

## **Shadow Health and Wellbeing Board**

**Thursday, 8th March, 2012 in Brockholes Centre, at 1.30 pm**

### **Agenda**

#### **LUNCH**

Available from 12.30pm

- 1. Welcome from the Chair and overview of the agenda**
- 2. Apologies for absence**
- 3. Session 1 - The programme of work for the shadow Health and Wellbeing Board (Pages 1 - 12)**

The meeting will begin with a presentation and discussion of key milestones for the Board in the forthcoming six months.
- 4. Session 2 - Health and wellbeing priorities in Lancashire (Pages 13 - 20)**

The Board will consider the key health issues from the Joint Strategic Needs Assessment. The session will discuss how the Board will go about selecting its health and wellbeing priorities for action and will explore the priorities that the Board will focus on in the years ahead.
- 5. Session 3 - Delivering our health and wellbeing priorities (Pages 21 - 24)**

The session will consider the required shifts in the way that agencies must work together to ensure that the Board delivers demonstrable progress on its priorities.
- 6. Session 4 - How Should the Board operate within the new Lancashire Health System**

What leadership should board members demonstrate in their role as board members, who do we need to be communicating with.
- 7. National and local updates for the Board**

The final session will provide members with an update of national and local issues that impact on the operation of the Board.
- 8. Minutes of the meeting held on 25 January 2012 (Pages 25 - 30)**
- 9. Appointment of additional Clinical Commissioning Group Representatives**

To note the appointment of representatives of the Preston; Fylde and Wyre and West Lancashire Clinical Commissioning Groups and the consequential amendment to the Shadow Board's Terms of Reference. This decision was taken by the Cabinet Member for Health and Wellbeing on 17 February 2012. Further details and the report can be viewed [here](#)

**10. Any Other Urgent Business**

**11. Programme of Meetings 2012 and Date of Next Meeting**

# Health & Wellbeing Board Lancashire

Agenda Item 3

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- What must the Board focus on?





# Agenda

1. The programme of work for the Health and Wellbeing Board
2. Health and Wellbeing priorities
3. Delivering our priorities
4. How should the Board operate within the Lancashire health system
5. Housekeeping

# Health & Wellbeing Board Lancashire

**Habib Patel**

Head of Health & Wellbeing Development



# Points

- Partnership working
- H&W Strategy
- Timescales

“more questions than answers”



# Statutory Role of the H&WB

- Needs of the population (JSNA)
- Determine priorities (Strategy)
- Promote integration (commissioning , service delivery)
- Hold to account (performance manage)
- Voice on behalf of the people of Lancashire

# Marriage / Partnership

- Forced marriage – No outcome
- Arranged marriage – within a year
- Love marriage – before the marriage





# Strategy

- Where are we now ?
- Where would we like to be ?
- How do we get there ?

To do this for the whole Health Economy would be too ambitious and we would end up with a strategy that told us everything but didn't really tell us anything

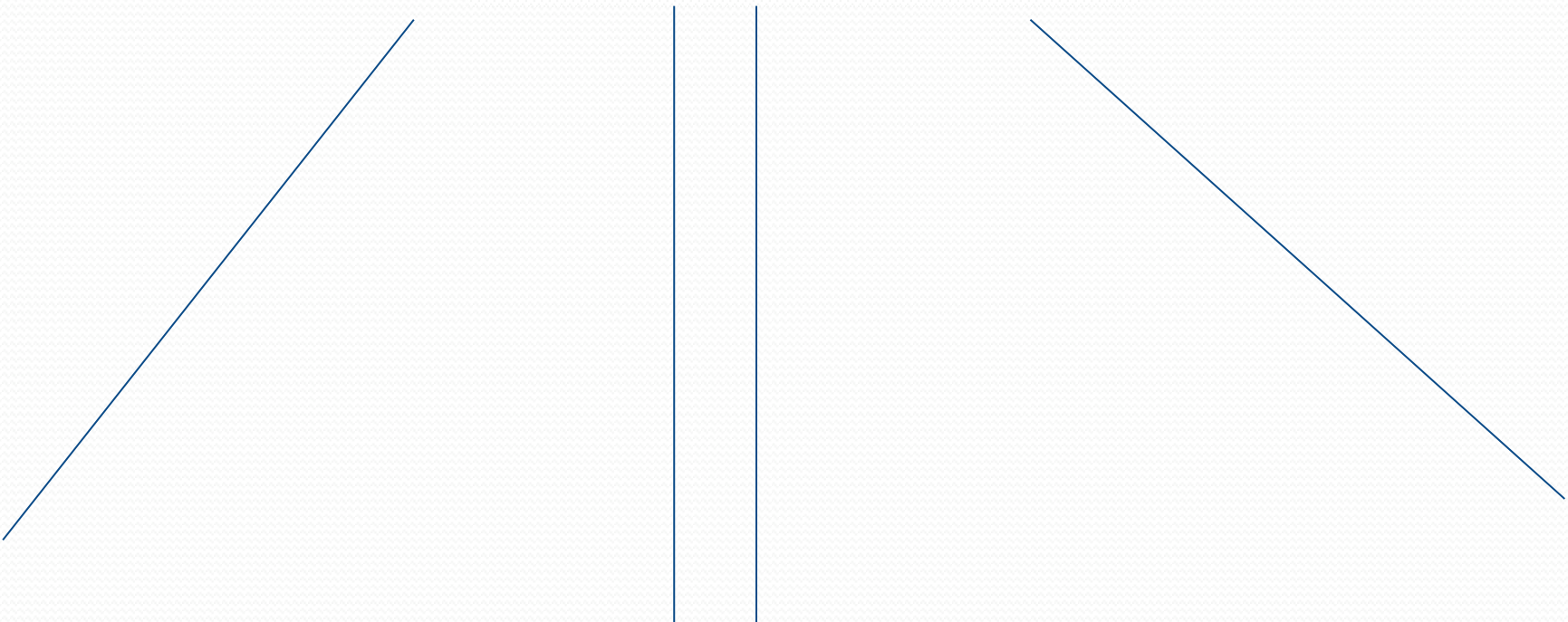
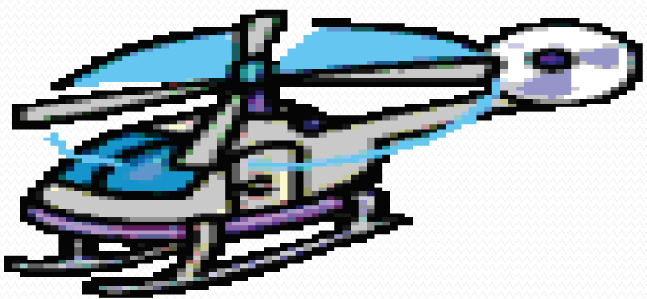


# A focused strategy

**“Which battles can we not afford to loose otherwise we have lost the war”**

**“Tactics is the art of using troops in battle; strategy is the art of using battles to win wars.”**









# Strategy Issues

- What is the purpose of the boards strategy
- **Clarity, Commitment, Confidence**
- How do we want the strategy to be delivered, County/CCG footprint/Locality
- How do we get buy in from stakeholders on priorities and delivery
- How do we performance manage the strategy
- What is the role of the Board in delivering /monitoring the strategy



# Timescales

- 10<sup>th</sup> July – Board Meeting strategy sign off
- 2 meetings in between
- Lots of work in between meetings
- Move into action and start making some decisions

# What are the priorities for health and wellbeing in Lancashire?

## What does the JSNA tell us?

# Lancashire's JSNA



High level strategic analyses to inform priority setting: Health inequalities; children and young people; mental health and wellbeing; older people; alcohol, drugs and tobacco; learning disability

# Priorities for health equity

## Liver Disease

Infant Mortality

Stroke

Lung Cancer  
Quality of  
Life

Coronary  
Heart  
Disease

Child Health  
and Wellbeing

Diabetes  
Mental Health  
and Wellbeing

Accidents



Priorities for addressing the determinants of health inequalities:

- Reduce unemployment
- Increase income and reduce child poverty
- Strengthen communities
- Develop skills and life long learning
- Reduce alcohol consumption and tobacco use
- Increase social support



# Key themes from JSNA

- Aging and changing population at risk
- Impact of the economic climate
- Maximise use of regulatory powers for health and wellbeing
- Impact of poverty and social inclusion on health, wellbeing and determinants
- Intergeneration and family issues
- Pivotal role of primary care (particularly GPs and their teams)
- Ensure the best possible services are available to all when there is a crisis
- Current and potential contribution of the third sector

# Key themes from JSNA

- Support people to be in control of their health, care and wellbeing
- Natural environment is a key asset for health and wellbeing
- Mobilise community assets and build community resilience
- Importance of social relationships
- Importance of wellbeing in affecting physical health, behaviour, social inclusion and prosperity
- Identify those at high risk and intervene earlier – make every contact count!
- Risk taking behaviours – harm reduction and recovery

# Goal of a health and wellbeing strategy?

## Narrow the gap in healthy life expectancy



# What might be our priority outcomes?

- Improve maternal and infant health
- Improve mental health and wellbeing
- Reduce incidence and survival of long term conditions and support people be in control of their health





## Shadow Lancashire Health and Wellbeing Board

25<sup>th</sup> January 2012

### Meeting Report

#### Introduction

This report summarises discussions of the Shadow Lancashire Health and Wellbeing Board held on 25<sup>th</sup> January 2012. The meeting had three principal conversations addressing priorities for Lancashire, expectations of the Health and Wellbeing Board and ‘what success will look like. These notes take comments made in each of these three conversations and summarise them in two sections;

1. **‘Shifting the system’** which sets out recommended ways of working that will ensure resources available within partner organisations are most effectively aligned to improve people’s health and wellbeing in Lancashire.
2. **Priorities for Lancashire** which lists the specific health and well-being issues that were discussed as priorities for action.

#### I. Shifting the system

Members of the Board discussed the imperative to change ‘ways of working’ of partner organisations to improve health and wellbeing in Lancashire. Comments made are summarised in Table I.

Table I Actions required to strengthen joint working on health and wellbeing

Action	Comments made
I. Strengthen the evidence base	<ul style="list-style-type: none"><li>● Strengthen and complete the JSNA</li><li>● Pull out the essential narrative from the current JSNA information to inform the strategy and early action of the Board</li><li>● Understand how resources are distributed across current systems and organisations</li></ul>

2. Do the thinking	<ul style="list-style-type: none"> <li>● Board members to work actively to understand each other's activities, needs and constraints</li> <li>● Look deeply at the 'drivers of wellbeing' (some philosophical thought required)</li> <li>● Prepare a medium to long-term strategy for expressing the Board's ambition for driving better health and wellbeing for the people of Lancashire. Ensure that this strategy integrates the plans of the CCGs, PCTS, the Children and Young Peoples Plan, the plans of District Councils, etc.</li> </ul>
3. Get into action on a small number of specific shifts	<ul style="list-style-type: none"> <li>● Agree 2 or 3 specific issues that will create the imperative for change</li> </ul>
4. Build the commitment to 'make something different happen'	<ul style="list-style-type: none"> <li>● Strong evidence and a clear strategy will clarify specific shifts that partner organisations can make in their ways of working to address the agreed priorities</li> <li>● The Board must build the narrative and 'hold the ring' on these priorities and drive them through their organisations.</li> </ul>
5. Shift the system – align energy and resources to the selected priorities	<ul style="list-style-type: none"> <li>● Ensure that Board members appraise the performance of their organisation in light of the JSNA and strategy</li> <li>● Board members create a culture of constructive challenge and hold each other to account. Ask the question "Why do you do that?"</li> <li>● To 'shift the system' the Board will<sup>1</sup>; <ul style="list-style-type: none"> <li>- understand the gains of working in an integrated way e.g. the multiple benefits of effective collaborative working</li> <li>- drive collaboration and integration; with pooled budgets and joint commissioning</li> <li>- emphasise early intervention</li> <li>- shift pressure from secondary care by strengthening primary care and promoting information, education and self-help</li> <li>- understand and strengthen community assets</li> <li>- improve access to services; recognising that local services will not always be the highest quality services and that service quality is then the key criterion.</li> </ul> </li> </ul>
6. Promote our success	<ul style="list-style-type: none"> <li>● Lancashire should become an exemplar of how to address health and wellbeing issues.</li> </ul>

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<sup>1</sup> There approaches could be described as 'principles'

## 2. Priorities for Lancashire

Board Members discussed possible priorities for immediate action. Comments made are summarised in Table 2.

Table 2 Proposed Health and Wellbeing priorities for Lancashire

- 
- Vulnerable children
- 
- mental health issues – dementia
- 
- Reducing the number of inappropriate admissions of elderly people
- 
- Lifestyle issues (e.g. alcohol, tobacco etc..)
- 
- Addressing inequalities
-



# Agenda Item 8

## Shadow Health and Wellbeing Board

**Minutes of the Meeting held on Wednesday 25 January 2012 at 2.00 pm in Room L404 at Lancashire College, Chorley**

### Present:

County Councillor Valerie Wilson	Lancashire County Council (in the Chair)
County Councillor Mike Calvert	Lancashire County Council
Richard Jones	Lancashire County Council
Frank Atherton	Lancashire County Council
Maggi Morris	Lancashire County Council
Helen Denton	Lancashire County Council
Peter Williams	East Lancashire Clinical Commissioning Group (CCG)
David Wrigley	Lancaster CCG
Peter Kenyon	Lancashire PCT Cluster Board
Sally Parnaby	Lancashire PCT Cluster
Councillor Bridget Hilton	Central Lancashire District Councils
Councillor Margaret Lishman	East Lancashire District Councils
Councillor Cheryl Little	Fylde District Councils
Lorraine Norris	Lancashire District Councils
Michael Wedgeworth	Third Sector Lancashire
Walter Park	Lancashire Link
Ian Roberts (Observer)	Greengage Consulting
Habib Patel	Lancashire County Council

Apologies for absence were received from County Councillor Susie Charles, Lancashire County Council; Janet Soo Chung, Lancashire PCT Cluster and Dr Robert Bennett, Chorley and South Ribble CCG.

### 1. Welcome and Introductions

County Councillor Valerie Wilson welcomed everyone to the meeting and reported that she was pleased to be chairing this inaugural meeting of the Shadow Board. She highlighted the importance of the Board and members were asked to ensure meetings enjoyed regular attendance and given high priority.

Each member was asked to introduce themselves and to highlight their aspirations for the new Board. Overall, the key themes emerged as:

- Action, not talk
- Health equality, and
- To act as an exemplar to others

## **2. Key Issues/Priorities for Lancashire**

Richard Jones, Executive Director for Adult and Community Services facilitated a group discussion to illicit the Key Issues and Priorities for the County. He acknowledged the diversity of constituent partners, their sometimes conflicting priorities and asked the Board to share what they were passionate about in order to stimulate debate which in turn would help to improve health in Lancashire through improved collaboration. A summary of the issues raised is set out below:

- address inequalities
- Lifestyle priorities
- Mortality rates, especially in deprived areas
- Seamless transition between health and social care
- Improving communication and understanding of the issues
- Access to services (public transport)
- Holistic approach across the county. Bold and brave decisions needed to be made across the public sector; in particular to tackle issues such as Domestic Abuse.
- Avoid parochialism
- Building upon community assets
- Education from an early age
- Need to 'shift the system' – start to make significant changes in the way that organisations deliver services with fewer resources
- Crucial that top level commitments are cascaded right through organisations
- Improved understanding across all partner organisations to assist in signposting
- Concerns with focusing on areas of greatest need – risk of missing people
- Need to reduce the pressure from secondary care
- Importance of maintaining high quality services
- Making best use of community assets eg schools

## **3. Expectations of the Health and Wellbeing Board**

Frank Atherton, Director of Public Health, facilitated a discussion on the role and responsibilities of the Health and Wellbeing Board. Frank also invited the Board to consider how ambitious it wanted to be in driving improved public health in Lancashire.

He reminded the Board that it was responsible for producing the Health and Wellbeing Strategy and had a duty to work with the Clinical Commissioning Groups (CCGs). The Board needed to take ownership of the Joint Strategic Needs Assessment (JSNA). Much preparatory work in producing analyses and plans had already been undertaken. However, a great deal of work was required to pull it all together. There was a need to look closely at Integrated Commissioning and Budgets, whilst maintaining an oversight of resource movement.



Some members did not feel that the JSNA was as strong as it should be and there was a clear need to map assets, including community assets, so that they could be deployed at the right time. Questions were asked about the finance to support any developments and in response Frank stated that public sector spend on health had to change fundamentally in order to tackle the challenges ahead.

Richard Jones concluded the discussion by making clear the Board's responsibilities in producing the JSNA, all organisations challenging themselves on what they spend on health and how they spend it. Finally, the Board was also informed that it should call organisations to account as to how they spend their money.

#### **4. What would Success look like**

Lorraine Norris, Chief Executive at Preston City Council, had been asked to facilitate a discussion on how the Board saw success in the short, medium and long term.

In acknowledging that Lancashire is a complex and diverse area, the Board noted that it was important for others to see that Board members have a mutual understanding of each other and people know what the Board and its partners do.

Other Board members commented:

- Ensure that Board members feedback and cascade information within their respective organisations
- Raise issues and share information with respective networks
- Balancing delivery and communication
- Improving communication and signposting for the public
- Helping the public understand the pressures facing the public sector are facing, in order that they can make informed choices

#### **5. Next Steps**

Councillor Wilson informed the Board that Ian Roberts had been invited to take away all the detailed comments and discussion points away with the intention of reporting back to the Board at the next meeting. Ian would also be meeting Members on an individual basis.

#### **6. Appointment of Chair and Terms of Reference**

The Board was reminded that on 15 September 2011, the County Council's Cabinet agreed to the establishment of a Shadow Lancashire Health and Wellbeing Board and agreed to the appointment of the County Council's Cabinet Member for Health and Wellbeing as Chair of the Shadow Board. The Cabinet also agreed the Shadow Board's Terms of Reference.

The Shadow Lancashire Health and Wellbeing Board:

- (i) Noted the appointment of the Cabinet Member for Health and Wellbeing as Chair of the Shadow Board;
- (ii) Noted the Terms of Reference of the Shadow Board attached at Appendix 'A'.

## 7. Programme of Meetings 2012\*

The Shadow Lancashire Health and Wellbeing Board agreed the following programme of meetings for 2012:

Thursday 8 March 1pm – 4.30pm, Room L404, Lancashire College, Chorley  
(working lunch)

Wednesday 18 April 10am – 12.30pm, Elm Room B, Woodlands Conference Centre, Chorley

Tuesday 29 May 2pm – 4.30pm, Elm Room B, Woodlands Conference Centre, Chorley

Tuesday 10 July 2pm – 4.30pm, Room L404, Lancashire College, Chorley

Tuesday 4 September 2pm – 4.30pm, Elm Room A, Woodlands Conference Centre, Chorley

Monday 15 October 10am – 12.30pm, Elm Room B, Woodlands Conference Centre, Chorley

Monday 26 November 2pm – 4.30pm, Elm Room A, Woodlands Conference Centre, Chorley

\* **Note** – Subsequently, changes were made to a number of dates and times and a revised programme of meetings was circulated as follows:

Thursday 8 March, 12.30pm lunch for 1.30pm, at the Brockholes Centre, Salmesbury, Preston

Tuesday 10 April, 1pm lunch for 2pm – venue to be confirmed **(re-arranged from Wednesday 18 April at 10am)**

Tuesday 29 May, 1pm lunch for 2pm – venue to be confirmed

Tuesday 10 July, 1pm lunch for 2pm – venue to be confirmed

Tuesday 4 September, 1pm lunch for 2pm – venue to be confirmed

Thursday 18 October, 1pm lunch for 2pm – venue to be confirmed (**re-arranged from Monday 15 October at 10am**)

Friday 16 November, 1pm lunch for 2pm – venue to be confirmed (**re-arranged from Monday 26 November at 10am**)

I M Fisher  
County Secretary and Solicitor

County Hall,  
Preston

