

JSNA content production -Partnership working and community involvement

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Introduction

This policy supports the “Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies” published by the Department of Health in March 2013. This guidance set the scope of the Joint Strategic Needs Assessment (JSNA); to identify health and social care needs that can be met or affected by the local authority (Cheshire East Council) in collaboration with clinical commissioning groups (Eastern Cheshire CCG, South Cheshire CCG) or the NHS Commissioning Board (NHS England).

In addition, the JSNA is a useful resource base for a wide range of partners and the public. The benefits of the JSNA include:

- Facilitating partnership working by combining data and information from a range of sources including the public and service users
- Combining differing professional and organisational perspectives to support a holistic view of individuals, families and communities and provide new insights
- Identifying and sharing information about local community assets to support commissioners and providers in developing community resilience
- Enabling commissioners to identify priorities for action based on the balance of different needs

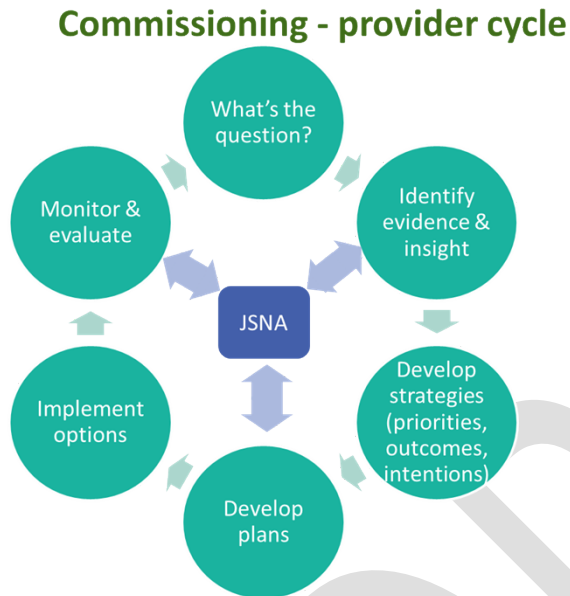
There will not be a time-bound scheduled review and refresh of all JSNA content; the creation and updating of JSNA sections will be prioritised in line with the JSNA work programme. This work programme will be developed according to the “JSNA work programme development” policy.

Policy scope

This JSNA content production policy includes principles, process and responsibilities for creating and updating JSNA sections, which are based on partnership working and community involvement. The policy does not cover strategy and plan development activities such as summarising the JSNA to support identification of commissioner or provider priorities. In addition, it does not cover production of the Pharmaceutical Needs Assessment (PNA) or supplementary statements to this needs assessment.

Policy in practice: process and principles

JSNA production is a core part of the commissioning – provider cycle as shown below:



The detailed process for creating and updating JSNA content shown overleaf has been designed to support this commissioning – provider cycle;

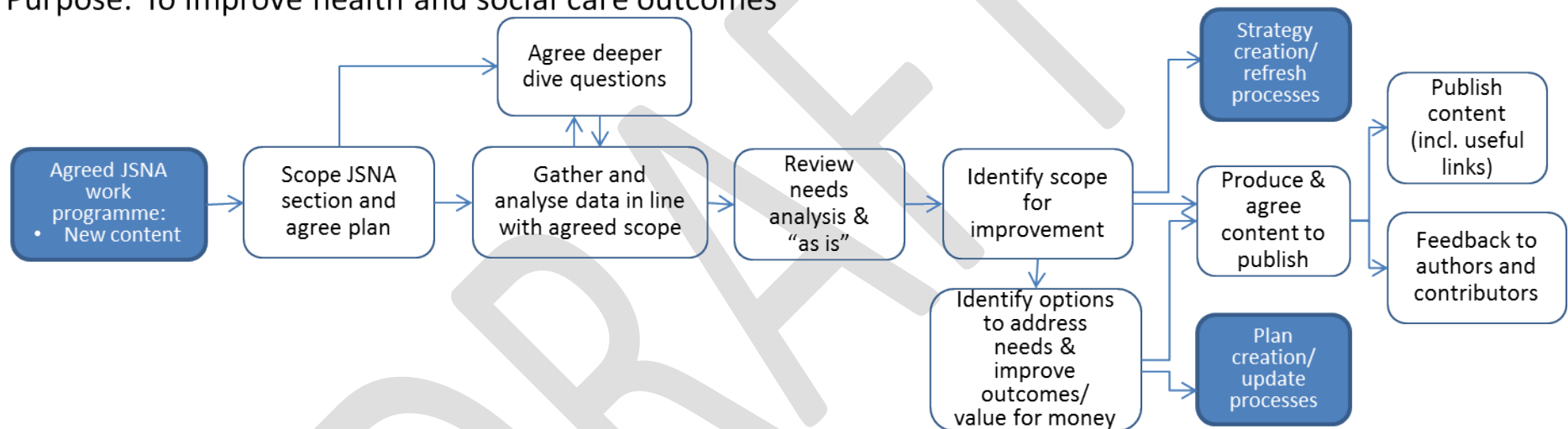
- Clarity on the commissioning question to be answered is required in order to effectively scope each JSNA section
- The JSNA process gathers and analyses evidence and insight of current needs and evaluates evidence of intervention and service effectiveness
- Plan development is linked to the JSNA through the identification and analysis of options as part of the JSNA process, although full strategy implementation planning processes are outside of the scope of JSNA production
- The scope for improvement identified during JSNA production should be considered when developing strategies, although priority, outcome and intention setting is also outside the scope of JSNA production

Blue boxes overleaf are processes outside the scope of this policy.

In addition to creating and updating specific sections, JSNA development work includes strengthening mechanisms for local voluntary and community organisations, groups and individuals to be involved in and provide feedback on the JSNA. For example, through strengthening links between the JSNA and Healthwatch, development of the Community JSNA web pages and promoting the JSNA to VCFS organisations through The Voice of the Sector (the network for the Cheshire East Voluntary & Community Sector) and Cross-Sector Working Group.

Process: Create new or update existing JSNA content

Purpose: To improve health and social care outcomes



- Principles:
- Key stakeholders (subject matter experts, including communities/service users) will work collaboratively and actively participate
 - Detailed analysis may differ across different organisational boundaries (e.g. deeper dive questions may be locality specific)
 - Developing JSNA sections will be proportionate to the benefits of enhanced intelligence in enabling evidence-based decision making

Principles for JSNA Content

Standard JSNA content will:

- Focus on health and social care needs
 - assess needs that can be met or influenced by the Council with CCGs or NHS England
 - include wider determinants
 - enable improvements to population health
 - reduce inequalities in health and service provision
 - Be evidence-based, open and honest about needs and areas for improvement
- Be from the public's perspective; avoid bias by an organisation or professional perspective
- Analyse variations in need:
 - across localities
 - by protected characteristics defined in the 2010 Equality Act (i.e. age, gender, race, disability, marital status, religion, sexual orientation)
 - prevent identification of individuals
- Identify community assets and current service delivery
- Support empowerment and personal responsibility

Enhanced JSNA content may:

- Evaluate service and intervention effectiveness in meeting needs
- Consider what stakeholders could achieve by working together differently and affecting wider determinants
- Identify factors that lead to:
 - local needs arising and/or recurring
 - repeat demand for support
- Understand cause and effect and interdependencies
- Facilitate a holistic view of people and their needs:
 - Encourage integrating mental and physical health
 - Encourage a focus on families not just individuals
- Understand the impact of different needs
- Identify likely impact of different options for meeting needs through:
 - Scenario analysis / predicting what will happen if nothing changes
 - Cost-benefit analysis
 - Forecasting medium & long term trends
 - Identifying impact of changing factors in the wider context such as:
 - legislative, demographic or environmental changes
 - new evidence on intervention effectiveness

Responsibilities

JSNA Manager

The JSNA Manager is responsible for co-ordinating development of JSNA on behalf of the Health and Wellbeing Board. This involves:

- Programme managing the production of JSNA content:
 - Supporting commissioners to embed JSNA production into core commissioning processes
 - Facilitating the work of analysts and finance officers; supporting commissioners to identify data and analysis requirements
 - Liaising with commissioners and Healthwatch to ensure the VCFS project is given a clear mandate, outlining the questions to be answered through their contribution to the relevant JSNA sections
 - Co-ordinating information and data gathering and analysis from different sources (including the voluntary, community and faith sector; liaising directly with these organisations and through the JSNA voluntary, community and faith sector project)
 - Escalating issues or barriers to the JSNA Content Sponsor
- Ensuring a consistent approach to developing and presenting JSNA content
- Providing quality assurance, advice and training on:
 - Public/service user perspective (editing content and/or escalating issues where data/analysis is biased from an organisational or professional perspective; see JSNA Governance policy)
 - Analysis techniques, using and interpreting data and statistics
 - Facilitating a holistic view of people / service users
 - Considering cost-benefits of gathering additional data or acting on the scope for improvement identified
- Challenging assumptions

- Ensuring the JSNA is useable; supporting key stakeholders in identifying options to address needs
- Working with commissioners in the council and CCGs to identify any changes that will impact on the need for pharmaceutical services in the local area which need to be reflected in the Pharmaceutical Needs Assessment (see JSNA work programme development policy)

Where JSNA content to be developed does not align with current commissioner responsibilities, the JSNA Manager may author specific JSNA sections (e.g. loneliness). However, the JSNA Manager will not be responsible for authoring sections where responsible commissioners do not have capacity to undertake this work.

JSNA Content Sponsor

A JSNA content sponsor will be identified for each JSNA section to be created or updated (as agreed in the JSNA work programme). Each content sponsor's responsibilities are to:

- Represent the Health and Wellbeing Board, rather than their individual organisation
- Identify and secure the commitment and capacity of key stakeholders to be involved in identifying and assessing needs and options and producing JSNA content
- Ensure JSNA content sign-off responsibilities are agreed
- Engage senior managers and stakeholders (including elected council portfolio holders and CCG Chairs) as appropriate
- Challenge assumptions
- Resolve any issues or barriers arising in the production of JSNA content
- Escalate any issues or barriers the content sponsor cannot solve (see JSNA Governance policy)

Data analysts and finance officers

Data analysts and finance officers to be involved in producing each JSNA section will be identified by the content sponsor and other key stakeholders as part of scoping for that section. Analysts will be responsible for:

- Identifying data sources
- Providing access to and analysing data (in line with data sharing agreements)
- As they arise, inform the JSNA Manager of any barriers or issues that will impact on creation of JSNA content
- Training other key stakeholders from a range of organisations in the analysis of information in order to increase capacity for updating JSNA content in the future
- Any other specific responsibilities associated with certain JSNA sections as identified during scoping or as data analysis progresses

Commissioners and service providers

These responsibilities relate to stakeholders identified by the content sponsor as key to developing each JSNA section:

- Identify questions to be answered through the JSNA and project constraints
- Actively participate in activities to agree scope of JSNA sections, gather and interpret evidence of needs and identify options to meet needs
- Establish and make use of ways to engage service users and/or communities in identifying / validating needs
- Lead production of JSNA sections as part of core processes and project delivery
- Identify changes which impact on the need for pharmaceutical services in the local area and notify the JSNA Manager

- As they arise, inform the JSNA Manager of any barriers or issues that will impact on creation of JSNA content

Input from commissioning support officers (such as contract managers) may also be required and their responsibilities will be agreed as part of scoping for the relevant JSNA section.

Public health consultants

- Provide quality assurance, advice and training on:
 - Public/service user perspective (challenging where data/analysis is biased from an organisational or professional perspective)
 - Data sources
 - Analysis techniques, using and interpreting data and statistics
 - Facilitating a holistic view of people / service users
 - Considering cost-benefits of gathering additional data or acting on the scope for improvement identified
- Challenging assumptions
- Ensuring the JSNA is useable; supporting key stakeholders in identifying options to address needs
- As they arise, inform the JSNA Manager of any barriers or issues that will impact on creation of JSNA content

Voluntary, Community and Faith Sector

During 2015/16, CVS are responsible for:

- Undertaking projects to gather and feed intelligence into the JSNA, supporting commissioners to take account of this intelligence
- Promoting the value of the JSNA in the voluntary, community and faith sector
- Developing and updating the Community JSNA web pages

This work is determined by the JSNA work programme which feeds the VCFS JSNA project work programme. Future responsibilities associated with involving this sector in the

development of the JSNA will be outlined in the VCFS JSNA project service specification to be produced and implemented from April 2016.

Evaluation and review

The policy will be reviewed in the light of operating experience and/or changes in legislation. Any significant changes will be approved by the Health and Wellbeing Board.

Health and Wellbeing Board

- Promote use and value of Cheshire East JSNA
- Release the capacity of key stakeholders (including data analysts and finance officers) to produce JSNA content in line with the JSNA work programme