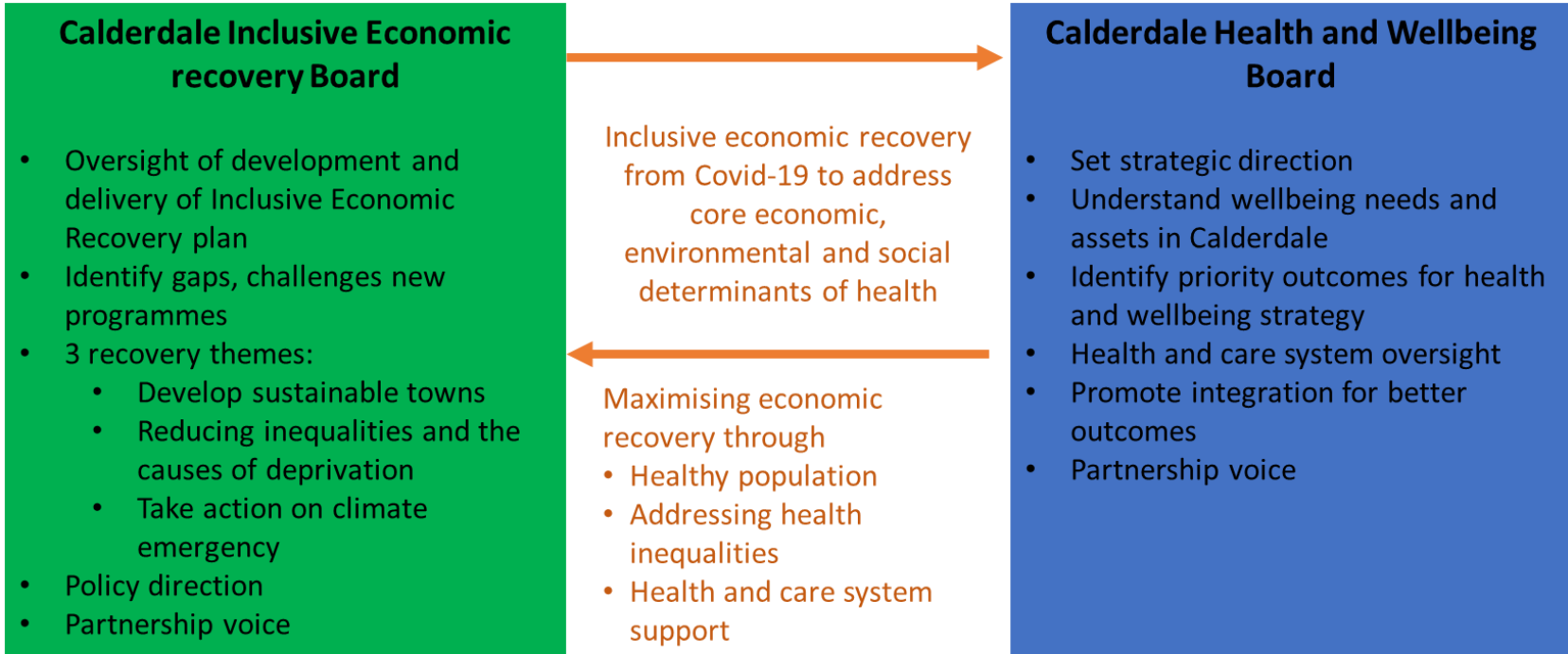# Health and Wellbeing Strategy 2022 – 2027

Health and Wellbeing Board, 16th Dec 2021

Context

VISION 2024

- The current Health and Wellbeing Strategy 2018 -2022 was set within the context of Vision 2024 with 27 priority outcomes and a focus on 4 key life stages – Starting Well, Developing Well, Living & Working Well, and Ageing Well.
- Since then the people of Calderdale and the Council and its partners, have had to demonstrate significant resilience with sustained emergencies for Calderdale, firstly the flooding of February 2020 closely followed by the COVID-19 pandemic.
- Also, the contribution of communities has been highlighted as a result of flooding and the pandemic - Calderdale's communities, supported by the voluntary and community sector, have stepped up in many ways right across the board, showing the kindness that Calderdale is famous for.
- Responding to the pandemic has also shown health, care and wellbeing services what we can achieve when we work together, integrating services and programmes towards a common goal
- One of three priorities for the new Council administration, agreed in June 2021, was to reduce inequalities, and the causes of deprivation. COVID-19 has affected everyone but not everyone has felt the impact equally. COVID-19 has shone a light on underlying inequalities and intensified these.
- The Health and Wellbeing Board has the statutory accountability across partners for the health and wellbeing of the Calderdale population. Its remit is to identify and delivery on priority outcomes to improve health and wellbeing, address health inequalities, and the oversight of the health and care system.
- As such, at the mid-point of the 2018-2022 Health and Wellbeing Strategy, it was pertinent to review and refresh the strategy, to maximise the recovery from COVID-19.
- Addressing health inequalities is closely intertwined with the economic recovery from COVID-19. The Inclusive Economic Recovery Board first met in July 2021 to provide oversight of the development and delivery of the Inclusive Economic Recovery plan to recover from COVID-19, of which reducing inequalities and the causes of deprivation is one of three themes.

Context – Calderdale Place Leaders

Calderdale Inclusive Economic recovery Board

- Oversight of development and delivery of Inclusive Economic Recovery plan
- Identify gaps, challenges new programmes
- 3 recovery themes:
  - Develop sustainable towns
  - Reducing inequalities and the causes of deprivation
  - Take action on climate emergency
- Policy direction
- Partnership voice

Inclusive economic recovery from Covid-19 to address core economic, environmental and social determinants of health

Maximising economic recovery through
- Healthy population
- Addressing health inequalities
- Health and care system support

Calderdale Health and Wellbeing Board

- Set strategic direction
- Understand wellbeing needs and assets in Calderdale
- Identify priority outcomes for health and wellbeing strategy
- Health and care system oversight
- Promote integration for better outcomes
- Partnership voice

Timeline

- **June 2021.** The refresh of the Health and Wellbeing Strategy is agreed.
- **September 2021.** Informal meeting of Health and Wellbeing Board agrees on 4 ways of working and, from a shortlist that included issues raised through engagement with communities, 4 outcomes for the refreshed Health and Wellbeing Strategy, 1 per life stage.
- **October 2021.** Informal meeting of Health and Wellbeing Board provides input on delivering the strategy with a system leadership approach, as well as agreeing how they will make the refreshed strategy at the centre of how their organisations operate.
- **November 2021**. Engagement with partners about the proposed priority outcomes and ways of working
- **December 2021.** Review/approve refreshed Health and Wellbeing Strategy.
- **Post December 2021.** Implement the Health and Wellbeing Strategy through agreed delivery mechanisms for the 4 outcomes.

Health and Wellbeing Strategy – Priority Outcomes

Starting Well

Children are ready for school

Developing Well

Every 15 year old has aspiration and hope

Living and Working Well

Working age people have good emotional health and wellbeing and fewer suicides

Ageing Well

Older people have strong social networks and live in vibrant communities

Health and Wellbeing Strategy – Ways of Working

VISION 2024

Joining up services to change lives for the better

All partners working together to achieve agreed health and wellbeing outcomes

A focus on prevention

Shifting more of our focus towards enabling people to be well and preventing ill health

Addressing health inequalities.

Working for good health and wellbeing for everyone, by tackling root causes of ill health

Empowered and resilient communities

Enabling communities to play their part in creating health and wellbeing, making the most of what exists in our communities

Approach to delivery – System leadership

"Systems Leadership: the collaborative leadership of a network of people in different places and at different levels in the system, <u>creating a shared endeavour</u> and co-operating to make a significant change."

Why do we need it to deliver the HWS?

- Provides the ability for everyone to align around a shared ambition around a set of outcomes with the voice of communities and people at the centre
- Helps us to change mindsets, culture and behaviours and so have the maximum ability to deliver complex change across partners
- Distributed leadership, enabling everyone to play their part, building links and partnerships across organisations

What does this mean for how we deliver the HWS?

- The HWB is the system leader, inspiring others to lead, supporting each and holding partners to account for achievement of the outcomes
- Focus on shared purpose and relationships so that plans can flex and adapt
- Start small, give it time, allow for things to go wrong, take adaptive action and <u>keep going</u>

Approach to delivery – System leadership

Starting Well Board *(already in place)*	Accountable for 'Children ready for school'
Developing Well Alliance *(to be developed)*	Accountable for 'Every 15 year old has aspiration and hope'
Living and Working Well Alliance *(to be developed)*	Accountable for 'Working age people have good emotional health and wellbeing (and fewer suicides)
Ageing Well Alliance *(in development)*	Accountable for 'Older people have strong social networks and live in vibrant communities'

Calderdale Cares Partnership Board (ICP) – role to co-ordinate the **health and care service** contribution to the priority outcomes and ensure the West Yorkshire Integrated Care System is playing its part

Each Life Stage Alliance/Board will determine:
• The terms of reference for how it operates to deliver its accountable outcome for the HWB
• How it will co-design, co-produce and co-deliver with communities and experts by experience
• What needs to be put in place to have the biggest impact on the outcome
• Amalgamating and stopping existing delivery mechanisms where there is overlap and duplication
Each Life Stage Alliance/Board will have a Programme Mandate to set the context to deliver the above.

System leadership – Behaviours framework

West Yorkshire and Harrogate
Health and Care Partnership

Sharing power
- We do not hold on to power
- We looking to share power across our partners, place & system
- We actively encourage equal voices & influence regardless of position or organisation
- We give away power to deliver outcomes as a place & a system
- We coach, mentor and share our experience & knowledge

Empathy
- We communicate compassionately
- We take time to understand other perspectives, lived experience & don't seek to blame
- We hear and use language to proactively find out the challenges and perspectives of our partners to see if we can offer support
- We are open and honest about our own challenges
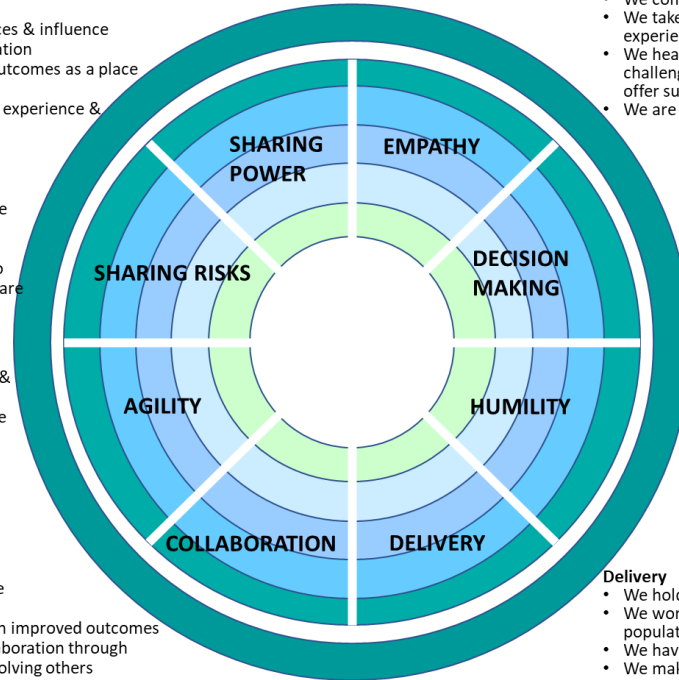
Sharing risks
- We will share the risks across our place/system when a goal places greater risk on one partner
- We recognise the need to take risks, & will share the risk
- We do not look to 'hand off' risk to partners
- We are willing to take risks when the benefits to people & communities are evident & seek to share this burden

Decision making
- Our decisions are motivated by a shared purpose with our people and communities at the centre
- We can point to examples of improvements for our communities
- Our decisions can be seen to have a clear & explicit purpose
- We make decisions by understanding different perspectives & listening to diverse voices

Agility
- React & respond quickly by working together & using collective strengths
- Respond as a place and/or system by using the best of our resources
- Continuously learn together and share our experiences
- Able to respond quickly as unrestricted by hierarchy and power structures

Humility
- We work for the greater good without personal gain or acclaim.
- We are comfortable without personal recognition
- We are open to feedback and proactively seek balanced and constructive feedback
- We celebrate & others' ideas & contributions
- We put our relationships first
- We are proud, not conceited or arrogant
- We take full responsibility and do not seek to blame

Collaboration
- Our first thought is to collaborate
- We do not compete
- We collaborate around a focus on improved outcomes
- We communicate to ensure collaboration through understanding, engaging and involving others
- We promote open & honest communication & proactively seek diverse views
- Consider conflict in what we do and how we do it – and adapt

Delivery
- We hold ourselves and others to account
- We work with shared accountability for the benefit of the population
- We have clear structure and steps for delivery
- We make best use of resources by investing energies and taking action to have greatest impact
- We do things differently to facilitate delivery – trying new ideas and supporting the exploration of creative approaches

SHARING POWER · EMPATHY · SHARING RISKS · DECISION MAKING · AGILITY · HUMILITY · COLLABORATION · DELIVERY