

The Health and Wellbeing System Improvement Programme and Partnership

PROSPECTUS June 2013



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Introduction

We know and understand that change will be delivered at the local level. We, with our national partners, want to play our part in supporting and celebrating that local delivery and assist it to move faster and further. This prospectus sets out a few of the ways we would like to work with and support all health and wellbeing boards to deliver improved outcomes for their communities.

Joyce Redfearn, Director,
Local Government Association

The Department of Health is helping to support the development of health and wellbeing boards, local Healthwatch and public health by providing funding to its ALBs and partner organisations. Through the four Deputy Directors in the Regions, the Department of Health helps support the development of strong local relationships across the health and care system.

Department of Health

NHS England believes that health and wellbeing boards represent a real opportunity for health, local government and public health leaders to work together to pursue shared priorities to improve outcomes and services for their local communities and citizens. In our conversations with CCGs, local government and area teams, about supporting the new commissioning system to be the best that it can be, we have heard from them a strong desire for a shared approach to development. We are therefore delighted to play our part in the national partnership to deliver a shared health and

wellbeing system improvement offer across local health and wellbeing partners.

John Bewick OBE,
Director of CCG Development, NHS England

Public Health England is committed to support the development of health and wellbeing boards. Our distinctive contribution is to provide expert advice and intelligence for Boards and Directors of Public Health, to support their work in protecting and improving the health and wellbeing of local people and communities and in reducing inequalities.

Richard Gleave, Chief Operating Officer,
Public Health England

The NHS Confederation welcomes the creation of health and wellbeing boards, which have a unique opportunity to shape how local services can support sustainable communities. There is no doubt there are high expectations on the boards, and we are pleased to play our part in making sure there is support available to help them deliver improved health outcomes for their local communities.

Dr Johnny Marshall, Policy Director,
NHS Confederation

Healthwatch England is the independent consumer champion for health and social care in England. Working with a network of 152 local Healthwatch, we ensure that the voices of consumers and those who use services reach the ears of the decision makers.

Healthwatch England

An introduction to Health and Wellbeing Boards

Health and Wellbeing Boards were created by the Health and Social Care Act 2012, and have been given the statutory responsibility of encouraging integrated working between health and social care commissioners, and of preparing a 'Joint Strategic Needs Assessment' (JSNA) and a 'Joint Health and Wellbeing Strategy' (JHWSs). They have also been given the power to encourage close working between commissioners of health-related services (such as housing), commissioners of health and social care services, and the board itself.

Tame or Transformational? The potential for Health and Wellbeing Boards

Locally there is already an energy and desire to transform the way services are delivered and to put citizens and communities at the heart of all we do. Decisions need to be locally based. We want to create an effective way of sharing and learning from each other and to create an effective local voice communicating with the national on the work that is being done and how we collectively can take this further.



The Health and Wellbeing Improvement Support Partnership

The national partnership is made up of the 5 organisations set out in the introduction above plus elected members; a range of professional associations, SOLACE, ADPH ADASS and ADCS; improvement / leadership agencies in both the health and local government sectors and the Faculty of Public Health. To keep us real we want to make sure that we always engage with those active in health and wellbeing work on the ground. Copying those local strategic partnerships we will nationally share our work and try to communicate and listen through existing mechanisms to the local voice and needs.

Help us help you

The support described in this prospectus is not meant to be set, but flexible and able to respond to the needs of local health and wellbeing boards, local public health professionals, local councils and local healthwatch. We recognise that we need to tap into your energy and enthusiasm, so that where things are starting locally, we can offer support and ways to share regionally and nationally. We need to create a dialogue with you so we do need your feedback. Please do let us know whether we've got it right, or if there is some useful support or support tools or ways of doing things that will help you. Email us at healthimprovement@local.gov.uk.

Support from the Partnership

The Health and Wellbeing System Improvement Programme

Our aim is that Health and Wellbeing Boards will be confident in their system wide strategic leadership role, have the capability to deliver transformational change through the development of effective strategies to drive the successful commissioning and provision of services and will be able to create improvements in the health and wellbeing of the local community.

To convene a single support and improvement offer that all the partners can collaborate on and that covers health and wellbeing boards, public health and local healthwatch, the Department of Health is grant funding the LGA to assemble a Health and Wellbeing System Improvement Programme which all partners are helping to co-produce.

The purpose of this programme is to provide improvement support during the first year of fully functioning Health and Wellbeing Boards, CCGs, local authority public health responsibilities and Local Healthwatch.

The programme consists of:

- Five pilot Peer Challenges and ten full Peer Challenges across the country, for Health and Wellbeing Boards and councils across the improvement spectrum;
- Localised support through regional resources and partnerships;
- A Healthwatch Implementation Team (HIT) to give trouble-shooting and immediate support to local authorities and HWBs;
- A single point of access to a range of data relevant to health and wellbeing outcomes and wider determinants of health and wellbeing, utilising the LGA's LG Inform and LG Inform Plus tools;
- Opportunities for learning and sharing, using the LGA's online tool, the Knowledge Hub, social media, direct correspondence and national learning events.
- An updated self-assessment tool designed with health and wellbeing boards to help them chart their own development

For more information on the programme please email:

healthimprovement@local.gov.uk

Or visit the LGA's Health and Wellbeing System Improvement Programme's webpages

The Programme

Peer Challenge

Peer Challenge is the cornerstone of this programme, applying the LGA's tried and tested approach of sector-led improvement to health and wellbeing.

These challenges involve bespoke teams of practitioners and peers working on site with the council and its partners on the health and wellbeing board for four days. The team comprises a council chief executive, an elected member with significant health experience, a director of public health, a specific health peer, e.g. from a clinical commissioning group or from a Public Health England regional centre, and an LGA challenge manager. The team can also include specialist peers according to local need and focus, e.g. a further health or community sector peer. The team explores how the council and its partners are working together to deliver successful health outcomes through their health and wellbeing board, their new public health and local Healthwatch responsibilities.

Through a comprehensive programme of discussions, observations, workshops, focus groups and visits, the peer team develops and feeds back its findings and recommendations at the end of the four days, enabling the council and the health and wellbeing board to focus on key issues to take their agenda forward.

For more information please contact Vicki.Goddard@local.gov.uk

Or visit the LGA's health and wellbeing peer challenge webpages

Regional Resource and Partnership

The Regional resource is about enabling local choices on how collectively to drive improved health and wellbeing outcomes. The Regional resource will be for local choice on what will serve best collectively within the Region. We want the fund to be used to deliver clear outcomes and demonstrate value for money. Given issues are still developing locally we want some resource to be reserved in order to respond to issues throughout the year. Most importantly we want each Region to give live feedback into the system so that the collective local voice can be heard and we do live learning and sharing within and between Regions.

Regional partnerships determine the support needs, with a local authority lead. The Deputy Directors from Department of Health and the LGA's Principal Advisers are also key contacts on the partnerships, with Area Team Leads and Public Health Centre representatives. For contact information please see pages 21-22.

The Healthwatch Implementation Team (HIT)

This small, expert team deployed in each region provides 'trouble shooting' capacity and tailored support to local authority commissioners on establishing successful local healthwatch. In addition, this team will be providing support to local authority regional networks to share best practice, identify and develop a pool of local Healthwatch leaders and develop their potential for becoming self-sustaining peers in a peer support programmes.

For more information please contact Paul Rideout - Paul.Rideout@local.gov.uk

Or visit the LGA's Healthwatch Improvement Team's webpages

Local Healthwatch Support

The LGA and Healthwatch England have developed a joint work programme for 2013/14 to support the set-up and development of local Healthwatch in its first year of operation.

This programme will:

- Work collaboratively to ensure that local Healthwatch organisations are the best possible organisations they can be;
- Work with Local Authority Commissioners in developing a supportive contractual relationship with the local Healthwatch organisation;
- Provide bespoke support and carry out research that will assist Local Authorities and Local Healthwatch organisations;
- Maintain and develop Local Authority Regional Networks for best practice sharing and input into a future sector-led improvement programme;

- Maintain and develop Local Healthwatch Organisation Regional Networks for best-practice sharing, and developing partner relationships.

The joint project will:

- Contribute to a Local Healthwatch Quality Framework (covering 'what good looks like')
- Contribute to an Outcome and Impact Framework/Toolkit (covering the monitoring of the contract)
- Publish a Local Healthwatch Quality Framework
- Publish a Local Healthwatch Outcome and Impact Framework.
- Bespoke development support, including production of shared resources
- Involvement in Health and Wellbeing System Improvement Programme
- Building the capacity of Local Healthwatch to tackle health inequalities
- Partner Contingency Fund

For more information please contact Paul Rideout - Paul.Rideout@local.gov.uk

Or visit the LGA's local healthwatch pages or www.healthwatch.co.uk/local-healthwatch-support

Health Data

As part of this programme a specific package will be developed to bring together key comparative information on public health for health and wellbeing boards, public health professionals, councils, local people and voluntary organisations to use, in order to facilitate the monitoring of trends and for benchmarking. Data and information will also be produced to inform the peer challenges. LG Inform is an on-line data and benchmarking tool and will be used to bring together useful health and wellbeing data into an accessible place, whilst complementing other data held and made available by the partners. Alongside this, LG Inform Plus will provide data and reports at ward level, for comparison within areas.

For more information please contact research@local.gov.uk or visit www.local.gov.uk/about-lginform.

Self-Assessment Tool

Discussions with representatives of health and wellbeing boards show that there is an appetite for products that support them to assess their progress by reference to indicators of practice. In response to this, a number of regions have already prepared self-assessment documents that measure “levels of preparedness”.

Our aim is to provide health and wellbeing boards with a tool that will enable them to go beyond assessing how ready the board is, towards how effective it is being in practice, and how that effectiveness is enhanced over a period of time. This tool aims to assist boards to explore their strengths and opportunities to improve, and to inspire their ambition to develop a clear sense of purpose and an approach which will help transform services and outcomes for local people.

The approach recognises that to deliver good outcomes on the ground partnerships require an effective structure (in common with all organisations).

The tool will be available online by the end of July 2013.

For more information please contact anne.brinkhoff@local.gov.uk

Or visit the LGA’s self-assessment tool webpages

Knowledge exchange

Sharing the learning quickly and effectively from the programme, partners, health and wellbeing boards, public health professionals, councils, CCGs and local healthwatch is a key objective for the programme. The aim is to make information as ‘live’ as possible, encouraging feedback and questions, so that the knowledge exchange is real and useful, rather than lists of information.

To achieve this, the programme and partnership will be using online knowledge exchange tools, social media and national learning events.

A **monthly bulletin** will provide live updates on the programme and the partnership, including upcoming events, with a focus on sharing the experiences and learning that emerge as the programme develops. It will also provide a way for health and wellbeing boards, public health professionals, councils and local healthwatch to give us feedback on the support that’s available, so we can make sure we’re providing support that is based on your actual needs. To sign up to the bulletin email healthimprovement@local.gov.uk.

The current platform for knowledge sharing is the LGA’s ‘**Knowledge Hub**’. The National Learning Network for Health and Wellbeing

Boards community hosted on the Knowledge Hub has useful documents, discussion forums, twitter feeds, events, etc. It will also host a monthly ‘hot seat’ session where members of the community can have their questions answered live from the partners, recipients of a Peer Challenge, a leader of a health and wellbeing board, etc. To sign up to the Knowledge Hub please visit <https://knowledgehub.local.gov.uk/>. You can then join the National learning network group, where you can elect to receive updates daily, weekly or monthly. There are currently over 1000 members of the National learning network for health and wellbeing boards community.

Twitter is fast becoming the medium for the immediate exchange of useful information, in real time. The programme will be several twitter feeds to exchange information, including the LGA’s twitter feed @LGAWellbeing, as well as staff will be using their own twitter accounts to share information. We are also continuing to use the ‘hash tag’ set up by the Department of Health #hwblearn. This means, for instance, that Peers on a peer challenge can tweet and anyone following @LGAWellbeing or #hwblearn can learn about good practice and what a Peer challenge is about. #hwblearn is also linked to the National learning network for health and wellbeing boards community on the Knowledge Hub, so all the information can be seen on this site.

To provide a way for learning and networking, the programme will be linking into the **range of events** that the respective partners hold, as well as holding specific events on the programme.

All the partners will be using their **websites** to provide useful information for health and wellbeing boards, public health professionals,

councils, CCGs and local healthwatch. There will also be dedicated pages on the LGA’s website for the programme.

Systems Leadership

The Systems Leadership programme is a ground-breaking collaboration between Public Health England, National Skills Academy for Social Care, NHS Leadership Academy, Virtual Staff College, Local Government Association and the Leadership Centre, that enables areas/communities to create system wide change through leadership collaboration and development.

Together these partners have pooled resources to assemble a further fund of over £1m to support up to 30 places in this breakthrough project.

Thirty places will receive support to develop outstanding systems leadership across public sector partners in a place. The package of support will include the time of an experienced leadership development enabler to work with them on a ‘breakthrough issue’ whilst advancing leadership in their place to the benefit of residents.

Breakthrough issues in the existing places prototyping this work include changing patterns of sedentary behaviour, addressing excessive alcohol consumption, data sharing between agencies, integrated pathways of care between health and social services and targeted responses to support vulnerable elderly people.

For more information please contact john.jarvis@local.gov.uk

Support available from the Partners

Each organisation will continue to provide a whole range of support and linkages that will help local health and wellbeing authorities develop and prosper. Here are a few of the shared offers from each of the organisations.

Support from the Department of Health

The Department of Health are the funders of the programme and are committed to supporting the growth of capacity and sharing learning to increase the pace and spread of policy implementation.

Support from the LGA

Sector-led improvement

The LGA offers councils a number of approaches and tools to help them enhance the way they are locally accountable and to support each other in making improvements. Their 'Taking the lead' seven-point support offer that the LGA makes on a free of charge or subsidised basis.

Towards Excellence in Adult Social Care (TEASC)

'Towards Excellence in Councils' Adult Social Care' is a new programme to help councils improve their performance in adult social care. The sector-led initiative builds on the self-assessment and improvement work already carried out by councils. For more information visit the LGA's TEASC webpages.

Winterbourne View Joint Improvement Programme

National partners have committed to a programme for change to transform health and care services and improve the quality of the care offered to children, young people and adults with learning disabilities or autism who have mental health conditions or behaviour that challenges to ensure better care outcomes for them.

As part of this, the LGA and NHS England have established a joint improvement programme to provide leadership and support to transform services locally, building on current good practice

The aim of this programme is to work with local areas to provide swift and lasting action across the system to ensure that the services that are commissioned are personalised, safe and local. This should result both in a movement away from the use of long stay, large-scale hospital services and also lead to real and rapid change in the attitudes and culture. For more information visit the LGA's Winterbourne View webpages.

Integrated Care and Support

On 14 May, the Minister of State for Care and Support, supported by the LGA, NHS England and others, announced plans to accelerate integrated care and support across the country. The announcement committed national partners to work together to provide support to all areas to stop people being passed from pillar to post, improving care and efficiency at scale and pace across

the whole health and care system.

This work will be led at local level by 10 pioneer projects, which will be announced in September, with the expectation that they will lead the way for all local areas improving outcomes and efficiency across the system. Health and wellbeing boards (HWBs) will have a key role in leading these initiatives locally. The announcement also included plans for 2 per cent of CCG budgets to be used to support integrated care initiatives locally, and a narrative for integrated care, developed by National Voices, which provides a definition for integrated care from the perspective of people who use and interact with services on a daily basis.

For more information about 'Our Shared Commitment', the Narrative and the Pioneers, please visit the integrated care page on the LGA's website or <https://www.gov.uk/government/policies/making-sure-health-and-social-care-services-work-together>

Public Health

The LGA is providing good practice resources and case studies for local authorities and their partners, as well as organising events and publishing materials on specific public health themes. For more information visit the LGA's public health webpages.

Children's Health

The LGA works with local authorities, including lead members for children's services, officers and health and wellbeing boards to deliver better health and wellbeing outcomes for children and young people. It provides a range of support tools and the latest information on children's health issues.

As part of this work a new national Children's Health and Wellbeing Partnership has been

established to improve children and young people's health outcomes. This is a co-produced partnership spanning key local government, NHS and public health bodies along with the Department of Health and Department for Education. The Children's Health and Wellbeing Partnership will provide national leadership and will work jointly to deliver better health outcomes for children and young people in the new health system. The Partnership is co-chaired by Mark Rogers, Chief Executive, Solihull Council, SOLACE on behalf of the local government sector and Jon Rouse, Director General Social Care, Local Government and Care Partnerships at the Department of Health.

For more information about the LGA's work on children's health issues visit: <http://www.local.gov.uk/childrens-health>

Support from NHS England and NHS Improving Quality NHS Improving Quality

Capability Programme: Leading System Transformation

This programme provides new clinical commissioners with tools and approaches to build capability in leading transformational change and transforming care for their communities. Available to all 211 CCGs across England, working with their partners, this practical support programme will accelerate progress on an identified local priority. Typically the programme will be delivered over a 6-9 month period, with focused learning interventions for CCGs and their commissioning partners through a series of 7 workshops;

- a multi-level approach with action focused inputs, facilitated networking and web resources in between workshops to help application of learning

- delivery of evidence-based learning and proven tools, techniques and thinking by an experienced faculty of GPs, commissioning leaders and improvement experts

CCGs select their priority local large-scale change challenge within their local economy, for example, urgent care, integration, new models of care, safer care or primary care development.

CCG teams (generally around 5 members of each CCG responsible for the priority change challenge) plus key local partners with whom they will be working on the change challenge will be involved in the programme. Key partners are likely to include:

- Local authority commissioners
- Health and well-being board members
- Neighbouring CCGs
- NHS England local area teams
- Commissioning support partners

At the end of the programme, participants will have:

- derived more rapid and assured progress on their key priorities
- built sustainable new team and system capabilities
- accelerated successful patient-focused change at scale and pace
- deepened local strategic partnerships through the creation of effective shared purpose
- developed its evidence to demonstrate competence against a number of elements of the assurance process.

The programme will be delivered locally, and accessed via CCGs. All CCG accountable officers received a welcome pack during May 2013. Cohorts for the programme get underway from July 2013.

For further details please contact: enquiries@nhsiq.nhs.uk

Website: www.england.nhs.uk/ourwork/qual-clin-lead/nhsiq

NHS England

Building Health Partnerships: Collaboration with the Community and Voluntary Sector

Supported by NHS England, the programme is run by NAVCA and Social Enterprise UK in association with the Institute for Voluntary Action Research (IVAR).

The Programme aims to improve health and wellbeing outcomes through the development and national sharing of best practice in partnerships and relationships between Clinical Commissioning Groups (CCGs), Health and Wellbeing Boards and the voluntary, community and social enterprise (VCSE) sector.

The programme is being delivered in twelve sites: Bristol; Croydon; City & Hackney; Dudley; Durham Dales, Easington and Sedgfield; North Hampshire; Bradford & Airedale; Manchester; Shropshire; SE Staffordshire and the Seisdon Peninsular; Swindon; and Wakefield.

Locally, this is a joint approach with CCG and the VCSE sectors, with HWB and local authority partners. Each site has access to facilitated support and a bursary of up to £50k to develop their own approaches and partnerships, as well as acting as national leaders to share their learning and support for others to adapt and develop best practice bespoke to their own local areas.

A primary focus of the overall programme is to support wider shared learning and spread of good practice nationally, including the development of a national learning network and vehicles to disseminate and share the

learning and best practice from the learning sites and other areas.

Part of the evaluation of the programme includes active dissemination and support for areas outside the 12 sites to support shared learning and the spread and adoption of best practice.

For further information please visit:

<http://www.navca.org.uk/healthpartnerships>

CCG outcomes tool

In December 2012 NHS England published a set of information packs for CCGs and Local Authorities that set out key data to inform the local position on outcomes. The Local Authority packs present high-level comparative information on the NHS, the Adult Social Care and the Public Health outcomes frameworks. The CCG packs provide a more detailed analysis of NHS outcomes and other relevant indicators. These are available to view as individual pdf documents at:

www.england.nhs.uk/la-ccg-data.

Following feedback, NHS England has now produced an interactive version of the CCG packs. There are two views of the data:

- The CCG outcomes tool allows users to view maps, charts and tables of individual outcome indicators across CCGs, and to view a spine chart of all the outcomes for one or more CCGs.
- The CCG outcomes explorer allows the user to explore the relationships between two outcomes or between demographic information and outcomes.

The tools are available <http://www.england.nhs.uk/resources/resources-for-ccgs/ccg-out-tool/>

NHS England is keen to receive feedback from health and wellbeing partners to steer the next phase of developing these tools.

For further information or to feedback comments, please contact nhs.cb.outcomes-benchmarking@nhs.net

Insight: Codifying best practice across health and wellbeing

In partnership with CCGs, patients and other key partners, the insight work programme will develop a live statement of what excellent practice looks like in clinical commissioning, building on the domains of CCG assurance. One particular focus of this work will build on the domain for 'CCG collaboration', including their collaborative partnerships with local government, area teams and public health, within the context of the health and wellbeing system.

Further technical tools, guides and wider support for service transformation

This will include the development of supporting resources and/or programmes for health and wellbeing partners to support them in service transformation and delivering change challenges locally, and to compliment other support programmes such as the NHS Improving Quality, Leading Service Transformation. Planned resources include:

- **Planning for major service transformation** - A set of guidance that is relevant for the new health and wellbeing system, to facilitate an understanding of how partners could work together to develop and implement proposals for major front line service change. It will propose how NHS and local authorities could work together in the planning and delivery of major service change, following a review that was undertaken by Sir Ian Carruthers of the principles and processes for service reconfiguration in light of the Health and Social Care Act 2012.

- **Governance and accountability across health and wellbeing partners** - CCGs, local government, NHS England area teams and public health partners will be engaging in new collaborations across the commissioning community, centred on health and wellbeing boards. Support to explore specific governance and accountability arrangements has been signalled as a development need by local partners.

For more information about the NHS England health and wellbeing support, please contact Sam Illingworth, CCG Collaboration Senior Lead at Samantha.illingworth@nhs.net

Support from Public Health England (PHE)

PHE has a key role in supporting the delivery of local priorities – we are ensuring there is local capacity and capability within PHE to provide this, through the 15 PHE Centres, across the four domains of the Public Health Outcomes Framework. In addition there are 8 knowledge and intelligence teams across the country, ten microbiology laboratories, field epidemiology teams and centre for radiation, chemicals and environmental hazards units.

PHE will, in collaboration with key partners, provide a responsive public health intelligence service to meet the needs of LAs and CCGs, through Directors of Public Health including:

- Expertise to support local health surveillance needs assessment, benchmarking practice, comparing outcomes, developing plans and evaluating impact.
- Access to a wide range of profiles, atlases, tools and evidence, in time via a single portal.

- In the longer-term, the development of national health intelligence networks aligned to the four conditions/groups covered by strategic clinical networks.

PHE online tools include:

- Local Health (Neighbourhood) Profiles
- Public Health Outcomes Framework Data Tool
- NHS Atlas of Healthcare Variation
- General Practice Profiles
- Cancer Commissioning Toolkit
- National Obesity Observatory e-atlas
- Community Mental Health Profiles
- Local Alcohol Profiles
- Diabetes Outcomes versus Expenditure (DOVE) Tool
- Child Health Profiles
- Kidney Disease CCG Profiles

For more information please contact your local Public Health England Centre, available online on the PHE website: <https://www.gov.uk/government/publications/phe-centre-addresses-and-phone-numbers>

Or visit <https://www.gov.uk/government/publications/chief-knowledge-officer-introduction-to-the-directorate>

Support from the NHS Confederation

The NHS Confederation's work will help ensure that HWBs have access to a range of resources to understand 'what good looks like', and can draw on best practice in developing their own ways of working. To achieve this, a series of additional resources are being produced to support the development of health and wellbeing boards, drawing on learning from the National Learning Network and input and expertise

from the Confederation and partners including the Local Government Association, Regional Voices, and ADCS.

This complements the set of resources developed in partnership with the national learning network during 2012-13, covering topics including: operating principles for JSNAs and JHWSs; integrated working and developing a local outcomes framework for adults and older people; engaging with criminal justice system agencies; patient and public engagement; health impact assessment and improving population health; children and young people; governance; how GP commissioners and local government work together; best use of collective resources.

First phase

- 'Making a local difference', a progress report on the learning from HWBs time as shadow bodies, highlighting common issues HWBs still need to tackle and signposting to resources and case studies which will help.
- Further resources and engagement over the summer / early autumn on topics developed by DH based on feedback from the national learning sets, including:
 - JHWS best practice
 - HWBs' role in responding to Winterbourne View
 - Pros and cons of the different kinds of information and evidence that can be used to develop JSNAs
 - Translating JSNAs and JHWSs into outcome based commissioning intentions.

Second phase

A second phase will be scoped later around September 2013 once HWBs have started

to put theory into practice - we anticipate their needs and wishes will develop over the year. This may include a national learning event and tailored support for CCG leads on HWBs.

For more information please contact matthew.macnair-smith@nhsconfed.org or kate.ravenscroft@nhsconfed.org

Or visit <http://www.nhsconfed.org/Publications/Pages/Iresources-health-wellbeing-boards.aspx>

Support from Healthwatch England

The support and development needs of local Healthwatch are highest in the first year. As well as establishing themselves as new players in a changing and complex landscape, local Healthwatch are also establishing themselves as stand-alone organisations.

They are diverse in form, readiness and size. They have the task of delivering results while still in set up mode.

In order to help them 'concentrate on the 'day job' of consumer champion Healthwatch England is providing a package of specific set-up support that will be delivered using a blend of e-learning, master classes, guidance notes, networking etc. Healthwatch England has provided local organisations with a number of tools to enable them with setting the organisations up. These include the Brand, a website ready to set up, the Hub – and information bank and intranet

that enables all Healthwatch to communicate with each other and share information. A communications centre with branded materials has also been created to provide a range of high quality branded products. As well as these products guidance has been

produced or signposted on a number of -

- Governance and policy issues
- Engaging with hard to reach groups
- Escalation of significant issues or concerns
- Working as an effective member of a Health and Wellbeing Board, Quality Surveillance Groups and Understanding overview and scrutiny
- Navigating the complaints system

Further support is being developed on

- Shared standards of good practice and with local Healthwatch agreeing what good looks like for:
- Developing an evidence base
- Working with volunteers
- Signposting services Consultation and engagement good practice
- Consultation and engagement good practice
- Effective local service reconfiguration

A the network is developing good practice is being identified and shared and communities of interest being established to encourage sector led improvement and a self- sustaining approach to development.

For more information please go to the Healthwatch England website:
<http://www.healthwatch.co.uk>

Other key partners

A number of key partners are helping to shape our improvement programme and may be able to provide additional more targeted support on specific issues. Below is a list of these key partners, who are on the Health and Wellbeing System Improvement Steering Group, with their websites for more information.

SOLACE

The society for local authority chief executives.

<http://www.solace.org.uk/>

ADPH

The association of directors of public health

<http://www.adph.org.uk/>

ADASS

The association of directors of social services

<http://www.adass.org.uk/>

ADCS

The association of directors of children's services

<http://www.adcs.org.uk/>

Faculty of Public Health

The Faculty of Public Health (FPH) is the standard setting body for specialists in public health in the United Kingdom.

<http://www.fph.org.uk/>

The Royal Society for Public Health

The Royal Society for Public Health (RSPH) is an independent, multi-disciplinary charity dedicated to the promotion and protection of collective human health and wellbeing. RSPH offer a range of qualifications, training and events centred on improvement and promotion of health and wellbeing including health improvement, behaviour change and mental health and wellbeing.

<https://www.rsph.org.uk/>

NAVCA

NAVCA (National Association for Voluntary and Community Action) is the national voice of local support and development organisations in England.

<http://www.navca.org.uk/home>

Chartered Institute of Environmental Health (CIEH)

The Chartered Institute of Environmental Health (CIEH) is a registered charity and the professional voice for environmental health.

<http://www.cieh.org/>

Other available support

The Virtual Staff College

The Virtual Staff College acts as the professional development arm of the Association of Directors of Children's Services.

<http://www.virtualstaffcollege.co.uk/>

The King's Fund

The King's Fund is an independent charity working to improve health and health care in England. They run the 'Learning network on integrated care for health and wellbeing boards'. The learning network will provide opportunities to develop ideas and share learning about how health and wellbeing boards can deliver their core functions of promoting integrated care, improving the health and wellbeing of their local population and ensuring a strategic approach to commissioning effectively.

Participants who join the programme will have the opportunity to work through issues in a safe space with colleagues facing similar challenges. Particular emphasis will be placed on the local authority and clinical commissioning group (CCG) relationships at the heart of the board.

The programme's 'System Leadership' offer is working with the Kings Fund.

For more information visit the King's Fund website: <http://www.kingsfund.org.uk/leadership/leadership-development-senior-leaders/learning-network-integrated-care-health-wellbeing-boards>

Durham University's Health and Wellbeing Leadership Programme

Durham University, working with a range of key partners, has designed this programme as one of a portfolio of Health and Wellbeing leadership programmes. Speakers on the one year programme will include a wide range of national experts in the fields of health and wellbeing improvement, leadership and system improvement methodologies, backed up with personal development tools, coaching and action learning support.

The programme commences in September 2013 and those taking part will be offered support on better understanding the new public health system in England; about developments elsewhere in the UK, sharing progress, issues and aspirations around the shift of public health functions and services to local government, the implementation of Health and Wellbeing Boards, Clinical Commissioning Groups, Public Health England and Health Education England; as well as all other aspects of improving health and reducing health inequalities at national and local levels.

The LGA worked directly with Durham University in the delivery of its Leadership programme for health and wellbeing boards until March 2013.

For more information visit Durham University's Website: <http://www.dur.ac.uk/public.health/grants/consultancy/cpdandacademicteaching/nat.lthwbp2013/>

The National Institute for Health and Care Excellence (NICE)

NICE provides guidance to support healthcare professionals and others to make sure that the care they provide is of the best possible quality and offers the best value for money. They provide guidance is for the NHS, local authorities, charities, and anyone with a responsibility for commissioning or providing healthcare, public health or social care services. They also support these groups in putting their guidance into practice.

For more information visit the NICE website <http://www.nice.org.uk/>

Ashridge Business School

Ashridge Business School helps people and organisations to be the best. We take pride in working in partnership with some of the world's leading business organisations in tackling the complex challenges they face, such as formulating and implementing strategic development, leadership and change.

For more information visit the Ashridge Business School website: <http://www.ashridge.org.uk/website/content.nsf>

National Leadership Academy for the Public's Health

<http://www.dialogue4health.org/phil/CHLP/NLAPH.html>

Centre for Public Scrutiny

The Centre for Public Scrutiny has a very successful Health Inequalities Programme that is now in its 4th year. The programme's

initial aim was to understand the potential and value of scrutiny in better understanding local health concerns and set out to demonstrate the active and vital role that it can have in helping Councils and their partners narrow gaps in health inequalities. With funding from the Department of Health, the Health Inequalities Scrutiny Programme was created develop innovative solutions to long-standing inequalities.

For more information visit the cfps website: <http://cfps.org.uk/tackling-health-inequalities>



Shared Learning and Development

At the heart of the programme and partnership is creating a strong and responsive relationship between local and national. Just as at local level we want to support shared leadership we want also to create that environment of growth and learning between national and local in order to support better health and wellbeing outcomes.

So we need to meet together -

- at the National Learning Events
- on the governance arrangements
- to have joined up national communications once a month
- to have shared regional events
- to have a strong voice from Health and Wellbeing Boards and the local perspective.

How will the programme and partnership be guided, managed and evaluated?

The programme and partnership will be guided by the Health and Wellbeing Improvement Steering Group, made up of interested organisations from across the spectrum of health, local government and the voluntary sector. We will make sure that local Health and Wellbeing Boards are well represented on the group.

The programme and partnership will be managed by the Health and Wellbeing Improvement Leadership Group, made up

of the key partners, including the LGA, DH, NHS England, NHS Confed, Public Health England and Healthwatch England. We will invite Health and Wellbeing Boards to join and present their progress and to test and comment on the local/national relationship and whether we are doing what we said.

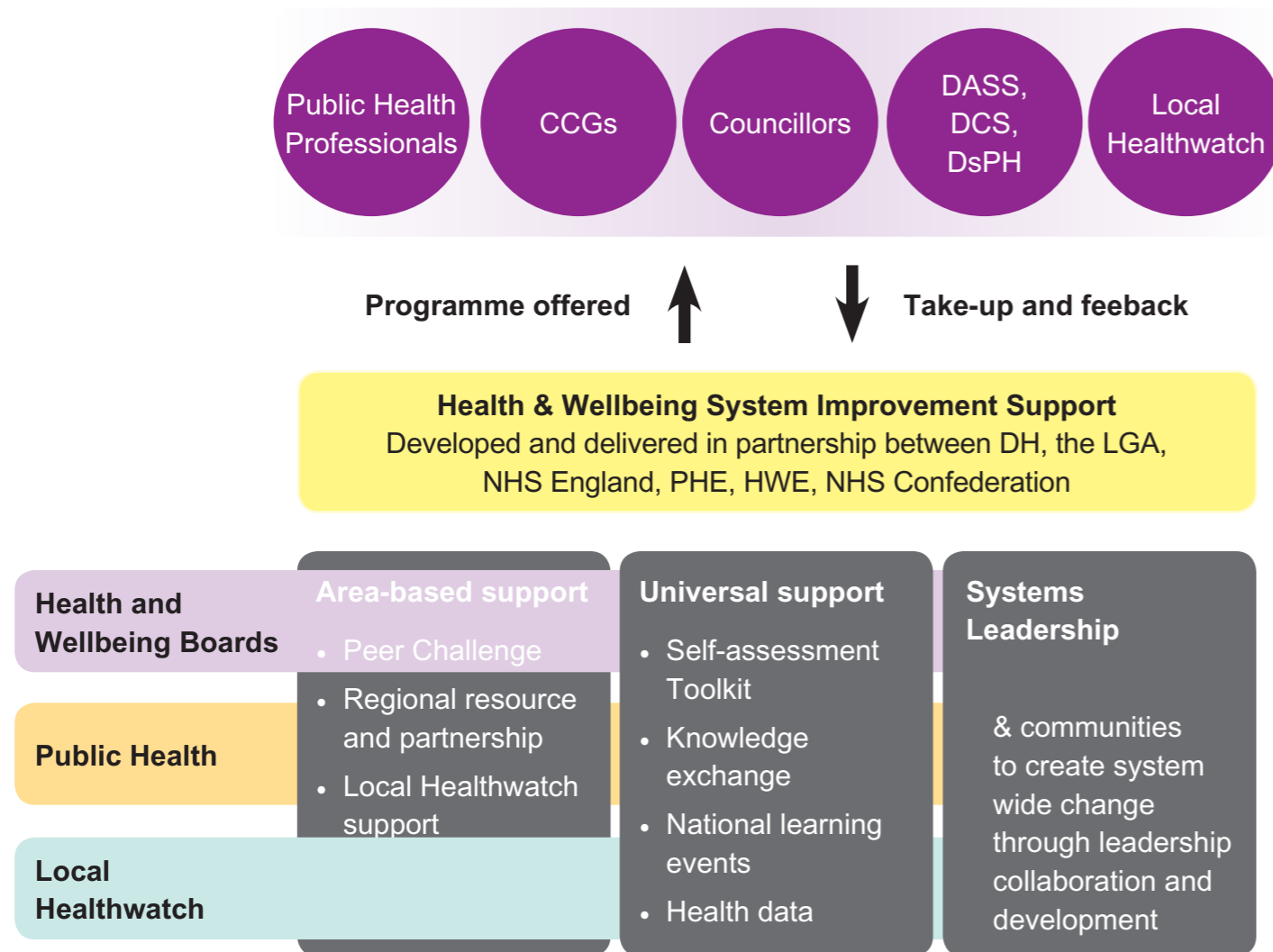
The programme will be evaluated as we go, mainly from feedback from those engaged or supporting Health and Wellbeing Boards at the local level, and by an external organisation, who will present their findings in April 2014.

Help us to help you

We have already described that this support is meant to be flexible and able to respond to the needs of local health and wellbeing boards, local public health professionals, local councils and local healthwatch. To make that a reality we do need to hear from you whether we've got it right, or whether there is some useful support or support tools or ways of doing things that will help you. Email us at healthimprovement@local.gov.uk.

You can also sign up to our monthly bulletin, which will keep you updated with the latest developments on the programme, events, what ideas and learning are emerging from the programme, the partnership, and the wider work from all our partners to support local organisations seeking to improve the health and wellbeing of their local communities – please also give us your stories and updates on how things are going.

Diagram summarising the programme



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http://www.local.gov.uk/web/guest/sector-led-improvement/-/journal_content/56/10171/3583635/ARTICLE-TEMPLATE

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NHS England Area Teams

For details of the NHS England Area Teams please visit the NHS England service directories website:

<http://www.nhs.uk/servicedirectories/Pages/AreaTeamListing.aspx>

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Useful Sources of Information

Twitter accounts

Department of Health - @DHgovuk

LGA - @LGAWellbeing

NHS England - @NHSEngland

NHS Confederation - @nhsconfed

Public Health England – @PHE-uk

Healthwatch England - @HealthwatchE

Improvement Programme - #hwblearn

Full web addresses

The Partners

Department of Health

<https://www.gov.uk/government/organisations/department-of-health>

LGA

www.local.gov.uk

NHS England

<http://www.england.nhs.uk/>

NHS Confederation

<http://www.nhsconfed.org/Pages/home.aspx>

Public Health England

<https://www.gov.uk/government/organisations/public-health-england>

Healthwatch England

<http://www.healthwatch.co.uk/>

The Programme

Health and Wellbeing System Improvement Support Programme Pages: http://www.local.gov.uk/web/guest/health/-/journal_content/56/10171/3767240/ARTICLE-TEMPLATE

The Knowledge Hub

<https://knowledgehub.local.gov.uk/group/nationallearningnetworkforhealthandwellbeingboards>

National learning events

http://www.local.gov.uk/web/guest/events/-/journal_content/56/10171/3979810/EVENT-TEMPLATE

Peer Challenge

http://www.local.gov.uk/web/guest/peer-challenges/-/journal_content/56/10171/3511124/ARTICLE-TEMPLATE

Healthwatch Implementation Programme

http://www.local.gov.uk/web/guest/health/-/journal_content/56/10171/3700506/ARTICLE-TEMPLATE

Self-assessment tool

http://www.local.gov.uk/web/guest/health/-/journal_content/56/10171/3638628

LGA full website addresses

TEASC

http://www.local.gov.uk/web/guest/media-centre/-/journal_content/56/10171/3374265/NEWS-TEMPLATE

Winterbourne view

http://www.local.gov.uk/web/guest/adult-social-care/-/journal_content/56/10171/3912043/ARTICLE-TEMPLATE

LGA public health pages

http://www.local.gov.uk/web/guest/health/-/journal_content/56/10171/3769013/ARTICLE-TEMPLATE

LGA Children's pages

<http://www.local.gov.uk/childrens-health>



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