

Norfolk Health and Wellbeing Board Information Update: September 2017

Information Update title:	Norfolk Health and Wellbeing Stakeholder Event - detailed report
Lead:	Dr Louise Smith, Director of Public Health, NCC
<p>Reason for the update report At the July meeting, the Board was presented with some early feedback from the Joint Health and Wellbeing/STP Stakeholder event held in Norwich on 21 June 2017. This report provides more detailed information from this event and how this will be used to inform the development of the new Joint Health and Wellbeing Strategy for Norfolk.</p> <p>Summary This report reminds the Board why it was decided to hold a stakeholder event and what outcomes were achieved from the day.</p> <p>The content of the day is outlined as a record of who presented, what was discussed and how the wider stakeholders responded to the early strategic thinking on the new Health and Wellbeing Strategy for Norfolk.</p> <p>Feedback from the day, through scribed discussion workshops, comment cards and an evaluation survey after the event, has informed further development of the developing strategic themes and emerging priority areas of focus.</p> <p>There was general support for the strategic themes of:</p> <ul style="list-style-type: none"> • Prevention and promoting independence • Addressing and reducing inequalities • Driving integration <p>Emerging priority areas of focus are:</p> <ol style="list-style-type: none"> 1. Ensuring children get the best start in life 2. Living well – making healthy choices and looking after ourselves 3. Promoting Independence at home 4. Tackling wider determinants of health 5. Mental Health <p>Development of our new county-wide Joint Health and Wellbeing Strategy continues and is being informed by further desktop research around areas of good practice. We are also collating the responses by Board members about existing partner strategies linked to health and wellbeing, and we are analysing the key themes and common priority areas. This analysis will be used to support the development of our Strategy so that we are building from shared priorities.</p> <p>Action: The Health & Wellbeing Board is asked to:</p> <ul style="list-style-type: none"> • Agree the report reflects the successful outcomes of the stakeholder event • Use this Stakeholder Event detailed report as a resource and reference as the Health and wellbeing strategy continues to be developed. 	

Background

- 1.1 At the July meeting, Norfolk County Council's Director of Public Health presented to the Board giving some early feedback from the Joint Health and Wellbeing/STP Stakeholder event held in Norwich on 21 June 2017. It was agreed that a fuller report would be prepared as a resource and reference document as the Health and Wellbeing Strategy continues to be developed.

1. Norfolk Health and Wellbeing Stakeholder Event: why this took place

- 2.1 The Norfolk Health & Wellbeing Board is continuing to develop its future Joint Health and Wellbeing Strategy for 2018 onwards. This event was held in order to engage with wider stakeholders at an early stage to help shape our strategic themes.
- 2.2 The event brought together around 200 leaders, influencers and those who can impact on the health and wellbeing of people across Norfolk. Representatives from a wide range of sectors were asked to think about health and wellbeing in the broader context, hear national and local best practice, debate some of the challenges facing Norfolk and consider how best to make an impact on Norfolk's health and wellbeing over the next four years.
- 2.3 This Health and Wellbeing Strategy is the overarching framework within which commissioning plans are developed for health services, social care, public health, and other services which the Board agrees are relevant and which will drive improvement in the health and wellbeing of the local population.

2. On the day

- 3.1 Bill Borrett, recently elected Chair of the Norfolk Health and Wellbeing Board, introduced the day.
- 3.2 Caroline Tapster Director of Health and Wellbeing System Improvement, Local Government Association, the Key Note Speaker, outlined the national evidence of what makes a great Health and Wellbeing Strategy.
- 3.3 Louise Smith introduced the Board's early thinking around the next Norfolk Health and Wellbeing Strategy and asked the participants to consider the questions:
 - What's important for Norfolk and why?
 - What should be in the new Health and Wellbeing Strategy?
- 3.4 Group discussions were then facilitated, framed around the HWB's three developing strategic themes:
 - **Keeping the focus on Prevention**– developing approaches across the whole system, managing demand and promoting independence
Chaired by Jonathan Williams, Chief Executive, East Coast Community Healthcare
 - **Driving Integration** – fulfilling the Board's statutory duty to promote greater integration and partnership and ensuring that the focus is on collaborating on issues that can only be addressed through an integrated solution
Chaired by Matt Dunkley, Director of Children's Services, Norfolk County Council

- **Reducing Inequalities** – understanding accurately where the inequalities exist within Norfolk and ensuring our plans reflect how these will be reduced.

Chaired by Tracy Williams, Chair, Norwich Clinical Commissioning Group

3.5 The group discussions also included a combination of presentations from both national and local speakers with expertise in their field to stimulate and support discussion and debate. Speakers included:

- Sarah Hughes, Chief Executive, Centre for Mental Health
- Vicky Salt, Senior Policy and Campaigns Officer, Action on Smoking and Health (ASH)
- Matthew Cross, Deputy Chief Executive, Broadland District Council
- Chris Hancock, Housing strategy officer, Norwich City Council
- John Peberdy, Service Director, Cambridgeshire Community Trust
- Paul Sanford, Assistant Chief Constable, Norfolk Constabulary

3.6 Presentations have subsequently been posted on the HWB page on the County Council's website: [About the Health and Wellbeing Board](#).

3.7 The day included an interactive Marketplace where delegates had a chance to meet local providers and service leads. Participants included:

- MIND - Mental Health and wellbeing: In Your Corner – a film
- Moving Pictures: promoting positive mental health through animation
- Thrive Tribe: workplace health online questionnaire
- Road Safety: campaign information
- Active Norfolk: physical activity and sport
- Age UK Norwich: dementia friendly Norfolk
- Smoking Cessation Service: CO2 monitors
- Trading Standards: Illicit tobacco
- Healthy Libraries: Books on prescription and the Summer Reading Challenge
- NCC 'In Good Company': addressing loneliness pledges
- Norfolk trails: network of walks across Norfolk
- Healthwatch Norfolk: patient and public engagement
- Joy of Food: promoting cooking skills, healthy eating with literacy and numeracy
- Health Intelligence team: Health and Wellbeing Index and the JSNA

3.8 The afternoon supported the development of 'In Good Health' - the Norfolk and Waveney Sustainability and Transformation Plan (STP), with its vision of how the NHS Five Year Forward View will be delivered for the Norfolk local population.

3.9 The day ended with an open plenary/Q&A panel so everyone had an opportunity to ask the key questions of the speakers and hear others' challenges and perspectives.

3. Feedback to inform strategic direction

4.1 Feedback was gathered through:

- Questions and debate during the day
- Comment cards that were submitted
- An online survey analysed after the event.

4.2 It was recognised that a wider view of health and wellbeing incorporating the 'whole system' is important, rather than just the traditional 'health and social care' environment.

4.3 How we work as a system - points were raised that to work as a whole system will require several key features, including:

- Having a **culture of collaboration**
- An **understanding of different organisations' priorities** so that we can pull together to work on areas where there are **shared outcomes**
- Recognising the **importance of localities** responding to local need i.e. GP hubs/ district council partners
- **Working in alignment** with the STP, which is driving health & social care planning
- Being clear about **how prevention is being addressed** and how **children and young people's issues** are being addressed more clearly in the STP
- Ensuring **all levels of staff know** about Norfolk's strategic priorities
- How we **listen to local people** and **encourage self help**

4.4 There was general support for the developing strategic themes of:

- Prevention and promoting independence
- Addressing and reducing inequalities
- Driving integration

4. Further developing key strategic themes, based on the feedback

Prevention and promoting independence

5.1 Each part of the system should develop an approach for prevention – ie a whole system approach. Reducing lifestyle risks and targeting high risk groups will essentially tackle the scale of ill health within the population. Promoting independence and self-care through systematic and proactive management of health and social care circumstances is essential to achieving a transformed health and care system. In many ways, Prevention and promoting independence is seen as the key, overarching theme and central to delivering the HWB's strategic direction.

Addressing and reducing inequalities

5.2 Services in Norfolk must be **proportionate to need** and to reflect the level of disadvantage. For example, if people were encouraged to compare their lives with others, this can be used to explain where services need to be placed and why. Factors that contributed most to the inequalities gap in Norfolk include deprivation and substance misuse; this has the biggest impact on children and families. Identifying how proactive services can be provided to people who are not reached by mainstream services is also important. Raising awareness for those most at need, with more mechanisms of signposting to services, will help to best **target the population we are trying to reach**. Projects and programmes to **tackle the social determinants of health** i.e. employment, lifestyles, housing, will help to save money

and create value. It is clear that 'Place' and a system-wide approach remains important in driving an integrated approach to addressing inequalities.

Driving integration

- 5.3 Working together across the system is essential to be able to identify affordable pathways of care, with clinical engagement being seen as critical. **Collaboration in the delivery of person centred care** should be irrespective of the employing organisation. Structural/ organisational changes should only be proposed where it is deemed to be essential for effective delivery of services - "*a salad not a soup*". Key for the HWB is to ensure that integration extends beyond health and social care to the wider services which support local communities with greater understanding and acknowledgement of the voluntary and community sector contribution to health and wellbeing.

5. Emerging priority areas of focus

- 6.1 National research describing the impact of Joint Health and Wellbeing Strategies across the UK has recognised that what is most effective is a focus on 'Place' with local priorities that drive collaboration.

- 6.2 Continuing with the three strategic themes of Prevention and promoting independence, Addressing and reducing inequalities and Driving integration, will build on the achievements of the last Norfolk Health and Wellbeing Strategy and allow a renewed focus on priority areas that have been jointly identified.

- 6.3 Emerging priority areas of focus are:

- Ensure children get the best start in life
- Living well – making healthy choices and looking after ourselves
- Promoting Independence at home
- Tackling wider determinants of health
- Mental Health

- 6.4 Now these have been tested with the Board and wider stakeholders, we are continuing to develop them, building on the analysis of common themes from partners' strategies.

6. Exploring emerging priority areas of focus further

7.1 Ensure children get the best start in life

ACE indicators (Adverse Child Experiences) show that we need to start far more 'upstream' than we often do as a system and violence is a consistent factor to be tackled. We also know that involvement of both parents has a major impact on outcomes for children so parenting support needs to be focused on parents with greatest need by more defined screening for access to these services.

7.2 Living well – making healthy choices & looking after ourselves

7.2.1 Living in a vibrant community

Having a sense of community supports a sustainable basis for improved health and wellbeing. Loneliness and social isolation can lead to poor mental and physical health and improving community engagement based on asset based community

development will lead to better outcomes. Feedback emphasised the importance of listening to local people and encouraging self-help rather than fostering a dependence on services.

7.2.2 Smoking

Stopping smoking - and not starting smoking - continues to have the biggest impact on health. However, mechanisms to support this behaviour is changing with e-cigarettes as a way to quit smoking being on the rise. Integration of stop smoking with other services is also being considered. Smoke free locations as a particular intervention is influencing social norms as children copy adult behaviour, i.e. not smoking in playparks, sports pitch side lines, school gates etc.

7.2.3 Environment

Having access to more green spaces and creating a pleasant environment that encourages walking and being outdoors supports both physical and mental wellbeing. Creating more footpaths, better cycle ways and fewer cars will impact on better health outcomes.

7.3. Promoting Independence at home

We need to acknowledge that integration costs initially but saves in the longer term. Employment, training and volunteering opportunities can build the capacity of individuals to be able to continue to make decisions around lifestyles, housing and remaining as self-sufficient as possible. Considering the *whole* person will support Norfolk's agencies to think more collaboratively.

7.4 Tackling Wider Determinants of Health

7.4.1 Housing

It is acknowledged that housing is fundamental to health. District, borough and city councils have influence on how new housing design addresses needs through a strategic planning role. However better connection is required with CCGs and social care to better provide support of people being discharged from hospital (and prison). Solutions require better use of the integrated commissioning teams to present GPs with a clear model that addresses housing need.

7.4.2 Homelessness

We know that early intervention makes an impact on the health of homeless people, particularly engaging with people previously unknown. Outreach is effective, for example, the rough sleeper service and community connectors. There are strong links to loneliness and social isolation so addressing these issues helps avoid becoming homeless. The Norfolk Homelessness Forum allows partners to share progress and best practice.

7.4.3. Mental Health

Deprivation and substance misuse has the biggest impact on families and leads to poor mental health. Death by suicide is high in Norfolk with half in small rural settings and half not known to mental health services. Better coordination between mental health services and social care will help to address some of the circumstances. Mental health interventions as part of physical health pathways should also be considered.

7. Continued development

- 8.1 Further development of the new Joint Health and Wellbeing Strategy will continue during autumn 2017. HWB member organisations are being asked to confirm existing local priorities and what common areas should be worked on collaboratively. There will be an alignment with existing strategies with an emphasis on system wide collaborations.

- 8.2 Evidence will continue to be gathered to support the development of this strategy. Case Studies are being developed to provide further illustration of the key strategic themes and priority areas of focus.

Officer Contact

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

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