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## PSNC Briefing 004/12: JSNA and JHWS

This PSNC Briefing provides background information on Joint Strategic Needs Assessments (JSNAs) and Joint Health and Wellbeing Strategies (JHWSs).

JSNAs will be the means by which local leaders work together to understand and agree the needs of all local people and assess available assets. From the JSNA, each Health and Wellbeing Board (HWB) will then develop a JHWS for their area setting the priorities for collective action through shared priorities and a plan for what the NHS and local authorities can do individually and collectively to deliver seamless care, improved outcomes and reduced health inequalities through the delivery of integrated services.

Taken together, JSNAs and JHWSs will be the pillars of local decision-making, focusing leaders on the priorities for action, informing Clinical Commissioning Groups' (CCGs) commissioning plans by providing the evidence base for decisions about local services and supporting integration of delivery. They are a key to the success of HWBs and individual commissioners in the future local health and care system; will form the basis for local decisions that drive service change such as investment and disinvestment in services according to local needs; and will underpin improved health, social care and public health outcomes for the whole community. Demonstrating CCGs' involvement in the partnership work on JSNAs and JHWSs will also be an important factor in the authorisation of CCGs.

The Government set out their plans for an enhanced role for JSNAs in previous guidance, notably *Liberating the NHS*, and this strengthened role of both JSNAs and the new JHWSs will enable local councilors, GPs and directors of public health, adult and children's services to work with their communities in leading a more effective and responsive local health and care system. This will require a comprehensive analysis of the local needs of their population.

Although new statutory duties will not take effect until April 2013 when Local Authorities and CCGs, together with local HealthWatch, will be required to prepare the JSNA through the HWB, activity in the next year of transition will be crucial for the development of the reformed health and care system. It is an opportunity to develop strong relationships, embed new ways of working, build on good practice, and agree priorities for the future before taking full responsibility for the day-to-day running of the system. JSNAs and JHWSs will enable commissioners to plan and commission integrated services that meet the needs of their whole local community, in particular for the most vulnerable individuals and the groups with the worst health outcomes.

HWBs will be the forum for councillors, commissioners and communities to work with wider partners to address the determinants of health and reduce health inequalities. To ensure a successful approach, emerging HWBs will want to develop their local plans with the engagement of the relevant emerging CCGs, local stakeholders and communities during the transitional year by continuing the ongoing process of refreshing the JSNA and developing the JHWS ready to feed into the commissioning cycle for 2014-15 and beyond. Identifying key stakeholders now and beginning to build enduring relationships will be critical as will remaining flexible in relation to new changes to the local landscape. JSNAs and JHWSs are crucial enablers of the new system, important for commissioners, providers, service users and the wider community, and it is therefore important that LPCs are involved in these discussions.

## Joint Strategic Needs Assessment and Joint Health and Wellbeing explained: Commissioning for populations

To support emerging HWBs, the Department of Health (DH) has published a document *Joint Strategic Needs Assessment and Joint Health and Wellbeing explained* which is a call to action to the NHS, local government and HWBs. It makes the case for starting work now on two core responsibilities for future HWBs: understanding the purpose of, and refreshing JSNAs and developing preparatory JHWSs. It also describes what support DH will provide, including what resources will be available and when and how learning from the early implementer HWBs will be built in. The statements in the document are ahead of statutory guidance and subject to the successful passage of the Health and Social Care Bill through Parliament but reflect the current intentions of DH in relation to the JSNA and JHWS following Royal Assent to enable early planning.

Support will include:

### 1. Statutory guidance and resources

To support the new policy on JSNAs and joint health and wellbeing strategies the Government has committed to producing new guidance on JSNAs and joint health and wellbeing strategies and plans to:

- develop draft statutory guidance on JSNAs and JHWSs which will be issued in January 2012; and
- work with partners to develop wider resources to support the development and effective use of JSNAs and JHWSs.

### 2. Support for health and wellbeing board implementation

Support for the implementation of HWBs has been developed with the Government's new approach in mind, to produce truly collaborative leadership and partnership across local services which will be key within the new health and care system. Work with partners has focused on supporting local authorities, CCGs and other partners to bring their own innovation and expertise to the process of identifying and promoting best practice, to ensure health and wellbeing boards are effective.

### 3. The National Learning Network for health and wellbeing boards

The National Learning Network builds upon the work of the Local Government Association's Healthy Communities Programme, and will support all HWBs to develop a clear sense of purpose and shared local priorities, collaborative behaviours and strong relationships; and a focus on outcomes and sustainable improvement for local people.

The document also gives more detail on the following issues:

#### A focus on outcomes

In assessing needs and priorities, the HWB should adopt an 'outcomes-based approach', considering how their work can focus on improving the outcomes that matter most to their populations. Through the joint health and wellbeing strategy they will set the local priorities for joint action. They will be able to assess current outcomes to inform their JSNA, and identify desired outcomes to drive their JHWS. The HWB will also be involved in the development of commissioning plans which opens up opportunities for the collaborative design and evaluation of commissioning intentions. Commissioners will be required to consider the Health Act flexibilities for joint working, such as pooled budgets; which has the potential to further enhance the partnership aspect of health and wellbeing boards based on evidence from the JSNA and priorities from the joint health and wellbeing strategy.

#### Local Assets

HWBs will provide local strategic and collaborative leadership in the reformed health system. As such they are the natural home for the JSNA as a tool to support the local service leaders to take a strategic view of the needs and assets in their areas and use this knowledge to inform service planning. One important addition from the current JSNA is looking at local assets. An asset can be anything that can be used to improve outcomes through modifying the wider determinants of the population's health. This could be facilities such as a One Stop Shop, or green spaces; or local businesses with a specific expertise within the local community, such as lunch clubs for isolated older

people. By looking at these assets, HWBs can explore what other resources are available to them by working with partners to meet local needs and achieve shared priorities. This could create innovative solutions to issues or create opportunities for wider community involvement.

### Promoting integration

There are increasing numbers of people living with multiple long-term conditions, and as such improved integration across services is now a priority. There are many aspects of the health and care modernisation programme which promote integration, and HWBs will be key to this agenda locally. HWBs and CCGs will have a duty to encourage integrated working of commissioners and providers in order to improve the health and wellbeing of the local population, reduce inequalities, and improve the quality and experience of services for the local population.

In undertaking the JSNA and JHWS, HWBs will also have the opportunity to align with other parts of the local system that impact upon health, care and the wider determinants of health and can consider joint commissioning opportunities with other local bodies.

### Public Health England (PHE)

Providing support to directors of public health and teams across local authorities will be a new national organisation, Public Health England (PHE). PHE will be responsible for the provision of integrated advice and services to protect the health of the people of England from new and existing health threats, and to promote their health and wellbeing. The organisations that will make up PHE will continue to provide information and intelligence support to the development of JSNAs. This will be both at a national level, by ensuring that public health data is readily available, and at a local level though the provision of expert localised advice and support to the understanding and interpreting this information.

### Engaging the Public

The HWB will have a duty to involve users and the public in the development of both the JSNA and the joint health and wellbeing strategy, and pay due regard to the Public Sector Equality Duty. It will enable users and the public to understand the factors that influence services in their area and have input into shaping these services. This will strengthen local accountability, enabling HWBs to work with the local community and partners to identify needs and assets, and to jointly decide and agree actions to address them and utilise their potential.

This will not be the only opportunity for the public to shape their services, as CCGs and the NHS Commissioning Board will also be required to involve the public and service users in the planning of services or service change, as local authorities already do. HWBs might consider how other local partners engage with the public and identify opportunities for alignment and rationalisation.

The JSNA and JHWS will therefore be of interest not just to HWBs, local commissioners and providers, but also to the users of services, their families and carers, and the wider community and will therefore bring decision making about services closer to users and the public.

*Joint Strategic Needs Assessment and Joint Health and Wellbeing explained* should be read as part of the wider approach to supporting the development and implementation of HWBs, led by early implementer HWBs and the National Learning Network for HWBs. It is cross referenced to *Equity and Excellence: Liberating the NHS* and *The NHS Operating Framework 2012/23* and the timetable for JSNA and JHWS development is set out in Annex 2 of *The Integrated Approach to Planning and Assurance between DH and the NHS for 2012/13* (see PCL(S): 02/12):

PCT clusters will need to (with CCGs leading where possible):

- by end March 2012 - enable their emerging CCGs to work with their local authority to establish their local HWB in shadow form and begin refreshing their JSNA;
- by April 2012 - enable emerging CCGs to jointly lead their local HWB. Identify high level priorities from JSNA as basis for JHWS, and begin developing JHWS;
- by July 2012 - enable their emerging CCGs to use their JSNA and JHWS as evidence for the authorisation process;

- by September 2012 - use agreed JHWS as foundation for 2013/14 planning process. Involve partners in HWB in the planning process. Begin developing JSNA for 2014/15;
- by December 2012 - begin developing JHWS for 2014/15. Continue to work with partners in HWB to develop commissioning plans; and
- by February 2013 - enable their emerging CCGs to work with partners in HWB to ensure that commissioning plans fully reflect the local priorities in the JHWS.

The full document, which includes wider indicative planning timescales, is available at:

<https://www.gov.uk/government/publications/joint-strategic-needs-assessment-and-joint-health-and-wellbeing-strategies-explained>

If you have queries on this PSNC Briefing or you require more information please contact [Barbara Parsons, Head of Pharmacy Practice](#).