Oldham Health and Wellbeing Board

Operating Framework

Date: April 2013
OLDHAM HEALTH & WELLBEING BOARD

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1 Purpose

The overall purpose of the Health & Wellbeing Board is to make a real difference to the health, well-being and life choices of the people of Oldham which means:

- understanding the Oldham story, knowing what matters most and deciding what this means in terms of priorities;
- focusing on prevention, early intervention and the wider social factors that impact on the local population’s health and wellbeing;
- being ambitious but realistic about what can be achieved;
- setting the strategic direction that will deliver the best outcomes for Oldham.

Lead and champion change across communities, sectors and organisations which means:

- getting the message across to communities and raising the profile of the health and well-being agenda;
- standing up for local interest and needs across Oldham;
- being accountable for and driving the change that is needed with persistence and determination;
- influencing thinking and challenging providers to reshape delivery;
- keeping everyone on course with the strategy and not getting distracted by detail and other agendas;
- mobilising the diverse skills across sectors and organisations that will achieve improvements.

Get people to work together properly which means:

- ensuring the board becomes a high achieving and collaborative partnership;
- galvanising the many organisations that impact on health to work together to one Oldham agenda;
- making the strategic links between sectors and organisations and ensuring that their plans and activities are coordinated;
- getting the most out of Oldham’s collective assets and public money;

Drive delivery which means:

- setting clear and crisp outcomes that;
- are aligned with local needs and assets;
- influence commissioning plans;
- streamline and integrate services;
- challenging commissioners and providers to set ambitious and aspirational targets; and
- holding them firmly to account when things aren’t happening as planned;
2 Functions of the Health & Wellbeing Board

- To provide a governance structure for local planning and accountability of health and wellbeing related services.
- To assess the needs of the local population and lead the statutory Joint Strategic Needs Assessment (JSNA), and the Joint Health & Well-being Strategy (JHWS).
- To promote integration and partnership across areas through promoting joined up commissioning plans across the NHS, social care and public health.
- To support joint commissioning and pooled budget arrangements, where all parties agree this makes sense.
- To review major service redesigns of health and well-being related services provided by the NHS and Local Government.

3 The Core Values and Principles that will underpin the work of the Board

We will:

- maintain a consistent focus on Oldham the place and our citizens rather than individual organisations’ priorities;
- do all we can in the way we work collectively and individually to:
  - develop trust and confidence in each other;
  - encourage integrity, openness and honesty;
  - promote inclusiveness and equality;
  - value people’s different strengths and contributions;
  - show respect for the lived experience;
  - engender a shared ethos and language that everyone can access;
  - have the strength and courage to assert the authority of the board and not be afraid to challenge and hold people to account;
  - stand together on decisions made as a Board
  - and speak as one voice outside the Board;
- hold on to the belief and conviction that we can make a difference;
- dare to be different in the way we do things and value and promote innovation and creativity;
- be prudent in the way we use our assets;
- work hard to develop the confidence and gravitas to challenge what is happening regionally and nationally.
4 Membership and Role of Board Members

Board membership includes;

- Chair
- Assistant Executive Director - Neighbourhoods
- Lead Officer of Voluntary Action Oldham
- Local Healthwatch
- Clinical Commissioning Group x 5
- Local Authority Elected Members x 6
- Director of Public Health
- Director of Children’s Services
- Director of Adult Services
- Executive Director Commissioning
- Assistant Executive Director (Joint Commissioning)
- Representative of the Housing Partnership
- Representative of the Police
- Representative of the NHS Commissioning Board.
- Invited stakeholders (when relevant)
- Chief Executive Pennine Care NHS Trust. If CEO unable to attend the Director of Strategy will deputise in any absence
- Chief Executive Pennine Acute NHS Trust
- Lay Chair of Oldham CCG

There may be a future need to co-opt members to ensure appropriate representation is achieved as developments take shape.

Collective role of Board members

a) Use existing formal and informal networks to:
   - listen and respond to the needs of the people of Oldham;
   - develop a body of evidence.

b) Use this evidence and the output from the JSNA to establish:
   - clear and realistic priorities;
   - a coherent 3 year health and wellbeing strategy that makes the most out of the collective public purse;
   - an annual delivery plan;
   - a comprehensive work programme.

c) Ensure that the strategy reflects regional and national priorities but without sidetracking the local issues;

d) Work with the community, commissioners, providers and other stakeholders to co-produce the change needed;

e) Contribute to regional and national forums and plans;

f) Provide critical challenge to both commissioners’ and providers’ plans to ensure they:
   - are in line with the vision and strategy;
   - are achieving results.

g) Put in place robust mechanisms for involving and communicating with providers and other stakeholders, (e.g. task and finish groups; workshops; seminars; conferences);
h) Create the operating structure for sub board work and ensure that you harness the right contribution, skills, knowledge and expertise to deliver the programme;
i) Determine the input, research and papers required to make decisions and direct and commission executive teams/sub groups to provide this.

**Individual role of Board members**

a) Actively publicise and promote the health and wellbeing agenda at work and in the community;
b) Champion the work of the board and keep telling the Oldham story to people;
c) Take the time when with the people of Oldham to listen to and understand their experiences and what motivates their response to health and wellbeing issues;
d) Take every opportunity to use your networks and your professional and political expertise to raise the profile of Oldham’s work on health and wellbeing issues:
   - locally;
   - regionally;
   - and nationally.
e) Make sure the people you work with make the connections across health and well-being activity in Oldham; and
f) Hold them to account for delivering the outcomes they have agreed;
g) Take practical steps to drive, plan and implement the organisational change needed in your organisation;
h) Offer advice and guidance to commissioners to support them in the development of their plans;
i) Internally challenge commissioners’ plans and results to ensure they stay in line with the health and wellbeing strategy;
j) Make every effort to complete all the preparation and planning needed to make a full contribution to board meetings;
k) Make what time you can to support and be involved in sub board work.

**How we will carry out our business in meetings**

a) With pace, energy and focus
b) Stay focused on strategy and what we can do to influence the ‘big ticket’ items
c) Use a style and content of meetings which encourages:
   - strong working relationships between members
   - positive contribution and constructive challenge
   - commitment and motivation to be there
d) Adopt different formats for board meetings such as workshops when these are appropriate
e) Give opportunities to reflect informally at each meeting if it is doing what it needs to ...
f) ... And review more formally on a 6 monthly basis.
g) There is a forward plan over 12 months which sets out the expected business of the board
h) Board papers based on the input and research the board has commissioned are:
   - produced early
   - concise and clear about what is required from the board ...
   - ... so that members can be fully prepared
i) Each agenda is:
- well structured
- relevant to the board’s business at that time rather than having a fixed format
- provide flexibility for discussion
- focused on decision making and actions

j) Agenda items have a clear sense of purpose

k) Decisions are precisely recorded and the action required, by whom and by when is clear

l) Detailed work is delegated to task and finish groups with clear terms of reference and a deadline

5 Accountability

The Oldham Health & Wellbeing Board will be accountable as defined in Department of Health guidance to:

- the community it services;
- its members.

It will also have direct lines of accountability to Public Health England and the NHS Commissioning Board.

Independent scrutiny of the Health and Wellbeing performance, functions and outcomes will be provided by the Overview & Scrutiny Board of the Council.

The diagram at Appendix 2 clearly outlines the key governance arrangements and relationships for the Health and Wellbeing Board within Oldham.

The Board will also operate as a committee of the Council.

Every year, Oldham Health and Wellbeing Board will produce an annual monitoring report which considers:
- progress towards achieving all targets and priorities set out in the Joint Health and Wellbeing Strategy;
- the extent to which partners have acted in accordance with the Strategy;
- the effectiveness of local governance and partnerships; and
- implications for future action.

6 Chair

The Chair of the Health and Wellbeing Board along with the Deputy Chair will be shared between the Local Authority and the Clinical Commissioning Group.

7 Voting

The Chair of the Health & Wellbeing Board will seek, where possible, to ensure consensus decision making by all members. However, in the event of a vote being required this will be decided on the basis of a simple majority and in the event of a hung decision, the Chair will have the casting vote.
8 Meetings

Full board meetings will be held monthly bar two meetings per year which will be closed to the public for development sessions and two sessions where meetings are not held (May – elections and August Recess).

Constitutional Services, as part of the democratic function of the Council, will service Health and Wellbeing Board meetings.

9 Agenda

The agenda will be agreed between the Chair, the Director of Public Health and the Deputy Chairs. In order to fully address the strategic issues, outcomes, impacts and issues relevant to improving health and well-being in the community, areas will include:

- Prevention / public health issues;
- NHS issues;
- Social care issues;
- Local government / wider public and private sector issues;
- Wider social determinants.

10 Financial Arrangements

There will be a need to adequately resource Oldham Health and Wellbeing Board and associated sub-groups to discharge its functions effectively. Work will be undertaken to evaluate the key activities required to support the ongoing developmental and operational activity of Oldham Health and Wellbeing Board and identify where these resources will come from.
Success criteria for the Health and Wellbeing Board

By 2015, Oldham Health and Wellbeing Board will have achieved the following:

**People in Oldham believe that:**
- the health and well being of the people of Oldham has improved
- health inequalities across Oldham have reduced
- local public services are integrated and working well together
- local resources are being used effectively and productively

**Commissioners have:**
- delivered a credible, comprehensive and confidence inspiring JSNA
- achieved the outcomes in the health and wellbeing strategy and have the evidence that the strategy is making a difference to the health and wellbeing of the people in Oldham
- helped to develop a rich local economy of service providers that are delivering innovative and integrated solutions and outcomes
- commissioned better quality services at better prices through joint contracting
- the flexibility to invest and disinvest when required

**Providers:**
- are clear about the market direction and are supported in the development of new services
- feel confident in the investments they have made and that any risks they have taken have been managed and worth it
- know that the services they provide have been innovative and made a real contribution to improvements
- want to invest and work in Oldham because they know they will be well treated and not hampered by bureaucracy
- feel part of the Oldham family

**Board members are confident that:**
- the board has a credible positive profile in the borough and a reputation for doing what it promised
- it has shared the Oldham story, set out what needs to be done and achieved it
- it has a sound and shared knowledge base about health and wellbeing
- others have confidence in what the board is doing and can see the difference it has made
- it has used its power and influence to hold commissioners and providers to account for delivering integrated service improvements

**Greater Manchester (AGMA and the cluster) knows that:**
- the Oldham Health and Wellbeing Strategy has:
  - contributed to conurbation outcomes
  - influenced the GM strategy
  - helped positive collaborations across boundaries
- Oldham is no longer a ‘hot spot’ in Greater Manchester
• Oldham has a good regional and national reputation which helps enhance the reputation of Greater Manchester
• Oldham has worked closely with Greater Manchester on major health issues that cut across the conurbation
• Oldham has a healthier population and workforce because people have taken advantage of the wider city region developments

The government has evidence that:
• the health inequalities gap has narrowed in Oldham
• there is an increased rate of improvement
• Oldham has delivered the outcome framework
• and used collective resources effectively
• Oldham no longer needs to be on their radar
Oldham Health and Wellbeing Board
Governance Arrangements

Oldham’s Health and Wellbeing board and it’s key relationships

Outer Layer
- NHS Commissioning Board
- Public Health England
- AGMA
- Public Service Board
- NHS Clusters
- Health Scrutiny
- Cabinet and Council
- Chief Executives Management Board
- Children’s Trust Board

Middle Layer
- Stakeholder - key provider
- Community groups
- District Partnerships
- Health watch
- Public/patient involvement
- Commissioners - CCG, Council

Inner Layer
- Health and Wellbeing Board - connects, influences, enables and makes happen, holds to account