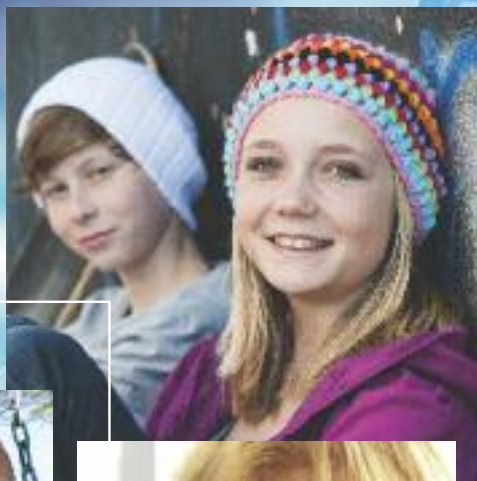


Health and Wellbeing Board

Annual Report 2013/14



Altogether better
West Cheshire



Cheshire West
and Chester



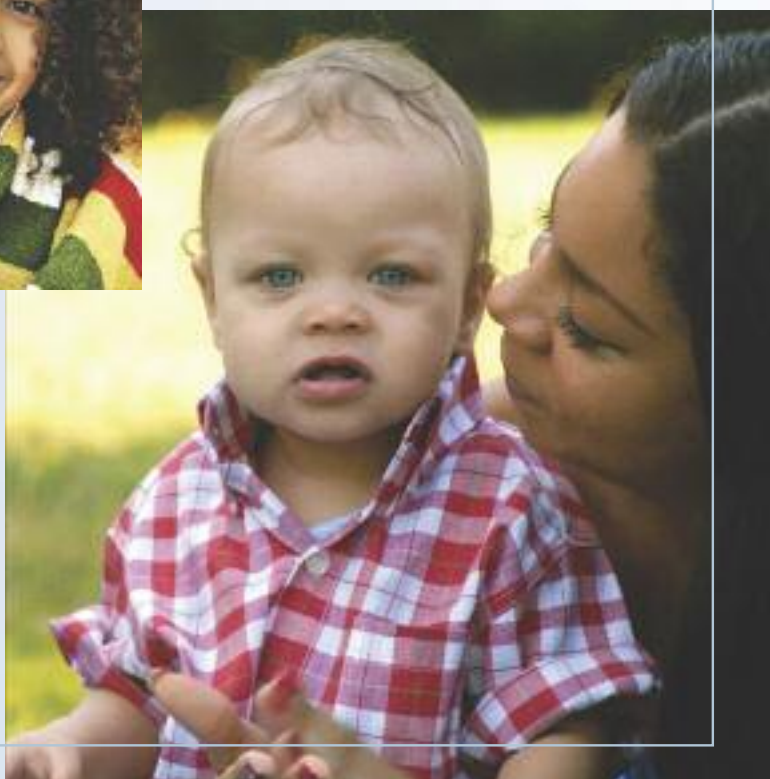
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1. Introduction

The Health and Wellbeing Board is a statutory committee of the Council established under the provisions of the Health and Social Care Act 2012 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. Cheshire West and Chester Health and Wellbeing Board has brought together bodies from the NHS, Public Health and local government, including Healthwatch as the patient's voice. The Board operated on a shadow basis for the first year and became fully operational on 1 April 2013.

Over the past year Cheshire West and Chester Health and Wellbeing Board has worked on a wide range of issues including: developing a joint understanding of local health needs; how the unacceptable gap in life expectancy between our least and most deprived areas may be addressed; how services can be jointly commissioned between health and social care to avoid duplication and improve care; and developing a new Cheshire West and Chester Health and Wellbeing Strategy, which will guide our work in future years.



2. Governance

We have demonstrated a strong leadership in establishing our Board by inviting the strategic decision makers from health and local authority to become its members and by having a senior elected member as a Chairman of the Board.

2.1 Membership

From Cheshire West & Chester Council

Cllr Brenda Dowding

Executive Member for Adult Social Care and Health (Chair)

Mark Palethorpe

Corporate Director Strategic Commissioning

Gerald Meehan

Strategic Director of Children and Young People

Caryn Cox

Director of Public Health

From Clinical Commissioning Groups

Alison Lee

Chief Executive NHS Western Cheshire CCG

Dr Huw Charles-Jones

NHS Western Cheshire CCG

Simon Whitehouse

Chief Executive NHS Vale Royal CCG

Dr Jean Jenkins

NHS Vale Royal CCG

Others

Brendan Doyle

Healthwatch Cheshire West (Vice Chair)

Kieran Murphy

NHS England Area Team

The Board has been meeting bimonthly which clearly shows the commitment of its members and their respective organisations to the vision of the board which is **to enable people to live healthy lives and to increase the sense of wellbeing of the communities and people of Cheshire West & Chester.**

In order to achieve this vision the aim of the Board has been rightly ambitious from the beginning which is **to drive the delivery of the vision of the Cheshire West & Chester Health and Wellbeing Board to reduce health inequality and to work with partner organisations.**

In addition to statutory board meetings there have been alternating wider partnership meetings organised under the banner of Health and Wellbeing Partnership Network. These events involve senior leaders from health, police, probation, fire service, housing, education and relevant providers to join in the big debate on health and wellbeing.

2.2 The jointly agreed functions of the Board are as follows:

- To provide a local governance structure for local planning and accountability of health and wellbeing related outcomes.
- To ensure that the Joint Strategic Needs Assessment is undertaken.
- To promote integration and partnership across areas, including through promoting joined-up commissioning and pooled budget arrangements, where all parties agree this makes sense.
- To develop the Joint Health and Wellbeing Strategy.
- To promote integration and partnership working between health, social care, public health and other local services
- To improve local democratic accountability.



3. Assessing the needs of local population

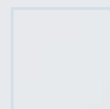
Understanding the needs of the Cheshire West and Chester population was an important process which the Board has had a close oversight during the last 12 months. Local authorities and clinical commissioning groups (CCGs) demonstrated joint working when preparing the Joint Strategic Needs Assessments (JSNA).

The Joint Strategic Needs Assessment for Cheshire West and Chester Council is referred to locally as the '**Integrated Strategic Needs Assessment**' (ISNA). This is because Cheshire West and Chester recognise that a good JSNA needs to include not only information about the deficits (needs) of the borough, but also the assets, strengths and capacities of local communities, that is, it needs to be integrated.

In 2013/14 the board has taken the ownership of the significant review of local needs by making it a regular agenda item at each meeting to ensure that the work is progressing and any emerging themes are considered for a more detailed discussion with partners.

The ISNA has now been developed as a suite of on-line products that support decision making at differing levels of detail. These are accessible through the Key Statistics section of the Council website.

The Board recognises that the ISNA will be continually updated and refined as new information and intelligence is developed.



4. Addressing the needs of local population through a joint health and wellbeing strategy

Alongside the review of the ISNA the major work around developing a joint health and wellbeing strategy has commenced and at the time of writing this report we are consulting with the public on the draft Joint Health and Wellbeing Strategy before it gets finalised in September. The joint strategy explains what priorities the health and wellbeing board has set in order to tackle the needs identified in ISNA. The process we followed has been recognised nationally for being exceptionally inclusive and engaging. Strategy was co-produced with local residents and communities which enhanced participation and enabled capacity building in our four localities.

4.1 Living Well Together 2009-2014

Living Well Together was the title given to the first Health and Wellbeing Strategy which was produced jointly by our Local Strategic Partnership: West Cheshire Together as part of its refresh of the sustainable community strategy and by the shadow Health and Wellbeing Board for Cheshire West and Chester. The strategic priorities identified then were based on the six key policy objectives recommended in Sir Michael Marmot's review of health inequalities:

Strategic priorities

Outcomes achieved

1. Give every child the best start in life

Integrated Early Support Teams are aligned to Children's Centres - bringing together health, CWAC Children's and Young People's services and other professionals - enabling joint management of cases and interventions across organisational boundaries.

2. Enable all to feel safe and secure and maximise their capabilities and have control over their lives

3. Have a thriving and strong economy and create good work for all

The creation of "Workzones" across the Borough which bring together experts from these key public services to help people with barriers to work. Around 250 people have gone into paid employment since the inception of work zones. Around 1,350 people have been enrolled on employability programmes and the success rate (completion) is over 97%.

4. Support all to have a healthy standard of living and strengthen ill health prevention

From April 2013, the responsibility for Public Health transferred from the NHS to the Local Authority, allowing us to place more attention and emphasis on improving the health and wellbeing of communities. This has included supporting 2,332 local residents to stop smoking, helping 300 local children achieve and maintain a healthy weight through our 'fit for life scheme', and working alongside local GP's to improve flu vaccination uptake.

5. Create sustainable places and communities

We have developed and commissioned services that support residents to play an active and positive role in their local community, including the Snow Angels Service which trains volunteers to support neighbours through seasonal weather.

Strategic priorities

Outcomes achieved

6. Enable older people to lead healthier and fulfilling lives

Ageing Well programme outcomes: partners across the Borough are working with national organisations such as the Local Government Association to develop a joined up response to the issue of social isolation.

7. Create a strong sense of civic pride in our area

The Community Survey 2011 shows that 63.1% of people feel that they belong to their neighbourhood and 85% are satisfied with their local area

8. Have sustainable health and social care services that are delivered at the right place and the right time

Alongside health partners we have created six new integrated teams, containing a range of staff from across Health and Social Care to support residents with seamless services.

The Living Well Together strategy made it clear with such ambitious priorities in place it is beyond the capability of any one organisation to deliver, and will require many years of focused effort if we are to make progress towards our shared vision.

4.2 Joint Health and Wellbeing Strategy 2014-2019.

With a draft new Joint Health and Wellbeing Strategy being out for public consultation we will continue to improve the wellbeing of our communities by focusing on tackling the root causes as well as dealing with the symptoms of poor wellbeing. By putting the communities at the heart of what we are trying to achieve will maximise the benefits of many of the assets we share in Cheshire West and Chester to give everyone a sense of wellbeing.

The five year Strategy has been co-produced to enhance citizen and partner engagement resulting in a tailored and delivery-focused document.

In the year to come we will focus in particular on interventions which address the four priorities set in this joint strategy which are:

- **Starting well:** giving every child the best start in life.
- **Substance misuse:** addressing the impact of drug and alcohol use.
- **Mental health and wellbeing:** including social isolation and loneliness.
- **Ageing well:** supporting the older population to remain well and independent.

We are currently consulting on our Health and Wellbeing Strategy and the document is available for inspection on the council web-site: <http://cmttpublic.cheshirewestandchester.gov.uk/ieListMeetings.aspx?CId=935&Year=2014>

Action plan for the strategy will be a live document and will be refreshed annually.



5. Promoting greater integration and partnerships

Cheshire West and Chester Health and Wellbeing Board has truly supported the integrated working between health and social care commissioners, and encouraged partnership arrangements for health and social care services, such as pooled budgets, joint commissioning, or integrated provision.

5.1 Better Care Fund

The core function of the boards to promote integration has been reinforced by policy developments in this area. A new national collaboration to promote integrated care has been established, supported by a new Better Care Fund of £3.8 billion from 2015. Local plans for the use of this money have now been agreed between the local authority and CCGs, and the Board has signed off local plans. The requirement that boards sign off local plans for the Better Care Fund was an important test of their readiness to take on a stronger commissioning role across all services

5.2 Integration Pioneer – Connecting Care across Cheshire

Better coordination within the health care sector, and between the NHS and local government, in the commissioning and provision of services, has long been an aspiration in Cheshire West and Chester.

The Health and Wellbeing Board has championed the Connecting Care across Cheshire programme when it got selected in November 2013 as one of 14 national Integrated Care and Support Pioneer Sites.

Members of the Cheshire West and Chester Health and Wellbeing Board sit on the Pioneer Panel which oversees the implementation of this ambitious programme to connect care across all three localities. By 2015, the communities of Cheshire will experience world class models of care and support that are seamless, high quality, cost effective and locally sensitive. Across Cheshire

we are aligning our commissioning approaches and where relevant jointly commissioning services to deliver consistency and integration in the wider service landscape. Together, partners have committed to four principles:

- Integrated communities
- Integrated case management
- Integrated commissioning
- Integrated enablers

5.3 Ageing Well

Ageing Well is one strand of the Community Budget Pilot programme locally known as Altogether Better. The programme was established to set out the business case for innovation in public services through collaboration at the level of “place” across the public sector. It is intended to promote public sector reform, redesigning services around the needs of citizens, improving outcomes, reducing duplication and waste and so saving significant sums of public money.

In terms of the scope and focus the Ageing Well will benefit people aged 65+ who live in Cheshire West and Cheshire who need care and support – or who are at risk. Specifically the intention is to reduce non-elective bed day use by those aged over 65 by 25-30% accompanied by a 15% reduction of placements into long term care. The underlying principle of the proposed way of working across the whole system is that older people’s needs are considered in a holistic way which includes their social, physical and emotional wellbeing.

As the Community Budget programme concluded the initial business case phase of Ageing Well in October 2012, a Programme Board was established to approve and deliver a strategic plan and to ensure coherence across the system boundaries and channels of change. The Board includes commissioners and provider organisations and it reports progress to the Health and Wellbeing Board and to partner agencies.

5.4 Health and Wellbeing Partnership Network

Although some shadow boards were taking an imaginative approach to engaging with stakeholders, the exclusion of providers had the potential to undermine integrated working. Therefore we have set up a Health and Wellbeing Partnership Network to give the providers the voice regarding health and wellbeing matters.

The group have been meeting – alternating meetings with the Health and Wellbeing Board. Taking the learning from these meetings it was essential in order to meet the requirements of the constitution to establish this wider partnership network meeting into a format that ensures partners have a mechanism for continued engagement on health and wellbeing issues. Topics for the wider partnership network could be determined initially by the Health and Wellbeing Board.

The Partnership Network has played a significant role and determining the priorities for the health and wellbeing strategy and is now looking at agreeing on joint strategic actions and the action plan.

5.5 Joint Commissioning Group

Strong and purposeful relationships between CCGs and their respective local authorities – based on partnership not takeover – offer the best prospects for boards to lead the integration and transformation of local services effectively. The Joint Commissioning Group acts as a forum for partners to coordinate investment and dis-investment decisions. In less than a year of existence this has created opportunities for joint investment, economies of scale, and helped monitor and manage the consequences associated with any de-commissioning decisions. The work of this group fits into other strands of work such as the Integration Pioneers and the Better Care Fund. Integrated commissioning is an integral part of the framework for delivering the better care fund objectives as well one of our four shared commitments for the Integration Pioneers programme locally known as “Connecting Care across Cheshire”. This group enabled us to build strong foundations for stronger partnership with commissioners across different organisation and will continue to do so to ensure that the plans which we have agreed on jointly are fulfilled. For 2014/15 it is proposed to focus the activities of this group on the delivering and monitoring of the Better Care Fund (BCF) objectives.



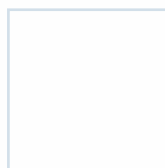
6. Next steps

The principal role of the health and wellbeing boards is to influence and lead across organisational and professional boundaries rather than to exercise formal managerial control over each organisation's budgets, priorities and commissioning decisions. However, the financial climate plus confusion about the roles of new organisations in the reformed health and care system are seen as the biggest factors that will impede progress of the Health and Wellbeing boards.

With its ambitious priorities in place, in the next 12 months the Board will be asked to demonstrate how it delivered on its priorities and will be required to communicate to communities about how it has made a difference to improving services and outcomes for local people.

Therefore the Cheshire West and Chester Health and Wellbeing Board will need to develop robust monitoring mechanisms to gather evidence of the outcomes from and impact of its strategy, and use the information to update the Integrated Strategic Needs Assessment and to review its priorities where necessary.

Moreover with the local and national elections on the horizon it will be a real test as to whether the Health and Wellbeing Board and its vision and strategy can withstand political challenge and political change and remain committed to improving health and wellbeing services and outcomes for local people.







Accessing Cheshire West and Chester Council information and services

Council information is also available in audio, braille, large print or other formats.

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