

Cabinet Member for Adults and Health	Ref No: AH1 19/20
Date: April 2019	Key Decision: Yes
West Sussex Joint Health and Wellbeing Strategy	Part I
Report by Director of Public Health	Electoral Division(s): All

Summary

The West Sussex Health and Wellbeing Board has a duty to produce a Joint Health and Wellbeing Strategy (JHWS), which sets out how the Board will address the health and wellbeing needs of the local population, as identified in the Joint Strategic Needs Assessment (JSNA).

Throughout 2018, the Board has undertaken a review of its JHWS to replace the current 2015 – 2018 JHWS. The new JHWS also sets out the Board's new vision and ways of working. The new strategic vision is as follows:

'West Sussex is a great place in which to grow up, achieve, raise a family and grow old, in strong, safe and sustainable communities – it is a place where improved health and wellbeing is experienced by all our residents, and the health and wellbeing gap between communities is reducing'

The purpose of the Strategy is to guide the planning, commissioning and delivery of health and social care services. The Strategy aims to be:

- A framework that sets the direction for other strategies and commissioning plans across health and social care in West Sussex;
- A tool that will enable the Board to champion key principles and initiatives;
- Concise and purposeful (i.e. rather than attempt to be exhaustive, the strategy identifies key initiatives where the Board can have maximum impact).

The draft Strategy adopts a life-course approach and focusses on priorities identified across different life stages;

- *Starting Well*
- *Living and Working well*
- *Ageing Well*

A public consultation was carried out on the draft JHWS for 8 weeks, after which it was updated to reflect the feedback. This report provides an overview of the new JHWS which will be launched and published on 25 April 2019.

West Sussex Plan: Policy Impact and Context

The Strategy adopted a lifecourse approach which incorporates and aligns with the West Sussex Plan priorities. The priorities identified in the JHWS set out the strategic direction for improving health and wellbeing across the county in a coordinated and joined up way. Therefore, by implementing this Strategy in the planning, commissioning and delivery of services across all key partner

organisations, there is real potential to significantly contribute towards improving the health and wellbeing outcomes of our residents.

As described in the Strategy, the Board is committed to providing system leadership to enable residents to experience better health and wellbeing, reduced health inequalities and a higher quality of joined-up services across health, social care and related services that impact on health. This is in line with the West Sussex Plan.

Financial Impact

Not applicable

Recommendations

As the Joint Health and Wellbeing Strategy 2019 -2024 has been ratified by the CCG governing bodies at the Governing Board meeting of NHS Coastal West Sussex Clinical Commissioning Group on March 26 2019, and at the North Place Governing Body Committee in Common 28 March 2019 for NHS Crawley Clinical Commissioning Group and NHS Horsham and Mid Sussex Clinical Commissioning Group; the Cabinet Member for Adults and Health is requested to approve that;

the Joint Health and Wellbeing Strategy (JHWS) (see appendix 1) and request its ratification at the West Sussex County Council Health and Wellbeing Board meeting on 25 April 2019.

PROPOSAL

1. Background and Context

- 1.1 The West Sussex Health and Wellbeing Board (HWB) brings together elected members, senior leaders from the NHS, local authorities, Voluntary Sector and other partners to work together to:
 - Improve the health and wellbeing of the residents of West Sussex
 - Reduce health inequalities
 - Promote integration between health and social care
- 1.2 The Board has a responsibility to assess the needs and assets of the local population through the Joint Strategic Needs Assessment (JSNA), and identify ways to address these needs through the Joint Health and Wellbeing Strategy (JHWS).
- 1.3 Over the past year, the Board has engaged in a 'learning by doing' approach to develop the role of the Board and ensure that it is fit for purpose. As part of its development, the Board has:
 - Set out a new vision -
'West Sussex is a great place in which to grow up, achieve, raise a family and grow old, in strong, safe and sustainable communities – it is a place where improved health and wellbeing is experienced by all our residents, and the health and wellbeing gap between communities is reducing'
 - Agreed on the key guiding principles for the Board.

- Identified and agreed a new system leadership model which sets out the new ways of working as system leaders to improve health and wellbeing in West Sussex.
- Agreed to work closely with local district and borough health and wellbeing partnerships and other strategic boards such as West Sussex Safeguarding Children and Safeguarding Adults boards.
- Identified theme champions to provide strategic leadership for the JHWS themes: *Starting Well; Living and Working Well and Ageing Well*.
- Revised the Joint Health and Wellbeing Strategy to replace the current 2015 – 2018 strategy.

1.4 The revised JHWS (Appendix 1) adopts a life-course approach and focusing on three key themes; ***Starting Well; Living and Working Well*** and ***Ageing Well***. It sets out the plan for action by West Sussex County Council, West Sussex NHS Clinical Commissioning Groups (CCG), NHS providers, district and borough councils, voluntary sector and other partners to inform their planning, commissioning and provision of services that impact on health and wellbeing.

1.5 **Improving effectiveness of the Board**

The Board has set out its vision and ways of working as leaders of the health and wellbeing system in West Sussex. Board members agreed to work across organisational and professional boundaries to achieve their vision. The Board will implement its system leadership model which applies the following ways of working (details in Appendix 1):

- Telling the West Sussex Story
- Being accountable to residents
- Working across organisational boundaries
- Developing a preventative ethos
- Promoting innovation and improvement

The Board will work under the guidance of the following principles (details in Appendix 1):

- Providing system leadership for health & social care
- Working in partnership
- Promoting integration/joined-up services
- Using evidence-based approaches
- Focusing on prevention and early intervention
- Using asset based approaches
- Ensuring equity and accessibility of services
- Ensuring financial, social and environmental sustainability

The Board is also working to develop its ongoing relationships with the district and borough health and wellbeing partnerships. As part of this, Board meetings are being hosted by local district/borough health and wellbeing partnerships in different areas across the county.

1.6 **Joint Health and Wellbeing Strategy development process**

- As part of improving the effectiveness of the Board, the Board members engaged in a series of development seminars. During these seminars, Board members used JSNA data to identify and agree on the high level themes for

the strategy as following; ***Starting Well; Living and Working Well*** and ***Ageing Well***.

- Board members also identified champions for the three themes. The role of the theme champions is to provide leadership and champion their theme throughout the life of the Strategy.
- Theme champions held workshops with officers and partners from different organisations to refine the strategic outcomes and identify key priorities.
- Board members considered and agreed on the priorities identified in their theme workshops.
- A public consultation on the draft JHWS was undertaken from 3rd December to 27th January. Its purpose was to obtain feedback from various stakeholders, including members of the public, workforce, and partners.
- All feedback was considered and changes made to the final Strategy where appropriate (details below).

2. Proposal Details

It is proposed that the Cabinet Board reviews and ratifies the JHWS.

FACTORS TAKEN INTO ACCOUNT

3. Consultation

- 3.1. In developing this strategy, the Board engaged with various stakeholders and partners for their input on issues that affect them and their local communities. The JSNA, including the JSNA Voice Summary, captured and summarised the voices of local people and issues that they felt affect them.
- 3.2. In addition, partner engagement events were used to engage various stakeholders. These include:
 - The Big Health and Care Conversations
 - Clinical Commissioning Group Patient Engagement Committee meetings
 - District and Borough Council Chief Executive meetings
 - Healthwatch meetings
 - Clinical Commissioning Group governance committee meetings
- 3.3. A public consultation on the draft Strategy was undertaken from 3 December until 27 January 2019 to obtain views from key stakeholders, including members of the public, workforce and partners (details in Appendix 2).
- 3.4. Emails were also sent to cabinet members, councillors, County Local Committees (CLCs), CCGs, district and borough councils and other key stakeholders to notify them of the consultation and invite them to give their feedback.
- 3.5. All responses to the consultation were considered and changes were made to the Strategy, incorporating the feedback, where appropriate (Consultation report is included in Appendix 2). Changes made to the Strategy following consultation feedback include:
 - Providing some clarity on the purpose of the Strategy

- Explicitly highlighting the high risk and priority population groups in relation to addressing health inequalities
- Simplifying the language and inclusion of a contents page and executive summary.
- Referencing the NHS Long Term Plan
- Providing more example initiatives
- Adding a goal on the need for good quality end of life care
- Adding more indicators in relation to healthy lifestyles
- Adding some data on child neglect
- Providing clarification that some issues cut across the different life stages i.e. housing, environment, and mental health/wellbeing.

4. Legal Implications

- Local Authorities, CCGs and Healthwatch are core statutory members of the Health and Wellbeing Board.
- The HWB has a duty to promote integrated working, reduce health inequalities and assess local needs and assets using the JSNA and develop the JHWS to best meet local needs.
- CCGs are required to align their commissioning strategies with the JHWS. In addition, the HWB also has the opportunity to give the Local Authority (WSCC) its opinion on whether the LA is discharging its duties in relation to the JSNA and JHWS. Therefore, WSCC's input is important in the implementation of the JHWS.

5. Risk Assessment Implications and Mitigations

5.1 *Corporate and service risks and action to mitigate.*

Not applicable. Constituent Health and Wellbeing Board member organisations manage risks within their programs.

6. Other Options Considered (and Reasons for not proposing)

6.1. None considered as it is a statutory duty to produce a Joint Health and Wellbeing Strategy.

7. Equality and Human Rights Assessment

7.1 An Equality Impact Assessment was carried out as part of the strategy development. No negative impacts on people with protected characteristics were identified (details in Appendix 3).

8. Social Value and Sustainability Assessment

8.1 The Strategy focuses on the factors that influence people's health and wellbeing, with clear recognition of the importance of addressing wider determinants of health such as education, employment, income and welfare. The Strategy will inform planning and commissioning and commissioners have a responsibility to consider the Social Value Act 2012, in their commissioning processes and decisions.

9. Crime and Disorder Reduction Assessment

Not applicable.

10. Governance arrangements

- 10.1. The draft JHWS was presented to HASC for scrutiny and feedback from HASC was incorporated in the final Strategy.
- 10.2. As this is a joint Strategy by various organisation, internal governance processes were followed for the ratification of the Strategy by the core statutory HWB member organisations, CCGs and WSCC.
- 10.3. The Strategy was presented for ratification to the NHS Coastal CCG Governing Body on 26 March 2019 and NHS Central Sussex and East Surrey Commissioning Alliance Governing body on 28 March 2019.
- 10.4. Both governing bodies ratified the strategy with a view that minor changes made following final comments from HWB members would be signed off by the Chairs of the boards prior to the 25 April.
- 10.5. It is anticipated that the Cabinet board will ratify the Strategy for WSCC. The final sign off of the strategy by the HWB will take place on 25 April 2019.

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Appendices

Appendix 1 – Joint Health & Wellbeing Strategy

Appendix 2 – JHWS Consultation report

Appendix 3 – Equality Impact report

Background papers

[JSNA summary](#)

[JSNA Voice summary](#)