

Our approach to the JSNA in Southwark

People & Health Intelligence

Public Health

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GATEWAY INFORMATION

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The JSNA is an ongoing process that underpins the local plans and policies to improve health

BACKGROUND

- The Joint Strategic Needs Assessment (JSNA) is the **ongoing process** through which we seek to identify the current and future health and wellbeing needs of our local population.
- These needs can relate to medical issues such as heart disease or dementia, through to wider influences on an individual's health and wellbeing, such as housing and employment.
- A key element to the JSNA process is to understand how different population groups may be more adversely affected than others i.e.: to understand our inequalities in health.
- The JSNA informs and underpins the Joint Health and Wellbeing Strategy and other local plans that seek to improve the health of our residents.
- It is a statutory requirement for Local Authorities and their partners (under both the Health and Social Care Act 2012 and the Local Government and Public Involvement in Health Act 2007 s116 and s116A).

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The Health & Wellbeing Board maintains overall responsibility for our Joint Strategic Needs Assessment

JSNA GOVERNANCE

Local Authorities and Clinical Commissioning Groups (CCGs) have equal and joint duties to prepare the JSNA through the Health & Wellbeing Board.

Southwark Health & Wellbeing Board

The Health & Wellbeing Board in Southwark maintains **overall responsibility** for the JSNA, with the Director of Health & Wellbeing acting as the Board sponsor.

The Health & Wellbeing Board approves the annual work programme at the start of each financial year, along with an update on work undertaken in the previous year.

Health & Social Care Partnership Board

The Health & Social Care Partnership Board provides **on-going oversight** of the JSNA annual work programme throughout the year on behalf of the Health & Wellbeing Board.

Public Health Management Team

The Public Health Management Team and Head of Public Health Intelligence provide **operational management** of the JSNA annual work programme and are responsible for prioritising JSNA projects and developing the draft annual work programme for approval by the Health & Wellbeing Board.

The Director of Health & Wellbeing provides **publication approval** for completed JSNA projects on behalf of the Health & Wellbeing Board.

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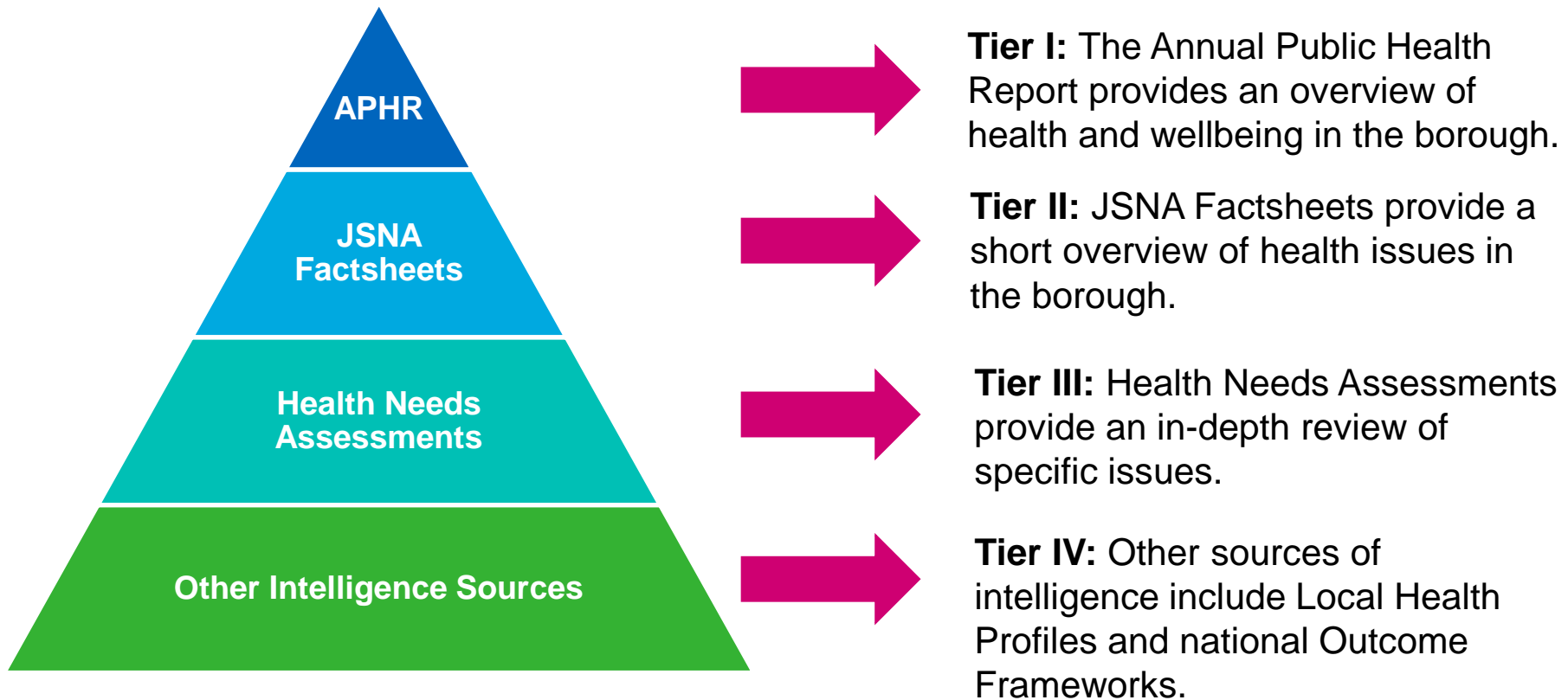
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Our JSNA is comprised of a range of resources that contribute to our understanding of need in Southwark

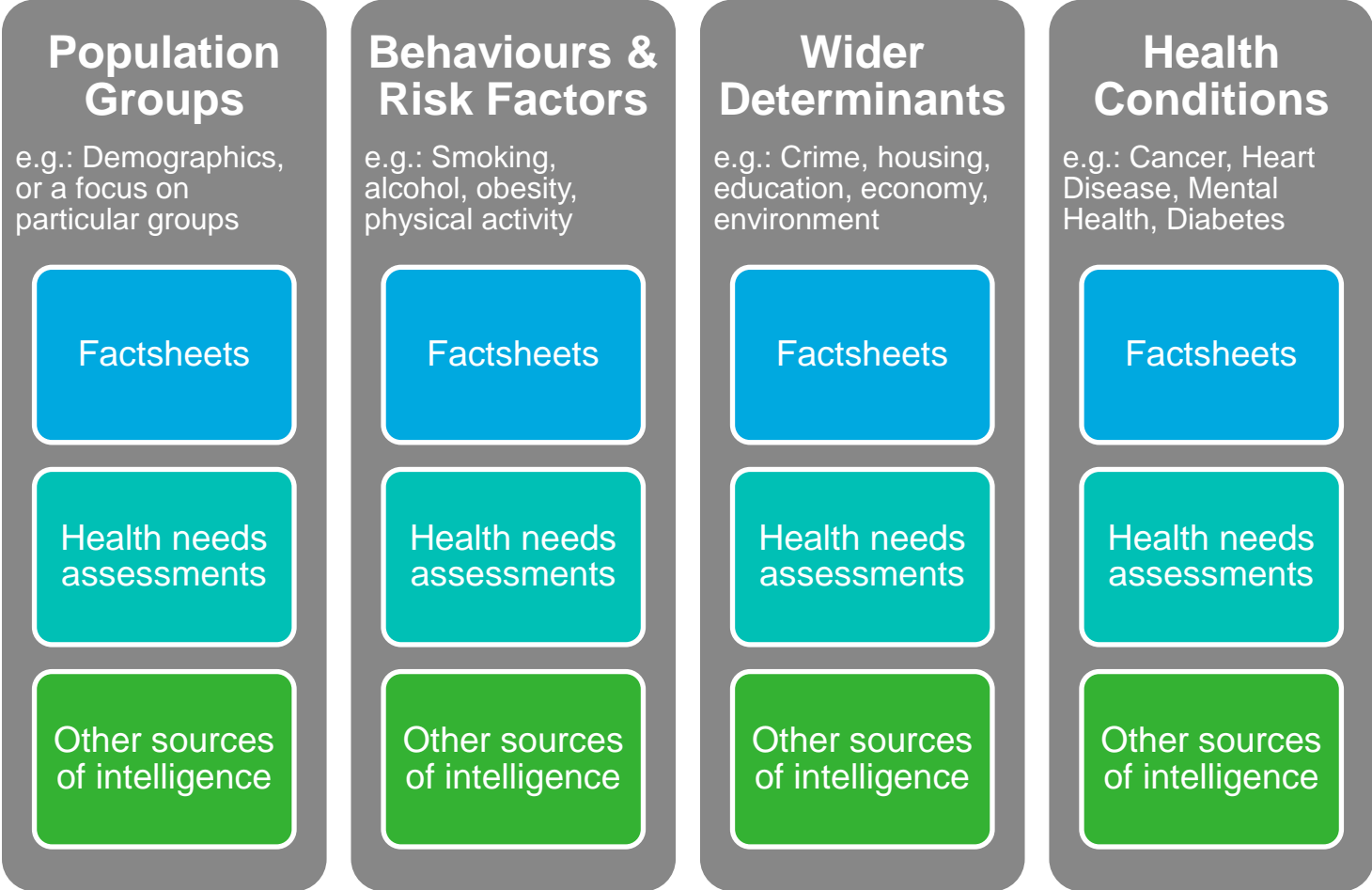
JSNA STRUCTURE



All our resources are available via: www.southwark.gov.uk/JSNA

We divide our JSNA in Southwark into four key domains to ensure we cover the full spectrum of needs

JSNA STRUCTURE



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There are four key stages in the development and delivery of the annual JSNA work programme

JSNA WORK PROGRAMME

Stage 1: Scoping

- Each winter an engagement process is undertaken to identify potential JSNA projects for the upcoming financial year.
- Key strategic groups are consulted, including: each of the Commissioning Development Groups, the Health & Social Care Partnership Board, Council Directorates and others e.g.: CCG Quality & Safety Committee.

Stage 2: Development

- Public Health Intelligence lead the development of the draft annual work programme, based on findings from the scoping stage. The draft programme is agreed by the Director of Health & Wellbeing and Public Health Management Team in each February.
- The draft work programme is provided to the Health & Wellbeing Board each March for their approval.

Stage 3: Production

- Partners across the Council and CCG are responsible for leading the production of their JSNA topic areas, with support provided by the Public Health Intelligence team.
- Each report should identify a senior officer who acts as project sponsor.
- Recommendations should be developed in collaboration with relevant partners.
- First complete drafts of JSNA reports should be shared with the project sponsor and Director of Health & Wellbeing for comment.
- Final drafts of JSNA reports should be shared with the Director of Health & Wellbeing for publication approval.

Stage 4: Approval & Oversight

- The Health & Wellbeing Board maintains overall responsibility for the JSNA and the Director of Health & Wellbeing acts as the Board sponsor.
- The annual work programme is provided to the Health & Wellbeing Board each March for their approval, along with an update on the developments over the previous year.
- The Health & Social Care Partnership Board provides on-going oversight to the JSNA throughout the year.

Projects are prioritised for inclusion in the annual work programme based on a number of considerations

SCOPING & DEVELOPMENT

During the winter period the Head of Public Health Intelligence engages partners to identify potential topics for the JSNA in the coming financial year. Following this engagement process the Public Health Management Team and Head of Public Health Intelligence use a number of criteria to develop a draft work programme based around the topics proposed by partners.

Inclusion Criteria	Considerations
Impact	<ul style="list-style-type: none">What is the scale of the local impact?What is the severity of the local impact?Is the local situation improving or deteriorating?How do local outcomes compare to other areas?
Commissioning priority	<ul style="list-style-type: none">Will the work underpin the commissioning of a local service?
Policy priority	<ul style="list-style-type: none">Will the work underpin the development of a local policy / action plan / strategy?
Gap in knowledge	<ul style="list-style-type: none">Is there a lack of understanding of the issue that needs to be addressed?

- Projects are also favoured where there is a clear and specific “research question”.
- Where projects suggested by partners are not included within the draft JSNA work programme, alternative options will be discussed with the sponsor.

There is an expectation that partners will play an active role in the development of projects in their field

PRODUCTION

- Each project will include a **project lead** who is responsible for the delivery of the work. The lead will be identified in discussion with the Public Health Management Team, Head of Public Health Intelligence and those proposing each project.
- A **project sponsor** will also be identified for each project and will be responsible for providing oversight for the piece of work. The sponsor may be a senior officer in Southwark Council or CCG, or a working group/board that has responsibility for the agenda.
- The project sponsor will also be responsible for approving the project initiation document developed by the project lead (see appendix 1).
- To ensure that JSNA projects accurately reflect the local picture and the local response, there is an expectation that partners play an active role in the development of projects within their field of expertise.
- The project sponsor will also be responsible for working with the project lead to develop recommendations for future action.
- Advice and guidance in developing JSNA projects is available from the Head of Public Health Intelligence, with analytical support also available from the Public Health Intelligence team.

All JSNA reports should be shared with the project sponsor and Director of Health & Wellbeing for approval

APPROVAL

All JSNA reports in Southwark go through a structured approval process to ensure our products are consistent in their approach and are cleared by senior officers.

- When a first draft has been developed the project lead should consider the following checklist:
 1. Did the project meet the original objectives set out in the PID?
 2. Did the project set out how risk factors and the wider determinants impact on outcomes?
 3. Did the project explicitly consider inequalities and the impact on different population groups?
 4. Did the project establish the main outcomes of interest?
 5. Did the project establish SMART recommendations?

- **First drafts** of JSNA reports should be shared with the project sponsor and Director of Health & Wellbeing for comment and review.

- **Final drafts** of JSNA reports should be shared with the Director of Health & Wellbeing for publication approval.

A range of materials are available to support those leading on a JSNA project

SUPPORT MATERIALS

To ensure a consistent approach to the JSNA the Public Health team have developed a range of resources to support project leads.

Report templates

- To ensure a consistent approach to JSNA products in Southwark report templates have been developed for JSNA Factsheets and JSNA Needs Assessments.
- The templates also include notes and guidance to support the project lead in developing their report.
- In Southwark we have chosen to base our JSNA products around PowerPoint slide decks. Our aim is to ensure reports are concise and accessible, drawing out the key issues that partners should be aware of.
- A project initiation template has also been developed to support authors in scoping out potential JSNA projects.

Workshops

- The Public Health Intelligence team run a series of JSNA workshops through the year to provide training to potential project leads.
- The workshops cover the background to the JSNA process here in Southwark, the process of conducting a health needs assessment and advice from those who have recently been project leads.

On-going advice and guidance

- In addition to the report templates and JSNA workshops, the Head of Public Health Intelligence is available to provide on-going advice and guidance to project leads.
- The Public Health Intelligence team is also available to provide analytical support.

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There is an expectation that all JSNA projects will be made publicly available via the council website

COMMUNICATION & DISSEMINATION

In order for the JSNA to have maximum impact it is important that information is easily accessible and widely promoted.

- All completed JSNA projects will be published on the Southwark Council website: www.southwark.gov.uk/jsna
- Project leads will be responsible for presenting and promoting their work to the project sponsor and any other relevant partners.
- Updates on the JSNA work programme will be provided by the Head of Public Health Intelligence:
 - Quarterly to the Public Health Management Team
 - Bi-annually to the Health & Social Care Partnership Board
 - Annually to the Health & Wellbeing Board
- A JSNA event will be held each year to promote the raise awareness of health and wellbeing issues in the borough, engage partners in identifying potential projects for the future and improve the dissemination of findings.

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Reflecting on the impact of projects is an important part of improving the JSNA process

JSNA EVALUATION

There is an expectation that the JSNA will include an evaluation phase in order to understand the impact of the work and how it may have supported change.

- Public Health are committed to supporting the regular evaluation of the JSNA in Southwark.
- A number of key questions have been identified to ensure a consistent approach to the evaluation, including:
 1. How has the JSNA project been used since publication?
 2. How did the project contribute to our understanding of local needs?
 3. How did the project contribute to our understanding of the local response?
 4. What impact have the recommendations from the project made?
 5. What impact did the project have on the work of our stakeholders and partners?
 6. What were the main challenges and lessons that have been learnt through the process and how can this inform future projects?

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A Project initiation document has been developed to help JSNA authors scope out their project

APPENDIX 1: JSNA PROJECT INITIATION DOCUMENT

Project title	
JSNA theme	Population / Behaviour & Risk Factors / Wider Determinants / Health Conditions
Lead author	
Project sponsor	Include name and job title of senior officer and / or the board sponsoring the project. The sponsor will sign off project initiation and completion.
Target audience	Who are the key people or groups that the project is aimed at? Who will take forward any recommendations from this work?
Suggested timeline	Include suggested start date, key milestones and completion date.
Background	Include an overview of the project, outlining the general context and why it may be necessary. Include estimated impact of the issue and what the project is intended to inform e.g.: commissioning, policy, filling a gap in knowledge.
Aims & Objectives of the project	<ul style="list-style-type: none"> ▪ Project aim ▪ Key questions the project seeks to answer ▪ Areas in scope of the project ▪ Areas out of scope of the project
Existing resources	Include details of any previous JSNA work that has been conducted, and any other material that may be relevant to the project e.g.: national profiles, evidence reviews, consultations or surveys.
Project deliverables	Consider whether a full health needs assessment required, or whether a JSNA factsheet more appropriate.
Key stakeholders	Who are the key people or organisations that should be involved in the project? Consider the level of involvement that may be necessary for different partners. For large projects a steering group may be appropriate.
Risks and mitigating actions	Consider any risks to the successful completion of the project, and how you might mitigate against these, e.g.: Lack of engagement from stakeholders or access to information / data

Templates have been developed for the JSNA outlining the key sections to be covered within our reports

APPENDIX 2: JSNA REPORT TEMPLATE

Background and Introduction

- The background should outline why the issue is important and how it can impact on health and wellbeing. This should set the context for the rest of the document.
- The introduction should set out aims and objectives of the project including its scope.

Policy context

- The policy context should set out the national and local policies relevant to the issue.
- Set out key policies and their objectives that may frame how we respond to the issue locally.

The local picture

- Outline how the issue affects residents, now and looking to the future.
- Consider how different groups are affected, including the nine protected characteristics. Where information is unavailable this should be explicitly stated.
- Consider how we compare to other areas similar to Southwark.

The local response

- Outline what we are doing in Southwark to improve things.
- This may be through local services, through local policies, or a combination of the two.
- It should also look at what might be happening outside of the Public Sector e.g.: local assets.

Community & stakeholder Views

- This section should set out the views of local residents and stakeholders regarding the issue. Views could be collected through consultations, surveys, focus groups or meetings.

Key findings and recommendations

- This section should bring the JSNA report to a conclusion, outlining gaps in our response, challenges and opportunities that have been identified.
- Recommendations should be developed in collaboration with partners and be SMART.

An evaluation template has been developed to assess the quality and impact of our needs assessments

APPENDIX 3: JSNA EVALUATION

A number of key themes are included as part of the evaluation of JSNA projects in Southwark, including

1. How have you used the JSNA project since publication?
2. How did the project contribute to our understanding of local needs?
3. How did the project contribute to our understanding of the local response?
4. What impact have the recommendations from the project made?
5. What impact did the project have on the work of our stakeholders and partners?
6. What were the main challenges and lessons that have been learnt through the process and how can this inform future projects?

Find out more at
southwark.gov.uk/JSNA

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