

**OUTCOMES FROM 14 JUNE DEVELOPMENT SESSION**

To: Health and Wellbeing Board

Date: 7th July 2016

From: Dr Liz Robin, Director of Public Health

**1.0 PURPOSE**

1.1 To present the outcomes from a development session held for members of the Cambridgeshire Health and Wellbeing Board (HWB) on Tuesday 14 June 2016.

**2.0 BACKGROUND**

2.1 A development session was held for members of the Cambridgeshire HWB from 9am to 1pm on Tuesday 14 June 2016 at Wolfson Court, Cambridge.

2.2 The session was planned and facilitated by the Local Government Association (LGA), as part of the LGA's programme of support to the health and wellbeing system nationally.

2.3 The agenda for the session included:

- Role of Health and Wellbeing Boards (national and local context)
- Effective Health and Wellbeing Boards:
  - Overview of evidence base for high-performing HWBs
  - SWOT analysis (strengths, weaknesses, opportunities and threats)
  - Group discussion on strengths and challenges
- Discussion on high level ambition for Cambridgeshire HWB:
  - Shaping the place
  - Ambition for health and social care integration
  - Addressing prevention and inequalities
- Role and purpose of the HWB:
  - Interaction and behaviours as leaders on the HWB, and in the system being more proactive and influential
  - Determining common aims and vision
  - Future strategy development
  - Prioritising what needs to be done next

2.4 The session was attended by 16 representatives for the Cambridgeshire HWB.

### **3.0 OUTCOMES FROM THE DEVELOPMENT SESSION**

3.1 After wide ranging group discussion, attendees were asked to prioritise five key actions or priorities the Cambridgeshire HWB should focus on for the next 12 months. These were:

#### **1. Review how and when the Cambridgeshire HWB meets**

It was suggested that there should be more development sessions for the HWB and fewer formal board meetings.

#### **2. Organise themed development workshops on particular issues, with a focus on problem-solving**

Representatives from wider partners not represented on the HWB and/or internal subject matter experts, could be invited to contribute to these sessions.

The purpose of these sessions would be to identify recommendations for representatives of the HWB to take back to their organisations to action. The HWB could have oversight of progress at formal meetings.

The most urgent issues for joint working were suggested as:

- Developing and retaining the future health and care workforce (highest priority)
- Integrated commissioning
- Understanding and addressing geographical inequalities
- Joint work on land, housing and property assets including planning health facilities for new communities.
- Transport issues and their impact on health and health services.

#### **3. Agree a programme management approach**

To ensure capacity for the Board's recommendations to lead to action.

#### **4. Establish the HWB's relationship with the Sustainability and Transformation Plan (STP)**

This is both in the very short term, before the June deadline for the submission of STPs, but also in the long term.

This includes the alignment across the HWB's Joint Health and Wellbeing Strategy and the STP, as well as alignment of the STP with local geographies.

#### **5. Develop a vision for integrated health and care**

So the HWB is clear on its aims for the future of health and care integration.

3.2 Detailed notes from group discussions at the development session are attached at Appendix A.

### **4.0 ALIGNMENT WITH THE CAMBRIDGESHIRE HEALTH AND WELLBEING STRATEGY**

4.1 Discussion at the development session related to all priorities of the Cambridgeshire Health and Wellbeing Strategy, but most notably Priority 6: to work together effectively.

## 5.0 IMPLICATIONS

5.1 Recommendation 3 will require consideration of the resource implications of effective programme management, and how this might be organised.

## 6.0 RECOMMENDATION

6.1 The Health and Wellbeing Board is asked to consider and endorse the five proposed priorities outlined at 3.1 of this report.

<b>Source Documents</b>	<b>Location</b>
Health and Wellbeing Boards: the force begins to awaken	<a href="http://www.local.gov.uk/documents/10180/6101750/HWB+Shared+Intelligence+report+March+2016+WEB.pdf/392c708e-1591-4b3f-8347-95291fde4f47">http://www.local.gov.uk/documents/10180/6101750/HWB+Shared+Intelligence+report+March+2016+WEB.pdf/392c708e-1591-4b3f-8347-95291fde4f47</a>

## Appendix A: notes from group discussions

### Suggested key priorities and issues

Enablers and place – Priority 6 (Improving Joint Working) = Key priority

- What are the key features of our 'place' that need to drive HWB delivery priorities?
- We need a win-win mentality – not always easy!
- HWB has been too reactive for too long. Needs to be proactive.
- Current HWB Strategy Priorities – can't disagree with them, but do they reflect the 'place' challenges and 'system' challenges?
- What levers can we pull to deliver?
- HWB role as a 'connector'?
- Be clear on what is the problem the HWB wants to solve. What and how?

### Enablers

Workforce Development

- Place – housing and transport – cost / access to houses, transport and services underpins all challenges
- Skills and link to the LEP
- Health Training Hub
- How can we better engage with 16-19 year olds? Need to change the model and job description to meet real and future needs and multi-skill new employees.

Making Assets Count

- Estates and service co-location – get the money we have working better
- Join-up local delivery

Sharing best practice and learning

- Need space to discuss and develop ideas and policy to solve big issues, not just 'formal' public Board meetings.
- Spread knowledge and breakdown silos

Communications and engagement

- Who are the community influencers on health?
- Health Champions role needed?
- Recognise and use the power of Councillors as community leaders.
- Need to change attitudes to personal health and responsibility.
- Improve use of social media

### System Challenges and priorities

New and changing communities

- Growth developments
- Changing demographics

Inequalities in new and existing communities

## Leadership of the system

- NHS providers now on HWB. A real opportunity for system leadership.
- We must challenge our own organisations (not just others')
- Illusion of control – no one organisation is 'in control' of the whole system. Live with this fact and get on with it! (Together for Families programme as an example)
- HWB not a scrutiny board, but a partnership, policy and solutions board
- What is the 'integration' plan?
- Join-up local delivery
- What is HWB role in the Sustainability & Transformation Plan implementation?

Finance = immediate reality, so let's work together to address this.

- But if we get money, what's the plan to use it?
- What are the short, medium and long-term opportunities?
  
- Narrowing the gap – education
- Encouraging careers in health and social care in schools – feeding workforce into the system
- Cost of living in south of county – key worker housing
- Section 106 – looking at use of 'health' funding
- Looking at planning suitable housing for older people where they want to be
- Community hubs – join up the conversations across health and social care
- Co-design of change for community facilities – engaging with what the community will want
- Integration of health and social care is not clear
  
- Focus on people – conditions, skills, behaviours, support, access
- Focus on place – hubs (GPs, libraries), care homes, affordable housing. What is place – district/ward?
  
- Job is to make sure partners work together
- Financial situation more difficult than 2012
- Meets in public
- Key issues – integration/working together, resource, communication
- HWB does join up many partners but some are still missing. E.g. the LEP has an impact on workforce
- We should make recommendations – what would happen to them?
- Is the HWB membership feeding back to the main organisations? Do we need to do more outward facing communication?

## **Role of the Health and Wellbeing Board**

**“The one place to join-up the system.”**

### Strategic Role

- Provide a joined-up focus
- Do a few key things that make a difference

## A Partnership Organisation (not a “Board”)

- Be accountable to ourselves for delivery, improvement and change as a Partnership
- Deliver on self-assessment improvements
- Solve problems, not scrutinise them. Learning not blaming.
- Change the collective mind-set to get partnership buy-in to a partnership approach.
- “Honest Friends” – a partnership culture. Capture and share learning & problems about what’s gone well (or otherwise).
- Need a collective approach and appraisal.

## Adopt a Programme Management approach

- To drive delivery of strategy
- Be a “feedback loop” to HWBB on delivery
- Can we use the established STP Hub as programme support for the HWBB?

## Resources

- Staff, assets and money = key issue
- Are we duplicating work in our silos (e.g. workforce & skills development? Yes!)
- How use current resources SMARTly together?

## Communication

## Influencing

- In our own organisations
- In our system
- Nationally – the “Case for Cambridgeshire & Peterborough”.
  
- Sets the strategy
- Facilitate and connect to make strategy become real
- Ensuring other strategies in the health and care economy relate to ‘our’ strategy
- Clear actionable points for the partners
- Set priorities to work on
- Two way flow of information – from board to organisations as well as into the board
- Sharing our problems honestly and asking each other to help resolve them – helps identify priorities
- More development meetings and fewer formal board meetings
- Development day on priority themes (e.g. estates) with our partners
- Workforce/education
- One clear, tangible focus to demonstrate impact
- Health and social care integration
- Here to solve problems, not to scrutinise them
- Influence, evidence, barriers, act as a hub
  
- HWB integrates the work of the NHS with the other organisations that impact on wellbeing
- System leadership – getting buy-in for action (spending) from partners. Make recommendations for actions to partners and track progress
- Have to understand the strengths and limitations of the partner organisations

- Staged topic based working:
  - Development discussion in private
  - Recommendations in public
  - Track progress
- Suggested topics: workforce, integrated commissioning, geography and inequality
- Vision: quality of life continues to improve and inequality reduces

## **Opportunities**

- HWB has a listening function to bring together big issues
- HWB is the place for political sign up to drive things
- Use levers from all organisations around the table, e.g. districts
- Bring together health and care with workforce, planning etc
- Vision for people (conditions/workforce) and place (care homes, new towns)
- Opportunity to be proactive
- Precise and clear plan
- Drive and influence
- Engage as a collective