

<b>Report title:</b>	<b>Norfolk’s Joint Health and Wellbeing Strategy 2018-22</b>
<b>Date of meeting:</b>	<b>6 March 2018</b>
<b>Sponsor (H&amp;WB member):</b>	<b>Dr Louise Smith, Director of Public Health, Norfolk County Council</b>
<p><b>Reason for the Report</b></p> <p>The Health and Wellbeing Board (HWB) is developing its Joint Health &amp; Wellbeing Strategy 2018-2022. This paper proposes a framework the joint strategy, based on the outcomes of the Board’s workshop in December 2017.</p> <p><b>Report summary</b></p> <p>This paper provides a summary of key points from the HWB workshop, which focused on developing our strategic approach to the next Joint Health and Wellbeing Strategy. It outlines a Strategic Framework for <b>how</b> HWB partners will work together to address the challenges facing the system and drive forward improvement in health and wellbeing outcomes. The paper also outlines next steps in the development of the Strategy.</p> <p><b>Recommendations:</b></p> <p>The HWB is asked to:</p> <ol style="list-style-type: none"> <li>1. Agree the Board’s strategic approach, based on the outcomes of the workshop</li> <li>2. Endorse the draft Strategic Framework, which will form a core element of the Strategy</li> <li>3. Agree the next steps, including HWB partners’ formal engagement in the Strategy</li> </ol>	

**1. Background**

1.1 The Health & Wellbeing Board (HWB) is developing its Joint Health & Wellbeing Strategy 2018-22. Over the past months and the Board has:

- Agreed that our longer-term strategic goals are still important to us - **Prevention, Inequalities** and **Integration**
- Engaged with **wider stakeholders** to help shape our thinking
- Agreed a **vision** for our next Strategy
- Explored partners’ **existing priorities** and **potential areas for further collaboration** on shared outcomes
- Reviewed **best practice** and what other areas are doing to improve health and wellbeing outcomes in these areas

## 2. Outcomes from the HWB workshop

2.1 At a workshop in December 2017, the HWB focused on developing its overall strategic approach. Discussions were framed around three key areas:

- The Sustainability & Transformation Plan (STP) and the HWB
- District Councils and a Place Based approach
- Wider issues around building healthy, resilient communities

2.2 Key outcomes from the workshop:

- **An integrated, sustainable system** – we need to create a single, integrated, sustainable system improving the health and wellbeing of Norfolk and Waveney. We need to work together as system leaders, using our resources in the most effective way to create wellbeing, promote resilience and independence and address inequalities. HWB partners need to take oversight of the health, care and wellbeing system as a whole and work together to make sure it is joined up and makes sense to people who use our services.
- **Taking a collective view as a system** – as system leaders, we will need joint responsibility and take a collective view as a system rather than as individual organisations. We recognise that the cultural challenge is as significant as the resources challenge and that all of us, as system leaders, have a role in engaging with our workforce and elected members, as well as the public.
- **Accountability** - there is a need to be clear about accountability to local people and their elected representatives. As system leaders, we need to be clear about what we have to do or change to improve things and the kind of system that would be needed for us to hold each other to account for the things we jointly agree to do.
- **Simplicity of the system** – we need simplicity in system governance arrangements and to avoid duplication in the health and wellbeing system as a whole. There are concerns about additional structures being created, for example, through the work of the Sustainability and Transformation Partnership (STP). The focus should be on using and building on existing structures, including the HWB, which operates at a strategic level across the wider health and wellbeing system, and making best use of existing connections into our communities.
- **Wider engagement around the STP** - clear messages are needed to enable the public to engage in a better informed debate. The HWB is central to this and could help develop the wider system view of the opportunities, the challenges and possible solutions.
- **Sustainability of our health, care and wellbeing system** – we should focus the system on longer term sustainability - on prevention, early intervention and the wider determinants of health and wellbeing. We should be the 'conscience' of the wider system around tackling health inequalities in a sustainable way and challenge each other/ commissioners on priorities around prevention and the wider determinants of health, to create a sustainable health, care and wellbeing system for the future.

- **Place based approach** – we should focus our collective energy and efforts into creating a place-based health and wellbeing system for Norfolk, built around people and communities in localities, working with them for a long term sustainability. This means combining our system-wide, strategic vision with locally designed delivery and ensuring systems are working in a joined-up way with the focus on people and communities.
- **Whole system prevention and early intervention** – we need a whole system prevention approach. To achieve this we need to take collective responsibility, as system leaders, for our role in ensuring that prevention and early intervention forms part of policy, strategy and commissioning plans. Through our Strategy, we will make a shared commitment to prevention and early intervention across the health, care and wellbeing system to achieve our agreed, shared outcomes.
- **Supporting people to be healthy and resilient** - there is a key role to be played by all partners in building healthier, more resilient communities, and we need a practical approach to take this forward. **The role of the HWB** should include:
  - **Strategic engagement** across the wider health, care and wellbeing system
  - **Building on existing prevention work**, sharing experience across HWB partners, and **highlighting the existing good practice**, at a strategic level
  - **Enabling a clear and consistent strategic approach** across the wider system
- **With a consistent, integrated service offer** – the HWB has a statutory duty to promote greater integration and we should pursue this by enabling and encouraging a clear and consistent strategic approach across the wider system. Our focus should be on integrated ways of working, collaborating on the delivery of person centred care, and working together across the whole system to identify affordable and sustainable pathways of care.
- **Based on evidence of needs** - we should use our wealth of data and information, including our JSNA, intelligently - making evidence based decisions to improve health and wellbeing outcomes.
- **Built on partners' existing plans** – we are taking a practical approach - building on the priorities partners are already working hard to address, identifying the added value that collaboration through the HWB's Strategy can bring, and working together to achieve our agreed, shared outcomes

### 3. Taking this forward

- 3.1 We need to ensure strategic alignment between the HWB and our Joint Health & Wellbeing Strategy and the STP. Our Strategy will help form the links and connections across the wider system, as part of the system interface with the STP.
- 3.2 A draft Strategic Framework has been developed, drawn from the Board's Strategy development work so far (**Appendix A**). The Strategic Framework outlines:

- The Board's overall strategic approach
- What the HWB means by this, together with
- How HWB partners will work together, as system leaders, to address whole system challenges and drive forward improvement in health and wellbeing

3.3 The Framework is a core element of the Board's new Strategy. It stands as a shared commitment by all partners to taking collective responsibility as system leaders for our role in tackling whole system challenges and improving health and wellbeing outcomes in a sustainable way.

3.4 An early draft Joint Health and Wellbeing Strategy is in development and will be shared with HWB partners for comments as part of the next stage of development.

#### 4. Next steps and timeline

4.1 Next steps for the development of the Board's JHWBS are as follows:

##### Phase 1

- **March 2018** - The early draft Strategy will be sent to all HWB partners
- **April 2018** - Each HWB partner to provide comments on the **early draft Strategy** and confirm their arrangements for achieving formal endorsement/sign off of the HWB's Strategy by their own organisations

##### Phase 2

- **2 May 2018** - A **revised draft Strategy** will be brought to the HWB in a workshop for discussion and final comments

##### Phase 3 - June to October ratification

- **June 2018** - Final stages of development. Each HWB partner will be asked to confirm the plans they have in place, to notify and sign up to the Strategy
- **18 July 2018** - The **final draft Strategy** will be brought to the HWB for approval
- **Autumn 2018** – The **final draft Strategy** will be brought to all partner organisations for sign off, culminating in Norfolk County Council

#### Officer Contact

If you have any questions please get in touch with:

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