Developing transformational Health and Wellbeing Boards
Funding to support local development

Introduction

The scale of NHS reform requires transformational change in significant aspects of the health and social care system. Health and Wellbeing Boards (HWBs), and the relationships that underpin them, are a major vehicle to achieve this transformational change.

The London HWB Partnership Support Programme is a joint programme supported by NHS London, London Councils and the Joint Improvement Partnership to assist the development of Health and Wellbeing Boards across London. The programme is based around a menu of support options that boroughs can choose from. A key element of the programme is funding for shadow Health and Wellbeing Boards to identify and meet their own development requirements that support a transformational change in leadership and partnership working.

Funding Offer

The offer consists of £15,000 for each developing HWB in London to procure specialist support to strengthen partnership working and develop a common understanding of how the HWB will operate.

This offer has been developed in consultation with a wide range of stakeholders, including the information gathered at the London HWB network in April 11, attended by over 80 representatives.

Intended use of funding

There are two aspects to developing as an effective Board – the transformational development which focuses on the people aspects and the transactional elements which are focused on process and task.

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<th>TRANSFORMATIONAL</th>
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<td>Partnerships are developed and there are examples of joint problem solving and decision making</td>
<td>Relationships are strong and are effective even under pressure. Roles and responsibilities are clear. There is a well developed approach to joint problem solving and partners work to shared objectives.</td>
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<td>The required partners attend HWB meetings and provide information to deliver against statutory requirements.</td>
<td>Well developed governance and systems in place for HWB meetings and functions.</td>
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Leadership and partnership working will be critical to creating the right environment for HWBs to be transformational and take on their full responsibilities. Alongside sound governance HWBs will need to display credible leadership for the delivery of jointly agreed priorities. It is the behaviours and the approach to working together that will enable boards to develop a clear vision and translate this into effective delivery.

Funding is being made available to enable Boards to select and work with a facilitator of their choice on the transformational aspects of Board development. The process can be a challenging one and for this reason Boards are supported to bring in a specialist who is sensitive to the stages of Board development, and has the high level facilitation skills to help the board members grow and develop the commitment and mutual trust that will be needed to help them operate as a mature Board.

With the assistance and challenge of their chosen facilitator the HWB would carry out a self assessment and then plan and implement a development programme based on local priorities. The outcome of this development work should be that the board has developed their approach to working together including shared decision making, making difficult decisions, managing conflicting and the creation of partnerships that demonstrate openness, transparency, responsibility and peer challenge. This funded support is focused on developing partnerships now and for the future to deliver improved outcomes and use resources wisely.

**Process**

To access the funding please complete the attached agreement form and initial evaluation and return to strategycommissioning@london.nhs.uk

Once received, agreement forms will be reviewed to confirm that the statement on expected outcomes focuses on the development of transformational leadership and developing the behaviours and culture to support partnership working.

The HWB programme leads will confirm with the borough HWB nominated lead that the agreement has been signed off and provide a purchase order number against which the HWB can raise an invoice to NHS London.

To evaluate the effectiveness of this approach and outcome of the programme HWBs are asked to complete an initial straightforward evaluation along with the agreement form. At the completion of their support activity HWBs should repeat the evaluation and provide a statement of outcomes.

The funding is available throughout 2011/12.

**FOR MORE INFORMATION & QUERIES PLEASE CONTACT:**

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