

APPENDIX 1

Southwark Facilitated Workshop – 15 April 2019 (Facilitator Feedback)

Attendance

Name	Title	Representing
Councillor Peter John	Leader of the Council (chair of the board)	Council Table 1
Catherine Negus	Healthwatch Southwark	Local Healthwatch Table 1
Dr Jonty Heaversedge	Chair of NHS Southwark CCG (Vice-Chair of the H&WB)	NHS Southwark CCG Table 1
Councillor Jasmine Ali	Cabinet Member for Children, Schools and Adult Care	Council Table 1
Dr Yvonneke Roe	Clinical Lead for Prevention and Early Action	NHS Southwark CCG Table 2
David Quirke-Thornton	Strategic Director of Children's and Adults' Services	Council Table 2
Genette Laws (officer – non board member)	Director of Commissioning	Council Table 2
Sam Hepplewhite (officer – non board member)	Director of Integrated Commissioning	NHS Southwark CCG Table 2
Paul Rymer	Chief Executive, Community Southwark	Voluntary Sector Table 3
Councillor David Noakes	Opposition spokesperson for Health	Council Table 3
Angela Dawe (non board member)	Joint Director for Integrated Care	Guy's and St Thomas' NHS Foundation Trust Table 3
Stephen Gaskell (officer- non board member)	Head of Chief Executive's Office	Council Table 4
Tim Jones (officer – non board member)	Departmental Finance Manager	Council Table 4
Professor Kevin Fenton	Strategic Director of Place and Wellbeing (Director of Public Health)	Council Table 4
Everton Roberts (officer – non board member)	Principal Constitutional Officer	Council 020 7525 7221

Summary

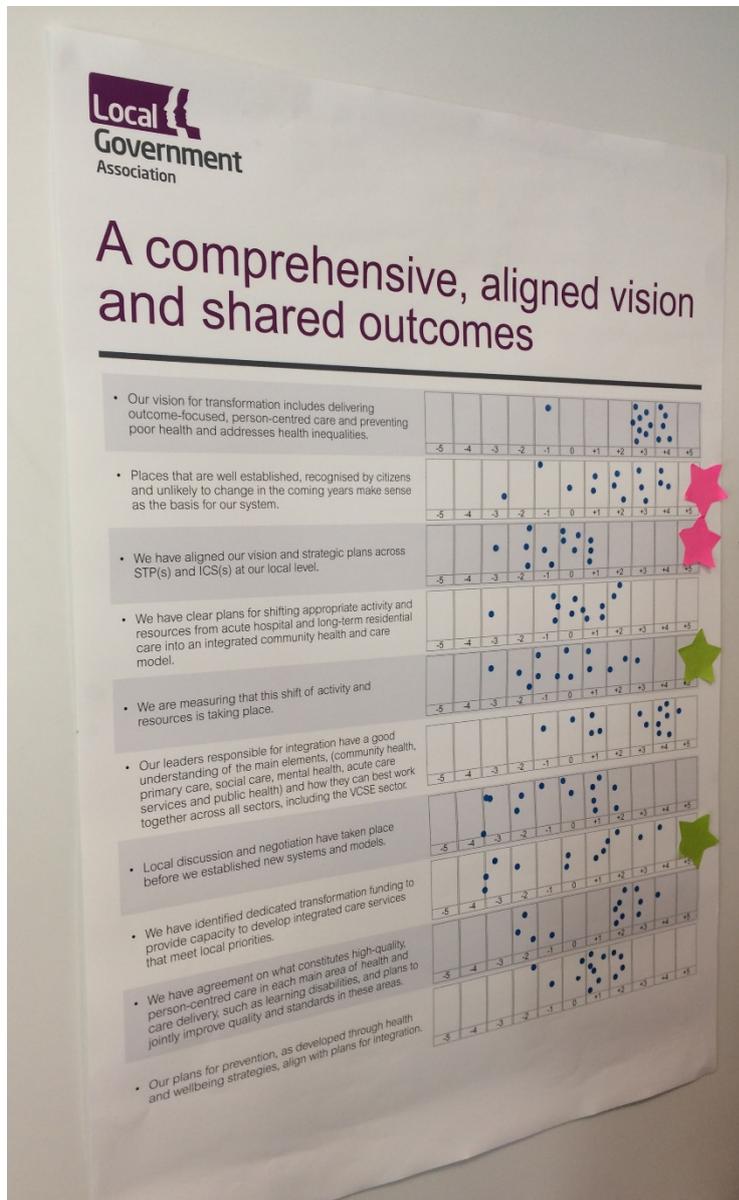
Actions plan

ACT	<ol style="list-style-type: none"> 1. Review the HWB role <ul style="list-style-type: none"> - Review membership <ul style="list-style-type: none"> - Refresh and purpose - Develop protocols and arrangements for risk - Be clear on decision making and governance 2. Require Organisational Development <ul style="list-style-type: none"> - To develop skills for collaborative leadership - For workforce generally on integrated environment 3. Agree metrics for measuring shift of activity 4. Develop an integrated workforce plan <ul style="list-style-type: none"> - Needs to 'knit' together existing plans before coming to HWB - HWB sets strategic vision e.g. 'Never been a better time to come and work in Southwark' - Focus on health and wellbeing for staff, and impact on retention
SPONSOR	<ol style="list-style-type: none"> 1. Resident engagement through public sense check/evaluation 2. Digital and shared records <ul style="list-style-type: none"> - Working through technical barriers, engagement with patients, extending to VCS 3. Integrated approach to assessments and care plans 4. Integrated information and advice 5. Positive engagement with the STP 6. Dependencies and subsidiaries 7. Places recognised
WATCH	<ol style="list-style-type: none"> 1. Align vision and strategic plans 2. Dedicated transformation funding
OUT OF SCOPE	<ol style="list-style-type: none"> 1. South East London level developments e.g. digital 2. Explore other issues which may be 'happening elsewhere'

Notes:

Discussion and poster self-assessment

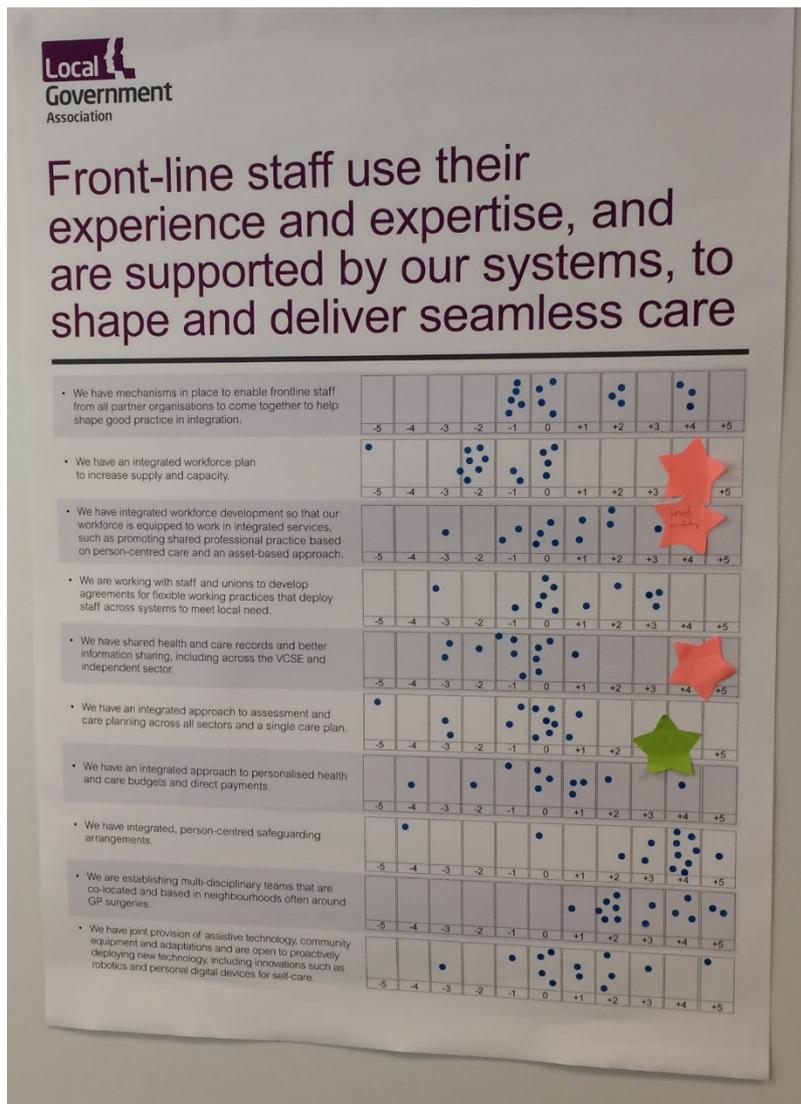
Poster #1



- Question what sits at Southwark level, or South East London level?
- Different interpretations of place – boundaries require constant review
 - Tension between place and population – what is the difference, something which could be explored.
 - Frontline staff delivering services in place and neighbourhoods
 - Identify with their teams and communities
 - Pride of place
 - Residents identity
- Some of the questions posed delegates to question where they should place their dot, as they were unaware if happening or not. Is this unawareness an issue, or not? To be filter through action planning (what does the board do - act, sponsor, watch, or is it out of scope)

- Can see Southwark in STP/ICS plans, but not sure how much Southwark feeds into plan
 - Top-down
 - How does Southwark influence the STP?
- Clear ambitions for shift in activity, but based around institutions and activity
 - Challenges (external)
 - Planning for shift in activity limited
 - Aspiration for the long-term
- Measuring shift of activity in pockets, not necessarily sharing with one another
 - No shared metrics
 - Good DTOC figures may mean pressures do not exist in Southwark as elsewhere to develop a clear plan
 - JHWBS – priorities, measured bi-annually
- Good examples in Southwark, despite local government funding cuts but not necessarily due to the HWB e.g. hubs, innovation
- Self-assessment is a snapshot in time, and expect to come closer together over time
- Posters show that the vision clear, but less aligned on outcomes/measures
- Things happening in individual organisations are so effective, may not be the pressure to join-up, but does not mean should not
- Does the money focus on the day-to-day delivery, rather than the transformational?
 - But now transformation is business as usual
 - Need to develop a shared understanding if there is or isn't capacity for transformation, and have a conversation to reflect on how capacity is used

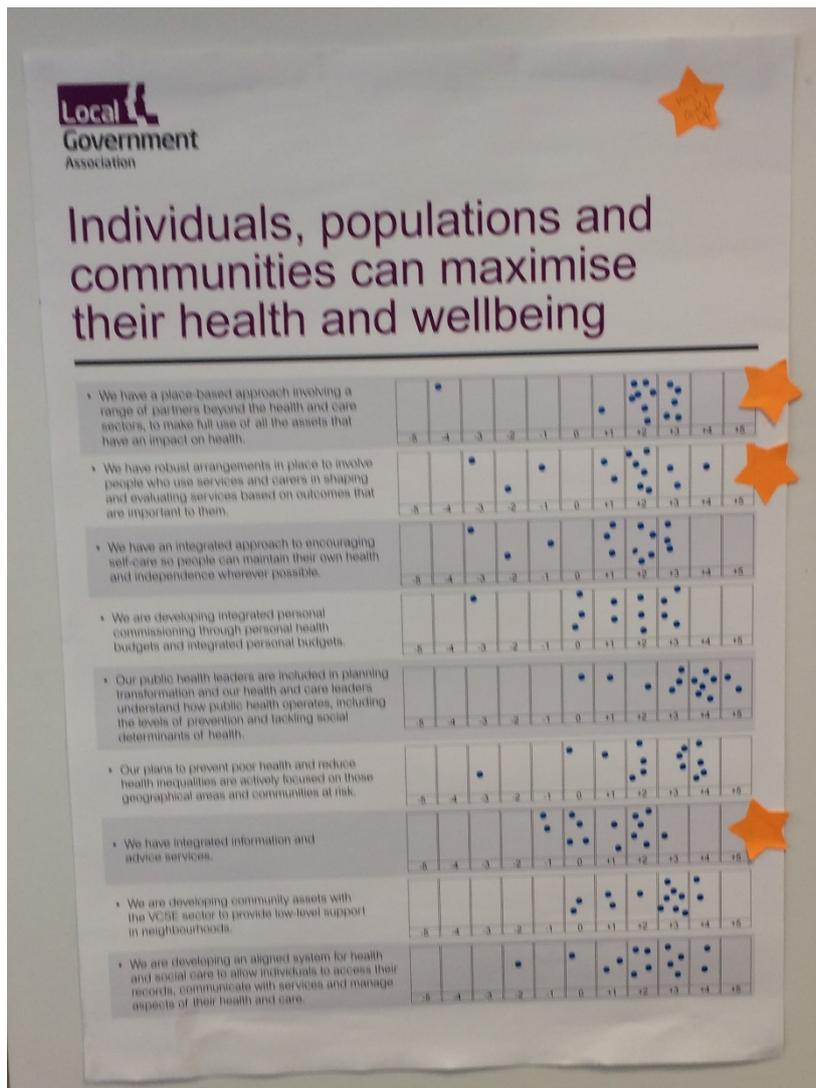
Poster #2



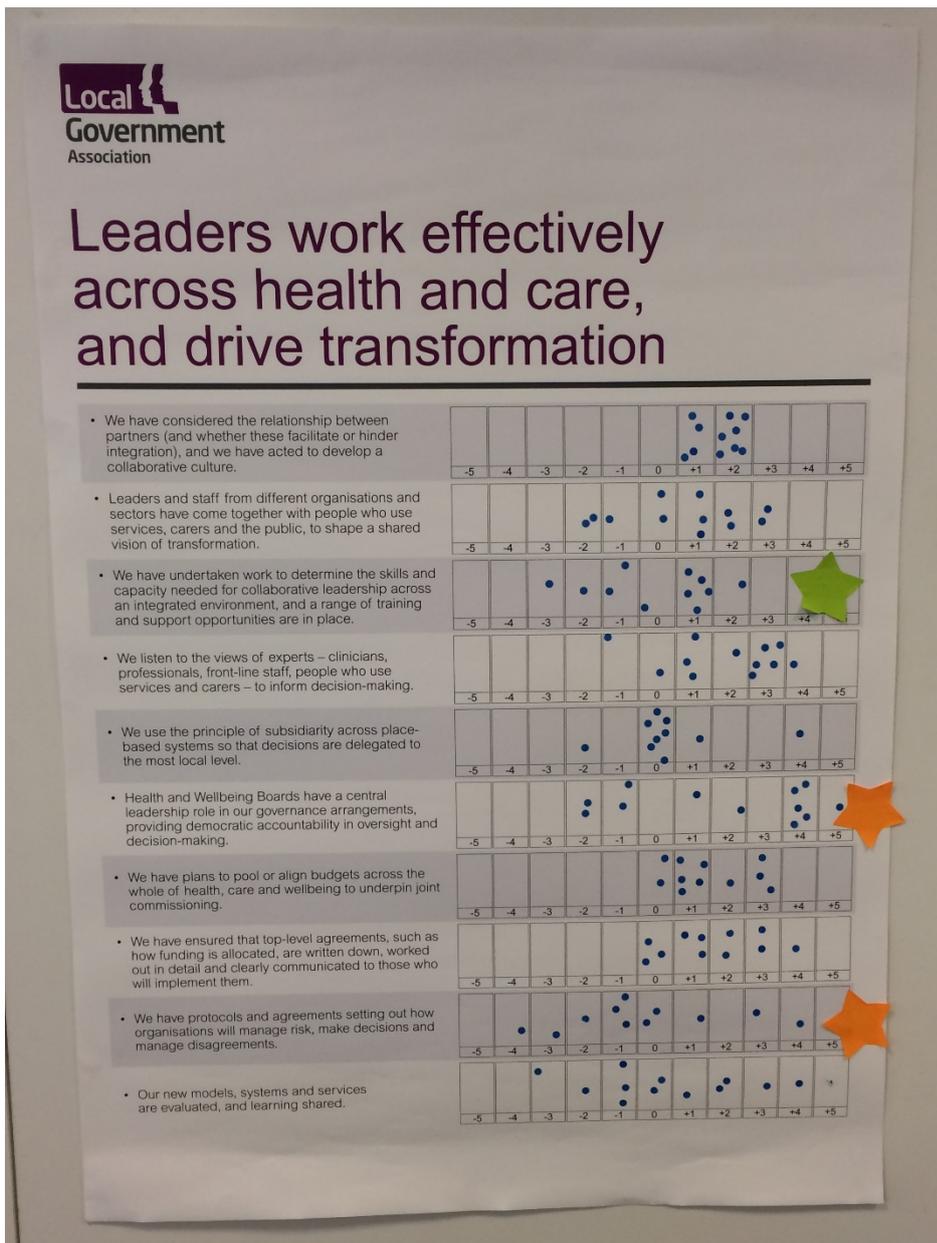
- Some teams e.g. safeguarding coming together working collectively, but not necessarily systematic, but on the journey there. Difficult to generalise.
- Review required of HWB
 - Membership (Guy's and St. Thomas' not on HWB)?
 - Deficit of knowledge and awareness for HWB.
 - Disconnect between board, and what is going on on the ground
 - Assurance mechanisms, rather than knowing in detail
- Workforce
 - Teams coming together, feels like organic process
 - No integrated workforce plan – could develop
 - Recognise difficulty with workforce plans - inherently hard to do write
 - Recruitment and retention
 - Health and wellbeing of front line staffed
- Shared health and care records and information sharing
 - In progress with a plan
 - Sharing health data with social care, but not voluntary sector

- Involvement of community voice through citizens jury
 - Respectful and cautious approach, building trust
 - Voluntary sector is the next step
- Moving towards user visibility of data and how they wish to share
- What is the role for big data?
- Working with health professionals about why it is important to share data
- Need to continue to prioritise despite successful progress
- Integrated approach to assessment and care planning, and single care plan
 - Does a single agreed way of assessing need to be developed?
 - Currently different models which are not necessarily in conflict, but stand alone
 - Resident experience should be the priority
- GP contracting could risk good progress made in neighbourhoods
 - Communication needs to continue to be collaborative with
 - National contracting could undermine (PCN)
- Technology
 - Closely linked to workforce and impact upon retention
 - Could be considered further

Poster #3



- In having a place-based approach, could the role of housing be more prominent to the board?
- Is there space between system leader's perception and residents'
 - Is there an exercise required to test residents' views?
- Integrated information and advice services to differing degrees
 - E.g. Children and Young People, and Adults

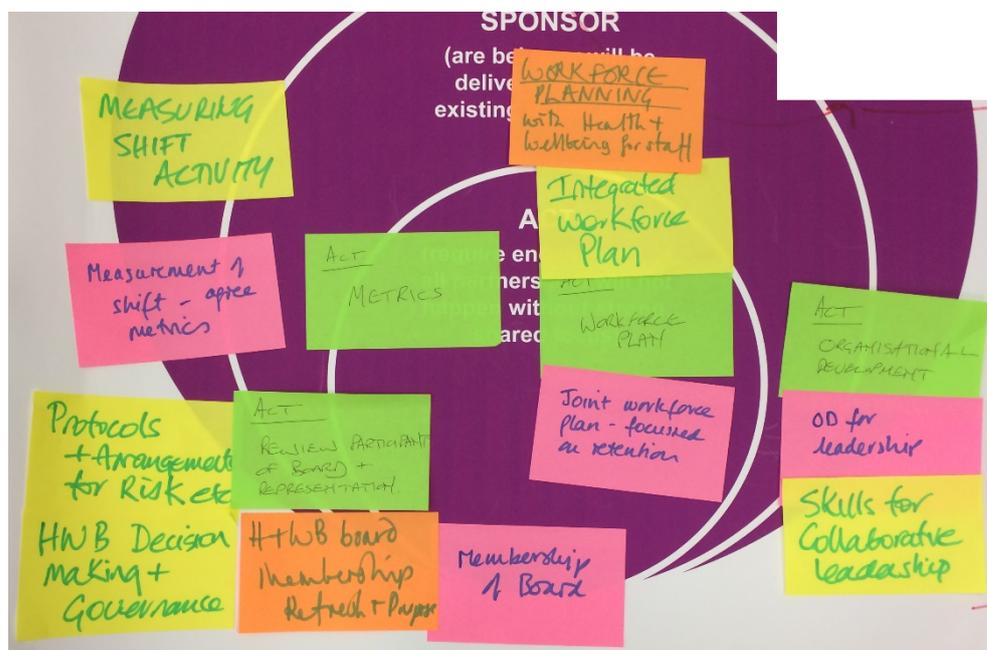


- Organisational development required to understand the direction of travel in terms of integrating. For both leaders and staff to develop collaborative leadership and an integrated environment
- Principle of subsidiarity well understood, need to maintain whilst change happens
- Where does the HWB sit in Southwark's governance arrangements
 - E.g. how does the HWB and 'partnership Southwark' interrelate?
 - Role of oversight and decision making, ensuring efficiency of decision making
- Shared protocols and arrangements
 - Different interpretations between council and CCG
 - Lack shared protocols and agreements, but have strong individual ones
 - Some may be for SE London level

Action plan:

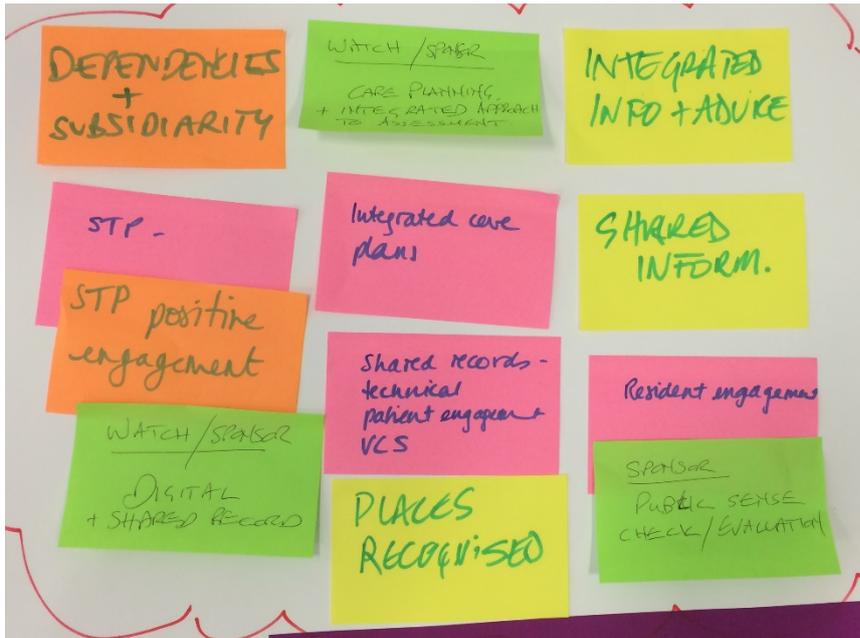
ACT (require engagement of all partners and will not happen without strong, shared focus):

1. Review the HWB role
 - a. Review membership
 - i. Refresh and purpose
 - b. Develop protocols and arrangements for risk
 - c. Be clear on decision making and governance
2. Require Organisational Development
 - a. To develop skills for collaborative leadership
 - b. For workforce generally on integrated environment
3. Agree metrics for measuring shift of activity
4. Develop an integrated workforce plan
 - a. Needs to 'knit' together existing plans before coming to HWB
 - b. HWB sets strategic vision e.g. 'Never been a better time to come and work in Southwark'
 - c. Focus on health and wellbeing for staff, and impact on retention



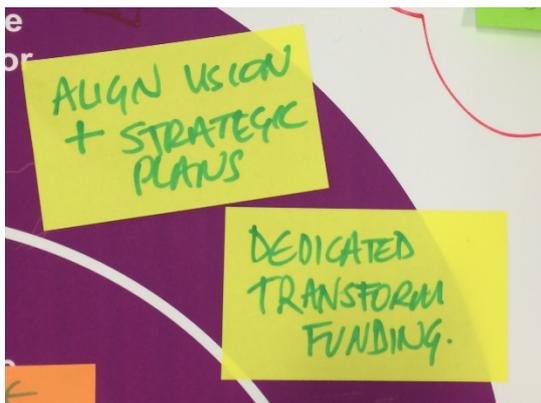
SPONSOR (are being or will be delivered through existing action plans)

1. Resident engagement through public sense check/evaluation
2. Digital and shared records
 - Working through technical barriers, engagement with patients, extending to VCS
3. Integrated approach to assessments and care plans
4. Integrated information and advice
5. Positive engagement with the STP
6. Dependencies and subsidiaries
7. Places recognised



WATCH (responsibility of one or two partners and/or already underway):

1. Align vision and strategic plans
2. Dedicated transformation funding



OUT OF SCOPE

1. South East London level developments e.g. digital
2. Explore other issues which may be 'happening elsewhere'

ACTION: develop agenda setting and work plan for HWB