JSNA governance

Title	JSNA governance
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Contents

Introduction

Typical decision-making responsibilities associated with developing and updating the JSNA work programme or creating JSNA content are outlined in these separate policies. However, this JSNA governance policy sets the principles and processes for escalating issues in order for them to be resolved effectively. It therefore supports the Health and Wellbeing Board in fulfilling its statutory duty to produce Joint Strategic Needs Assessments (JSNAs).

Policy scope

This policy covers resolving issues that may arise during JSNA production (implementation of the JSNA work programme). It does not cover resolving issues that arise during the production of the Pharmaceutical Needs Assessment or associated supplementary statements.

Principles

Content disputes are a potential issue that may arise as a result of the JSNA Manager and/or public health consultants quality assuring draft content against the "principles for JSNA content" included in the JSNA content production policy (p.3):

"JSNA content will:
- Focus on health and social care needs (including wider determinants of these needs), enabling commissioners and providers to improve the health of the population, reduce health inequalities and reduce inequalities in service provision
- Assess needs that can be met or affected by the Council and the CCGs or NHS England
- Be evidence-based
- Be from the public's perspective; avoid bias by any one organisation or professional perspective
- Be open and honest about needs, issues and areas for improvement
- Not enable potential identification of individuals
- Analyse variations in need associated with localities and with protected characteristics as defined in 2010 Equality Act (i.e. age, gender, race, disability, marital status, religion, sexual orientation)
- Present existing evidence relating to prevention (reducing needs arising in the first place and reducing recurrence)
- Identify community assets and current service delivery
- Evaluate the effectiveness of services and interventions in relation to defined needs or issues

- Include potential commissioning options, considering what stakeholders could achieve by working together differently
- Support empowerment and personal responsibility"

For example, there could be a reluctance to publish current unmet needs, perceived weaknesses or gaps in line with the principle "be open and honest about needs, issues and areas for improvement". However, the identification of options to address needs, which is an integral part of the processes for creating JSNA content, will enable needs to be published alongside plans to address them, illustrating a proactive approach to improving outcomes. There could also be disputes relating to analysis techniques, using and interpreting data and statistics.
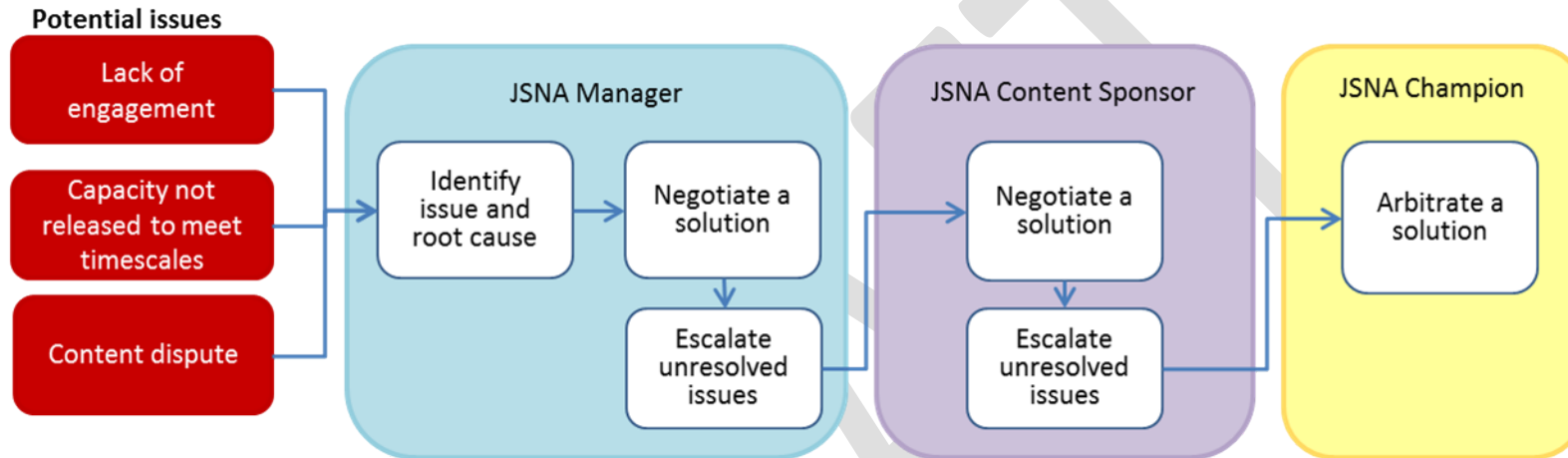
Policy in practice: processes

There are two separate processes overleaf. The first is for resolving issues that arise as part of the JSNA content production process. In addition to content disputes as described above, the main issues likely to arise include a lack of engagement from key stakeholders and/or capacity not being released to meet agreed timescales.

The second process overleaf is for responding to enquiries received from external organisations, relating to JSNA content. For example, the Men's Health Forum contacted all JSNA Managers advocating the identification of variations in needs between men and women.

Process: Resolve JSNA issues
Purpose: To ensure JSNA content is published in line with the JSNA work programme and content development policy

Potential issues

Lack of engagement	
Capacity not released to meet timescales	
Content dispute	

JSNA Manager

- Identify issue and root cause
- Negotiate a solution
- Escalate unresolved issues

JSNA Content Sponsor

- Negotiate a solution
- Escalate unresolved issues

JSNA Champion

- Arbitrate a solution

Process: Respond to external JSNA queries/lobbying letters
Purpose: To ensure JSNA content and the JSNA work programme are effectively assessing health and social care needs

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JSNA query/          Review any         For content gaps:        Follow review
lobbying letter  →   relevant &     →   Identify whether     →   JSNA work
received             existing JSNA      filling these gaps       programme
                     content            is included in the       process
                                        agreed JSNA work           │
                                        programme                  ↓
                                        For analytical gaps:     Inform enquirer
                                        update JSNA content  →   of actions taken
                                        production policy and    and outcome
                                        any associated
                                        guidance
```
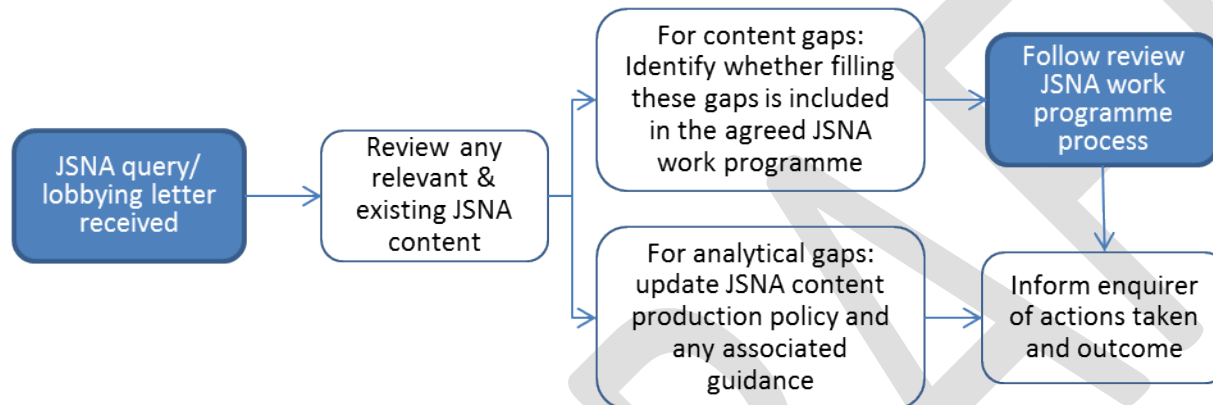
Content gaps refer to areas where JSNA content does not currently exist or where data is out of date. Analytical gaps could include gaps in identifying any variations in need within Cheshire East linked to different population groups or geographical areas. They could also include any gaps in analysis to identify trends over time or the impact of different scenarios.

Responsibilities

The policy for JSNA content production places a responsibility on all key stakeholders involved in producing content to inform the JSNA manager of any barriers or issues that will impact on creation of JSNA content as they arise.

JSNA Manager
- Investigate reasons and causes underlying issues which have arisen
- Undertake initial negotiations to resolve issues in line with this policy
- Escalate any issues or barriers they cannot solve to the relevant JSNA Content Sponsor
- Trigger the "review JSNA work programme process" for content gaps identified

- Work with public health consultants and data analysts to identify updates to the JSNA content production policy and any associated guidance to fill analytical gaps
- Ensure enquirers are informed of the response taken to their enquiry

JSNA Content Sponsor
- Represent the Health and Wellbeing Board, rather than their individual organisation
- Undertake negotiations to resolve issues in line with this policy
- Escalate any issues or barriers they cannot solve to the JSNA Champion

JSNA Champion
- Act as an independent arbiter on behalf of the Health and Wellbeing Board

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.