



## Report to Healthier Communities and Adult Social Care Scrutiny & Policy Development Committee 23 July 2014

**Report of:** Ian Atkinson, Accountable Officer, NHS Sheffield Clinical  
Commissioning Group  
John Mothersole, Chief Executive, Sheffield City Council

**Subject:** Sheffield Health and Wellbeing Board's Plans for 2014/15

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### Summary:

Sheffield's Health and Wellbeing Board exists to bring together the many elements of the health and wellbeing system in Sheffield and provide a joint strategy and structure for making decisions that benefit the health and wellbeing of Sheffield people. This paper presents the Board's priorities for 2014/15, based on the Joint Health and Wellbeing Strategy.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	x
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	x
Other	

### The Scrutiny Committee is being asked to:

Consider the Health and Wellbeing Board's delivery plan for the Joint Health and Wellbeing Strategy over 2014/15, and to provide views, comments and recommendations.

### Background Papers:

Appendix A – Public document detailing Sheffield's Plans for Integrated Commissioning 2014/15 and beyond.

Appendix B – Sheffield Joint Health and Wellbeing Strategy 2013-18.

**Category of Report:** OPEN

# Report of Accountable Officer, NHS Sheffield Clinical Commissioning Group and Chief Executive, Sheffield City Council

## Sheffield Health and Wellbeing Board's Plans 2014/15

### 1.0 BACKGROUND AND CONTEXT

#### 1.1 What is the Health and Wellbeing Board?

Sheffield's Health and Wellbeing Board has existed as a statutory Board since April 2013. The Board is built on positive and fruitful relationships and partnership between the organisations that commission health and wellbeing services across the city, namely Sheffield City Council, NHS Sheffield Clinical Commissioning Group, and NHS England. Healthwatch Sheffield is also a member as a representative of Sheffield people.

The Board exists to bring together the many elements of the health and wellbeing system in Sheffield and provide a joint strategy and structure for making decisions that benefit the health and wellbeing of Sheffield people.<sup>1</sup>

#### 1.2 Purpose of the paper<sup>2</sup>

This paper presents the Health and Wellbeing Board's priorities for 2014/15. In part these are based on the plans for the different organisations on the Health and Wellbeing Board, which are shaped by the Health and Wellbeing Board's Joint Health and Wellbeing Strategy, service users' needs and budget considerations. In addition, this paper presents the Board's ambitious plans for integrating health and social care over 2014/15 and beyond.

#### 1.3 What does this mean for Sheffield people?

The Health and Wellbeing Board's Joint Health and Wellbeing Strategy recognises that good health and wellbeing is a matter for every service area, and that people are healthy and well not just because of the health and social care they receive, but also because of the nature of the housing, environment, communities, amenities, activities and economy surrounding them. The Board's Strategy focuses therefore not just on specific interventions to improve health and social care, but also on the 'wider determinants' of health. This means that the Health and Wellbeing Board aims for *all* Sheffield people to be *positively* affected by its plans to improve health and wellbeing in Sheffield.

In creating its Joint Health and Wellbeing Strategy, the Health and Wellbeing Board was careful to engage closely with Sheffield people and service users, providers and members of the public. The Board can be confident that its Strategy, and therefore its plans, reflect the needs and concerns of Sheffield people. In addition, the Board's consultation on the

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<sup>1</sup> The Board has a website with lots of information about its members, meetings and activities. See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board.html>.

<sup>2</sup> An earlier version of this paper was submitted to the Health and Wellbeing Board in March 2014.

Strategy demonstrated that members of the public did not want to be passed from ‘pillar to post’ in the system, but wanted to receive excellent, individualised care.<sup>3</sup> Therefore, the Board’s role of bringing together the different organisations that commission care is massively important in improving people’s health and wellbeing.

#### 1.4 How does health and wellbeing commissioning operate in Sheffield?

‘Commissioning’ is the analysis of needs, the design of services to meet those needs, the procurement of services (where necessary), and the monitoring and ongoing review of whether needs are being met. There is no single commissioner of health and wellbeing services in Sheffield, and there is no simple way of identifying how much money is spent to improve health and wellbeing and to provide the vital services that people need to stay healthy and well.<sup>4</sup>

In addition, health and wellbeing is supported by a number of things, not just direct GP, hospital or social care provision. It is therefore difficult to provide a full account of where resources are being deployed which will have an impact on health and wellbeing. However, roughly speaking, in Sheffield the following organisations are responsible for commissioning and procuring health and wellbeing services:

- **Sheffield City Council** is responsible for a whole range of services and support for Sheffield people. Most explicitly in health and wellbeing terms it is responsible for: adult social care, children’s social care, public health and support for local communities. It is also responsible for some of the ‘wider determinants’ of health, such as education, employment and skills, economic development, libraries, town planning and housing, countryside and environment, and much more. In some areas the Council also provides the services people need as well as pays for them.
- **NHS Sheffield Clinical Commissioning Group** is responsible for commissioning a good proportion of NHS services in the city. It does not itself provide the services (this is done, mostly, by the main NHS providers in the city<sup>5</sup> and the independent and voluntary, community and faith sectors). The Clinical Commissioning Group is GP-led, ensuring clinical expertise is at the heart of decision-making.
- **NHS England South Yorkshire and Bassetlaw** is responsible for areas of commissioning that benefit from a *regional* perspective, such as specialised NHS services (like heart surgery and many areas of paediatric medicine and surgery) and some public health services (such as cancer screening and immunisation programmes). NHS England South Yorkshire and Bassetlaw is also responsible for funding Sheffield’s GPs and other elements of primary care, such as dentistry, pharmacy and optometry.
- Health and wellbeing services are commissioned and provided in Sheffield by other organisations, such as national charities or the Big Lottery Fund. However, while being

<sup>3</sup> See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/events/strategy-consultation.html>.

<sup>4</sup> See a useful guide to the NHS in England: <http://www.kingsfund.org.uk/projects/nhs-65/alternative-guide-new-nhs-england>.

<sup>5</sup> Namely, Sheffield Teaching Hospitals NHS Foundation Trust, Sheffield Children’s Hospital NHS Foundation Trust and the Sheffield Health and Social Care NHS Foundation Trust.

able and willing to fully support such initiatives, the Health and Wellbeing Board has little direct control over where the money is spent.

Sheffield's Health and Wellbeing Board is in a unique position to bring together the different organisations which commission health and wellbeing services in the city. Board members<sup>6</sup> come from a variety of backgrounds and from the three main commissioning organisations listed above, supported by Healthwatch Sheffield as the voice of Sheffield people.

It is important to note that the organisations listed above operate to different commissioning models and timeframes. As a national organisation, NHS England has to consult with a range of organisations and stakeholders; whereas the local authority and Clinical Commissioning Group are able to be much more driven by local priorities. However, while the local authority sets an annual budget in March of each year, the Clinical Commissioning Group sets out what it wishes to change over the coming year rather than setting out specific spending (and saving) plans.

These differences in approach do not mean that sharing priorities and having joined-up, coordinated plans is impossible; however, it does mean that continuous effort is required to act in an integrated way between partners. This is one of the roles of Sheffield's Health and Wellbeing Board.

## **2.0 A REVIEW OF THE HEALTH AND WELLBEING BOARD'S WORK IN 2013/14**

The Health and Wellbeing Board has existed as a statutory body since April 2013. 2013/14 was an effective first year for the Board in which:

- A Joint Strategic Needs Assessment and a Joint Health and Wellbeing Strategy were approved, following consultation with over 1,500 citizens.<sup>7</sup>
- The Board's work on the integration of health and social care began in earnest with two engagement events in July and October 2013, followed by further engagement with smaller groups.<sup>8</sup>
- Work continued in each of the Board's five work programmes, including strategies for Food and Physical Activity in the city.<sup>9</sup>
- The Board heard about and responded to a range of issues, including the Dublin Declaration for Age-Friendly Cities and Communities,<sup>10</sup> the Prime Minister's Challenge on dementia,<sup>11</sup> the inquiries into Mid-Staffordshire<sup>12</sup> and Winterbourne View,<sup>13</sup> the Fairness Commission,<sup>14</sup> and the Director of Public Health's Report.<sup>15</sup>

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<sup>6</sup> See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/board.html>.

<sup>7</sup> See <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MIId=5088&Ver=4> and <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MIId=5089&Ver=4>.

<sup>8</sup> See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/events/engagementevent.html>.

<sup>9</sup> See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/joint-health-and-wellbeing-strategy/work-programmes.html>.

<sup>10</sup> The letter sent can be downloaded from: <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/news.html>.

<sup>11</sup> The letter sent can be downloaded from: <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/news.html>.

- The Board was shortlisted in the Health Service Journal Awards for its partnership between the NHS and local government.
- Healthwatch Sheffield was formally established and became a full member of the Board.

### 3.0 THE HEALTH AND WELLBEING BOARD'S PRIORITIES FOR 2014/15

The Health and Wellbeing Board has identified the following priorities for 2014/15:

1. **Monitoring the Joint Health and Wellbeing Strategy.** Over 2014/15, the Health and Wellbeing Board will monitor the Strategy. See section 4.0 for more.
2. **Focus on integration and health inequalities.** Board members have agreed these areas as the two main areas of focus for 2014/15. More information about integrating health and social care is set out in section 5.0, while a popular event with a focus on tackling health inequalities was held in May 2014.
3. **Influencing and involving others.** As the key strategic lead for health and wellbeing in Sheffield, the Health and Wellbeing Board has a role to play in influencing partners and engaging with members of the public. One clear way it will do this through regular events and communications.<sup>16</sup>

Board meetings will consider all of these issues, and any upcoming and new issues, over the course of 2014/15. Individuals and organisations are invited to attend meetings, ask questions, and get involved in the agenda of the Board in 2014/15.

### 4.0 SPECIFIC FOCUS: MONITORING THE JOINT HEALTH AND WELLBEING STRATEGY

Sheffield's Health and Wellbeing Board formally agreed in September 2013 a Joint Health and Wellbeing Strategy.<sup>17</sup> This was based on the evidence of the Joint Strategic Needs Assessment.<sup>18</sup> Both documents were agreed following extensive consultation with Sheffield people and with professionals who work in the fields of health and wellbeing.<sup>19</sup>

At the heart of the Strategy are five outcomes, listed below with the vision for each:

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<sup>12</sup> See <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MId=5088&Ver=4>.

<sup>13</sup> See <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MId=5089&Ver=4>.

<sup>14</sup> See <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MId=5088&Ver=4>, <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MId=5166&Ver=4> and <http://www.slideshare.net/fullscreen/SheffieldHWB/professor-alan-walker/1>.

<sup>15</sup> See <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MId=5166&Ver=4>.

<sup>16</sup> The Board sends out a monthly e-newsletter which over 1,500 people receive and which publicises information about meetings, events and consultations, enabling individuals and organisations to get involved. Other tools are used to ensure that the Board's work is communicated across the city. See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board.html>.

<sup>17</sup> See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/joint-health-and-wellbeing-strategy.html>.

<sup>18</sup> See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/JSNA.html>.

<sup>19</sup> See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/events/strategy-consultation.html>.

**1. Sheffield is a healthy and successful city.**

- Partners and organisations across the city to actively look to improve health and wellbeing through all areas, even those not traditionally seen as being about health and wellbeing.
- Housing across the city to be of a good quality, well-insulated with affordable bills and healthy and safe facilities.
- Sheffield people to be well-trained and able to access a range of fairly paid employment opportunities irrespective of disability, and for the city's economy to grow supporting the health and wellbeing of the people of Sheffield.
- Poverty, such as income poverty, fuel poverty and food poverty, to reduce, and that those affected by poverty are supported and encouraged to lead healthy lives.

**2. Health and wellbeing is improving.**

- Sheffield children, young people, families adults to be emotionally strong and resilient, and for emotional wellbeing to be promoted across the city.
- Sheffield children, young people and adults to be living healthily – exercising, eating well, not smoking nor drinking too much alcohol – so that they are able to live long and healthy lives.

**3. Health inequalities are reducing.**

- Data about health inequalities in Sheffield to be excellent so that commissioners can be well-informed in tackling the issues.
- Sheffield's communities to be strong, connected and resilient, able to withstand crises and to support members of the community to live whole and healthy lives.
- Those groups especially impacted by health inequalities to have sensitive and appropriate services that meet their needs and improve their health and wellbeing.

**4. People get the help and support they need and is right for them.**

- Sheffield people receiving excellent services which support their unique needs.
- Clear availability of information and support about health and wellbeing so that Sheffield people are able to help themselves.
- Patients and service users involved in decisions and their opinions valued.

**5. Services are innovative, affordable, and deliver value for money.**

- Sheffield people at the centre of the Sheffield health and wellbeing system, underpinned by strong working relationships between commissioners with a clear methodology for joint working and pooled budgets underpinned by an innovative and affordable health and wellbeing system fit for the twenty-first century.
- A preventative system that seeks to help and identify people before they are really sick, enabling Sheffield people to stay healthy and well for longer.
- Frontline workers aware of health and wellbeing needs and able to signpost and support service users in obtaining the help they need.

Over 2014/15, the Health and Wellbeing Board will monitor the Strategy's:

- *Outcomes*. Each outcome will be considered over the course of the year.
- *Indicators of progress*. These will be considered over the course of the year.
- *Work programmes*. These will be considered in March 2015.<sup>20</sup>
- *Evidence base*. Updates will be provided as appropriate.<sup>21</sup>
- *Commissioning*. The Health and Wellbeing Board's partners will commission according to the Strategy and have involved one another in developing their plans for 2014/15. Over the coming year, Board members will assist one another in delivering and formulating plans.<sup>22</sup> See section 5.0 for more information below about a specific area of commissioning.

## **5.0 SPECIFIC FOCUS: INTEGRATING HEALTH AND SOCIAL CARE (THE BETTER CARE FUND)**

Sheffield's Health and Wellbeing Board has a role to bring together and to coordinate the different areas of investment in health and wellbeing in Sheffield into a single approach and a shared vision that benefits Sheffield people and spends money effectively. This is one of the main purposes for and benefits of having a Health and Wellbeing Board.

In some areas, this calls for full integration of health and social care; that is, a removal of organisational barriers, budgets and perspectives to focus on the individual. The Board's Joint Health and Wellbeing Strategy consultation demonstrated that members of the public wanted to receive excellent, individualised care.<sup>23</sup> Integrated, joined-up care that brings together NHS, social care, and other forms of care and support provided in people's homes and communities is massively important in improving people's health and wellbeing.

The four partners on the Health and Wellbeing Board will be working together to make changes to ensure they work and commission in a more integrated way to improve Sheffield peoples' experience. Explicitly, this will involve more direct sharing of budgets, risk, personnel and decision-making between organisations.

The Health and Wellbeing Board's organisations will be developing its plans for integration in a range of areas in 2014/15, ready for 2015-16 budgets. The plans include the Better Care Fund, which is a reallocation of £3.8billion across the country to bring about a transformation in the way the NHS and local authorities work together and with local communities. This money needs to be spent in 2015/16, but local Health and Wellbeing Boards need to plan *now* to ensure the money can be spent in a year's time.

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<sup>20</sup> The last updates were received at the March 2014 Board meeting. View the presentations given: <http://www.slideshare.net/sheffieldhwb>.

<sup>21</sup> The last update was received at the March 2014 Board meeting. See <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MId=5168&Ver=4>.

<sup>22</sup> These plans were received at the March 2014 Board meeting. See <http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=366&MId=5168&Ver=4>.

<sup>23</sup> See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/events/strategy-consultation.html>.



Sheffield's Better Care Fund plan, which the Health and Wellbeing Board approved in March 2014, sets out the following vision for integrated care:<sup>24</sup>

**We want to integrate health and social care so that:**

- People – including *children, young people and adults* – get the right care, at the right time and in the right place.
- People and their communities in Sheffield support each other to improve and maintain their wellbeing and independence.
- Organisations in Sheffield work together to help people and their communities to build and strengthen the support they provide to each other.
- Expert help is available to help people to take control of their own care so that it is genuinely person-centred, and complements and builds on the assets they have.
- Health and care services are focussed on a person's needs - organisational boundaries do not get in the way.

The Health and Wellbeing Board's work in 2014/15 will be focussed on four main areas, all areas that are aligned with the ambitions set out in the Joint Health and Wellbeing Strategy:

1. Keeping people well in their local community.
2. Intermediate care.
3. Independent living solutions (community equipment).
4. Long-term high support.

The Board is committed to working with members of the public and providers on this work in 2014/15 and beyond. It is an exciting opportunity to remodel and redesign areas of the health and wellbeing system so as to achieve better outcomes for Sheffield people.

## **6.0 RECOMMENDATIONS**

Scrutiny is asked to:

- Provide views, comments and recommendations on the Health and Wellbeing Board's delivery plan for the Joint Health and Wellbeing Strategy over 2014/15 including its specific focuses on health inequalities and integration of health and social care.
- Advise on further information it needs and when it might want it.
- Receive a similar report in 2015 as part of ongoing dialogue with the Health and Wellbeing Board.

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<sup>24</sup> See Appendix A and also [http://www.local.gov.uk/health-wellbeing-and-adult-social-care/-/journal\\_content/56/10180/4096799/ARTICLE](http://www.local.gov.uk/health-wellbeing-and-adult-social-care/-/journal_content/56/10180/4096799/ARTICLE). This vision built on the engagement events the Health and Wellbeing Board ran in 2013. See <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/events/engagementevent.html>.