

Finding Opportunities for Change:

Strategic Opportunism for Mainstreaming Health

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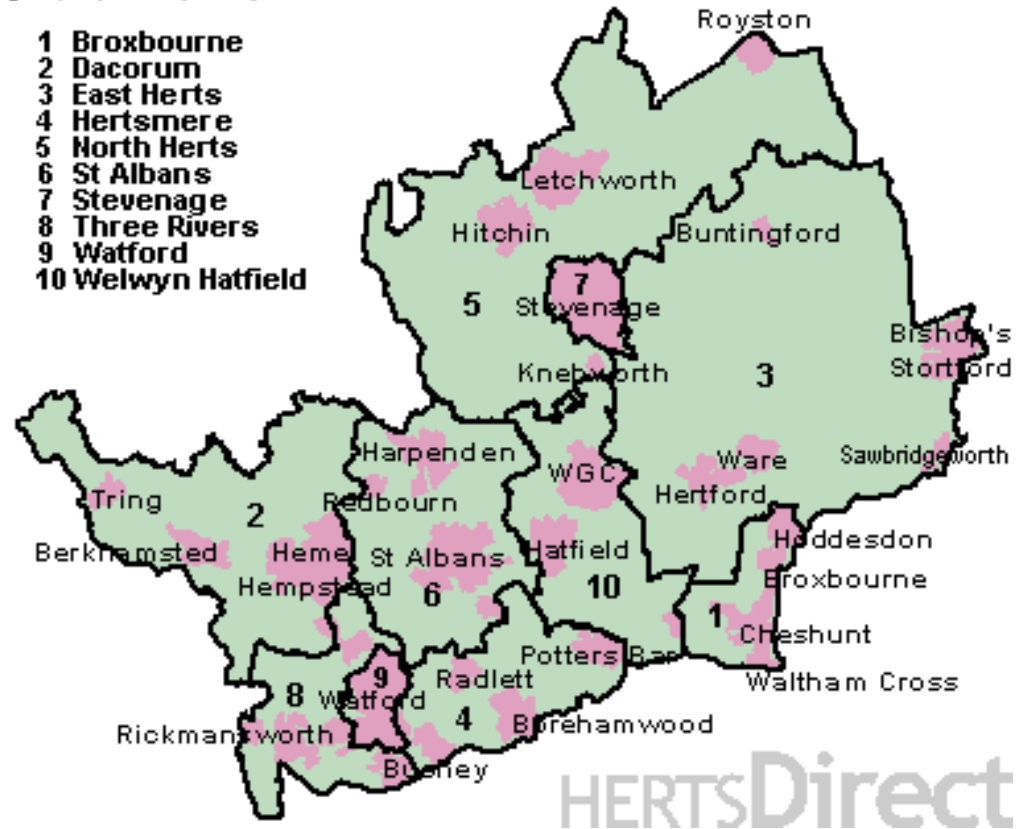
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Hertfordshire

- 1.1m People in 37 Settlements
- 10 District & Borough Councils
- 1 County Council
- 2 NHS CCGs
- 8 NHS Trusts
- 1400+ vol orgs
- Urban/Rural mix



A conceptual model of HIAP

(City of Richmond, USA)



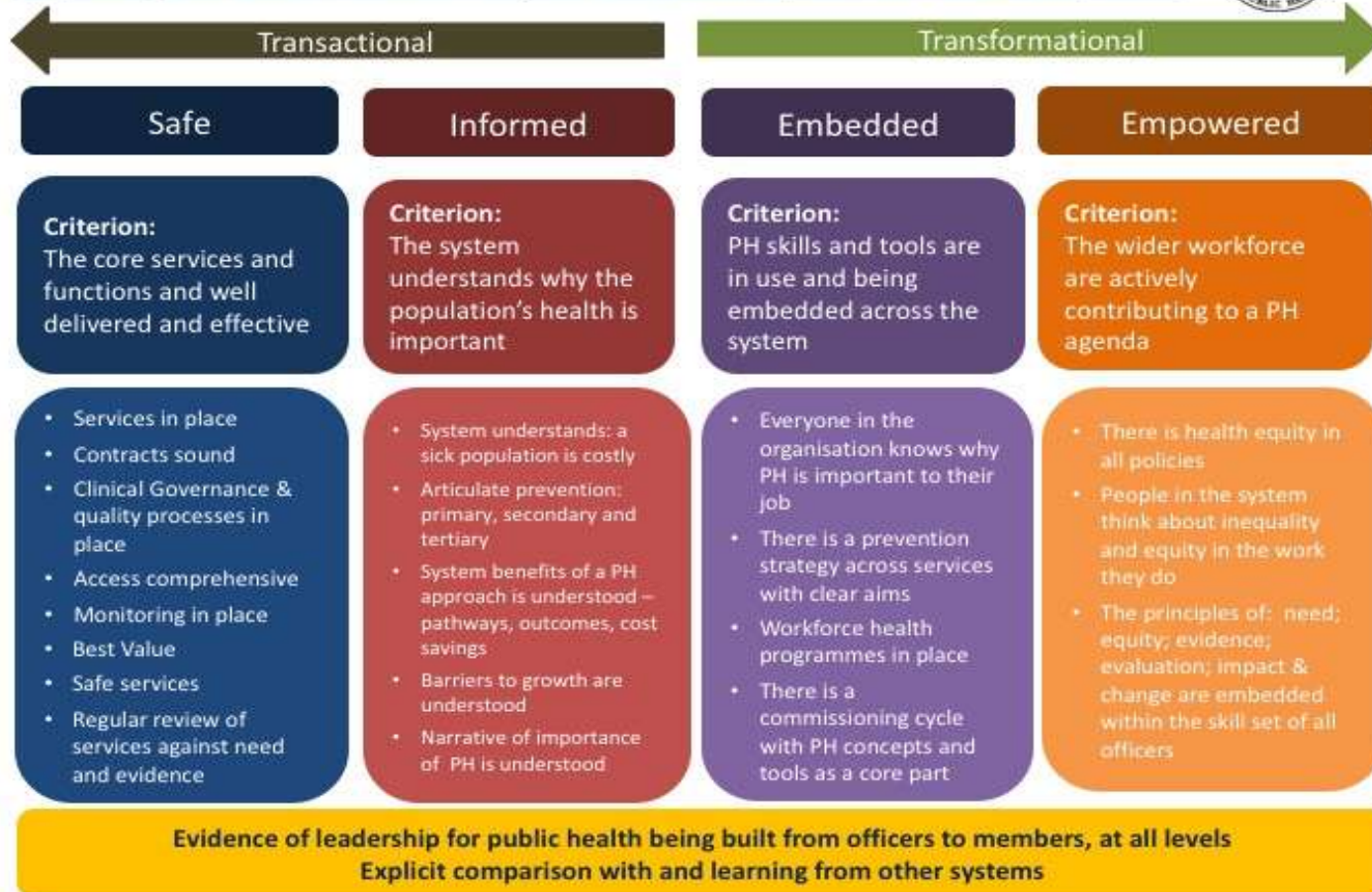
Figure 1: Prism of Health and the Six HiAP Intervention Areas

Getting to Transformational, and then

What good looks like:

Improving the Public's Health is integral to the work of public services in this place

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Obstacles to HIAP

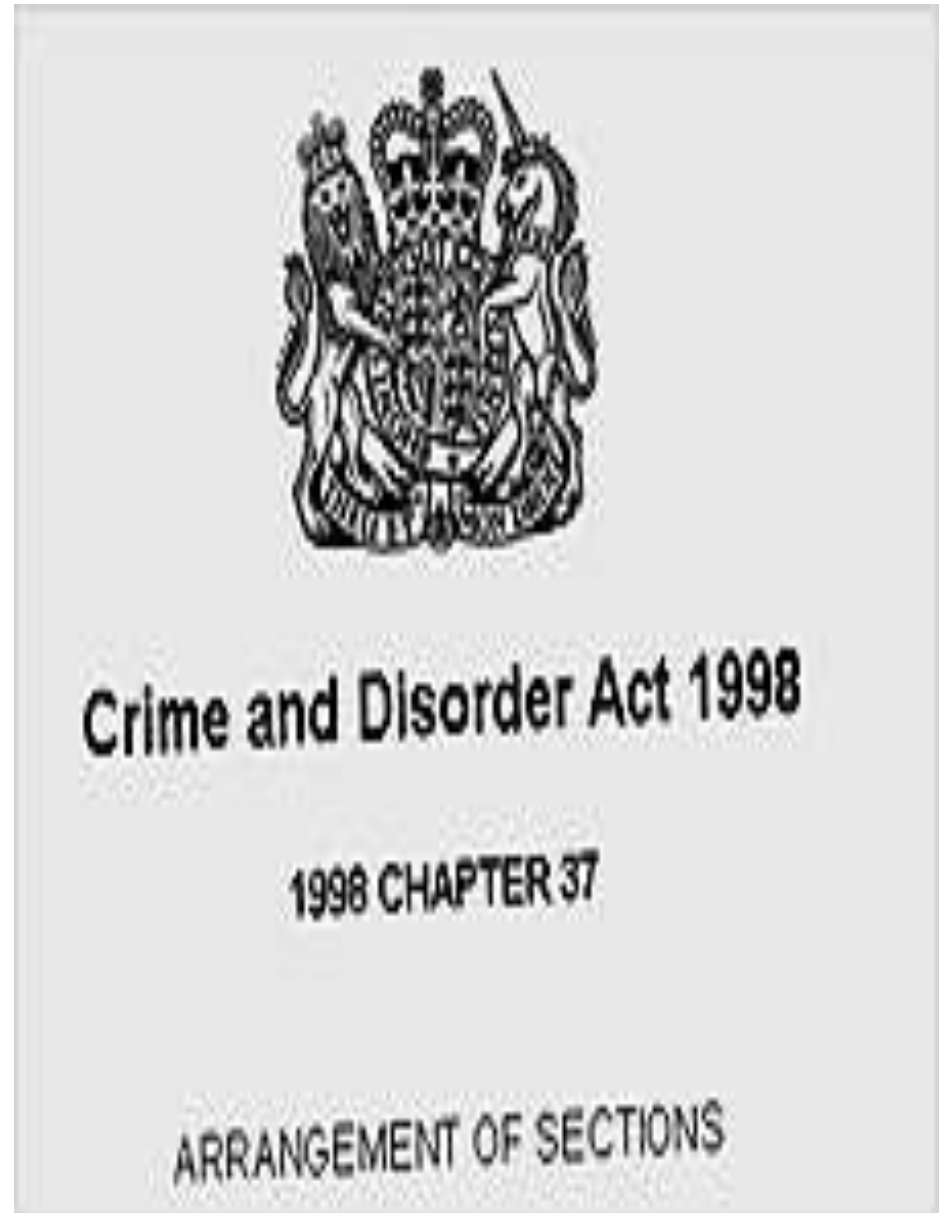
- Feels like “sheep-dipping” organisations
- 11 Councils, 30+ Public Sector Bodies
- Health “supremacism”
- Difficult to conceptualise concretely
- Where’s the outcome?
- Feels like an industry
- Does it actually change organizational culture?
- Adding value for everyone

So Herts Approach...

- Ditch the formal approach we tried in 2016 it doesn't work
- Mainstreaming where possible
- Triage Policy developments to see whether Health Impact Assessment (light or heavy touch) is needed
- Partnerships

So we took a precedent....

- An example of systems thinking?
- Systemic approach to crime and disorder



The mainstreaming duty

“Without prejudice to any other obligation imposed on it, it shall be the duty of **each** authority to which this section applies to exercise its various functions with **due regard to the likely effect of the exercise of those functions on,** and the **need to do all that it reasonably can to prevent,** crime and disorder in its area.”

The mainstreaming duty

“Without prejudice to any other obligation imposed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to improve, **the health of the population** in its area.”

Developmental approach to mainstreaming

- **Long term aims**
 - **Mainstreaming**
 - **Culture Change**
 - **System Approaches**

- **First phase** is building appetite and success
- “Do-ability”
- Pick highest impact areas first
- Don’t bit off more than we can chew
- Build more phases
- Elected Member Leadership

The Key Components

HIAP (WHO 2014)

- 1. Establish the need and priorities for HiAP
- 2. Frame planned action
- 3. Identify supportive structures and processes
- 4. Facilitate assessment and engagement
- 5. Ensure monitoring, evaluation, and reporting
- 6. Build capacity.

Mainstreaming (HCC, 20167)

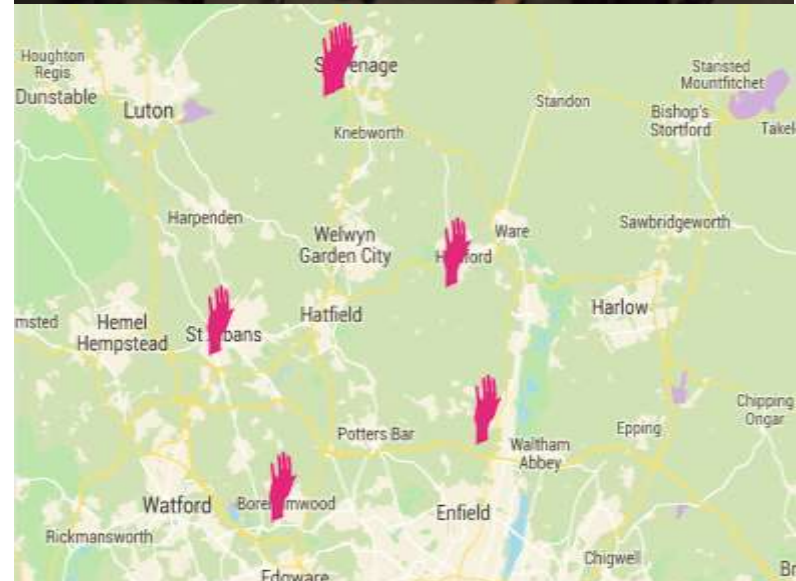
1. Spend time with each other
2. Appreciative Inquiry
3. Don't "come up with a solution" without engaging us – The STP
4. No deficit side to knowledge
5. Don't try to performance manage others
6. Shared Plans

Elected Member Leadership

- 14 Member Champions
- 13 Air Quality Champions



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What does whole system look like?

Critical Success Factors

1. A clear shared view of the system
2. Ability to focus up and down from system to particular issues
3. Leadership across the system
4. Understand need using data and peoples knowledge
5. Agreed and set outcomes
6. Identified and prioritised interventions across the four domains
7. A balanced scorecard approach to this
8. Multiple actors, multiple partnerships, shared vision – a programme approach
9. Evaluate and iterate

Peer Challenge

“Public health is the oil in the system, needs to be as it enables vital links”

“Public health team has helped us change how we think about things”

“Districts provide the building blocks for health & wellbeing and further opportunities for the future”

“It is a Hertfordshire thing, we don't overtly challenge...”

“the system could work better if the principle partners recognised each other as equal partners”

“Progress in Mainstreaming the Prevention agenda across the Council”

“The key is to build prevention from the bottom up – as well as having the framework to get on and do it”

So what are our ambitions? The Three building Blocks of Prevention

People looking after themselves

- Cultural shift
- Most difficult to do

Making prevention the day job

- Mixture of
- Business Process
- Culture Shift
- Prevention Know How

The Big Return Programmes

- Bespoke projects we could use to transform demand and need

Successes so far

- Workplace Wellbeing
- 11 council approach to air quality
- Waste management
- Bullying and mental health across 537 schools
- Mental health and financial inclusion
- Social prescribing

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Underway

- Mental Health
- Planning Guidance
- Air Quality
- Alcohol Licensing
- Healthy Communities
- Drug and Alcohol System Board



Lessons for a developmental approach

1. Pick the areas where the system is willing and every agency has potential benefit
2. The biggest lesson from intersectoral collaboration is **pursue value**
3. System leadership
4. Legal powers and mechanisms – understand your legal and constitutional world

Thank you



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