

Delivering the Right Services for the People of Your Area: Commissioning in partnership through Joint Strategic Needs Assessment (JSNA)

New JSNA Guidance & Launch of LGID JSNA Best Practice Toolkit – 'JSNA: A Springboard for Action' & Notes of Regional JSNA Seminars

JSNA continues to be central to the government agenda. JSNA and Joint Health and Wellbeing Strategies are key components of the new system, led by the Health and Wellbeing Board and with a duty on Clinical Commissioning Groups to contribute.

New Guidance on JSNA and joint health and wellbeing strategy will be developed over the coming months in partnership with the health and wellbeing board early implementer network and wider sector stakeholders, and will be published once the Health and Social Care Bill has gained Royal Assent.

VODG in partnership with NCF and LGID hosted a series of regional seminars in March 2011 to explore how, in these changing times and amidst scarce resources, you can deliver the right services for the people of your area by using joint strategic needs assessment (JSNA) to inform commissioning.

This briefing sheet provides notes of these events and also brings you the launch of the LGID toolkit in June 2011 'Joint Strategic Needs Assessment – A Springboard for Action' which has been informed in its recent publication by feedback from the regional events and news of the planned new JSNA Guidance as JSNA continues to feature prominently in the government agenda.

Joint Strategic Needs Assessment (JSNA)

JSNA has been a statutory duty on Local Authorities and Primary Care Trusts to undertake joint strategic needs assessment (JSNA) since 2007. JSNA is designed to lead to stronger partnerships between communities, local government and the NHS, providing a firm foundation for commissioning that improves health and social care services, encourages local innovation, reduces health inequalities and delivers better public services. Despite a strong emphasis in the original guidance that effective engagement of voluntary organisations and community 'voice' is integral to a good JSNA, this remained more of an aspiration than reality in most areas. The Department of Health therefore commissioned VODG to undertake work to better embed communities engagement in JSNA. This resulted in the launch of a website with good practice www.vodg.org.uk/jsna-resources and this series of regional seminars.

With the Health and Social Care Bill and recent commitment from the Minister of State for Care Services Paul Burstow MP in the forward of the newly launched LGID best practice toolkit (June 2011 – see below) Joint Strategic Needs Assessment (JSNA) has moved centre stage and sits at the heart of local health improvement. The proposals place a new shared statutory obligation on Clinical Commissioning Groups and the local authority to produce JSNA and Joint Health and Wellbeing Strategies (through the health and wellbeing board) and to commission with regard to them.

The new demands on JSNA means that a step change in its role and function will be necessary; this is not business as usual. This series of regional events was designed to help equip local commissioners and voluntary sector organisations for this task.

Regional Seminars

The 4 regional events held in London, Manchester, Taunton and Birmingham proved very popular with 3 of the 4 events over subscribed. There was an excellent range of representation at the events from across local government, the NHS, and voluntary sector.

Speakers included Directors of Public Health, Directors of Adult Social Care Services, Voluntary Sector Organisations and policy makers from the Department of Health and Local Government Improvement & Development.

'Excellent mix of speakers, presentations were of high quality'

'Interesting, current and informative, very useful, clarified issues and gave much food for thought'

'Lively and sophisticated debate with sharing of strategies - raised important issues about changes in the NHS'

'I took away a lot of ideas to take back to my organisation and make sure we get our voice heard'

Copies of speakers' presentations are available on the VODG website.

JSNA Website

The events were an opportunity to promote the JSNA websites with a range of useful information on JSNA, healthy communities, best practice, toolkits and case studies. By linking through VODG to the Department of Health Voluntary Sector Strategic Partners programme, the VODG JSNA website provides access to more than 350,000 voluntary sector organisations – an invaluable tool for commissioners.

www.idea.gov.uk/health

www.vodg.org.uk/jsna-resources

'Good websites given for future use'

'Looking forward to exploring the websites. The discussions and speakers helped in focusing on areas that will be important in the near future'

Open Space

Rather than set the workshop topics in advance of the day, we used 'open space' methodology to allow delegates themselves to set the agenda for the afternoon workshops.

'Good method for letting delegates decide what the issues are rather than prescribing the agenda'

'Very good - setting own agenda and raising own issues is the way forward'

'I liked it as it ensured we could attend workshops we were interested in, opened up excellent discussion and started to look at what 'good' looks like'

'Excellent – will copy!'

The Open Space workshops chose to explore a range of issues:

- What does a good JSNA look like?
- Voluntary Organisations engagement and influence
- Evidence
- Quality and performance monitoring
- Future structures & representation
- Health and Wellbeing Boards
- GP Consortia
- Translating JSNA into commissioning
- Outcomes
- Accountability
- Communication
- Priorities, Budgets, Resource Allocation
- Gaps, Case Studies and Effective Interventions

Key Messages

Some of the key messages highlighted from the Open Space workshops include:

Voluntary Sector Engagement

- The voluntary sector has enormous potential to contribute local intelligence to JSNA, reach some of the most marginalised people in society and deliver innovative and cost effective public services.
- How will the voluntary sector actively collaborate in JSNA with limited resources? How can local authorities be encouraged to invest in local voluntary organisations capacity to strengthen the JSNA at a time of cuts?
- The capacity of voluntary organisations to be equal partners in the development of JSNAs and exert real influence on HWB Strategies and Boards– their involvement needs to be more than a tick box exercise and not only channelled through Healthwatch
- Communication and relationships – clearly identify who the JSNA lead is in each local area who the voluntary sector can go to and develop relationships and credibility with; personalities and leadership play an important role in making the engagement of the voluntary sector successful; develop transparent processes and be clear about timescales – engage early and often; clarify how information is used; value the contributions made by establishing feedback mechanisms on the results of involvement and actions taken
- The challenge for voluntary sector organisations competing for resources – how can the voluntary sector share resources so not all knocking on the same door?

What does a good JSNA look like?

- Needs to be a living document (ongoing), easy to find and recognise, understandable, appropriate language for different audiences
- Too much data can be confusing – data needs to be interpreted to ‘tell a local story’; data can stifle innovation – looking back; need to value both qualitative and quantitative data
- Good communication and time required; need to ensure analysis and interpretation is relevant to our communities and stakeholders
- Success measured on its engagement and extent to which it has influenced the commissioning of services

Health and Wellbeing Boards

- Needs strong membership and commitment to give the time required
- Needs to have decision makers on the Board
- Clear JSNA, strategy and action plan
- Accountable for implementing HWB Strategy
- Clear communications strategy in place so that elected members understand the role of the HWBB and GP Consortia and all sign up to this
- Monitoring, clear framework of operation, TOR to assess if HWBB and partners are delivering outcomes in line with JSNA recommendations
- Needs to be a dynamic board delivering quick decisions on what needs to change – focus and priorities

Evidence

- What do we mean by evidence? What will the evidence collecting framework be?
- Qualitative versus quantitative data - Evidence needs to be more than data and statistics – local intelligence and experience of services (quality) not just the number of services required
- Look at needs holistically – wider determinants of health
- Identify gaps and agree how to address them
- Explore how statutory sector can help smaller voluntary organisations collect and contribute the local intelligence and data they have
- Don't be afraid to state what you don't know! Don't be afraid to challenge!
- There should be 2 levels of evidence presented: an accessible summary, non-technical, easily readable, digestible and a more detailed methodology and rationale

Outcomes

- Need to be clear what the outcomes are patients, carers, public as well as commissioners, local authority and health service and politicians
- Better engagement will lead to better outcomes
- How personalisation fits into JSNA and improved outcomes
- Need to treat causes not symptoms
- JSNA as a tool to increase emphasis on prevention

Translating JSNA into Commissioning

- The 'so what' factor – importance of JSNA informing commissioning decisions and being aligned to commissioning timescales and cycles, budget setting and political agendas/elections
- Challenge of voluntary sector being involved in JSNA early enough to influence commissioning
- Need for clear identification of JSNA and commissioning leads
- Need to destroy myth that if the voluntary sector are involved in needs analysis and commissioning, they can't then bid to provide the service

Template for Engagement

A 'template for engagement' for both the statutory sector and voluntary sector was included in the delegate packs and is available on the VODG website to help you develop your JSNA and capitalise on the local intelligence the voluntary sector can contribute to JSNA and commissioning innovative, quality services to meet local need.

'A really useful prompt - will definitely share with the team'

'Useful to use with our member organisations that we will be supporting to engage in JSNA'

'Gives me clarity to see where my organisation fits in'

'Useful to keep and focus when workloads get busy'

'It will help me in my commissioning role'

Successful Events

These learning events were designed to help delegates develop a practical tool and framework to help their engagement in the Joint Strategic Needs Assessment (JSNA) process. We are pleased that they have been helpful to delegates:

'Gained understanding – will use it straight away!'

'It has given me a much more clear idea of what I need to do now.'

'Excellent event, very informative and well structured day – a perfect idiot's guide to JSNA!'

'It was a good day - hugely increased my knowledge – I learnt loads'

'You made a dry subject interesting and engaging!'

'It's always difficult when you sign up to something to know if it's worthwhile spending a day out of the office – this event was, thanks!'

Future events

There were a range of comments from participants asking for follow up information and more regional events as the agenda develops:

'We need regular sessions like this please!'

'Interested in follow up events as new guidance arrives'

'We need to have continuous follow up and improvement'

Launch of New LGID Toolkit – 'Joint Strategic Assessment – A Springboard for Action' with Ministerial endorsement – June 2011.

At the events we publicised a forthcoming best practice toolkit from LGID and the Department of Health on JSNA. We are delighted to tell you that this has now been launched and is available at www.idea.gov.uk/idk/core/page.do?pageId=26995274

The Forward by Paul Burstow MP, Minister of State (Care Services) reaffirms the governments Commitment to tackling persistent health inequalities, meeting the needs of seldom heard and Vulnerable groups more effectively, and making sure that decisions were taken as close to local People as possible.

The Minister acknowledges that the NHS and local government have made progress on the development of Joint Strategic Needs Assessments (JSNA) since they were introduced in 2007. However their effectiveness in addressing the health and

wellbeing requirements of communities was limited without a powerful local mechanism to oversee real change and tackle inequalities. The new requirement for health and wellbeing boards to lead enhanced JSNAs and joint health and wellbeing strategies (JHWS) will help areas take up three major opportunities –

- The boards will bring the major commissioners of public services for local people to a single table
- It will be open to local discretion to widen participation in health and wellbeing boards to district councils, the community and voluntary sector and to other agencies with a major contribution to make to promoting health and wellbeing
- Local democratic accountability and the participation of HealthWatch are key to making sure this all happens. They offer a real opportunity to develop a much stronger relationship with the people in local communities who, in turn, can shape the balance of services. A strong JSNA will strike the right balance between facts and figures about local health and wellbeing, and local views about what should be done. It will play its part in our goal of passing power to communities and individuals’.

Homeless Link Health Needs Audit Tool

After meeting up with them at the regional seminars, we are pleased to be able to promote a new health needs audit tool developed by Homeless Link. The Health Needs Audit as a way to gather information about the health of people who are homeless in your local area. It can be used by local authorities, voluntary sector agencies and health services in partnership.

www.homeless.org.uk/toolkits-and-handbooks/health-needs-audit

New JSNA Guidance

The feedback from the regional seminars and in particular the issues raised in the afternoon workshops informed the LGID toolkit which has now been launched and are being fed back to the Department of Health to help inform the further development of JSNA and Health and Wellbeing Boards. Many thanks to all who contributed!

DH will be engaging the sector through the DH Strategic Partner programme as they develop guidance on JSNA and joint health and wellbeing strategy over the coming months. This will be developed in partnership with the health and wellbeing board early implementer network and wider sector stakeholders, and will be published once the Health and Social Care Bill has gained Royal Assent.

Within this evolving policy context, we hope that your involvement at the regional seminars, the LGID and VODG JSNA webpages and now this new best practice toolkit, will all help you to better engage in JSNA at a local level to identify need and priorities, inform commissioning decisions and deliver the best possible public services to local people.

For comment or further information : www.vodg.org.uk/jsna-resources

The National Care Forum

The National Care Forum (NCF) represents the interests of not-for-profit health and social care providers in the United Kingdom. For more information visit www.nationalcareforum.org.uk

Voluntary Organisations Disability Group

The Voluntary Organisations Disability Group (VODG) is an umbrella group of voluntary sector providers of support services to disabled people. For more information visit www.vodg.org.uk