

# City and Hackney joint strategic needs assessment process

Report to the City of London Health and Wellbeing Board

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## Outline of the presentation

- The purpose and format of the JSNA
- JSNA process
- JSNA website and interactive population health profiles

# JSNA purpose and format

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## The purpose of the Joint Strategic Needs Assessment

- The Joint Strategic Needs Assessment (JSNA) is an **ongoing process** which helps to identify the health and wellbeing needs of local population.
- It is a **statutory requirement** for Local Authorities and their partners to produce the JSNA.
- Local Authorities and Clinical Commissioning Groups (CCGs) have **equal and joint duties** to prepare the JSNA through the Health and Wellbeing Board.
- The core aim of the JSNA is to **develop local evidence-based priorities** for policy and commissioning which will **improve** the public's **health** and **reduce inequalities**.
- Because health and wellbeing are determined by a range of factors, the **JSNA topics range** from specific health outcomes to wider determinants of health.
- In order for the JSNA reports to have **sufficient breadth and depth** it is crucial that teams across the council and the wider system partners have their **specialist input** into it.
- When planned and executed well, the JSNA will **inform and underpin the key strategies and other local plans** that seek to improve the health of our residents.

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## JSNA will comprise of a range of reports and interactive resources

- The JSNA will **draw on a range of resources** and use a **variety of outputs as an evidence base**.
- The type of **resources** that the JSNA projects will be drawing on include:
  - Intelligence sources including internal and external dashboards and data repositories
  - Qualitative insight including the work done by the community champions, peer researchers and voluntary and community organisations
  - Relevant strategy and policy documents, local, regional and national
  - Behavioural insights
  - Academic literature
- The JSNA **outputs** will include:
  - Short topical reports
  - Detailed needs assessments
  - Interactive population health profiles
- The JSNA reports and needs assessments will follow [standard template and will have standard structure](#).

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## JSNA process

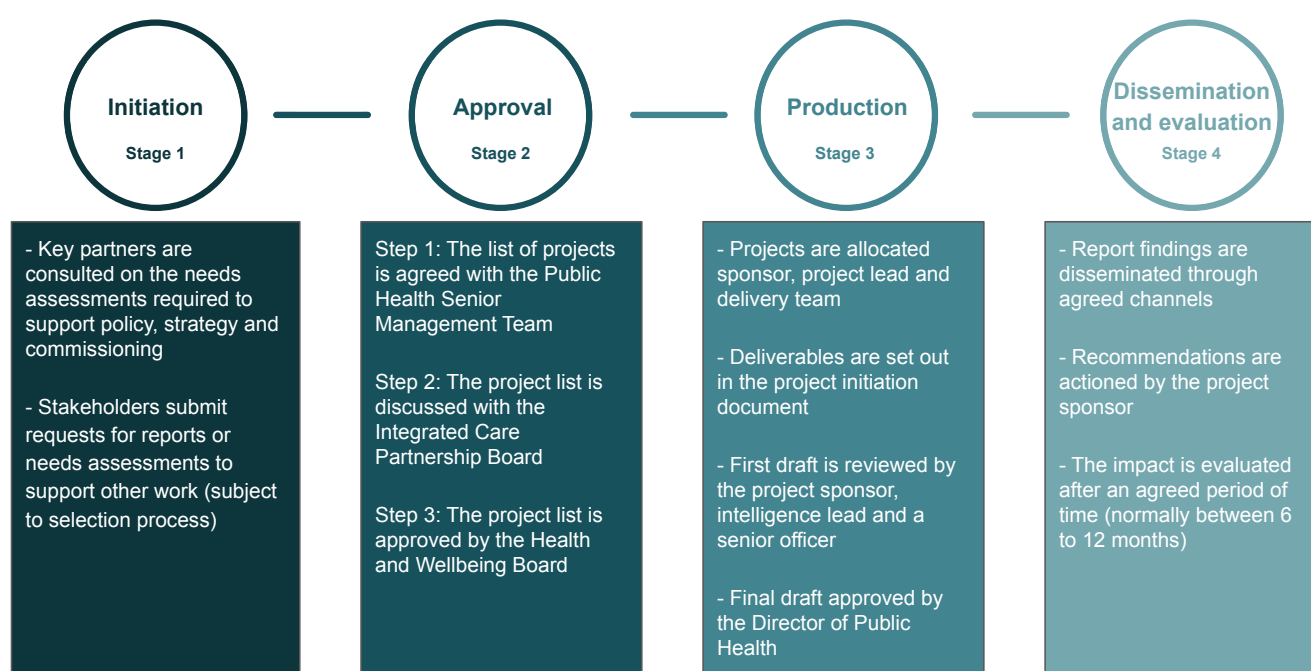
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## Careful planning will ensure successful and timely delivery

- There is a limited capacity in the system to conduct in-depth needs assessments (NAs), warranting the need for a forward plan and for a prioritisation process.
- Having a **set work plan** provides many **benefits** including:
  - **Better alignment** with upcoming strategic work and other major projects, ensuring NAs are conducted in a timely manner
  - **Better management** of staff time and capacity
  - **Improved communication** about what is upcoming to key stakeholders, leading to reduction in duplication of effort and higher impact
- A **clear and transparent prioritisation process** will ensure that staff capacity is always taken into consideration and the **resources are well utilised** while also aiding the **hypothesis driven research**.

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## Annual City and Hackney JSNA process



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## Stage 1: Initiation

- At the start of each year, PH SMT will consider what input is required to support the core public health work and will engage with key strategic partners to **identify potential JSNA projects**.
- The engagement will take place through attending board, directorate and other strategic meetings including City and Hackney Population Health Hub, Health Inequalities Steering Group, Local Authority Directorates, Integrated Care Partnership Board, voluntary and community sector meetings, North East London Clinical Commissioning Group.
- City and Hackney JSNA **annual work plan** will be developed comprising of **two workstreams**:
  1. Projects that are necessary to fulfill medium to long-term PH team's, wider council's and system's work plans - these will include any **reports or needs assessments needed to inform strategies, commissioning and policy**
  2. Projects that arise through other work - these will include **research to inform other pieces of work**
- The projects falling under the second workstream will be reviewed on the case by case basis before deciding whether to include them in the work plan using [clear and transparent prioritisation criteria](#).

## Stage 2: Approval

- The annual project plan will include all projects that feed into strategies, commissioning and policy as well as any additional research projects that have been **approved by the PH SMT**.
- The JSNA work plan will be taken for an endorsement to **the City and Hackney Integrated Commissioning Partnership Board (ICPB)**.
- Following the endorsement from the ICPB, the work plan is presented to **the Health and Wellbeing Boards (HWB)** for their approval.
- It is proposed that the JSNA **work plan is reviewed on annual basis**.

## Stage 3: Production (1)

- It is important to clearly define roles and responsibilities, as **ambiguity can jeopardise project delivery**.
- [The project initiation document](#) (PID) will seek to **define key deliverables** as well as roles and responsibilities for each project - it must be completed before the work on the project begins.
- The PID will help to ensure that some **prior thinking has been done to define the scope, aims and objectives** of the project.
- Stakeholders will also be encouraged to **think about evaluation of a project from the start**.
- The [first draft is reviewed](#) by the **public health intelligence lead, senior public health officer and the project sponsor**.
- After the corrections have been made, the **final draft** is reviewed by **the DPH** and published.

## Stage 3: Production (2)

- A **project sponsor** will be responsible for **approving the PID, providing project oversight and signing off on the recommendations**: a sponsor might be a senior officer or a working group/board.
- Each project will be allocated a **project lead** and a **working group**, which will be **responsible for the delivery** of the project report including the development of the recommendations.
- The working group will normally consist of public health officer(-s), intelligence staff and subject area experts.
- To ensure that JSNA projects accurately reflect the local picture and meaningfully support the local response, there is an expectation that **partners will play an active role** in the development of the reports.
- Stakeholders will be **supported in the JSNA delivery** through workshops, ongoing advice and guidance.

## Stage 4: Dissemination and evaluation

- All completed JSNA projects will be **published** on the City and Hackney **JSNA website**.
- **Project leads and the delivery team** will be responsible for **presenting and promoting** their work to relevant partners and/or groups.
- **Regular updates on the JSNA work programme** will include:
  - Quarterly to the Senior Public Health Team
  - Bi-annually to the Integrated Care Partnership Board
  - Annually to the Health & Wellbeing Board
- Reflecting on the impact of projects is an **important part of improving the JSNA process**.
- Therefore, 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**.
- Stakeholders will be encouraged to answer a [set of questions](#) to ensure a **consistent approach to the evaluation** six to 12 months after a JSNA report has been published; this does not constitute a formal evaluation.

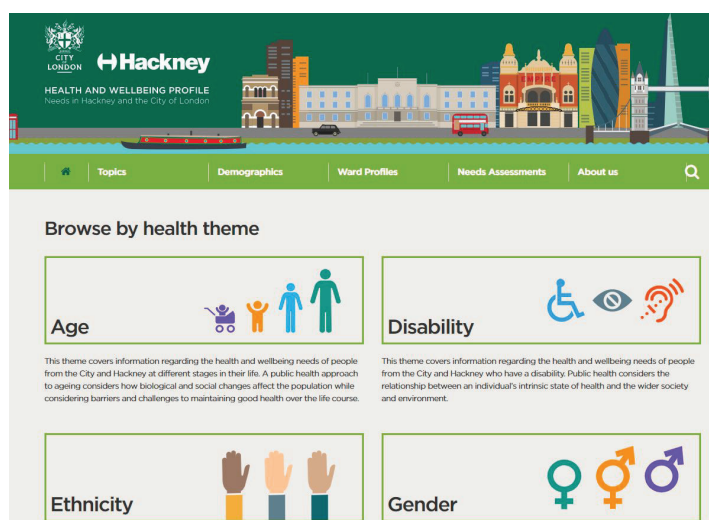
## JSNA website and interactive population health profiles

# The way information is presented and communicated using the JSNA website will change

- The JSNA website should be the go-to place hosting:
  - Information about the JSNA and C&H PH team
  - Single source of truth population profiles
  - All the PH reports and links to relevant external resources
- As such, it should be easy to navigate, functional and up to date.

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## Current City and Hackney JSNA website



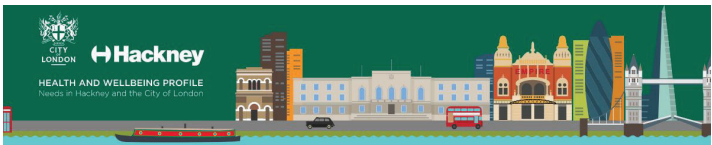
<https://hackneyjsna.org.uk/>

- Topics do not follow any particular framework.
- Demographics section and the search are not functional.
- Ward profiles are static documents with generally same information repeated across multiple documents.
- The purpose of the Needs Assessments tab is not clear.
- About us could have more information about the team and its function.

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# Proposed City and Hackney JSNA website

				
Home	About C&H PH	Population characteristics	Population health	Search reports
<p>Outlines the purpose, scope and process of the JSNA as well as the KF 4 pillar framework</p>	<p>Outlines the function of the PH team, the type of projects we get involved in and links back to our key documents</p>	<p>Drop down to interactive dashboards:</p> <ul style="list-style-type: none"> <li>- City and Hackney demographic profiles</li> <li>- City and Hackney Ward profiles</li> </ul>	<p>Drop down menu to 4 themes (pillars):</p> <ul style="list-style-type: none"> <li>- Wider determinants</li> <li>- Behaviours and lifestyles</li> <li>- Communities and places</li> <li>- Integrated health and care</li> </ul>	<p>Search function allowing to search by topic or key word and filter by date</p>
1	2	3	4	5

Content by tab:

1. Bringing the purpose of the JSNA work to the home page and setting the scene for how the website is structured.
2. Allows to highlight other work that PH team is doing and link back to the council site and vice versa.
3. This section will include an interactive profile of City and Hackney as well as key indicators for wards.
4. All reports will follow the KF 4 pillar framework and will include a description of the pillar and how it contributes to population health; a list of individual health topics will be available via dropdown or on the pillar page itself.
5. As described.



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## Supplementary material

## JSNA report structure

<b>Background and Introduction</b>	<ul style="list-style-type: none"> <li>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.</li> <li>The introduction should set out aims and objectives of the project including its scope.</li> </ul>
<b>Policy context</b>	<ul style="list-style-type: none"> <li>The policy context should set out the national and local policies relevant to the issue.</li> <li>Set out key policies and their objectives that may frame how we respond to the issue locally.</li> </ul>
<b>The local picture</b>	<ul style="list-style-type: none"> <li>Outline how the issue affects residents, now and looking to the future.</li> <li>Consider how different groups are affected, including the nine protected characteristics.</li> <li>Consider how we compare to similar areas.</li> <li>Where information is unavailable this should be explicitly stated.</li> </ul>
<b>The local response</b>	<ul style="list-style-type: none"> <li>Outline what local action has been taken to improve things.</li> <li>This may be through local services, through local policies, or a combination of the two.</li> <li>Include what might be happening outside of the Public Sector e.g.: local assets.</li> </ul>
<b>Community &amp; stakeholder Views</b>	<ul style="list-style-type: none"> <li>This section should set out the views of local residents and stakeholders regarding the issue.</li> <li>Views could be collected through consultations, surveys, focus groups or meetings.</li> </ul>
<b>Key findings and recommendations</b>	<ul style="list-style-type: none"> <li>This section should bring the JSNA report to a conclusion, outlining gaps in our response, challenges and opportunities that have been identified.</li> <li>Recommendations should be developed in collaboration with partners and be SMART.</li> </ul>

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## Project prioritisation criteria

- Having a set of **criteria** will **help to prioritise projects** and will also aid in **refining the research questions/ideas**.
- At the start of the year, **stakeholders will be asked to submit project proposals** they would like to include in the JSNA work plan.
- The submissions will be reviewed by the Public Health Senior Management Team (PH SMT) and the final list of projects will be **approved based on the capacity and the below criteria**.

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

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# Project initiation document format

<b>Project title</b>	
<b>Population health area</b>	Please only keep what applies: <ul style="list-style-type: none"> <li>• Wider determinants</li> <li>• Behaviours and lifestyles</li> <li>• Places and communities</li> <li>• Integrated health and care system</li> </ul>
<b>Rationale and existing evidence</b>	<ul style="list-style-type: none"> <li>• The general context explaining the rationale behind the project</li> <li>• The existing evidence on the topic (local, national, international)</li> <li>• The gap(-s) in evidence</li> </ul>
<b>Aim and research question</b>	<ul style="list-style-type: none"> <li>• What this project is seeking to achieve</li> <li>• What is(are) the concrete research question(-s) this project is seeking to answer</li> </ul>
<b>Objectives</b>	Please outline the project objectives (i.e. what actions will be taken to achieve the aim).
<b>Scope</b>	Areas in and out of scope of this project.
<b>Format</b>	Please state if the project is going to be written up as a detailed needs assessment/short report/factsheet/any other format
<b>Target audience</b>	Key people or groups this project is aimed at.
<b>Key stakeholders</b>	Key people or organisations that should be involved in the project. Please state the level of involvement and whether the project requires a steering group.
<b>Project sponsor</b>	Please include the name and the job title of a senior officer and/or board sponsoring the project. Project sponsor will need to sign off project initiation and completion and will be responsible for actioning the recommendations from the report.
<b>Report author(-s)</b>	Please list the officers responsible for compiling this report.
<b>Reviewer(-s)</b>	Please state the officers responsible for reviewing the draft report before it is signed off.
<b>Timeline</b>	Include suggested start date, key milestones and completion date.
<b>Risks and mitigation actions</b>	Consider any risks to the successful completion of the project and how you might mitigate against them (e.g. lack of engagement from stakeholders, access to data).

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## Criteria for reviewing the first draft

When a first draft has been developed the project lead should consider the following checklist:

- Did the project meet the original objectives set out in the PID?
- Did the project set out how risk factors and the wider determinants impact on outcomes?
- Did the project explicitly consider inequalities and the impact on different population groups?
- Did the project establish the main outcomes of interest?
- Did the project establish SMART recommendations?

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# JSNA evaluation questions

- A number of key questions have been identified to ensure a **consistent approach to the evaluation**, including:
  - How has the JSNA project been used since publication?
  - How did the project contribute to our understanding of local needs?
  - How did the project contribute to our understanding of the local response?
  - What impact have the recommendations from the project made?
  - What impact did the project have on the work of our stakeholders and partners?
  - What were the main challenges and lessons that have been learnt through the process and how can this inform future projects?