



Surrey Health and Wellbeing Board
10 September 2015

Development of the Joint Strategic Needs Assessment in Surrey.

Introduction:

1. Health and Wellbeing Boards (HWB) are required to produce a Joint Strategic Needs Assessment (JSNA), the purpose of which is to provide “evidence and analysis of needs” to enable the HWB to agree local joint priorities for commissioning to improve health and reduce health inequalities.
2. To be fit for purpose, the JSNA needs to be sufficiently high level to identify key priorities, reflect the areas of joint responsibility and be updated regularly to provide timely information for prioritisation and to support intelligence-led commissioning. By working together, local strategic partners, including the Clinical Commissioning Groups (CCG), the districts and boroughs as well as the County, jointly describe the current and future health and wellbeing needs of the local population and work together to identify priorities for action.

Surrey’s JSNA has suffered recently from lack of a more strategic approach to the range of chapters in the JSNA. Development of content is currently managed by the operational JSNA Project Group who has their authority delegated to them by the Health and Wellbeing Board.

3. It is now timely to think strategically about the future of the JSNA, how it is produced and managed, how it is used by its intended audience and how it fits into the wider suite of other intelligence products that are available in Surrey. This paper provides an overview of proposed changes which will ensure that the JSNA continues to be a relevant information resource for Surrey.

Updating Surrey’s JSNA

4. Public Health lead on the JSNA in Surrey and are proposing the following changes to make the JSNA more relevant as well as improve its management and production:
 - Reorganise the JSNA to take the life course approach.
 - Form a group to set the strategic content of the JSNA and set the direction going forward.
 - Introduce a more systematic approach to the production of a more limited set of chapters, including working across partners to ensure that content is fit for purpose.

A JSNA organised across the life course

6. By focusing on health and care needs for people at different stages in their life, the life course approach, advocated in the Marmot Review, puts people rather than services at the heart of the JSNA as well as corresponding to many of the partnership arrangements already in place. This approach to the JSNA is one that has already been adopted by a number of counties across England.
7. Under this new life course approach, the proposed main JSNA sections will be:
 - Starting well (covering maternity and infancy),
 - Developing well (children and young people up to 25),
 - Living well (up to the age of 65) and
 - Aging well (65 and over).

In addition, we propose to have a section describing the local population including a range of information on demographics and population change and a section on the wider determinants of health to incorporate issues such as housing, transport and environment which do not fit well within a life course approach.

Deciding the strategic direction

8. Development of JSNA content is currently managed by the JSNA project group, predominantly made up of Surrey County Council officers responsible for the production of the JSNA and is typically focused on the day to day administration of the JSNA. A more strategically aligned development group, made up of more senior stakeholders, would provide a more authoritative mandate for development, one that would be better focused on the needs of the JSNA's audience. This would have the additional benefit of freeing up the project group to better manage production and maintenance of the JSNA.
9. It is proposed that HWB delegate responsibility for the strategic development of the JSNA to the new JSNA Strategic Development Group, which will in turn delegate the day to day work involved in implementing these changes to the JSNA Project Group. The strategic group will be chaired by the Consultant in Public Health responsible for Health Intelligence and will include, at a minimum, commissioning and intelligence representation from the CCGs, District & Boroughs, Adults' and Children's social care. In order to ensure that participation by sufficiently senior representatives, it is proposed that the strategic group should only meet twice a year. Initial tasks will include agreement on the detailed content on the revitalised JSNA but in future could involve discussions around what chapters are required or no longer required, the best method for delivering content or more fundamental changes to the focus of the JSNA (e.g. looking at assets as well as needs).

Systematic production of the JSNA and working more closely with partners

10. Currently, there is a specific process that officers need to follow in order to create a new JSNA chapter or to refresh an existing chapter. This process is supposed to ensure that chapters are consistent in scope and style, relevant to the intended audience and maintain the high levels of quality that are expected. However, while this process is useful in ensuring that whoever writes a chapter follows a consistent approach, it does not ensure that chapters are produced by the right author with support from the right officers with input from appropriate stakeholders.

11. It is proposed that the approach to authoring be revised so that chapters are created by a project team, comprised of one or more authors, who will undertake the majority of writing for the chapter. These teams will be supervised by a professional who is recognised as having expertise in the chapter's subject area and who will oversee the process and review content. Finally, the team should be supported by a dedicated data analyst who can provide robust and reliable data content.
12. In order to develop content which will engage commissioners, our partners and the wider community, the project team should identify a stakeholder group who can be involved in deciding on appropriate chapter content, signing off the project plan and final chapter. This group should be a respected source of information in relation to the chapter topic in order to provide high quality input and direction. For example, the Substance Misuse Partnership Board (e.g. Alcohol chapter).

Next steps

13. The HWB are asked to agree:
 - a) The proposed change to a life course approach to the JSNA, with more limited range of chapters to reflect the strategic nature of the JSNA.
 - b) The creation of a JSNA Strategic Development Group with delegated authority to steer the development of the JSNA.
 - c) The proposed changes to more systematic production of JSNA chapters.

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