


<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">HEALTH & WELLBEING BOARD</p> <p style="text-align: center;">20 JUNE 2016</p>	
<p>Health and Wellbeing Strategy 2016-2021 and NW London Sustainability & Transformation Plans</p>	
<p>Report of the Director of Adult Social Services and the Managing Director of Hammersmith & Fulham CCG</p>	
<p>Open Report</p>	
<p>Classification: For Decision Key Decision: No</p>	
<p>Wards Affected: All</p>	
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1. EXECUTIVE SUMMARY

- 1.1. The Health & Wellbeing Board partners and wider stakeholders have developed a new five year Joint Health & Wellbeing Strategy for the borough. This report updates on development and engagement to date and asks the Board to review, comment on and agree the draft strategy for public consultation. The report also provides an update on development of the NW London Sustainability and Transformation Plan and next steps in terms of assurance and approval.

2. RECOMMENDATIONS

- 2.1. The Health and Wellbeing Board partners are asked to:

- Agree and approve the content of the draft strategy by 10th July as set out at Appendix 1 for public consultation
- Approve a 14 week period of public consultation on the draft strategy to run from 20 July to 27 October
- Agree to undertake further community engagement in the north, central and south of the borough during the public consultation period

- Subject to the findings of the public consultation, consider for approval a revised final Joint Health and Wellbeing Strategy at the meeting on 14 November 2016.
- Consider and comment on the STP update

3. REASONS FOR DECISION

- 3.1. The Health and Wellbeing Board has a statutory duty to prepare a Joint Health and Wellbeing Strategy for its area. In line with best practice, the Health & Wellbeing Board intends to formally consult with the public and wider partners on the details of the plan prior to formal approval and adoption.

4. INTRODUCTION AND BACKGROUND

- 4.1. Health and Wellbeing Boards have a statutory duty to produce a Joint Health and Wellbeing Strategy (JHWS) for the area they serve based on information in the Joint Strategic Needs Assessment. The Board's first Joint Health and Wellbeing Strategy expires in 2016.
- 4.2. Joint Health & Well-being Strategies (JHWSs) are partnership plans developed jointly by the Council, the local CCG, Healthwatch and any other member organisations of the Board. They should draw on the needs identified in the Joint Strategic Needs Assessment (JSNA) and set key strategic priorities for action that will make a real impact on people's lives. JHWSs should translate JSNA findings into clear outcomes the board wants to achieve which will inform local commissioning leading to locally led initiatives that meet those outcomes and address identified need.
- 4.3. At its meeting in March, the King's Fund Chief Executive Chris Ham facilitated a discussion about place-based systems of care and the solution they offer to the challenges facing the local health and care system. This was in the context of the publication in December 2015 of NHS planning guidance for 2016-21: *Delivering the Forward View* which signalled a shift towards place-based commissioning to meet the three gaps identified by the Five Year Forward View. At that meeting the Board considered the progress made by Health and Wellbeing Boards to date, the changing needs of the Hammersmith & Fulham population and a suggested framework and timeline for refreshing the Joint Health and Wellbeing Strategy in 2016. The Health and Wellbeing Board approved the framework and timeline for a new 5 year strategy and agreed that the Joint Health and Wellbeing Strategy should be aligned with Sustainability & Transformation Plans (STP) being developed across north-west London.

5. Developing the Joint Health and Wellbeing Strategy 2016-21

- 5.1 The development of a new Joint Health and Wellbeing Strategy offers the Health and Wellbeing Board an opportunity to set out a local vision for health and wellbeing and assume a systems leadership role in addressing the financial and health-related challenges in the borough. The development of the Joint Health and Wellbeing Strategy alongside the north-west London STP also offers

opportunities to agree both local priorities and ambitions and coordinate changes at scale where it makes sense to do so.

- 5.2 Since the Board's meeting in March, officers, working with commissioning and public health colleagues, have undertaken a wide ranging evidence gathering exercise to understand the changing nature of need in the borough.
- 5.3 A programme of development workshops has taken place with Health and Wellbeing Board members, wider partners and stakeholders and patient representative groups.
- 5.4 On 20 May, Board members met for a half-day development session where they discussed their vision for the borough and potential areas of focus for the next five years. Board members agreed that supported self-care and prevention were important parts of their vision for the borough as was enabling good mental health for all and giving children and families the best possible start. Board members spoke about a compassionate and joined up health and social care system and about the potential of digital technologies for patient engagement and self-care (see Appendix 2 for session notes).
- 5.5 On 24 May, a wide collection of stakeholders and partners including council and NHS commissioners, councillors, council policy officers and provider organisations met to consider the emerging thinking of the Health and Wellbeing Board and potential areas of focus for the next five years. Stakeholder's feedback on the emerging strategy included a call to improve the education and advice offer to people and patients to help them navigate the system and also a call to target system resources on those in greatest need and where action would provide the biggest return on investment in terms of people's health and wellbeing. There was also feedback about the importance of leadership, training and a more collectivist, system-level approach to finances and budgets among other things (see Appendix 3 for session notes).
- 5.6 On 7 June, service user and voluntary and community sector (VCS) representatives met to consider the emerging thinking of the HWB and to discuss the role the public and the VCS could play in delivering the strategy. Service users highlighted the importance of ensuring the strategy and consultation materials were in an accessible format and supporting people to lead healthy lifestyles and tackle social isolation.
- 5.7 There were recurring themes and priorities that emerged from all three sessions including:
 - The importance of improving outcomes for children, young people and families
 - The importance of improving mental health outcomes for all and ensuring parity between mental and physical health services
 - The role of healthy lifestyles and behaviours in preventing long-term conditions such as cardiovascular disease, cancer, respiratory illness and diabetes and enabling healthy lives

- The importance of finance, technology, workforce and leadership in creating a sustainable and joined up health and social care system

5.8 There was also consensus around a number of approaches and principles to underpin these priorities, including

- Upgrading the role of prevention and early intervention
- Addressing the wider determinants of health (such as employment, education and housing)
- Enabling a shift by both the health and care system and its users towards greater self-care, self-management of conditions and supporting community resilience
- Creating a person-centred health and care system where people are helped to stay well in their communities supported by an effective front line of primary, community and social care.

5.9 Further to these discussions, engagement has been undertaken with local carers and mental health service users groups. It is proposed that further face-to-face community engagement, led by the Health and Wellbeing Board, take place during the public consultation period in the north, south and central areas of the borough.

6. Sustainability & Transformation Plans (STPs)

6.1 Further to the updates received by the Board in February and March, the Board will know that NHS Planning Guidance¹ released in December 2015 provided a clear mandate for local areas to move to a place-based approach to strategic planning. This reflects the reality that local challenges cannot be effectively addressed by any one organisation alone. Collective action and cooperation is required between commissioners, providers and local authorities to manage common resources to secure a financially sustainable system. The strongest place-based plans will unlock funding from 2017/18 onwards to support their planned transformation.

6.2 The STP is a place based plan rather than a plan about individual organisations that sets out how the NHS, local authorities, patients and residents will work together to address the triple aims by 2020/21². It will describe priorities for improving health and social care in NW London over the next 5 years. It is managed through the NW London Strategic Planning Group with representation from lay partners, CCGs, providers and local authorities. The NW London footprint covers 8 boroughs and 2.1 million residents.

6.3 The STP will determine how much money NW London is awarded from the Sustainability and Transformation Fund (STF). The STF is a national fund worth £1.8bn and is a major 'one-off' for sustainability, intended to bring NHS providers

¹ [Delivering the Forward View, NHS Planning Guidance 2016/17 – 2020/21”, Dec 2015](#)

² the health and wellbeing gap, the care and quality gap and the finance and efficiency gap

back to balance. The 44 STP footprints in England are competing for the funding and North West London is the 4th largest. The STF will gradually increase in size, rising to £3.4bn by 2020/21.

- 6.4 As requested by the Health and Wellbeing Board, the development of the Joint Health and Wellbeing Strategy has taken place alongside the development of the North West London Sustainability and Transformation plan (STP).
- 6.5 In January, CCG and council officers formed a three Borough Integration and Collaboration Working Group (ICWG) to drive forward the three borough element of the North West London STP and align this with the development of the Joint Health and Wellbeing Strategies in the three boroughs.
- 6.6 An STP 'Base Case' was submitted to NHS England on 15 April. This set out: the needs of NW London population, the emerging priorities, governance for implementing the plan and emerging delivery areas. The nine priorities addressed in the North West London base case are:
 1. Supporting people who are mainly healthy to stay mentally and physically well, enabling and empowering them to make healthy choices and look after themselves;
 2. Reducing social isolation;
 3. Improving children's mental and physical health and wellbeing;
 4. Ensuring people access the right care in the right place at the right time;
 5. Reducing the gap in life expectancy between adults with serious and long-term mental health needs and the rest of the population;
 6. Improving the overall quality of care for people in their last phase of life and enabling them to die in their place of choice;
 7. Improving consistency in patient outcomes and experience regardless of the day of the week that services are accessed;
 8. Reducing unwarranted variation in the management of long term conditions – diabetes, cardio vascular disease and respiratory disease; and
 9. Reducing health inequalities and disparity in outcomes for the top 3 killers: cancer, heart disease and respiratory illness.
- 6.7 The feedback received from NHSE was that NW London's plan is a good plan with strong patient engagement and a good relationship with local government.
- 6.8 The STP is an umbrella plan and has been developed with local STP teams across the 8 boroughs which include representatives from lay partners, CCGs, providers and local government. The NW London STP team are also working with the NWL programmes – Local Services, Like Minded, etc...to demonstrate that what they are doing is making a real difference to health and care outcomes in NW London.
- 6.9 The next steps are to submit a draft of the emerging plan to NHSE London for discussion on 10 June and on 30 June to send a checkpoint submission to NHSE to support a conversation that will take place between the NW London STP leadership team (led by Dr Mohini Parmar) and Simon Stevens in July.

- 6.10 To make the STP a lasting success it needs to be a genuinely collaborative process. Any questions, thoughts or ideas about the STP can be sent to NWLSTP@nw.london.nhs.uk

7. CONSULTATION

- 7.1. Details of consultation and engagement undertaken so far are contained within this report. This report seeks approval from the Board for a period of formal public consultation between 20 July and 27 October.

8. EQUALITY IMPLICATIONS

- 8.1. A central goal of the Joint Health and Wellbeing Strategy is to tackle health inequalities within the population and allocate resources to where is need is greatest. An Equality Impact Assessment will be completed for publication alongside the final Joint Health and Wellbeing Strategy.

9. LEGAL IMPLICATIONS

- 9.1. The duty in respect of Joint Health and Wellbeing Strategies is set out in s116A of the amended Local Government and Public Involvement in Health Act 2007.
- 9.2. There is also statutory guidance, the “Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies” issued in March 2013. The Guidance states at paragraph 3.5 that Joint Health and Wellbeing Strategies are continuous processes and that it is a decision for the Health and Wellbeing Board to decide when to either update or refresh their JHWS or undertake a fresh process. There is not a requirement that the JHWS be undertaken from scratch each year so long as the Board is confident that their evidence based priorities are up to date and informing local commissioning plans.
- 9.3. The process being followed to refresh the Council’s JHWS “Healthier City, Healthier Lives” is set out in detail above at paragraph 4 of this report, which includes a proposed public consultation commencing in July 2016. Legal Services will have an opportunity to comment on the proposed consultation documentation and consultation process.
- 9.4. The requirements in respect of the timing and content of Sustainability and Transformation Plans (“STPs”) are set out in Delivering the Forward View: NHS Planning Guidance 2016/17. The Guidance was augmented by a Letter dated 16th February 2016 which included additional information about the purpose of STPs and a timeline for the STP process, including key dates.
- 9.5. The STP will cover the period October 2016 to March 2021. Deadline for submission of the STP checkpoint submission is 30th June 2016 and the STP will be formally assessed in July 2016.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. There are no financial implications at this stage

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None.

APPENDICES:

- **APPENDIX 1: Joint Health and Wellbeing Strategy 2016-21: Consultation Draft**
- **APPENDIX 2: Health and Wellbeing Board JHWS Development Session – Notes 20 May 2016**
- **APPENDIX 3: Stakeholder JHWS Development Session – Notes 24 May 2016**