community nurses)with input from mental health.
- The alliance plans to improve the delivery of care to the locality's diabetic patients using the following enablers ;
 - A locality diabetes dashboard with data from primary and secondary care which will track the delivery of care processes, triple target achievement and resource use (outpatient and diabetes related in patient episodes).
 - Virtual out-patient appointments delivered through skype to allow a more flexible primary / secondary care interface.
 - Practice based MDT meetings including diabetic consultant's specialist nurses and IAPT clinicians focussing on long term conditions.
 - A locality clinical diabetes group with an overall locality primary care diabetes lead together with community, secondary care and mental health input.
 - An alliance arrangement allowing flexible use of the whole pot of funding for diabetes care to optimise outcomes and address inequalities in the provision of care.

If successful it is hoped that this could be a model for the delivery of integrated community based care for other chronic diseases.

- Development of a mental health website for teenagers has commenced to help support their needs and to offer advice to parents.
- Work has been conducted to assess the capacity pressures that GP practices are facing in the town due to the increasing population. An estates plan for the town is being developed with the support of NHS Property Services which aims to identify solutions to manage increased demand in the next 5 years and development needs in the medium /longer term. The proposal is to create two health campuses from which a range of services can be provided which will promote self-care, address social care needs, enable increased management of people with long term conditions and complex care needs in the community as well as core primary care. The implications of these plans are being fed into discussions with planning colleagues as to the need for additional estate for primary care and wellbeing services.
- NHS England's New Models of Care team has provided advice on how service transformation in the North East locality compares with national Vanguard schemes and evidence of good practice. A systematic

review of transformation plans has been conducted and identified a number of gaps which are outlined below.

Prioritisation Domain	Service Improvement			
	Social prescribing with health coaching element	Development of neighbourhood model of integrated primary, community and social care including access to an Urgent Treatment Centre and frailty unit	Workforce Development and use of wider skill mix	Increase primary care capacity to extend access and meet demand from population growth
Patient Outcomes	X	x	X	X
Primary Care sustainability	X	x	X	X
Health inequalities	X	x	X	X
Strategic fit	X	x	X	X
Deliverability	X	x	X	X
Finances	X	x	X	X
Population coverage	X	x	X	x

These priorities have informed the North East Locality Plan but transformation funding will be needed to enable the locality's ambitions to be realised.

3.14 Evaluation

The Bicester Healthy Lives survey, developed to collect baseline data about residents' health and wellbeing, has been completed. 983 responses were obtained and have been analysed to inform the programme so that it can address some of the barriers to improve residents' health and wellbeing. The findings will be the focus of discussion at this year's local stakeholders' conference on 19 October 2017.

4.0 Programme Value and Transferability of Learnings

The system wide approach that the programme has taken to promoting a healthier community has already produced added value, namely:

- It has secured positive engagement between health and planning to proactively plan for future health care needs
- The programme is a catalyst for health to connect with local authorities, schools, businesses and the voluntary sector to promote health and wellbeing and to support prevention

- The holistic approach to health improvement focused on a whole population approach encourages local engagement; different partners can see the relevance of the programme to their ambitions and can identify ways that they can influence and contribute to the programme
- The system wide ambitions of the programme requires a multi-agency and partnership approach; partners' support is key to its delivery and has in turn enabled the programme to access additional resources
- Embedding an NHS programme manager within a district council place based delivery team has enabled rapid delivery of some 'quick wins' and promoted cross sectoral working
- Investment in early and meaningful engagement is critical for local ownership of what it means to live in a Healthy New Town and to encourage resident involvement with it.
- The more the programme does, the more opportunities emerge!

5.0 Conclusion and Recommendations

- 5.1 Good progress has been made in starting to deliver the detailed Delivery Plan for the Healthy New Town Programme. The baseline data from the residents' health and wellbeing survey have confirmed the importance of addressing levels of obesity and social isolation in the town and a number of initiatives are increasing the opportunities for Bicester residents to actively adopt healthier behaviours and to help start to build a healthier community.

New models of care are being tested in Bicester but there are some notable gaps in transformation plans for which funding is required and risks remain regarding delivery of the estates plan.

The OCCG Board is asked to:

- Note the good progress in delivering the Healthy New Town Programme in Bicester and endorse its approach to innovation and prevention.
- Support it as a priority for future transformation funding.

Discuss opportunities for transferring the learning from the programme to other parts of Oxfordshire.