

Health Overview and Scrutiny Committee

21st September 2023

Updating Oxfordshire's Health and Wellbeing Strategy

Report by Ansaf Azhar, Director of Public Health

RECOMMENDATION

The Joint Health Overview and Scrutiny Committee is **RECOMMENDED** to

- Note extensive engagement work with residents and communities across Oxfordshire and outcomes from that work;
- Consider the relation between the draft strategy and residents' views/perspectives;
- Comment on the themes, priorities, and approach of the draft strategy;
- Note the strategy development work of the cross-organisational Task and Finish group, with representation from all organisations on the Health and Wellbeing Board.

1. **Executive Summary**

- 1.1. Staff across NHS provider organisations and local councils, together with the ICB and Healthwatch Oxfordshire, are developing an update to Oxfordshire's Joint Local Health and Wellbeing Strategy. The strategy will offer a strong, unified vision for improved health and wellbeing and will act as the primary *place* strategy for health and wellbeing in Oxfordshire. A cross-organisational Task and Finish Group formed by the Health and Wellbeing Board has met frequently to drive forward strategy development between board meetings. This update summarises the results of engagement work with residents across Oxfordshire, including those from communities we don't listen to often enough, and their priorities. In addition, it summarises the draft strategy's structure, content, and priorities before discussing next steps and implementation plans. A public engagement report is annexed.

2. **Background: What and Why?**

- 2.1. Oxfordshire's Health and Wellbeing Board last published its Health and Wellbeing Strategy in 2019. Since then, the social, economic, and health context has changed very significantly: residents, local authorities, and the NHS have experienced Covid-19 and continue to experience the impacts of the cost of living crisis. Inequalities in health outcomes continue to widen—the most recent data shows that, on average, men in one of our poorest neighbourhoods (Blackbird Leys) live 14 years fewer than men from one of our wealthiest

neighbourhoods (North Thame).¹ Moreover, since 2019, the organisation of health and social care has changed: the Health and Care Act 2022 created statutory Integrated Care Systems (ICSs), aiming to closer integrate health and social care.

- 2.2. Oxfordshire has recently published its [Joint Strategic Needs Assessment \(JSNA\) 2023](#).² The Health and Wellbeing Strategy outlines the Health and Wellbeing Board's priorities to tackle the needs it identifies. This is a statutory responsibility of the Health and Wellbeing Board.
- 2.3. Since the formation of the BOB ICS in July 2022, partners have worked across the BOB area to create an overarching system wide [ICS Strategy](#). The Health and Wellbeing Board continues to have a statutory responsibility to create and publish a health and wellbeing strategy.
- 2.4. Updating Oxfordshire's Health and Wellbeing Strategy therefore offers a real opportunity for Oxfordshire to establish a strong local vision for improved health and wellbeing.

3. Five Key Points about the Strategy

3.1. Oxfordshire's One Place Strategy

The Health and Wellbeing Strategy will act as the primary **place** strategy for health and wellbeing in Oxfordshire, bringing together partners to deliver a shared ambition: our "true north". Whilst a BOB wide ICS Strategy and an NHS Joint Forward Plan have been published in the last 12 months, this will be the single strategy at the Oxfordshire Place footprint that all local partners, including our Place Based Partnership, are signed up to.

3.2. How this relates to the Integrated Care Strategy

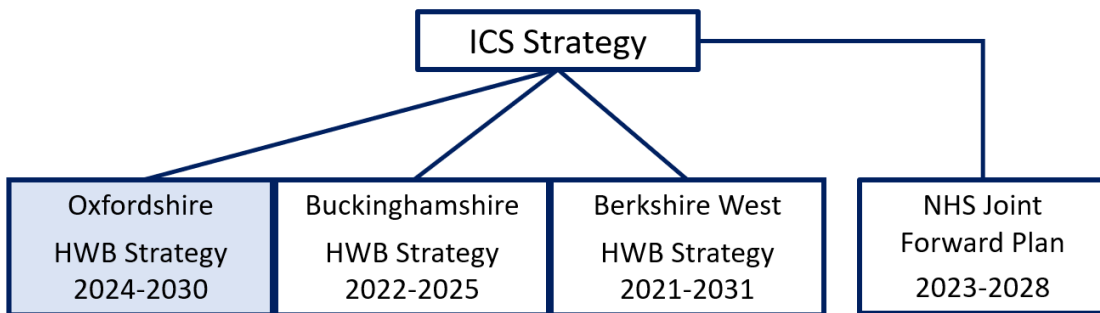
The new Health and Wellbeing Strategy aligns closely with the ICS strategy—both adopt a life course approach, focus on the need for prevention, and target health inequalities, highlighting Oxfordshire's 10 priority wards.

Figure 1: intersection between ICS Strategy, NHS Forward Plan, and local Health and Wellbeing Strategy

¹

https://public.tableau.com/views/OxfordshireLocalAreaInequalitiesDashboard/Home?embed=y:display_count=no&:showVizHome=no

² [Statutory guidance on joint strategic needs assessments and joint health and wellbeing strategies \(publishing.service.gov.uk\)](#), pp. 8-9



3.3. A broad view of wellbeing

The Health and Wellbeing Strategy will focus on wellbeing in its broadest sense, moving beyond a clinical or service oriented view. The strategy therefore reflects the building blocks of health, e.g., education, housing, employment, which significantly influence health and wellbeing—and are drivers of increasing need for services. These building blocks are where the Health and Wellbeing Board adds real value.

Figure 2: Dahlgren and Whitehead rainbow to illustrate wider determinants of health and scope of the health and wellbeing strategy



3.4. Collaboration and prioritisation

To achieve clear focus, the strategy outlines a limited set of priorities—not ‘everything’. In particular, the strategy’s priorities will only reflect those ambitions which can only be delivered by the collaborative efforts of all organisations on the Health and Wellbeing Board. Other corporate priorities which primarily sit within a single organisation are not reflected in this strategy. However, those individual priorities may well still be very important, reflecting Oxfordshire-wide need and residents’ priorities.

3.5. Strategy delivery

To be effective, a strategy must translate into action. We have learned from the current Health and Wellbeing Strategy that if this is not in place it is harder to drive forward action. We also know that, due to the Covid-19 pandemic, some of our shared ambition had to change to respond to shared challenges. Therefore, this time round it's very important to have a delivery plan and an outcomes framework that can be monitored to ensure delivery. However, the first step is to develop a Health and Wellbeing Strategy that partners can sign up to before an action plan or an outcomes framework. The HWB hopes to publish an associated delivery plan and outcomes framework in March 2024, following shortly on the heels of the strategy itself. This ensures that, as a system, we can first decide **what** our priorities are, then outline **how** we will deliver them.

4. How we got here

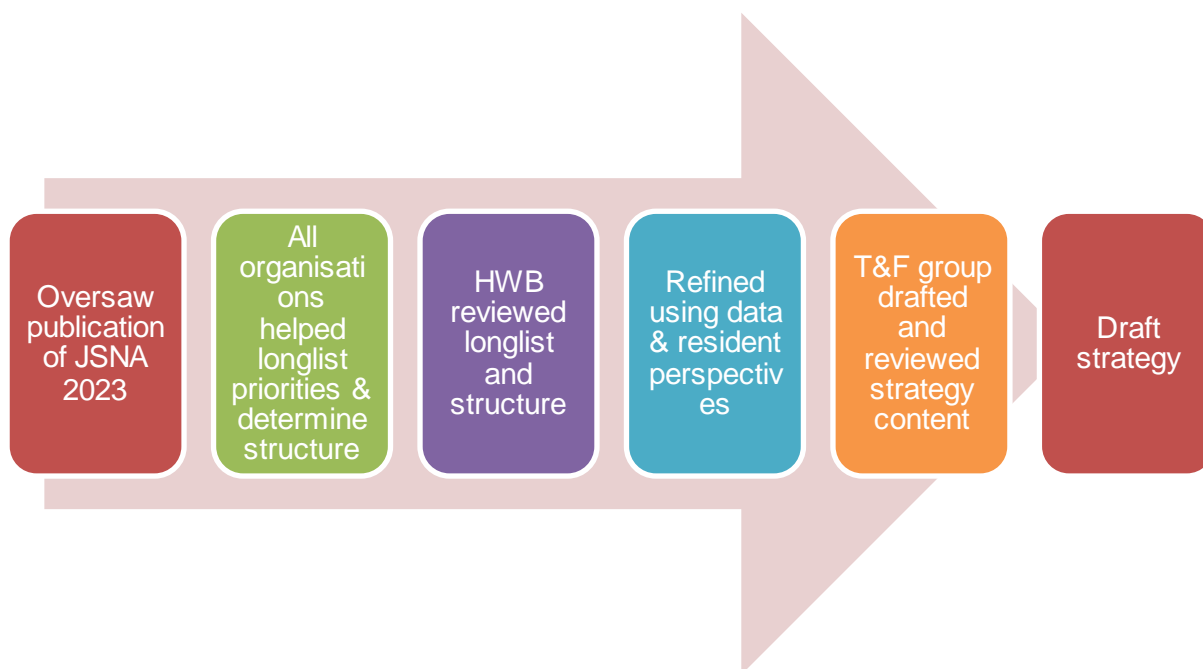
- 4.1. On 16 March 2023, the HWB approved initial plans to update Oxfordshire's Health and Wellbeing Strategy, including the formation of a cross-organisational Task and Finish group of senior officers to drive progress between meetings. An updated overview of this process can be found below:

Figure 3: Timeline for updating the Health and Wellbeing Strategy



- 4.2. The Task and Finish Group is responsible for ensuring the strategy follows this process and publishes a strategy in good time. The group is comprised of representatives from all organisations which sit on the HWB and meets monthly. It is chaired by David Munday, Deputy Director of Public Health. Group members regularly communicate progress to their respective organisations. The group has been a very positive and effective example of cross-organisational partnership to develop system wide priorities and approaches.
- 4.3. The Task and Finish Group has overseen the publication of JSNA 2023 and used its findings to inform emerging themes for the Health and Wellbeing Strategy. Group members have hosted conversations and/or workshops with colleagues in respective organisations about the Health and Wellbeing Strategy's priorities and principles. This was then used to develop a draft structure of the Health and Wellbeing Strategy and longlist a set of possible, principles, priorities, and enablers. In addition, they shaped the development of the Strategy's Communications and Engagement plan, published in June.
- 4.4. On 29 June 2023, the Health and Wellbeing Board reviewed and commented on the longlist of draft priorities, principles, and enablers—as well as a draft structure. The Board emphasised the need to achieve focus by outlining a limited list of priorities.
- 4.5. The Task and Finish group oversaw a thorough process of early public engagement, led by Healthwatch and Oxfordshire County Council, to ensure that residents' views informed the strategy's approach and priorities. Healthwatch Oxfordshire's work engaged residents from all backgrounds across the entire County on streets, at events, and via an online survey. To complement this, the County Council led detailed focus groups with seldom heard communities to ensure we listen to residents at greatest risk of poor health outcomes. The Task and Finish Group received regular reports from this engagement work as it began to refine content and priorities. You can see an overview of the results from this work later in the report.
- 4.6. The Task and Finish group also made use of JSNA 2023 and some additional data to refine its priorities, ensuring it included only those priorities which require a whole systems approach. Having determined its key principles, enablers, and principles, the Task and Finish Group, led by Public Health, drew on expertise across all member organisations to develop a draft strategy.

Figure 4: High level process of strategy development



- 4.7. The Health and Wellbeing Board—alongside members of the Task and Finish Group and some members of the Future Oxfordshire Partnership—attended a half-day strategy workshop on Thursday 7 September to consider an early draft strategy, along with an overview of the data and an early picture of results from engagement work. The session was extremely productive and feedback from the event continues to inform further refinement of the strategy.
- 4.8. The Health and Wellbeing Board will be asked to approve a draft strategy for consultation on 5 October 2023. Shortly thereafter, officers will launch a public and professional consultation. After appropriately implementing changes as suggested by the consultation, the Health and Wellbeing Board will be asked to approve the final strategy at its meeting on 7 December 2023. Officers will work between Autumn 2023 and Spring 2024 to develop a delivery plan and outcomes framework, to be presented to the Health and Wellbeing Board for approval in March 2024. Following that, the HWB will regularly and routinely review and monitor the Strategy’s progress.

5. Engagement

- 5.1. Everyone in Oxfordshire should have the opportunity to feed into our updated Health and Wellbeing Strategy. Staff have worked hard to ensure that many people across Oxfordshire had an opportunity to shape the strategy from an early stage. In particular, staff have undertaken additional work to hear from groups more impacted by or more at risk of poor health and groups we don’t listen to often enough. This complements existing work understanding

residents' perspectives and the formal public and professional consultation. This ensures a 'golden thread' of engagement will run throughout the development of this strategy:

- i. Between June and July, officers have reviewed **existing reports** and research which detail residents' thoughts and opinions.
- ii. Between July and August, OCC Public Health and Engagement teams have co-ordinated to organise and deliver **focus groups** among residents we especially want to hear from, in partnership with existing community groups and voluntary organisations.
- iii. Between July and August, **Healthwatch Oxfordshire** have surveyed residents, spoken to residents at events across the County, and will host an online conversation with the voluntary and community sector on 5 September.
- iv. In October and November, partners will jointly launch and promote a formal **public and professional consultation**. Public events will accompany this consultation exercise.

5.2. Overarching themes resulting from existing reports, focus groups, and Healthwatch surveys include:

- **The cost of living crisis continues to be a significant challenge**
- Mental health and wellbeing is a clear priority
- Residents' number one way to stay healthy and well is physical activity and exercise
- Oxfordshire's health and care system should do more to engage with and listen to residents, especially our underserved communities
- The public want to see a food environment that enables healthy eating rather than one that pushes unhealthy food choices
- NHS, GPs, local councils, and the general public must better understand and respect the strengths and needs of a diverse range of residents, especially minoritized or excluded residents e.g. transgender people, asylum seekers, & people living with depression or paranoia
- Access to healthcare, including follow-up care: residents regularly brought up that the standard and attentiveness of services is brilliant—but hard to access and, after their short period of care, they felt abandoned
- Residents strongly value community events and organisations to stay socially connected—but residents want to see more, especially for children and young people
- The costs of food, opportunities for physical activity, and poor transport connectivity are key barriers to health and wellbeing
- The need for stable and affordable homes that support health

- Residents prize an environment with good access to nature and green spaces, accessible pavements and buildings, and active travel options

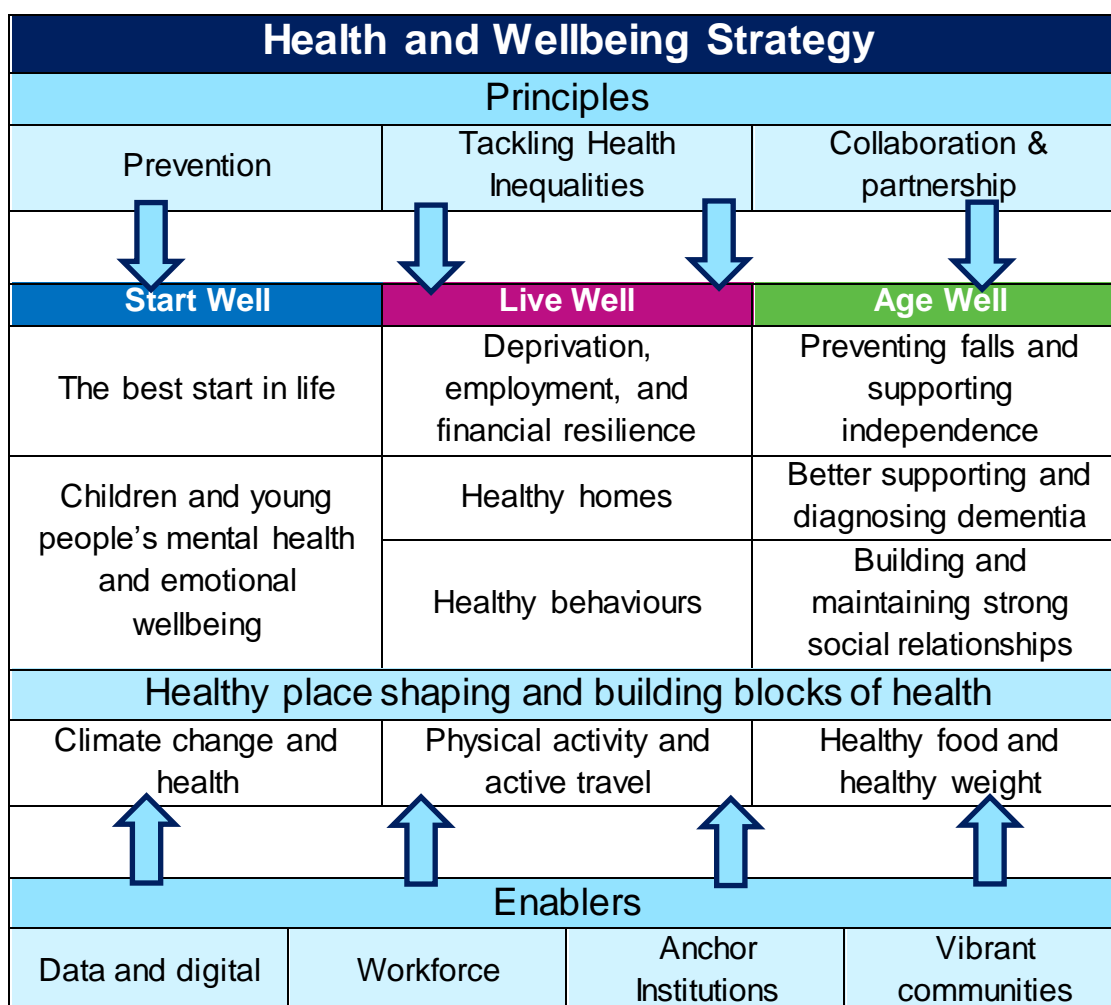
More can be found in the annexed engagement report.

- 5.3. The process of gathering this insight has been invaluable. It is positive that the health and care system has already identified many resident concerns and priorities. And, by undertaking in-depth engagement, we now have a deeper understanding of the strengths and challenges of staying healthy and well in Oxfordshire, especially among underreached communities. The process has also brought to light some perspectives not heretofore considered.

6. Draft Structure & Content

- 6.1. Staff have developed an early draft full strategy. The Strategy takes a Life Course approach to health and wellbeing, which enables the Health and Wellbeing Strategy to appropriately respond to the wide range of factors we encounter at different stages of our life that can either support or detract from our health and wellbeing. The strategy therefore prioritises maximising protective factors and minimising risk factors across the broad range of building blocks that determine health and wellbeing.
- 6.2. Below is the strategy's 'plan-on-a-page', which remains a work in progress. Officers are continuing to refine this in light of comments at the strategy workshop, among other forums. At present, the three principles of the strategy are prevention, tackling health inequalities, and working in collaboration—both as an Integrated Care System and with communities. These three principles fundamentally underpin all that we do—we will view all our priorities through these lenses. The strategy also outlines key 'enablers': drivers of change which will enable strategy delivery. This builds on much work already happening in Oxfordshire where we will look to go further and faster—without this, the strategy and its ambitions will not come to fruition.
- 6.3. Spanning across the life course are the building blocks of health: foundations we all need to experience happy and healthy lives. This ensures the focus of this strategy is on physical activity, air quality, and a health enabling environment.

Figure 5. Overview of the Health and Wellbeing Strategy's Draft Principles, Priorities, and Enablers



7. Next Steps and Implementation

- 7.1. The strategy will outline, at a high level, the outcomes we want to achieve in the medium- to long-term. In addition, it will build in some immediate actions, outlining how the Board will drive change over the first 1-2 years.
- 7.2. The Task and Finish Group has proposed that the strategy and its priorities is linked to an associated delivery plan and outcomes framework. The outcomes framework will outline key KPIs and outcomes for each priority area. The delivery plan will outline in depth how respective organisations will work together to deliver these priorities, KPIs, and outcomes, year-on-year. The Task and Finish Group proposes to draw up early draft versions in Winter and, subsequently, bring both to the Health and Wellbeing Board for approval in March 2024. Both the delivery plan and outcomes framework would be

monitored by existing or to-be-formed groups, which would report directly to the Health and Wellbeing Board. The Health and Wellbeing Board would receive annual reports about progress on the delivery plan and outcomes framework.

8. Financial & Staff Implications

- 8.1. There are no direct financial implications associated with this report. The Officer resource required to develop the work has required and continues to require contribution from partners of the Health and Wellbeing Board, as agreed by the Health and Wellbeing Board on 16th March 2023.

9. Legal Implications

- 9.1. The development of Oxfordshire's Health and Wellbeing Strategy will meet the Health and Wellbeing Board's statutory duty to publish a strategy to address health needs of the local population. The publication of the JSNA 2023 will enable the Board to meet its duty that its strategy addresses resident needs as outlined in the JSNA.

10. Equality & Inclusion Implications

- 10.1. Tackling health inequalities plays a key role in the draft Health and Wellbeing Strategy. The strategy places front and centre the need to tackle avoidable and unfair inequalities in health outcomes, experiences, and access to health and care services. This guiding principle is driven by insights from JSNA 2023.
- 10.2. Staff across organisations have all emphasised that people from disadvantaged groups should have a chance to help shape the Health and Wellbeing Strategy. As outlined above, officers have engaged with residents from disadvantaged groups across Oxfordshire during the process of updating the strategy, especially those whose health has been adversely impacted by their respective disadvantage. Officers have drawn on existing networks and community groups to run targeted focus groups to ensure their voice is heard.

11. Sustainability Implications

- 11.1. The process of updating the strategy itself has no direct sustainability implications. However, the draft strategy includes a priority regarding the impact of climate change on health, including air quality, access to nature, and the built environment. It is anticipated that the strategy will build on and affirm existing partnership-wide climate action commitments, recognising the impact this has on residents' health and wellbeing.

12. Risk Management

12.1. A detailed risk assessment is not required for this work. Regular oversight and input on the strategy development will be provided by the Health and Wellbeing Board and the Task and Finish group.

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Annexed papers: Early Engagement Report

[Healthwatch Oxfordshire Report](#) (Forthcoming)

Background papers: Final ICS Strategy: [Buckinghamshire, Oxfordshire & Berkshire West Integrated Care Partnership | http://yourvoicebob-icb.uk.engagementhq.com](#)

Previous HWS: [Oxfordshire Joint Health and Wellbeing Strategy 2019-2023](#)

[Joint Strategic Needs Assessment | Oxfordshire Insight](#)

[Statutory guidance on joint strategic needs assessments and joint health and wellbeing strategies \(publishing.service.gov.uk\)](#)

[Health and wellbeing boards – guidance - GOV.UK \(www.gov.uk\)](#)

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