

Foreword

We are in a period of unprecedented challenges in health and social care; the economic environment, demographic demands and increasing complexity of need are all putting immense pressure on vital front-line services designed to help our most vulnerable citizens.

The introduction of Health and Wellbeing Boards, under the Health and Social Care Act 2012, has provided us with an opportunity to work differently. People who are locally focused and locally accountable will take shared responsibility for the Health and Wellbeing of Plymouth citizens. Our fresh approach, driven by values of Responsibility, Fairness, Democracy and Partnership, will be delivered through the Plymouth Health & Wellbeing Board, bringing together partners from across the city.

This Strategic Framework for Plymouth's Health and Wellbeing Board sets out our purpose and strategic approach; our approach to health and wellbeing and its guiding principles; our approach to public engagement; our use of evidence and data and initial priority areas for action.

We look forward to working with you.

Councillor Sue McDonald, Chair of Plymouth Health and Wellbeing Board

1. Plymouth's Health and Wellbeing Board

Plymouth's Health and Wellbeing Board (the Board) brings together key organisations to promote the health and wellbeing of all the people of Plymouth and to deliver three main statutory tasks.

- Assess the needs of the population through the Joint Strategic Needs Assessment, to include a Pharmaceutical Needs Assessment;
- Produce and facilitate the delivery of a health and wellbeing strategy from which commissioning plans are developed;
- Promote greater integration and partnership, including joint commissioning, integrated provision and pooled budgets where appropriate.

Plymouth's Health and Wellbeing Board has developed a vision of what it aspires to achieve for all the people of Plymouth and recognises that people think of their own health and wellbeing in different ways. The Board will develop plans to improve health and wellbeing in Plymouth and will have oversight of other agencies plans. The Board will engage and consult with the public, with service users and with patient representatives in Plymouth in its efforts to promote health and wellbeing.

2. What is a Joint Health and Wellbeing Strategy?

A Joint Health and Wellbeing Strategy is intended to inform commissioning decisions across local services such that they are focused on the needs of service users and communities, and tackle the factors that impact upon health and wellbeing across service boundaries. Health and Wellbeing Boards must have regard to the Secretary of State's mandate to NHS England which sets out the Government's priorities for the NHS and explain what priorities they have set in order to tackle the needs identified in their Joint Strategic Needs Assessments (JSNA).

The Joint Health and Wellbeing Strategy is a unique opportunity for the Board members to explore together local issues that they have not managed to tackle on their own. However

this is not about taking action on everything at once, but about setting a small number of key strategic priorities for action. This Strategic Framework for Health and Wellbeing is the overarching statement of what the ambition is for health and wellbeing in Plymouth and what will be done to improve the health of the local population, based on the needs identified in the JSNA.

3. Our vision and purpose

The Health and Wellbeing Board's vision for Plymouth is to have 'Healthy, Happy, Aspiring Communities' and to actively promote the health and wellbeing of all people in Plymouth. This vision will only be achieved by everyone working together and by achieving greater integration of health and wellbeing services.

Our Vision for Health & Wellbeing
"Happy, Healthy, Aspiring Communities"

Our Purpose
To promote health and wellbeing for all
people in the City of Plymouth

4. What do we understand by health and wellbeing?

There are many definitions of "health" and "wellbeing" and Plymouth's Health and Wellbeing Board recognise that people have different views of what this means for them personally or for their community. Plymouth's Health and Wellbeing Board's 'holistic' view of health and wellbeing is based on four broad wholly interrelated and co-dependent components:

- The Mind: includes mental health and wellbeing, happiness, personal growth, personal development and learning.
- The Body: includes physical health and wellbeing, having the best start in life, growing well, ageing well, and having access to good jobs, good homes and good health services.
- The Heart: includes social health and wellbeing, having good friendships, being

loved and valued, valuing others and engaging with the world around us.

- The Spirit: includes a sense of community, a sense of meaning in our lives, a sense of belonging, and feeling we are making a difference, being aspirational and will be remembered.

The Board will assess the needs of the communities using this holistic understanding of health and wellbeing; it will also ensure action plans of the Joint Health and Wellbeing Strategy reflect this holistic view. The public will hold the Board to account for the actions it takes when promoting health and wellbeing against this holistic definition of health and wellbeing.

5. Our strategic approach

Plymouth has a history of joint-working to tackle the inequalities that exist across our city. These efforts have been successful in part but health inequalities still persist and are stubborn to shift.

“We simply cannot go on doing what we have always done if we want to see different results for the people we serve.”

Plymouth’s Health and Wellbeing Board will facilitate all agencies work collectively and collaboratively across the health and wellbeing system. Three strategic approaches have therefore been agreed by the Health and Wellbeing Board and its members will hold each other to account for their delivery.

- **Ensure shared ownership of a sustainable health and wellbeing system**

This involves all the partners of the Health and Wellbeing Board working together, with service providers and potential service providers, the public and service users, on ways to changes the systems which results in services which are integrated, are of high quality and are sustainable. Public sector funding continues to be hard-pressed and the Health and Wellbeing Board will need to foster innovative solutions in a time of decreasing resources.

- **Make the best use of resources, every time.**

The second strategic approach is to encourage the Health and Wellbeing Board partner organisations to make the best use of their resources every time. This will involve exploring how to improve efficiency and effectiveness and creating opportunities to release resources through integration and collaboration.

- **Focus the work on the promotion of health and wellbeing**

The system will be asked to evidence how resources are being moved into the prevention agenda over the course of the coming years i.e., for the health sector the challenge will be to spend less on treating illness and more on preventing illness. The challenge for the system will be how to support health services to achieve this aspiration.

6. Our public engagement

Engagement with the public and listening to their views and perspectives is essential; the Health and Wellbeing Board is committed to finding different ways to engage with the public and will learn from best practice within its partner organisations and from elsewhere. This Strategic Framework for Plymouth's Health and Wellbeing has already been informed by engaging with the public through surveys, visiting communities, listening to the public's views face to face across the city and using bespoke surveys for people with Learning Difficulties and Disabilities. The results of the public engagement surveys will be published and will inform the Board's priorities for commissioning. The meetings of the Health and Wellbeing Board will be webcast and available online for viewing at any time.

7. Using the Marmot Review to improve health and wellbeing

The Plymouth Health and Wellbeing Strategic Framework will use the evidence found in the Marmot Review 'Fair Society, Healthy Lives' to test its own plans, and those of its partners for effective evidence-based approaches for reducing health inequalities. The Marmot Review covers the entire life course and if addressed collectively it will improve health and wellbeing for all people in Plymouth.

The Marmot Review:



8. Using Evidence and the Joint Strategic Needs Assessment

Plymouth's Joint Strategic Needs Assessment (JSNA) Steering Group reports to the Health and Wellbeing Board and it is responsible for developing the JSNA. The JSNA is a series of needs assessments which will inform the ongoing work of the Health and Wellbeing Board for areas of action. The Board will ensure that this work stream is appropriately resourced and performance managed.

The Health and Wellbeing Board will also use a range of published evidence and guidance of 'what works' to improve health and well-being when designing its operational action plans. It will also make full use of the findings from the Fairness Commission for Plymouth¹ which is due to publish its report in early 2014.

9. The focus of activity in 2013/14

In June 2013 the Health and Wellbeing Board members reviewed the JSNA, the Public Health Outcomes and the NHS Outcomes Framework for Plymouth and prioritized and agreed the key areas of focus for 2013/14.

The prioritisation process involved looking at the indicators in the Public Health Outcomes

Framework where Plymouth was 'red' compared to England and red or amber compared to our comparator group (10 Office of National Statistics regional cities). There were 32 of these indicators; the 32 indicators were then themed into the following nine headings:

- Alcohol
- Breastfeeding
- Drug treatment
- Healthy weight (children and adults)
- Mental health promotion
- Premature mortality (CVD)
- Premature mortality (cancer)
- Smoking
- Violent crime

For the NHS Outcomes Framework (60 indicators) the approach to local prioritisation was the same as that used for the Public Health Outcomes Framework i.e. looking at those indicators where Plymouth was 'red' compared to England and red or amber compared to our comparator group. The indicators in these categories were then themed into the following 11 headings:

- Premature mortality (CVD)
- Premature mortality (respiratory problems)
- Premature mortality (cancer)
- Smoking
- Breastfeeding
- Long-term conditions
- Diabetes
- Mental health
- Dementia
- Stroke
- Patient safety & quality

As a result of this local prioritization work it was decided that the focus of activity for Plymouth's Health and Wellbeing Board in 2013/14 would be on the following areas:

1. Mental health
2. Healthy Weight
3. Substance misuse (including alcohol)
4. Health and Social Integration

By enabling a focus on these topics, each of which has a significant impact upon health and wellbeing across the life course, the Health and Wellbeing Board will make a positive and cross-cutting contribution to addressing each of their four agreed priority areas. These priorities will inform local commissioning and will lead to locally led initiatives that address the priorities and meet the identified needs. We will not achieve improved outcomes for the people of Plymouth unless we work together; the Joint Commissioning Partnership has therefore been established to act as the single commissioning body for Plymouth. The Joint Commissioning Partnership will be responsible for setting commissioning plans that focus on tackling the four priority areas identified by the Health and Wellbeing Board. The four topics will be reviewed in 2014/15 and updated as appropriate.

10. How will we know when we are successful?

The Plymouth Health and Wellbeing Board, through its partners, can work in a different way by demonstrating system leadership and co-operative and collaborative approaches. It will ensure that high-level evaluation of commissioned interventions is embedded into practice and that an annual assessment of progress will be measured against the Public Health Outcomes Framework, the NHS Outcomes Framework, the Adult Social Care Outcomes Framework and the priorities of the Children's Partnership.

The Strategy will be reviewed each year and progress monitored by the Health and Wellbeing Board. It must be acknowledged that during 2013 most of the Board's activity will be focus on getting the systems in place, developing this Strategy, and recognising which commissioning and work plans are already in place. The Board itself will not develop a detailed action plan for the delivery of the Strategy, as much of the work will be done

through partner and commissioned teams and units. However, the Board will make sure that the priorities are being delivered and progress is being made.

11. Implementing the Strategic Framework

Ensuring Strategic Alignment

Through a public survey and analysis of the Joint Strategic Needs Assessment the Board has identified four priorities for improving the wellbeing of people in the city of Plymouth (section 9).

To start to address priority areas we will work with existing and developing strategies, plans and work programmes and this strategic framework will form part of the Plymouth Planⁱⁱ.

This framework sets the parameters for commissioning plans across the NHS and the Council, with a key focus on integration of services. Plans to address our priorities are appended as schedules to this framework and the Board will ensure that they reflect the direction within the framework and test them against the recommendations of the Marmot review. The Health and Wellbeing Board will seek to support commissioner's plans by adding weight and influence to these areas of work and measure success using the suite of outcomes frameworks at our disposal.

The council and other agencies and partnerships are responsible for a wide range of services that impact on health and wellbeing. The Health and Wellbeing Strategic Framework will influence the direction of other Strategies and plans, such as the built environment and transport to make sure that they contribute in a positive way to the overall health of the city. We will also work in partnership with other organisations for example the police, fire services, schools, the voluntary sector and local neighbourhoods to shape the actions that will deliver against the key priorities.

System Leadership

Plymouth signed up to be one of eight national pilots for Systems Leadership at the Health and Wellbeing Board in February 2013. In Plymouth our focus is on learning about system leadership right across the system not just at senior level and we want to embed this in real work across our organisations and community.

The learning from the pilot will be fed into the wider leadership community as a resource for learning about the Plymouth system and what might need to be different to change and embed shared leadership of system challenges across the City. A report of the work will be published in Spring 2014.

Members of the Health and Wellbeing Board work within a system which crosses geographical, organisational, cultural and political boundaries; these are volatile and complex systems of services which often do not respond well or quickly to the needs of the citizen. To address these challenges we must act as a collective rather than individuals or individual organisations and set the parameters to allow staff and citizens to make improvements to the system. This 'System Leadership' approach will be encouraged by the Board at all levels across all organisations to ensure improved outcomes for citizens.

As a Board we will use our 'System Leadership' approaches -

- to improve our understanding of our system, particularly the way the parts relate to each other;
- appreciate the different perspectives of partners and service users;
- develop new relationships in the wider system;
- to create enabling conditions for those who are part of the system, including citizens, to change the system and the population's health behaviours at the earliest point.

In order to affect a change in behaviours to improve the health and wellbeing of citizens, the Board will seek to kick start a movement for change within the population. The Health and Wellbeing Board's approach to change will be based on commitment to the vision of 'Happy, Healthy, Aspiring Communities' rather than compliance to organizational boundaries or hierarchies. The unique make-up of the Board can create the conditions for

a movement for change to emerge and release the capacity that exists in our city for economic, social and cultural renewal.

ⁱ www.plymouth.gov.uk/fairnesscommission

ⁱⁱ <http://www.plymouth.gov.uk/plymouthplan>