

Welcome

Joint Health and Wellbeing Board/STP Stakeholder Engagement Event

21 June 2017

#NorfolkHWB17

Key Note Speaker

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Norfolk's Health & Wellbeing Board Annual Stakeholder Event

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Programme

Outline For Today

- Latest Research on what makes an effective HWB
- Drivers, barriers and conditions for effectiveness
- Case Studies
- LGA Health & Social Care Policy asks

HWBs – the new world

- NHS Planning Guidance; Sustainable Transformation Plans – How do HWBs engage and influence?
 - Financial pressures
 - Graduation from BCF
 - Full integration by 2020 – DH guidance
 - Devolution and new models of governance for commissioning and for providers
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HWBs – where next?

- What are the most appropriate arrangements for the place?
 - Commissioning across different footprints
 - Working across HWB boundaries and with other HWBs
 - Principle of subsidiarity
 - HWB statutory role remains
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HWBs – What's Changed

- National Pressures
 - More muscular NHS England – CCGs finding it hard to balance local and national
 - Devolution – distraction?
 - The litmus test of a more effective HWB is a board which addresses health and wellbeing from a **whole place** perspective
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HWBs – what's changed?

- A minority of boards are highly effective and are providing a genuine systems leadership role- “ fulcrum”
 - A number of others are on the cusp of this – moving on from being a ‘hub’
 - There are still a number of HWBs not fulfilling their potential
 - Clear concept of the attributes and actions of high performing boards
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Drivers of and barriers to effective health and wellbeing boards

- **Committed leaders**, both political and managerial
 - **Collaborative plumbing**, often reflecting a history of partnership working
 - **A geography that works**, or has been made to work
 - **The response to austerity**, which can drive either collaboration or a retreat to silos
 - **Churn in the system**, within local government and health
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Drivers of and barriers to effective health and wellbeing boards

- **A focus on place**, with local priorities that drive collaboration
 - **A director of public health**, who gets it
 - **High quality support**, and a flexible approach to the council committee thing
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Warning signs

- Weak collaborative plumbing
 - A messy and complex geography
 - A high level of churn in board membership
 - A purist approach to the management of board meetings.
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Questions for HWBS – Installing collaborative plumbing

- Is the board one of a number of mechanisms for joint working between health and local government?
 - Have good personal relationships been established between the key players?
 - Are the conversations “polite” or “meaningful”?
 - Is there a parity between board members and a shared understanding of each other’s needs and constraints?
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Making the geography work in a complex area

- Is there a mechanism for effective CCG and district council engagement with the board that does not result in an unduly large board?
 - Has the scope for collaboration between districts and CCGs been fully explored?
 - Is there a shared understanding of what is best done at a county level and at a more local level. Are there mechanisms for joint work at that more local level?
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Effective Leadership

- Do the council leader and chief executive recognise the importance and potential of the HWB and give the board the attention that it requires?
 - Is there shared leadership between the council and CCG and is that reflected in a CCG co-chair or vice-chair?
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Place Focus

- Is the board addressing place issues – such as resilience, workforce, skills and employment or children – as opposed to more condition-specific issues – such as diabetes or obesity?
 - Does the board have a locally generated focus for pursuing health and care integration?
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Responding to national pressure

- Is the board able to balance the national requirements on it – and particularly the CCG(s) – with the need to develop and pursue a local agenda?
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More than a board meeting

- Is the board the primary strategic forum for delivering change?
 - Is the board exploiting the potential of formal meetings and making good use of the time between board meetings?
 - Does the board act as a hub (bringing people together) and a fulcrum (a point around which things happen)?
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HWBs – Where next

- Reassert a focus on wider determinates of health
 - Longer term strategic framework
 - Collective Local Leadership with involvement of Local Politician's
 - Ownership of the overall's direction of travel of the Local health and care system
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Case Studies



BANES

Key achievements of the Bath and North East Somerset HWB

- Your Care, Your Way: a significant re-procurement exercise aimed at bringing over 200 different contracts for community care under a consortium or single provider.
 - Health Inequalities Inquiry Day: supporting the HEB to understand health inequalities in Bath and North Somerset
 - Implementation of IRIS (Identification and Referral to Improve Safety) training: helping general practice staff and GPs identify and support those suffering from domestic abuse, resulting in 108 referrals for support between July 2015 and June 2016
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County Durham

Key achievements of the County Durham HWB

- The HWB launched the consultation of the Altogether Active, physical activity framework for County Durham in 2015 which is aimed at increasing levels of physical activity in the county. County Durham is one of only four local authority areas in England being actively selected by Leeds- Beckett University to take forward a whole system approach to tackling obesity over the next three years.
 - The HWB demonstrated system leadership through the development of the Mental Health Implementation Plan for County Durham, which is the overarching mental health strategy for children and adults in the county. The HWB was the apex for partners tasked with delivering the strategy and brought strategic direction and coordination between partners.
 - The HWB supported a voluntary smoking ban to be processed which has been implemented across the country, encouraging play areas to become smoke free. The outdoor play area at Riverside Park in Chester-Le-Street was the first park to become a smoke free zone, and now all Durham County Council defined/fenced play areas have the 'smoke free' signage in place. The required coordination and buy-in from various departments in the council, and demonstrates the effectiveness of the DPH, who made this happen.
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East Riding & Yorkshire

Key achievements of the East Riding of Yorkshire HWB

- The HWB took the decision to bring the six CCG and HWB leads together across the sustainability and Transformation Plan footprint to understand the impact of this on local systems. This resulted in a plan for a sub-regional approach to the STPs based on agreed priorities.
 - Moving HWB meetings around the country allows the discussion of issues specific to local areas and to showcase work going on there. A key achievement related to this is the innovative Men in sheds project which aims to tackle social isolation among males in Withernsea
 - The HWB oversaw the development of a single workforce plan covering four separate organisations, where previously there were individual plans. This means different partners can adhere to the HWB's strategies, promoting collaborative working and enhancing the HWB's impact.
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Hackney

Key achievements of Hackney HWB

- The collaborative and focused nature of the HWB helped Hackney in its successful bid to become a London Health and Social Care Devolution pilot. This has brought renewed focus and clarity of purpose to the HWB.
 - The HWB is Committed to collaboration and joint working. An example of this approach has been to jointly commission a mental health needs assessment with the mental health provider trust, the East London Foundation Mental Health Trust, to feed into the joint strategic Needs Assessment.
 - The HWB's focus on place means importance is placed on the service user voice. Service user and resident feedback has led to action from the HWB and partners, including the council and acute trust taking action to better serve those who are visually impaired.
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Warwickshire

Key achievements of Warwickshire HWB

- Un addition to the Joint Health and Wellbeing Strategy, The Warwickshire HWB has jointly developed and agreed the Coventry & Warwickshire Alliance Concordat with the Coventry HWB. This sets out the HWB's vision and principles and how they will work with each other to deliver a health and care system with residents at the centre. This has been a supporting feature of the development of the emerging STP for Coventry & Warwickshire.
 - The HWB is aspirational and members are passionate about succeeding as a whole system. The HWB is committed to developing its system leadership capacity and is undertaking a programme of development for the HWB with support for the Kings Fund.
 - Over the past 12 months, there have been workshops to increase the visibility of the JSNA and focus on how it can inform and support the work of the HWB. Making information available on both a thematic and geographical basis has been important for stakeholders, including CCG's, in setting their priorities.
 - The JSNA has further informed CCG commissioning intentions through the JSNA Annual statement and bespoke JSNA profiles which are currently being produced for CCG's.
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LGA health & social care policy asks

Public Health

- Take a long term view and recognise that the benefits of population – level public health expenditure tend to be long – term.
 - Invest properly in prevention and early intervention: A prevention transformation fund worth at least £2billion annually would enable some double running of new investment in preventative services alongside ‘business as usual’ in the current system, until savings can be realised and reinvested into the system.
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LGA health & social care policy asks

Social care funding

- Close the projected funding gap facing adult social care by 2020
 - The funding announced in the spring budget should be built into councils baselines so it is money that can be counted on in all future years.
 - Enable all areas to move beyond the Batter Care Fund (BCF) and transfer money direct to councils.
 - Address the immediate pressures, in particular the pressures on care providers and put in place measures to stabilise the market.
 - Securing sustainable social care system for the future that works for all adults, not just older people.
 - Achieve cross party support.
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LGA health & social care policy asks

Local leadership of health and care

- Ensure our care and health system works for people by focussing on their needs, and not the needs of the one part of the system.
 - Ensuring that all commissioning of health and social care services is locally accountable through health and wellbeing boards, which could be reconfigured to match the footprints of combined authorities or other more strategic bodies where appropriate.
 - Aligning STPs with health and wellbeing boards and giving HWBs a legal duty to sign off commissioning plans, including plans for integration.
 - A single outcomes framework for health and care system and a system of performance management.
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Thank You
