

Importance

Engagement

Understanding

Sharing

Learning

NHS
Central Lancashire

nwIEP
north west improvement and efficiency partnership


Health and Well-Being Alliance

Toolkit:

Undertaking Health and Wellbeing skills assessments with Councillors

This toolkit will help you

- understand the rationale for undertaking a health and wellbeing skills audit
- know how to use the audit model works
- engage the right people in this process
- undertake the questionnaire with step by step questions
- analyse and share the findings
- create development plans

Introduction & Background

NHS Central Lancashire is the local Primary Care Trust which serves a population of 452,000 people living in the area. The catchments include five local authorities: Lancashire County Council, Chorley, Preston, South Ribble and West Lancashire. Two of the local authorities Preston City Council in partnership with the upper tier, Lancashire County Council, successfully secured the WHO International Healthy City status for Preston in November 2009.

The WHO International Healthy Cities movement exists to promote and improve population health at city and town levels. It requires local government and partnership agencies to work in collaboration to make a commitment to improving health and sustainable development, through political leadership, formal structures, and active local communities.

A key requirement of the application for Healthy City status was to undertake a programme of capacity building for political leaders and the Voluntary, Community & Faith sectors [VCFS] to ensure health equity was at the heart of policy development and implementation.

The first step to the capacity building programme was for the two target groups [Elected members and the VCFS] to understand the causes of local health inequalities that can influence health improvement and the factors which affect the health of individuals and communities. A systematic approach was required to address this issue and one way used was to establish a baseline of understanding of the wider determinants of health, understanding of key terminology associated with health outcomes and identifies skills required to progress health and wellbeing.

The PCT made a commitment to other local authorities within the Central Lancashire catchment to ensure good practice was shared across the whole PCT area. The Healthy Communities team [see below] at the PCT led this work in partnership local authority elected members and Jane Thomson – Programme Manager – Workforce Development Public Health Network.

To view a range of completed assessments please see http://www.centrallancashire.nhs.uk/your-health/CL_Knowledge_Skills_Audit.aspx

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What's in this toolkit

This toolkit takes you step by step through the process of undertaking knowledge and skills assessment with councillors on Health and Wellbeing,

Five Steps to Undertaking a Knowledge and Skills Assessment for Elected Members on Health & Wellbeing

The 5 Step Approach		
Step 1:	Rationale for the Assessment	
Step 2	Using the Assessment model	
Step 3:	Engagement	
Step 4:	Questionnaire	
Step 5:	Analysis & Sharing the Findings	
Step 6:	Addressing development needs	

Tools		
Tool A	Sample introductory email to elected members	
Tool B	Sample letter (to voluntary, community or faith groups)	
Tool C	Briefing paper	
Tool D	Paper based KSA assessment tool – elected members	
Tool E	Development needs template	

Step 1: Rationale to the Assessment

Changes in national policy are giving councillors and local authorities new and increased responsibility for policy development and decision making to support health improvement and health outcomes across local populations. The World Health Organisation Delphi Study¹ already recognises the important role local politicians have in this:

Local leaders are well-positioned to take action on many of the root causes of urban health inequities. They have direct influence over a wide range of health determinants, including housing and transport policies, social services, and smoking regulations. As such, they have numerous entry points for taking meaningful action.

This Knowledge and Skills Assessment will explore understanding of determinants of health and the key terminology used in policy and other documentation. It will help to identify any gaps in the skills elected members will need in their role as leaders in developing health and wellbeing in their communities and in responding effectively to the emerging partnership challenges. The assessment can also support the development of bespoke training to support any gaps in expertise.



Step 2: Using the Assessment model

The assessment model provides a step by step guide to implementing a knowledge & skills assessment in a local authority, using a simple questionnaire. The guide allows for a local approach. It begins with an Assessment model which can be adapted to best meet your local authority's needs. Information is provided to support you in conducting the survey online, but flexibility needs to be built in to support those elected members who may not want to use a web based resource.

The Assessment model has been written for local authorities but could be easily be adapted for use in other disciplines or sectors.

The Assessment questionnaire has been developed through collaboration between partners in the NHS and local authority (both officers and elected members). It has been piloted with members from Preston City Council, Chorley Borough Council, South Ribble Borough Council, Lancashire County Council and West Lancashire District Council and by Voluntary, Community and Faith groups across central Lancashire. Feedback has been used to modify the Assessment tool.



Step 3: Engagement

It is important that a lead person is identified to lead this Assessment within the local authority. This person could be an officer, an elected member or an NHS public health specialist. They will then facilitate the following engagement process.

- Identify your elected member health lead/champion. They will be crucial to the successful completion of the Assessment.
- The first step in engagement is to brief the elected member health lead/champion on the rationale and requirements of the Assessment. Their support is vital.
- This guide includes a draft email and letter (Appendix A and B) either of which the elected member health lead/champion could use to raise awareness of the Assessment amongst colleagues.
- The elected member health lead / champion will be the key communicator with fellow councillors encouraging their participation in the Assessment and answering any questions as they arise.
- The lead person for the Assessment needs to be available to answer any queries that may arise from the whole process.



Step 4: Questionnaire

Sample Assessment questionnaires are included in this guide at Appendix C and D. These can be modified to suit your local need. They have been piloted and modified in response to feedback. You will see that the answers are limited to four options, so that there is no middle ground. A scoring system is used to capture the responses, with level one being 'Low' and level four being 'High'.

The Assessment questionnaire is accompanied by a short briefing paper (Appendix E) which outlines the emerging policy perspective and rationale for the Knowledge and Skills Assessment.

There are a number of free or low cost online survey tools available to support the electronic distribution and analysis of the Assessment. (We used Survey Money Professional which requires a licence available online <http://www.surveymonkey.com> .) These tools are useful because they collate and analyse the questionnaire responses.

Depending on the way you communicate with elected members, you can either send out a **hyperlink** which allows the questionnaire to be completed online or you can circulate a **paper copy**. This can be done individually or within an existing meeting. Data from any Assessment questionnaires completed as paper copies will then need to be inputted manually into the online survey tool.

Allow up to three weeks for the Assessment questionnaire to be completed and returned. The elected member health lead / champion may need to send out weekly reminders to ensure a reasonable response rate is achieved.



Step 5: Analysis & Sharing the Findings

The benefit of using an online survey tool such as Survey Monkey, is that after the deadline date you are able to analyse the responses and present the data using the graphics within the system.

Following the analysis, it is good practice to share the findings with the elected member health lead / champion for comment. It is also important to ensure that they have a sense of ownership for the work and to agree recommendations for action.

Then produce a final report of the findings and the recommendations. The final report (findings and recommendations) can be circulated by the elected member health lead/champion, through their organisational structure.

Finally, offer to present the findings to elected members in person giving them the opportunity to discuss the findings and ask questions.

Step 6: Addressing development needs

Once the findings of the assessment have been collated into a report and presented to councillors the next stage is to look at how to address the needs that have been identified.

This section of the toolkit guides you through how to begin to address the development needs that have been identified.

What are the top three priorities for the next six months?

What support can be accessed:

1. within your own organisation
2. regionally
3. nationally



You'll end up with

Anticipated outputs and outcomes of the Assessment

Outputs

1. Identification of the skills required to ensure health equity is at the forefront of all policy development;
2. Identification of the potential training and development needs required to build knowledge and skills of elected members to support the health and wellbeing outcomes;
3. Survey findings that can be used to ascertain how councillors can effectively incorporate health and wellbeing within agenda setting and targets
4. Tools to help elected members understand health profiles, evidence on tackling health inequalities and challenges within their area

Outcomes

1. Enhanced capability of elected members to lead effectively in emerging partnerships for health and wellbeing, supported by a bespoke programme of skills development;
2. Understanding and knowledge of determinants of health and wellbeing incorporated within all policies;
3. Elected members that are able to champion health issues and be accountable for improved outcomes through co-production.

Tool A: Introductory email to elected members

Building Capacity for Health and Wellbeing: Knowledge and Skills Assessment for Elected Members

Dear Colleagues

With changing national policy, elected members and local authorities will have new and increased responsibility for policy development and decision making to support health improvement and improve health outcomes across our local population. We have developed a Knowledge and Skills Assessment to identify where we need to offer bespoke training to support any gaps in expertise.

As elected members, you are responsible for the development of council policy and services which have a significant impact on the health and wellbeing of the population of **local area**.

Name of lead organisation is undertaking a **Knowledge and Skills Assessment** in **date**, across **assessment area**. The Assessment will explore understanding of determinants of health and key terminology used in policy and other documentation. It will help to identify any gaps in the skills elected members will need in their role as leaders in developing health and wellbeing in their communities, in responding effectively to the emerging partnership challenges for health and wellbeing.

Attached is a short briefing paper which outlines the emerging policy perspective and rationale for the Knowledge and Skills Assessment. You **MUST** have read this short paper (2 pages) in order to complete and submit the Knowledge and Skills electronic questionnaire by **completion date**.

Once you have read the briefing, there are two ways you can complete the questionnaire (which will take about 10 minutes). To complete on online version, please use the link below:

Insert www surveymonkey link

Or you can complete a hard copy of the questionnaire and return it to: **Insert details**

The questionnaire is anonymous unless you choose to answer question 7.

If you require any further clarification regarding the Knowledge and Skills Assessment please do not hesitate to contact either of us

Thank you, for your cooperation.

Signatories

(to include elected member with Health and Wellbeing Lead responsibility?)

Tool B: Sample letter (to voluntary, community or faith sectors)

Logos

Date

Dear Voluntary, Community or Faith Group,

As a Voluntary, Community, or Faith organisation, you may be responsible for services which (directly or indirectly) impact significantly on the health and wellbeing of your population.

Lead organisation, in partnership with **include partners** is undertaking the attached VCFS 'Knowledge & Skills Assessment'. The survey should take you around 10 minutes to complete, once you have read the accompanying briefing paper.

The assessment will seek to explore understanding, throughout the VCFS in **assessment area**, of the determinants of health, and associated key health terminology (or jargon). It will help to identify the skills essential to you as VCFS organizations, to respond effectively to emerging partnership challenges (and opportunities) in the Health & Wellbeing field.

Following analysis of assessment returns, it is anticipated that a fact sheet will be produced, which will help fill identified gaps in knowledge and skills in the VCFS as well as to identify strengths within the sector.

If you require any further clarification regarding the Knowledge & Skills Assessment, please do not hesitate to contact **named individuals with contact details**.

Thank you for your co-operation.
Yours sincerely,

Signatory

Tool C: Briefing for Elected Members

BUILDING CAPACITY FOR HEALTH & WELLBEING IMPROVEMENT Knowledge and Skills Assessment for Elected Members

Background

The launch of the **Marmot review (February 2010) Fair Society Healthy Lives**, places health equity at the forefront of all policy and practice development in understanding the social determinants of health inequalities as a matter of fairness and social justice. Partners across Lancashire are committed to ensuring that these principles are at the heart of action to address health inequalities locally and this is being taken forward in our strategic programme for action Fair & Healthy Lancashire.

The NHS White Papers, Equity, and Excellence: Liberating the NHS, which was

Published on 12 July 2010, also picks up on the Marmot ideas around fairness in public services. The main headlines of the White Paper are listed below with the likely implications for Local Authorities:

- The abolition of the Primary Care Trusts, replaced by GP consortia which will undertake commissioning of most services;
- The establishment of HealthWatch as a statutory part of the Care Quality Commission to champion service users and carers across health and social care. Local Involvement Networks (LINKs) to become local Health Watch bodies, commissioned by Local Authorities;
- The establishment of a National Public Health Service (White Paper, **Healthy Lives: Healthy People**, December 2010) will give Local Authorities greater responsibility in five areas:
 1. Leading JSNA to ensure coherent and co-coordinated commissioning strategies;
 2. Supporting local voice and the exercise of patient choice;
 3. Promoting joined up commissioning of local NHS services, social care and health improvement;
 4. Leading on local health improvement and prevention activity;
 5. Establishment of Statutory Health & Wellbeing Boards with the primary aim of promoting integration between a range of partners and improving democratic accountability and in the LA bringing partners together to agree priorities for the benefit of patients and taxpayers, informed by local people and Neighbourhood needs.

Capacity Building for Health and Wellbeing

To help and support elected members in the emerging agendas, **Lead organisation** is undertaking a Skills Assessment across **assessment footprint**.

The Knowledge and Skills Assessment is captured through a short online questionnaire in collaboration with Local Authority Councillors with lead responsibility for health for each of the locations:

Purpose of knowledge and Skills Assessment

1. Explore elected members' understanding of the wider determinants of health and its implications to policy and service development;
2. Explore elected members' understanding of key terminology associated with health outcomes to improve participation to the health and wellbeing agendas;
3. Identify skills required to respond effectively to emerging partnership challenges for health and wellbeing.

A Skills Assessment and Capacity Building Programme is expected to have the following outputs and outcomes:

Outputs

1. Identification of the skill set required to ensure health equity is at the forefront of all policy development;
2. Identified programme of training and development needs required to build knowledge and skills of elected members to support the health and wellbeing outcomes;
3. Survey findings to ascertain how councillors can effectively incorporate health and wellbeing within agenda setting and targets
4. Tools to help elected members understand health profiles, evidence on tackling health inequalities and challenges within their area

Outcomes

1. Enhanced capability of elected members to lead effectively in emerging partnerships for health and wellbeing, supported by bespoke programme of skills development;
2. Understanding and knowledge of determinants of health and wellbeing incorporated within all policies;
3. Elected members able to champion health issues and be accountable for improved outcomes through co-production.

Timescale

Include

Tool: D: Questionnaire

BUILDING CAPACITY FOR HEALTH & WELLBEING
Knowledge and Skills for Elected Members in developing Health and Wellbeing in Lancashire
Please amend or adapt the questions to suit your target group

QUESTIONNAIRE

1 Like other areas of development, health policy and planning uses specific terminology and language. Please indicate how familiar you are with the following issues and terms (1=no knowledge and 4=high level of understanding)	1	2	3	4
Health Inequalities				
Social Determinants of health				
Public Health				
Wellbeing				
Health Improvement				
Health Education				
Social Marketing				
Health Equity Audit				
Health Impact Assessment				
Integrated Impact Assessment				
2 We know that health and wellbeing are created and affected by a range of factors beyond biological ones. Please indicate how useful it would be to have more information on how the following factors affect the health of people in Lancashire (1=not at all useful and 4= very useful)				
	1	2	3	4
Social factors				
Environmental factors				
Cultural factors				
Emotional factors				
Psychological factors				
3 Together, the NHS and Local Authorities collect many different sources of data and evidence which could support your work in developing the health and wellbeing of the people in Lancashire. Please indicate how useful it would be to have more information on the following (1= not at all useful and 4= very useful)				
	1	2	3	4
The types of health-related data which are readily accessible to you				
How to navigate through different data sources				
How to interpret data				
Where to get support in interpreting and using data				
Using local health profiles to describe districts and wards				
Evidence about health inequalities in your District				

Joint Strategic Needs Assessment				
4 Health and wellbeing are developed in the communities where people live, learn, work and play. Now that Local Authorities have additional responsibility for health improvement, please indicate how useful it would be to have more information on the following (1= not at all useful and 4= very useful)				
	1	2	3	4
How to involve different groups of people in your District in building health and wellbeing				
How to work with industry (alcohol, transport, leisure etc) to support health and wellbeing				
How to work with the media to build health and wellbeing				
Using community assets to support health and wellbeing				
The role of central government in promoting health and wellbeing				
The role of NHS Commissioning Board in promoting health and wellbeing				
The role of GP Consortia in promoting health and wellbeing				

6a What do you consider to be the big challenges to improving health and wellbeing in your District (for instance, alcohol, drugs, stress, unemployment etc)? Please list below

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6b Which of these issues listed in 6a above [if any] , would you like to receive more training or information about? Please list below

--

7 Would you be willing to share your knowledge and skills in policy and planning for health and wellbeing? YES / NO

If YES, please give your name and contact details and brief description of the area of your expertise – thank you

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8 Finally, it is important to provide information and training in a way that suits you. Please indicate your preferred methods of accessing information and training (1= least useful and 4= preferred)

Face-to-face Briefing session (1 – 1½ hours)	
Inter-active Workshop (1½ - 2½ hours)	
Paper-based Briefing (No more than 4 sides of A4)	
Paper-based Fact Sheet (1 side of A4)	
Websites	
Interactive web-based resources	

9 We would welcome any further suggestions for providing information and developing knowledge and skills to support you in developing health and wellbeing across the North West.

Thank you for taking the time to complete this Questionnaire, please return to: *INSERT* by *DATE*

It is useful to give an indication of the date that feedback will be given on this survey and what will happen to the results.

Tool E: Development needs template

From the key themes that emerged from the knowledge and skills assessment what are the top three priorities for the next six months?

- 1.
- 2.
- 3.

Priority One

What can the organisation do to support councillors in this area?

What is going on regionally that can help councillors in this area?

What National support is there?

Priority Two

What can the organisation do to support councillors in this area?

What is going on regionally that can help councillors in this area?

What National support is there?

Priority Three

What can the organisation do to support councillors in this area?

What is going on regionally that can help councillors in this area?

What National support is there?