



Nottinghamshire

Health and wellbeing peer challenge

3 – 6 February 2015

Introduction

- LGA's health and wellbeing system improvement programme, funded by Dept. Health
 - Health and wellbeing peer challenge as one of the core elements
 - Made to feel very welcome
 - People have been open and honest
 - Feed back key points from what we have seen, heard and been told
 - In three days: 9 Councillors, 22 Staff, 20 Partners over 25 interviews and 7 focus groups (and an observation of the HWB)
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The team

- Debbie Ward, Chief Executive, Dorset County Council
 - Cllr Lesley Williams, Gloucestershire County Council
 - Dr John Linnane, Director of Public Health, Warwickshire County Council
 - Gill Gant, Director of Quality, Assurance and Improvement, South Devon and Torbay CCG
 - Andrea Lee, Deputy Director Strategy, Dept. Health
 - Joanna David, Assistant Director Social Care Reform, ADASS/LGA (Care Act Joint Office)
 - Caroline Bosdet, LGA Challenge Manager, Local Government Association.
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LGA/Shared Intelligence research - summary

- **There remains a spectrum of maturity and ambition of boards**
 - **The best progress is being made across some common themes, e.g.** building relationships between board members, using development sessions/ informal meetings to clarify focus, role and priorities, developing sub structures/working groups to support the board, using the BCF to provide a focus
 - **Despite frustrations, people remain largely cautiously optimistic for the future;** added value of boards or at worst, where not feeling impact, comprehend their potential
 - **So not one person directly asked would abolish the boards**
 - **Remains a clear sense that board must be the place to look across the many siloed agendas (housing, economy, transport, public behaviours etc) and account for the bigger picture**
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A well performing board

Key attributes

Key actions include:

include:

Has addressed the issues set out before and in addition:

- Evident passion and ambition
 - Enthusiasm, drive and leadership from the board chair
 - Strong foundation of partnership working
 - Trust, respect and genuine collaboration across board and with key stakeholders outside of board
 - Open to learning and challenge
 - Commitment to engagement with local change people and communities
- Recognises need for fundamental change to health and care system e.g. has ambitious BCF and plans for future
 - Has refreshed priorities which align clearly with council, CCG priorities and other relevant plans
 - Has developed a narrative and road map for change setting out how system can move from where it is now to where it needs to be and which can help engage staff, providers, partners and the community
 - Invests in new ways of working e.g. uses development sessions to develop trust and collaboration, operates as a board not a council committee
 - Has developed a coherent radical strategy which underpins an integrated approach to commissioning
 - Uses a robust performance framework to plan future activities
 - Has pragmatic and effective approach to engagement of providers (for e.g. provider forums, provider engagement in sub structures, providers on board)
 - Through this has a shared understanding of the role of providers in delivering
 - Ensures effective engagement with the public is everyone's business and local healthwatch is building on networks to increase engagement and visibility
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Methodology

Four headline questions:

1. Is there a clear and appropriate and achievable approach to improving the health and wellbeing of local residents?
 2. Is the Health & Wellbeing Board at the heart of an effective governance system? Does leadership work well across the local system?
 3. Are local resources, commitment and skills across the system maximised to achieve local health and wellbeing priorities?
 4. Are there effective arrangements for evaluating impacts of the Health and Wellbeing Strategy and ensuring accountability to the public??
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Quotes of the week

“HWB should be providing a clear lead across the system and a clear vision of where the health and social care community needs to travel to”

Definitely not harnessing the full potential of the HWB”

“Doing a rattling good job in incredibly difficult circumstances”

“All in boats going in the same direction, same river, - would be better in the same boat”

“HWB has created a wider platform for discussions and participation across the system”

“The workshops are where some of the real benefits are”

An enabler not a system leader”

Headline messages

- HWB is valued and its potential recognised – but there is evidence that some sectors feel disengaged
 - Chair of HWB – excellent feedback from partners, passion and commitment
 - HWB is uniquely placed to articulate a strong unifying vision, clarity of purpose and to foster a common understanding and ownership
 - You have a strong base to be more ambitious - this has to be focussed and with a simplified supporting structure
 - The governance structure does not support the HWB as a systems leader
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Headline messages

- Invest in the right resources to support the Board and the Chair in their leadership task
 - The Vision needs to be refined to be clear what it means to the people of Nottinghamshire and to be explicit about tackling health inequality
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Is there a clear and appropriate approach to improving the health and wellbeing of local residents?

Strengths:

- HWB acts as a catalyst and nurtures joint working eg CAHMS
 - Your stakeholders recognise their responsibility to ensure the HWB is effective and accountable eg districts and clinical leads
 - JSNA feeds into the Integrated Commissioning Groups
 - Public Health Team is well established
 - There is a programme management function
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Is there a clear and appropriate approach to improving the health and wellbeing of local residents?

Areas for consideration:

- There is confusion between stakeholders and partners about how the Vision and Health and Wellbeing Strategy drive the agenda across the county and the relationship to the transformation agenda
 - There is a need to reduce priorities to focus effectively on improving outcomes particularly around inequalities
 - There is an opportunity to strengthen the links to the JSNA in order to underpin the Strategy and priority setting
 - The Delivery Plan needs to include comprehensive simple measures to track success
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Is the Health and Wellbeing Board at the heart of an effective governance system? Does leadership work well across the local system?

Strengths:

- The Chair is fully committed and well regarded
 - The HWB is well placed to move to the next stage to develop at pace to be the systems leader
 - There is a developing culture of inclusivity eg districts/boroughs really appreciate full representation on the HWB
 - The supporting team from Public Health is well appreciated
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Is the Health and Wellbeing Board at the heart of an effective governance system? Does leadership work well across the local system?

Areas for consideration

- It is essential to clarify and simplify the governance structure
 - Clearly articulate the function and role of the HWB – an enabler or a driver?
 - Clarify the relationship between the CCG governing bodies, Public Health Committee, Implementation Group, Children’s Trust, Scrutiny and the Transformation Boards etc...
 - Develop a comprehensive approach to engage providers and other key partners in the workings of the HWB
 - Public Health leadership has a great opportunity to drive new approaches to prevention across the county
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Are local resources, commitment and skills across the system maximised to achieve local health and wellbeing priorities?

Strengths:

- Evidence of strong buy in at senior level from all board members
 - Emerging champion role has the potential to drive collective ownership
 - HWB provides a valued platform to promote partnership working and cultural change
 - JSNA is accessible and maturing well
 - There is a programme to develop the capability of the HWB
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Are local resources, commitment and skills across the system maximised to achieve local health and wellbeing priorities?

Areas for consideration

- Complexity and scale of the leadership task for the HWB is not matched by the right resources
 - The HWB should facilitate and enable joint ownership and collective responsibility for all its members
 - It is critical to promote financial transparency and understanding to maximise the totality of the public purse – Nottinghamshire £
 - Continue to invest in HWB organisational development – a responsibility of all partners
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Are there effective arrangements for evaluating impacts and ensuring accountability to the public?

Strengths:

- Stakeholder workshops are highly valued with good buy in
 - Excellent Local Healthwatch leadership and participation in the HWB
 - Developing communications – logo, HWB summaries
 - Emerging performance management under HWIG – public Delivery Plan
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Are there effective arrangements for evaluating impacts and ensuring accountability to the public?

Areas for consideration:

- The responsibility for scrutiny needs to be clarified as there appears to be duplication
 - No evidence of feedback loop to HWB to judge impact
 - HWB needs to develop a clear accountability framework
 - The standing of the HWB would be strengthened if it were able to define what success looks like
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In summary

- Develop a clear strategy to allow all valued partners to be engaged
 - Invest in the right resources to support the leadership task
 - Revisit the Vision to ensure it reflects the needs of the people of Nottinghamshire and is explicit about tackling health inequality
 - Reduce the number of the priorities, have a clear outcomes framework to demonstrate success
 - Simplify and strengthen the supporting governance structure to ensure working in “a more joined up way”
 - Strengthen your “strategic influence over commissioning decisions across health, public health and social care”
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Summary

- Have the confidence to be ambitious!



Next steps

- Summary report within 2-3 weeks for you to comment
- Offer of follow-up support
- On-going relationship with LGA Principal Advisor, Mark Edgell



Thank you

Comments and questions



For more information please contact

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