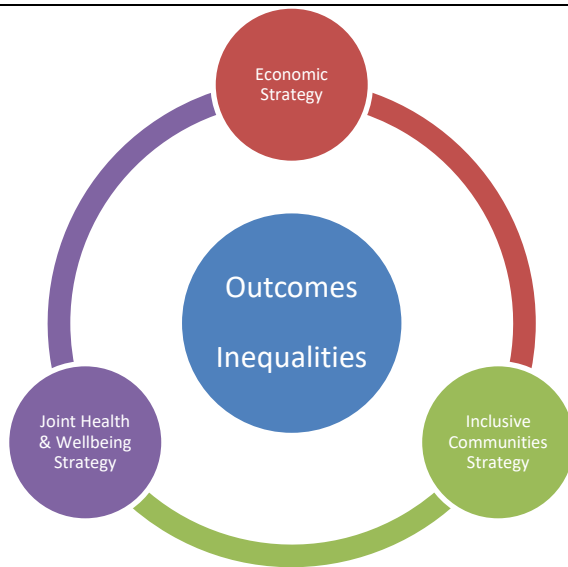


KIRKLEES HEALTH & WELLBEING BOARD	
MEETING DATE:	15th July 2021
TITLE OF PAPER:	Developing the Kirklees Joint Health and Wellbeing Strategy
1. Purpose of paper	<p>The purpose of this paper is to seek the Board’s endorsement for the proposed approach to developing the Joint Health and Wellbeing Strategy in conjunction with the Economic Strategy and Inclusive Communities Strategy and approve the timetable for producing a new Joint Health and Wellbeing Strategy.</p>
2. Background	<p>The Board has a statutory responsibility to develop, publish and own the Joint Strategic Assessment and Joint Health and Wellbeing Strategy for Kirklees. Taken together these provide the overarching framework for planning, commissioning and delivery of services that impact on the health and wellbeing of the whole population, not just health and care services. The associated Health and Wellbeing Plan provides the ‘place-based plan’ for health and care services in Kirklees (link).</p> <p>The Board endorsed the updated Joint Strategic Assessment overview (link) at the March 2021 Board meeting.</p> <p>The current Kirklees Joint Health and Wellbeing Strategy (link) was approved by the Board in 2014. In September 2020, the Board agreed that a new Joint Health and Wellbeing Strategy should be developed in 2021.</p> <p>The context within which the Joint Health and Wellbeing Strategy is being developed has changed significantly. Some of the key changes include: Covid-19 and its wide ranging impacts; the development of new structures such as the West Yorkshire Integrated Care System, Primary Care Networks, Provider Alliances and bringing together commissioners and providers in the Kirklees Integrated Health and Care Leadership Board; increasing focus on place -based working and co-production; recognition of the needs to tackle climate change; and perhaps most significantly a system-wide recognition that inequalities have been highlighted and exacerbated by Covid and this requires a system-wide response. Part of this response will be through the work of Kirklees Inclusion Commission.</p> <p>2.1 Developing the Joint Health and Wellbeing Strategy and other top-level strategies</p> <p>The Kirklees Partnership has endorsed an approach to developing an inter-linked set of three top-level strategies covering Health and Wellbeing, Economy and Inclusive Communities.</p> <p>Each strategy will set out:</p> <ul style="list-style-type: none"> - what we want to achieve and - the way we will work (including place-based emphasis)



The strategies will be supported by sector specific plans that set out:

- how the sector will contribute to delivering the 3 strategies
- what the 'asks' are of others
- shorter term actions and milestones.

The Health and Wellbeing Plan will be the health and care sector's plan.

This approach presents a number of opportunities such as:

- a common focus on the Kirklees outcomes and inequalities in those outcomes
- a single conversation with communities/places
- sector specific conversations across the scope of the 3 strategies
- join up on content highlighting key areas of join up and overlap
- join up on landing them across a range of partnership arrangements
- clarifying and streamlining governance for the 3 strategies

2.2 Issues to be addressed in the JHWS development process

The discussions so far have highlighted several issues that should inform the next stage of development of the JHWS. Notably, that the vision in the current JHWS remains relevant and will not need any fundamental changes, and that the outcomes and system changes set out in the JHWS have provided a focus for action during the lifespan of the strategy and remain important 'work in progress'. Similarly, the values, behaviours and leadership principles in the Health and Wellbeing Plan remain useful but need updating to reflect the new context.

However, there are several issues that have come to the fore more recently:

- Focus on prevention - tackling the underlying causes
- Personalisation and health literacy
- Co-production
- Locality working
- Place based system planning
- Shift to provider collaboratives and alliances
- Developing new service delivery models, including community based health and care
- Responding to the Climate Emergency
- Telling the Kirklees story

A recent workshop with the Board highlighted additional ambitions and issues which will need to be incorporated into the development of the JHWB Strategy.

Ambitions

Maintaining Momentum

- As a system we strengthened understanding of our partners due to Covid, we need to capture this and turn it into action for the strategy
- The pandemic galvanised us to work in ways we would never have thought possible, but was both needed and positive, we need to feed this into culture change through the strategy
- We looked for forgiveness rather than permission, we need to encourage confidence in the system to continue this
- Covid gave us a common cause, we need to maintain this which goes beyond organisational ties

Covenant between people, places, and organisations

- Not just general populations, and people with care/health needs, but also staff and volunteers
- Impact of Covid and 'long Covid' on peoples health, the fabric of communities, and the resilience of organisations
- Covid has highlighted and exacerbated inequalities, this must underpin everything we do now
- Treatment has led to issues e.g., ability to work, delayed access to treatment for other conditions
- We must not forget the basics which can impact people's care and wellbeing – admin and first point of contact
- Embedding co-production

Beyond Eligibility

- Increased focus the NHS on equality of access to diagnosis and treatment
- Self-directed support for both individuals and communities – communities have aspirations as well as individuals
- We have been able to extend eligibility to meet needs and support wellbeing throughout the pandemic, we should continue a positive risk-taking approach

Risks

Money flow

- Are we 'losing out' to places that have readymade schemes to bid for?
- Will the resource allocation mechanisms disadvantage us because of our 'average' profile that masks massive differences between our localities?

Accountability

- The new system might be more confusing e.g., as care is more integrated individual orgs might be tempted to not take responsibility for the person journey and 'blame' other bits of the system
- Need to take people with us, especially if we are going to target resources to tackle inequality
- Must consider the differences between LA footprints

- Partners have a responsibility to influence different factors

Maintaining Focus

- Risk of some things falling out of focus, especially those which are LA or organisationally specific, in the push for a common cause
- At the same time, we cannot repeat mistakes of the past by becoming too hyper-focused on our own (organisational) contexts
- There is a need for understanding political contexts and ensuring contingency as much as possible

Opportunities

- Covid has reset our strategic focus and abilities
- How to target resources to focus on at risk communities
- Learning from elsewhere has become even more important – across WY and beyond
- Two-fold role of the HWBB

2.3 Planned activity to develop the JHWS

The overall approach will emphasise:

- Being ambitious for Kirklees and our residents, particularly in relation to inclusion
- Co-production and people being able to tell their story
- Using a ‘life course’ approach, and recognising the importance of transition points, and drawing on insights from population health management
- Prevention and wellbeing focus
- Exploring potential scenarios and stressing the importance of learning and adapting from experience
- Outcome based – the difference we want to see rather than the inputs that should be delivered.

And as described above the links across the three top-level strategies - Health and Wellbeing, Economic and Inclusive Communities.

The work will be undertaken across three linked strands

•Needs & Assets	•Ambitions	•What works
<ul style="list-style-type: none"> •What is the JSA telling us? •What is other data and intelligence and insights telling us? 	<ul style="list-style-type: none"> •What are people’s ambitions and expectations? •<i>Local people</i> •<i>Staff and volunteers</i> •<i>Local leaders</i> 	<ul style="list-style-type: none"> •What does the evidence tell us? •What have we learnt from the current JHWS & HWB Plan? •What has Covid taught us?

The engagement phase will be built around 4 strands of activity with

- Places – drawing on the rich locality-based conversations, many of which are ongoing
- Life stages – using the Starting Well, Living Well, Ageing Well framework
- Themes – such as learning from Covid, co-production, digital etc
- Structures – using existing and emerging organisational and partnership structures

2.4 Developing the Kirklees place-based plan for health and social care

The Board received an update on how the Kirklees health and care partners are working together to respond to the changes set out in the recent White Paper. This update highlighted the importance of the connections between developing the JHWS, refreshing the Health and Wellbeing Plan and developing the Kirklees Integrated Care Partnership – which will have lead role in delivering the Plan.

The Health and Wellbeing Plan will provide an overarching set of priorities and actions that will inform:

- workstream plans, including Starting Well, Living Well, Ageing Well and a range of cross-cutting themes and enablers
- locality plans
- organisational plans.

A further update will be presented to the Board in September.

3. Proposal and next steps

- a) Throughout the Summer and Autumn work with partners to develop a draft Joint Health and Wellbeing Strategy using the approach outlined above.
- b) Hold an informal workshop with Health and Wellbeing Board members and other key senior leader in September 2021 to help shape the early draft of the new Strategy.
- c) Present a draft Joint Health and Wellbeing Strategy to the Health and Wellbeing Board meeting in December for approval.

4. Financial Implications

None at this stage.

5. Sign off

Richard Parry, Strategic Director Adults and Health, Kirklees Council

7. Recommendations

The Kirklees Health and Wellbeing Board is asked to:

- Endorse the proposed approach to developing the Joint Health and Wellbeing Strategy in conjunction with the Economic Strategy and Inclusive Communities Strategy
- Approve the timetable for producing a new Joint Health and Wellbeing Strategy.

8. Contact Officer

Phil Longworth, Senior Manager – Integrated Support, Kirklees Council

phil.longworth@kirklees.gov.uk