

Report title:	Joint Health and Wellbeing Strategy – One Year On
Date of meeting:	4 March 2020
Sponsor (H&WB member):	Dr Louise Smith, Director of Public Health
<p>Reason for the Report It has been one year since the Joint Health and Wellbeing Strategy (JHWBS) was signed off by HWB partners. It is therefore timely for the Board to review progress and agree next steps to taking forward the delivery of the strategy.</p> <p>Report summary Late 2018, saw the launch of our Joint Health and Wellbeing Strategy. The Strategy sets out a vision of a single, sustainable health and wellbeing system - prioritising prevention, tackling inequalities in communities and integrating ways of working. With the Strategy one year in, this report provides the Board with an opportunity to review progress and agree future action to support its delivery.</p> <p>Recommendations The HWB is asked to:</p> <ul style="list-style-type: none"> a) Consider the progress made to achieving the ambitions of the JHWBS, and commit to taking further action to drive forward and embed the ambitions of the JHWBS within partners own organisations and partnership activity. b) Discuss and agree the proposed areas of focus for the HWB in 2020/21 (outlined in section 3.4). 	

1. Background

- 1.1 Late 2018, saw the launch of our [Joint Health and Wellbeing Strategy](#). It sets out a vision of a single, sustainable health and wellbeing system - prioritising prevention, tackling inequalities in communities and integrating ways of working.
- 1.2 The Strategy stands as a system-wide, shared commitment to taking collective accountability for the health, care and wellbeing of our communities. It draws on the breadth of the Board’s membership and its reach across systems and into communities to deliver on the distinctive added value that the HWB can bring. It is about how we all work together as system leaders to drive forward improvement in the health and wellbeing of people and communities, given the unprecedented challenges facing our health, care and wellbeing system.
- 1.3 The Strategy sets us some challenging system objectives, and with the Strategy one year in, this is an opportunity to review progress and agree future action.

2. 2019/20 Highlights - What did we achieve?

- 2.1 As the forum bringing together political, community and health leaders, the HWB has been instrumental in building strong relationships among equals, with trust, shared values and a common vision underpinning our shared endeavours.
- 2.2 A fundamental principle of the Strategy is that it informs and influences decisions about the commissioning and delivery of health, care and wellbeing services, so that they are focused on the needs of the people who use them and tackle the factors that affect everyone's health and wellbeing.

Vision: A Single, Sustainable System

- 2.3 Over the past year the HWB has taken an active role in the development of the [Norfolk and Waveney Health and Care Partnership](#) five-year plan – particularly driving the focus on prevention within the Plan. The Plan provides a shared vision to meet the increasing health and care needs of the population whilst ensuring services are sustainable and affordable and provides the framework within which detailed proposals for how services across Norfolk and Waveney will develop. The draft “A healthier Norfolk and Waveney - Our five year plan for improving health and care (2019 – 2024)” can be viewed [here](#).
- 2.4 The Plan draws on the key findings of the Joint Strategic Needs Assessment (JSNA), and the delivery of the Plan will draw on local data and information in the JSNA to identify local priorities and unmet need to adopt evidence-based interventions.
- 2.5 The JHWBS provides the building blocks to the Plan (with the plan aligned to the 4 priorities set out in the JHWBS). The notable links to the JHWBS demonstrates the progress made over the year in moving towards the over-arching goal of a ‘single, sustainable system’, as well as the strong sense of shared purpose and ambition fostered within the system.

Prioritising Prevention

- 2.6 Prevention and early intervention are critical to the long-term sustainability of our health and wellbeing system. The JHWBS set out a shared commitment to supporting people to be healthy, independent and resilient throughout life; offering help early to prevent and reduce demand for specialist services.

CASE STUDY: Influencing the national agenda

The Government launched its long-awaited Prevention Green Paper in July 2019, which set out a direction of travel for prevention into the 2020’s. The HWB submitted a joint, system response outlining the need for Government to focus on the policies which address the root causes of poor health, and which recognise the importance of a system-wide, place-based approach where priorities are inter-connected, and action is co-ordinated.

The response argued that this shift requires Government to:

- **Broaden the ‘prevention’ rhetoric** - This means going beyond a conversation about health which is focussed on health and social care interventions.
- **Deliver cross-government approach to wellbeing** – with wellbeing be embedded across Whitehall – covering both policy development and funding allocation.
- **Invest in sustainable, long-term funding for public health** – investment is needed across all the determinants of health which will enable localities to balance short term solutions with investment in long term strategic improvements.
- **Strengthen a place-based, systems approach to prevention** - stronger collaboration and effective partnership working, not only between the NHS and local government, but with wider health and wellbeing partners at local level.

CASE STUDY: A systematic approach for children and young people

HWB endorsed a 3-year Area SEND Strategy which was co-produced by all relevant partners and stakeholders within Norfolk’s SEND System. The Strategy outlines the approach to joint commissioning between local authorities and clinical commissioning groups, and for education providers, across early years, school and colleges, to work with statutory agencies and with parents/carers to co-produce services and to work in a person-centred way. The HWB will continue to monitor its impact via an annual review.

CASE STUDY: Embedding a systems leadership approach to prevention

HWB partners signed up to the Prevention Concordat for Better Mental Health led by Public Health England which provides a consensus statement whereby Health and Wellbeing Board organisations pledge to align their mental health prevention approaches to key priorities.

CASE STUDY: Recognising excellence and innovation

As a way of recognising the implementation and development of the JHWBS, the HWB has launched an annual Awards. The 2020 Awards have taken the theme of 'Prioritising Prevention' and are an opportunity to showcase and recognise the work undertaken by the system to deliver on this ambition.

Tackling Inequalities

- 2.7 Addressing health inequalities is a priority for the JHWBS and is central to the Government's health strategy, the Five year Forward View.

CASE STUDY: Supporting place-based approaches

District council HWB members formed an HWB sub-committee to lead on the work addressing health inequalities. Over 2019/20 this activity has focussed on a 'Homes and Health' work programme.

A sustainable model to support discharge from hospital, 'District Direct', is being rolled out in a consistent way across the county – now being extended to include mental health and community hospitals, with a District Direct officer working within the local mental health trust. Future work is planned with community hospitals, particularly for those patients in rehabilitation.

Work has also been undertaken around delivering the Warm Homes fund with district councils across Norfolk and Waveney working in partnership and offering central heating system grants or advice for anyone struggling to heat their home.

For 2020/21 the Sub-Committee has agreed a new Compact to 'strengthen collaboration and joint working between district councils to enhance opportunities to support a system-wide, place-based approach to health and wellbeing'. The focus for 2020/21 will be on 'Stronger, Healthier Communities'.

Integrating Ways of Working

- 2.8 The JHWBS sets out an ambition that as a system we will collaborate in the delivery of people centred care to make sure services are joined up, consistent and makes sense to those who use them.

CASE STUDY: A systems approach to children & young people's mental health

As part of a whole system approach to meeting the needs of families with young children, key agencies in Norfolk, including mental health services, are working more closely together.

As part of this, work has continued to develop the emerging mental health service model for 0 – 25 year olds in Norfolk and Waveney. The core of the model is a very different way of working and communicating together, a different conception of how children, young people and families access the help they need, and a foundational outcomes framework that will

help us focus on the difference we're making in children and young people's lives. The Alliance Board – a new governance body – became operational at the end of 2019.

CASE STUDY: Embedding co-production into practice

2019 saw a realisation to the ambition of developing a comprehensive, inclusive autism strategy, informed by the JSNA. The Strategy sets out a vision for all individuals and families affected by autism to have the same opportunities to live fulfilling and rewarding lives as anyone else, across their entire lifetimes: whether they are a child, a young person, an adult or an older person.

The strategy was developed through the Norfolk All-Age Autism Partnership Board which includes nine autistic members with older people, working age adults, young people and parents/carers representatives along with the public sector, voluntary and third sector representatives. The Strategy was endorsed by the HWB in July 2019 with partners committing to embed the strategy within their own organisations by promoting participation in autism training.

CASE STUDY: An integrated approach to resilience

The impact of an ageing population combined with increasing numbers of people with a long-term health condition means that demand for health and social care is increasing all the year round. Across the winter months these pressures are exacerbated, particularly across the urgent care system and primary care.

The Norfolk and Waveney health and care system strengthened its system-wide resilience planning taking a collaborative approach to planning which recognises and values the strengths and contributions of different organisations within the system. A range of interventions are in place, including a single Winter Director for the whole system, and single 'winter room' to provide strategic co-ordination across the system.

Joint Strategic Needs Assessment

- 2.9 The JSNA continues to provide partners with data and analyses on the health status and trends to inform the implementation of the JHWBS.
- 2.10 2019 saw the launch of a new JSNA website to allow for:
- c) **Better reporting and profiling** - multi-theme overview reports for Wards and individual themed reports across all geographies for eight themes: population, children and young people, health and social care, housing, crime and community safety, deprivation, economy and employment, and environment
 - d) **New Map Explorer** – ability to produce a wide range of thematic maps with our interactive map explorer, using different classifications and colour schemes, show animated time-series, view ranked data tables and download or export data.
 - e) **New Data Explorer** - the dedicated data explorer allows you to search more than 5,000 indicators in our data catalogue and download them in a specified format.
 - f) **New content structure for the JSNA** - the way information is accessed has been improved, enabling a simplified menu structure.
- 2.8 Over the past year the website has been accessed by 10.8k unique visitors.
- 2.9 A JSNA HWB Liaison Group has also been established to ensure that the JSNA is responsive to the requirements of system partners to support an evidence and needs-based approach to development.

3. What do we need to do next?

Actively driving the delivery of the JHWBS in 2020/21

- 3.1 As we continue to deliver our Strategy we must continue to test and stretch our commitment as system leaders to drive improvements and innovations beyond organisational boundaries and sectors to use resources in the most effective way.
- 3.2 The HWB came together in December 2019 in a development session to review progress in meeting system ambitions and to identify areas of focus and priority needed to proactively drive forward the JHWBS ambitions.
- 3.3 This has informed the JHWBS action plan which continues as the Board's working document to support the implementation of the Strategy (included as **Appendix A**).
- 3.4 In addition to the above, there was a proposal that the HWB provide space to target a small number of 'wicked issues' each year in areas where it can take systems leadership role to drive forward the ambitions of the Strategy. Based on this discussion, the following priorities for broader action in 2020/21 are proposed as:
- a) **Prevention in Communities** - It is proposed that the HWB proactively explore the opportunities arising from the HWB as a partnership of 'anchor institutions' – organisation with a strong connection to the local population, and who can have a significant influence on the health and wellbeing of a local community as employers, purchasers and investors.
 - b) **Organisational culture and working between organisations** - HWB system leaders play a crucial role in successfully applying the principles of the JHWBS into organisational culture. There is an opportunity to explore how HWB members work together to embed the ambitions of the JHWBS into all levels of their organisations to strengthen our 'collaborative plumbing'. It is proposed that the HWB explore the opportunities of how as a system we drive a greater sense of shared values, vision and purpose across and within our organisations.
 - c) **Better Care Fund – Developing HWB Principles** - It is proposed that principles, to be agreed by the HWB, are developed to provide a system framework to support the development of our plans to ensure that they reflect the priorities of the HWB and the Joint Health and Wellbeing Strategy.
- 3.5 It is proposed that members support deeper exploration of these priority areas with recommendations brought back to the HWB for consideration.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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