Birmingham Health and Wellbeing Board Development Day - Feedback

The Exchange, 3 Centenary Square

Wednesday 17th May 2023

Background

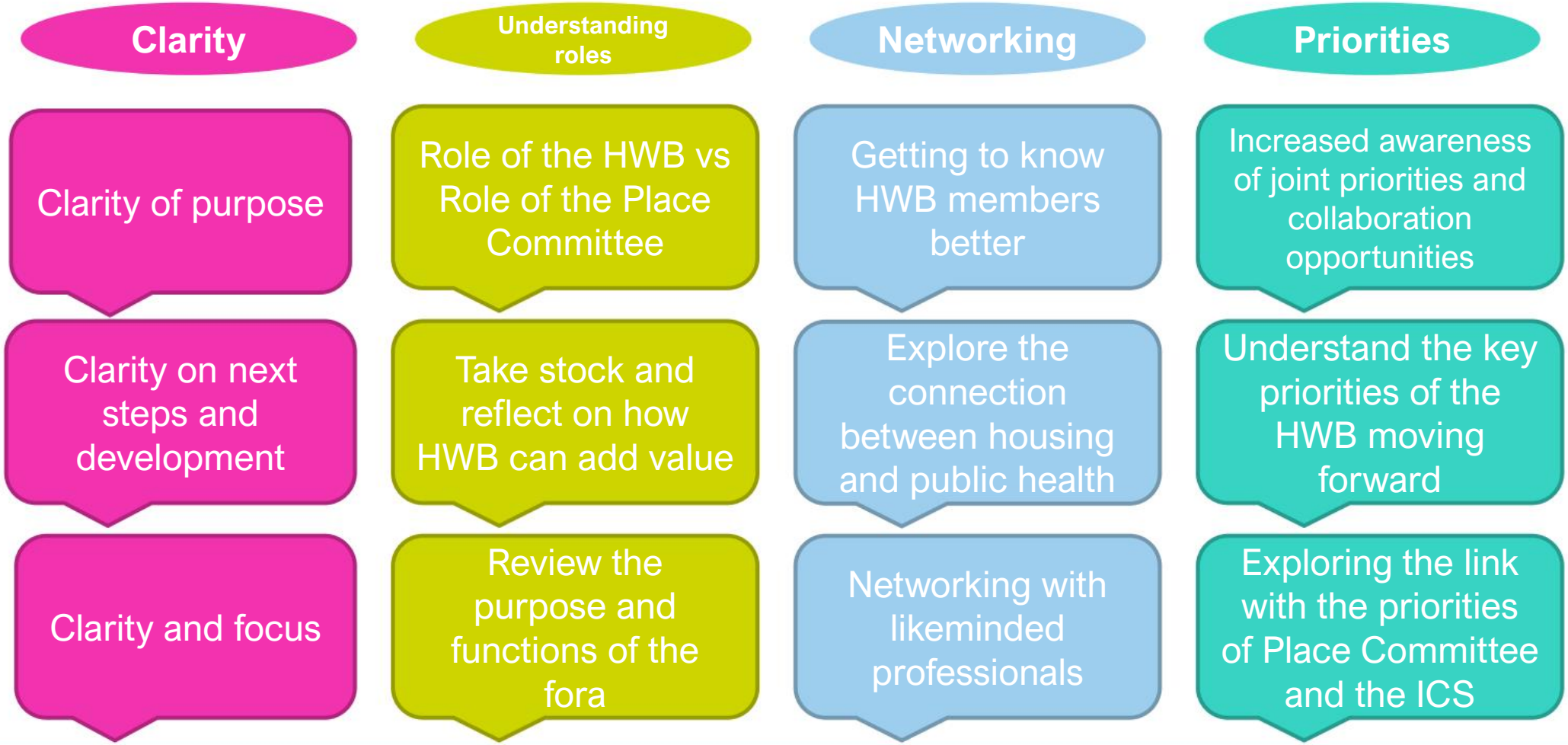
The Health and Wellbeing Board Development Day took place on Wednesday 17th May 2023 at The Exchange (University of Birmingham) building. The Development Day was attended by twelve board members and key partners, including the leads of the Health and Wellbeing Board's Forums.

Board members discussed their role and purpose, relationships with partners and their Creating a Bolder Healthier City Strategy. The ideas generated and feedback provided is summarised on the following sections:

- Role and purpose
- Forums and partners
- Pre-Mortem Exercise (Creating a Bolder, Healthier City Strategy)
- Facing the challenge and actions

The feedback has been used to develop a series of recommendations and proposed actions for the Board to consider.

What did members hope to gain from the day?



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BIRMINGHAM HEALTH AND WELLBEING BOARD – OUR ROLE, PURPOSE & PARTNERS

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Health and Wellbeing Boards - Drivers and Barriers

Committed leaders, both political and managerial

Collaborative plumbing, often reflecting a history of partnership working

Clarity of purpose, being clear about the primary task of the HWB

A geography that works, or has been made to work

The response to budget changes, which can drive either collaboration or a retreat to silos

A focus on place, with local priorities that drive collaboration

A director of public health, who ‘gets it’

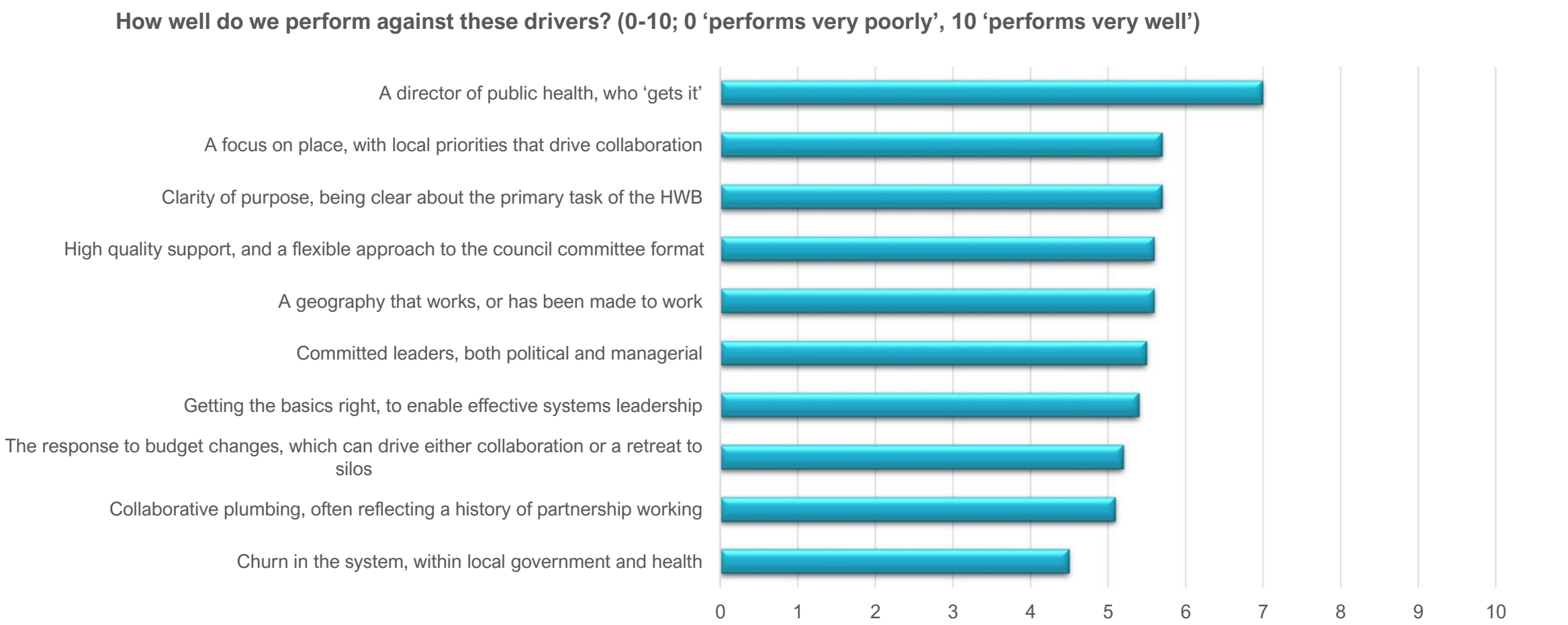
High quality support, and a flexible approach to the council committee format

Churn in the system, within local government and health

Getting the basics right, to enable effective systems leadership

[Effective health and wellbeing boards findings from 10 case studies (local.gov.uk)]

Health and Wellbeing Boards - Drivers and Barriers



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Breakout groups: Our role and purpose

- What is the role of the Health and Wellbeing Board?
- What aspects of the Health and Wellbeing Board are working well?
- Which aspects could be improved upon?
- What can I contribute to the Health and Wellbeing Board?
- How can I make my contribution effective?

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Feedback: Our role and purpose

What is the role of the Health and Wellbeing Board?

- Leadership and direction-setting
- Collectively deliver the priorities in the HWB Strategy
- Create joined-up working across the health and care system
- Improve health and wellbeing and reduce health inequalities
- To provide accountability and governance
- Place to disseminate and reflect knowledge and experience
- Taking a systems approach with partnership working
- Cross-organisational collaboration

Feedback: Our role and purpose

What aspects of the HWB are working well?

- Functioning and adding value during the Covid-19 pandemic
- Strong public health leadership
- Clarity of purpose from the HWB Strategy
- Helping to achieve greater integration
- Alignment of strategic aims between organisations
- Strong partnership working apparatus
- Helping to identify people who may not be known to other organisations (e.g. DWP)

Feedback: Our role and purpose

What aspects of the HWB could be improved?

- Shorter reports/ briefing details
- Infrequent attendance
- More alignment required with the ICS Place Committee
- Limited opportunity to challenge items before sign-off
- Forums could have greater steer from the HWB
- Improve external communication, especially to communities
- Reduce risk of duplicated work
- Better defined link with Adult Social Care
- Greater focus on localities/wards (e.g. West Birmingham)

Feedback: Our role and purpose

What contribution can I make and how can I make it effective?

- Balance capacity of smaller organisations (e.g. Healthwatch)
- Contribute data, evidence and insight
- Provide scrutiny and keep the HWB accountable
- Establish formal link with other partnerships (e.g. Community Safety Partnership)
- Consistent presence of ASC on the HWB
- Accountability
- Problem-solving
- Providing the crucial link into the activity of the forums

Breakout groups: Our forums and partners

- What is working well across the forums and with our wider partners?
- How do we build partnerships whilst holding ourselves and partners to account?
- How can the HWB enable the forums to be more effective?
- Are the forums fit for purpose? If not, what needs to change?
- Where are the gaps?

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Feedback: Our forums and partners

What is working well?

Improving cross-organisational knowledge	Ensuring better collaboration	Individual relationships at forums are getting stronger	Involvement of the community sector at each forum	Increased partnership working and contact	Brings together a range of relevant partners	Knowledge sharing	Bringing awareness of possible solutions

Feedback: Our forums and partners

How can build partnerships and ensure effective working?

Forums need to build better links into the HWB and its decision-making	Lived experience could be considered by individual forums, then fed up to the HWB	Forums can help the HWB work beyond the confines of statutory requirements	Forums could have an outcomes framework measured against the HWB Strategy	Forums need wider organisational commitments so that it doesn't rely on individuals	Forums could branch out beyond meetings to events/initiatives (e.g. Creative Dinners)	Build on learning by hosting inter-forum sessions	Use Community Safety Partnership model of an Executive Group to streamline items at HWB

Feedback: Our forums and partners

Are the forums fit for purpose? Where are the gaps?

Forums should have more themed discussions/ presentations to avoid unstructured discussion	Forums need to move from a passive role to an active one	Governance set-ups could better involve Healthwatch and academic sector	Better communication methods for forums members (i.e. not LinkedIn)	There needs to be better defined accountability between the forums and the HWB	The membership of the forums may need to be reviewed more frequently	Better representation for the forums at HWB meetings

PRE-MORTEM EXERCISE
CREATING A BOLDER HEALTHIER CITY STRATEGY (2022-2030)

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Pre-Mortem Exercise

Step One: What went wrong?

a) **Individually** list on post-it notes all of the things that could go wrong. Only list the problems (not the solutions):
- What went wrong?
- Why did the indicators not improve/get worse?

b) Bring together the post-it notes and place into themes.

c) Move around the room with your stickers, vote for the top five potential problems/failures (themes or specific failure).

Step two: Facing the challenge

- Focus on the top problems/failures identified. Write down the top five (most votes) on a new sheet of paper. Start by going further into the problems/failures, asking:
  - What happened to cause that?
  - Keep asking "why has this happened?" to identify logical causes
- Move into solution mode and brainstorm actions needed to avoid/prevent the key problem/failure.

Feedback: (Pre-mortem) - What went wrong?

Commitment

"Lack of commitment from key players"

Community Voice and Engagement

"Insufficient engagement at a community level"

Strategy Management and Action

"Didn't focus enough on our key outcomes lack of long-term commitment

Accountability Leadership and Ownership

"People moving the problem to another service"

Context

"Service commissioned in silo, payment by outcomes and measured by outputs"

National Government

"National Government pulling in opposite directions"

Wider determinants and root cause/Inequalities

"Focus on economic development didn't impact outside the city centre and widened inequalities"

Data

"Not learning from repeatable errors"

Institutional Learning

"We didn't evaluate what we did to see if it was working"

Short-Term Pressures

"Spent too much time working out where partners/boards instead of enabling action to reduce health inequalities"

Why did the strategy fail? (1)

Lack of Accountability/responsibility

5th Why → No one has named an owner (of action)

- Solution: Link between HWB and day job
- Solution: Robust action plans e.g., names, deadlines
- Solution: Clear Governance structure and accountability

Not converting strategy into action

5th Why → Lack of tangible/action because haven't made the time to do the work

- Solution: Actions that are owned
- Solution: Trust to use resources correctly
- Solution: Articulate benefits for individual and organisation

Lack of system leadership

5th Why → Loyalty to organisation, not community

- Solution: Change performance culture
- Solution: Partnership working with check-points
- Solution: Lead from bottom up

External Influences though National Government/Short-term pressures

5th Why → Easier decision than facing bigger problems

- Solution: Be explicit about external influences so can see own performances
- Solution: Highlight success and failures short and long-term
- Solution: Outside expertise on relationships

Why did the strategy fail? (2)

Neglecting/not focusing on the wider determinants

5th Why

Focus on wider determinants that can be controlled

Solution: Focus of wider determinants that can be controlled

Solution: Focus on areas can influence and be creative

Failure to involve/empower communities

5th Why

Skill draw from a certain pool/ culturally does this attracted those with lived experiences

Solution: Work with experts by experience

Solution: Build relationships with communities

Failure to listen and engage with stakeholders

5th Why

Easier not to do

Solution: ToRs to show commitment

Solution: Being understanding and supportive of each other

Lack of/Insufficient use of Capacity/Resources

5th Why

Lack of culture and leadership

Solution: Examine other models e.g., Better Care Fund

Solution: Accepting realistic time constraints

FACING THE CHALLENGE AND MAKING AN IMPACT

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Breakout groups: What changes do we need to make?

Areas to consider:

1. **Role** - Do we need to change or clarify the role of the Health and Wellbeing Board? Do we all agree?
2. **Membership** – Do we need to change the membership to ensure we have the right people in the room? Who else do we need to bring in? And how will we ensure that each member can contribute?
3. **Structures** – What changes do we need to support our sub-structures and how we work with other partnerships? E.g. HWB Forums, ICS Place Committee, HOSC
4. **Prioritisation** – What changes do we need to make to ensure we consider only the most important issues?
5. **Support** – What changes do we need to make to ensure the Board is supported effectively?

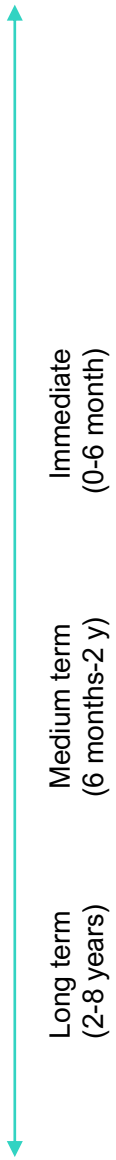
Are these changes:

a) Immediate (0-6 months)

b) Medium term (6 months-2 years)

c) Long term (2-8 years)

Feedback: What changes do we need to make?



Role

- Clarity of relationships of the HWB board with other boards e.g., ICB, ICP, Place, HOSC
- Define strategic and operational function

Membership

- Induction pack for new HWB
- TOR agreed for each forum
- Quarterly partner newsletter/bulletin
- Need to improve awareness of who is a member

Structure

- Ensure actions happen between meetings and they appear on an action log
- Shorter meeting papers succinct action points. March meeting 874 pages. Too much to read
- HWB need structure underneath it that has expertise to scrutinise detail and if been through sub structure don't need to go through HWB meeting
- Clarity on governance of corporate strategic partnership

Prioritisation

- Criteria for taking papers to the board e.g., what if it doesn't meet criteria and still needs
- Is it in the strategy and is it deliverable?
- Refresh of the Deep Dive programme
- HWB reflection on success, ways of working and challenges

Support

- Getting new members up to speed
- Create opportunities for board members to connect
- Reciprocal learning opportunities for HWB organisations