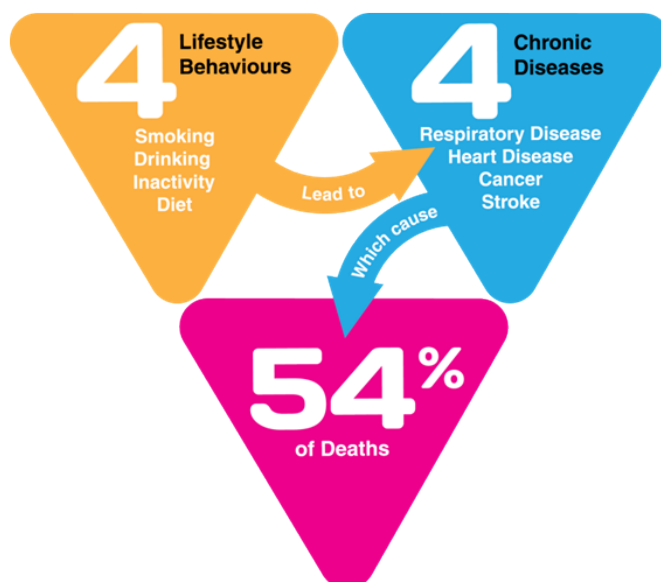




## Thrive Plymouth update



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## I. Background

In January 2014, at a Budget Scrutiny meeting, the following recommendation was agreed:

*'An action plan addressing the revised approach to health inequalities across the city is brought to the Caring Scrutiny Panel within six months by the incoming Director of Public Health.'*

Thrive Plymouth was developed in response to this recommendation and is a 10-year programme to improve health and wellbeing and reduce health inequalities in Plymouth. It is being led by the Office of the Director of Public Health, Plymouth City Council. Thrive Plymouth is based on the local 4-4-54 construct, i.e. that poor diet, lack of exercise, tobacco use and excess alcohol consumption are risk factors for coronary heart disease, stroke, cancers and respiratory problems which together contribute to 54% of deaths in Plymouth (i.e. 4-4-54). Changing these four behaviours would help prevent four diseases and reduce the number of deaths due to these chronic diseases.

The 4-4-54 construct is based on the original work of the Oxford Health Alliance (OxHA). The OxHA came up with the concept of 3four50. In other words, that there are three risk factors to health that together contribute to four chronic diseases which in turn contribute to more than 50% of preventable deaths worldwide. This focus on chronic diseases is appropriate as they are now the major cause of death and disability worldwide, having surpassed infectious diseases and injuries. The work of the OxHA has been considered by Plymouth's Public Health Team and its implementation in San Diego, U.S.A. has been reviewed. A Plymouth-specific version of this approach to chronic disease reduction was therefore developed to address health inequalities in the city.

In addition to an on-going focus on the four behaviours, Thrive Plymouth also has a specific annual focus. In year one the focus was workplace health and wellbeing. This is based on the fact that employee health is critical to company culture and output. The focus of Thrive Plymouth in year two (from November 2015) is schools.

Thrive Plymouth is based on the following three approaches:

(i) **Population prevention approach**

A large number of people at a small risk (of developing a disease) may give rise to more cases of disease than the small number who are at high risk. This approach is based on shifting the population distribution of a condition in order to prevent a higher number of cases. The changes are happening to the whole population and the societal effects of a distributional shift may be large.

(ii) **Common risk factor approach**

Unhealthy behaviours are often shared by groups or populations. The clustering of risk factors occurs in individuals and groups, particularly those at the lower levels of the social gradient. By directing action on these common risks and their underlying social determinants, improvements in a range of chronic conditions will be achieved more efficiently and with greater effectiveness.

(iii) **Changing context of choice**

Most people know how to improve their health and many want to do it. Change is hard to achieve and intention to change isn't enough. There is a disconnect between knowing what needs to be done and actually doing it.

## 2. Why do we need Thrive Plymouth?

Figure 1: Trends in male and female life expectancy

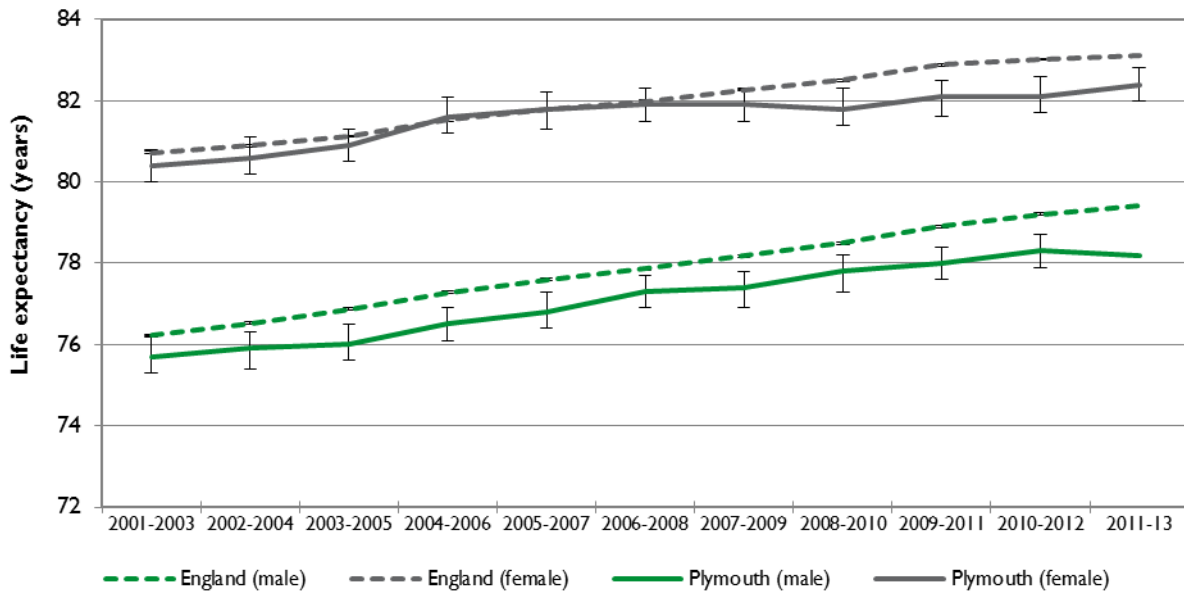


Figure 2: Trends in the life expectancy 'gap' in Plymouth (for males and females combined)

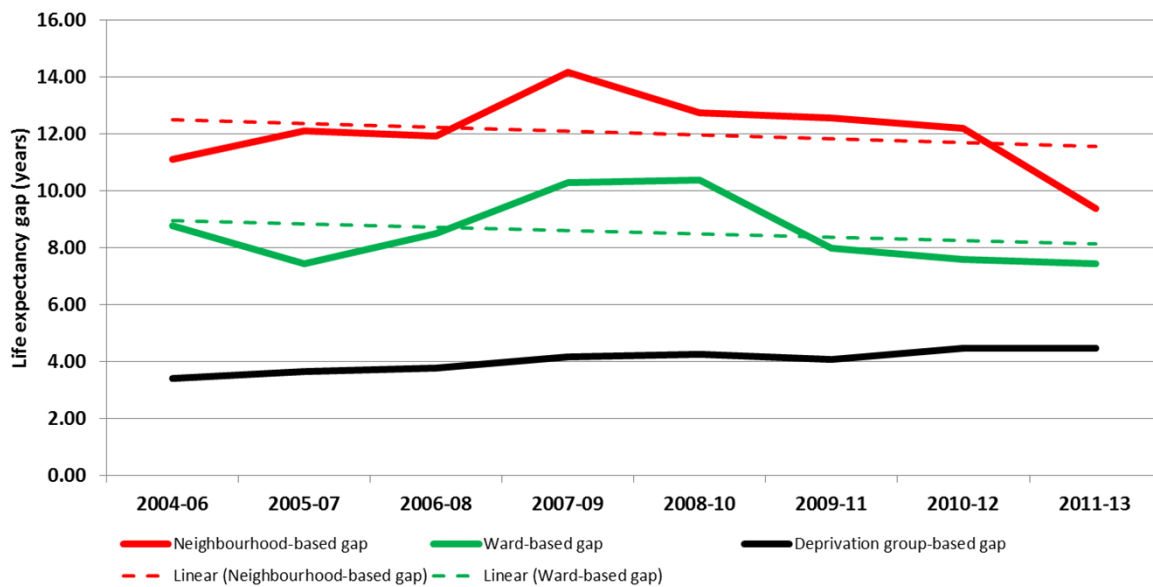


Figure 3: Plymouth's life expectancy bus route (2011-13) by electoral ward

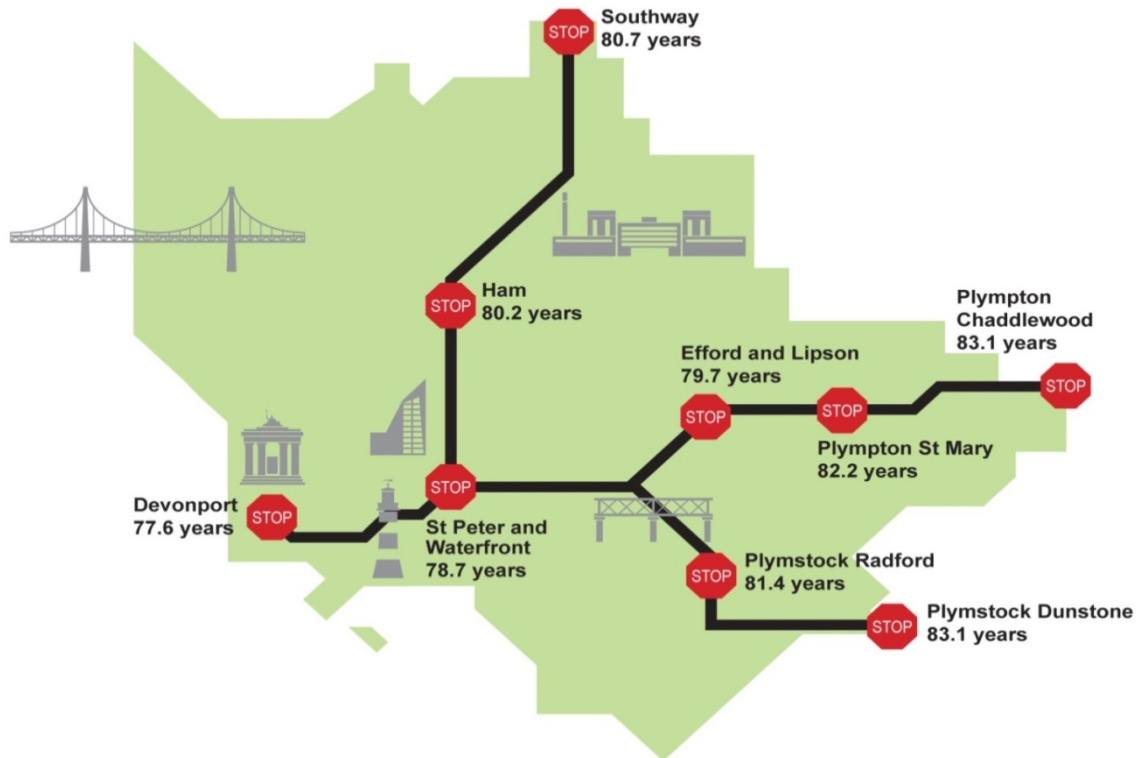
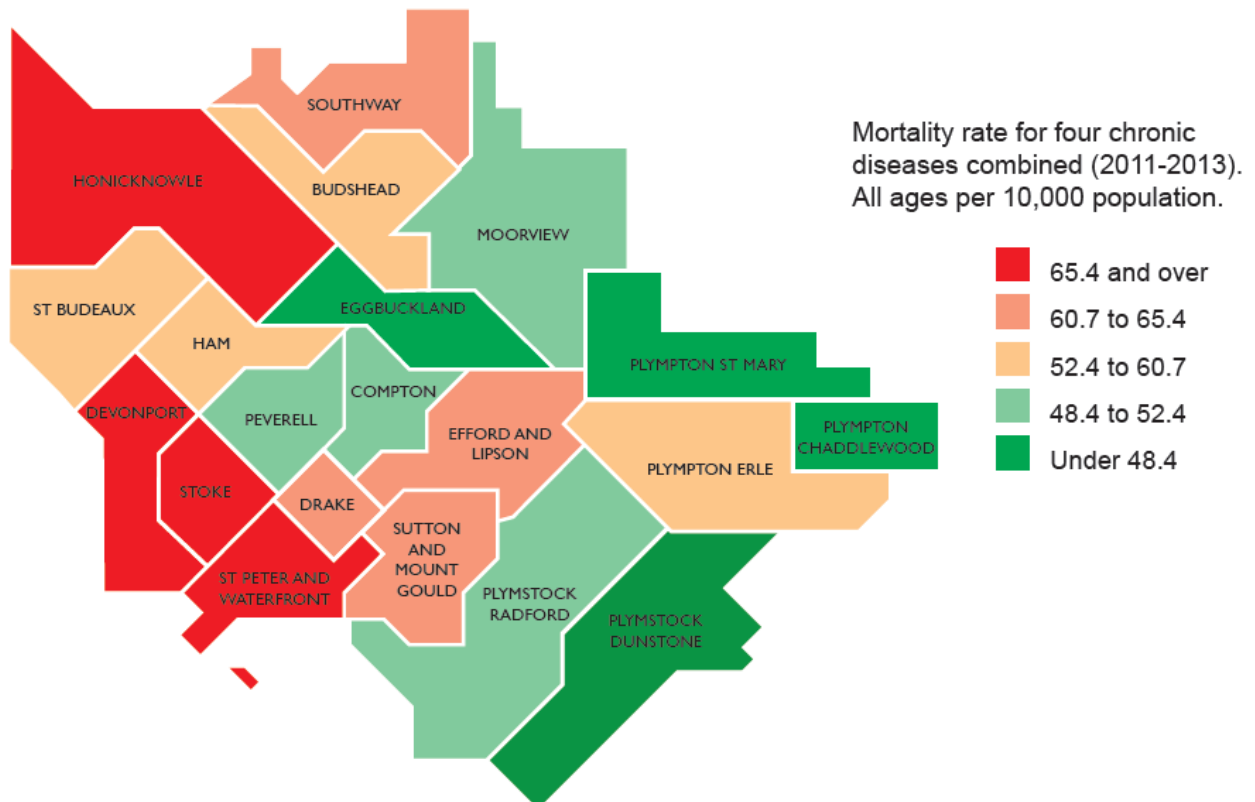


Figure 4: Death rates for the four chronic diseases combined (2011-13)



### 3. Launch event and year one focus

Thrive Plymouth was launched on 10 November 2014 at an event held in the Council House. The launch was attended by 100 city leaders, businesses and institutions as well as the leader of the Council and Portfolio Holders. Through their employers, 22,000 employees were represented at the event. All 35 organisations attending the event pledged to take action to improve their workforce's health and wellbeing. This event launched Thrive Plymouth as a framework to city leaders and introduced the targeted campaign to city employers. Launching Thrive Plymouth to city leaders was the first step to developing action plans to address health inequalities using common approaches around the identified priorities. Introducing the framework to targeted audiences will enable sections of society to receive tailored messaging and a relevant offer of support and call to action.

Workplaces were chosen to be the focus for year one as the positive impact that employment can have on health and wellbeing is well documented. There is strong evidence that having a healthy workforce can reduce sickness absence, lower staff turnover and boost productivity. In short, employee health is critical to company culture and output. Over and above this however, it was recognised that positive messages delivered in the workplace are likely to be shared with families and friends. At the launch event delegates received a pack of Thrive Plymouth materials. This included details of a free offer of support from (i) Livewell@work (part of Plymouth Community Healthcare's Livewell Team), (ii) Plymotion, and (iii) the Sports Development Unit. The free support available was (and remains) as follows:

- (i) **The Workplace Wellbeing Charter (supported via Livewell@work)**  
This is an opportunity for employers to demonstrate their commitment to the health and wellbeing of their workforce. It provides employers with a guide on how to make workplaces a supportive and productive environment in which employees can flourish. Organisations of all sizes can use the Charter standards. The entry level has been developed as a baseline for all businesses to achieve and acts as a checklist for smaller organisations to ensure that legal obligations are met.
- (ii) **Plymotion**  
Plymotion is a scheme that aims to make it easier to get around Plymouth by bus, by bike and on foot. The Team encourage and make it easier for people to travel more sustainably, whether on their way to work, going shopping or just getting out and about to enjoy the city and surrounding countryside.
- (iii) **Sports Development Unit**  
The Team is responsible for maintaining and improving the provision of sport and physical opportunities in the city through a mixture of direct provision and by working in partnership with organisations. They aim to increase participation in sport and physical activity by reaching those who need it, working with key partners, promoting opportunities in the natural environment, supporting community sport and attracting external funding.

As already stated, all 35 organisations attending the event pledged to take action to improve their workforce's health and wellbeing. Importantly, this support is on-going and doesn't stop at the end of year one.

As well as the launch event described above, and related to the year one focus on workplaces, the Public Health Team has presented and described Thrive Plymouth to a number of key audiences across the city. These include to members of:

- Plymouth and Devon Chamber of Commerce at a ‘crunchy breakfast’ event
- Plymouth’s Social Enterprise Network
- Plymouth Manufacturers’ Group

As well as these formal presentations to business groups, the three (free) offer providers represented Thrive Plymouth at this year’s Plymouth Business Show.

In addition to the business focussed presentation highlighted above, the Public Health Team has presented, discussed and written about Thrive Plymouth whenever the opportunity has arisen. As a direct result of this, Thrive Plymouth (and the 4-4-54 construct) is now recognised across the city as the single, agreed approach to addressing health inequalities.

At the end of Thrive Plymouth year one, each of the three offer providers was sent a questionnaire thanking them for being part of the free year one offer and requesting an update on their activities (related to year one of the campaign). As well as a request for ongoing support, provision of case studies, and examples of best practice, the following questions were included:

- Can you advise on the contact and describe what type of engagement they have had with your services?
- There have been other opportunities where Thrive Plymouth has highlighted your ‘offer’ such as the Plymouth Business Show, Plymouth Social Enterprise Network AGM, Chamber of Commerce Crunchy Breakfast, etc. Please describe further contacts and engagement generated for your service?
- Please describe any other spin off projects that have been generated or are planned?

The responses from the offer providers are currently being gathered and a report based on their responses will be available in the New Year.

#### **4. Director of Public Health Annual Report**

Thrive Plymouth was the focus of this year’s Director of Public Health Annual Report. Entitled ‘Positive choices for better health in a growing city’, it was published in July 2015. The focus of this annual report is on positive choices (eating a healthy diet, leading an active lifestyle, drinking sensibly and not smoking tobacco) and the contexts in which these choices are made and influenced. There are four parts to the report. Section one introduces Thrive Plymouth and gives an overview of the programme and the 4-4-54 construct. Section two discusses lifestyle choices and health inequalities in Plymouth. It focuses on each of the four behaviours, describes the positive choice and the differences in the pattern of the behaviours across the city. It also considers the wider ‘context of choice’ in the city and links these to the ambitions of the Council outlined in the Plymouth Plan. Section three reflects back on the launch of Thrive Plymouth in 2014 and outlines the annual campaigns. Section four presents the Thrive Plymouth Dashboard. This shows details for all the data included in the report and the key measures that will be used to monitor changes in health and wellbeing in the city over the next 10 years. It also describes the two local surveys undertaken to provide baseline information for Thrive Plymouth. This report has been presented and discussed widely, including at an all-Member briefing held in July and at subsequent meetings of Caring Plymouth and the Health and Wellbeing Board.

## **5. Plan for evaluation**

The Public Health Team is currently working with Plymouth University (School of Government) to develop an evaluation framework for Thrive Plymouth. The Council's Public Health Team holds and has access to comprehensive datasets that allow trends in inequalities and health and wellbeing status to be monitored over time. The datasets are available at sub-city level and will allow the impact of Thrive Plymouth to be monitored (via selected key performance indicators (KPIs)) over the 10-year period of the campaign. In addition to this, existing data on health behaviours in the Plymouth population is available from a 2014 Wellbeing Survey (conducted across the 20 electoral wards in the City) and a schools health-related behaviour survey undertaken in the same year (in 15 of the 18 providers of secondary education in the city).

Therefore the Team wishes to evaluate the effectiveness of Thrive Plymouth utilising intelligence and critical analysis that goes beyond the existing quantitative KPIs. Thrive Plymouth as a programme sits alongside other initiatives and programmes within the city and the programme evaluation will explore its performance and effectiveness in this context. It is envisaged that the formulation of the evaluation framework will be undertaken in conjunction with key stakeholders and public health policy makers in the city. The focus will be on establishing an evaluation framework that (a) captures intelligence on the strategic influence of Thrive Plymouth on city-based initiatives, (b) evaluates the effectiveness of the settings chosen as the annual focus, and (c) enables feed-forward of evaluation outcomes into decision-making processes for each subsequent year of the Thrive Plymouth programme. The challenge for the evaluation framework is that the annual focus will be identified year-on-year thus requiring a degree of flexibility and adaptation in the methodological framework. In other words, although the foci in the first two years (workplaces and schools) are settings-based, it might change to be client-group-based in subsequent years.

Key to the evaluation will be the establishment of a Steering Group consisting of the evaluation leads (Plymouth University strategic partners), Plymouth City Council, key stakeholders and other interested parties, to be discussed and agreed. The exact membership will be sensitive to changing contexts. The terms of reference and reporting structures for the steering group will need to be agreed and confirmed.

## **6. Plan for marketing**

Plymouth's Public Health Team has engaged a local company (the Knowledge Collective) to work in partnership with the Team to devise a marketing strategy for Thrive Plymouth. It was important to secure the appropriate expertise to develop a strategy that is sustainable and flexible to cover the 10 year Thrive Plymouth campaign. This marketing strategy is currently being developed and will consider the following:

- The marketing tools required to better engage key audiences and get messages out into the communities more effectively.
- How a marketing strategy could make the most of the national campaigns (e.g. the Public Health England 'One You' campaign, to be launched in 2016) and compliment/align with the work carried out by Plymouth Community Healthcare's Livewell Team.
- Developing some advice on using the Thrive Plymouth brand (or parts of it) for partner organisations.

The Public Health team is looking for a strategy that safeguards the Thrive Plymouth identity, ensures alignment with the Council identity, advises on how the tools can be used internally and externally (by partners and the wider public), and clarifies how the identity can be used (e.g. in terms of sizing, colour palette, etc).

This is not about creating behaviour change through a marketing strategy, this is about how a social movement is created and communities are mobilised across the city, using Thrive Plymouth as the driver. Linked to the evaluation (being led by Plymouth University and described in section four) the strategy needs to have an evaluation plan built in. The Public Health Team would like to ensure the marketing approach is both sustainable and flexible so that learning is captured to ensure plans are progressive and continually connected.

## **7. Year Two launch and focus**

As already stated, the focus for year two of Thrive Plymouth is schools and educational settings (hereafter referred to as 'schools'). Year two was officially launched at event held at the Future Inns on Wednesday 18 November 2015.

Year Two will provide the framework for all key stakeholders to help create the conditions for children and young people (CYP) to make positive health choices and contribute toward reducing health inequality. The focus on CYP also supports the assertion made by the Department of Health that, 'the best possible health underpins a child's or young person's ability to flourish, stay safe and achieve as they grow up.' The evidence base supports developing a strong and effective partnership with schools to improve health outcomes, for example:

- Pupils with better health and wellbeing are likely to achieve better academically.
- Effective social and emotional competencies are associated with greater health and wellbeing, and better achievement.
- The culture, ethos and environment of a school influences the health and wellbeing of pupils and their readiness to learn.
- A positive association exists between academic attainment and physical activity levels of pupils.

Additionally evidence shows that health outcomes for CYP are supported through engaging pupils through encouraging pupil voice, authentic involvement in learning, decision-making, and peer-led approaches.

In focusing on schools the need to address two key stakeholder groups (the senior leadership and the CYP themselves) has been recognised. Senior leadership has a significant role to play in creating the conditions within the school settings to support positive choices. Empowering CYP to actively engage in conversations and decision making around their own and their peers' health will maximise the chances that CYP have to take-up the opportunity for healthy choices. Whilst the focus is clearly on the whole population within the school, in recognition of these two key stakeholder groups, it is proposed that the approach is delivered in two phases shaped by initial engagement with schools' senior leadership (phase one) followed by engagement with CYP themselves (phase two).



The recent launch in November focused on the senior leadership within the schools. This event was similar to the original Thrive Plymouth launch but utilised best practice examples from schools linked to the Thrive Plymouth behaviours. The best practice examples were identified from those schools that had achieved silver or gold award through the Healthy Child Quality Mark programme. The links to Thrive Plymouth Year One and its workplace focus were reflected and a new 'offer and ask' specific to schools was presented.

Phase two will commence in Spring 2016. This phase is about enabling children and young people to have conversations not only based around the Thrive Plymouth behaviours but also focussing on emotional wellbeing and mental health. In particular:

- What the behaviours mean to them including emotional wellbeing and mental health.
- What may stop them from making positive health choices in regard to the behaviours and emotional wellbeing and mental health?
- What would help them make positive health choices in regard to the behaviours and emotional wellbeing and mental health?
- Health inequality across the city.

The intention is to empower and facilitate CYP to take part in conversations in their schools across the city. The route to having these conversations in each school will be through each School Council. The intended outcome is that each school's leadership team receive the findings from their school's 'conversation' and wherever possible utilise the findings to create improved conditions for positive choices and improved wellbeing. An additional outcome would be to record those aspects of the conversations that describe city-wide solutions to improving health outcomes linked to the Thrive Plymouth behaviours and to emotional wellbeing and mental health.

Plymouth University has agreed to sponsor an event in November 2016 to showcase the findings from phase two. The University will provide all the resources and logistics to deliver the showcase event.

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