Appendix 1: Summary of the Health and Wellbeing Workshop – JHWS (March 2022)

The objectives of the workshop were to:

1) Agree the approach to delivery of the Joint Health and Wellbeing Strategy for 2022 - 2026
2) Agree an approach to monitoring of the Joint Health and Wellbeing Strategy for 2022 - 2026

Item 1. Welcome

Chair Cllr Doddy welcomed all to the workshop and updated the attendees on the discussion and board approval of the new health and wellbeing strategy for 2022 – 2026. He highlighted the importance of the third health and wellbeing strategy for 2022, within the context of increasing health inequalities and stalling life expectancy and healthy life expectancy for communities in Nottinghamshire.

Item 2. Workshop Objectives

Sue Foley (Consultant in Public Health) outlined the session's objectives, which were to discuss and inform proposals for the delivery and monitoring of the new health and wellbeing strategy.

Item 3. Lessons Learnt on Delivery and Monitoring of JHWS 2018 – 2022.

Catherine John (Senior Specialty Registrar) presented the key lessons learnt from the delivery and monitoring of the last health and wellbeing strategy (online survey and interview with board members, review of work programme, analysis of outcome data, review of national literature), as well as feedback from the engagements undertaken on the new health and wellbeing strategy (Roadshows, Workshop, partnership meetings, online surveys & other). Key findings included:

- The important role of communities and long term co-production (trust, commitment, communication and asset building).
- The need for integration and joined up working across the system.
- Recognition that delivery of parts of the strategy was largely achieved outside the Board.
- The barriers of funding and finance.
- The value of place based knowledge.
- Accountability required for delivery and improved ongoing monitoring of the strategy.
- The need to reduce the number of priorities (previous strategy had 14 priorities under its healthy and sustainable places ambition).
- Requirement for clearer focus on health inequalities in reports and work.
- JSNA should steer key issues of joint interest and strategic need/actions.

"What impact can the Health and Wellbeing Board have that isn't realised through other groups/forums/strategies? Link up groups and be clear on different roles and influence"
"The HWBB should hold the governance on Health Inequalities. This should have the effect of widening the perspective, the understanding, ownership of the need for a response."
"Are the voices being heard of those who are living with the highest level of need?"
"We need to invest in communities to enable local areas to make changes for themselves."
"Priorities differ from area to area. Listen & understand the real needs."
"A mobilising and empowering approach to keep members engaged and ownership (collective approach)"

Item 4. Approach to Delivery

Sue Foley, Dawn Jenkin and Louise Lester (Consultants in Public Health) outlined the approach to delivery, covering;

- Whole system approach (not hierarchical)
- Shift in mindset
- Cross cutting themes
    1. Equity & Fairness (health inequalities, Inclusion Health, Social Justice)
    2. Prevention (Primary, Secondary, Tertiary, wider determinants)
    3. Environmental sustainability
- Use of Population Intervention Triangle (civic, service and community intervention)
- Action at all levels but main focus on place (Place Based Partnerships)
- Importance of feedback loop

This also included a short introduction to the policy area of Homelessness, covering the building blocks to recovery and independence, and also to giving children the Best Start in Life and the commitments of the Best Start Strategy in relation to prospective parents.

Item 5. Group Discussions on Delivery (Best Start & Homelessness)

Attendees were split into groups and asked to answer the following questions in relation to either the Homelessness or Best Start ambition;

1. What is my/my organisation's contribution to this agenda?
2. What value can it add?
3. What will I need from others?

Key Summary of discussions;

Best Start
- A focus on children and young people is essential for long term improvements in health and wellbeing
- A general contribution of Board members will be to shift resource to fund this pathway as much as we can and Make Every Contact Count (Eyes Wide Open), considering pregnancy is key time for engagement with health services for many adults.
- Improvement in communication as many messages across many platforms – we need to consider who do our adults or children and young people trust?
- Wellbeing at Work is an important network and channel for engagement.
- Working together and capturing what is already present and available for our communities, and then identify and fill gaps.

Homelessness
- Homelessness has not always had multi-agency collaboration, yet it is one of the most impactful elements on life expectancy. Partnership working starts with the simple things, such as aligning social media and outreach campaigns. If all share the same message, at the same time, it is much easier to align partner resources.
- Community and voluntary sectors have been able to engage with homeless individuals in ways they have never previously been able to, as a result of the pandemic.

- To understand homelessness, we need to understand: How, why, when & where is this happening. (The two biggest hurdles are generally finance and societal attitudes.) A small upfront investment can resolve a lifetime of issues and understanding the reasons why an individual may end up on the streets is key to tailoring a response. Thinking about cost of living at the moment means more likely earlier assistance for people in need may be needed.
- It is about understanding that the majority of those who are homeless are not 'rough sleepers', the majority still have a roof over their head, but do not have the stability to lead a 'normal' life.
- Collective responsibility is achieved through collaborative approaches to tackling the issue at hand and having regular reviews to allow organisations to take ownership.
- The success of the strategy is reliant on strong partnership engagement and accountability to a series of reviews/measures.

Item 6. BREAK

Item 7. Monitoring of the Strategy 2022 – 2026

The key question is *How will we know when we've got there*? The importance of measuring success. The main considerations include the balance between outcomes and outputs, quantitative data and lived experience and how to encourage innovation but also meet the requirements of aligning strategies and programmes. A key consideration will be the optimising of the ICS Outcomes Framework for the JHWS 2022 – 2026.

Item 8. Group Discussions on Monitoring Approaches for the JHWS 2022 – 2026.

6 possible approaches were presented to the Board for discussion, with key benefits and challenges to each summarised below;

Reports	
✓ Clear focus for meeting and discussion ✓ Schedule of reports ensures timely updates and knowledge sharing and keep plans to track (this depends on interval of reporting) ✓ Utilise project management techniques ✓ Accompanied presentation of reports can make engaging interaction (Active Notts Example). ✓ Align with other reporting and data collections ✓ Use of range of data and inclusion of variety of perspectives	✗ This can take time and involve bureaucratic 'red tape' that delays update. Multiple reports may be required if multiple bodies/boards to report to (this can use up resource). ✗ Variety of voices and data needed to ensure value of report. ✗ Inclusion of analysis of barriers/gaps required, not just prose. ✗ It should include data by exception and recognition that different outcomes/data sets may have different timeframes/impacts. ✗ Reports can be long and boring if not written for clear purpose and audience.
Social Value	
A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not	

only to the organisation, but also to society and economy, whilst minimising damage to the environment.	
✓ Useful for community interventions ✓ Good way to capture environmental benefits of work ✓ Enables people to see hidden values and benefits ✓ Levelling up funds focus on this ✓ Relevance for procurement and use of social value for contracts ✓ Widens the scope of showing positive impact of work ✓ Emphasis on environmental impact ✓ Enables more comprehensive planning ✓ Can identify perverse outcomes of interventions ✓ Can more easily demonstrate positive impacts on people's lives ✓ Improve funding applications- can demonstrate value for money of work on a societal basis ✓ Drives organisational values	✗ Problematic for comparison use of asset maps ✗ Need to establish if focus is for end user or financial input? ✗ It would need to be undertaken alongside other monitoring frameworks for full picture. ✗ Definition is not universally agreed ✗ The value tends to be more felt at a community/voluntary sector level ✗ May be difficult to measure and collect data ✗ Results may only be seen years ahead

Lived Experience

Personal knowledge about the world gained through direct, first-hand involvement in everyday events rather than through representations constructed by other people. It may also refer to knowledge of people gained from direct face-to-face interaction rather than through a technological medium. In the health and wellbeing genre they are often called "Experts By Experience".

✓ Offers variety and show case different experiences ✓ Highlights floors in system ✓ Provides representation and co-production ✓ Hear voice across neighbourhood/Place/System ✓ Experts by Experience offer unique insights, challenge assumptions and help pinpoint areas for change ✓ Can particularly highlight the issues of marginalised populations ✓ Involving people with lived experience helps to build understanding, reduce stigma and improve the quality and relevance of interventions ✓ May also help the individual's recovery by sharing their lived experience	✗ May not be 'typical' experience ✗ Often hear from the loudest ✗ No scale of impact ✗ Possibility of negative/prescriptive focus ✗ May not be representative of the issues or the population group in question ✗ Tends to be used only for service improvement ✗ Can end up being tokenistic and not sustained ✗ Can be a negative experience for those telling their story- especially if traumatic

The Mountain

The mountain analogy surmises that the objective is the top of the mountain but there are multiple ways to get to the top so we should embrace multiple approaches.

✓ Brings learning in and allows for flexibility ✓ Provides shared responsibility ✓ Allows for innovation and adaption if change of plan ✓ Resilience and flexibility ✓ Allows innovation in approach ✓ Allows multiple ways of working to achieve goal ✓ Avoids multiple checkpoints which may restrictive	✗ Specifics required to know where you are on the Mountain ✗ Who determines what the top is? Requires co-design ✗ Everyone needs to know what the top is and what work requires contribution ✗ Resources and efficiency needed, as well as specific outcomes. There needs to be end point. ✗ Planning is important. ✗ Objective may be long term so short term progress is not demonstrated ✗ Has to be agreed methodology for multiple approaches
Test, Learn, Build *New and innovative approach to partnership working and programme delivery that centres around developing ideas and learning via implementation in order to build on successful work. It is closely connected to a strengths based approach.* *Number of conditions that need to be in place to enable areas to embrace the test and learn approach and the principles within it-* • *'Permission to Fail'* • *Viewing failure as a ladder to success* • *Being clear on what is success*	
✓ Success is viewed as wider than just performance indicators ✓ Encourages innovation and creative thinking ✓ Emphasis on learning and therefore passing on what has worked ✓ Recognises there are many ways to reach the defined success objective	✗ Very different to current thinking- needs buy in at all levels ✗ Difficult to measure progress at short term
KPI / Outcomes Framework *KPIs are quantifiable measures of performance over time for a specific objective.*	
✓ KPIs help quickly understand complex statuses ✓ KPIs can be used to formulate goals and to measure their implementation ✓ KPIs increase efficiency in communication	✗ KPIs tend to oversimply complex issues ✗ KPIs can be misinterpreted- needs shared understanding ✗ It is difficult to convey qualitative information ✗ KPIs may not reflect the long term change that is required for some issues ✗ One KPI is usually not sufficient to understand the whole entity

Item 9. Plenary

The next steps were outlined, including the feedback from the workshop and development of a new website, before thanking all for their attendance and closing the session.