

**London Borough of Hammersmith and Fulham**  
**Joint Health and Wellbeing Strategy:**  
**Summary of Communication, Consultation, and Engagement Activity**

**1.0 Introduction**

1.1 The Joint Health and Wellbeing Strategy (JHWS) is an opportunity for local government, the health service and the voluntary and community sector to work together in collaboration to improve the health and wellbeing of the population it serves. The JHWS provides a blueprint for closer working and integration for the benefit of all our residents and patients and a plan for tackling health inequalities in the borough.

**2.0 Governance**

2.1 Communication, consultation and engagement around the JHWS has been managed by a joint team led by the Health and Wellbeing Manager and with support from Council and CCG communications and engagement leads and with Healthwatch and VCS partners playing a key role in distributing information to their networks.

**3.0 Engagement approach**

3.1 Throughout the development of the JHWS, from conception and planning to approval, we have made an active effort to engage and co-produce the plan with patients, residents and professionals at every stage.

3.2 We have taken a four-pronged approach to engagement designed to ensure the widest possible reach and ensure hard to reach groups were able to have their say:

- a) Development sessions
- b) Online consultation
- c) Face-to-face engagement
- d) Public forums

**3.3 Development sessions**

3.3.1 A programme of development workshops has taken place with Health and Wellbeing Board members, wider partners and stakeholders and patient representative groups.

3.3.2 On 9<sup>th</sup> March, the King's Fund Chief Executive Chris Ham facilitated a discussion with Health and Wellbeing Board members about place-based systems of care and the solution they offer to the challenges facing the local health and care system. At that meeting the Board considered the progress made by Health and Wellbeing Boards to date, the changing needs of the Hammersmith and Fulham population and a suggested framework and timeline for refreshing the Joint Health and Wellbeing Strategy in 2016. The Board approved the framework and timeline for a new 5-year strategy.

3.3.3 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.

3.3.4 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.

3.3.5 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.

3.3.6 **Recurring themes and priorities that emerged from all three sessions included:**

- 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, dementia, and diabetes; and
- the importance of finance, technology, workforce, and leadership in creating a sustainable and joined up health and social care system
- the need to upgrade the role of prevention and early intervention in how we keep healthy people well;
- the need to address the wider determinants (e.g. employment, education and housing) to improve health and wellbeing;
- the need to enable a shift by both the health and care system and its users towards greater self-care, resilience and self-management of conditions; and; and
- the need to ensure the health and care system is person-centred with people treated as individuals and supported to stay well in their communities by primary, community and social care.

3.4 Online consultation

3.4.1 In July 2016, following the development of a first draft JHWS, the Health and Wellbeing Board approved plans for a fourteen-week public consultation to hear from everyone who lives, works in, or visits the borough. The consultation sought views on whether the draft priorities identified by the board were the right ones to focus on for the next five years and what action the Board ought to take to make a real impact on the health and wellbeing of residents in the borough. The Board identified four priorities in the draft strategy:

1. Good mental health for all
2. Giving children and families the best possible start
3. Addressing long-term conditions
4. Delivering a high quality and sustainable health and social care system

3.4.2 Working with the local authority consultation team, a consultation home page was set up on the council website and an online questionnaire was set up on the Citizen Space website. Residents and organisations in the borough were encouraged to complete the survey online or by posting or emailing their views to the consultation team. Using stakeholder lists provided by Healthwatch, the local authority and Sobus, information about the consultation and how to participate was sent to over 500 local organisations.

3.4.3 Whilst engagement has been continuous throughout the development of the JHWS, the formal public consultation stage was an opportunity for the Board to share its ideas with residents, patients and professional, gather further feedback on the emerging plan and give people an opportunity to comment, critique and shape the next version.

3.4.4 **Recurring themes and priorities that emerged from the online consultation included:**

- At the time of writing the consultation team have received 40 questionnaire responses from both organisations and residents in the borough.
- Overall, 80% of respondents to the survey agreed or strongly agreed that the Board had chosen the right priorities and principles to focus on over the next five years.

**On other potential priority areas for the Board:**

- respondents were keen for the Board to prioritise exercise and diet and use planning powers to restrict the proliferation of 'unhealthy' businesses.
- Respondents urged the Board to consider the impact of housing and greenspace on mental health and wellbeing, to work with and educate business about mental health, to create an environment free from stigma where people feel able to access help and support early on and to focus on the high suicide rate among men with mental health issues.
- Respondents also encouraged the Board to ensure that health and wellbeing services are personalised to the individual and to work to foster inclusive neighbourhoods that provide support.

### **On mental health:**

- respondents highlighted the importance of ‘early identification and intervention’, asking the Board to reduce waiting and referral times for interventions so that conditions would not deteriorate and become significant enough to require specialist services.
- Respondents wanted the Board to ensure that mental health services were more flexible and personalised both in terms of service access criteria, the length of time services are offered for and both the time and physical location that services are offered at.
- Respondents emphasised the importance of community activities and support and the opportunities these provide residents to connect with others facing similar issues and reduce isolation.
- The use of expertise to support people was also highlighted, both in terms of voluntary sector services and people with lived experience.
- The importance of support for the mental health of children and young people was highlighted strongly and included calls for greater discussion and education about mental health in the school curriculum, and access to CAMHS, counselling and support in schools.
- And respondents called for action on the physical health of people with mental health needs and wanted the Board to encourage diet, gardening and the use of greenspace to promote good mental wellbeing.

### **On the health and wellbeing of children and families:**

- most responses urged the Health and Wellbeing Board to take action on diet – through school meals, education and cooking lessons in schools, and by restricting ‘unhealthy’ food businesses near schools – and on physical inactivity – by ensuring schools have active travel programmes and through competitive sport programmes in schools.
- Another area of concern, which was also highlighted in responses to question 3 (mental health), was child and parental mental health with respondents encouraging the Board to teach children and families methods and strategies for coping early on, including support for new mothers with post-natal depression. Respondents also called for more services and facilities to support families.

### **On long-term conditions (LTCs):**

- most respondents’ comments related to the importance of healthy living to prevent or delay the onset of chronic disease. Respondents urged the Board to provide cheap or free opportunities for people to exercise – such as green gyms, encouraging active travel or free gym memberships – and to educate and raise awareness about healthy eating, including by working with national campaigns and local supermarkets. Respondents also urged the Board to consider regulation to restrict access to alcohol and unhealthy foods. The idea of rewards and disincentives was also raised including calls for restricted access rights to care for people with unhealthy lifestyles and council tax breaks to reward healthy behaviour. One respondent also highlighted the importance of both primary and secondary prevention and helping those already with one LTC to not develop multiple co-morbidities.

- Self-care was also a popular theme with many respondents urging the Board to provide education and information about how to self-manage and ensure self-help groups are available to support.
- As with the responses about healthy living, respondents highlighted the importance of early intervention and identification of LTCs and the need for easier access to primary care and more regular health-checks situated in convenient community locations like shopping centres.
- Other important themes were the integration of health and care services, as care for multiple co-morbidities requires the cooperation of multiple agencies, and the need for agencies to be better at sharing information about a patient's conditions and ensuring care is personalised

**On a sustainable health and care system:**

- respondents focused mainly on the concepts of service integration, self-care and greater communication, engagement and co-production with residents and businesses in the borough.
- Respondents spoke of the need for a more joined up health and care system that was integrated with social housing provision and the voluntary sector and the co-location of services into 'hubs' or polyclinics was a popular theme.
- Respondents recognised the importance of self-care and greater personal responsibility for health for reducing demand on the system and shifting emphasis from an acute focused system to one that is preventative and community focused.
- Finally, respondents emphasised the importance of communication and engagement to get people to understand that health and care resources are not limitless.

**On the principles underpinning the Board's work**

- there was good support and recognition of the role of self-care, integration, the wider determinants of health and the important role of community support in enabling people to stay well closer to home.
- In addition, survey respondents urged the Board to consider communication, engagement, and co-production as a key principle in its work ensuring that the time is taken to communicate and inform the public about its work but also to reach out, engage and co-produce with the community.
- Respondents were also keen for the Board to consider how it will measure its progress and demonstrate this to the public.

3,5 **Face to face engagement**

3.5.1 Throughout the consultation period, in recognition of the fact that online channels may not be available to everyone, the consultation team has offered local organisations and residents groups the option of a meeting with the team developing the plan to discuss the JHWS and get their feedback. We have had a good response to this offer and have had meetings with a range of local organisations including, the Carer's Network, Mind Head's Up Committee, QPR in the Community Trust, and the Help Counselling Centre.

### **3.5.2 Recurring themes and priorities that emerged from the online consultation included:**

- The importance of community support and community-based assets and activities for building community cohesion, providing social contact and reducing social isolation
- The importance of employment and support plans to get back to work to reduce dependency on benefits and for all aspects of health and wellbeing
- The need for greater support to teach key life skills such as cooking, finance, gardening and DIY to enable independence
- The confusing and complicated nature of referrals and access to mental health services and the need for this to be simplified
- The need for people to be meaningfully be involved in the decision making processes that affect them
- The issue of GP access and the knock on effect of this on the rest of the health and care system
- The impact of housing on health and the impact of house prices on community cohesion and social isolation
- The lack of respite care for carers in the borough and the need for a one-stop-shop where carers can access information about the services available
- The importance of including small local charities and organisations as part of the solution to health and wellbeing issues in the borough

### **3.6 Public forums**

3.6.1 Public forums are a way to give patients and residents the opportunity to hear about the JHWS, put questions to councillors and the team helping to develop and deliver the plan, and provide feedback to help shape the development and implementation of the plan.

3.6.2 On 19<sup>th</sup> September, the consultation team held a public meeting to engage with older residents around the draft Joint Health and Wellbeing Strategy. The purpose of the event was to discuss the thinking and evidence that had guided the development of the draft plan, listen to older resident's views about this and to hear about resident's health and wellbeing priorities for the over 65 population. The event was also an opportunity for residents to put questions to councillors and the team helping to develop and deliver the plan, and provide feedback to help shape the development and implementation of the plan.

3.6.3 The event was attended by 142 residents and provided detailed feedback on the draft JHWS priorities and resident's priorities for the over 65 population. The session was two hours in length and was built around two table discussions informed by presentations highlighting some of the key health needs in the borough and in the over 65 population.

### **3.6.4 Recurring themes and priorities that emerged from the online consultation included:**

- **The wider determinants of health:** i.e. issues to do with the environment in which we live, work and play. Of these, the issue such as air pollution, healthy eating, exercise, benefits and isolation and loneliness figured highly.
- **The Health and Care System:** i.e. issues such as poor health and care coordination and continuity, delayed referral to treatment and waiting times and information sharing between health and care organisations featured highly.
- **Communication:** i.e. residents were clear that they wanted more and clearer information from health and care services about how issues such as increasing demand on the health service and where to go to get help were provided
- **Primary Care:** i.e. difficulties getting appointments with local GPs. Other feedback included the importance of having a named GP so residents didn't waste time explaining their medical histories. And the forum was also keen to see more walk-in clinics opened in the borough to reduce pressure on GPs and A&E departments.
- **Care:** The forum was concerned that 15 minute visits were not long enough to offer adequate care and support and felt that more carers were needed to help people after leaving hospital.
- **Best start in life:** Forum members wanted to see Sure Start retained and greater investment in schools and maternity services.
- **End of Life Care:** Forum members wanted to see hospice care practice more widespread and for society and professionals to get better at talking about death.
- **Mental Health:** Mental health was also a concern, specifically concerns about the impact of loneliness and isolation on mental health and support for the rising numbers of people with dementia.

3.6.5 3.6.5 On 22 November, the Cabinet Member for Health and the Health and Wellbeing Manager attended a meeting of the Hammersmith and Fulham Consultative Forum. Approximately 40 older residents attended the event. Consultative forum, members broke into group discussions to discuss their top three health and wellbeing priorities

### 3.6.6 **Recurring themes and priorities that emerged from the online consultation included:**

- **Community facilities:** That there are not enough accessible day centres in walking distance for older people to meet, eat and find information
- **Communication:** That there is not enough information and communication about services and facilities on offer to older people in the borough since the closure of information centres and that Social care ought to provide more information about what is on offer and where to go
- **Primary Care:** That the GP appointment system is unhelpful and inaccessible and that 10 min GP appointments are insufficient
- **Housing:** That older people would like easier access to sheltered housing offering opportunities for them to get out and about and tackle social isolation

- **Transport:** That Dial-A-Ride services are often late affecting people getting to appointments on time and that the hospital discharge process should include a full assessment and plan for onwards care including transportation needs (Friends of Hammersmith Hospital and Imperial College Charity were highlighted as local organisations offering support)
- **Dementia:** More programmes to diagnose dementia earlier are needed
- Patients should be able to refer directly to specialists circumventing primary care
- **Information sharing:** That the Board should work to improve information sharing between agencies making it easier for people to directly access care and pharmacy support without needing a referral from a GP
- **Care:** That the strategy should say more about the role and responsibilities of family members in caring for older people
- **Workforce:** That with the shift towards a home and community based model of care that we will need more staff able to work in these settings: i.e. district nurses, home help, health and care coordinators and physios

#### 4.0 Conclusion and Next Steps

- 4.1 The feedback received during the public consultation has been considered and used to inform the final version of the Joint Health and Wellbeing Strategy.