

## Herefordshire Joint Health and Wellbeing Strategy 2023

### 1.0 Background

The Health and Social Care Act 2012, required every upper tier Local Authority and Clinical Commissioning Group (CCG) to produce a Joint Health and Wellbeing Strategy (HWBS). The Health and Social Care Act 2022 has superseded some elements of this Act, in particular abolishing Clinical Commissioning Groups and replacing them with Integrated Care Boards (ICB). All statutory duties of the CCG have transferred to the ICB, including those that carry over from the previous Act. From July 2022 onwards, the ICB therefore becomes the NHS partner responsible for working with the Local Authority to produce the HWBS. The HWBS should set out how local partners will meet the needs identified in the Joint Strategic Needs Assessment (JSNA) and as such, is a key document in promoting collective action to meet the needs of the whole community.

Further, health and wellbeing priorities should be aligned with the Integrated Care Partnership Strategy, which is due to be published for the first time in December 2022. Once published, the strategy should be utilised by commissioners and providers to inform and drive local service development.

A workshop was held with members of the Health and Wellbeing Board on the 6<sup>th</sup> June 2022 that has informed the scope and principles summarised in this briefing.

### 2.0 Purpose of this paper

The purpose of this paper is to inform the Health and Wellbeing Board of our intentions and timelines for the development of a new Health and Wellbeing Strategy for Herefordshire.

### 3.0 Drivers for change

The current HWBS was published in 2017, and its planned refresh was delayed by the coronavirus outbreak. In addition to the statutory requirement for a HWBS, a new strategy comes at a time when there are significant changes across health and social care. The establishment of a new Integrated Care System for Herefordshire and Worcestershire brings a timely opportunity for the new strategy to inform and deliver action at both the system and place level.

The ICP needs to produce its first Integrated Care Strategy by December 2022 and this document needs to be used by the Integrated Care Board to produce a 5-year Joint Forward Plan for April 2023. Locally partners have agreed to ensure strong alignment between the Integrated Care Strategy and the two Health and Wellbeing Strategies for the ICS area by establishing a strategy framework that consists of the following:

- Chapter 1 – Integration priorities specific to Herefordshire, aligned to the Herefordshire Health and Wellbeing Strategy
- Chapter 2 – Integration priorities specific to Worcestershire, aligned to the Worcestershire Health and Wellbeing Strategy
- Chapter 3 – Integration plans that are relevant to both Counties through either aligned priorities, benefits of scale or nationally defined mandate which will be coordinated at System Level

The coronavirus (COVID-19) pandemic has had a profound impact on our health and wellbeing affecting outcomes across the life course. It has shone a light on some of the health and wider inequalities that persist in our society and it has become increasingly clear that COVID-19 has had a disproportionate impact on many who already face disadvantage and discrimination. A new strategy therefore presents an opportunity to include our aspirations and priorities for tackling inequalities as part of our recovery recognising that many of the causes of ill-health are deep rooted in society.

#### 4.0 Guiding principles for strategy development

To guide the development of the new strategy the following principles were agreed at the workshop:

- The priorities in the strategy will be based on need
- Planned actions will be based on evidence of effectiveness.
- Prevention (in all its forms) will be at the heart of all we do
- A 'proportionate universalist' approach – something for everyone and more for those who need it the most
- The strategy will focus on areas where partnership action adds value and there is commitment across the system
- Narrowing health inequalities is a core aim
- The strategy is developed in close collaboration with residents and local partners from health, social care, local authorities and voluntary sector.

Following the workshop on the 6 June the following design principles were agreed for the new HWBS:

- The strategy should be short and concise.
- The strategy itself should be high level.
- It should be supported by shared and local action plans that set out the detail of how the strategic goals will be delivered across all the partners.
- The strategy should focussed on prevention and integration [and in doing so provide a strong basis for producing chapter 1 of the ICP Integrated Care Strategy](#)
- A whole life course approach should be maintained.

#### Proposed Approach and Methodology

The development of the strategy will be undertaken in the following stages:

- 1) Step 1: Agree the methodology and timelines for the development of the new strategy
- 2) Step 2: Review the existing strategy to understand if it has delivered change on its key priorities
- 3) Step 3: Identify core data and insights from JSNA, partners, and community surveys and reports. This will also include a desktop review of existing strategic documents.
- 4) Step 4: Agree a weighting mechanism and creation of a long list of possible priorities from step 3
- 5) Step 5: consultation on the long list via website; community groups; partners; and VCS organisations. Asking for top three priorities and three actions to go with each priority
- 6) Step 6: prepare the draft Strategy
  - a. [Incorporate either the whole strategy or key aspects of the strategy in Chapter 1 of the ICP Integrated Care Strategy, noting that it is only draft and will be subject to change during the consultation process](#)
- 7) Step 7: shorter consultation on draft Strategy as step 5
- 8) Step 8: final sign-off at HWB Board by March 2023, for April 2023 delivery

Initial work has already commenced on reviewing the previous HWBS and existing strategic documents, evidence and previous public and patient consultations across all the areas. This review will enable us to map out our existing strategic commitments and priorities across the partners and provide initial thinking to challenge and shape our thinking moving forward. Work will also need to be undertaken to revise the Governance of the Board to ensure effective delivery of the new strategy.

## 5.0 Timeline and resources required

The strategy will be project managed by a designated council officer under the direction of the Director of Public Health and Public Health consultant. Regular task and finish group meetings will be held to update members on progress and issue any new actions required by attendees. The task and finish group will consist of aforementioned individuals as well as representatives from the business intelligence team, communities wellbeing, health watch and the NHS.

Indicative timescales for the development of the strategy are summarised below with the aim to publish the final strategy in March 2023.

Milestone	Completion Date
Methodology agreed	July 2022
Review of existing strategy	July 2022
Summary of JSNA and insights	August 2022
Agree long list of priorities and weighting mechanism	August 2022
Consultation on list of priorities	Sept 2022
<u>First meeting of the ICP</u>	<u>October 2022</u>
Draft Strategy complete	November 2022
Cabinet approval to consult on draft strategy	December 2022
<u>Include elements of the draft HWBB Strategy in the published ICP Strategy</u>	<u>December 2022</u>
Consultation on draft strategy	January 2023
Final sign off of Strategy	March 2023
<u>Refresh the ICP Integrated Care Strategy to reflect the final HWBB Strategy</u>	<u>October 2023</u>

Throughout the process a number of key groups will need to be consulted including One Herefordshire Partnership, Integrated Care Assembly Partnership and other groups.

## 6.0 Recommendations

The board is asked to:

1. Support the development of a new HWB strategy
2. Agree on the guiding principles, process and timeline for the strategy development
3. Agree that the production of the strategy be delegated to a Task and Finish Strategy Development Group (see Appendix 1) with the membership set out in Appendix 1.

## APPENDIX 1

### HEREFORDSHIRE JOINT HEALTH AND WELLBEING STRATEGY 2023

#### Task and Finish Development Group - Terms of reference

##### Purpose of the task and finish group

The purpose of the task and finish group is to facilitate all necessary steps and processes in order to produce a new Health and Wellbeing Strategy for Herefordshire. The group will meet at fortnightly intervals in order to review progress and set new actions to progress with strategy development.

##### Objectives

To produce the Health and Wellbeing strategy by March 2023 for implementation in April 2023, under the following guiding principles:

- The priorities in the strategy will be based on need, supported by actions based on evidence of effectiveness.
- Prevention (in all its forms) will be at the heart of all we do
- A 'proportionate universalist' approach – something for everyone and more for those who need it the most
- The strategy will focus on areas where partnership action adds value and there is commitment across the system
- Narrowing health inequalities as a core aim
- The strategy is developed in close collaboration and consultation with residents and local partners from health, social care, local authorities and voluntary sector.

At all stages of the process, relevant parties must be informed, such as representatives from: Health and wellbeing board, Health watch, ICB, Herefordshire Council.

##### Ways of working

The group will meet every two weeks or as necessary if there are new developments or deadlines. If there are key agenda points for discussion, these will be sent in advance. An action log will be kept and respective actions reviewed at each subsequent meeting.

##### Membership

- Director of Public Health
- Consultant in Public Health
- ICB Representative
- One Herefordshire Partnership Representative
- Herefordshire Clinical and Practitioner Forum Representative
- Project Manager (Public Health Manager)
- Public Health Council Officer
- Intelligence Unit Team Leader
- Service Director – Community Wellbeing
- Health Watch