

## Manchester Health and Wellbeing Board Report for Resolution

**Report to:** Manchester Health and Wellbeing Board – 29 August 2018

**Subject:** Health and Wellbeing Board Review

**Report of:** Director of Population Health and Wellbeing

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### Summary

A review process comprising of stakeholder interviews followed by a Board review session, was undertaken in June and July 2018. This report provides the Board with a summary of the findings from the interviews and outputs from the review session.

### Recommendations

The Board is asked to:

- 1) Note the report
- 2) Receive the Work Programme and Forward Plan for the 2018/19 (see Appendix 2)
- 3) Agree to the proposed changes to the membership (see section 3.4)

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### Board Priority(s) Addressed:

Health and Wellbeing Strategy priority	Summary of contribution to the strategy
Getting the youngest people in our communities off to the best start	The refresh of the Board work programme will ensure all of the Board priorities are considered as part of the thematic discussions.
Improving people's mental health and wellbeing	
Bringing people into employment and ensuring good work for all	
Enabling people to keep well and live independently as they grow older	
Turning round the lives of troubled families	
One health and care system – right care, right place, right time	
Self-care	

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Health and Wellbeing Board Governance – Report to the Health and Wellbeing Board, 27 April 2016

Locality Plan Refresh – Report to the Health and Wellbeing Board, 30 August 2017

## 1. Introduction

- 1.1 The Manchester Health and Wellbeing Board was formally established in April 2013. The membership, roles and responsibilities of the Board were last refreshed in April 2016. In the past two years, the health and social care landscape has changed considerably in Manchester and it was agreed that the Board would take some time out to review their evolving role.
- 1.2 Therefore Board members agreed to:
- i) Be interviewed by Sophie Black, a Project Manager in the Population Health and Wellbeing Team, to seek their views about how the Board is functioning
  - ii) Participate in the review session held on 4 July 2018
- 1.3 The information from the stakeholder interviews and review session has been collated and is summarised below.

## 2. Health and Wellbeing Board – Review Summary

- 2.1 Face-to-face and telephone interviews were conducted with all existing (14) Board members during June 2018. Views were also gathered from the Chief Accountable Officer at Manchester Health and Care Commissioning (MHCC) and the Chief Executive of the Manchester Local Care Organisation (MLCO). The themes of the interviews covered:
- What was working well;
  - What could work better;
  - What the Board should focus on in 2018/19 and;
  - Whether the current membership reflects recent organisational changes.
- 2.2 Feedback from interviews was complemented by desktop research. This included the Local Government Association's longitudinal review of Health and Wellbeing Boards; their fourth report *The Power of Place* having been released in January 2017.
- 2.3 Intelligence was gathered and fed into a review session held in early July, facilitated by Mark Green from Deloitte, who kindly provided their input free of charge. The Board members were joined by other key leaders from across the health and social care system. This session mapped the feedback from the interviews on to a Board Effectiveness Framework (see Appendix 1) and the detail for each of the themes is presented below.

### Theme 1: Purpose of the Health and Wellbeing Board

- Clarity was sought in light of the Health and Wellbeing Board being *the* 'system leader'. Does it currently have oversight of key City-wide strategies, and what process does this take? Does it intend to hold the system, decisions made and organisations to account and, if so, how can this be done in a more effective way?

- As a collective, the Health and Wellbeing Board has vast experience, skills and knowledge. There was recognition of the need to play on these strengths, and consider ways to utilise the experience of Board members in a more constructive, beneficial way.
- In this respect, Board members felt the existing structure can sometimes lead to a 'box-ticking' exercise; i.e. it signs off strategy and receives reports as an administrative requirement rather than offering challenge or developing a wider and longer term place perspective.
- The Board should not duplicate existing Scrutiny processes or just "rubber stamp" the work of other organisational Boards.

### **Theme 2: Priorities, expectations and measuring success**

- Members agreed on the need to have clear, defined priorities moving forward. The focus of the Board had lost some momentum following the successful delivery of phase one of the single hospital service and the establishment of MHCC and the MLCO. There is a need to consistently refer back to the key city strategies, Our Manchester, Our Healthier Manchester (the Locality Plan) and the Population Health Plan.
- Members identified the Board as the space to think long term. What's the big plan for Manchester's health and social care system? Where do we want to be in 10/15 years' time? Let's use the Board to set a clear direction and redesign the system (s).
- The Board needs to be both outcome based, in accordance with the locality plan priorities, and also establish the expectations for the system.
- It was suggested that development sessions would allow a better understanding of difficult challenges before they were formally presented to the Board.

### **Theme 3: Composition of the Health and Wellbeing Board**

- Clarification was sought from a number of individuals regarding their role as a Board member. Who are they there to represent; their organisation? Their profession? Their patients?
- In the context of the evolving health and social care landscape in Manchester, the need to (re)consider membership of the Board was emphasised. Health and social care commissioning and provision is diverse; membership of the Board must reflect this.

### **Theme 4: Governance, meetings and supporting structure**

- A clear understanding of the governance structure was requested by a number of Board members. This emphasised the need to have an effective supporting governance structure, which shows where key decisions are being made.
- Members suggested holding themed meetings, or 'deep dives', as an opportunity to focus on key issues and concerns. This would allow for additional people to participate where appropriate, and would reinforce the place-based approach to the Health and Wellbeing Board. An example of

a themed workshop session could be housing, where Registered Housing Providers could be invited to participate.

**Theme 5: Board reporting, associated papers and presentations**

- The Board identified the need to be better at reflecting, gaining insight while continuing to demonstrate impact. Considering the change, consequence or impact of a decision previously made would allow the Board to evaluate its success and functionality.
- Questions were raised concerning the ways to balance success stories and enable the citizen/patient voice to be heard in the room. Current Board meetings feel like they focus on system successes. Let's invest more time focusing on challenges, receiving open and honest papers – "challenges and responding to failings is where we learn."

**3. Next Steps**

In response to the above:

- 3.1 A revised Work Programme and Forward Plan is attached for consideration as Appendix 2
- 3.2 A report from the Transformation Accountability Board, who have the delegated responsibility to agree the governance structures and arrangements for the Locality Plan is attached as Appendix 3
- 3.3 A refresh of the roles and responsibilities incorporating the requirement to inform and receive reports relating to CQC inspections is attached as Appendix 4
- 3.4 Proposals to review the membership of the Board are set out below. The main changes relate to provider GP representation and the MLCO.

Leader of the Council (Chair)

Executive Member of Adult, Health and Wellbeing (Deputy Chair)

Deputy Leader of the Council

Executive Member for Children's Services

Chair Manchester Health and Care Commissioning (MHCC)

MHCC GP Board Member (Rotate every committee cycle – North, Central, South)

**GP Provider representative**

**MLCO nominated representative**

Chair Manchester University Hospitals NHS Foundation Trust (MFT)

Chair Pennine Acute NHS Trust (PAT)

Chair Greater Manchester Mental Health Foundation Trust (GMMHT)

Chair Healthwatch

VCS nominated representative

Primary Care nominated representative (1 place) (Local Medical Committee, Local Pharmaceutical Committee, Local Dental Committee, Local Optometry Committee)  
Director of Public Health  
Director of Adult Social Services  
Director of Children's Services

The changes will require that:

- i) The Clinical Director at MHCC "stands down" and this has been communicated and agreed.
- ii) The Chairs of the three GP Federations and Chair of the Manchester Primary Care Partnership will be contacted to agree the GP provider representative and options for rotating attendance.
- iii) Further discussions will take place with the Chief Executive of the MLCO and MLCO Provider Board about appropriate representation, whilst the MLCO governance structures are further developed.
- iv) The Primary Care nominated member will be supported to ensure there are effective communications across the various representative committees.

Finally, the Governance and Scrutiny Support Unit will ensure that necessary forms are completed and the changes are agreed by the Constitutional and Nominations Committee of the City Council. At the same time the nominated deputy list will be updated.

## Appendix 1

### Manchester Health and Well Being Board Review session – feedback, next steps and actions Emerging Themes linked to the Board Effectiveness Framework



- 1** Purpose of the Health and Well Being Board
- 2** Priorities, expectations and measuring success
- 3** Compositions of the Health and Well Being board
- 4** Governance, meetings and supporting structure
- 5** Board reporting, associated papers and presentations

## Appendix 2

### Health and Wellbeing Board Work Programme and Forward Plan – 2018/19

#### Health and Wellbeing Board Strategic Priorities

1. Getting the youngest people in our communities off to the best start
2. Improving people's mental health and wellbeing
3. Bringing people into employment and ensuring good work for all
4. Enabling people to keep well and live independently as they grow older
5. Turning round the lives of troubled families
6. One health and care system – right care, right place, right time
7. Self-care



<b>Wednesday, 6<sup>th</sup> June 2018 – meeting cancelled all reports deferred and presented to 4<sup>th</sup> July meeting</b>				
Item	Purpose of the Report	Presented by	Key contact	Comments
Our Healthier Manchester - Update	Manchester Local Care Organisation progress and plans for 2018/19	Michael McCourt (TBC)	Katy Calvin-Thomas	
Our Healthier Manchester - Update	Single Hospital Service – benefits realisation to date and North Manchester developments	Peter Blythin (TBC)	Peter Blythin	
Children’s Board Annual Report	The Health and Wellbeing Board will receive the Annual Report for 2017/18	Paul Marshall	Paul Marshall / Michael Crowe	
Greater Manchester Carers Charter	To provide an overview of the commitments set out in the Greater Manchester Charter with the detailed Manchester response to follow in July	Carolyn Kus	Paul Johnston	
Greater Manchester Population Health Programme	To provide a progress report and look forward	David Regan	David Regan	

<b>Wednesday, 4<sup>th</sup> July 2018 – report deadline Friday 29<sup>th</sup> June (see deferred items from 6<sup>th</sup> June)</b>					
Item	Purpose of the Report	Presented by	Key contact	Comments	
Public Health Annual Report	To present the annual report on public health to the Board	David Regan	David Regan		
Joint Strategic Needs Assessment	To present the annual update of the JSNA	David Regan	Neil Bendel	To be considered in August	

<b>Part 2 : Board Review Session</b>
<ul style="list-style-type: none"> <li>• Report from the Transformation Accountability Board (Governance, Structures and Groups below the Board)</li> <li>• Stakeholder Interview Feedback</li> <li>• Refresh of Board role and new responsibilities (e.g. CQC Inspections)</li> <li>• Membership</li> </ul>

<b>Wednesday, 29<sup>th</sup> August 2018 – report deadline Friday 17th August</b>				
Item	Purpose of the Report	Presented by	Key contact	Comments
Manchester Family Manchester Family Poverty Strategy 2017- 2022	To provide the Board with an update on the implementation of the Family Poverty Strategy	Angela Harrington Head of Work and Skills Manchester City Council	David Houliston Strategic Lead –Policy and Strategy MCC	
Health and Wellbeing Board Review	To present to the Board the outputs from the Review session, stakeholder interview feedback, proposals for changes to the Board membership and a refresh of the Forward Plan	David Regan	David Regan Nick Gomm Sophie Black	
Our Healthier Manchester  Communications and Engagement Plans	To ensure the Board is aware of the range of materials that have been produced to support the implementation of the Locality Plan (Our Healthier Manchester) and to encourage their wider dissemination	Dr Manisha Kumar	Nick Gomm	HWB will also receive a video presentation. Hard copies of the plans to available at the meeting.

Population Health-Health Profile for Manchester	To present to the Board the latest Health Profile for Manchester published by Public	David Regan	Neil Bendel Julie Jerram	
Smoke Free Manchester Plan	Health England in July 2018, linking this to the population health plan priority of taking action on preventable early deaths and reducing smoking prevalence. The Board will be asked to approve the Smoke Free Manchester Plan (2018-2021)			
JSNA	To present the annual update of the JSNA	David Regan	Neil Bendel	Deferred from July
<b>Wednesday, 31<sup>st</sup> October 2018 – report deadline Friday 19<sup>th</sup> October</b>				
Item	Purpose of the Report	Presented by	Key contact	Comments

<p>Our Healthier Manchester- Single Hospital Services Update with a focus on the North Manchester transaction</p>	<p>To provide a more detailed update report that focuses not only on the North Manchester transaction but the wider opportunities to improve services and health outcomes in the north of the City</p>	<p>Peter Blythin Ed Dyson</p>		
<p>Children's Safeguarding Board Annual Report</p>	<p>To present the annual report to the Board with a focus on a thematic priority</p>	<p>Paul Marshall Craig Harris</p>		
<p>Adult Safeguarding Board Annual Report</p>	<p>To present the annual report to the Board with a specific focus on a thematic priority</p>	<p>Dr Carolyn Kus Craig Harris</p>		
<p>Thematic Focus on the Wider Determinants (Housing and Health)</p>	<p>To set out the challenges and opportunities for a stronger collaborative approach following the Housing and Health Workshop to be held on 25<sup>th</sup> September 2018</p>	<p>tbc</p>	<p>David Regan</p>	<p>Invites to: Executive Member for Housing Chief Executives of RSLs Director of Housing, MCC</p>
<p><b>Wednesday, 23<sup>rd</sup> January 2019 – report deadline Friday 11<sup>th</sup> January</b></p>				

Item	Purpose of the Report	Presented by	Key contact	Comments
Our Healthier Manchester -MLCO Update	To provide a progress report on the implementation of the New Care Models (NCMs) with a particular focus on: <ul style="list-style-type: none"> <li>- High Impact Primary Care</li> <li>- Integrated N'hood Teams</li> <li>- Manchester Community Response</li> </ul>	Michael McCourt	Katy Calvin-Thomas Tim Griffiths	
Thematic Report-Cancer (Prevention, Treatment and Care) in Manchester	To provide an overview of Cancer programmes and services in Manchester, highlighting challenges and opportunities to improve outcomes	tbc	Coral Higgins MHCC Neil Bendel	

Thematic Focus on the Wider Determinants - Manchester Active	To report on the establishment of Manchester Active and efforts to address the challenge of physical inactivity in Manchester	tbc	MHCC Executive Lead MCC Lead	Invites to: Executive Member Sport England Lead
<b>Wednesday, 20<sup>th</sup> March 2019 – report deadline Friday 8<sup>th</sup> March</b>				
Item	Purpose of the Report	Presented by	Key contact	Comments
Our Healthier Manchester	To provide the Board with an overview of the Transformation Programme to date, successes and challenges and plans for 2019 – 20.	Rupert Nichols Neil Thwaite (Chief Executive GMMHT)	Craig Harris and Jane Thorpe (MHHCC)	
Mental Health Transformation				
MLCO Update	To present the plans for year 2 of the MLCO	Michael McCourt	Tim Griffiths	
Children's Board Themed Report	TBC	Paul Marshall		

<p>Thematic Focus on the Wider Determinants (Work and Skills)</p>	<p>To update the Board on the Work and Health Programme including:</p> <ul style="list-style-type: none"> <li>- Workplace health following baseline assessment in 2016-17.</li> <li>- Primary care developments linked to new wellbeing services.</li> <li>- Apprenticeships</li> </ul>	<p>David Regan</p>	<p>Sharmila Kar (MHCC) Lynn Ridsdale MCC Dr Paul Wright (MHCC) Wellbeing Service Leads</p>	<p>Invites to: Deputy Leader (Work and Skills) Head of Work and Skills MCC</p>
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To be scheduled in 2019-20:

Thematic Focus on the Wider Determinants- Early Years and Education

Invites to Executive Member, Director of Education at MCC and Chair of Manchester Schools Alliance

Thematic Focus on the Wider Determinants-Community Safety

Invites to Deputy Leader (Community Safety) and GMP lead

Thematic Focus on Respiratory Disease

Thematic Focus on Cardiovascular Disease (heart disease and stroke)



### Appendix 3

#### TRANSFORMATION ACCOUNTABILITY BOARD (TAB)

<b>Agenda Item:</b>	Item 7	<b>Date:</b>	8 <sup>th</sup> June 2018
<b>Report Title:</b>	Locality Plan Governance Arrangements - Update		
<b>Prepared by:</b>	Andrew Southworth, Programme Manager, Locality Plan		
<b>Presented by:</b>	Ed Dyson, Executive Director of Planning and Operations, MHCC		
<b>Summary of Report:</b>	This report outlines key governance considerations for TAB ahead of the Health & Wellbeing Board Review Session scheduled for 4 <sup>th</sup> July 2018.		
<b>Linked to which strategic objective(s):</b>	<ul style="list-style-type: none"> <li>• To improve the health and wellbeing of people in Manchester</li> <li>• To strengthen the social determinants of health and promote healthy lifestyles</li> <li>• To ensure services are safe, equitable and of a high standard with less variation</li> <li>• To enable people and communities to be active partners in their health and wellbeing</li> <li>• To achieve a sustainable system</li> </ul>		
<b>Recommendation(s):</b>	<ul style="list-style-type: none"> <li>• TAB notes the inclusion of the Clinical Advisory Group (CAG) in the Locality Plan governance structure,</li> <li>• TAB approves the proposal for formally establishing the Reference Group, and the proposal to rename the Group ('System Insight Group'),</li> <li>• TAB agrees to delegate the development of Terms of Reference (ToR) for the Reference Group (including a membership list), and responsibility for convening the Group, to LPDG.</li> </ul>		

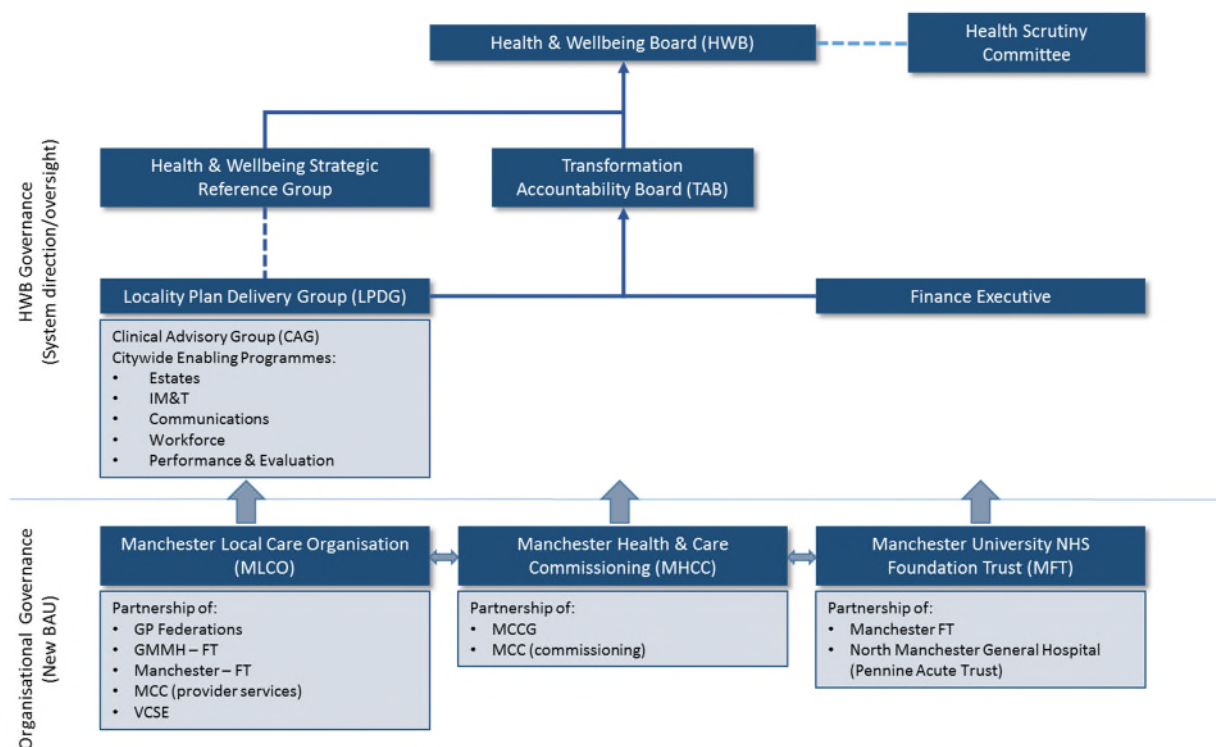
## 1. Background

### 1.1 Health & Wellbeing Board (HWB) Review Session

The HWB has agreed to hold a Board Review Session on the 4<sup>th</sup> July 2018, with the intention of reviewing their evolving role in light of the following:

- Board responsibilities in relation to receiving and acting on Care Quality Commission (CQC) and other inspection reports,
- The changing organisational landscape in Manchester with the establishment of MHCC, MFT and MLCO.

HWB agreed, in August 2017, to delegate to the TAB the establishment of other groups in the governance structure. The governance structure below, has been updated to include the Clinical Advisory Group (CAG), as per agreement at April's TAB.



### 1.2 Wider stakeholder engagement and involvement

The governance diagram above includes a 'Health & Wellbeing Strategic Reference Group' ("The Reference Group", or "Group"). The governance refresh proposals approved by HWB in August 2017 included the following information about the Reference Group:

- The Executive Health & Wellbeing Group will shift its focus to become a wider stakeholder group, renamed the Health & Wellbeing Strategic Reference Group. It will act as a reference point for the direction and delivery of the Locality Plan.
- Specifically, the Reference Group will:

- Provide the HWB and TAB with a broader perspective regarding the direction and progress of the Locality Plan.
- Contribute to the strategic direction of the health and social care system
- Act as a critical friend to the development and delivery of the Locality Plan.

This Reference Group has not yet been convened, and is therefore inactive.

## 2. Proposal

The purpose of the Reference Group needs to be clarified to inform the HWB Review Session. The following two principles apply in this respect:

- The Reference Group should not duplicate existing engagement and communication responsibilities. For example, it is the responsibility of all members of Locality Plan governance forums to ensure information is shared and discussed with relevant stakeholders. Given this, if the Reference Group were to be established with the main objective being to share information, then this would appear to add little value to transformation efforts.
- Reference Group meetings, and the stakeholder engagement that takes place around and within these meetings, need to be meaningful.

With these two principles in mind, it is proposed that the Reference Group is formally established with the purpose of increasing system-wide knowledge and insight into why Locality Plan objectives are on track or otherwise.

To enable this, the Reference Group would meet twice a year in line with mid-fiscal year (September/October) and year end (March/April) periods, and would receive and review mid-year and year end progress on the delivery of the Locality Plan.

The mid-year meeting would see relevant TAB representatives present progress to date based on performance dashboards and related analysis. Wider insight gained through the meeting should inform any 'in flight' adjustments to the annual delivery plan in the case of any objectives that aren't being met.

The year-end meeting would follow a similar course, using the year end position. Wider insight should inform the refresh of the Locality Plan which will set out the system transformation priorities for 2019/20.

Given the intention is for the Reference Group to provide knowledge and insight that isn't necessarily immediately available to partners involved in the day-to-day delivery of the Locality Plan, it is recommended that the membership of the Group is, in the main, drawn from organisations and disciplines that don't currently sit on Locality Plan governance groups. Examples may include a wider range of voluntary and community sector representation, patient group representation, wider primary care representation (optometry, dentistry) and representation drawn from university research departments, amongst others.

It is also proposed to rename the Reference Group to the 'System Insight Group', to better reflect the purpose of the Group.

If the above proposals are agreed, the two principles stated at the start of this section would be met. The Reference Group would be adding value to transformation efforts by providing insight and knowledge that isn't necessarily readily available at present. This insight and knowledge sharing would be two-way, in that the meeting would also give Group members an insight into the progress of system transformation that they wouldn't otherwise have access to. The Reference Group would also be meaningful, given the outcome of Group discussions could well alter transformation plans.

### **3. Recommendations**

- TAB notes the inclusion of the Clinical Advisory Group (CAG) in the Locality Plan governance structure,
- TAB approves the proposal for establishing the Reference Group, and the proposal to rename the Group ('System Insight Group'),
- TAB agrees to delegate the development of Terms of Reference (ToR) for the Reference Group (including a membership list), and responsibility for convening the Group, to LPDG.

## Appendix 4

### Roles and responsibilities of the Health and Wellbeing Board (updated August 2018)

The Health and Social Care Act 2012 introduced Health and Wellbeing Boards with the following responsibilities:

- To promote the integration of health, social care and public health;
- To promote joint commissioning;
- To lead on public health by aligning the various activities of the Local Authority behind an integrated health improvement approach;
- To lead on the production of the Joint Strategic Needs Assessment (JSNA) – an analysis of local health and wellbeing needs across health, social care and public health; and
- To produce a Joint Health and Wellbeing Strategy based on the JSNA

Under the revised governance arrangements in Manchester the Health and Wellbeing Board will also have the following responsibilities;

- To agree the health and social care priorities for Manchester;
- To approve the content of the Locality Plan;
- To ensure that there remains ongoing and significant organisational commitment across the health and care economy in Manchester to the ambition and priorities contained in the Locality Plan;
- To be responsible to the people of Manchester and to each other for the financial and clinical sustainability of the health and care economy through the agreement and delivery of the Locality Plan; and
- To provide a mutual assurance function over the outcomes linked to the commissioning decisions taken by members to deliver the Locality Plan.

Carrying out these responsibilities will require the board to;

- Receive regular update reports from the Transformation Accountability Board and relevant groups on the ongoing progress and delivery of the Locality Plan;
- Receive reports from the TAB Finance Group with respect to progression towards financial sustainability;
- Work within the assurance framework, developed jointly with regulators, that reflects the outcomes required by Greater Manchester and Manchester. Formal assurance that each individual party is delivering on their commitments to the Locality Plan will be provided in the usual way by the relevant statutory body;
- Participate as required in inspection review processes undertaken by the Care Quality Commission and other regulators (e.g. OFSTED) and receive and act on system leader reports
- Receive regular reports of Manchester's performance against agreed assurance metrics; and
- Receive regular reports as appropriate on key quality surveillance issues as they relate to Manchester.