

## **Health and Wellbeing Board**

### **Strategic Planning Awayday Outputs: Thursday 3 May 2012**

Present: Councillor Chris Lewis, Councillor Mike Morey (morning only), Councillor Bobbie Davies, Debbie Stark (Director of Public Health), Siobhan Grady (Public Health), Dr Sam Barrell (Clinical Co-Chair, South Devon and Torbay Clinical Commissioning Group), Caroline Taylor (Deputy Chief Executive, Torbay Council), Anne Mattock (LiNK representative), Sue Taylor (Devon Local Pharmaceutical Committee), Richard Williams (Director, Childrens' Trust). Facilitator: Louise Hardy (Head of Organisation Development, South Devon and Torbay CCG)

#### **Overview of the day**

Members met and spent some time discussing their desired outputs from the day. These included:

- Some tangible direction for self and Board for the future
- Improved working relationships, fostering of a partnership ethos and a better feeling of 'team'. Learning to trust one another
- Working through, and agreeing priorities for work
- Seeing the scale of change in a system context
- Wanting to retain focus on what we know is important (eg, Children and Families)
- Understanding our stakeholders and knowing how to engage them
- Ensuring outcomes

#### **Team Profiles**

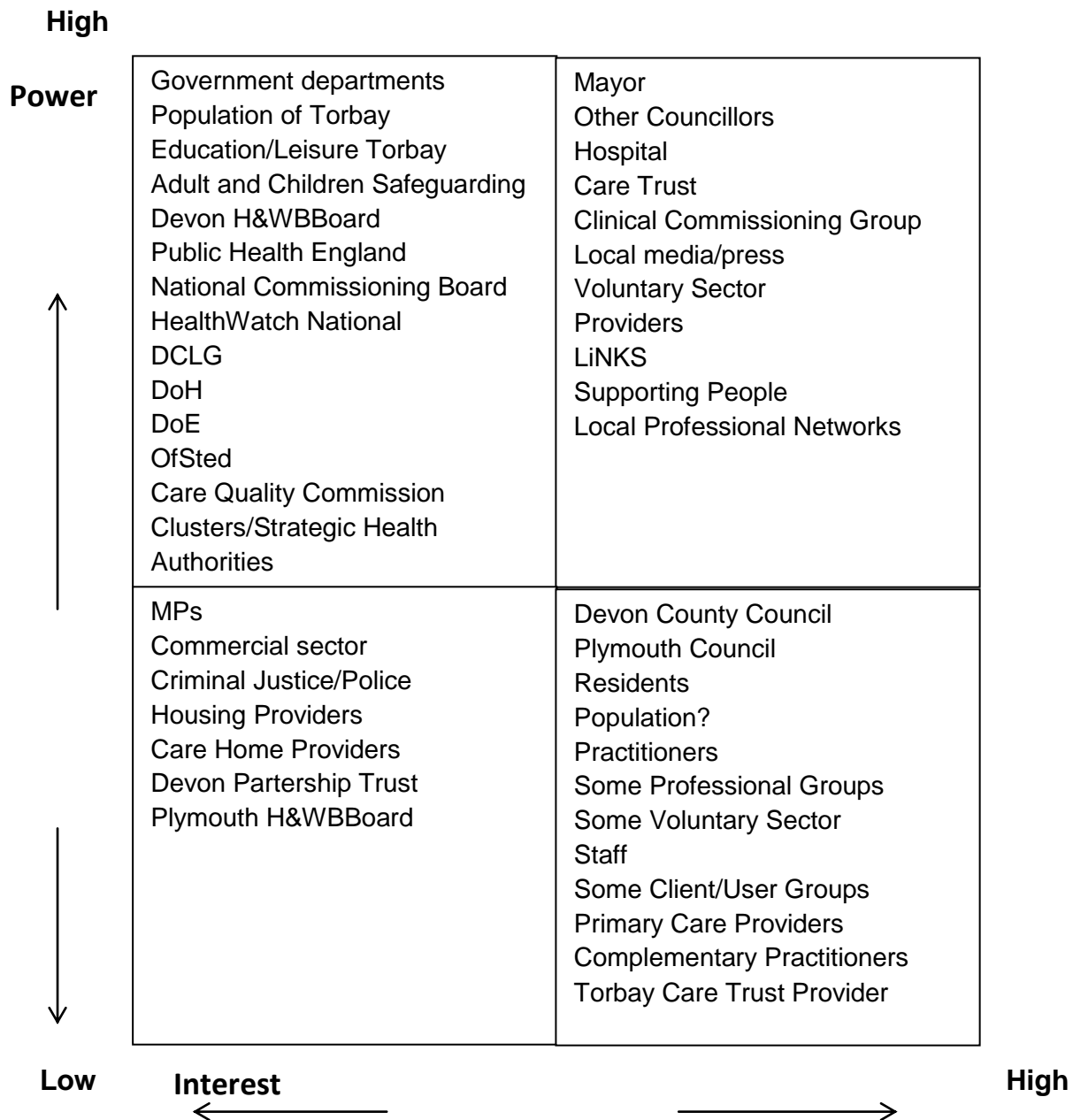
The members spent some time working together on their individual personality profiles, learning that they favour different modes of approach to team working. The group displays a good balance of fiery red energy (competitive, dynamic, strong-willed, directional and purposeful), earth green energy (caring, encouraging, sharing, patient and relaxed), sunshine yellow energy (sociable, dynamic, demonstrative, enthusiastic, persuasive). Somewhat lacking in the group is the presence of cool blue energy (cautious, precise, deliberate, questioning and formal), and this may need attention as the Board works through problems and issues during business as usual.

#### **Team Vision**

The group agreed that their vision for service needed to focus on facilitation of outcomes (rather than active delivery through their own limited resources). They likened this to a glass musical box: one in which the cogs were stakeholders (the CCG, the third sector, childrens' services etc), the key was the Health and Wellbeing Board and the glass surround would represent transparency in all their dealings.

## Stakeholder Analysis

The group generated a large and diverse list of stakeholders with whom they recognised they would need to build communications relationships at various levels. The output of an analysis of this list demonstrated the following:



The grid shows where stakeholders are currently placed – but the group discussed the need to communicate and work with certain stakeholders in order to move them from one box to another. For example:

- Housing providers: working with them to move them from low to high interest status
- Torbay Hospital – ditto the above

- The media would need careful management to ensure they remained engaged and supportive
- Police and the criminal justice system could be worked with to ensure that they had high interest but also high power (particularly where certain workstreams are concerned)

### Setting strategy

Using a strategic planning model, the group looked at the key influencers on policy and strategy for the next three years. These include:

- Political drivers: current Mayor's own preferences and leadership, national legislation, national and local elections – need to remain engaged and adaptive
- Economic drivers – poor economic climate, significant areas of deprivation, welfare reform, climate of recession, payment by results, upward pressures, budgetary cuts
- Social drivers – welfare reforms, the Big Society, families (troubled), elderly care, issues re. children, the third sector
- Technological drivers – self-care solutions ('Looking Local'), sharing of information, lack of IT cohesion?

The group spent some time thinking about existing thematic workstreams and the priorities for Torbay in the future. What is vital now, what can we achieve and how can we plan to engage key stakeholders in achieving it?

### Strategic Direction: next five years

Consensus was reached over the following known priorities:

Area for focus	Rationale
Children and troubled families	Significant problem in Torbay, as benchmarked nationally. Root of future good health and wellbeing if tackled early. Breaking the cycle of future problems. Politically desirable, and potentially achievable if efforts are focused
Elderly care	Significant high elderly population in Torbay. Issues of isolation, malnourishment, frailty, low self-esteem, poverty, housing/care home/residential home problems, warmth.
Mental health	High drug use, environment problems, family issues (see Children above), divorce, low wealth, lack of jobs, physical factors (such as sickness and disability)
Obesity	Still a problem, but good progress being made locally
Dementia	Growing problem – to be tackled with 'Elderly' (see above)?
Alcohol/drug abuse	Known issues – some good progress locally

The group agreed that many of the issues identified above are interlinked. For example – drug/alcohol use contributes to troubled family problems, and thus children are affected.

They also agreed that a focus on children/troubled families would yield significant improvements in other areas (for example – mental health).

The size and complexity of this list of priorities led the group to consider engaging with one, prime strategy for the next three years, which will be communicated to stakeholders through a planned Forum event. This will be Children and Troubled Families. The following strategic aims were agreed:

- To achieve joint commissioning (health, social care, public health – all focused on children) within three years
- To achieve joint front-line delivery within three years
- To achieve a reduction in: those on child protection register, enhanced educational attainment, improvement in current key indicators, narrowing of the inequality gap and – remaining within budget

The following immediate actions were agreed:

<b>Action</b>	<b>Timescale/Action Owner</b>
Design and hold a forum event for stakeholders at which strategic plan is discussed and actions agreed	Event in September (Caroline Taylor to action, along with other Service Directors)
Officer support group need	Now (Richard Williams to action)
Health and Wellbeing Board agenda redesign: to outline new intentions and launch	Councillor Chris Lewis to action for September Board
Refresh JSNA in the light of these strategic intentions, and consult	By September (Debbie Stark to action)
Ensure local people are communicated to, with and are involved in order to attain successful outcomes	Forum event – plus ongoing communications/involvement