

<b>TITLE OF REPORT</b> Health and Wellbeing Strategy Update and Health and Wellbeing Board Development proposal	
<b>HEALTH AND WELLBEING BOARD</b> - 28th January 2021	<b>CLASSIFICATION:</b> <b>Open</b>
<b>WARD(S) AFFECTED</b> <b>All Wards</b>	
<b>Group Director</b> Denise D'Souza Group Director Adults, Health and Integration	

## 1. INTRODUCTION AND PURPOSE

This paper outlines the proposed next steps in the development of Hackney's Health and Wellbeing Strategy. This paper also includes a proposal to deliver a development session with Hackney Health and Wellbeing Board members after the extended members have joined the Board, to refine the Board's vision and approach to addressing the wider determinants of health and population health. Finally, the paper provides an update from City and Hackney's Health Inequalities Steering Group.

## 2 . RECOMMENDATIONS

The Board is asked to:

- consider and approve the proposal of both workshops and associated timelines for the development of the Health and Wellbeing Strategy.
- to note the progress from City and Hackney's Health Inequalities Steering Group.

### **3. BACKGROUND**

In July 2020, Hackney's Health and Wellbeing Board agreed to:

- Use the opportunity of the Health and Wellbeing Strategy refresh to co-create a new strategic (population health) framework for tackling health inequalities through coordinated system-wide action, led by the Board.
- Adopt a fully co-produced approach to developing the strategy, building on existing assets and resident engagement/involvement mechanisms.
- Establish a working group to oversee the development of the new Health and Wellbeing Strategy.

In November 2020, Hackney's Health and Wellbeing Board agreed to Public Health's [proposed approach](#) to developing the HWB strategy, including an agreement to the timeline, engagement approach and working group membership.

### **4. PROPOSED NEXT STEPS**

#### *Development Session for Hackney Health and Wellbeing Board- February 2021*

In recent months, Hackney's Health and Wellbeing Board have agreed to expand the Board's current membership to reflect its wider remit beyond the health and care system - using the [King's Fund Population Health Framework](#) (appended to this paper) to focus the Board's work on providing system leadership for improving health and reducing health inequalities, and explicitly addressing the wider determinants of health and by taking a 'Health in All Policies' approach. The expanded board membership will include organisations and sectors with responsibility for key wider determinants of health, such as housing, education, the built and natural environment, income and employment, community safety and housing. It is

anticipated that new extended board members will be invited to join the Board in early 2021.

In light of these developments, we are proposing the delivery of an externally facilitated development workshop for Hackney Health and Wellbeing Board members to ensure that an agreed set of local principles and vision are established for the Board to develop its wider remit to address the wider determinants of health within a population health framework.

The workshop would provide a space for members to consider how they will work together as a board, and with wider partners, to further embed a Health in all Policies approach to improve population health and tackle health inequalities at a local level. A proposed outline for the workshop is included below.

Table 1: Proposed Hackney Health and Wellbeing Board Members Development Workshop

Workshop attendees	Hackney Health and Wellbeing Board members
Proposed facilitator	Local Government Association (LGA) - utilising the same facilitator who has been supporting the development of the City and Hackney Health Inequalities Steering Group (see section 5 of this report)
Proposed timing	March 2020
Objectives of workshop	<ol style="list-style-type: none"> <li>1. Develop a shared vision for the Board’s work in 2021/22</li> <li>2. Define the role of the HWB Board and wider partners in improving population health</li> <li>3. Develop the Health in all Policies (HiaP) work locally- how do the Board embed this work and ensure that policies and strategies include health and improve health outcomes and health inequalities.</li> <li>4. Develop an agreed approach to how the Board could/should work effectively as a partnership to implement a HiaP approach.</li> </ol>
Anticipated outputs	<p>Shared understand of Health in all Policies</p> <p>Shared understanding of the application of the Population Health</p>

	<p>Framework</p> <p>Agreed vision for the Board</p> <p>Agreed approach to embedding HiaP across the Board's work</p> <p>Agreed set of partnership principles</p>
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Table 2: Draft workshop outline

<b>Timings</b>	<b>Outline</b>
10 minutes	Welcome from Chairs of HWB
10 minutes	<p>Introduction to the workshop</p> <p>Purpose of workshop</p> <p>Introduction to current situation - COVID-19 and health</p>
2 hours	<p><b>Kings Fund Population Framework (30 minutes)</b></p> <ul style="list-style-type: none"> <li>❖ Introduction to King's Fund Population Framework</li> </ul> <p>Exercise</p> <ul style="list-style-type: none"> <li>❖ Using the King's Fund Framework at a local level</li> </ul> <p><b>Health in all Policies: tackling the wider determinants of health (30 minutes)</b></p> <ul style="list-style-type: none"> <li>❖ Concept of Health in all Policies</li> <li>❖ Wider determinants of health</li> <li>❖ Health in everything we do</li> <li>❖ Case studies from other boroughs/areas who have adopted a 'HiaP' approach, which outline important elements of the approach</li> </ul> <p><b>Our approach in Hackney: workshop discussion (1 hour)</b></p> <p>Exercise</p> <p>Creating a system where health is embedded in all policies.</p> <ul style="list-style-type: none"> <li>❖ Identify structural and cultural changes required to embed a Health in all Policies approach</li> <li>❖ Developing a process to embed a Health in all Policies Approach</li> <li>❖ Working with partners across Hackney to adopt this approach</li> <li>❖ Monitoring and evaluation</li> </ul>

15 minutes	Break
1 hour	<p><b>Defining Hackney’s HWB Board vision and priorities</b></p> <p><b>Overview (30 mins)</b></p> <ul style="list-style-type: none"> <li>❖ Our journey: key achievements to date</li> <li>❖ Drivers of and barriers to effective Health and Wellbeing Boards</li> </ul> <p><b>Vision (30 mins)</b></p> <ul style="list-style-type: none"> <li>❖ Defining the Board’s strategic aims for 2021/22 and beyond</li> </ul> <p><b>Next steps (30 minutes)</b></p> <ul style="list-style-type: none"> <li>❖ Delivering the Board’s priorities</li> </ul>
30 minutes	Questions and discussion
5 minutes	Close

*Prioritisation workshop- April 2021*

As mentioned above, Hackney’s Health and Wellbeing Board have endorsed the use of the King’s Fund Population Health Framework to support coordinated local action to tackle health inequalities, and to guide the development of the HWBS.

This paper is proposing the delivery of a second workshop to bring together members from both Hackney and the City’s Health and Wellbeing Boards, plus key stakeholders (including City and Hackney Health Inequalities Steering Group members),to agree a strategic framework for improving population health through two new Health and Wellbeing Strategies.

Prior to this workshop, the HWS development working group will review the local, regional and national data on health inequalities, as well as evidence on effective interventions for reducing inequalities through local action (in collaboration with City and Hackney Health Inequalities Steering Group). The working group will also review existing community and resident insight in relation to health inequalities in Hackney, including insight gathered throughout the current pandemic (and collated by the HI steering group). This insight and intelligence will be presented to delegates at the prioritisation workshop.

Using this information as a starting point, the workshop will focus on developing draft priorities for both City of London and Hackney Health and Wellbeing Strategies.

Table 3: Proposed prioritisation workshop outline

Workshop attendees	Hackney Strategy Working Group members Health and Wellbeing Advisory Group (City) Health and Wellbeing Board members (City and Hackney) City and Hackney Health Inequalities Steering Group members
Proposed facilitator	Kings Fund (potentially with support from Health Inequalities SG members)
Proposed timing	April 2020
Workshop objectives	<ol style="list-style-type: none"> <li>1. Review local, regional and national evidence against the four pillars of the population health framework</li> <li>2. Review relevant community and resident insight</li> <li>3. Agree a strategic framework and specific priorities in relation to the HWBS (City and Hackney split for this part of the workshop)</li> </ol>
Anticipated outputs	Strategic framework developed  Two sets of draft priorities for City and Hackney Health and Wellbeing Strategies

Table 4: Draft workshop outline

Timings	Outline
10 minutes	Welcome from Chairs of City and Hackney's Health and Wellbeing Boards
10 minutes	Introduction to workshop <ul style="list-style-type: none"> <li>❖ Purpose and aims</li> <li>❖ Anticipated outputs of workshop</li> </ul>
30 minutes	<p><b>City and Hackney Health and Wellbeing Strategy</b></p> <ul style="list-style-type: none"> <li>❖ Health and Wellbeing Strategy overview.</li> <li>❖ Previous strategy priorities that City and Hackney have focused on.</li> <li>❖ City and Hackney's HWB Strategy project plan.</li> </ul> <p><b>City and Hackney Health Inequalities Steering Group</b></p>

	<ul style="list-style-type: none"> <li>❖ Health Inequalities Steering Group to present work to date, and how this links in with HWB Strategy development.</li> </ul>
1 hour	<p><b>Reviewing the local and national evidence</b></p> <ul style="list-style-type: none"> <li>❖ Presentation of data and insights from evidence synthesis</li> </ul>
15 minutes	Break
30 minutes	<p><b>Kings Fund presentation</b></p> <ul style="list-style-type: none"> <li>❖ Overview of Kings Fund Population Health Framework</li> <li>❖ Using the framework as a tool for developing strategy priorities</li> </ul> <p><b>Exercise (split in City and Hackney groups)</b></p> <ul style="list-style-type: none"> <li>❖ Development of draft priorities using the Kings Fund Population Health Framework</li> </ul> <p><i>Reconvene as a full group</i></p> <ul style="list-style-type: none"> <li>❖ Review priorities and agree strategic framework</li> <li>❖ Stakeholder mapping (draft stakeholder map shared, ask members if any missing)</li> </ul> <p>Next steps</p> <ul style="list-style-type: none"> <li>❖ Agree next steps for strategy progress</li> </ul>
1 hour	
10 minutes	

### *Engagement - Summer 2021*

After the initial draft priorities have been defined through the workshop and early stakeholder engagement, work will begin with local communities to develop an agreed set of priorities through the process of co-design and collaboration. We will begin this process by working with communities and stakeholders to review the evidence and refine the draft priorities and possible actions related to these priorities together.

Hackney's strategy working group will work within the principles of the City and Hackney Co-production Charter to co-design the engagement framework, co-deliver resident and stakeholder engagement activity, and collaborate in refining the strategic priorities.

Strategy engagement work will build on existing assets and resident

engagement/involvement mechanisms (e.g. Neighbourhood conversations, HCVS networks, Kings Park Moving Together programme, Integrated Care Communications and Engagement Enabler Group).

We anticipate that these engagement activities will be delivered over the summer months through face to face and online activities if COVID-19 guidelines allow.

#### *Draft strategy write up- August 2021*

After the engagement phase ends, Hackney Public Health team will write and design the draft strategy. It is anticipated that it will take one month to write the draft strategy. We will work with the community and stakeholders to ensure that the draft strategies are reflective of the community conversations that took place during the engagement phase. Completed draft strategies will be sent to the Director of Public Health for sign off initially, followed by HWB members for sign off. Final amendments will be made to the draft strategy before formal consultation, based on feedback received.

#### *Formal consultation- September- October 2021*

The formal consultation of both Health and Wellbeing Strategies will take place over a two month period, it is anticipated that this will take place in September and October 2021. A consultation communication plan will be developed in advance of this timeline and shared with the members of the Health and Wellbeing Board at the March Board meeting.

Virtual methods of consultation and engagement are likely to be used as part of developing the strategies. The scale of virtual consultation will depend on the COVID-19 guidance at the time of the engagement and consultation planning and delivery. However, the working group will ensure that there are a range of inclusive ways for local people to get involved in developing the strategy, wherever possible.



Consultation responses will be collected and analysed by both working groups, and where appropriate, the strategies will be amended to incorporate the feedback provided after the consultation period ends.

#### *Final write up and sign off - November 2021*

Both strategies will be edited in early November 2021 and sent for final approval to the Director of Public Health, Hackney's Health and Wellbeing Board, and relevant committees before the end of November 2021.

## **5. CITY AND HACKNEY HEALTH INEQUALITIES STEERING GROUP - PROGRESS UPDATE**

The Health Inequalities Steering Group has been convened to provide a focal point for collective, system-wide action to address health inequalities that have been starkly exposed by the coronavirus pandemic. A briefing note summarising the remit and membership of the Steering Group (previously shared with Health and Wellbeing Board members) is appended to this paper for information.

The draft objectives of the steering group are to:

- collect and monitor information about health inequalities in the City and Hackney and the actions being taken to address these
- help prioritise further measures needed to prevent, and reverse existing, health inequalities (in the short and long-term)
- mobilise local action by working in partnership to influence decisions and empower others to act
- use our collective resources to support the effective delivery of priority actions to reduce health inequalities.

The Steering Group's immediate priority is to mitigate further health inequalities impacts of COVID-19 through coordinated local action. Longer-term priorities for tackling health inequalities will be developed in partnership with the Health and Wellbeing Board. The Steering Group will work closely with the strategy working group to support the strategy development process, for example by sharing relevant

resources:

- an up-to-date evidence base of health inequalities in the City and Hackney (the COVID-19 inequalities evidence pack, presented to the Board in July 2020, has recently been updated and is available on request)
- a framework for meaningful resident engagement and involvement (building on the Co-production Charter), currently in development
- expert facilitation support engaged to shape the local response to tackling health inequalities (e.g. from the LGA and The King's Fund).

The Steering Group has met twice so far - the inaugural meeting took place in early November 2020, and a part 1 prioritisation and action planning workshop was held in mid December. A part 2 workshop is scheduled for early February to agree a work plan for the Steering Group for the next 9-12 months.

Regular updates on the work of the Steering Group will be presented to the Health Wellbeing Board. It is anticipated that the work of the Steering Group and the Health and Wellbeing Board will increasingly align over time, and the scope and remit of the Steering Group will need to be kept under constant review.

## **BACKGROUND PAPERS**

**In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required**

1. [Briefing note on the new City and Hackney Health Inequalities Steering Group \(Nov 2020\)](#)

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# BACKGROUND PAPER 1

## Tackling health inequalities in the City and Hackney Briefing note November 2020

### Context

Health inequalities are avoidable and unfair differences in health outcomes between groups of people or communities. Taking action to reduce health inequalities is a matter of social justice.

Health inequalities are defined according to a number of different, and inter-related, dimensions

- *protected characteristics*: age, disability, sex, gender reassignment, ethnicity/race, religion or belief, sexual orientation, marriage and civil partnership
- *social inequalities*: poverty, housing, education, unemployment, etc
- *geographical inequalities*: urban vs rural, local area deprivation, etc
- *vulnerability*: carers, rough sleepers, care leavers, people with no recourse to public funds, etc

Health inequalities are not new. It is well-documented that life expectancy follows a 'social gradient' – the more deprived the area, the shorter the average life expectancy.<sup>1</sup> Nationally, this gradient has become steeper over the past 10 years; in other words, social inequalities in life expectancy have increased.<sup>2</sup> These inequalities are also played out locally. Between 2003 and 2018, an estimated 4,000 premature deaths in City and Hackney residents were attributed to socioeconomic inequality.

Underpinning these stark figures are multiple, inter-related factors that combine to create poorer health outcomes for many vulnerable and disadvantaged people and families. For example, some chronic conditions are much more prevalent in ethnic minority communities, carers are more likely to experience a range of physical and mental health problems, and the average life expectancy of learning disabled people is 20 years shorter for women and 13 years for men. The average age of death of rough sleepers is even lower (44 years for men and 47 years for women).<sup>3</sup>

### The impact of COVID-19

COVID-19 has had a profound effect in exacerbating pre-existing health inequalities. As we move into a 'second wave', and restrictions start to be reimposed, there is a significant risk that these inequalities will re-emerge or deepen. Action is needed now if we are to better understand and seek to minimise long-term future impacts.

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<sup>1</sup> [Fair Society, Health Lives](#) (the 'Marmot Review'), 2010

<sup>2</sup> [Health Equity in England](#): the Marmot Review 10 years on, 2020

<sup>3</sup> [City & Hackney Health and Wellbeing Profile](#)

The **direct** health impacts of COVID-19 disease are disproportionately affecting certain minority ethnic groups, older people, men, people with underlying health conditions (especially those with multiple conditions), care home residents and staff, those working in other public facing occupations, as well as individuals and families living in socially deprived circumstances.

Untangling the contribution of these various overlapping risk factors is complex, but it is clear that underlying structural inequalities are playing a role.

The **indirect** health impacts of service reprioritisation, lockdown, social distancing and the longer-term economic consequences of the pandemic will continue to affect some of our most vulnerable residents and communities for a long time to come - including many of those described above, as well as carers, certain faith communities, people with disabilities and those with no recourse to public funds.

There is emerging evidence that women have been more likely to be furloughed or lost their jobs following the lockdown. And the longer-term social and economic impacts on already disadvantaged children and young people are also expected to be significant.

## Taking action in the City and Hackney: a new Health Inequalities Steering Group

The breadth and depth of the impacts of COVID-19 emphasise the need for collective, system-wide action to address health inequalities that have been starkly exposed by the current pandemic. This includes (but is not limited to) more effective targeting and tailoring of existing services, support along with responses to COVID; strengths-based models of care that meet people's wider (social) needs; action to tackle race inequalities and systemic racism head on; and enhanced system capacity and capability to embed health equity in all policies and practice.

COVID-19 is acting as a catalyst for local action to tackle long-standing health inequalities, with a huge amount of work already underway across the City and Hackney to mitigate the inequalities impacts of the pandemic, as well as longer-term plans to improve the wider social and environmental influences on health. We are establishing a new steering group to provide a focal point for this work, to ensure our collective efforts have maximum impact and that we make best use of our combined resources to tackle long-standing health inequalities, through collaboration and partnership.

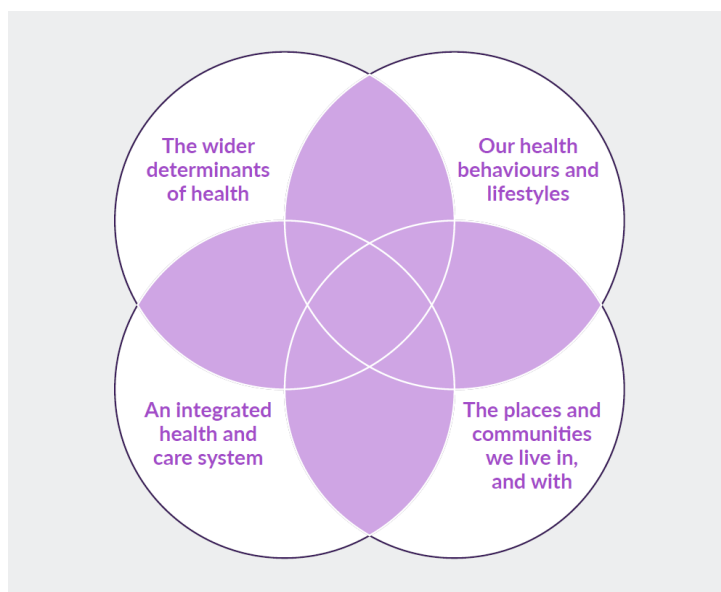
The role and purpose of the steering group will be to advise, prioritise, authorise, coordinate and mobilise local action as part of a system-wide health inequalities plan for the City and Hackney. It will ensure alignment of local action to reduce health inequalities with wider local authority strategies, Neighbourhood population health plans, North East London priorities and regional/national policies.

Membership of the steering group is drawn from across the two local authorities, the voluntary sector, NHS (CCG, Homerton, Barts Health, ELFT, Primary Care Networks) and both City and Hackney Healthwatch. It is chaired by Dr Sandra Husbands, Director of Public Health.

As system leaders, members of this strategic group will influence, collaborate and pool resources to embed actions to tackle health inequalities in their own organisations, wider strategies and practice.

### Working in partnership

The work of the steering group will be guided by the same [population health framework](#) recently adopted by both City and Hackney Health Wellbeing Boards and the City & Hackney Integrated Care Board (ICB).



Source: The King's Fund

This framework emphasises the need for action across all four 'pillars' of a population health system to effectively tackle health inequalities. The greatest opportunities for impact lie in the areas of overlap and intersection of the four pillars, through coordinated system-wide action. Steering group membership is designed to ensure representation across all four pillars.

It is intended that the steering group will report into and support both Health and Wellbeing Boards, and the ICB. It will provide expert advice and input to the development of the two new Health and Wellbeing strategies, as well as a population health delivery plan for City and Hackney's integrated care partnership.

The steering group will work closely with, and provide support to, other delivery and strategic groups with the relevant expertise and levers to define and deliver our shared plans.

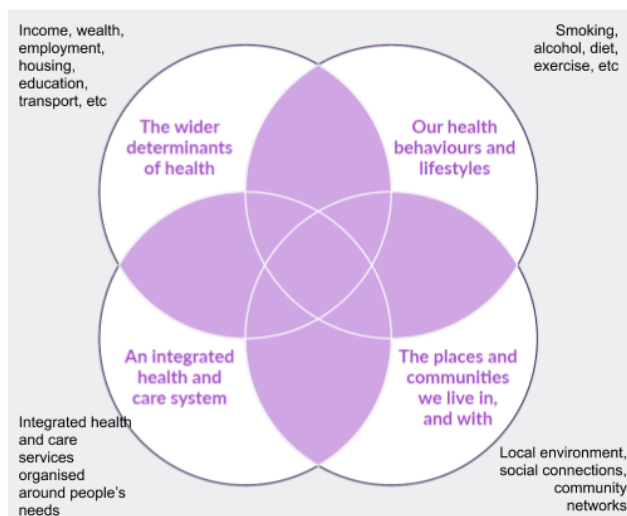
Finally, and importantly, the steering group is committed to working in partnership with residents to shape our local plans to reduce health inequalities across the City and Hackney.

## APPENDIX A: Steering Group initial membership

	<b>Position and organisation</b>	<b>Role/population health system pillar representing</b>
Sandra Husbands	Director of Public Health, LB Hackney and City of London Corporation	CHAIR, Public Health leadership of population health agenda
Malcolm Alexander	Chair, Hackney Healthwatch	Places and communities pillar
Angela Bartley	Consultant in Population Health, ELFT	Integrated health and care system pillar
Ian Basnett	Director of Public Health, Barts Health	Integrated health and care system pillar
Gail Beer	Chair, City of London Healthwatch	Places and communities pillar
Nick Brewer/Jenny Darkwah (shared)	PCN Clinical Directors	Integrated health and care system pillar
Jane Caldwell	CEO, Age UK East London	Places and communities pillar
Jake Ferguson	CEO, Hackney CVS	Places and communities pillar
Anna Garner	Head of Performance & Integrated Commissioning Alignment, City & Hackney CCG	Integrated health and care pillar
Claire Hogg	Director of Strategic Implementation & Partnerships, Homerton Hospital	Integrated health and care pillar
Sonia Khan	Head of Policy & Strategic Delivery, LB Hackney	Wider determinants & places/communities pillar
David Maher	Managing Director, City & Hackney CCG	Integrated health and care pillar
Kate Smith	Head of Strategy & Performance, City of London Corporation	Wider determinants pillar
Jayne Taylor	Consultant in Public Health, LB Hackney and City of London Corporation	Operational lead (PH health inequalities portfolio lead)
<b>Resident representation - TBC</b>		<b>Places and communities pillar</b>

## APPENDIX B: KING'S FUND POPULATION FRAMEWORK

### Using the King's Fund Population Health Framework to guide our actions



Action to tackle health inequalities is required across all four 'pillars' of a population health system.

The greatest opportunities for impact lie in the areas of overlap and intersection (the 'rose petals').

Where (else) can we effectively take action as a partnership to maximise opportunities for **coordination** and **collaboration** within the 'rose'?