

HEALTH AND WELLBEING BOARD

18 JUNE 2013

INTRODUCTION TO THE HEALTH AND WELLBEING BOARD

Report from: Dr Alison Barnett, Director of Public Health

Summary

This paper summarises the progress made during 2012/13 in developing the Health and Wellbeing Board and its work programme. The Board is a committee of the Council and its membership and terms of reference have been agreed by the Council. Priorities for the 2013/14 work programme are proposed for the Board's consideration.

1. Budget and Policy Framework

- 1.1 The Health and Social Care Act 2012 requires all top tier and unitary authorities to establish a Health and Wellbeing Board from April 2013 as a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities. Health and Wellbeing board members will collaborate to understand their local community's needs, agree priorities and encourage commissioners to work in a more joined-up way. As a result, patients and the public should experience more integrated services from the NHS and local councils in the future.
- 1.2 The Health and Wellbeing Board is a Committee of the Council. Its membership and terms of reference (appendix 1) are in line with the statutory requirements and were agreed by the Council on 25 April 2013.

2. Development of the Health and Wellbeing Board 2012/13

- 2.1 Medway established a shadow Health and Wellbeing Board in April 2012 as a Cabinet advisory group. This enabled a programme of board development to be undertaken and key tasks to be delivered in preparation for formal establishment of the board from April 2013. This section summarises the work completed in the shadow year.

2.2 Joint Strategic Needs Assessment

The Health and Wellbeing Board (HWB) has a statutory duty to prepare a Joint Strategic Needs Assessment (JSNA) which is an objective assessment of local needs and is intended to address current and future health and social

care needs. The JSNA was developed by the Public Health Directorate with support from colleagues across the Council and Medway CCG. Public views on the priorities were obtained at a stakeholder event held by Medway LiNKs and the CCG as well as through a range of subject specific partnership groups. The JSNA is an electronic resource which allows regular updating of information and open access to the contents. It can be found at www.medwayjsna.info. Review of the information collected for the JSNA allowed the HWB to identify five key strategic themes for Medway:

1. Give every child a good start
2. Enable our older population to live independently and well
3. Prevent early death and increase years of healthy life
4. Improve physical and mental health and wellbeing
5. Reduce health inequalities

2.3 Joint Health and Wellbeing Strategy 2012-2015

The HWB has a statutory duty to prepare a Joint Health and Wellbeing Strategy (JHWS) to address the needs and issues identified in the Joint Strategic Needs Assessment. It sets out the agreed priorities for collective action by key commissioners – the Local Authority, Medway Clinical Commissioning Group and the NHS Commissioning Board, and all statutory and voluntary partners.

Consultation on the five key strategic themes and the development of priority actions to deliver on these themes was carried out. The consultation included both an online consultation which ran from the 25 June to 20 July 2012 and a stakeholder event on 2 July which was attended by about 80 stakeholders from a wide range of organisations. The strategic themes were considered by stakeholders and priority actions to deliver against them were suggested. The feedback from the event and the online consultation was reviewed by the Shadow HWB on 31 July 2012 and the strategic themes confirmed.

A long list of priority actions drawn from the JSNA and the consultation process were considered and scored under each theme using criteria developed by the Shadow Board. One priority action was agreed under each theme as a focus for action for 2013/14 and a Shadow Board Member was nominated to lead on each theme.

2.4 Review of commissioning plans

The HWB has a duty to review the commissioning plans of the NHS and Local Authority to ensure that they are in line with the priorities within the JSNA. The Shadow Board reviewed the plans of Medway Clinical Commissioning Group, the Kent and Medway Area Team of the NHS Commissioning Board and Medway Council. The review identified a high level of consistency between the plans and the priorities in the JHWS. A monitoring and outcomes framework will be considered by the Board later on the agenda to ensure that a robust process is developed for monitoring progress in delivering the JHWS.

2.5 Communication and Engagement

The Board has a statutory duty and also an ambition to involve local people in the development of both the JSNA and the JHWS. It is also keen to find out what local people think about health and care services, their experiences and what could be improved. A Communications and Engagement Strategy was considered by the Shadow HWB in September 2012 and included principles of engagement:

- build on what we have already done within Medway, drawing on best practice from all the constituent organisations
- ensure communication and engagement underpins the work of the Health and Wellbeing Board so that it becomes part of its culture
- be open and transparent in how we engage and how we will use the feedback
- be inclusive and representative – ensuring that we reach diverse and seldom heard groups, either directly or through established networks
- work to establish and maintain robust relationships with all key stakeholders
- use a range of techniques to ensure wide and deep engagement
- use a wide range of communications channels (media, web, twitter etc) to ensure people have the relevant and most up-to-date information
- foster a culture of co-design with patients, public, key stakeholders and organisations
- adopt a 'whole system' approach to engagement, to make best use of resources and avoid duplication

Establishment of the CCG, recruitment to key public engagement posts within the Council and commissioning of Healthwatch mean that the Board is now in a position to implement the strategy. Work has commenced on developing an effective communication and engagement system to support the Board's aspirations to engage with stakeholders and the public.

2.6 Board Development

The Medway HWB faces many challenges including poor population health outcomes, an ageing population, increasing demands for healthcare, increasing availability of new technologies and financial constraints. However the creation of the Board provides a unique opportunity to develop the health and social care system to address local priorities in an integrated and cost effective way, engaging the public and stakeholders in the process. This requires the Board to demonstrate shared leadership of the local health and social care system including prevention and treatment of ill health as well as influencing the wider socio economic and environmental determinants of health.

The Board recognised the importance of engaging in a programme to support its development and has participated in a range of regional and national programmes:

- Initial meetings were facilitated by Richard Hayes of the South East Health and Social Care Partnership which allowed the Shadow Board to develop its understanding of its role and how it intended to operate.
- Three Shadow Board Members and two officers supporting the Board have participated in the National Leading Transformation for Health

and Wellbeing Programme run by the University of Durham. The programme focused on developing shared leadership for improvement skills. Speakers on the programme included a wide range of national and international experts in the fields of health and wellbeing improvement, leadership, and improvement science.

- Members of the Shadow Board have participated in the National Learning set for HWBs and a regional simulation event. These have allowed us to influence national policy and learn from other HWBs.
- The NHS Leadership Academy has provided an experienced organisational development consultant, Eden Charles, to work with the Board to develop its shared leadership role. An initial session was held in March 2013 and further sessions will be held during the next six months.

3. Board Priorities for 2013/14

- 3.1 The Board's work programme will build on the progress made in the shadow year and reflect both the statutory duties of the Board and local priorities. This will include:
- 3.2 **Joint Strategic Needs Assessment**
This will be updated quarterly and a summary of key changes circulated. The Board will promote the use of the JSNA and JHWS locally to inform strategic plans.
- 3.3 **Joint Health and Wellbeing Strategy**
Delivery of the priority actions will be reviewed mid year and priority actions agreed for next year. Commissioning plans for Medway Council, NHS Commissioning Board and Medway CCG for 2014/15 will be reviewed to ensure that they support delivery of the JHWS.
- 3.4 **Pharmaceutical Needs Assessment**
Production of the Pharmaceutical Needs Assessment is a statutory duty of the HWB. It informs the commissioning intentions of the NHS Commissioning Board, CCGs and the local authority and is a complex piece of work whose requirements for content and consultation are described in legislation. The PNA must be produced by April 2015.
- 3.5 **Communications and engagement**
Implementation of the Communication and Engagement Strategy to ensure an effective and integrated approach to communications and engagement with the public and stakeholders.
- 3.6 **Governance arrangements**
The roles and responsibilities of the HWB, Overview and Scrutiny Committees and Safeguarding Boards will be reviewed to ensure compliance with regulations and clarity of accountability. The relationships with other partnership arrangements that relate to the HWB's functions will also be confirmed.
- 3.7 **Integration**
The Board will have oversight of the new Partnership Commissioning arrangements between the Council and Medway Commissioning Group for children and adult services.

3.8 Review of the quality of care and treatment at Medway NHS Foundation Trust. Medway NHS Foundation Trust was one of 14 Trusts nationally which were persistent outliers in mortality statistics and where the Prime Minister asked Sir Bruce Keogh to undertake a review of the quality of care and treatment. The review process took place in May/June and the report is due to be published in June. The Board will consider the implications of the report for the health and social care economy in Medway.

3.9 Winterbourne View Joint Improvement Programme
 The Winterbourne View Concordat was the joint response of agencies including the Local Government Association and the NHS to the Department of Health Transforming Care report arising from the significant failings at Winterbourne View. The Concordat sets out the commitment to transform health and care services and improve the quality of the care offered to children, young people and adults with learning disabilities or autism who have mental health conditions or behaviour that challenges. The Concordat contains a number of specific commitments that will lead to all individuals receiving personalised care and support in community settings no later than 1st June 2014. Local areas are required to complete a stocktake of progress against the commitments made in the Concordat and to share these with their HWB. The stocktake is to be submitted by 5 July 2013. It will be shared with the Members of the Health and Wellbeing Board. The Chairman of the Board will be invited to countersign the Medway response to confirm it has been circulated to the HWB Members. In view of the timescales a full report will be brought to the HWB on 22 October 2013.

3.9 Influencing the wider determinants of health
 Work has commenced between public health, social care and housing to identify whether the needs of homeless people could be better met by more integrated working between the departments. The Board will receive a report on the findings of this work.

4 Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Failure to achieve the potential benefits of the HWB to improve the health and wellbeing of the population	Failure to implement JHWS and develop integrated services.	Identification of priorities, monitoring of outcomes.	

5 Financial and legal implications

There are no direct financial or legal implications arising from this report.

6 Recommendations

- 6.1 The Board are asked to note the terms of reference for the HWB.
- 6.2 The Board are asked to consider delivery of the Board priorities for 2014/15 and identify other priorities for the work programme

Lead officer contact

Dr Alison Barnett, Director Of Public Health , Gun Wharf
01634 334038 alison.barnett@medway.gov.uk

Appendix 1

Health and Wellbeing Board – Terms of Reference (agreed at Full Council 25 April 2013)

1. Operating Principles

In line with nationally agreed operating principles the Medway Health and Wellbeing Board will seek to:

- (i) provide collective leadership to improve health and well-being across the local authority area, enable shared decision-making and ownership of decisions in an open and transparent way;
- (ii) achieve democratic legitimacy and accountability, and empower local people to take part in decision-making;
- (iii) address health inequalities by ensuring quality, consistency and comprehensive health and local government services are commissioned and delivered in the area; and
- (iv) identify key priorities for health and local government commissioning and develop clear plans for how commissioners can make best use of their combined resources to improve local health and well-being outcomes in the short, medium and long term.

2. Key functions:

- (i) To prepare the Joint Strategic Needs Assessment (JSNA) which identifies the current and future health and wellbeing needs of the local population and may address needs around wider determinants of health.
- (ii) To prepare a Joint Health and Wellbeing Strategy for Medway to meet the needs identified in the JSNA
- (iii) To prepare the Medway Pharmaceutical Needs Assessment.
- (iv) To encourage persons who arrange for the provision of any health or social care services in the area to work in an integrated manner for the purpose of advancing the health and wellbeing of the people in Medway.
- (v) To encourage persons who arrange for the provision of any health related services (ie services that may have an effect on the health of individuals but are not health or social care services) in Medway to work closely with the Board.
- (vi) To encourage persons who arrange for the provision of any health or social care services in Medway and those who arrange for the provision of any health –related services in its area to work closely together.
- (vii) To provide advice, assistance or other support appropriate for the purpose of encouraging the making of arrangements under section 75 of the National Health Service Act 2006 (ie arrangements under which

NHS bodies and local authorities agree to exercise specified functions of each other).

- (viii) To keep NHS commissioning plans under review to ensure they are taking into account the JSNA and local HWB Strategy, referring back to the CCG or the NHS Commissioning Board where they do not.
- (ix) To advise Medway Council's Cabinet of its views on whether the local authority is discharging its duty to have regard to the JSNA and Joint Health and Wellbeing Strategy in discharging its relevant functions.
- (x) To involve users and the public in the work of the Board, as appropriate.
- (xi) To play a formal role in the annual assessment of the Medway Clinical Commissioning Group.
- (xii) To undertake any other functions assigned to Health and Wellbeing Boards in legislation.

3 Other governance issues

The Council has agreed the following governance arrangements for the operation of the Medway HWB:

3.1 Appointment of Chairman and Vice Chairman

The Chairman and Vice Chairman of the Board will be appointed at the first meeting of the Board after each Annual Council meeting, discounting the Joint meeting of all Committees on the evening of Annual Council. The Chairman will be appointed from among the Councillors serving on the Board

3.2 **Meetings:** The Board will meet a minimum of four times a year and be administratively supported by Medway Council's Democratic Services Team. Meetings will take place in public with provision for exclusion of the press and public where confidential or exempt information is likely to be disclosed.

3.3 **Sub Committees:** The Board may set up advisory Sub Committees but any proposal to delegate the functions of the Board to a Sub Committee or an Officer (or from a Sub Committee to an Officer) insofar as this is permitted, shall be subject to agreement by the Council

3.4 **Attendance:** The quorum for Board meetings will be a quarter of the membership and meetings may only proceed if at least one local authority member and one CCG representative are present. Substitutions are permitted with notification to the Democratic Services Officer ahead of the meeting.

3.5 **Conduct of meetings:** Meetings will be conducted in accordance with the procedural rules applicable to Council meetings as appropriate.

3.6 **Voting:** All members of the Board will have the right to vote, subject to the law and procedures for registering and declaring interests which will require non-participation and withdrawal from meetings when conflicts of interest arise

- 3.7 **Programming of business:** the Board will determine its own work programme and pre-agenda processes taking into account statutory requirements relating to notice of meetings and publication and availability of agenda papers and will use the templates and standards in place for reports to other Council Committees.
- 3.8 **Communications and Engagement:** the Board will develop a Communications and Engagement strategy during 2013/14 which will set out how the Board will engage with stakeholders and the public and how communications on behalf of the Board will be managed.
- 3.9 **Operational links:** The Board will work collaboratively with other partnership bodies including the Children's Trust, the Medway Safeguarding Children Board, the Adult Safeguarding Board and the Community Safety Partnership, taking into account the need to for alignment between the Joint Health and Wellbeing Board and other key plans and strategies.
- 3.10 **Overview and Scrutiny:** the Board will be subject to overview and scrutiny and will respond to requests for information and representation at Overview and Scrutiny Committees as appropriate. An exercise is planned to review the protocol between Medway Council and the NHS relating to consultation on major NHS service reconfigurations. This protocol is likely to be expanded to cover information sharing and the relationship between the HWB and Overview and Scrutiny. As set out above the report of the Public Inquiry into the Mid Staffordshire NHS Foundation Trust (The Francis Report) includes a recommendation that guidance should be given by the government to promote the coordination and cooperation between local Healthwatch, Health and Wellbeing Boards and local government scrutiny committees. This may guide thinking on dual membership issues and the flow of business.
- 3.11 **Review:** The terms of reference of the HWB and the governance arrangements will be kept under periodic review.

Membership 2013/14

Councillor David Brake	Conservative
Councillor Mrs Diane Chambers	Conservative
Councillor Howard Doe	Conservative
Councillor Peter Hicks	Conservative
Councillor Andrew Mackness	Conservative
Councillor Vince Maple	Labour
Councillor Mike O'Brien	Conservative
Barbara Peacock	Director of Children and Adults, Medway Council
David Quirke-Thornton	Deputy Director, Children and Adults, Medway Council
Dr Alison Barnett	Director of Public Health, Medway Council
Alison Burchell	Chief Operating Officer,

	NHS Medway Clinical Commissioning Group
Dr Peter Green	Chief Clinical Officer, NHS Medway Clinical Commissioning Group
Dr Gill Fargher	GP, Governing Body Member, NHS Medway Clinical Commissioning Group
Felicity Cox	Director, Kent and Medway, NHS England
+ 1 seat for Healthwatch – nomination to be confirmed	