

<b>REPORT TO:</b>	Conwy and Denbighshire Public Services Board
<b>DATE:</b>	30 November 2017
<b>LEAD OFFICER &amp; ORGANISATION:</b>	Bethan Jones, BCU HB
<b>CONTACT OFFICER &amp; ORGANISATION:</b>	Sally Baxter, BCU HB
<b>SUBJECT:</b>	<b>Draft Health Board strategic priorities – Living Healthier, Staying Well</b>

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## **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to share information on the draft priorities within the BCU HB corporate strategy programme, **Living Healthier, Staying Well** and to seek feedback from the Public Services Board.

## **2. EXECUTIVE SUMMARY**

- 2.1 The **Living Healthier, Staying Well** programme has developed proposals for transformation of the way the Health Board works, for discussion with our population, service users and carers, partner organisations, the third sector and community groups, and our staff.

The full details can be found in the papers submitted to the Health Board meeting on 20 October 2017 which describe the proposed long term strategic direction for the Health Board for the next ten years. These papers can be found under item 1 at [BCU HB Board meeting 19 10 17](#). These include the initial priority areas which have been identified for the first three years of the strategy, as set out in the attached community engagement document.

Following further refinement in the light of feedback from the current engagement process, these will steer the Health Board's three year plan which will be developed for 2018 - 2021.

## **3. RECOMMENDATION(S)/OPTIONS**

- 3.1 The Public Services Board is asked to consider the draft priorities and note any comments to feed back to the Health Board.

## **4. BACKGROUND INFORMATION**

- 4.1 Having a clear and well thought out strategy will help achieve the vision, principles and values of the NHS in North Wales and contribute to sustaining safe, effective patient care.

NHS Wales planning guidance has confirmed the requirement for every NHS organisation to have a long-term strategy which should "set out the organisation's strategic goals; outline the 'roadmap' which the organisation will follow and describe how it will address any key strategic challenges or opportunities." The development of a clear and comprehensive strategy for the Health Board is also one of the key elements of the Special Measures Improvement Framework.

4.2 The strategy has been taken forward through three core programme groups:

- **Health Improvement, Health Inequalities**
- **Care Closer to Home**
- **Acute Hospital Care**

Alongside these there have been additional workstreams established for specific groups:

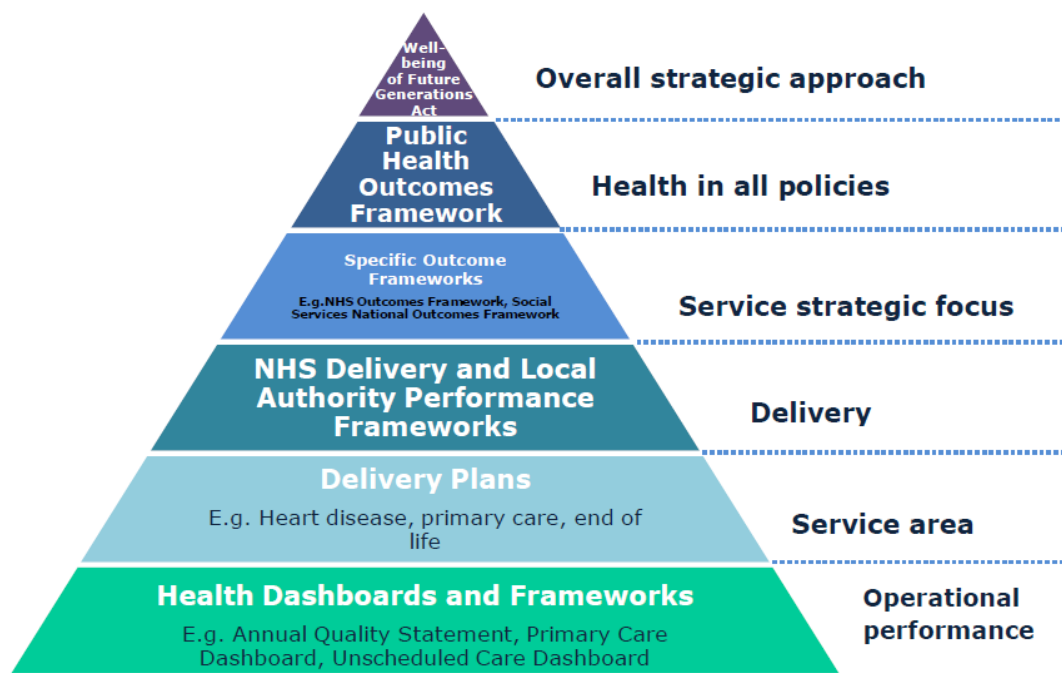
- **Children and Young People**
- **Older People**
- **Mental Health Strategy**

4.3 Although this is a corporate strategy for the Health Board, in many areas we have undertaken joint work to develop priorities.

- Collaboration on the Population Assessment under the Social Services and Well-being Act and the development of the Well-being Assessments under the Well-being of Future Generations Act has informed the strategy programme
- The priorities in Care Closer to Home have been developed with input from colleagues in different sectors and building on joint working in the Areas
- The Children and Young People's workstream adopted a partnership approach and will support the Regional Partnership Board
- Discussions have taken place about integrating the next phase of the Older People's workstream into a partnership action plan to support the Regional Partnership Board with shared commitment and values.
- The Mental Health Strategy which was approved by the Board in April 2017 has also been linked into the strategy programme. This work is being implemented through the Together for Mental Health In North Wales Partnership Board

We will seek to work with partners further to ensure that there is consistency with – but not duplication of - the work of Public Services Boards being taken forward through the well-being plans.

The strategy programme has been developed in the context of the increasing recognition of the importance of delivering sustainable health and well-being outcomes for the population. The figure below, taken from Measuring the health and well-being of a nation (Welsh Government and Public Health Wales, March 2016) illustrates the broad context and links between strategic, policy and operational strands.



Our strategy has adopted an outcomes-based approach that shows clearly how we will contribute to achieving population health outcomes, using the Public Health Outcomes Framework and linked to the national Well-being of Future Generations indicators.

Each of the programme workstreams is developing a logic model approach which will set out the inputs required to deliver the priorities and will also describe the measures which will be used to measure the outputs and outcomes, linked to the Public health Outcomes Framework and the WFG outcome indicators.

## 5. CONSULTATION

- 5.1 The programme has been supported throughout by continuous engagement and involvement of representatives of partner organisations, stakeholders, community groups, people with experience of our services and carers.

In 2014/15 an extensive listening exercise was undertaken across North Wales in which we took time to stop and listen to what is important to people in relation to their health and healthcare, what works well in North Wales and what we need to do better. During 2015, we also undertook a major formal consultation on the future of women's and maternity services, which gave the Board a clear understanding of the views and needs of women and their families on these important services.

In 2016 we continued to connect with local groups and partnerships in establishing the strategy process. In the autumn, this was further enhanced by the Welsh Government's engagement exercise, Delivering a Healthier North Wales.

During 2017, we have held a series of targeted events to inform specific issues within the strategy programme and more general discussions with a wider range of groups. This has included broad staff involvement.

We are now undertaking a further period of engagement to gather feedback on the overall emerging priorities.

## **6. RESOURCE IMPLICATIONS**

- 6.1 The resource implications of the priorities identified – financial, workforce and infrastructure - are being analysed and will feed into the development of the three year plan. The assessment of the impact will be modelled on evidence of the impacts on population health and demand for healthcare.

## **7. RISK**

- 7.1 A detailed risk and issues log has been maintained for the strategy programme and the overall risk of failure to develop a strategy is included within the BCU HB Corporate Risk Register. In respect of collaborative working with the Public Service Boards, there is a risk of failure to ensure sufficient connection between priorities of the Health Board and the emerging priorities of the PSBs. The sharing of the draft priorities with PSBs will test this and provide opportunity to address any significant issues.

There is a further risk that confusion, or over-consultation, may arise from the consultation on the well-being plans and the Health Board engagement on strategic priorities. The sharing of information on each is important and the Health Board strategy team has agreed to share information on planned engagement sessions and also share information about the PSB consultation.

## **8. DRIVERS AND IMPLICATIONS**

- 8.1 The principles underpinning the Health Board strategy work are set out in the engagement document attached. The statutory framework of the Well-being of Future Generations Act and the Social Services and Well-being Act has informed the strategy development.

## **9. REASON(S) FOR RECOMMENDATION(S)**

- 9.1 The recommendation is made to invite comment and contribution from partner organisations within the Public Services Board.

BACKGROUND PAPERS	LOCATION	WEBSITE INFO
Living healthier, Staying Well strategy programme update	BCU HB Board papers October 2017	<a href="#">BCU HB Board meeting 19 10 17</a>