



# A Healthier Wales Journey Checker



## What is a Journey Checker?

Journey checkers explain what is possible for organisations to achieve on their ‘journey’ of contributing to the well-being goals set out in the Well-being of Future Generations Act. They set out the steps that public bodies should take at different stages on their journey, from making simple changes to leading the way.

It is important that the journey checkers are viewed as a set, as many steps have impacts and benefits across goals and topics. The set of journey checkers will evolve over time and the Office of the Future Generations Commissioner will use them to check the progress of public bodies in meeting the duties set out in the Act.

Journey checkers do not have to be linear: in some circumstances a ‘simple change’ or ‘being more adventurous’ action may be more appropriate than leading the way; whereas sometimes progression from a simple change through to leading the way can be seen as a cumulative process.

Each journey checker includes steps at three stages:

Making Simple Changes	Being More Adventurous	Leading the Way
<ul style="list-style-type: none"> <li>- These steps should be quick and easy to implement, low cost and low risk;</li> <li>- They are ‘low hanging fruit’, steps that have been taken and tested by others and have a low risk of failure;</li> <li>- They mobilise and involve people, aligning the agendas of different departments;</li> <li>- They are steps that can take place within your own organisation as a good place to start.</li> </ul>	<ul style="list-style-type: none"> <li>- These steps involve stepping out of a ‘business as usual’ mindset and acting to change how things are currently done;</li> <li>- They will signal early progress to wider change;</li> <li>- They will involve taking well-managed risks and creating a culture of ambition;</li> <li>- As well as the steps your organisation can take, these steps will also be about how you can enable other organisations to change.</li> </ul>	<ul style="list-style-type: none"> <li>- These steps are part of systemic, transformational change to how things have always been done;</li> <li>- They will require reallocating and pooling resources, and time to put changes in place.</li> <li>- Above all they will require collaboration with other organisations and sectors.</li> <li>- These steps are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Wales we want for future generations.</li> </ul>



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In the Well-being of Future Generations Act, this goal is defined as “A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.”

Cultural change across public services needs to focus on maintaining people’s well-being, using understanding of the economic, social, environmental and cultural determinants of health to prevent ill health.

The role of the NHS is key, but its collaboration with other services, including through pooled resources and collective decision making is also crucial.

## ENABLERS

Achieving this goal is more likely to happen when:

- There is a cultural shift in investment and leadership towards a Wellness System;
- Organisations enable and support people’s health literacy;
- There is a focus on what matters to people, and this influences the delivery of services;
- There is a shift to community-based models;
- The third sector are valued for their strategic and operational importance.


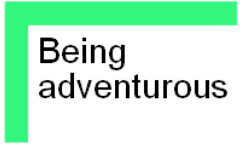
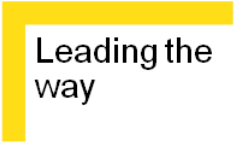
## DISABLERS

Achieving this goal is less likely to happen when:

- There is a lack of understanding of the wider determinants of health;
- The narrative about a healthier Wales only focuses on the NHS;
- Health is not seen as part of all policies and decisions;
- Bidding for services creates unnecessary competition rather than collaboration;
- Reactive approaches and solutions are prioritised.

Defining the Issue	Making simple changes	Being adventurous	Leading the way
<b>Treating people with compassion</b>			
<p>Helping a person will not necessarily change the world, but it can change the world for that person.</p> <p>Compassion is based on empathy, respect and dignity. While empathy is the ability to put yourself in the other person's place and understand their distress, compassion has the additional element of actively wanting to help them.</p> <p>It is the ability to understand and sympathise with the emotional state of another person while having the motivation to help and prevent their distress.</p> <p>The compassion shown to them can affect how people perceive their interaction with individuals and services and can make them feel valued and cared for.</p>	<ul style="list-style-type: none"> <li>• Ask people '<i>what matters to you?</i>'</li> <li>• Share Samaritans Cymru's <b><i>Working with Compassion: a toolkit for Wales</i></b> with your employees and encourage them to use it</li> <li>• Challenge mental health stigma by signing <b><i>Time to Change's Organisation Pledge</i></b></li> <li>• Provide mental health and suicide awareness training for all staff</li> <li>• Consider supporting communities and/or your organisation to become dementia-friendly</li> <li>• If you're having a conversation about someone's health, make housing part of the conversation</li> <li>• Review health literacy programmes to ensure they cover all the social, economic and environmental determinants of health and focus on the messenger as well as the message</li> <li>• If applicable, analyse school exclusion data to help identify the reasons for exclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Empower people to live with strength and resilience</li> <li>• Embed the compassionate approach to individuals and communities in the internal value systems of services, agencies and organisations</li> <li>• Engage with people to share their experiences, knowledge and ideas on health and care, and give them the tools and resources to take their health into their own hands</li> <li>• Keeping ourselves and others healthy and well</li> <li>• Support and develop community groups and outreach as a form of prevention and early intervention - increase community participation.</li> <li>• Develop a <b><i>Time to Change</i></b> action plan to get your employees talking about mental health</li> <li>• Facilitate trauma and resilience-informed communities</li> <li>• Develop skills to create and maintain healthy relationships across the life course</li> </ul>	<ul style="list-style-type: none"> <li>• Take action together to prevent suicides and people dying from inequality in Wales</li> <li>• Reduce the impact of emotional trauma and toxic stress</li> <li>• Use a whole-systems approach to create the conditions to achieve sustained positive lifestyle change and help families provide children with a healthy start in life</li> </ul>

		<ul style="list-style-type: none"> <li>• With families, identify ways to support them to give children the best start in life</li> <li>• Become a dementia-friendly organisation or community</li> </ul>	
<b>EXAMPLES</b>	<a href="#">Dwr Cymru</a> (mental health training)	<p><a href="#">Spectrum</a> (building skills and maintaining healthy relationships)</p> <p><a href="#">Men's Sheds Cymru</a> (community groups and outreach)</p> <p><a href="#">The WI – Our Health in Our Hands</a> (engage with people to share their experiences and give them the tools to take their health into their own hands)</p> <p><a href="#">Dementia-friendly Brecon: the first town in Wales</a> (become dementia-friendly)</p>	<a href="#">HENRY</a> (whole systems approach to provide children with a healthy start in life)

<b>Defining the Issue</b>	 <b>Making simple changes</b>	 <b>Being adventurous</b>	 <b>Leading the way</b>
<b>Developing a physically active nation</b>			
<p>There are many benefits of regular sport and physical activity for physical health. An NHS guide, published in 2012, stated that 'The evidence that physical activity prevents major chronic disease is indisputable' (Jones et al., 2012). In particular, sport and physical activity can play a major role in lowering the risk of cardiovascular disease, certain cancers, type 2 diabetes and obesity.</p> <p>Employees who spend 2.5 hours a week being physically active are more satisfied with the quantity and quality of their work, reported</p>	<ul style="list-style-type: none"> <li>• Give space and time in the work day for employees to be physically active</li> <li>• Provide lockers for your employees</li> <li>• Consider developing a <b>Cycle to Work</b> salary sacrifice scheme</li> <li>• Invest in pool bikes for your employees to use</li> <li>• Remunerate for active travel whilst on business</li> </ul>	<ul style="list-style-type: none"> <li>• Act on people's motivations, confidence, awareness of opportunities, resources and the experience they want when engaging people in sport and physical activity</li> <li>• Support and develop local clubs involved in sporting activities</li> <li>• Protect and improve green space</li> <li>• Ensure children access daily outdoor play</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that local sporting activities are seamlessly part of the health and social care system</li> </ul>

<p>increased work ability and took less sick time than employees who did not engage in physical activity.</p> <p>Because of its high social and economic value, volunteering in sport offers possibilities for the development of valuable social and organisational skills, self-efficacy and self-esteem and a sense of social purpose.</p> <p>Sports clubs are the lifeblood of communities, providing a sense of acceptance and belonging.</p> <p>Good planning and design add value to the overall quality of an area, helping to create a sense of place and space as well as contributing to the health and wellbeing of residents.</p> <p>Parks and green spaces in Wales have a wellbeing value of £1.6bn per annum and save the NHS Wales £5.2m per annum.</p> <p>“The right to play is a child’s first claim on the community. Play is nature’s training for life. No community can infringe that right without doing deep and enduring harm to the minds and bodies of its citizens.” (David Lloyd George, 1925)</p> <p>Children have the right to play (Article 31 of the United Nations Convention on the Rights of the Child)</p>	<ul style="list-style-type: none"> <li>• Provide safe space(s) to store bicycles</li> <li>• Build up a picture of how easy your workplace makes it for those that want to walk or cycle, and identify areas for improvement</li> <li>• When engaging people in sport and physical activity, consider their <i>motivations</i>, their <i>confidence</i>, their <i>awareness</i> of opportunities, their <i>resources</i>, and <i>the experience</i> they want</li> <li>• Consider the opportunities to support and develop local clubs involved in sporting activities</li> <li>• Consider what you are doing to protect and improve green space</li> <li>• Promote positive attitudes to outdoor play, especially play involving risk, and to normalise outdoor play in informal community spaces e.g. street play</li> <li>• Consider how you can ensure children have access to daily outdoor play</li> <li>• Encourage schools to consider options to make their school grounds available for free play after school and at weekends</li> </ul>	<ul style="list-style-type: none"> <li>• Make school grounds available for free play after school and at weekends</li> <li>• Implement a <b>Cycle to Work</b> salary sacrifice scheme</li> <li>• Extend the school day to enable all pupils to take part in sporting activities</li> </ul>	
<p><b>EXAMPLES</b></p>	<p><b>Sport Wales</b> (give time and space in the working day to be physically active)</p> <p><b>Belfast Trust</b> (safe bicycle storage)</p>	<p><a href="#">Cycling to Work Changed My Life: Toby’s story</a> (implement a salary sacrifice scheme)</p> <p><a href="#">Playing Out</a> (access to outdoor play)</p> <p><a href="#">Club Solutions’ Health Check – All Stars Gymnastics Club, Amlwch Canoe Club</a></p>	

Defining the Issue	Making simple changes	Being adventurous	Leading the way
<b>Placemaking and designing-in community health and well-being</b>			
<p>Where you live and work defines and shapes your health and well-being.</p> <p>Recent critical research has highlighted that organisations who consciously strive to improve employee wellbeing and engagement, improve their employees’ quality of life and reduce the cost of healthcare and absence to an organisation.</p> <p>Dame Carol Black’s seminal “Review of employee health” highlighted that the most common benefits of investing in employee wellbeing include:</p> <ul style="list-style-type: none"> <li>• Increased productivity</li> <li>• Reduced number of sickness absences</li> <li>• Reduced staff turnover</li> <li>• Increased retention of skills</li> <li>• Improved staff morale</li> <li>• Reduced recruitment and training costs</li> <li>• Improved company reputation</li> <li>• Improved financial performance</li> </ul> <p>Flexible working interventions that increase worker control and choice (such as self-scheduling or gradual/partial retirement) are likely to have a positive effect on health outcomes.</p> <p>The Royal College of Physicians estimates ill health caused by unhealthy homes costs the UK £20 Billion annually.</p>	<ul style="list-style-type: none"> <li>• Consider health up-front by undertaking a Health Impact Assessment</li> <li>• Consider working through the <b>Corporate Health Standard</b></li> <li>• Review your policies to ensure you’re optimising opportunities to improve your employees’ health and well-being</li> <li>• Have an agile working policy</li> <li>• Provide time for employees to attend appointments relating to their health and well-being</li> <li>• Provide your employees with a vaccination against flu</li> <li>• Encourage your employees to take breaks and eat away from their desk</li> <li>• Encourage walking and standing meetings, where appropriate</li> <li>• Install wayfinding signage to direct people to the nearest stairway</li> <li>• Provide maps and signage oriented to pedestrians and cyclists with mileage and key destination points in the area</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve Bronze, Silver and/or Gold level of the <b>Corporate Health Standard</b></li> <li>• On stairways, use aesthetic treatments such as vivid colours, artwork and music</li> <li>• Provide natural lighting and good ventilation within homes and buildings</li> <li>• Provide space for growing food on-site (workplaces and schools) through community gardens, edible landscaping, or a small-scale farm</li> <li>• Partner with local community organisations that offer gardening or farming expertise. Collaborate with them on site assessment, planning, and preparation</li> <li>• Facilitate the delivery of fresh produce baskets directly from farmers or farmers’ markets to office buildings and multi-family settings</li> <li>• Host a farmers’ market in your community, particularly in neighbourhoods where demand for healthy foods is not met</li> <li>• Install mains drinking fountains in parks, playgrounds and public spaces</li> <li>• Support your communities to redesign their streets to improve their health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve Platinum level of the <b>Corporate Health Standard</b></li> <li>• Involve individuals, groups and communities in designing and delivering interventions that encourage access to and use of the food retail and growing environment</li> <li>• Provide universal free school meals</li> <li>• Prioritise the pedestrian over motorised transport by, for example, making use of a variety of methods to reduce and control traffic speed (signage, road materials, design, layout, shared surfaces)</li> <li>• Provide a network of cycle ways and cycle paths that are safely separated from motorised traffic</li> <li>• Lower the national speed limit in residential areas to 20mph</li> <li>• Legislate for a <i>Clean Air Act</i></li> <li>• New developments must include a diverse mix of housing using local materials and craftsmanship</li> <li>• Prioritise design and planning to promote healthy homes</li> </ul>

	<ul style="list-style-type: none"> <li>• Promote access to mains water refuelling stations free of charge</li> <li>• Only sell healthy food</li> <li>• Establish food procurement policies that purchase supplies locally, reducing overall transport impact</li> <li>• Encourage schools to consider the value to pupil wellbeing when making decisions on the planning and length of the school day, including play times, lunch times, homework scheduling</li> <li>• Consider supporting your communities to redesign their streets to improve their health and wellbeing</li> <li>• Encourage your communities to advertise the opportunities that they provide to local people e.g. groups, clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and support community capacity and social capital to create a stronger resilience within people</li> <li>• Light streets, trails, and public spaces to minimise dark and ‘unsafe’ areas</li> <li>• Provide bike racks, street lamps, public art, benches, trees and bus shelters to turn pavements into more appealing spaces</li> <li>• Reduce the amount of land devoted to parking to increase space for other pedestrian-oriented uses and activities</li> <li>• Implement the <b>Active Travel (Wales) Act 2013</b> at national and local level</li> <li>• Ensure transport plans and strategies include the             <ul style="list-style-type: none"> <li>• development and delivery of active travel infrastructure and fully integrated transport systems</li> </ul> </li> <li>• Adopt the <i>World Health Organisation’s</i> thresholds for all health-harmful pollutants</li> <li>• Build pavements in all new residential communities to encourage walking and to help keep pedestrians safe</li> <li>• Support the provision of affordable, energy efficient homes.</li> <li>• Adapt homes so that people can live safely</li> </ul>	
<p><b>EXAMPLES</b></p>	<p><b>Office of the Future Generations Commissioner for Wales</b> (eat away from your desk)</p>	<p><a href="#">Admiral Insurance</a> (Corporate Health Standard)</p>	<p><a href="#">Nansledan</a> (diverse mix of housing using local materials and craftsmanship)</p>

		<p><a href="#">Care and Repair Cymru</a> (adapt homes so that people can live safely)</p> <p><a href="#">Parc y Rhos, Bridgend</a> (community-led street design)</p>	
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Defining the Issue	Making simple changes	Being adventurous	Leading the way
Seamless organisations and services			
<p>We live in a complex and interconnected global world where many factors are interdependent, influencing and impacting constantly. These interactions are not linear, yet we often try to find linear ways to help deal with them.</p> <p>There are increasing demands and new challenges that face the NHS and social care – an ageing population, lifestyle changes, public expectations and new and emerging medical technologies. The medical model of health and a separate system of social care is not fit for the future.</p> <p>There is a need to move to a social, economic and environmental model of health with less rigid ways of working, using more flexible approaches and with a much greater emphasis on keeping people healthy and well. In this model, services from different providers should be seamlessly co-ordinated and people are proactive participants in their health and well-being.</p> <p>Traditional thinking and approaches have been based predominantly upon rational and logical</p>	<ul style="list-style-type: none"> <li>• Identify frequent attenders to Emergency Departments and users of primary care, police, and fire and rescue services</li> <li>• Provide all frontline staff with training to demonstrate that co-operative health and social care is an option for the people they are in contact with</li> <li>• Have conversations exploring what a whole-systems approach to health would look like</li> <li>• Map existing services across your locality</li> </ul>	<ul style="list-style-type: none"> <li>• Extend the <b><i>Nurse Staffing Levels (Wales) Act 2016</i></b> to community settings</li> <li>• Design and plan <i>Prehabilitation and Optimisation</i> programmes to maximise outcomes for treatment</li> <li>• Invest in personalised, democratised healthcare</li> <li>• Co-locate services close to the needs of people</li> <li>• Co-ordinate health and social care services seamlessly wrapped around the needs and preferences of the individual</li> <li>• Amend the <b><i>2018-21 NHS Planning Framework</i></b> to ask Health Boards to address digital exclusion and digital literacy as limiting factors to achieving a healthier Wales</li> <li>• Digital exclusion should be mapped and included in evidence reviews alongside other social determinants of health</li> </ul>	<ul style="list-style-type: none"> <li>• Provide Gold Standard care for frequent attenders</li> <li>• Mainstream <i>Prehabilitation and Optimisation</i> programmes to maximise outcomes for treatment</li> <li>• Mainstream precision medicine and democratised healthcare, giving people greater control and enabling them to become more active participants in their own health and well-being</li> <li>• Develop a system where precision medicine informs precision health (through machine learning, pattern recognition, early medical intervention and behaviour change)</li> <li>• Deliver a joined-up approach to tackling health inequalities by linking residents to sources of support in their community</li> <li>• Implement an ‘everyone in the room’ delivery model</li> </ul>



<p>planning. They contain transactional levers for change such as targets, performance measures, contracts, inspection and explicit knowledge.</p> <p>The prudent model proposes more of a 'commitment to a cause' and strong relationships and networks, passion and pride. We need to find the balance between this existing more rigid mechanism and a future one which values and recognises the need to increase opportunities to share and adopt new ideas, data, and co-create novel approaches to meet the health needs of the future.</p>		<ul style="list-style-type: none"> <li>• Share and use data between public services</li> <li>• Invest in and deploy assistive technologies</li> <li>• Evidence health and well-being outcomes which matter to people and use that information to support improvement and better collaborative decision-making</li> <li>• Develop capacity and capability in public health research</li> <li>• Shift the balance from hospital to community-based care</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilise knowledge through system-wide leadership</li> <li>• Create environments that enable rapid improvement and innovation</li> <li>• Integrate planning and investment to have a single health and social care outcomes approach</li> <li>• Provide an online digital platform for citizens, to give people greater control and enable them to become more active participants in their own health and well-being</li> </ul>
<p><b>EXAMPLES</b></p>		<p><a href="#"><u>WEDFAN</u></a> – Welsh Emergency Department Frequent Attenders Service</p> <p><a href="#"><u>Solva Care</u></a> (hospital to community-based care)</p> <p><a href="#"><u>Hospital to Home Service, Bridgend</u></a> (co-locate services to the needs of people)</p> <p><a href="#"><u>Innovate Trust – Intelligent Personal Assistants</u></a> (invest in and deploy assistive technologies)</p>	<p><b>Cardiff and Vale University Health Board</b> (provide Gold Standard care for frequent attenders)</p> <p><a href="#"><u>2025 Movement</u></a> ( )</p> <p><a href="#"><u>Made in North Wales Social Prescribing Programme</u></a> (deliver a joined-up approach to tackling health inequalities)</p> <p><a href="#"><u>Community Care Collaborative</u></a> (implement a 'everyone in the room' delivery model)</p>