

Summary of key themes and suggested actions from the Thurrock HWBB Development Workshop 12 January 2015

Appendix 1

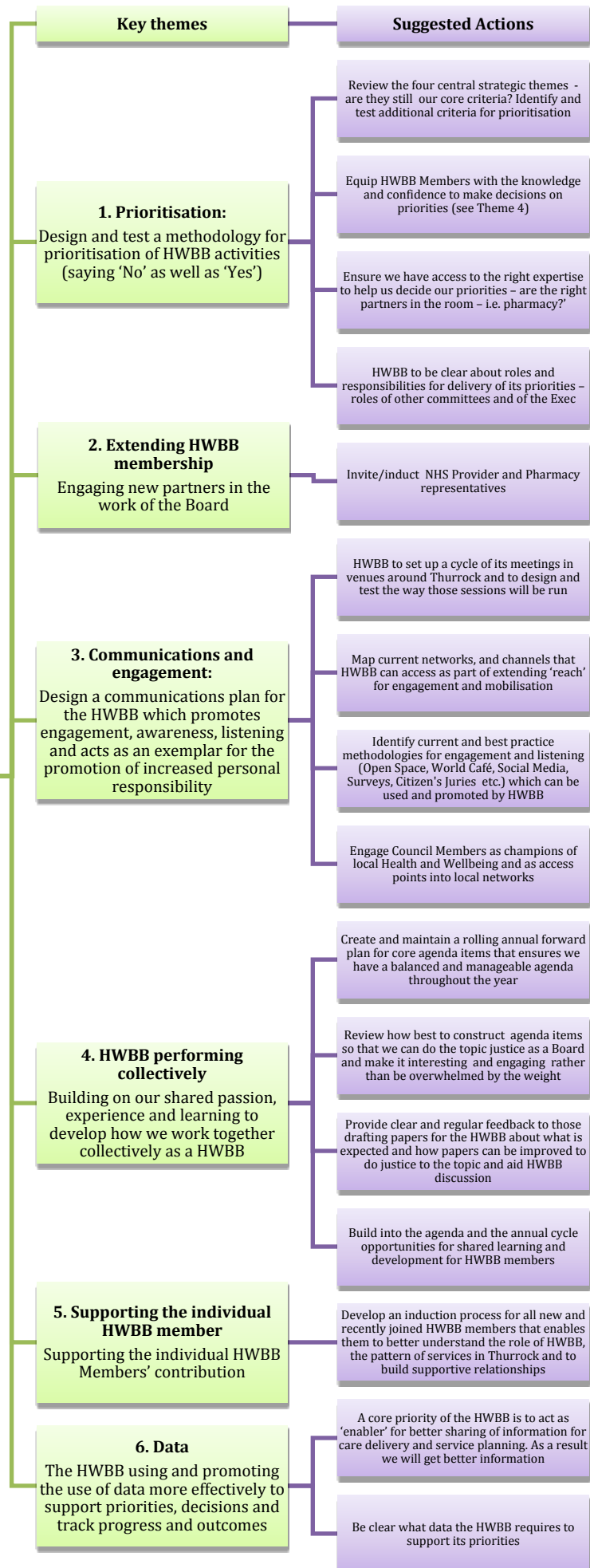


Equipping Thurrock HWBB with the capability and capacity to fulfil its ambitions for Thurrock's residents - as contained within the JHWBS

- In attendance**
- Councillor Barbara Rice (Chair) - Portfolio Holder Adult Social Care and Health
 - Councillor Joy Redsell - Opposition Group Representative
 - Roger Harris - Director Adults, Health and Commissioning
 - Len Green - Lay member CCG
 - Mandy Ansell - Acting Interim Accountable Officer Thurrock CCG
 - Carmel Littleton - Director of Children's Services
 - Barbara Brownlee - Director of Housing
 - Dr Anjan Bose - GP/ CCG
 - Debbie Maynard - Head of Public Health
 - Les Billingham - Head of Adult Social Care
 - Ceri Armstrong - Strategy Officer, Adults, Health and Commissioning
 - Sharon Grimmond - HWBB Business Manager

Note:

This is a one-page summary of the outputs from the HWBB workshop. Key themes and actions may need to be aligned with existing workstreams where they exist.



Thurrock Health and Wellbeing Board Development Session 12 January 2015

Session Report

Background

1. Thurrock Health and Wellbeing Board (HWBB) held an afternoon development session on 12 January 2015
2. The objectives of the session were described in the agenda as:
 - A development workshop to link our past performance and future priorities with our development needs as a Board.
 - Following the workshop the outputs are synthesised into a development priorities and plans

In attendance

3. The following were part of the workshop
 - Councillor Barbara Rice (Chair) - Portfolio Holder Adult Social Care and Health
 - Councillor Joy Redsell - Opposition Group Representative
 - Roger Harris - Director Adults, Health and Commissioning
 - Len Green - Lay member CCG
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 - Sharon Grimmond - HWBB Business Manager

Session structure

4. An introduction and challenge to the HWBB from Councillor Barbara Rice
5. 'Different Eyes Exercise' – asking small groups to consider how three different stakeholder groups would provide feedback to the HWBB on its performance to date (detailed outputs at Annex A).
 - Frail elderly
 - Children and Young People
 - Local Communities
6. An update from Debbie Maynard on the progress with the updating of the JSNA
7. Review in small groups of three key topic areas (detailed outputs at Annex B)

- a. Horizon Scanning
 - How well do we look to the future and identify potential opportunities and challenges?
 - How well do we prioritise and act on those priorities?
 - How well do we ensure that we match our capacity and capability to those priorities?
 - b. Relationships and partnerships
 - How well do we engage with and involve the key partners in planning, commissioning and delivering services in Thurrock? For example:
 - Safeguarding Children’s Board
 - Children’s Partnership Board
 - Clinical stakeholders
 - NHS Providers
 - How well do we ensure that we match our capacity and capability to our ambitions?
 - c. Users and Community Voice
 - How well do we engage with and capture the voice of the user, carer, patient and our communities?
 - How well do we encourage and support personal and community responsibility – a two way partnership
 - How well do we ensure that we match our capacity and capability to our ambitions?
8. A personal reflections and learning session for individuals (detailed outputs at Annex C).
- One thing my colleagues could do to help me realise my potential as a HWBB member in the coming year
 - One thing I could do to improve my own contribution to the HWBB in the coming year

Key themes emerging from the session

9. Prior to the session the facilitator had calls with a number of the participants. Emerging from these calls were a number of questions which participants were asked to hold in their minds during the session and which were used to help frame the agenda. These are shown in the slide capture below.

Questions for the HWBB to keep in mind

We have made good progress in establishing the HWBB, setting our strategic agenda and creating a momentum for change

- How do we say no as well as yes?
 - How do we find space for on our own priorities and not be the default or ‘just in case’ place for everything else?
- How do we better balance NHS/Social Care operational priorities (such as BCF) with the priorities of our other partners and stakeholders?
- Do we feel that we are sufficiently challenging, constructive and robust in our debate rather than sitting in polite comfort zones?
- How do we provide space for and encourage a strong Public Health contribution?
- How do we have an adult to adult discussion with our communities about what they can do for themselves as well as what we are trying to do for them?
- Is there actually a direct cause and effect relationship between our priorities and achievement on the ground?

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10. Following the session we have reviewed the key development themes emerging from the three different sets of outputs. A single 'at a glance' summary sheet is provided at the start of this report using what is known as a 'Driver Diagram' structure.
11. Based on the outputs we have identified five key themes and a series of 'actions' or 'tasks' within each of the themes although there is inevitably some cross-over. It is for the HWBB and support team to take these themes and actions and align them with the current development plan. A number of these areas may already be under consideration.
12. The overarching HWBB development statement is framed as:

Equipping Thurrock HWBB with the capability and capacity to fulfil its ambitions for Thurrock's residents as contained in the JHWBS (Joint Health and Wellbeing Strategy)

13. The key themes and action statements emerging from the synthesis of outputs are:

1. Prioritisation - Design and test a methodology for prioritisation of HWBB activities (saying 'No' as well as 'Yes')

- Review the priorities within our JHWBS
- Review the four central strategic themes - are they still our core criteria? Identify and test additional criteria for Prioritisation
- Equip HWBB Members with the knowledge and confidence to make decisions on priorities (see Theme 4).
- Ensure we have access to the right expertise to help us decide our priorities – are the right partners in the room – i.e. pharmacy?'
 - Consider Board Membership
 - Provider / Pharmacist
- HWBB to be clear about roles and responsibilities for delivery of its priorities – roles of other committees and of the Exec – Review Terms of Reference of key sub groups – e.g. Exec Committee.

2. Extending HWBB membership - Engaging new partners in the work of the Board

- Invite/induct NHS Provider and Pharmacy representatives

3. Communications and engagement - Design a communications plan for the HWBB which promotes engagement, awareness, listening and acts as an exemplar for the promotion of increased personal responsibility

- HWBB to set up a cycle of its meetings in venues around Thurrock and to design and test the way those sessions will be run – Need to find a solution- How can this be achieved?
- Map current networks, and channels that HWBB can access as part of extending 'reach' for engagement and mobilisation – How to involve parts of the community at appropriate times to inform HWBB decisions.

- Identify current and best practice methodologies for engagement and listening (Open Space, World Café, Social Media, Surveys, Citizen's Juries etc.) which can be used and promoted by HWBB
- Engage Council Members as champions of local Health and Wellbeing and as access points into local networks
- Stakeholder Annual Event
- Develop a Communications and Engagement Plan

4. HWBB performing collectively - Building on our shared passion, experience and learning to develop how we work together collectively as a HWBB

- Create and maintain as early as possible a rolling annual forward plan to enable engagement for core agenda items that ensures we have a balanced and manageable agenda throughout the year to reflect chosen priorities
- Review how best to construct agenda items so that we can do the topic justice as a Board and make it interesting and engaging rather than be overwhelmed by the weight
- Provide clear and regular feedback to those drafting papers for the HWBB about what is expected and how papers can be improved to do justice to the topic and aid HWBB discussion
- Build into the agenda and the annual cycle opportunities for shared learning and development for HWBB members
- How we measure the impact of the Board regarding: improved outcomes

5. Supporting the individual HWBB member - Supporting the individual HWBB Members' contribution

- Develop an induction process for all new and recently joined HWBB members that enables them to better understand the role of HWBB, the pattern of services in Thurrock and to build supportive relationships
- Clarifying expectations of members of the HWBB

6. Data and intelligence – intelligence – led decision-making. The HWBB using and promoting the use of data more effectively to support priorities, decisions and track progress and outcomes

- A core priority of the HWBB is to act as 'enabler' for better sharing of information for care delivery and service planning. As a result we will get better information
- Be clear what data the HWBB requires to support its priorities and the development of priorities and decision making

Next steps

14. It is suggested that the HWBB:
 - a. review this report,
 - b. identify any omissions or changes it wishes to make,
 - c. identify where existing work can be aligned with these development priorities,
 - d. agree its development priorities based on the outputs from the session
 - e. and review progress against the development objectives on a regular basis
 - f. review progress with the personal development objectives (Annex C) in 6 months

Different Eyes Exercise

Task Group 1 – Children and Young People

Through the eyes of Children and Young People and those that are their carers

How do we think the HWBB is doing in engaging with us? What do we think they are doing well and what would we suggest the HWBB might try to do differently next year?

HWBB Strategic Ambitions:

- Children and Young People: Every child has the best possible start in life
- Our Inequalities in health and well-being are reduced

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Through the eyes of Children and Young People

What do we expect of the HWBB – how would we know it was working well on our behalf?

1. I'd expect to know what the HWBB is and what it is doing for me
2. How does it link in with my life?
3. What can it do for me?

Raising your game as a HWBB

What we think you do well – or at least shows promise – that you need to do more of?

- I didn't know it was you but...
- a. You've told us (kids) lots about healthy eating but my family do not know as much as me!
- b. I loved Beat the Street – why don't you do it again?

What we think you need to do better, differently or stop doing entirely?

- a. Tell us (and our families) more about what happens if we do not brush our teeth
- b. Ask us what we want to improve, maybe through the youth cabinet
- c. Don't patronise us, let young people talk to us about health

What are the top four things we would suggest you need to do to improve the way you work for and with us?

Have school nurse there at parent's evenings

Listen to us more

Tell us what we need to know in a way we understand it

Give us some incentives!
Some fun!

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Task Group 2 – Frail Elderly

Through the eyes of the Frail Elderly and those that are their carers

How do we think the HWBB is doing in engaging with us? What do we think they are doing well and what would we suggest the HWBB might try to do differently next year?

HWBB Strategic Ambitions:

- Frail Elderly: People stay healthy longer, adding years to life and life to years
- Our Inequalities in health and well-being are reduced

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Through the eyes of the frail elderly

What do we expect of the HWBB – how would we know it was working well on our behalf?			
<ul style="list-style-type: none"> • Not aware of the HWBB. Critical so what – difference! • Role of members? –raise awareness? Older people’s parliament • Role of HealthWatch? • Use current forums – messages up to HWBB • Intervening earlier – How? (MECC) 			
Raising your game as a HWBB			
<p>What we think you do well – or at least shows promise – that you need to do more of?</p> <ul style="list-style-type: none"> • Locality Focus • Partnerships with Providers – RAS, JT • Dementia Friendly – early days 		<p>What we think you need to do better, differently or stop doing entirely?</p> <ul style="list-style-type: none"> • Community voice • Use members • Understanding how we intervene earlier • Role of GPs/Pharmacist • JSNA/Strategic Plan • How we could link Young People to the Elderly • Neighbours • Role of schools? • Dementia? 	
What are the top four things we would suggest you need to do to improve the way you work for and with us?			
<ul style="list-style-type: none"> • Raise profile of Frail Elderly Members • Charter for Older People 	<ul style="list-style-type: none"> • Pharmacist – to work with enablers – frail and elderly • Add Pharmacy representation to HWBB • Intervene earlier 	<ul style="list-style-type: none"> • Young people – links with Frail Elderly – neighbourhoods • Pride • Reduce risky behaviours • Caring 	<ul style="list-style-type: none"> • Dementia

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Task Group 3 – Local Communities

Through the eyes of our local Communities

How do we think the HWBB is doing in engaging with us? What do we think they are doing well and what would we suggest the HWBB might try to do differently next year?

HWBB Strategic Ambitions:

- Communities: Communities are empowered to take responsibility for their own health and well-being
- Our Inequalities in health and well-being are reduced



Through the eyes of our communities

What do we expect of the HWBB – how would we know it was working well on our behalf?			
<p>Successes</p> <ul style="list-style-type: none"> • Influenced sheltered housing: health audit. As result interventions are being redesigned - a direct result of Public Health being in the Council and Director of Housing sitting on HWBB • Well Homes intervention for private housing • Early evidence of success i.e.: community resilience – e.g. Small Sparks • Communities feeling empowerment without needing support 			
Raising your game as a HWBB			
What we think you do well – or at least shows promise – that you need to do more of?		What we think you need to do better, differently or stop doing entirely?	
<ul style="list-style-type: none"> • Broader membership – e.g. housing 		<ul style="list-style-type: none"> • Data sharing and analysis • Evidence – can we measure • Remove distinction between ‘health’ and ‘social care’ • Fewer priorities – refocus our strategy 	
What are the top four things we would suggest you need to do to improve the way you work for and with us?			
<ul style="list-style-type: none"> • Interdependencies between partners e.g. health problem = housing solution 	<ul style="list-style-type: none"> • Recognise what are the questions/solutions we need to ask/solve as a whole system 	<ul style="list-style-type: none"> • Data sharing/analysis incl. measurement to target 	


Topic Review Session

Group 1 - Horizon scanning

- How well do we look to the future and identify potential opportunities and challenges?
- How well do we prioritise and act on those priorities?
- How well do we ensure that we match our capacity and capability to those priorities?

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Group 1 - Horizon scanning

What were our ambitions/intentions for last year – what were we trying to achieve as a HWBB?			
<ul style="list-style-type: none"> • Establish a presence and identity • Viewed externally well • Strong relationships • Health and social links • Health and well being strategy 		<ul style="list-style-type: none"> • Purfleet • Housing, Children's and Planning • Well Homes project • In dev (Graham Jones) 	
Working together and with others – realising our potential as a HWBB			
What are our strengths – things to build on?		What is preventing us from achieving our potential?	
<ol style="list-style-type: none"> 1. Passion 2. 1 Thurrock – Team Thurrock 3. Partnership 		<ul style="list-style-type: none"> • Having a couple of clear targets for the Board • Not being close enough to daily crisis (i.e. A&E depts. strain) • Danger of becoming a place for rubberstamping papers only 	
If we were to really get to grips with this in the coming year how would we know we had been successful as a HWBB?			
<ul style="list-style-type: none"> • Design a sustainable model for Primary Care in Thurrock a. Capacity b. Salaried GPs c. Pharmacy 		<ol style="list-style-type: none"> e. Hubs f. Population increase g. Under 50s – service to be catered for particularly 18-35 year adults h. Adult Social Care/NHS: System resilience plan 	
What are the top four development priorities for us as the HWBB that will enable us to achieve our potential – to get the best out of ourselves and the others we work with?			
System resilience	Dealing with difficult issues	HWBB at Basildon Hospital: 'Why is the system under so much strain?'	<p>OUTHENTICS CONSULTING</p> 

Group 2 - Relationships and partnerships

- How well do we engage with and involve the key partners in planning, commissioning and delivering services in Thurrock? For example:
 - Safeguarding Children’s Board
 - Children’s Partnership Board
 - Clinical stakeholders
 - NHS Providers
- How well do we ensure that we match our capacity and capability to our ambitions?



Group 2 - Relationships and partnerships

What were our ambitions/intentions for last year – what were we trying to achieve as a HWBB?			
<ul style="list-style-type: none"> • Increasing/developing partnership working • Build relationships and embed 			
Working together and with others – realising our potential as a HWBB			
What are our strengths – things to build on?		What is preventing us from achieving our potential?	
<ul style="list-style-type: none"> • Passionate board members and knowledgeable • Closely working to agenda of council 		<ul style="list-style-type: none"> • Lack of engagement from certain partners/lack of consistency • Raising the profile of the HWBB – why is the Board a priority, raising profile and holding to account • Formal committee structure • Complexity of papers • Too big an agenda and expectations • Engaging and influencing – Businesses; individuals and communities; Pharmacy; Schools; GPs 	
If we were to really get to grips with this in the coming year how would we know we had been successful as a HWBB?			
<ul style="list-style-type: none"> • General public more aware of HWBB and how it links to their HWB • Successful community engagement – beyond the ‘usual suspects’ 		<ul style="list-style-type: none"> • Resurrect ‘Lets Talk’ in the Community • Figure out what we should measure • Stakeholder engagement • Review our strategic priorities – too many? Are they still right? 	
What are the top four development priorities for us as the HWBB that will enable us to achieve our potential – to get the best out of ourselves and the others we work with?			
<ul style="list-style-type: none"> • Role of groups below HWBB in ensuring Board delivers its priorities/ objectives – eg review of role of Exec 	<ul style="list-style-type: none"> • Roadshows to widen knowledge of HWBB 	<ul style="list-style-type: none"> • Missing partners: <ul style="list-style-type: none"> • Pharmacists • Schools • Businesses 	<ul style="list-style-type: none"> • NHS England • Lack of engagement from some Board Members • Health providers - HWB

Group 3 – User and community voice

- How well do we engage with and capture the voice of the user, carer, patient and our communities?
- How well do we encourage and support personal and community responsibility – a two way partnership
- How well do we ensure that we match our capacity and capability to our ambitions?

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Group 3 - User and community voice

What were our ambitions/intentions for last year – what were we trying to achieve as a HWBB?			
Building community cohesion			
Working together and with others – realising our potential as a HWBB			
What are our strengths – things to build on?		What is preventing us from achieving our potential?	
<ul style="list-style-type: none"> • We have some good networks • We have some good special interest groups who inform practice: e.g. Thurrock Disability Network; TTSG (Transitions); Voices for Choices (Autism) • We have strong mental health user forums • CRG – Clinical Reference Group 		<ul style="list-style-type: none"> • A limited number of voices are being heard e.g. same 20-30 people at each event • Hold the HWBB at different venues to encourage public engagement • Its still early days for some groups • Danger of groups just being a talking shop 	
If we were to really get to grips with this in the coming year how would we know we had been successful as a HWBB?			
<ul style="list-style-type: none"> • Listen to feedback, conduct surveys, collect data to check progress against ambitions • Visible and tangible evidence of the work of the HWBB around the Borough 			
What are the top four development priorities for us as the HWBB that will enable us to achieve our potential – to get the best out of ourselves and the others we work with?			
<ul style="list-style-type: none"> • Taking the HWBB out to the community – using other venues 	<ul style="list-style-type: none"> • Communication and PR must be a top priority 	<ul style="list-style-type: none"> • Better engagement and consultation with the community 	<ul style="list-style-type: none"> • Engage better with a broad range of council members

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Personal Development Reflections

Task as individuals

- One thing my colleagues could do to help me realise my potential as a HWBB member in the coming year.
- One thing I could do to improve my own contribution to the HWBB in the coming year
- One large post-it for each - clearly written please!

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Personal development reflections

One thing my colleagues could do to help me realise my potential as a HWBB member/participant/officer in the coming year

- Think and act more on a day to day basis i.e. H&W Being/ So its not all about a committee more an ingrained ambition to improve Thurrock's health and well being (BR)
- Help me – get into the wider council machinery to spot opportunities (MA)
- More communication; more openness; more togetherness; more joined up in and out of the council (JR)
- Want to be able to have a richer discussion on problems and solutions. More breadth and depth (RH)
- Deepen my understanding of the health labyrinth (CL)
- I need to understand more about the health system – money flow, Responsibilities; even simple issues like geographic spread of GP surgeries/ Perhaps others could help if I arrange 1:1's for discussions and coffee (BB)
- Be part of and hold Roadshows/engagement events and attend public meetings. Ensure co-production and engagement is first priority (LG)
- Be prepared to take risks. System change will not happen in an environment that is too 'safe' (LB)
- Help me support to enhance projects with feedback (AB)
- To meet with each member to ensure there is clarity around the expectations on - to make sure 2015/16 is successful (DM)
- Forward plan – identify potential items for Board earlier (CA)

One thing I could do to improve my own contribution to the HWBB in the coming year

- Discuss with elected members re: elected member responsibility for ambitions and priorities (BR)
- Stop the treadmill – hamster wheel image (MA)
- Make sure that things come to fruition – to do my best (JR)
- 'Get out more'! Want to understand issues better from a community perspective, 3rd sector, user/carer groups community fora etc. (RH)
- Publicise the work of the HWBB further afield and bring more info onto the agenda (CL)
- Prioritise the Board more i.e. plan housing's involvement over the year; read papers and think about them and bring them to life in housing; go and visit public health colleagues (BB)
- Be part of roadshows and events; better focus on right events; continue with holding HWBB to account! Public Voice. (LG)
- Develop a greater understanding of every perspective (LB)
- Engage more with the Board and public to raise issues and get feedback (AB)
- To link with every member to agree jointly how we achieve priorities; understand governance and accountability clearer over next 12 months (DM)
- Try to understand what's on other people's agendas – e.g. their priorities and make any links (CA)

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