

Report title: Delivering our Joint Health and Wellbeing Strategy

Date of meeting: 29 September 2021

Sponsor

(HWB member): James Bullion, Executive Director Adult Social Services

Reason for the Report

There is a statutory requirement for all Health and Wellbeing Boards (HWB) to produce a local, Joint Health and Wellbeing Strategy (JHWBS). It is important that the Board continues to take collective accountability for reviewing progress against our JHWBS and to agree next steps in driving forward the delivery of our commitments.

Report summary

The report looks back on how the HWB have continued to deliver against our collective priorities in an unprecedented year that will see long-lasting impact to the health and wellbeing of our population. It then looks forward to how a refreshed JHWBS will continue to lead the system's approach to improved health and wellbeing in 2022 and beyond.

Recommendations

The HWB is asked to:

- a) Endorse the progress against the JHWBS vision and priorities for 2020 /2021 (Appendix A).
- b) Endorse the proposal for reviewing and refreshing the JHWBS for 2022 and commit to engaging with the process on behalf of Member organisations.
- c) Comment on the joint commitments that could be strengthened through the review and refresh process.
- d) Support the re-launch of the HWB Awards and Conference and agree that this activity is focussed on prioritising prevention.

1. Background

- 1.1 Late 2018 saw the launch of our strategy, visit our [Joint Health and Wellbeing Strategy \(JHWS\) page](#) to learn more. It sets out a vision of a single, sustainable health and wellbeing system - prioritising prevention, tackling inequalities in communities and integrating ways of working - and stands as our system-wide, shared commitment to taking collective accountability for the health, care and wellbeing of our communities.
- 1.2 When launched, the strategy set some challenging system objectives focused on working together as system leaders to drive real improvement in the health and wellbeing of people and communities. Now, 18 months since the start of the Covid-19 pandemic, the priorities of the strategy feel more significant than ever.
- 1.3 Considering the important role of the HWB in our local recovery from Covid-19 and the emerging reforms to our health and care system, it is time to look back on how we have continued to deliver against our priorities. We look forward considering how a refreshed JHWBS will continue to lead the system's approach to improved health and wellbeing in 2022 and beyond.

2. Looking back: 2020/2021

- 2.1 At the start of 2020, none of us could have imagined what the year ahead would bring. The Covid-19 outbreak has shown many strengths of our health and care system, such as; collaboration, dedication and developing new ways of working at a time where our communities needed us most.
- 2.2 For the HWB, it has been a significant period for Integrated Ways of Working, not only with the system's impressive collaboration in the Covid-19 response, but in the development of our Integrated Care System (ICS), which aims to coordinate services and to plan in a way that improves population health and care and reduce inequalities in communities.
- 2.3 However, nationally, and locally the pandemic has placed a magnifying glass against our challenges, none more so than the health inequalities within and between our communities. The social and economic consequences of the pandemic will undoubtedly have a lasting impact on our population's health and wellbeing, and with this comes greater risk of the inequalities deepening further.
- 2.4 The last year has demonstrated that the vision and priorities of our JHWBS are more significant than ever. **Appendix A shows our updated action and delivery plan, showing our progress between April 2020 and August 2021 against our vision and priorities, which the HWB is asked to endorse.**

3. Looking forward: What's next?

- 3.1 We must continue to develop our commitment as system leaders to drive improvements and innovations beyond organisational boundaries and keep improved population health and wellbeing at our core.
- 3.2 The HWB will continue to have an important role in overseeing the development of our ICS, with the Health and Care Bill accelerating actions that will have a long-lasting impact on the structure of our Health and Care system. [Go to the Parliamentary Bills page](#) to learn more about the Health and Care Bill.
- 3.3 Action to improve population health, tackle the issues which have a detrimental impact on those most at risk of poor health outcomes and 'level-up' across communities to tackle health inequalities, will also be key to responding and recovering to the pandemic and our ongoing health and wellbeing improvement.
- 3.4 Continuing to prioritise prevention requires us take an **all-age** population health management approach. The HWB has an important role in ensuring that children and young people system-wide are properly recognised and should be at the heart of any preventative strategy to integrate services, enable them to flourish and stop them falling through the gaps.
- 3.5 We know that where people live has a fundamental impact on physical and mental health. For most people, day-to-day health, care and support needs and wider interactions with their community are met local to the place where they live. The importance of place is being emphasised in the development of Integrated Care Systems and much of the innovation, collaboration and integration strengthened during the Covid-19 pandemic has been led at a local level. We know that much of the work to join up delivery and planning of care will need to take place more locally, in 'place'.

- 3.6 **To drive improvement and refocus our vision in a different landscape to when it was originally launched, a review and refresh of our Joint Health and Wellbeing strategy is recommended.**

4. Proposal for reviewing and refreshing our JHWBS

- 4.1 As acknowledged, the priorities of the strategy feel more significant than ever and so it is unlikely that the foundation of our strategy will change.
- 4.2 Rather, this proposal is about reviewing and recontextualising the vision and priorities so that we have a refreshed strategy ready for 2022. This will recognise the impact of Covid-19 alongside the emerging system reforms, so that the JHWBS can continue to lead our health and wellbeing improvement in its next phase.
- 4.3 The Health and Care Bill reiterates the importance of JHWBSs and confirms that ICS's will need to demonstrate progress in delivering the local priorities and commitments through regular reporting to and in consultation with the HWB. To view the Health and Care Bill in detail [go to the Parliamentary Bills page](#).
- 4.4 There is a clear opportunity within the process to re-align our aspirations for prevention, so that as system leaders we can provide a consistent framework for our workforce and organisational delivery plans and a meaningful vision for our communities.
- 4.5 **There will be three key strands of the review:**
- 1) Understanding our data to inform on-going needs assessment
 - 2) Recontextualising our vision, priorities and values to recognise the context of Covid-19 experience and recovery and system-wide reforms
 - 3) Re-clarifying the unique role of the JHWBS in leading health and wellbeing improvement in 2022 and beyond
- 4.6 There is some key activity within these strands that needs to take place to inform the refresh of the strategy, including:
- Data assessment to highlight opportunities and gaps within the system around prevention and health inequalities.
 - Programme of HWB Member 1-2-1 sessions to understand; what has worked well, the impact the current strategy has had on our communities, what could be improved in the refresh process, what commitments could be strengthened, how organisations have and will continue to deliver against the priorities.
 - Engagement activity with system partners and our communities to re-clarify our commitment to prevention, in order to align system aspirations and help inform implementation plans. To support this, a piece of work has been commissioned with Britain Thinks to help develop our understanding of the public's starting point on prevention; how they understand it; how important it is to them; the extent to which they engage with and recognise prevention interventions. Healthwatch Norfolk are also designing a programme of engagement with partners and existing networks to build a better understanding of preventative best practice, opportunities and gaps that people who are accessing formal services can identify, or that have arisen from their engagement during the pandemic.
 - A HWB Development Session is planned for October to collectively re-contextualise our vision, priorities and values and re-clarify the unique role of the JHWBS in leading health and wellbeing improvement.

- 4.7 The aim is to complete this key activity between now and the end of 2021, with the written refresh of the strategy then taking place in early 2022. It is hoped that a revised strategy will be presented to the Board at our March 2022 meeting for final comment and approval, with key updates and development communicated in-between.
- 4.8 Once the refreshed JHWBS has been agreed by the HWB, next steps will be for:
- Each HWB organisation to re-commit to implementation either through existing strategies and plans or new initiatives.
 - The HWB to agree a revised process for progress reporting and monitoring from each organisation to help us hold each other to account in delivering our commitments.
 - The HWB to agree a new mechanism for capturing and communicating stories of difference to help demonstrate the impact of the JHWBS on our communities.
- 4.9 **The Board is asked to endorse the proposal to review and refresh the JHWBS, commit to engaging in the process on behalf of their organisations and provide comment on the joint commitments that could be strengthened in the process.**

5. HWB Awards and Conference

- 5.1 To support the development and delivery of the JHWBS, the following annual HWB activities were agreed between 2018-19:
- **Health and Wellbeing Board Conference:** To bring partners together to promote the vision and priorities and ensure the JHWBS remains a recognised, relevant and influential document.
 - **Health and Wellbeing Board Awards:** To recognise and share the work undertaken by the system to deliver on the ambitions of the JHWBS.
- 5.2 Due to the pandemic, the activities were cancelled for 2020 and 2021. In February 2021, the HWB Chair and Vice Chairs agreed to proceed with plans to re-launch both activities for 2021/22.
- 5.3 Given that through the review and refresh of the JHWBS we hope to strengthen and re-centre the importance of prevention, and that the 2020 conference planned to focus on this priority was cancelled, the proposed theme of the 2022 conference is 'Prioritising Prevention: The Big Conversation'. This will provide an opportunity to come together and explore how we can better use and empower the whole health and wellbeing system – taking in local government, the NHS, the voluntary and enterprise sector, the private sector and local communities – to truly prioritise prevention as a critical strand of the strategy.
- 5.4 The conference would also be an opportunity to:
- Formally recognise the dedication and commitment of the system's workforce during the pandemic.
 - Present some of the successes of the JHWBS in terms of prevention over the last four years.
 - Gain support from the wider system for the next phase of our JHWBS.
- 5.5 It is proposed to launch the HWB Awards in October 2021, inviting nominations which recognise the dedication and contribution from organisations and individuals' over the last 12-18 months. The proposed theme of the awards is prevention within the context of covid-

19 experience and recovery. The plan would be to award winners as part of the 2022 HWB conference.

- 5.6 **The HWB are asked to support the re-launch of the HWB Awards and Conference and agree that this activity is focussed on prioritising prevention.**

Officer Contact

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

Name	Tel	Email
Hannah Bailey	01603 223753	Hannah.Bailey@norfolk.gov.uk



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