

Transforming Organisational Performance

**Health and Well Being Partnership
'Achieving Together'**

Output of Away Day 19th June 2008

Author: Margie Jarvis

Version: 2

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Executive Summary

Rationale for the Away Day

Since the Health and Well-Being Partnership is a very new body convened to support and drive the well-being agenda across Oxfordshire, and one which has high aspirations, it was felt an away day would be an effective way for members to begin to shape the future of the partnership collectively.

Prior to the day itself (19 June 2008), research was undertaken to gauge members' feelings about the Board. This revealed that the majority of Board members were not entirely satisfied with current performance and that they believed the partnership could achieve so much more.

The desired outcomes from the day were identified as being to:

- Obtain clarity on why the partnership exists;
- Establish clarity on how members can make a difference;
- Create an action plan to identify what can be done to achieve aspirations and resolve issues.

Achievements

The programme, which reinforced the good will and positive attitudes of all members, has resulted in the following achievements:

- Improved relationships across the partnership and a greater commitment to build even stronger relationships with partners;
- Greater clarity on objectives and the purpose of the partnership;
- Increased understanding of the contexts that partners work in and a realisation amongst the partnership that all views are welcomed and valued;
- A realisation that there is a great deal of agreement and commonality across the group;
- Reinforcement of the need to focus on actions and outcomes;
- Agreement on actions to be taken and issues to be resolved to shape how the partnership will work in the future;
- A commitment to action across the group and a desire to maintain momentum.

Immediate Actions

The away day enabled the members to identify a series of actions (detailed in Appendix 4), which in short are to:

- Create and agree a strategic framework;
- Develop new mechanisms for meetings that:
 - Ensure all members can add value;
 - Ensure clarity on standards for each discussion topic;
- Identify and agree key priorities;
- Gather information on measuring impact (as specified in Six Hats – White Hat);
- Create outcome measures and performance criteria for partnership;
- Identify mechanisms through which to celebrate success;
- Work with Oxfordshire Partnerships and Communications Unit at OCC to create a draft Communications Strategy;
- Discuss the purpose of the partnership in the light of the vision and rating statements and Terms of Reference.

Issues

The away day also brought to the surface a number of other issues that it was not possible to fully resolve in the time available. However, it has usefully flagged these up (detailed in Appendix 5) for future action that will require the Board to clarify:

- The role of the Board in achieving the Sustainable Community Strategy and LAA targets;
- The contribution all members can make;
- The relationship with existing partnerships and other bodies: (e.g. Housing Partnership, Sports Partnership, CYPB, LINK, Community Safety, and Scrutiny);
- Measures of success for the partnership;
- A mechanism to agree priorities;
- How as a Board they will drive change;
- Whether current membership is appropriate;
- The agreed purpose of the Board;
- Roles and responsibilities across the partnership;
- The preferred format of meetings.

Recommendations

- Introduce additional short sessions (or use some meeting time) to address the following:
 - Potential new formats for meetings
 - How members feel about current contribution
 - What members feel about current membership
 - Understanding relationships between partnerships (presentation from Oxfordshire Partnerships)
 - Understanding LAA and why it should govern work of partnership
 - Finalise purpose (bearing in mind rating of objectives activity - [Output](#))
 - Clearly agree on what makes an effective partnership and what that then means in relation to the partnership (current and desired state)
 - Finalise and agree work plan
 - Translating discussions into action
 - Formalise a process to measure impact
- Conduct a skills/ knowledge audit to identify the areas of development for Board members
- Set up periodic one hour facilitated discussions/ presentations¹ (not all need attend) to develop knowledge or skills as required such as:
 - Presentations from individuals who belong to successful partnerships
 - Information on commissioning
 - A briefing by Oxfordshire Partnerships on Sustainable Community Strategy/ LAA
 - Sessions on skills required to lead strategic change
- Arrange visits to other HWBPs across the country
- Establish shadowing opportunities
- Assign specific responsibilities within the group (e.g. Media Liaison, Communications)

¹ Presentations/ briefings could be virtual or real

Part A: Analysis of the away-day

Introduction

Document Purpose and Audience

This document has been created in order to capture the output of a programme designed for the Health and Well Being partnership, particularly the output of an away day facilitated in June 2008. In order to value all contributions this summary includes input from all individuals on the away day. To omit contributions would have been to devalue them.

Also integrated into the summary report are data collected through both discussions and a questionnaire conducted prior to the away day.

The intended audience for this report is the members of the Health and Well Being Partnership.

Approach to the Project

Avidus Associates works on the premise that the client organisation(s) must own, understand and believe in any changes or new initiatives. It is imperative that nothing is perceived as being imposed by an external organisation. For this reason, Avidus invested a great deal of time up front in working with Matt Bramall, and the steering group, to co-design this intervention for the HWBP. The role of Avidus Associates was to adopt an objective role to facilitate learning, challenge thinking and support the HWBP in finding a way forward that was agreeable to all.

Programme Stages: Overview

The following offers an overview of the holistic programme.

Stage 1: Assessment	Stage 2: Event
Conduct one to one discussions with all Members (Matt) Administer a Diagnostic Tool (Questionnaire) Collate data and utilise to inform design of away day	Design Away Day Implementation of Away Day
Stage 3: Building on the Foundations	Stage 4: Continuous Improvement
Meeting with JW, SL and Matt to plan way forward HWBP Report including Action Log and Issue Register to be used to inform future planning Report to be disseminated to all Members of the Board	Partnership to decide on strategy and mechanisms to put in place to ensure ongoing improvement of partnership

Drivers Behind the Away-day

This project was driven by the following imperatives:

- The Health and Well-Being Partnership is a very new partnership
- The group is made up of enthusiastic, positive members who want to make a positive difference
- The group has high aspirations – they want to become a more effective partnership
- The majority of Board members believe that the Partnership could achieve so much more than it currently is
- The project needs to involve all Board members in shaping what the future partnership looks like
- Feedback suggested that members were not entirely satisfied with current performance

Guiding Principles in Design

The following principles informed the design of the away-day and the whole approach to it:

- Any change programme must be seen to be led internally (as in members of the Partnership) and the guiding coalition must be credible
- Projects that are perceived as being 'done to' individuals will be unsuccessful. Ownership, involvement and support are fundamental
- If the Board are to buy into change they need to be involved in the decision making
- The levels of motivation, commitment and creativity in a 'team' are directly attributable to the extent to which leaders engender these in 'team' members
- Excellent leadership is a key determinant of success (shared leadership)
- A high performing Board will increase organisational success (for all partners)

Away-day Objectives

The whole away-day programme was designed to:

- identify key issues hindering the Partnership;
- identify aspirations for the Partnership;
- identify challenges faced by partners;
- involve all Board members in shaping an intervention (away day);
- provide an opportunity through an away day for Board members to establish a way forward for the Partnership.

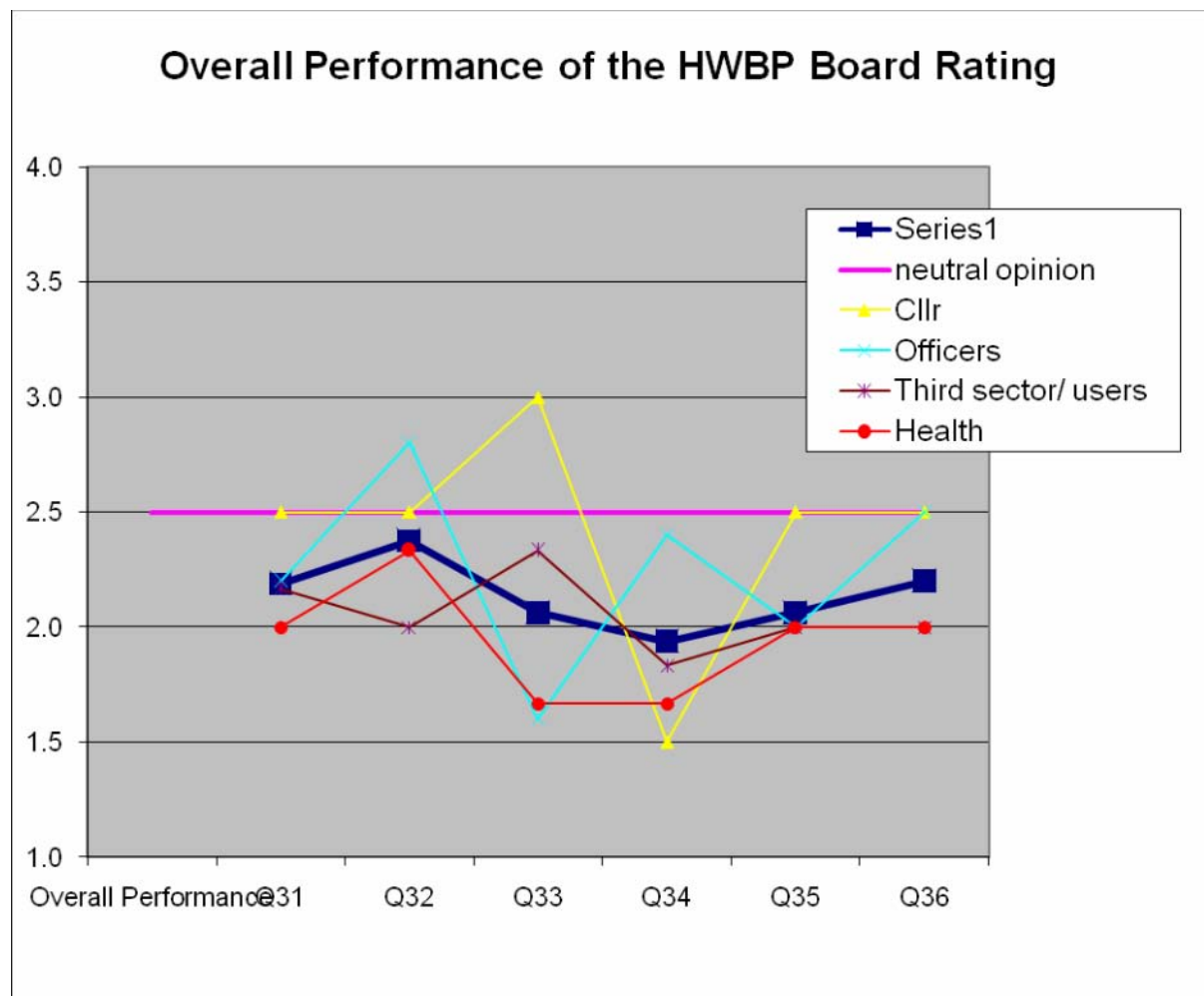
Desired Outcomes

The whole away-day programme aimed to:

- obtain clarity on why the Partnership exists;
- establish clarity on how they can make a difference;
- create an action plan to identify what can be done to achieve aspirations and resolve issues.

Stage 1: Assessment

A one to one meeting was offered to all Board members in order to elicit their views on current performance of the partnership, aspirations for the future of the partnership and ideas for the away day scheduled in June 2008. The interviews were conducted by Matt Bramall and an interview schedule (Appendix 1) was utilised to structure discussions. In addition to the discussions, a questionnaire (Appendix 2) was circulated to all Board Members in order to seek their views on the partnership. The data collated was used to inform the design of the away day and some of the data will be referred to throughout this report.²



² Not all individuals were available to meet with Matt, thus some views were not communicated
Not all Board Members completed the tool – sixteen submissions in total

Stage 2: Implementation of the Away-Day

Purpose

To identify a way forward to develop an even more effective Health and Well Being partnership, involving all members in shaping the future together.³

Outcomes

The outcomes sought from the whole process were:

- To strengthen relationships and develop an understanding of what members bring to the group;
- To reach agreement on how the Board will work together;
- To agree initial ideas to commence a draft work plan;
- To obtain clarity on how the Board will influence the health and well-being agenda;
- To agree to a format for meetings;
- To create an action plan indicating what needs to be done to ensure the Board become a more coherent unit that has a positive impact upon the health and well being agenda;
- To offer reassurance on how all members can add value.

Structure

The day took the form of a number of separate but related activities that were designed to get the participants to really listen to each others' points of view. The day began with the Co-Chairs making a short address to highlight what they saw as the key purpose of that Health and Well-Being partnership and why they were enthusiastic about being involved. Members were invited to add their thoughts to the contributions put forward.

This paved the way for two further activities in which participants initially discussed what "partnership" means before subsequently being asked to indicate the extent to which they agreed or disagreed with a number of statements to describe potential objectives and activities for the Partnership. These activities aimed to present the group with an opportunity to formulate a clear purpose to which all are committed and to ascertain the level of understanding across the Partnership as to what they saw to be priorities.

In the fourth activity, participants broke into smaller groups and had to record each others' views concerning why their organisations were involved and what they were expected to get out of the Partnership for the benefit of their own organisation. This was designed to provide clarity on how all members can contribute and add value, as well as to allow participants time to explore the different agendas, aspirations and organisational constraints within which everyone works and to understand and appreciate those differences.

The fifth activity used Edward De Bono's Six Hat thinking to facilitate a structured discussion that attempted to define how the Partnership should work. This was designed to all the groups to discuss appropriate team behaviours, to consider the most effective approach to meetings that will ensure optimum output and to articulate how the group want to work together to ensure effective partnership working.

³ Prior to the session it was highlighted that the content was highly ambitious. The steering (design) group had varying views on inclusions for the day, which was not immediately apparent since Email feedback on draft design was not forthcoming from all steering group (*however the timeframe was tight*)

The sixth activity tried to bring all of the day's discussions together by establishing an approach for identifying a work programme, agreeing an overall direction for the coming year and to begin action planning by identifying a series of steps to get there.

The final part of the day required Members to evaluate and assess what was achieved.

Summary of Evaluations

Broadly the evaluations forms suggest that:

<ul style="list-style-type: none">➤ There was a great deal of engagement across the group➤ The opportunity to informally interact with other Board members was appreciated➤ There was an appreciation that improving the performance of the partnership is a shared responsibility➤ Action now needs to be taken as a result➤ Desire to ensure equity across the partnership➤ Willingness to participate➤ Maintain momentum➤ Well structured useful day – a good start	<ul style="list-style-type: none">➤ Would like to experiment with meeting formats➤ That greater commitment from all is likely to be achieved➤ Greater sense of purpose (although appreciation a little more to do to finalise)➤ Crucial meeting in September builds on the day➤ A good start to achieve greater focus➤ Worthwhile➤ Mutual understanding and broke down barriers➤ Good will of all to work in partnership➤ People genuinely receptive
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Stage 3: Building on the Foundations

Achievements

This programme has resulted in the following achievements:

- A realisation amongst the partnership that all views are welcomed and valued
- Improved relationships across the partnership and a greater commitment to build even stronger relationships with partners
- Greater clarity on objectives and the purpose of the partnership
- Increased understanding of the contexts that partners work in
- Reinforcement of the good will and positive attitudes of all members
- Reinforcement of the need to focus on actions and outcomes
- A realisation that there is a great deal of agreement and commonality across the group
- Agreement on actions to be taken and issues to be resolved
- A positive beginning to defining and shaping how the partnership will work in the future
- A commitment to action across the group and a desire to maintain momentum

The Board appreciated the need for the Partnership to work to build on these foundations utilising this report, the Issue Register and Action Log. The group will need to clarify who is ultimately responsible for driving the actions. Ultimately this entails:

- Agreeing Purpose/ Aim
 - Discuss rating of objectives which all relate directly to purpose
 - Clarifying what all agree with and what people cannot live without
- Discuss and agree Action Plan
 - Prioritise Actions
 - Assign responsibilities and identify support required
 - Identify measures of success
- Discuss and agree Issue Register
 - Populate with missing information
 - Agree to how each issue will be addressed and insert actions (Avidus has inserted some possible actions, but these need to be agreed by whole group)

Stage 4: Next Steps for Continuous Improvement

Parking Lots

The following are issues that were placed on the Parking Lot which require further discussion (they have been included in Issue Log)

- Statutory versus voluntary partnerships
- Defining clear responsibilities
- Membership – why current members?
- Confusion – how should it fit with other partnerships – consumer voice on HWBP
- What is role of LINK with the Board?
- How much is HWBP about setting targets (LAA) – or is it more about implementing or monitoring them?
- Public Service Board and franchise idea

Questions for Partnership to Consider

The following questions have been identified as worthy of further consideration to move the work of the Partnership forward.

- How will we maintain regular communication?
 - with all Board members
 - with wider organisations
- How will we identify ways to celebrate success? (recognising individuals and team)
- How will we ensure clarity of expectations, protocols and standards?
- How will we measure the impact of this work in relation to outcomes and success criteria?
- How will we identify and highlight positive behaviours that currently exist?
- How will we identify aspirations amongst the group?
- How will we encourage openness and honesty?
- How will we ensure consistency? (communications, leadership approach etc)
- How will we ensure clarity on the level of involvement expected of members at meetings?
- What support mechanisms do we need to put in place?
- How can we guarantee that the vision and strategy are formulated together and that a solution is not 'imposed'?
- How do we continually recognise and appreciate the differences in the group?
- How do we ensure that we are capitalising on strengths within the group?
- What can we do to ensure all members feel that they add value?
- What can the Board do to ensure all are supported and motivated?

Recommendations

- R1.** Conduct a skills/knowledge audit to identify the areas of development for Board members
- R2.** Set up periodic one hour facilitated discussions/presentations¹ (not all need attend) to develop knowledge or skills as required such as:
 - a)** Presentations from individuals who belong to successful partnerships
 - b)** Information on commissioning
 - c)** A briefing by Oxfordshire Partnerships on Sustainable Community Strategy and LAA
 - d)** Sessions on skills required to lead strategic change
- R3.** Arrange visits to other HWBPs across the country
- R4.** Establish shadowing opportunities
- R5.** Identify opportunities to discuss some of the obvious tensions within the ratings either through separate sessions or during meetings.
- R6.** Assign specific responsibilities within the group (e.g. Media Liaison, Communications)
- R7.** Introduce additional short sessions to address the following (or utilise some meeting time):
 - a)** Potential new formats for meetings
 - b)** How members feel about current contribution
 - c)** What members feel about current membership
 - d)** Understanding relationships between partnerships (presentation from Oxfordshire Partnerships)
 - e)** Understanding LAA and why it should govern work of partnership history of LAA
 - f)** Finalise purpose (bearing in mind rating of objectives)
 - g)** Clearly agree on what makes an effective partnership and what that then means in relation to the partnership (current and desired state)
 - h)** Finalise and agree work plan
 - i)** Translating discussions into action
 - j)** Formalise a process to measure impact

Part B: Record of output from the day

Output of Away Day

Activity 1 – Presentation from Chairs

Overview

At the outset of the Away Day both Chairs were requested to present to the partnership.

Rationale

The Chairs were requested to present in order to reinforce their openness to change and willingness to welcome all views.

Output

The Chairs reinforced the view that they truly believed in the strength of the partnership and that the key to success would be the group moving beyond differences of opinion to find a common purpose. They talked of the partnership between thought and strategy. The positive view of the chairs and their desire to hear other views and priorities was inspiring. They expressed an openness to change with a clear sense that there were no preconceived answers. Additionally, they emphasised the need to translate the work of the partnership into reality for service users, patients and the community. Both chairs concurred that there was most definitely a good foundation on which to build and thanked members for investing time in shaping the way forward.

The following questions were posed to the partnership following the presentations.

- What reassuring things did you hear that will benefit your sector?
- What positive things did you hear that will serve to strengthen the Partnership?
- What reservations do you have (if any) as a result of the presentation?

The responses indicated that the group were positive about the following:

- An openness to listen
- Common thinking on the need for seamless services
- The focus on citizens
- The balance between prevention and services
- The fact that the partnership was inclusive
- The focus on results
- Acknowledgement that the partnership cannot continue as it is

The group had reservations about the following:

- What prevention really looks like in reality
- The need to focus further on mental health and well being

Activity 2 – Purpose

Overview

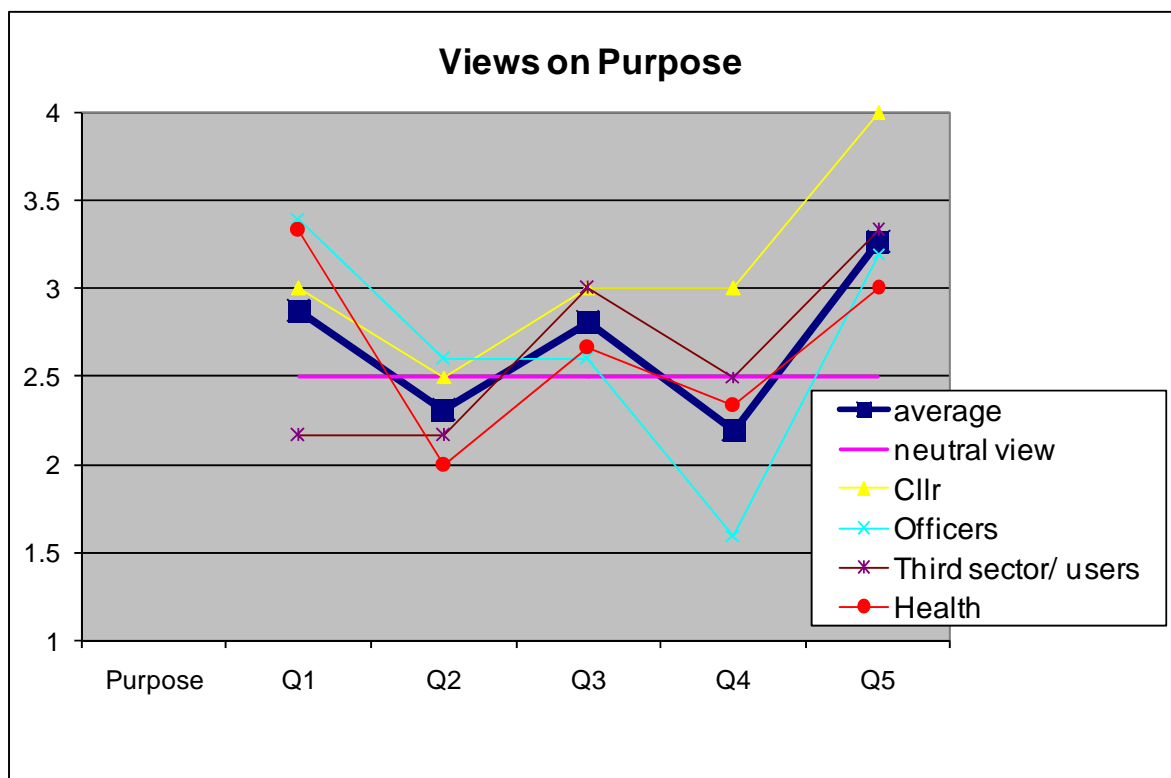
This activity was designed to ascertain what individuals thought to the purpose (Aim in Terms of Reference) of the partnership.

Rationale

- To qualify the principal purpose of the partnership
- To demonstrate level of commitment to the current purpose
- To identify further clarification required to finalise and agree purpose

The questionnaire administered prior to the Away Day revealed that:

- 5 out of 16 respondents did not believe the purpose of the partnership was clear
- 10 out of 16 did not believe that that there was clarity on how the purpose identifies how the Board will impact upon the Health and Well Being Agenda



Output

The following is the current aim as featured in the Terms of Reference previously agreed by the Partnership.

To enable key commissioners and users of adult health, care and well-being services

- *to agree priority outcomes for health and well-being in Oxfordshire,*
- *promote action across partner agencies in planning and commissioning services for health improvement and monitor delivery of these actions,*
- *assess effectiveness and review priorities as part of the commissioning cycle.*

The group made the following comments on the current Aim:

- Prevention not explicit enough
- Further clarification needed

Commitment to Purpose (Aim as appears in Terms of Reference) ⁴

As it is	With some amendments or additions	Not at all
✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	

The group entered into a discussion on what “partnership” means:

What is a partnership?

- Equal
- Doing things together – more than sum of parts
- Trust
- Respect
- Common agenda
- Shared goals
- Pooling resources
- Shared objectives
- Inclusive
- Clear sense of accountability
- Common understanding
- Genuine belief in partnership

⁴ All attendees did not indicate their commitment to the purpose
Views of absent members should be sought

Activity 3 – Rating Objectives

Overview

This activity was designed to offer an opportunity to ascertain levels of understanding across the partnership as to what they saw to be priority objectives for the group.

Rationale

- To offer opportunities to rate objectives for the partnership
- To clarify the areas of agreement and areas of tension
- To conduct an activity that would allow us to determine individual perceptions of the objectives of the partnership (and ultimately purpose)
- To encourage dialogue on purpose and objectives
- To discuss evidence to support assessments
- To encourage an appreciation of individual viewpoints

Output

1. To agree priority outcomes for Health & Well Being in Oxfordshire.

This objective does not support the purpose of the partnership.

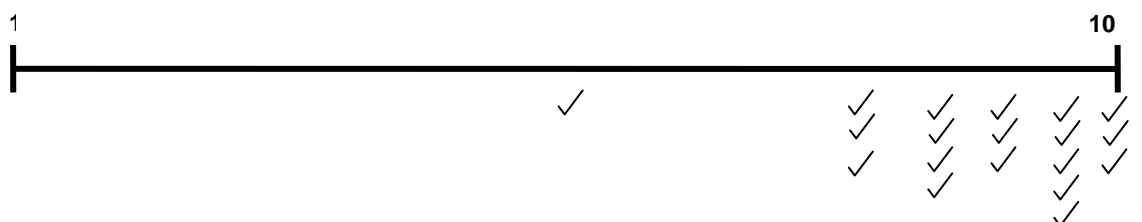
This should be a priority objective for the partnership if we are to achieve the purpose.



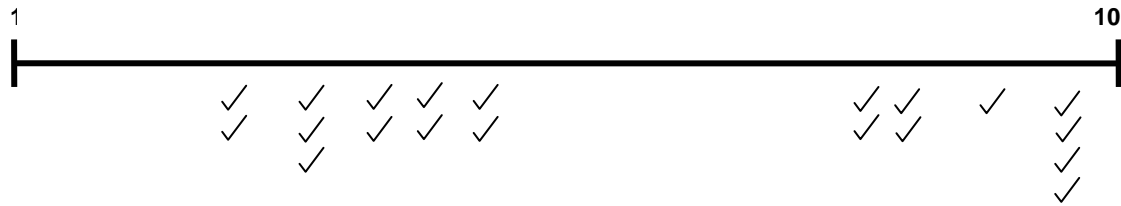
2. To reduce health inequalities amongst the (adult) residents in Oxfordshire.



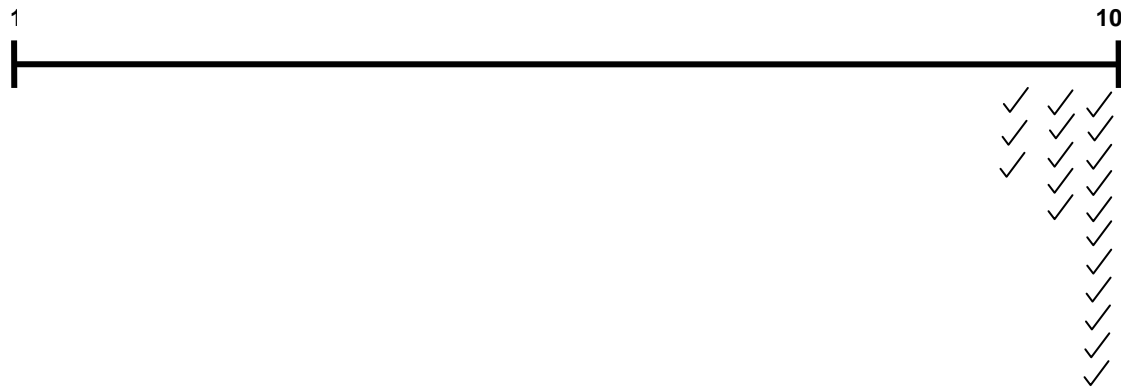
3. To promote a strategic approach to public health.



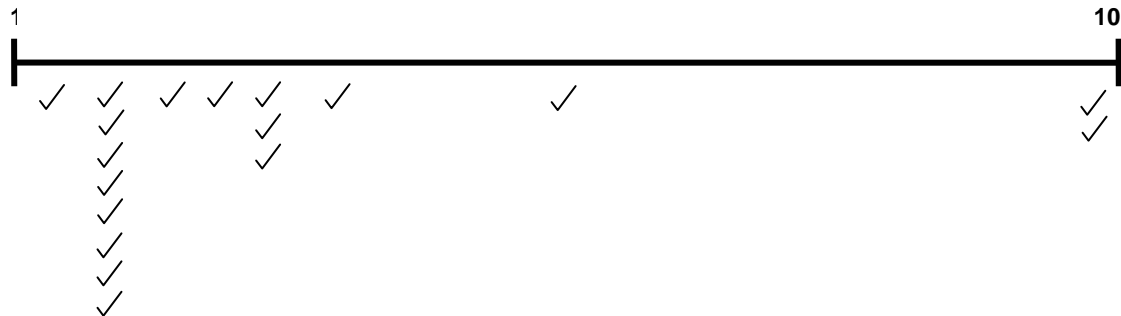
4. To develop & formulate policies from embryonic ideas that members bring to the Board.



5. To focus on outcomes and demonstrate improvement in health and well being



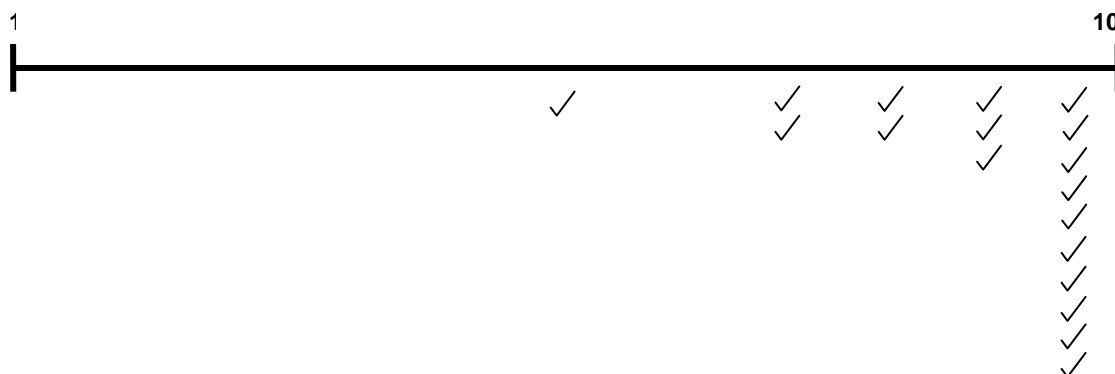
6. To ratify policies & strategies that have been formulated elsewhere but which overlap across the areas of responsibility of more than one organisation



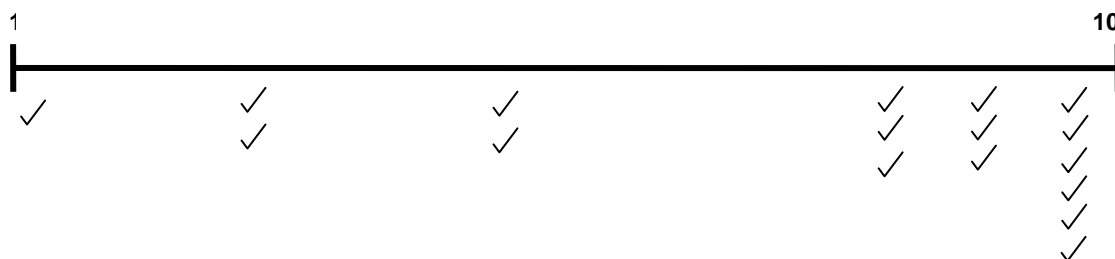
7. To provide strong leadership for improvement in health & well being



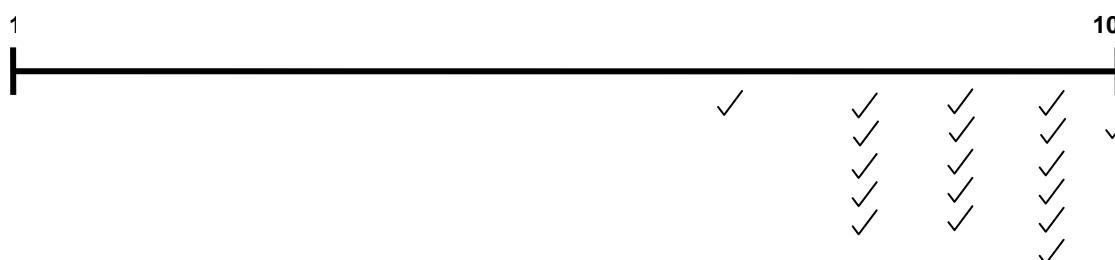
8. To influence the work of organisations



9. To ensure the implementation of priorities set out in the sustainable community strategy, the strategies of individual organisations & delivery of Local Area Agreement targets.



10. To monitor health improvement work across the County, including the implementation of recommendations from the Annual Report of the Director of Public Health in Oxfordshire.



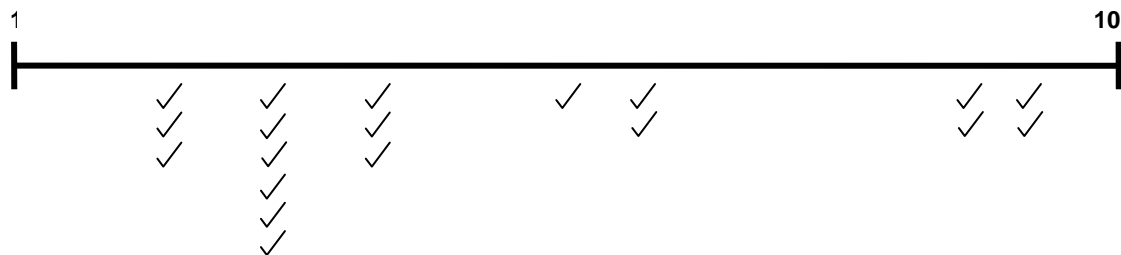
11. To build the capacity & effectiveness of partnership working to achieve health outcomes



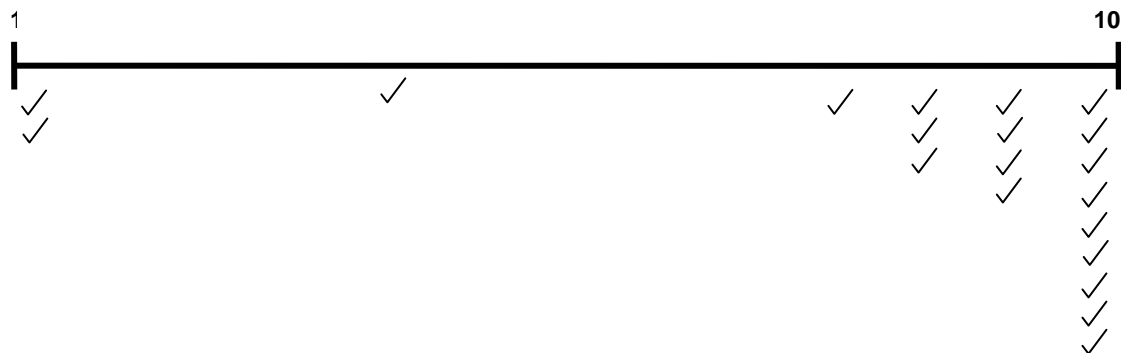
12. To provide a forum for agreeing actions with clarity on who will deliver actions/ outcomes.



13. To act as a sounding board and guide for organisations delivering on the health and well being agenda



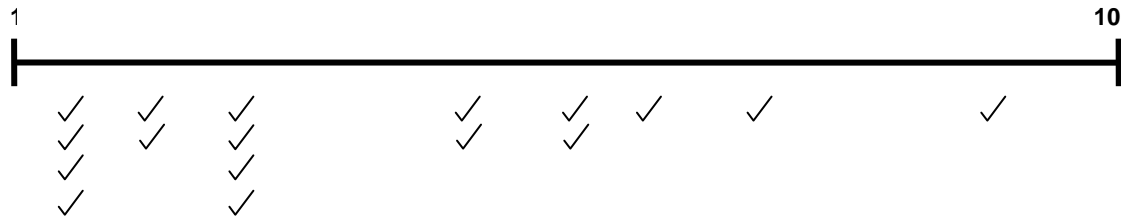
14. To drive change in the area of health and well being



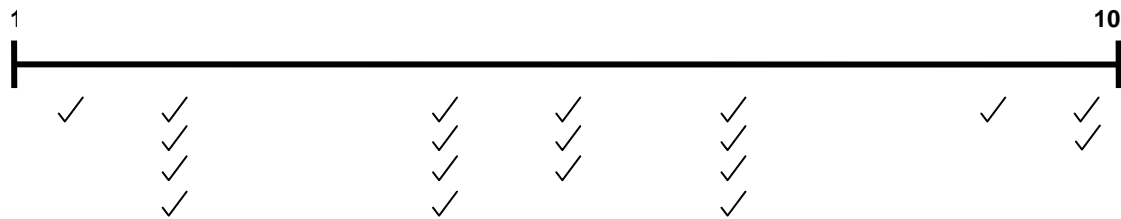
15. To promote action across partner agencies in planning & commissioning services for health improvement



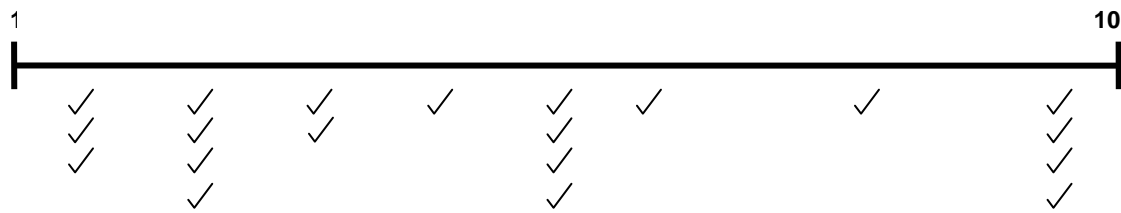
16. To oversee the development of high quality personalised provision of care



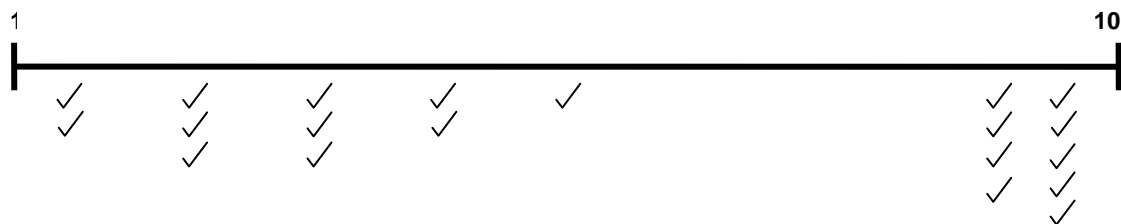
17. To improve the public's access to the strategists and decision makers, that determine the pattern of services commissioned locally.



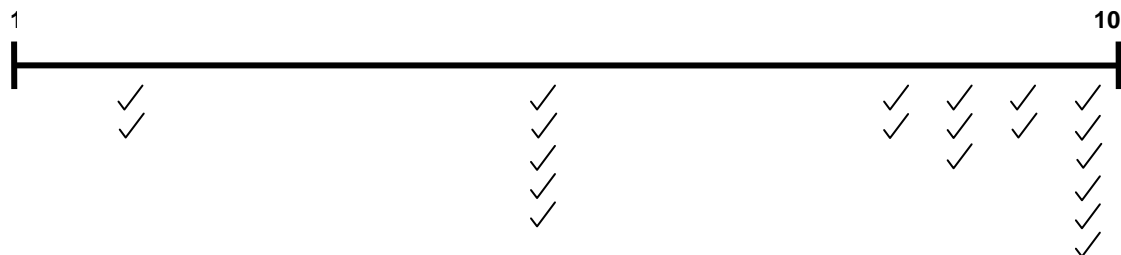
18. To work on priorities agreed elsewhere



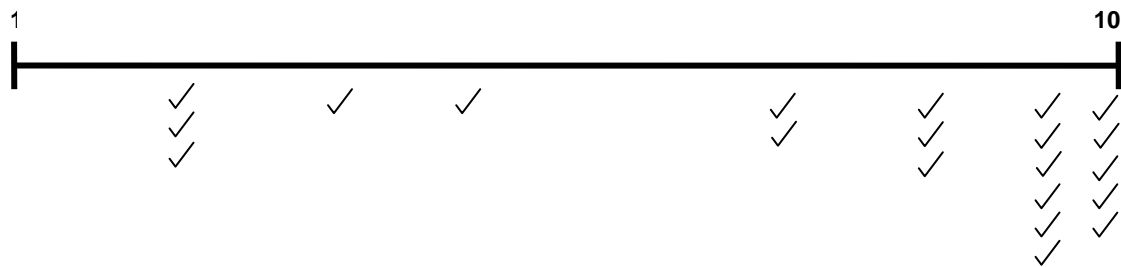
19. To compel organisations to deliver on shared priorities



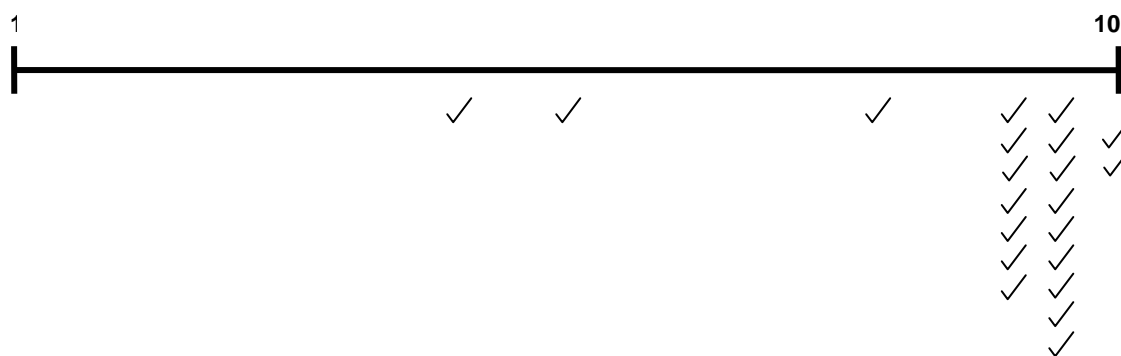
20. To hold organisations to account



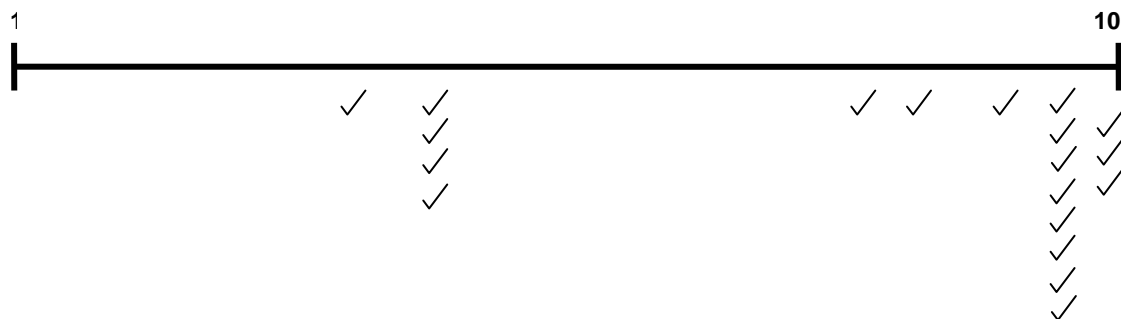
21. To monitor progress against LAA



22. To be a creative body that drives new initiatives and new ways of working



23. To be a body that constructively challenges and supports



Issues and Considerations from Rating Activity⁵

The above ratings ought to be discussed more fully in order to alleviate tensions and agree to the fundamental objectives of the partnership. Questions to stimulate discussion have been generated (see Appendix 3).

⁵ All individuals did not rate all objectives. Some of the statements would have benefited from further clarification. The activity prompted interesting discussion during the rating process. Tensions became apparent and now need to be resolved

Activity 4 – Understanding Partners

Overview

This was a multi-faceted activity. The first stage was designed to encourage listening. Members selected a question. They answered the question, others were to listen and ask questions only to seek clarity as opposed to debate. The second phase was to then move into groups according to organisations (PCT, OCC, District Councils and Voluntary Sector) to record what had been heard about different organisations with respect to:

- What they need and want from HWBP
- Pressures and Obligations
- Benefits
- Challenges
- Areas seeking to address through partnership
- Aspirations

Rationale

- To begin to open up and understand each other
- To promote open and honest communications
- To develop further knowledge of the drivers for different organisations
- To listen and seek further clarification
- To offer opportunity to work in small groups
- To encourage you to appreciate different perspectives
- To offer opportunities for you to demonstrate willingness to share information/learning

Questions Proffered for Prompts:

- Why as an organisation do you want to be a member of the HWBP?
- What are the organisational drivers?
- What do you want/need from other members of this Partnership Board?
- What challenges might you face being a member of the HWBP?
- What challenges might the partnership face in working with your organisation?
- What are your aspirations for the HWBP?
- What does success look like?
- What organisational strategies can be supported through the HWBP?
- How will your organisation benefit?
- What do you as an organisation think you can contribute?
- How do you as an organisation want to be contributing?
- What are your statutory obligations relating to the HWBP?
- What internal/external pressures are you under in relation to the HWBP?
- What key areas does your organisation wish to address through this partnership?
- What are your priorities?
- What would you be keen to see on the work plan and why?

Output⁶

PRIMARY CARE TRUST (PCT)

- Need to get beyond disputes about 'What is a health care need' and 'What is a social care need'.
- Big impact on 'personalisation'/ individual budgets on OCC
 - Not sure what impact on PCT
- OCC moving more to devolving commissioning decisions to each individual service user.
 - How does this affect health commissioning?
- Need for pooled budgets to address health priorities
- PCT responsibilities are across the full age range, but HWBP is across 'adult' range
- PCT is keen to seek feedback and challenge from members of the partnership
- Need to make practise based commissioning work for health and well being
- Seeking public and patient views is still relatively new to the PCT

DISTRICTS

- Culture is more about delivering services, not strategic
- Little understanding or agreement within Districts about the meaning of wellbeing
- Districts want to be treated as equal partners, but fear loss of sovereignty
- Good understanding of links between housing and health
 - Can councillors sign up to wider view?
 - Does this mean giving up budgets?
- Inclusion of Sustainable Community Strategy – recognised as important – pointing in same direction-
 - There may currently be differences in how we get there.
- Some difference between officers and members

VOLUNTARY SECTOR/THIRD SECTOR

- Disorganisation around LINK and lack of clarity around roles
- Involve more in health promotion and prevention
- Sensible joining up Health/ Social Care on practical issues
- Carers + Age Concern want a voice to influence services
- Some of 3rd sector are providers & how they relate to LINK as non providers
- Uncertainty regarding measures of success for LINK
- Uncertainty about how assessments will work

⁶ Some individuals found it very difficult to simply listen and seek clarification. Some individuals engaged in debate. There was genuine listening and many felt that they were able to glean further insight into other contexts and the challenges that other organisations faced. In stage two some groups recorded assumptions as opposed to what they had heard. Obvious tensions between Districts and County Council need to be addressed. Groups did not record information on all areas suggested on PowerPoint slide.

OXFORDSHIRE COUNTY COUNCIL (OCC)

- Pressures of demand for social care
- Changing culture around personalisation
 - How does 'personalisation' route for social care work with PCT? They are in different places on this journey
 - Reach partnership agreement on how personalisation will be tackled
- Oxfordshire County Council must deliver on LAA targets and ownership and responsibilities for some of these targets sits within HWBP
 - There is a need to resolve how this will be done
 - Clarity on monitoring required
- Important role that district councils play (need to ensure more equal relationship with OCC)
 - OCC need to work with district councils to improve understanding of their role in the health agenda
 - Seek engagement from district councils – so it does not feel like an OCC agenda
- OCC/ social care can think more about outcomes than they do about service provision
 - How to dovetail?
- Overcome scepticism that HWBP can add value over & above individual agencies
- Wider appreciation of demographic pressures beyond OCC & PCT
- Complexity of working across all the different partnerships (OCC finding this tricky)
 - Children & Young People
 - Housing
 - Economic
 - Older People
- Clarify what will happen to supporting people money, when absorbed into Area Based Grant
- OCC will be subject to a new Audit Commission inspection – Comprehensive Area Assessment. how will we engage given this emerging area-based inspection?

Activity 5 – Six Hats

Overview

This exercise was designed to discuss issues and resolve them. Delegates were given a selection of topics and voted on the issue to discuss.

Group One opted to discuss Public Involvement.

Group Two opted to discuss measuring performance/ impact.

Rationale

- To encourage parallel thinking
- To offer an opportunity to identify what works well within the partnership
- To offer opportunities to think creatively about other options
- To identify risks, constraints
- To identify how the partnership can become more effective and begin to shape the future

Potential Issues to Discuss

- Service User Involvement
- Membership
- Relationships with other partnerships
- LAA Targets
- Commissioning
- Contribution
- Performance measures/impact
- Work Plan
- Format of Meetings
- Learning
- Team Behaviours
- Not a statutory body – how should it operate?

Output – Group 1: Public Involvement⁷

Group 1: White Hat – Information and Facts

- PCT's have to involve – statutory duty
- District Councils & County Council have 'voluntary' forums
- Audit Commission requirements for inspection (Comprehensive Performance Assessment - CPA) want to see involvement
- Currently have users on the board
- We currently have representatives from user organisations elected by OCVA on the Board

⁷ The group did not maintain Six Hat thinking for the whole exercise. Some of the thinking recorded in the hats is not 'wholly suited' to that hat. A great number of suggestions were made with little reference as to how this might be achieved. A number of issues had already been raised in the morning, thus there was some duplication, although it is appreciated that the group needed to have time to discuss these issues.

- The ongoing review of Partnership governance arrangements by the PSB will put forward 'advice' which may affect this issue
- The PCT is involved in lots of consultation in Banbury that could be a source of information about public involvement/ engagement
- The Strategic Health Authority has a questionnaire about involvement that could be a source of information
- Public Patient Involvement people in PCT have information about LINK
- There is an Oxfordshire Partnership Website which helps to inform some members of the public

Further Information Required

- We need to determine the role of the Partnership Board before saying too much more about how best to involve users and the public – what we want to involve them in and how will differ according to what we see as the Board's purpose
- If the Board develops ideas around strategy we may need working groups which then need to think about their involvement/ engagement of service users – these should build on existing groups rather than creating new ones.
- The officers' working group as part of the LAA Older People and Health block needs to be clarified and developed
- The links to other partnerships needs to be clarified before determining the best way to involve service users – e.g. housing partnership; supporting people; etc. [*a possible action would be to identify all of these other partnerships*]

Group 1: Red Hat – Emotions

- Badly
- Simply paying lip service
- Angry
- Disconnected
- After lots of years, still not effective
- Difficulty in meeting with and involving 'Jo Public' rather than usual representatives – we still don't know how to involve the public
- Public apathy – we feel they are very much issue orientated (not interested in an intangible strategic process)
- Confusion over the role of the press

Group 1: Green Hat – Creativity

- Web cast meetings
- Representatives at meetings

The following points raised under green hat need further discussion as to how this will be done, using creative ideas.

- Many layered approach to involvement is needed
- Need to ensure information about what issues are being discussed is widely disseminated in good time
- Need to be clear about our role
- Need to think about involving at both the strategic and delivery levels

- Provide clear explanations of what we are doing
- Provide clear briefings about what the issues are for any particular topic/ agenda item
- Involve people more in the early stages of planning and not just when items have been largely determined
- Involve all Board members in agenda setting – so that the user representatives can consult their organisations to get more views
- Publicise meetings and agendas widely
- Equality and diversity groups

Group 1: Black Hat – Negativity

- Will public observation of meetings mean they will want to participate?
- Involving more people raises problems of manageable numbers – the Board is already very large
- Are too many places given to district council officers and members and thus reducing the places available to expand to involve service users
- Rather than involvement do we need consultation processes?

Group 1: General⁸

Need to be clear about what our role and purpose is:

- Developing strategies
- Adding value
- Not getting bogged down in detailed design
- Advising commissioners and others
- Feeding back on Green and White Papers
- For example – if the issue of alcohol came to the Board it could discuss it and then people could be asked to take it away and work things up outside the meeting

Need to be clear about the membership:

- Support to representative needed to enable them to do their job
- What about providers? – they are not well represented. Perhaps they would have a conflict of interest – it all really depends on the role of the Board

Group 1: Brainstorm on purpose

- Lack of powers
- Link up different pockets of funding
- Need a joined up approach
- Different contributions through agencies to deliver common purposes
- Need to identify tangible steps to take
- There is a question mark about our level of authority – must everything be by voluntary agreement?
- Monitoring LAA targets?
- Play a role in delivery Public Health Strategy

⁸ Six hat thinking then broke down, as the group chose to discuss what they felt the Board's purpose is and what was good and bad about current membership. Yellow hat was not tackled

Discussion then addressed the fact that if we could agree on the focus of the Board's work this might help unravel the difficulties concerning the other issues of size, scope and clarity of Purpose. The following list of priorities was put forward as comprising a focussed work programme for the coming year to 18 months.

Group 1: Focus

Health & Well being of older people – this was felt to be too large and so was subdivided into a few specific topics, namely:

- Physical & Mental disability
- Falls
- Dementia
- Mental Health
- Learning Disability
- Health inequality – population & geographic
- Obesity
- LAA
- Alcohol

The group concluded that:

- The purpose of the Partnership must be to understand what is being done and influence what needs to be done.
- The Partnership needs to identify how partners can add value (over and above what they each do separately)
- The Partnership must develop plans for agreement
- The Partnership should use existing groups currently working on these issues
- The Partnership needs to focus on what existing groups are delivering
- The Partnership should take a themed approach to its work and involve users and providers on a themed basis.
- The Partnership needs to focus on a few limited topics
- The Partnership needs to focus on adding value
- The Partnership should try to unify actions within organisations to help identify and agree targets
- The Partnership needs to be reporting and monitoring progress by reviewing on a meeting by meeting basis of action plans established to take work forward

Output – Group 2: Measuring Performance/ Impact⁹

White Hat – Information

- The focus is on adults alone, not children
- There is a need to monitor LAA (and delivery plan for sustainable communities strategy) – some of the LAA targets need to be realised through HWBP
- Monitoring of public health strategy & obesity strategy is essential
- It is a non-statutory board, but executive decisions rest with PCT, County Council and the Districts
- This is a member and officer group
- Performance regimes govern the PCT & local authorities¹⁰
- Inspection regimes will assess our impact as a partnership body¹¹
- New performance management system has been acquired
- There is feedback from user groups and citizens panels that can be used
- Partnership want to report:
 - Have we made a difference?
 - Current statistics – any variations in the trend
 - Performance against set of objectives (& overarching strategy)
 - Performance in relation to LAA targets & other measures
- Need qualitative information (impact on individuals – stories for media) as well as quantitative
- The partnership does not have an overarching strategy (need to join up separate strategies)
- Partnership keen to measure the extent to which they are affecting what happens within partner organisations?¹²

Yellow Hat – Optimism

- Measuring performance helps improve performance
- Success results in cash / positive feedback and less intervention from outside¹³
- Leads to improved outcomes (including reducing inequalities)
- Success enables us to set priorities more intelligently
- Opportunity to identify where we can make improvements
- Opportunity to identify how to measure prevention
- Helps develop our understanding all the different elements of positive outcomes for individuals

⁹ The group worked well with the Six Hat Thinking and very much supported each other through the process
Some of the comments are not entirely relevant to hats i.e. green hat needed further work on how
There was some impatience conveyed by some with the time dedicated to discussing an issue
Clear actions were formulated as a result of the discussion
This method would work well for further discussions on issues still to be resolved

¹⁰ Respective organisations need to increase awareness and understanding of these across the partnership

¹¹ Partnership is about to be inspected – clarity is needed on what criteria will be used to measure performance

¹² Need to establish a mechanism through which to do this

¹³ Some inspection regimes reward good performance in this way – awareness needs to be raised across partnership

Red Hat – Emotions

- Very positive
- Overwhelmed
- Challenged
- Confused
- Might distract from delivery (worried)

Green Hat – Creativity

- Work with other bodies in a systematic and synergistic way ¹⁴
- Promote positive stories in the media/ celebrate successes
- Agree a few key priorities that people are committed to & get wider agreement
- Possibly don't need to worry about things that are measured by others/through other means
- Maybe the key is not to get too worked up on causality providing the outcomes are improving
- Learn from others – put mechanisms in place
- Tell positive stories to employees – events to celebrate success
- Have even more integration amongst employees ¹⁵
- Create a joint strap line for Oxfordshire: e.g. “A Healthy Oxfordshire”
- Create a Health & Well Being Strategy
- Involve Districts as equal/ key players (members and officers) – organise some kind of training event to share real stories and successes and build relationships
- Rebrand LAA, with a focus on Sustainable Communities Strategy
- Have clear links with media outlets – need clear strategy for communicating the impact – identify who takes responsibility for ‘media relations’

Black Hat – Caution

- Things will happen because of others not just this board – how do we measure casual effects?
- Change of personalities can affect how we work
- Who will be blamed if we don't achieve the targets?¹⁶
- Lack of ownership
- Lack of enthusiasm for the LAA
- Our key priorities won't be the priorities of the public
- How do we work on inequalities agenda?
- Measuring the impact of prevention is very difficult, which means we may measure acute activities which may be less important
- How do we communicate our impact?
- Lack of commitment and capacity of different organisations ¹⁷

¹⁴ Need to generate ideas on HOW

¹⁵ Need to generate ideas on HOW

¹⁶ Concept of ‘blame’ impacts negatively on the culture of a partnership/organisation, thus focus should be on accountability and responsibility

- The performance regime we have may not/ does not measure outcomes
- The board's targets are not aligned with the targets of individuals (i.e. relationship with individual annual targets and priorities)
- Lack of clarity about the relationship with other boards – risk of duplication/ gaps

Actions

- Develop and commit to an overarching strategy with aligned plan
- Gain commitment from all to strategy and plan
- Identify Sponsor
- Identify Accountable Officer
- Develop a communications strategy and plan
- Gather necessary information as specified in white hat
- Clarify measures to be used for measuring performance/impact
- Monitor progress against the strategies

Activity 6 – Issues and Action Planning

Overview

The final session was designed to identify what needed to be done.

Rationale

- To develop a draft action plan to be worked up further
- To identify immediate actions that need to take place
- To identify the potential challenges

Output

A working spreadsheet entitled 'Action Log' has been created, whereby all actions generated have been recorded and this will be a live document retained by Matt Bramall. Additionally, actions are summarised in Appendix 4.

Both the Action Log and Issue Register need to be worked up further clarifying responsibilities and completion dates.

A spreadsheet entitled 'Issue Register' has been created to capture issues that need to be resolved by the partnership and is being held by Matt Bramall. The issues to be resolved are summarised in Appendix 5.

¹⁷ Is there an appreciation of the capacity within the organisation and how can you ensure you engender commitment?

Evaluation of Event

Challenges with the Programme

A number of challenges emerged during planning and carrying out the event, which would be worth reconsidering before running any future event. Most notably, the content itself proved to be too ambitious for the amount of time available. It was not appreciated by all that members would need time to build relationships, express themselves and interact informally. Commissioning only one Avidus Facilitator was also a weakness. Together these factors made it difficult to strike a balance between valuing contributions and maintaining focus/ timing during the away day to get through all the material. A late change to the length of the away-day just a few days before the event also compromised the content and the quality.

The other challenges centred on the fact that there were different levels of understanding and experience across the group. Some delegates arrived not really understanding what the day was for. Factors of this kind made it challenging to be able to readily meet the differing expectations of the group.

How Participants Felt about the Programme

The team articulated how they felt at the beginning of the away-day.

<ul style="list-style-type: none"> ➤ Cautiously optimistic ➤ Positive (x3) ➤ Tentative ➤ Worried about what I am not doing whilst here ➤ Optimistic (x3) ➤ Hopeful and enthusiastic ➤ Hopeful and positive ➤ Excited and optimistic 	<ul style="list-style-type: none"> ➤ Hopeful (x2) ➤ Interested and a little unsure ➤ A bit nervous – will the day be a success? ➤ Energised ➤ Anticipating and hopeful ➤ Nervous, cagey and introspective (unusually for me) ➤ Confused
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The team articulated how they wanted to feel at the end of the away-day.

(Italics indicate what individuals actually reported to have felt this at the end of the day)

<ul style="list-style-type: none"> ➤ Excited ➤ Enlightened ➤ Positive ➤ Satisfied ➤ Have new ideas ➤ Learnt something ➤ More optimistic ➤ Confident, knowledgeable, satisfied ➤ Positive, satisfied – job well done and happy ➤ Time well spent ➤ Not disappointed and still too much hot air 	<ul style="list-style-type: none"> ➤ Energised ➤ Achievement ➤ <i>Clarity</i> ➤ <i>That we have achieved outcomes – tangible outcomes A job well done</i> ➤ <i>Much better collective understanding</i> ➤ <i>Satisfied we have achieved something</i> ➤ <i>Aware of some of the elephants in the room</i> ➤ <i>Happy</i> ➤ <i>Time well spent</i> ➤ <i>Understood</i>
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The team articulated what they believed would guarantee success. If today is a success...

<ul style="list-style-type: none"> ➤ I will understand what others want out of the Board ➤ We have a shared view that the Board has a useful purpose and knows what it is ➤ I will understand the specific objectives of the Board ➤ The Board will begin to function better/well (for the benefit of the people of Oxfordshire) ➤ I will understand what the purpose of this Board is and what we can achieve ➤ I would understand what we are meeting for ➤ Will have a better understanding of different organisational perspectives ➤ Decisions are made on how we can make a difference ➤ Partnership will gain a sense of direction ➤ Clear route map to improve outcomes ➤ I will have a clearer picture of how we can pool our collective talents 	<ul style="list-style-type: none"> ➤ No one will still be wondering what the partnership is for ➤ We will have greater participation from members in agenda setting – agreeing work of the Board ➤ I will have contributed to the day ➤ Greater focus and clarity ➤ Decisions on how we are judged ➤ Understand links with this and other partnerships ➤ We will be enthused to do things differently and have real impact in our communities ➤ Understanding the pressures and constraints of different partners ➤ A network of contacts ➤ Get help with commissioning ➤ We will have a clear understanding of purpose and method ➤ The whole will be greater than sum of our parts ➤ Chance to improve things that overlap
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The team articulated their longer term aspirations as...

<ul style="list-style-type: none"> ➤ That Age Concern and the older people of Oxon will benefit 	<ul style="list-style-type: none"> ➤ The residents of Oxfordshire will begin to recognise the Board can make a positive difference
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The team articulated what they were most looking forward to during the day.....

<ul style="list-style-type: none"> ➤ Getting to know partners better ➤ Agreeing some actions ➤ Connecting more with individual Board members ➤ Getting to know people ➤ Greater understanding ➤ A better understanding of what the Board can achieve ➤ Positive outcome ➤ More clarity on aims of partnership and how achieve ➤ Getting to know other people better ➤ Learning about HWBP's place and purpose as a new member ➤ Good interaction ➤ Hearing where people are coming from/their views on the HWBP ➤ Getting to know new people ➤ Understanding where all are coming from and their contexts ➤ Understanding other points of view ➤ Hearing from others ➤ Making contacts 	<ul style="list-style-type: none"> ➤ Clarity ➤ Time to meet people and think ➤ Chance to have a strategic overview and be challenged ➤ Lunch (x2) ➤ Grown up talk ➤ Understanding the people that make up the Board – individuals matter ➤ Agreement on how we can be more effective together ➤ Getting to know others better ➤ Networking and learning ➤ Having space and time to do some thinking ➤ Understanding purpose of Board and its focus on outcomes ➤ Frank discussion on what we all want out of partnership and how we can add value ➤ Ideas from statutory participants understanding our purpose and vision ➤ Getting to know people better
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The team articulated what they were least looking forward to during the day.....

<ul style="list-style-type: none"> ➤ Going home none the wiser ➤ Turns out to be a talking shop ➤ Decline into a talk shop ➤ Time wasting (x2) ➤ Games (x2) ➤ Late finish ➤ Posturing ➤ Boredom ➤ Confusion – unclear outcomes ➤ Being thought irrelevant 	<ul style="list-style-type: none"> ➤ Being criticised as an organisation ➤ Nothing ➤ Engaging in discussion which I might feel out of my depth ➤ Subject hogging & grandstanding ➤ How many emails are piling up in my Inbox? ➤ Getting bogged down in trivialities ➤ More empty words and uselessness
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Part C: Appendices (incl. action log)

Appendix 1: Discussion Schedule

Introduction

5 Minutes

Overarching Objectives for Project

- To present the team with an opportunity to formulate a clear purpose that all are committed to, ensuring clarity on how all members can contribute and add value
- To articulate how the group can make a difference, identifying their aspirations and success criteria for the Board
- To discuss the most effective approach to meetings to ensure optimum output
- To establish an approach for identifying a work programme, identifying priorities and constraints

Purpose of this session

- Offers an opportunity for you to have an open, honest, frank and confidential discussion in relation to how you feel the HWB Partnership Board is working
- Offers an opportunity for you to offer suggestions for improvement.
- Presents opportunity for you to clarify your expectations of me
- Provides opportunity for us to begin to establish a relationship
- Provides opportunity for each member to communicate views, aspirations and challenges
- Allows me to elicit information to inform design of away day and identify future improvements to ensure greater success of partnership

Format of Session

Relaxed and informal although have a structure in terms of some key questions to ensure have comparative information

Important Points to Highlight

- Please be open and honest. The idea is for us to hear about your views and your experience. The individual output of the session is confidential, but if all Partnership Members are in agreement, we will collate the information from discussions and tool anonymously which will be useful in identifying common areas for improvement and current strengths
- Timeframe 30-40 minutes– keeping on track
- Feel free to ask any questions or seek clarification at any point in the session
- Discussion will generate a number of ideas to inform the design of away day – have not created a programme based on our preconceptions – want to ensure meaningful for all
- The tool was designed to gather information on performance of Board – may focus on some of your answers from tool to further understand your thinking – thanks for completing

Follow up

- Your views will help determine content of away day and we will feedback key findings throughout away day
- May look to repeat tool at a later date to monitor improvement

Initial Discussion

25 minutes

Purpose

- What do you see to be the main purpose of the HWBP Board?
- What is working well – what do you like about the HWBP Board?
- What is working less well – what don't you like?
- What are your views on the Terms of Reference?
- To what extent do you feel that they provide a sense of direction?
- How was the process of creating them managed?
- To what extent does the reality reflect the ToR in practice?
- To what extent do they offer a clear sense of what the board is here to achieve?

Format

- How do you feel about the meetings and the way they are conducted?
- What works well with current format?
- What would you like to see done differently?
- What improvements could be made to format of meetings?
- How would you describe how you feel during and after a meeting?

Content

- How do you feel about the way the Board currently identifies agenda items?
- What do you think the main issues are that the Board should deal with?
- What part do you believe the Board should play in monitoring achievement of the relevant LAA targets?

Contribution

- What do you want to get out of the HWBP Board?
- How able do you feel to influence the agenda?
- How would you like your organisation/customers to benefit?
- To what extent do you feel supported to contribute? (by your organisation and Board)

Aspirations

- Tell me about your aspirations for the HWBP Board
- What are your hopes for the HWBP Board?
- What does success look like?
- What challenges do you foresee?

Team Behaviours

- Describe how the Board work together
- What positive behaviours are demonstrated?
- What improvements would you be keen to see in relation to team behaviours?
- How would you articulate the values of the Board? (define values as beliefs, attitudes, convictions)

- To what extent has the board agreed on values?
- To what extent are values shared?
- How do the values manifest themselves in terms of behaviours?

Away Day

- If the away day is really successful what will we have achieved by the end of it?
- What do we need to do to ensure it is a success?
- What do you need to do to ensure it is successful?
- How would you like to see us approach the away day – what ideas do you have for content, format, activities?
- Any other comments, ideas on away day?

Roles and Responsibilities

- What are your feelings on current membership of the Board?
- How would you like to see the Board working together? What does effective partnership working look like to you?
- What are your views on roles and responsibilities within the HWBP Board?
- How clear are you about the part each member should play in the board meetings and beyond?
- Where should the accountability lie, how should the HWBP Board relate to other Boards (which ones)?

Summary and Conclusion

5 minutes

Next Steps

- Will be meeting with others over course of next few weeks, collate all data
- Use data to design away day with Avidus Associates
- Will send email outlining plans for day
- Please offer feedback to me at any time
- What else would you like to see happen?

Appendix 2: Diagnostic Tool

This tool will give us a better understanding of your views on the current performance of the Health and Well-Being Partnership Board to assist us in planning for future improvements. The views of all members are important. Please be frank.

Choose your rating from the **drop down list** using the following scale:

Scale				
4 = Strongly Agree	3 = Agree	2 = Disagree	1 = Strongly Disagree	N = Not Applicable

Simply click on the rating from the drop down list below:

Purpose	Rating
1. The purpose of the HWBP Board is clear to me	4 - Strongly Agree
2. The purpose clearly identifies how the Board will impact the overall Health Agenda	4 - Strongly Agree
3. The HWBP Board is a place to work out embryonic ideas and develop them	4 - Strongly Agree
4. The HWBP Board is a place to finalise and rubber-stamp policies and plans worked out elsewhere	4 - Strongly Agree
5. The HWBP Board facilitates action on Health and Well Being issues	4 - Strongly Agree
Roles and Responsibilities	Rating
6. Current membership of the group is appropriate	4 - Strongly Agree
7. I have a clear sense of my role and responsibilities within the Board	4 - Strongly Agree
8. Membership allows me to ensure the issues and priorities of my organisation are given due consideration	4 - Strongly Agree
9. My organisation benefits from my involvement in this Board	4 - Strongly Agree
10. I find the HWBP compelling and something that motivates me	4 - Strongly Agree
Format of Meetings	Rating
11. The frequency of the meetings is appropriate (four times per year)	4 - Strongly Agree
12. The duration of each meeting is appropriate (three hours)	4 - Strongly Agree
13. Current meetings are run in a way which encourages the appropriate level of contribution from Board Members	4 - Strongly Agree
14. I leave current meetings with a clear sense of the actions that I can take to translate the discussion into action	4 - Strongly Agree
15. I leave current meetings with a clear picture of how we, as a Board, translate the discussion into action	4 - Strongly Agree
16. The current meeting format works well and should not be altered	4 - Strongly Agree
17. I would welcome a change in the format of meetings	4 - Strongly Agree
Content	Rating
18. The process for establishing the work plan requires more	4 - Strongly Agree

Avidus Associates Ltd

fine tuning	
19. Past meeting agendas have met my expectations in relation to what the board is about	4 - Strongly Agree
20. Content covered in meetings allows us to carry out our role in monitoring delivery of LAA	4 - Strongly Agree
Contribution	
21. The contribution I am able to make adds value	4 - Strongly Agree
22. It is clear how we each can contribute to achieve the overall purpose	
23. With a new approach/format to meetings I might be able to contribute more	4 - Strongly Agree
24. My skills and expertise are capitalised upon within this Board	4 - Strongly Agree
25. Being a member of this Board adds value to my work	4 - Strongly Agree
Aspirations	
26. If the HWBP continues as it is, the contribution to the local Well Being Agenda will be significant	4 - Strongly Agree
27. The HWBP could achieve so much more than it currently does	4 - Strongly Agree
Board/Team Behaviours	
28. Behaviours demonstrated by Board Members support partnership working	4 - Strongly Agree
29. Behaviours demonstrated by all Board Members are positive	4 - Strongly Agree
30. Board Members actively listen to and value the ideas and concerns of others	4 - Strongly Agree

Please choose from the following options in this performance scale

<p>4 = Excellent – No room for improvement. Evidence suggests this is embedded into the way we work.</p> <p>3 = Good – Evidence suggests this is common practice, but there is room for improvement</p> <p>2 = Fair – Evidence suggests some good practice, but performance in this area is sporadic</p> <p>1 = Poor – No evidence to suggest it is happening at all</p> <p>U = Unsure / Not Applicable</p>
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Overall Performance Rating	
31. Ability of the Board to work in partnership for the collective good	4 - Excellent
32. Ability of the Board to influence the local Heath Agenda	4 - Excellent
33. Ability of the Board to encourage the expression of different ideas, opinions, feelings and perspectives from all Board Members	4 - Excellent
34. Ability of the Board to make decisions and facilitate action	4 - Excellent
35. Ability of the Board to create an environment based on trust and openness	4 - Excellent
36. Ability of the Board to align priorities with overall purpose of the Board	4 - Excellent

Appendix 3: Issues and Considerations from Rating Activity

The following questions have been posed to challenge your thinking and to stimulate further discussion on these objectives.

1. To agree priority outcomes for Health & Well Being in Oxfordshire.

There was overwhelming agreement that this is a priority for the partnership.

- How do current meetings and the current approach support you in doing this?
- How do you translate discussions at meetings into tangible outcomes?
- What mechanisms are in place to communicate agreed outcomes to others (organisations, partnerships etc?)
- What mechanisms are in place to measure the outcomes that you have prioritised?

2. To reduce health inequalities amongst the (adult) residents in Oxfordshire.

There was overwhelming agreement that this is a priority of the partnership.

- How are you currently doing this?
- What can you do to ensure that this remains a priority objective?
- How will you know when you are achieving success?
- To what extent do all members have an understanding of the health inequalities across the County?

3. To promote a strategic approach to public health.

Again, this is seen to be a priority of the partnership.

- What does adopting a 'strategic approach' mean to you?
- How do you currently do this?
- How do you encourage others to do this?
- What are the implications for the content of your meetings?

4. To develop & formulate policies from embryonic ideas that members bring to the Board.

The diverse views amongst members warrant further discussion.

- How was this interpreted?
- Does this statement require further clarification?
- Why do opinions differ so?

5. To focus on outcomes and demonstrate improvement in health and well being

There is overwhelming agreement that this is indeed a priority for the partnership.

- How could the format of meetings support this focus on outcomes?
- What measures are in place or need to be in place in order to demonstrate improvement?
- What information can be utilised to demonstrate current state?
- What are your aspirations in terms of improvement?
- What aspirations and targets are outlined elsewhere?

6. To ratify¹⁸ policies & strategies that have been formulated elsewhere but which overlap across the areas of responsibility of more than one organisation

The viewpoints differ with several individuals believing it is a crucial objective and others believing that this is less of a priority.

- Do such things as the Sustainable Community Strategy and LAA fit into this category, if so how crucial is this?
- What examples were you thinking of when you rated this?

7. To provide strong leadership for improvement in health & well being

There was agreement on this across the partnership.

- How do you currently provide strong leadership?
- What does this look like in practice?
- How skilled do you feel, either individually or collectively to do this?
- How can you ensure extremely effective collective leadership?
- To what extent have you defined what you all mean by 'strong leadership'?
- If you are demonstrating strong leadership – what will this look like in terms of individual and collective behaviours and what impact would you expect to have?

8. To influence the work of organisations

Clearly the partnership sees the role to be one of influence rather than compelling organisations to do anything.

- How do you currently influence organisations?
- How do your processes support you individually or collectively in exerting influence?
- How skilled do you feel individually or collectively in influencing others?
- To what extent have you agreed what and how you intend to influence?

¹⁸ Ratify = to approve or confirm; esp., to give official sanction to

9. To ensure the implementation of priorities set out in the Sustainable Community Strategy, the strategies of individual organisations & delivery of Local Area Agreement targets.

There is a real tension here with very mixed views. The Oxfordshire Partnership articulates this as a primary objective for all thematic partnerships, so how can this tension be addressed and relieved?

Taken from Oxfordshire partnerships website ¹⁹

“All thematic partnerships link into the Oxfordshire Partnership and its priorities, as identified in the Sustainable Community Strategy, and take responsibility for delivery of these strategic objectives through Local Area Agreement targets.”

- To what extent do you fully understand the history, status and importance of the Sustainable Community Strategy and the Local Area Agreement (LAA)?
- To what extent do you understand the relationship between the LAA and the remit of the partnership?
- To what extent is there a danger that those who work regularly with the LAA assume that all other partners have the same knowledge and understanding of it?
- What is the risk of some partners feeling the LAA is being imposed? How can partners be helped to appreciate the significance of the LAA?

10. To monitor health improvement work across the County, including the implementation of recommendations from the Annual Report of the Director of Public Health in Oxfordshire.

There is certainty amongst the partnership that this is a priority objective.

- To what extent do you have mechanisms in place to address and implement these recommendations?
- What mechanisms do you have in place to ensure you can measure success?
- What further information do you require to be able to achieve this objective?
- What further support do you require in order to achieve this objective?

11. To build the capacity & effectiveness of partnership working to achieve health outcomes

The away day is certainly a good start. The partnership believes that it essential to achieve this objective.

- What plans do you have in place for continually developing the capacity and capability of individuals within this partnership?
- What mechanisms could you put in place to learn with and from other partnerships locally and beyond?

¹⁹ <http://www.oxfordshirepartnership.org.uk/wps/wcm/connect/OxfordshirePartnership/Partnerships/>

12. To provide a forum for agreeing actions with clarity on who will deliver actions/outcomes.

As a priority objective agreed by the partnership how are you currently performing?

- How do your meeting discussions translate in real actions?
- What mechanisms do you have in place to clarify accountability for actions?
- What mechanisms have you put in place for tracking progress in relation to actions?

13. To act as a sounding board and guide for organisations delivering on the health and well being agenda

This is a real tension with some very different views, it requires further discussion.

- If you believe you have a leadership role to play in driving change, adopting a strategic perspective and influencing the work of organisations, should organisations be seeking advice on ideas/initiatives from the partnership?
- Do you want the relationship to be two way as in organisations bringing focus areas to you as opposed to you simply influencing them?
- Can learning be shared across organisations to improve future performance?
- If the HWBP does not have a role in advising or considering new ideas, then which existing body should do this?
- If you are to challenge and influence, should you also advise?

14. To drive change in the area of health and well being

There is some disagreement, although largely agreement.

- If you are not to drive change in order to bring about improvement why do you exist?
- How do you currently drive change?
- To what extent do you fully understand how individuals/teams/organisations respond to change?
- To what extent do you feel individually or collectively skilled enough to drive change?

15. To promote action across partner agencies in planning & commissioning services for health improvement

A great deal of agreement was expressed.

- How 'action orientated' are meetings?
- How informed do you feel about commissioning and the government aspirations in this area?

16. To oversee the development of high quality personalised provision of care

There is a real difference of opinion in this area, yet this objective was specified as an objective in the Terms of Reference that all the members signed up to. It is also recognised as a priority by the Oxfordshire Partnership. This needs to be discussed further.

- How do you currently do this?
- How do you feel about your knowledge in this area?
- What further support do you require either individually or collectively in order to achieve this?

17. To improve the public's access to the strategists and decision makers, that determine the pattern of services commissioned locally.

There are mixed views on this and further discussion would be advantageous.

- Would service user involvement not do this?

18. To work on priorities agreed elsewhere

There are very mixed views on this, but the statement itself may have been too vague. A further discussion would be advisable.

19. To compel organisations to deliver on shared priorities

20. To hold organisations to account

There are very mixed views on both of these objectives. A further discussion would be advisable. It may well be that the partnership feel that they should be more about 'influencing' than 'compelling'.

- Given your status as a partnership how easy would it be for you to hold organisations to account?
- Is it more about influencing and ensuring clarity on accountability?

21. To monitor progress against LAA

Just as there was a difference of opinion on the implementation of LAA there are differing views on monitoring. As per comments (9) these tensions need resolving.

22. To be a creative body that drives new initiatives and new ways of working

23. To be a body that constructively challenges and supports

The majority feel that these are objectives for the partnership.

- Do all members feel that they have the skills to do this?
- Is there an understanding of creativity and an understanding of the skills required to lead in a way that fosters new ways of working across several organisations?

Appendix 4: Action Log

Action	Assigned to	Due By	Comments
Propose mechanism to partnership that can be utilised at meetings in order to identify how organisations can add value to areas under discussion. Send to Sue, John Jackson and PCT for initial views.	Jonathan and Ian	Early July 2008	
Seek feedback from partnership on proposed mechanism. Agree to use of mechanism at meetings. Set common standards for each theme/topic	Matt and Sara	Sept 2008	To be presented at Sept meeting
Create draft ideas for a strategic framework as a result of away day. Draft key priorities for work plan as discussed at away day and seek feedback. Identify how progress against the strategies will be monitored. Identify outcome measures and targets. Gather information required as specified in Six Hats exercise (White Hat)	Anita, Sara, Jackie, Matt Val	Sept 2008	To be presented at Sept meeting
Work with Oxfordshire Partnerships and Communications Unit to create a draft Communications Strategy	Matt and Val	Dec 2008	
Discuss the purpose of the partnership in the light of the vision and rating statements and Terms of Reference		Sept 2008	To be discussed at Sept meeting
Clarify role and responsibilities Officer Group HWBP Officer (Matt) Steering Group			

Appendix 5: Issue Register

Issue Raised	Anticipated resolution date	Lead	Comments
Some organisations are target driven (LAA). How does this affect partnership working?			
Tensions between LAA targets & ambitions of HWBP			
Some District Councils see their role as undervalued and not understood - not all members feel appreciated for what they could contribute to this partnership			
New contracting arrangements could lead to short term thinking			
Lack of clarity as to the link with children's partnership and how this will work in practice			
Lack of clarity as to relationships with other existing partnerships (Housing Partnership, Sports Partnership, CYPB, LINK, Community Safety and Scrutiny)			
Tension between PCT/ OCC desire for county-wide commissioning & pooled budgets - whereas PBC desire for small scale localised commissioning			
Current remit involves adults only - need to remember the needs of younger age disabled people			
Service delivery appears to be the priority rather than adopting a strategic view			
The HWBP has not clearly established what success looks like, thus may not know when it is achieved.			
Lack of understanding across the HWBP of the importance of LAA, the history and the current status			
Lack of evidence (or awareness of evidence) to prove that public input is making a difference.			
As a non-statutory Board can the HWBP make a difference? Statutory versus Voluntary Partnerships. Is winding up partnership an option?			
Lack of clarity on how the partnership gets agreement on priorities. Is there sufficient understanding?			

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Lack of understanding of what powers the members of the board actually have to deliver in their organisation. How can they really drive change?			
Lack of understanding as to the relationship with Oxfordshire Partnerships Unit. The PSB franchise idea could determine this.			
Lack of understanding across the Board of the part the Board plays in achieving the Sustainable Community Strategy and LAA			
Lack of understanding across Board of potential impact of changes on partner organisations (i.e. small changes can really help - housing on discharge form)			
Varying views on whether the HWBP is about setting targets or about monitoring or implementation			
District Council make a contribution to well being. This is not recognised by all.			
Provider Organisations representation			
Identify interface with public (comms strategy)			
There are very few opportunities to share learning			
The format of meetings is not participative Many are not satisfied with the contribution that they are able to make during meetings.			
Total agreement from all on current purpose (Aim as appears in ToR) has not yet been secured. All are not committed to the current purpose as it is stated but would like to see some amendments. Complete clarity on purpose of partnership is not appreciated by all.			
Roles and responsibilities across the partnership are not clear			
Membership is inclusive, but has resulted in high numbers.			
The cost of involving so many individuals in this partnership (time and money)			
Role of HWB Partnership Officer (MB) is not understood by all			
The partnership may not have the right Membership			
Lack of clarity on role LINK has within the partnership			
Lack of clarity as to roles and responsibilities across the partnership			