

Seizing the opportunity:

Population health
action plan 2023-27

Introduction

This document is the action plan for the accompanying population health strategy, *Seizing the opportunity: A population health prevention strategy for Jersey 2023-27*.

It sets out the practical steps we will take to improve the health of Islanders through better prevention over the next five years, from 2023 to 2027. These take the form of 24 high-level aims, each with specific objectives that will help us meet those aims. These priorities have been developed through extensive consultation with a wide range of Islanders alongside extensive reviews of data on Islanders' health, evidence and promising innovations.

These aims and objectives are divided into six sections that mirror the six strategic priorities in *Seizing the Opportunity*, i.e., Understand, Protect, Improve, Work Together, Innovate and Sustain. Under each heading in this action plan we provide a brief introduction summarising the thinking behind these priorities. More detail is available in the main strategy document.

Measures to assess whether we are meeting these objectives and a governance system for monitoring progress and providing political oversight are being developed at the time of writing. More detail on measures can be found in *Seizing the Opportunity* (Measuring Progress (p34) and Appendix 7: Governance (p54)).

Understand

It is important that we develop our understanding of health on the Island, especially in relation to the differences in health between different communities. This improved understanding will help us target our resources (time, money, energy, skills) at the places they are most needed, thus making good use of scarce resources.

Understand: Aims and Objectives

#	Strategic Aim	#	Objectives	Funded? *	When
1	Develop a comprehensive understanding of the health risks, protective factors and outcomes for Jersey, with an additional focus on developing our understanding of health inequalities.	1.1	Continue to deliver scheduled reports and analyses.	Fully	2023-27
		1.2	Continue to deliver Covid and other health protection reporting and surveillance.	Fully	2023-27
		1.3	Develop a Jersey Strategic Needs Assessment, with an initial focus on women's health (2nd topic to be confirmed).	Partly	2023-27
		1.4	Scope viable ways to include deprivation in analyses of Islanders' health.	Partly	2025-27
2	Improve our ability - through involving and engaging Islanders of all ages and cultures, with an emphasis on priority groups - to understand how the Government of Jersey can best support Islanders' health and wellbeing.	2.1	Conduct qualitative research with Islanders to understand what keeps them well, what challenges they face in being healthy and how the Government of Jersey can best support their health.	Fully	2023-27
		2.2	Conduct qualitative research on the impacts of Covid on Islanders' health, wellbeing and aspirations.	Fully	2023
		2.3	Develop capacity to routinely incorporate qualitative research and evidence-based practice into all public health work programmes.	Not funded	2024-27
3	Improve our ability to monitor and evaluate population health interventions to increase our impact and make the best possible use of public funds.	3.1	Develop our ability to monitor and evaluate the outcomes of public health interventions, using in-house expertise where possible and developing links with external partners where additional skills are needed.	Partly	Late 2023-27

*Assuming current temporary funding of the public health directorate is made permanent.

Protect

The Government of Jersey has significant responsibility for managing threats to Islanders' health from infectious diseases, environmental hazards and extreme weather events. An often-used umbrella term for this work is health protection. In Jersey, as elsewhere, health protection services are delivered by different teams. Public Health has a key leadership role but effective partnership working is needed to facilitate high quality, coordinated prevention of harm. A recent internal review of health protection, along with the Jersey Independent Covid-19 Review, highlighted the potential to strengthen current arrangements.^{1,2} Our aim is therefore to develop Jersey's health protection capacity and skills in collaboration with our health protection partners.

Protect: Aims and objectives

#	Strategic Aim	#	Objectives	Funded?*	When
4	Continue to support and improve day-to-day protection against: infectious disease; chemical, biological, radiological and nuclear (CBRN) threats; and other immediate risks to health (such as environmental hazards), with an emphasis on protecting Islanders at greater risk.	4.1	Continue leadership and management of Covid de-escalation, including the development of policy, guidance and vaccination strategy.	Fully	2023-27
		4.2	Provide ongoing management and leadership of health protection incidents including the development of specific plans (e.g. pandemic, nuclear).	Partly	2023-27
		4.3	Procure or develop a digital case management solution (recommendation 11 from Health Protection Review).	Partly	2024-27
		4.4	Procure or develop a digital surveillance system (recommendation 12 from Health Protection Review).	Partly	2024-27
5	Develop and implement a strategic approach to reducing the risk to Islanders from infectious diseases, CBRN and environmental hazards, with an additional focus on groups at the greatest risk of harm.	5.1	Scope and develop Public Health staff capacity and capability to lead strategic development of Jersey's health protection function.	Partly	2023-27
		5.2	Implement findings of Health Protection Review, in priority order.	Partly	2023-27
		5.3	Implement the recommendations from report into nuclear risks and their management.	Fully	Late 2023-25
		5.4	Continue to work with partners to develop effective emergency plans for potential pandemics, nuclear events and extreme weather.	Fully	Late 2023-27

#	Strategic Aim	#	Objectives	Funded?*	When
		5.5	Deliver reports on to agreed timescale for Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS) and ensure affected Islanders are supported by dedicated meetings and communications.	Fully	2023-27
		5.6	Lead the health and welfare cell for the three major incidents in 2022/3 with an emphasis on monitoring long-term health effects including mental health.	Partly	2023-27
6	Work to ensure that immunisations are used as effectively as possible to protect Islanders from infectious disease, paying particular attention to groups with lower uptake.	6.1	Maintain high rates and improve lower rates of immunisations for Islanders, with a focus on Covid, Flu and childhood immunisations.	Partly	2023-27
		6.2	Develop and implement a vaccination strategy for the Island.	Fully	2024-27
7	Support work on improved legislation to provide appropriate, modern legal basis for population health action in response to infectious and environmental hazards (Civil Contingencies Act and Public Health Law).	7.1	Lead work to update public health law to ensure a proportionate legal framework for protecting Islanders from infectious and environmental hazards.	Fully	Late 2023-27
		7.2	Support work to update civil contingencies legislation.	Fully	2024-27

*Assuming current temporary funding of the public health directorate is made permanent

Improve

Jersey has, “significant challenges to the long-term durability, performance and sustainability of its healthcare system due to an ageing population, increasing rates of chronic and complex disease, and growing cost pressures from new medical technologies and medicines. Jersey is facing the same threats as the rest of the world in this respect. The cost of health care is also rising by around 4-10% [per annum], which places a challenge on sustainability.³

One hugely important, proven, but currently under-used way of addressing the challenge of an aging population with increasing medical needs is investing in prevention of long-term illnesses such as cardiovascular disease, diabetes, obesity, some cancers and depression. Preventing physical and mental ill health, rather than treating it as it arises, is cost-effective, with high rates of return on investment.⁴⁻⁶ It is also kind, as it prevents unnecessary suffering.

These illnesses share common causes, or risks, which include the quality of our diets, how active we are, how much alcohol we drink and smoking. The reasons why people drink or smoke or eat poorly or don’t get enough exercise are complex; personal choice plays a role, but our social circumstances and the environments in which we are born, grow, love, work, play and age are even more important.

We propose a suite of complementary approaches to achieving improvements in the prevention of long-term illness (often called Health Improvement), including Health in all Policies methods to address the wider determinants of health¹, shaping health-promoting environments, targeted behaviour change programmes and commissioning services where we see gaps in provision.

Improve: Aims and objectives

#	Strategic Aim	#	Objectives	Funded?*	When
8	Using Health in all Policies as a tool, work with Government of Jersey colleagues to help create the conditions in which it is easier for more Islanders to be healthy, with a focus on those at the greatest risk of poor health.	8.1	Support priority Government partners working to ensure that policies relating to key social determinants of health issues in Jersey (such as housing and social security) are supportive of health aims.	Partly	2023-27
		8.2	Develop Health in all Policies approaches to support existing and emerging population health priorities, as informed by Islander engagement and Government of Jersey priorities.	Partly	2024-27

¹ See Appendix 1: Key Concepts and Principles (p40) in Seizing the Opportunity: A population health prevention strategy for Jersey 2023-27, for more detail.

#	Strategic Aim	#	Objectives	Funded?*	When
9	Work to reduce harms and inequalities in health caused by tobacco and nicotine products.	9.1	Develop and support implementation of a revised, cross-Government tobacco and vaping strategy.	Not funded	2024-27
		9.2	Develop and implement a programme aimed at reducing health harms from second-hand smoke, with an emphasis on Islanders who are more vulnerable due to age or social circumstances.	Fully	2023-27
10	Work to reduce harms and inequalities in health caused by alcohol.	10.1	Scope economically and politically viable methods for reducing alcohol consumption, with an emphasis on evidence-based, low-agency interventions focussing on price, accessibility and availability.	Fully	2024-27
		10.2	Conduct In-Committee Debate with States Assembly members on alcohol policy, legislation, guidance and legal powers, to inform planned multi-agency work aiming to reduce alcohol consumption, in line with Substance Use Strategy objectives.	Fully	2024-27
		10.3	Depending on outcome of In-Committee Debate, engage across departments to develop a Government of Jersey 'Statement of Alcohol Policy' to underpin and guide decision making, that balances the economic benefits with minimising the related harm.	Fully	2025-27
11	Make it easier for Islanders of all ages to access and afford healthy, nutritious food.	11.1	Work with schools to improve the availability and affordability of nutritious food for all children, including supporting the implementation of the Chief Minister's 100-day commitments.	Fully	2023-27
		11.2	Refresh the Food and Nutrition strategy for Islanders of all ages (which expires in 2023) and support its implementation. Begin by completing a system map of the Jersey food system, in collaboration with colleagues at the Centre for Diet and Activity Research (CEDAR), to identify key areas for action.	Fully	Late 2023-27
12	Improve opportunities for Islanders to be physically active, with an emphasis on those who face	12.1	Continue to part-fund and support commissioning of Jersey Sport's provision of universal and targeted food and activity programmes.	Fully	2023-27

#	Strategic Aim	#	Objectives	Funded?*	When
	barriers to improving their physical activity.	12.2	Provide support to cross-Government interventions on active travel within Carbon Neutral commitments.	Fully	2023-27
13	Lead and support work to develop preventive services (see also, <i>Innovate #18</i> , below)	13.1	Carry out targeted work with stakeholders to improve awareness, accessibility and uptake of cervical screening in priority groups.	Fully	2023-27
		13.2	Pilot and evaluate Make Every Contact Count (MECC) Brief Intervention training for multiple risk factors with community colleagues.	Partly	2024-27
14	Work with partners to develop and implement effective primary prevention strategies relating to mental health and suicide prevention.	14.1	Develop and implement a suicide prevention strategy.	Fully	2023-24
		14.2	Provide input to the development of an Island-wide mental health strategy.	Fully	Late 2023-27
		14.3	Develop - with input from ministers, Islanders, government officers and community organisations - an approach to the primary prevention of mental ill health, drawing together multiple existing workstreams, strategies, assets and forums for adults, children and those affected by recent critical incidents.	Partly	2024-27
15	Develop strategic approach to commissioning high quality population health services.	15.1	Identify priorities for population health commissioning.	Fully	Late 2023-24
		15.2	Develop budget, staff capacity and collaborative, creative working with key stakeholders to improve services across a range of topics.	Partly	Late 2023-27
16	Establish an approach to secure a continual dialogue with islanders to evaluate and improve the effectiveness of new or existing services or policies, including the use of digital data capture.	16.1	Develop an approach to work with islanders when services or policy are established or re-designed. This will involve adequate evaluation and near real-time feedback using digital or other tools.	Not funded	2024-27

*Assuming current temporary funding of the public health directorate is made permanent

Work together

Preventing ill health and promoting good health is very much a team effort. Our aim is to build on and amplify fantastic work already being done by multiple partners in Government and in the community. Our physical, mental and social health are influenced by a complex web of factors that include social conditions, local environments, health services and individual behaviour as well as our genetic inheritance. Improving health therefore needs Jersey's many different government departments, arm's length bodies, charities, businesses, social enterprises, employers, communities, families and individuals to work together in partnership.

The Government of Jersey and its Public Health team has a major role in leading this collaborative approach. Our work is informed by the views of Islanders and their communities. By combining these rich insights with knowledge of evidence and best practice, we can bring partners together to discuss and agree the best way to tackle the Island's issues, in a way that is appropriate to Jersey's unique context. Such approaches take time and energy to build trust and mutual understanding. Our initial collaborative focus will be on supporting efforts to improve mental health alongside specific strategies led and requested by healthcare colleagues.

Work together: Aims and objectives

#	Strategic Aim	#	Objectives	Funded?*	When
17	Build and develop strategic partnerships around core topics and priorities as outlined in the strategy.	17.1	Continue to co-lead the Mental Health and Wellbeing Strategic Partnership, with health colleagues.	Fully	2023-27
		17.2	Lead the Children's Health and Wellbeing Outcome Forum to support delivery of the Children and Young People's Emotional Wellbeing and Mental Health Strategy 2022 to 2025.	Fully	2023-27
18	Support health colleagues to maximise the population benefits of healthcare and reduce health inequalities.	18.1	Support the development of a cancer strategy.	Fully	2023
		18.2	Support implementation of new oral health strategy.	Fully	Late 2023-24
		18.3	Support development of a dementia strategy.	Fully	Late 2023
		18.4	Support the implementation of the newly-developed substance use strategy.	Fully	2023-27
		18.5	Provide input to the Development of Sustainable Health Funding Economic Analysis and Review, with a view to ensuring equitable access to healthcare, in line with international best practice.	Partly	2023-27

#	Strategic Aim	#	Objectives	Funded?*	When
		18.6	Support Health and Community Services colleagues in their work to improve screening on the Island.	Fully	2023-27

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Innovate

Improving the health of a whole population, in a way that doesn't place those with fewer resources at a disadvantage, often needs skilful innovation.⁸ There are lots of effective, evidence-based approaches to improve health. But there are also significant, global health challenges that countries big and small are wrestling with, which need fresh approaches. As a recent Government report states, "Health and care systems are being forced to think differently about how to meet [population health] challenges."³

Our analysis of Jersey's specific context has revealed several pressing issues that need innovative ways of working to improve them, which have been prioritised in the aims and objectives below.

- How to make best use of Government, community and voluntary resources to truly prevent physical and mental illness and promote health for a whole population, not just those who are highly motivated;
- How to better support children and young people, especially those from less advantaged homes;
- How to make effective and fair use of carefully chosen digital tools that can support Islanders' health.

Innovate: Aims and objectives

#	Strategic Aim	#	Objectives	Funded?*	When
19	Encourage the establishment of sustainably funded, innovative, coordinated health improvement activities that are acceptable to all Islanders.	19.1	Scope sustainably financed health improvement model. Prepare options appraisal for health minister.	Fully	2023-24
		19.2	Implement chosen health improvement model.	Not funded	2024-25
20	Make use of innovative international approaches to improve primary prevention of poor physical and mental health, and promotion of wellbeing, for children and young people.	20.1	Lead - in collaboration with Children, Young People, Education and Skills (CYPES), the voluntary and community sector and other Government partners - the development of a primary prevention model for children and young people's health and wellbeing in Jersey. Chosen intervention/s to be data-led, based on a clear understanding of risk and protective factors.	Partly	Late 2023-27
21	Ensure health improvement interventions are both cost-effective and effectively reach groups	21.1	Develop behavioural science capability, through in-house training, use of Government of Jersey-approved suppliers, commissioning or some	Partly	2024-27

	with greater need by making use of up-to-date expertise.		combination of these approaches.		
22	Engage with Islanders to understand how quality-assured digital tools can support their health. Develop concurrent plans to support Islanders with lower levels of digital literacy and/or access.	22.1	Launch ORCHA suite of health apps and work with Islanders to understand how they can improve health. Develop appropriate plans for digitally excluded communities.	Fully	2023-27
		22.2	Explore other opportunities for using Digital innovation to improve population health and support engagement.	Partly	2024-27

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Before the pandemic Jersey had just three individuals dedicated to improving population health through prevention. Our final priority is to continue to invest in our newly established team so that we can deliver the ambitious agenda laid out in this strategy, in a way that allows staff to move from the all-out effort required during the Covid pandemic to a more sustainable work/life balance.

Our aim is therefore to invest time and energy over the next political term in developing our team's skills and capacity. We also want to role model the focus on prevention, wellbeing and care that we are encouraging others to adopt.

Sustaining recent improvements in Jersey's ability to deliver improvements to population health will require investment. Consolidating multiple, short-term, ring-fenced funds into a single, long-term budget will allow us to deliver much of this strategy in full or in part. Objectives requiring additional funding are clearly marked in this document.

Sustain: Aims and Objectives

#	Strategic Aim	#	Objectives	Funded?*	When
23	Develop and support the public health team so it can sustainably deliver the Government of Jersey's strategic aims and objectives in relation to improving and protecting the public's health.	23.1	Develop a population health strategy for Jersey.	Fully	2023-27
		23.2	Implement population health strategy.	Partly	Late 2023-27
		23.3	Provide training on core population health topics, approaches, skills and techniques to the public health team and key collaborators in Government and the community.	Fully	2023-27
		23.4	Reorganise internal public health resources and budgets to allow more flexible capacity and develop better ways to prioritise work.	Fully	Late 2023-27
		23.5	Develop and begin to implement action plan to ensure development of the public health team's professional skills and to support and promote their wellbeing.	Fully	2024-27
24	Continue to deliver a range of statutory and non-statutory activities for which public health and/or the Director of Public Health has responsibility.	24.1	Fulfil or delegate as appropriate Medical Officer of Health duties. To include: ensuring that cremation requests are supported by adequate documentation; support the development of death management legislation; support Government of Jersey with senior medical advice as required;	Partly	2023-27

			conduct a range of media responsibilities in connection with public health; develop relations with other public health bodies and jurisdictions.		
		24.2	Support the Child Death Overview Panel across Guernsey and Jersey so that lessons can be learned, leading to fewer avoidable child deaths.	Fully	2023-27
		24.3	Coordinate reporting of Covid Recovery Project to promote wellbeing and improve health.	Fully	2023-27

*Assuming current temporary funding of the public health directorate is made permanent.

Conclusion

This document lists the aims and objectives that will help us deliver improvements to population health in Jersey. These priorities have been developed through extensive consultation with a wide range of Islanders alongside detailed reviews of data on Islanders' health, evidence and promising innovations.

Please refer to the accompanying document, *Seizing the opportunity: A population health prevention strategy for Jersey 2023-27*, for further explanation of our strategic priorities. We look forward to working with all our partners over the next five years to convert these plans to action.

References

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