



What Good Looks Like (WGLL) – Programme Summary

The What Good Looks Like (WGLL) programme aims to facilitate the collective efforts of local organisations and wider society (the system) towards improvements in their population health outcomes. The publications represent the practical translation of the core guiding principles of the new Quality Framework for the Public Health system and features of what good local looks like in any defined place. It was developed collaboratively through the synthesis of existing evidence, examples of best practice, practitioners' experiences and consensus expert opinions. It is intended to serve as a guide and will be iterative with regular reviews and updates when new evidence and insights emerge.

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Introduction

The Association of Directors of Public Health (ADPH) and Public Health England (PHE) have co-produced a series of 'What Good Looks Like' (WGLL) publications that set out the guiding principles of 'what good quality looks like' for population health programmes in local systems. The WGLL publications are based on the evidence of 'what works and how it works' including effectiveness, efficiency, equity, examples of best practices, opinions and viewpoints and, where available a return on investment.

This first set of ten WGLL publications includes a range of topics across public health. The publications will be subject to further review and refresh as required. The intention is to add to the ten WGLL publications with additional topics to create a rich and good quality resource.

Improving quality across the public health system is a **shared responsibility**. It requires the collective efforts of everyone who delivers the range of functions and services that **protect, promote** and **improve** the public's health. With a growing number of challenges facing the health and care system, maintaining a focus on commitment and where required the use of innovation to ensure high quality in public health is more important than ever in order to improve health outcomes and reduce health inequalities.

Purpose

The purpose of the WGLL programme is to develop a series of practical publications for leaders and practitioners in the public health 'system' in England across Local Government, Education, NHS acute and mental health, NHS commissioners, Integrated Care Systems, community and voluntary sectors - based on collectively identified, defined and agreed core 'foundation principles' of what a 'good quality' population health programme looks like in any defined place.

It is intended that the WGLL publications will assist in sector-led improvement (SLI) reviews and local resource decisions. The WGLL publications will be a repository for evidence and a resource for good quality practice from the essential to the transformational which professionals can dip in to when reviewing their own practice, setting up peer challenge or transforming services.

The WGLL publications are however not being put forward as “perfect standards” nor to be compared against as a performance management tool.

Foundation Principles

The foundation principles running through all WGLL publications are as follows:

1. Addressing health inequalities and health equity;
2. Population health that considers “an approach aimed at improving the health of an entire population. It is about **improving the physical and mental health outcomes** and wellbeing of people, whilst **reducing health inequalities** within and across a defined population. It includes action to reduce the occurrence of ill-health, including **addressing wider determinants of health**, and requires working with communities and partner agencies.”
3. [Application of the behavioural sciences to interventions.](#)
4. Taking a [place based approach](#) to public health programme design and delivery.
5. Links to [sector-led improvement](#).
6. Evidence of what works and evaluating innovations.

What Good Looks Like (WGLL) and the Quality Framework

The WGLL project is a key strand of the new Quality Framework for the Public Health system through its publication¹ [Quality in Public Health – a shared responsibility](#)

The Quality Framework for the Public Health system aims to develop:

- A shared understanding of what high quality in public health means and how the public health workforce, providers, commissioners, locally elected politicians and national bodies can achieve this.
- More effective and aligned support for quality in public health, by building stronger partnerships, building on existing relationships and commitments, and taking joined up action to encourage improvement and champion high quality in public health.
- Improved quality in public health, which we can measure and celebrate to drive improvement in individual and population level health outcomes.

The WGLL publications also complement the [NICE quality standards](#) which provide a further tool for local authorities in improving the health of the population in their areas. The quality standards set out priority areas for quality improvement in health, public health and social care. Each standard gives a set of statements to help improve quality and information on how to measure progress.

Improving Population Health Outcomes

The WGLL publications therefore represent the highest level **of good Public Health practice** and are consistent with the key principles of the Quality Framework where:

- The WGLL publications focus on the wide lens of the public health system rather than on the quality domain of public health services. This perspective allows for the optimisation of population health outcomes using systems leadership and addressing wider social determinants of health as well as service development considerations.

¹ Quality in Public Health - A Shared Responsibility - Public Health Systems Group (March 2019)

- The WGLL publications are underpinned by the wider population health responsibilities of Directors of Public Health (to deliver real improvements in the public's health and reduce inequalities) and their professional stewardship driving population health outcomes and quality improvement as system leaders.
- The WGLL publications contribute to a system wide framework for quality improvement in public health in England, similar to the approaches already taken by Local Authorities in sector led improvement (SLI) methodologies and within NHS and Adult Social Care.
- The WGLL publications are supported by existing generic tools that provide assistance to local areas to understand and plan their comparative prevention investments e.g. Spend and Outcome Tool (SPOT), Chartered Institute of Public Finance and Accountancy (CIPFA) Public Health reports.

Thematic Publications – Supportive Guides for Local Place-Based Action

The series of ten WGLL publications are supportive guides that have been influenced by the following frameworks and levers for place-based action:

Sector led improvement (SLI):

- Sector Led Improvement (SLI) initiatives, through enhancing accountability and transparency, assuring quality and demonstrating the application of evidence base.

Evidence based planning and evaluation:

- Commissioners and providers to design evidence-based, effective programmes,
- Ensure more cost-effective use of resources within a public health system.
- Evaluate innovation in systems, built environments and programmes.

Quality Framework, Health Inequalities Framework, Quality Programmes:

- Quality Framework key principles and characteristics of a high quality Public Health function;
- Support quality improvement and innovation initiatives and programmes through shared learning and commitment;
- Health inequalities framework key principles.

Systems Leadership:

- Elected member political leadership role to facilitate assurance on the quality of local public health (PH) programmes,
- Support the role of local Overview & Scrutiny Committees;
- Clarity in relation to public health system leadership (Directors of Public Health and others) as well as the ability to audit functions and to enhance the strategic, place-based leadership role,
- Achievements and aspirations of Integrated Care Systems (ICS's) in driving population health and prevention outcomes.

Public Health workforce:

- The requirement for a highly skilled, specialist and wider public health workforce to support the delivery of functions across the system.

The ADPH/PHE WGLL publications will be published in two phases:

Phase 1 is the development of the core set of *draft* supporting guides for each of the 10 themes that will be published in a phased publication series commencing end April 2019.

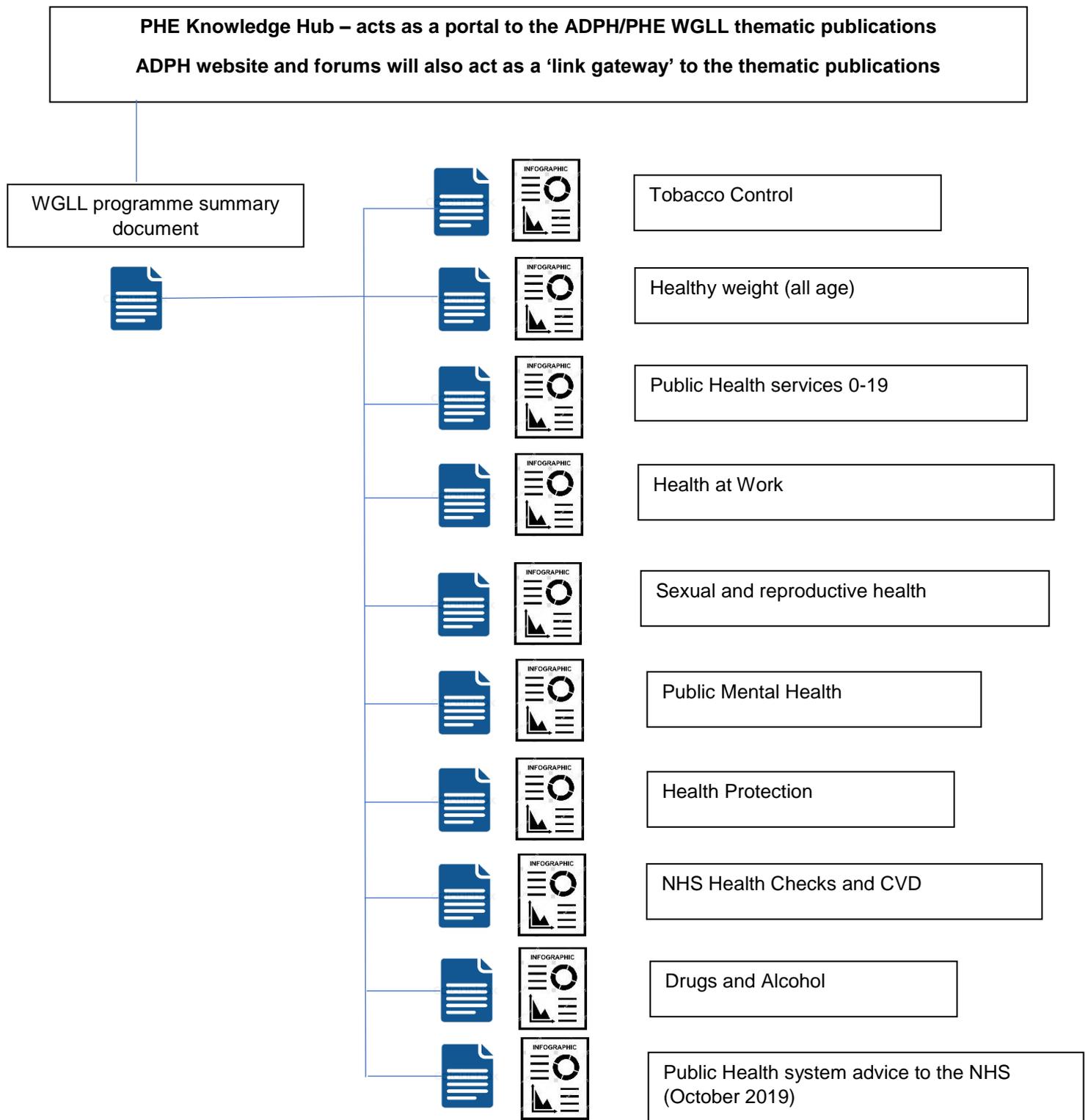
Phase 2 involves field testing of the draft WGLL publications via the Knowledge Hub portal features and engagement strategies to ensure further refinements and iterations for final publication March 2020. Each WGLL publication will be reviewed every 12 months from publication date.

Appendix 1 illustrates the ADPH/PHE WGLL publications Phase 1 delivery outline.

Appendix 2 highlights the anticipated utility of the publications in local place based systems.

Appendix 1: ADPH/PHE WGLL Publications Phase 1 Delivery Outline

The What Good Looks Like programme will deliver the following ADPH/PHE publications schedule as represented in the diagram below (subject to change).



Appendix 2 – Local Place Based Utility of Publications

It is anticipated that the What Good Looks Like (WGLL) publications could be utilised and assist local place-based systems in the following ways to carry out or perform:

1. Sector led improvement (SLI) programmes.
2. Peer review of Public Health services and functions.
3. Peer challenge across LAs and with local partners.
4. Population Health Outcomes analysis.
5. Setting aspirations for minimum levels of service.
6. Benchmarking (internal and peer group exercises).
7. Inform and update Overview and Scrutiny of Public Health services and functions.
8. Influence Local Authority Chief Officers/Elected Members.
9. Collaborative, joint and integrated commissioning optimisation of local resources.
10. Quality improvement and evaluation.