

# Driving Prosperity for All through Investing for Health and Well-being

An Evidence Informed Guide for Cross-sector Investment



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#### **Foreword**

Dr Tracey Cooper Chief Executive, Public Health Wales

Addressing the imbalances that threaten our society and living conditions is critical to ensure prosperity for all in Wales. It is now recognised, based on extensive evidence, that 'business as usual' is not sustainable in the long term and has high costs to citizens, communities, the economy, and the environment.



New investment models and innovative solutions are urgently needed to secure the well-being of current and future generations. Policy decisions in different sectors influence the wider determinants with potential positive or negative impact on health and equity. At the same time, improving health and reducing inequities bring returns to all sectors and are key to creating prosperous lives.

Now, we know more than ever that prevention across all policies and sectors, not only saves lives and improves health and well-being. It also brings multiple co-benefits to communities and the society, and contributes to our economy and a fair sustainable growth. This is a significant opportunity for us.

Wales is in an exciting position to make sustained and continued improvements in people's health and well-being through its advanced legislation and the national strategy Prosperity for All. In addition, our new World Health Organization (WHO) Collaborating Centre on Investment for Health and Well-being is already working to develop, gather and share information and tools on how best to invest in better health and equity, and promote sustainable development.

With this evidence guide, Public Health Wales would like to inform and support decisions and policies and to join an all-Wales commitment and action to make a positive change towards a healthier, happier and prosperous future for all people in Wales.

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#### About this guide

# Prosperity is not just about material wealth – it is about every one of us having a good quality of life, and living in strong, safe communities.

Welsh Government, Prosperity for All (1)

Grounded in the Well-being of Future Generations (Wales) Act (WBFG)<sup>(2)</sup>, the Programme for Government, Taking Wales Forward<sup>(3)</sup>, has set out the key commitments Welsh Government will deliver by 2021- to build a Wales that is prosperous and secure, healthy and active, ambitious and learning, and united and connected. Following from this, the Prosperity for All government strategy<sup>(1)</sup> sets out five priority areas: early years, housing, social care, mental health and skills and employability (Figure 1).

This guide has been developed to inform and facilitate the delivery of the *Prosperity for All* strategy. It suggests policy options for priority investment, based on the best available Welsh and European evidence <sup>(4,5)</sup>- to drive consensus and action through participatory cross-sector multidisciplinary dialogue and partnership. The priority areas outlined align with Welsh Government's commitment described within *A Healthier Wales* to maintain a 'wellness' system which aims to support and anticipate health needs, to prevent illness, and to reduce the impact of poor health.

This guide can be used by policy- and decision-makers across national and local government, the health and social care service, and public bodies in all other sectors in Wales.

The existing evidence and relevant policy options with examples are mapped across the Prosperity for All key themes and priority areas *(Figure 1)*. They are presented in the following three parts of this guide:

- 1. **Part I** outlines Wales' unique enabling legal and strategic context, together with an overarching summary of the suggested key policy options for priority investment.
- 2. **Part II** provides a summary of the evidence for sustainable investment, mapped to the Prosperity for All key themes.
- 3. **Part III** suggests key policy options for priority investment, mapped to the Prosperity for All priority areas, and allocated to the responsible sector.

All evidence presented in this document has been extracted from the following evidence synthesis reports:

Dyakova M, Hamelmann C, Bellis MA, Besnier E, Grey CNB, Ashton K et al. 2017. *Investment for health and well-being: a review of the social return on investment from public health policies to support implementing the Sustainable Development Goals by building on Health 2020.* Copenhagen: WHO Regional Office for Europe.

Dyakova M, Knight T, Price S. 2016. *Making a difference: investing in sustainable health and well-being for the people of Wales.* Cardiff: Public Health Wales NHS Trust.

For further information, please contact the authors.

Figure 1. Evidence Guide overview: evidence-based policies and options for sustainable investment mapped across the Prosperity for All key themes and priority areas

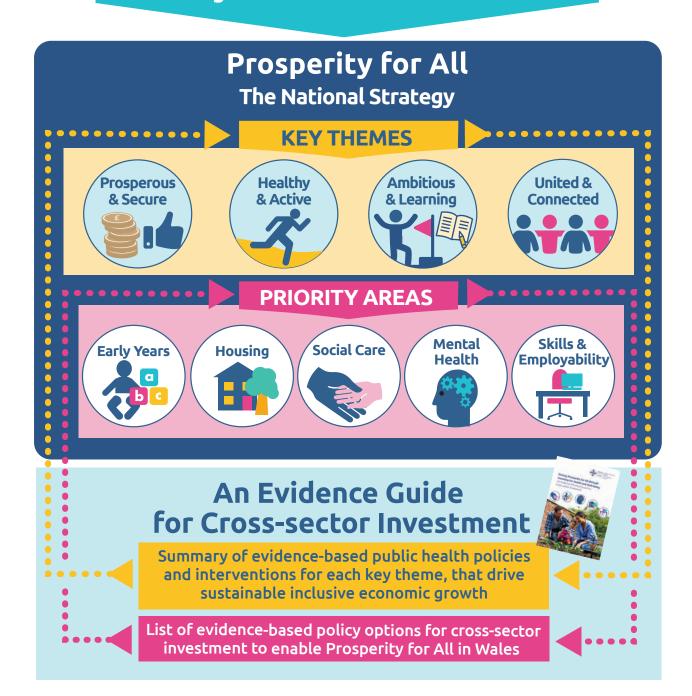


The Act sets out the need for a long-term focus, and five 'ways of working':

Long term Prevention Integration Collaboration Involvement



Taking Wales Forward
The Programme for Government 2016-2021



## Part I. Wales' legal and strategic context as an enabler of well-being and prosperity for all

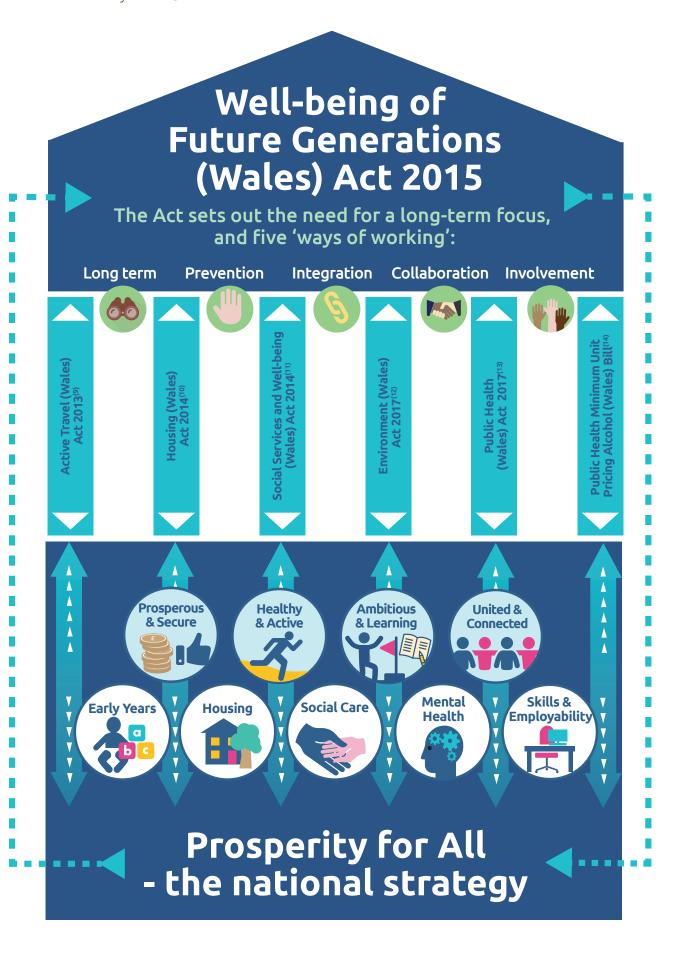
The ground-breaking Well-being of Future Generations (Wales) Act 2015 (WFGA)<sup>(2)</sup>, requires public bodies across all sectors to focus on improving the social, economic, environmental and cultural well-being in Wales. They have to work together effectively to achieve the seven Welsh well-being goals, by applying 'five ways of working': prevention, integration, long term, involvement and collaboration. Thus, the WFGA provides the opportunity and tools to implement the global 2030 Agenda for Sustainable Development<sup>(7)</sup> on a national and local level.

The WFGA offers an overarching enabling framework to address current and future challenges and the needs of people in Wales, in synergy with a number of modern Welsh laws (Figure 2). This represents a wide national effort to drive cross-sector partnerships and action towards a prosperous and inclusive economy; secure and thriving population health and well-being; safe natural and built environments; resilient and empowered communities and citizens; and robust and innovative public services.

The *Prosperity for All* strategy<sup>(1)</sup> builds on this, particularly through the key theme of 'Healthy and Active', with a shift in emphasis from treating illness to prevention, well-being and promoting active lifestyles. All of its priority areas provide an inter-link between various sectors and health, enabling investment in policies and interventions that drive sustainable and inclusive economic growth as well as the well-being of the present and future generations in Wales.

In this context, decision-makers need to think about the future and plan for the long-term in Wales<sup>(8)</sup>. This is important, as we live in an increasingly changing globalised world, where new developments pose multiple and sometimes unknown challenges as well as bringing new opportunities. Long-term planning can facilitate better decisions for action and investment in the present, which are more robust in the face of different futures. This would help manage uncertainty and unforeseen challenges; mitigate risks and unintended consequences; and make the most of new opportunities<sup>(8)</sup>.

Figure 2. Prosperity for All strategic themes and priority areas working in synergy with the Welsh legislation  $^{(8,9)}$ ,  $^{10,11,12,13)}$ , enabled by the WFGA  $^{(2)}$ 



# Part II. Investing in public health enables sustainable and inclusive economic growth: summary of evidence, supporting the *Prosperity for All* key themes

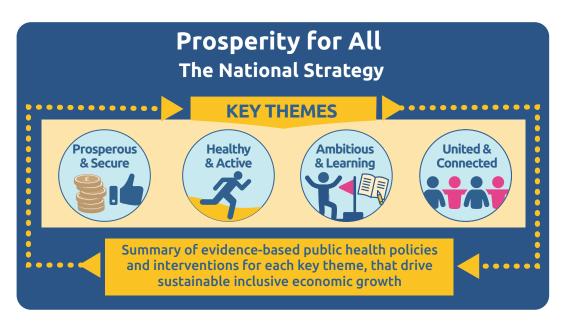
There are persistent and new health, social, economic and environmental challenges in Wales and globally that require urgent and priority-focused investment to ensure well-being and prosperity for the current and future generations.

A substantial body of evidence  $^{(4,5)}$  recognises that doing business as usual is unsustainable with high costs for individuals, families, communities, society, the economy and the planet. For example, the estimated costs of health inequalities to the Welsh economy can reach £1.8 to £1.9 billion per year from productivity losses; and another £1.1 to £1.8 billion per year from lost taxes and welfare costs  $^{(5)}$ .

Investing through prevention and early intervention (public health) across all sectors provides innovative solutions to drive sustainable and inclusive economic growth<sup>(4,5)</sup>. For example, increasing cycling and walking in urban areas can save £0.9 billion, and addressing cold and damp housing can save £35 million - to the NHS in Wales over 20 years <sup>(5)</sup>.

The following four boxes (pages 8 to 11) provide a summary of evidence-based public health policies and interventions that drive sustainable development, mapped to each of the four *Prosperity for All* key themes *(Figure 3)*. More information and the respective sources can be found in the evidence synthesis reports used <sup>(4,5)</sup>.

Figure 3. Overview of the four boxes (pages 8 to 11) with summary evidence , supporting the Prosperity for All key themes





#### I. Prosperous and secure

Policy areas for targeted investment include:

### Universal social protection

Effective social transfers and provision of adequate and sustainable funding for social protection, legislation and an administrative system. For example, studies in the United Kingdom and United States show that the implementation of a living wage is associated with improved mental health and lower mortality risk, with possible trans-generational effects.

### Healthy jobs and workplace

Health-promoting workplace programmes with positive impacts on health and well-being can be cost-effective. For example, in the United Kingdom (UK), a range of behaviour-change workplace programmes return from £2 to £10 per £1 invested.

#### The health sector

Investment in the health system generates decent and inclusive jobs, with gains for social protection, human and health security, equity and human rights, and women's and youth's economic empowerment.



Cross- and multi-sector interventions, reducing air pollution and greenhouse emissions. For example, reducing air pollution in the UK shows a return of £6 per £1 invested. Social prescribing for mental illness is highly cost-effective with a smaller carbon footprint than cognitive behavioural therapy or medication. Mobile health services may increase environmental sustainability.



#### Gender equality

Reducing gender inequalities through education, labour, wage and social protection policies, strong labour rights and expansion of women's leadership roles all benefit the economy.

**KEY THEMES**Public Health Wales



#### II. Healthy and active

Policy areas for targeted investment include:



### Social care and communities

Developing greener and safer communities

to reduce inequalities; ensuring healthier air; healthy jobs and workplaces; ensuring a good start in life; and providing healthy ageing in the community. For example, NHS Scotland have reported that traffic calming schemes (e.g. 20 mph speed zones) in disadvantaged areas could lead to a 100% return on investment in the first 12 months. Investing in the first 1 000 days (from conception to the second birthday) is cost-effective and has the most potential for action, for example, support to mothers before and after giving birth, breastfeeding and nutrition support, parenting support, access to health services and childcare, and access to early education.



### Preventing unhealthy behaviours



Reducing tobacco consumption; addressing alcohol misuse; and preventing obesity. For example, if 100 000 smokers quit, this could potentially save the NHS £159 million due to less admissions for smoking-related illnesses and associated medication



costs. The most cost-effective measures to prevent and address alcohol misuse remain price interventions through taxation or increased Minimum Unit Pricing (MUP). 'Best-buy' interventions by the WHO to promote healthy diet, include reducing salt intake, replacing trans fatty acids and raising public awareness of a healthy diet and managing food taxes and subsidies.



#### Prevention - public health services

Immunization, targeted interventions to prevent communicable diseases, environmental interventions, surveillance and control measures, and screening programmes. Local and national public health interventions in the UK are highly cost-saving, showing a median return of £14.3 for each £1 invested.



#### III. Ambitious and learning

Policy areas for targeted investment include:



### Early years and school-aged children



This should go beyond child survival and physical development to include interventions targeting social, emotional and cognitive development, such as providing support

to mothers before and after giving birth, breastfeeding and nutrition support, parenting support, access to health services and childcare, and access to early education. For example, in the UK, investing in a combination of universal and targeted early years' interventions with paid parental leave could save £1.5 trillion over 20 years on societal problems.



### Life-long learning opportunities

Reducing the number of young people not in education, employment or training; and supporting adult learning and employment. For example, in the UK the social return for adult education is £21.60 per £1 invested at age 19–24 years; even among those aged 25 and over, the return is still £5.90 per £1 invested. A Ready for Work programme in the UK for disadvantaged young people brings a return of £3.12 per £1 invested and an overall social impact of £3.2 million per year, through reduced costs associated with homelessness, crime, benefits and health care.

**KEY THEMES**Public Health Wales



#### IV. United and connected

Policy areas for targeted investment include:



Supportive and resilient communities through proportionate universalism and life course approaches

Supporting children and their families; preventing and addressing domestic violence; life-course approach to healthy ageing; and community actions improve health and well-being. For example, preventing Adverse Childhood Experiences (ACEs) and improving resilience and protective factors for children in Wales could reduce violence perpetration in adults by 60% and violence victimisation in adults by 57%. Interventions for healthy ageing include, for example, falls and injury prevention; physical activity; vaccination; preventing mental ill health, elder maltreatment, social isolation and exclusion; multifaceted housing interventions; and others.



Increasing green spaces such as parks, gardens and playgrounds are linked to improved health; low emission zone and speed management; removing old chemicals from homes (e.g. asbestos and lead); effective waste-disposal; and others.



Better use of information and communication technology for health, such as e-health, tele-health and m-health, has the potential to reduce the need for travel. For example, in England, the use of tele-care for long-term conditions could reduce carbon dioxide emissions and save £2.55 million per year by 2020.

# Part III. Evidence-based policy options for cross-sector investment, supporting the *Prosperity for All* priority areas

The complex interconnected nature of challenges and solutions requires strong political leadership and commitment across all government levels and departments. Public bodies across all sectors play an important role. Working together with people and communities in a participatory way is essential to inform, develop and implement successful policies that are conducive to health, well-being and prosperity for all. Targeted research, monitoring, evaluation and an integrated information system are an essential part of this.

The following five infographics (pages 13 to 22) suggest evidence-based policy options for priority investment, mapped to each of the *Prosperity for All* key themes *(Figure 4)*. More information and the respective sources can be found in the evidence synthesis reports used <sup>(4,5)</sup>.

Figure 4. Overview of the five infographics (pages 13 to 22) with policy options for priority investment, supporting the *Prosperity for All* priority areas



Within each priority area, the suggested policy options are allocated to the responsible sector / stakeholders, presented in three groups:

#### 1. National Level - Welsh Government

The First Minister has an overarching responsibility to provide insight into all five of the *Prosperity for All* priority areas. Each priority area fits explicitly within existing portfolios of individual Ministers. However, the priority areas are cross-cutting and inter-link with a number of portfolios as well.

- 2. Health and social care sector NHS Wales, including Public Health Wales (working in collaboration with third and private sector bodies)
- 3. Other public sectors and Local Authorities (working in collaboration with third and private sector bodies)



#### I. Early years

Policy options to target investment include:

- 1. Applying a proportionate universalism\* approach to early years
- 2. Supporting parents and preventing Adverse Childhood Experiences (ACEs)

#### **Key Responsibilities:**

#### Welsh Government



 Support early child development (ECD) interventions such as: support to mothers before and after giving birth, breastfeeding and nutritional support, parenting support, access to health services and childcare, and access to early education, etc.

This Priority falls within the portfolio of the following Ministers:

- Minister for Health and Social Services
- Minister for Education

#### NHS Wales, including Public Health Wales



- ECD interventions (see above examples)
- Parenting programmes
- Implementing National Institute for Health and Care Excellence (NICE) guidance on promoting the quality of life of looked after children and young people
- Earlier access to mental health services
- Preventing dental decay

### Other public sectors and local authorities



- ECD interventions (see above examples)
- Parenting programmes
- Programmes addressing emotion-based learning in schools
- Early education (0-3 years) & pre-school programmes (4-5 years)
- Preventing dental decay
- Preventing ACEs and improving resilience

<sup>\*</sup> Resourcing and delivering universal services at a scale and intensity proportionate to the degree of need

#### Preventing costs\*





Every **£1** invested in

parenting programmes to prevent

**conduct disorder** saves the NHS in England **£8** over 6 years

£8

#### Bringing social and economic returns

Investing in targeted interventions + universal childcare **+ paid parental leave** in Wales

> could save £72 billion over 20 years

from the costs of social problems



use



illness



separation





in health care, education and criminal justice costs

Preventing ACEs and improving resilience and protective factors for children could reduce

acts of violence in adults by **60%** and violence victimisation in adults by **57%** in Wales

In the United States and European countries, investing in ECD brings £1.30 to £16.80 for every £1 invested with wider social benefits across the family targeted and in the next generation (converted from US dollars),



In the United Kingdom, the 'Triple P' parenting programme which aims to reduce conduct disorder can save an estimated £20 million for a cost of £5 million

In the United Kingdom, antisocial behaviour family support projects have a

return of £17-£44 per £1 spent



- \* Data retrieved from Public Health Wales (2016) Making a Difference (5)
- \*\* Data retrieved from WHO (2017) HEN 51 report (4) and Public Health Wales (2016) Making a Difference report (5)



#### II. Housing

Policy options to target investment include:

- 1. Ensuring safe and healthy housing
- 2. Preventing homelessness
- 3. Providing adequate housing for healthy and active ageing

#### **Key Responsibilities:**

#### Welsh Government



- Preventing homelessness through reducing levels of unemployment and poverty
- Providing safe and healthy housing

This Priority is directly relevant to the portfolio of the following Ministers:

- Minister for Health and Social Services
- Minister for Economy and Transport
- Minister for Housing and Local Government

NHS Wales, including Public Health Wales No specific evidence-based interventions for the health sector.

A role to continue to inform, support and work with Welsh
Government and other sectors.



### Other public sectors and local authorities



- Making housing improvements to ensure homes are safe, dry, warm and free of fuel poverty
- Developing adequate housing for health and active ageing (to prevent falls and injuries)

#### Preventing costs\*

Unsafe stairs and steps, electrical hazards, damp and mould growth, excessive cold and overcrowding cost

£67 million per year to the NHS in Wales

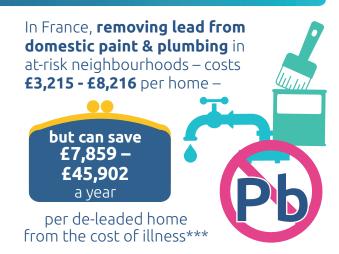


Wider cost to society of poor housing, including factors such as **poor** educational attainment and reduced life chances -

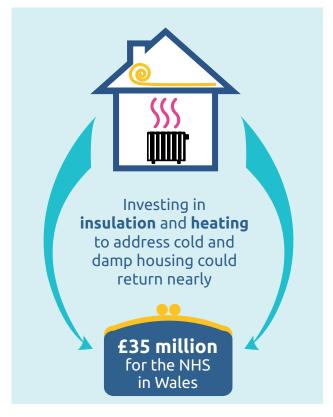
£168 million per year

#### Bringing social and economic returns\*\*

**Supported housing** for families with complex emotional needs and chaotic lives in the UK can save £12,000 per client for local authorities







- \* Data retrieved from Public Health Wales (2016) Making a Difference (5)
  \*\* Data retrieved from WHO (2017) HEN 51 report (4) and Public Health Wales (2016) Making a Difference report (5)
- \*\*\* Converted from European data (France)
- \*\*\*\*Converted from European data (Netherlands)



#### III. Social care

Policy options to target investment include:

- 1. Providing universal social protection
- 2. Adopting a life course approach to health and social care starting from the early years to healthy ageing
- 3. Preventing and addressing domestic violence

#### **Key Responsibilities:**

#### Welsh Government



 Providing universal social protection, including effective social transfers and provision of adequate and sustainable funding for social protection, legislation and administrative system – for example, introducing a living wage

This Priority is directly relevant to the portfolio of the following Ministers:

- Minister for Housing and Local Government
- Minister for Health and Social Services

#### NHS Wales, including Public Health Wales



- Ensuring healthy and active ageing
- Reducing domestic violence and abuse by implementing National Institute for Health and Care Excellence (NICE) guidance programme for identification of domestic violence and abuse in GP practices (Identification and Referral to Improve Safety)
- Adopting a multi-agency approach in the sharing and use of anonymised information on violence-related injuries

### Other public sectors and local authorities



- Ensuring healthy and active ageing, such as falls and injury prevention; physical activity; communicable disease prevention and vaccination; preventing mental ill health and elder maltreatment; multifaceted housing interventions; and reducing poverty, social isolation and exclusion by providing public support for informal care and home care
- Interventions to identify and provide care for women victims of domestic violence
- Volunteering for health
- Adopting a multi-agency approach in the sharing and use of anonymised information on violence-related injuries

#### Preventing costs\*



£2 billion

In Wales, **domestic violence** and **abuse** cost public services



**Human** and **emotional** costs are an additional



#### Bringing social and economic returns\*\*

#### Implementing national guidance

on domestic violence and abuse

could save **£4,700** per month per person

on longer-term costs of treating and supporting someone with post-traumatic stress disorder as a result of violence and abuse in the United Kingdom

#### A primary care programme in the United Kingdom to

in the United Kingdom to identify domestic violence and abuse has societal



savings of **£37** per year

per woman registered with the practice



In Cardiff, **a multi-agency approach** to sharing and using

**Emergency Department data** 

Saves **£82** to society per £1 invested

and is associated with a **reduction in hospital admissions** for violence



In the United States, a support programme from nurses for vulnerable first time mothers:

Saves £2 per 70p invested

and reduces **child maltreatment** and **criminal behaviour** 





- \* Data retrieved from Public Health Wales (2016) Making a Difference (5)
- \*\* Data retrieved from WHO (2017) HEN 51 report (4) and Public Health Wales (2016) Making a Difference report (5)



#### IV. Mental health

Policy options to target investment include:

- 1. Promoting mental health in the workplace
- 2. Preventing mental ill-health in children and eradicating Adverse Childhood Experiences (ACEs)
- 3. Ensuring early access to mental health services
- 4. Improving mental health in older people

#### **Key Responsibilities:**

#### Welsh Government

- Promoting mental health
- Supporting parents and early years
- Supporting lifelong learning
- Supporting communities



This Priority is directly relevant to the portfolio of the following Ministers:

- Minister for Health and Social Services
- Minister for Education

#### NHS Wales, including Public Health Wales



- Supporting positive steps for mental health: lifestyle (diet, exercise, sensible drinking) and social support
- Interventions targeting children and their parents
- Early access to mental health services
- Implementing National Institute for Health and Care Excellence (NICE) guidance on promoting the quality of life of looked after children and young people
- Improving mental health in older people

### Other public sectors and local authorities



- Promoting mental health or screening for mental health disorders in the workplace
- Supporting parents and early years: parenting skills training, pre-school education, home learning environment, such as pre-school parenting programmes for conduct disorder
- Supporting lifelong learning: health promoting schools and continuing education, such as emotion-based learning and anti-bullying programmes in schools
- Improving working lives employment and workplace
- Supporting communities through environmental improvements
- Improving mental health in older people

#### Preventing costs\*



In the United Kingdom, mental ill health in childhood costs society

**£11,000** to **£59,000** per year per child

In Wales, mental ill health costs society

£7 billion
per year

#### Bringing social and economic returns\*\*

Promoting positive mental well-being programmes for everyone born in Wales in a single year

would cost approximately **£20 million** 



with potential benefits of £1,114 million



costs **£132** per pupil per year



and can save the health sector £39 per pupil in the first year rising to **£751** per pupil
by the fifth year

In the United Kingdom, anti-bullying interventions in schools can return £15 for every £1 spent





In imp



In the United Kingdom, improving mental health in the workplace

could produce annual savings of **£250,607** 

for an organisation with 1,000 employees

<sup>\*</sup> Data retrieved from Public Health Wales (2016) Making a Difference (5)

<sup>\*\*</sup> Data retrieved from WHO (2017) HEN 51 report (4) and Public Health Wales (2016) Making a Difference report (5)



#### V. Skills and employability

Policy options to target investment include:

- 1. Providing good quality healthy education
- 2. Ensuring healthy jobs and workplaces
- 3. Providing universal social protection

#### **Key Responsibilities:**

#### Welsh Government



- Policies to ensure fair and decent work for all, such as:
  - investment strategies for an inclusive economy;
  - active labour market programmes;
  - extending worker representation, particularly for more disadvantaged workers;
  - adequate health and safety legislation;
  - extending employment rights, particularly for selfemployed, temporary, part-time and informal workers (who are mostly women)
- Universal social protection, including effective social transfers and provision of adequate and sustainable funding for social protection, legislation and administrative system – for example, introducing a living wage

This Priority is directly relevant to the portfolio of the following Ministers:

- Minister for Economy and Transport
- Minister for Health and Social Services
- Minister for Housing and Local Government

#### NHS Wales, including Public Health Wales

Supporting healthy behaviours and health literacy



### Other public sectors and local authorities



- Access to quality early education and care
- Education all stages: (1) Early education (0-3 years); (2)
   Pre-school programmes (4-5 years); (3) Schooling; and (4)
   Post-schooling / job training
- Providing employment and healthy jobs supporting adult learning and employment; a Ready for Work programme for disadvantaged young people
- Health-promoting workplaces and rehabilitation

#### Preventing costs\*

In the United Kingdom, each young person (16–18 years) who is not in education, employment or training costs

£56,000 to society over their lifetime

including welfare, tax, health and criminal justice costs

### Nearly 1 million working days

are lost due to loss of employment or reduced employment opportunities

in Wales



#### Bringing social and economic returns\*\*

In the United Kingdom, Social Return on Investment (SROI) for **adult education** is

£21.60 for every £1 invested at age 19–24 years and £5.90 at age 25 years and over





#### A Ready for Work programme

for disadvantaged young people in the United Kingdom brings



through reduced costs associated with









Benefits

Health care





<sup>\*</sup> Data retrieved from Public Health Wales (2016) Making a Difference (5)

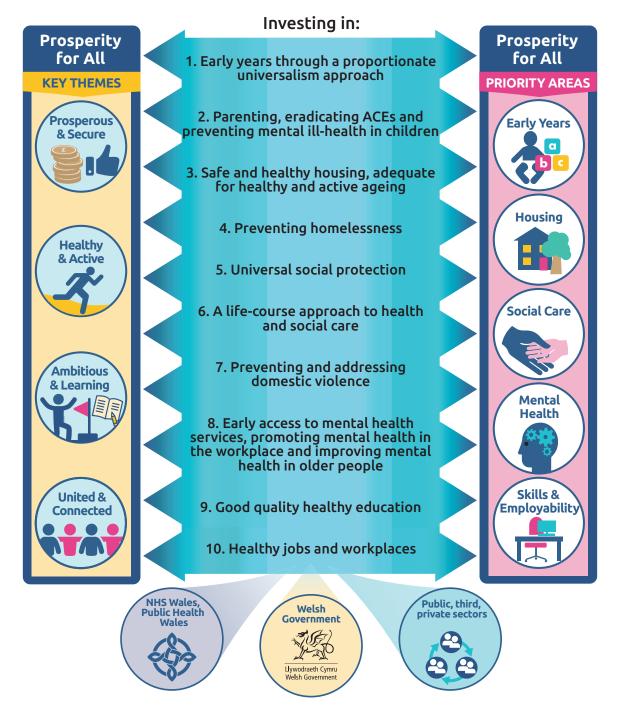
<sup>\*\*</sup> Data retrieved from WHO (2017) HEN 51 report (4) and Public Health Wales (2016) Making a Difference report (5)

#### Summary

There is strong evidence to invest across all sectors, in policies that drive social, economic and environmental sustainability. Public health plays a key role through prevention and early intervention; informing, supporting and working together with others to drive well-being, equity and prosperity for current and future generations in Wales.

This guide has identified **ten key evidence-based policy options for priority investment in Wales**. These address areas of high burden and costs, as well as, demonstrating co-benefits (returns) to the economy, society and the environment, supporting the four key themes and five priority areas of the *Prosperity for All* strategy (*Figure 5*).

Figure 5. Summary of evidence-based policy options for priority investment, which bring social, economic and environmental returns for Wales



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#### **Health Protection**

Providing information and advice and taking action to protect people from infectious diseases and environmental hazards



#### Microbiology

Providing a network of microbiology services which support diagnosis and management of infectious diseases







#### Health Improvement

Providing information, advice and taking action, across sectors, to promote health, prevent disease and reduce health inequalities



#### Screenin

Providing screening programmes which assist the early detection, prevention and treatment of disease



#### Health intelligence

Providing public health data analysis, evidence finding and knowledge management



We exist to protect and improve health and wellbeing and reduce health inequalities for people in Wales. We work locally, nationally and internationally, with our partners and communities, in the following areas:



#### Policy, research and international development

Influencing policy, supporting research and contributing to international health development



#### Safeguarding

Providing expertise and advice to help protect children and vulnerable adults



#### NHS quality improvement and patient safety

Providing the NHS with information, advice and support to improve patient outcomes



#### Primary, community and integrated care

Strengthening public health impact through policy, commissioning, planning and service delivery



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