



City of Westminster Westminster Health & Wellbeing Board

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Title:	Draft Joint Health and Wellbeing Strategy and Sustainable Transformation Plan Update
Report of:	Councillor Rachael Robathan, Chairman, Health and Wellbeing Board and Cabinet Member for Adults and Public Health
Wards Involved:	All
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1. Executive Summary

- 1.1 Westminster's first Joint Health and Wellbeing Strategy (JHWS), "*Healthier City, Healthier Lives*", is currently being refreshed. In March 2016 the Board received an update on the progress of this refresh. The update centred on a proposed direction of travel for the strategy including ensuring it would be consistent with

national and sub-regional policy development, particularly the emerging North West London Sustainable Transformation Plan (STP).

- 1.2 This paper also provides a summary of engagement events that took place throughout April 2016, and included at Appendix A, and the first draft of the refreshed strategy included as Appendix B. This draft is provided for the Board to consider alongside the proposed next steps between now and public consultation on the draft.
- 1.3 Concurrently, this paper updates the Board on the latest development of the North West London STP, and notifies the Board of the proposed development of a vision for Public Health.

2. Key Matters for the Board

- 2.1 The Health and Wellbeing Board is asked to:
 - Reflect and comment on the first draft of the strategy (attached as Appendix 1); and
 - Consider and feedback on the STP update.

3. Background

- 3.1 The NHS Planning Guidance¹ released in December 2015 provides a clear mandate for local health and care systems 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 jointly manage resources to secure a financially sustainable system. STPs are backed by potential funding from 2017/18 onwards to support future transformation.
- 3.2 At its January and March meetings, the Health and Wellbeing Board considered papers outlining the refresh process of the strategy and the STPs. The Board endorsed an approach to the development of both the strategy and the STP that was consistent with strategic documents such as City for All² and the Better Care Fund. The Board agreed that the JHWS should continue to emphasise the importance of integration, collaboration, prevention, independence and community resilience in addressing to health and care challenges.

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

² [Westminster City for All Year Two](#)

4. Refreshing Healthier City, Healthier Lives - update

- 4.1 Refreshing Healthier City, Healthier Lives is an opportunity for the Health and Wellbeing Board and partners to set out a joint local vision for health and wellbeing in Westminster, and respond to local challenges.
- 4.2 In March, the Board agreed a programme of three workshops for Board members, commissioners and service user representatives. These workshops were hosted by Cllr Rachael Robathan and Dr Neville Pursell in April 2016
- 4.3 The Board members at their workshop identified priorities based on current and future need. Members also discussed the specific value that the Health and Wellbeing Board can add as an integrated and collaborative governance body for the health and care system.
- 4.4 Commissioners at their workshop considered the use of an outcomes framework (using the North West London Whole Systems Integrated Care framework as a model³) to structure the refreshed strategy. They felt that it was useful in encouraging a preventative and early intervention focus by ensuring that the health and care system was incentivised to approach strategic issues as a system. For example, this included looking at how leadership, education and training across the health and care system could help embed a collaborative, integrated and multi-skilled workforce across all levels of health and care organisations.
- 4.5 Service user representatives at their workshop considered the role of the Joint Health and Wellbeing Strategy in improving the quality of life for service users and their quality of experience of services. Service users representatives highlighted the need for identifying, supporting and championing the role of community groups and peer networks in improving health and wellbeing in Westminster.
- 4.6 There were some recurring themes and consistent priorities emerging from the workshops. There was support for the following:
- Improving and supporting positive outcomes for children and young people (including mental health and tackling obesity);
 - Reducing the risk factors for and improving management of long term conditions such as dementia;
 - Improving and supporting mental health outcomes through prevention and self-management;

³ [North West London Outcomes Framework](#)

- Leading and creating the health and care system fit for the future.
- Structuring the outcomes of the refreshed strategy around five key population groups:
 - Conception to 5 years;
 - Children and young people;
 - Working age adults;
 - Adults over 65; and
 - Adults over 85.
- Ensuring outcomes are underpinned by:
 - A whole-system and whole place approach;
 - Embedding an outcomes framework relevant to people and communities;
 - Approaching health and wellbeing from a preventative and early intervention perspective;
 - Addressing the wider determinants in health and wellbeing; and
 - Productive and collaborative relationships between individuals, communities, and health and care professionals/organisations;

4.7 Further to these workshops, officers will be seeking feedback on the draft strategy at community organisation committees and governance meetings in Westminster including the North Westminster Community Network meeting, the Westminster Community Network meeting, and the South Westminster Health and Wellbeing Network in May and June.

4.8 It is proposed that a final draft of the strategy be circulated to the Board offline in June for its consideration prior to a public consultation launched in early July. The final strategy following public consultation and feedback will be presented to the Board for their final formal approval at or before the meeting on 17 November 2016.

5 Sustainability and Transformation Plans (STPs)

5.1 The development of the Joint Health and Wellbeing Strategy has continued alongside the development of the North West London (NWL) Sustainability and Transformation (STP) plan.

5.2 Council officers have been engaged in the weekly Integration and Collaboration Working Group (ICWG) to take forward the development of the STP. The group's membership includes representatives from the three CCGs, the local acute, community and mental health trusts and the three borough councils. The role of the group has been to collaboratively develop the individual Borough and

Triborough contribution to the STP including how the area will contribute to addressing the three key questions outlined in the NHS Planning Guidance in November 2015:

- How will you close the health and wellbeing gap?
- How will you drive transformation to close the care and quality gap?
- How will you close the finance and efficiency gap?

5.3 The ICWG have drafted an initial “base case” submission outlining the vision and priorities for the area based on existing commitments and data. This submission was used to develop the North West London base case which addresses not only the Strategic North West London priorities but also local needs. The priorities addressed in the North West London base case include:

- Supporting people who are mainly healthy to stay mentally and physically well, enabling and empowering them to make healthy choices and look after themselves;
- Reducing social isolation;
- Improving children’s mental and physical health and wellbeing;
- Ensuring people access the right care in the right place at the right time;
- Reducing the gap in life expectancy between adults with serious and long-term mental health needs and the rest of the population;
- Improving the overall quality of care for people in their last phase of life and enabling them to die in their place of choice;
- Improving consistency in patient outcomes and experience regardless of the day of the week that services are accessed;
- Reducing unwarranted variation in the management of long term conditions – diabetes, cardio vascular disease and respiratory disease; and
- Reducing health inequalities and disparity in outcomes for the top three killers: cancer, heart disease and respiratory illness.

5.4 The ICWG is developing the next stage of documents for submission to the North West London steering group for the development of the final STP document. This includes an opportunity for localities to identify any priorities that they feel are not

reflected within the initial “base case” submission. The ICWG are also planning engagement activities with local residents and groups to ensure that priorities and documents reflecting the needs of the local population.

5.5 The key upcoming milestones for the development of the STP include:

- **May**

- Developing a draft local tri-borough STP for submission to the North West London steering group to incorporate into their final draft of the overall North West London STP. There will be further opportunity for additions to this local STP at a later date as this is an initial submission.
- Initiating consultation and engagement activities with the local population.

- **June**

- On-going consultation and engagement activities.
- Submission of North West London sustainability and transformation plans to NHS England on 30 June.

6 Legal Implications

6.1 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.

6.2 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.

6.3 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.

- 6.4 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.
- 6.5 The STP will cover the period October 2016 to March 2021. Deadline for submission of the STP is 30th June 2016 and the STP will be formally assessed in July 2016.

7 Financial Implications

Not applicable

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact:**

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