



WARWICKSHIRE HEALTH AND WELLBEING BOARD
ANNUAL REVIEW 2015

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Chair's Introduction and Foreword

It is my pleasure to present the Health & Wellbeing Board's Annual Review, which summarises our business and progress in our second year of full operation.

The role of the Board is to work together to build healthier communities, and to improve health and care services.

Our focus in 2014-15 has been to put in place the foundations that will help us to make a real difference over the next five years and beyond. This has included:

- Understanding Warwickshire's changing population needs through the Joint Strategic Needs Assessment
- Agreeing the new five year Health & Wellbeing Strategy
- Establishing new arrangements for the delivery of health and care services
- Ensuring the Board's membership, governance and wider operational structure are fit for purpose for the future and the challenges ahead

Our partners have taken forward a wide range of initiatives to deliver our priorities. We have collected some of these together as 'case studies' which we are publishing to accompany this review, and which we trust you will find useful and informative.

Alongside these achievements, perhaps even more important has been the cultural change that has begun. Through working together as a single Board, leaders across health and care are developing a better appreciation each other's priorities, aspirations, challenges and ways of working.

Through developing this culture of shared understanding – and not being afraid to challenge each other – we are now in a much better position to make the right decisions and develop the right solutions to meet our priorities.

I would like to thank everyone whose hard work and commitment has contributed to the activities detailed in this review.



Cllr Izzi Seccombe

Chair of Warwickshire Health and Wellbeing Board
Leader of Warwickshire County Council
September 2015

Agreeing Our Plan

Warwickshire Health & Wellbeing Strategy 2014-18

In November 2014, the Board agreed the new Health & Wellbeing Strategy for 2014-18. This was the culmination of 12 months' extensive engagement and consultation with the Board's member organisations and the wider partnership.

Through the Strategy, partners have agreed three over-arching priorities for the next five years. For each priority, partners have set out a number of areas of focus and planned outcomes.

The Priorities and areas of focus are:



1. Promoting Independence for All

- Ensuring the best start for children & young people
- Supporting vulnerable young people & their transition to adulthood
- Enabling people to manage their own health & wellbeing (through prevention, screening advice, information etc.)
- Empowering disabled people to have choice & control
- Enabling older people to stay independent & in their own homes for as long as possible
- Identifying and supporting other vulnerable groups



2. Community resilience

- Building the capacity of local communities to shape & deliver services
- Building social networks - reducing loneliness & isolation
- Improving educational attainment & access to learning across the whole community



3. Integration & working together

- Reducing admissions to acute services & residential care
- Simplifying access to services & the customer journey
- Data sharing and IT infrastructure
- Creating healthier environments (e.g. through housing, planning, licensing, alcohol & crime)

Partners have now begun to review their own commitments against the strategy, and the Board has begun to establish Programme Boards to take forward specific work.

Delivering Our Priorities



1. Promoting Independence for All

The Board's focus under this priority has been around protecting our most vulnerable children, young people & families.

Partners have:

- Established a new '0-5 Years' Strategy Group
- Successfully completed the first phase of the Priorities Families Programme
- Established new support arrangements for children with special educational needs and disabilities
- Agreed plans to create a new Multi-Agency Safeguarding Hub
- Agreed a joint plan to improve services for people with learning disabilities

Case Study: Dementia Friends



In Warwickshire there are over 7,500 people living with dementia, and this is likely to rise to over 9,000 by 2010. Through Warwickshire's Living Well With Dementia Strategy, partners have committed to raise awareness and understanding of dementia; support people to live well with the condition; and to create Dementia Friendly Communities.

One way in which partners are seeking to raise awareness is through building a network of Dementia Friends.

To become a Dementia Friend, you need to attend a short information session, and to make a pledge to commit to a 'dementia-friendly' action. This could include things like wearing the badge and spreading the word; finding out more about the

services and support available; or keeping in touch with a person with dementia.

Last year we set out to recruit 10,000 Dementia Friends in Warwickshire, and we have now reached 9,000, including staff and leadership teams from the County Council, District & Borough Councils, CCGs, NHS Trusts and local businesses. The Local Pharmaceutical Committee has pledged to encourage all pharmaceutical staff to sign up.

You can find out more (and sign up on line in 5 minutes) by visiting www.dementiafriends.org.uk

Please contact dementiapartnership@warwickshire.gov.uk to book a Dementia Friends Information Session for your organisation or team.

Identifying and supporting other vulnerable groups



2. Community resilience

Community Resilience is a priority in both the Health & Wellbeing Strategy and the Warwickshire Cares Better Together Programme.

Partners have:

- Held two successful conferences to look at 'planning for healthy communities'
- Signed up over 9,000 'Dementia Friends'
- Piloted a range of new initiatives to build community capacity including:
- the #onething campaign in the Warwickshire North area to promote healthier lifestyles
- the social prescribing project in Rugby through which GPs can refer people to community support and volunteering
- new community support services for over 75s in South Warwickshire
- Established new arrangements to improve partnership work between public agencies and voluntary and community groups

Case Study: Grove Farm Lunch Club

In 2014 partners identified Grove Farm in Nuneaton as experiencing particular disadvantage, and the County Council's Localities Team has been working with Councillors and other community leaders to review local services and facilities. Through discussion with local residents it became apparent that there were few activities in the area bringing older and younger people together in a positive way.

With clear evidence of local need and community aspirations, the Healthy Living Network was able to secure funding through the Coalfield Regeneration Trust and the County Councillors' Grant Fund to set up a community lunch club.

The funding has enabled the lunch club – with support from the Healthy Living Network - to buy kitchen and project equipment; create promotional materials; recruit and train local volunteers; and secure the top food hygiene accreditation.



The club meets every Tuesday and comprises 20 members who each pay a small fee. One local resident provides home-grown vegetables to the club, and in return receives a free meal.

6 of the members have increased their five-a-day consumption.

Service providers including the CAB and the Nuneaton & Bedworth Health & Wellbeing Service have visited the club to talk to members, as well as an organised visit from a group of local children. Topics have included money management, flu jabs, keeping warm in winter, and local leisure activities for older people.

The Healthy Living Network is hoping to continue to work with local residents and partner agencies to develop the offer & ensure the sustainability of the club.

Building social networks - reducing loneliness & isolation



3. Integration & working together

The Health & Wellbeing Board has led significant changes as to the delivery of health and care services.

Partners have:

- Agreed an ambitious new programme to integrate health and care services (Warwickshire Cares – Better Together)
- Ensured appropriate arrangements to implement new legislation around how services are delivered, including the Care Act and the Children & Families Act
- Agreed a data sharing protocol and a process for sharing data for needs assessments and commissioning activity between partners.

Case Study: Social Prescribing

Just What the Doctor Ordered...

September 2014, NHS Coventry and Rugby Clinical Commissioning Group (CRCCG) and Warwickshire Community and Voluntary Action (WCAVA) launched Warwickshire's first social prescribing scheme.

The ConnectWELL programme offers health professionals the opportunity to refer to patients to local support services and activities, from dance classes to knitting groups, instead of, or as well as, medical treatment. Social prescribing is about introducing new and beneficial elements to patients' lives - healthier eating or increased social interaction for example.

ConnectWELL was launched at four GP surgeries in Rugby. Volunteer Navigators based at the GP surgeries signpost patients to possible groups and activities. Volunteer Health Buddies provide more intensive support over a six week period. This could include helping the patient in book into classes and attending the first sessions with them.

763 voluntary and community groups and activities in and around Rugby have been identified, logged and recorded and are available when signposting patients. So far, 172



signposts have been made to 84 patients, for 106 different activities.

While the number of referrals so far is small, GPs and practice staff are already seeing the benefits and believe there is considerable scope to expand the scheme.

To evaluate the benefits of the scheme, Health Buddy Pathway Patients are assessed using the Warwick Edinburgh Mental Wellbeing Scale5 (WEMWBS) in intervals during, and after, accessing the service. So far there appears to be clear evidence of an increase in patients' wellbeing, although the full evaluation of the first year is not yet complete.

In an interview carried out with a client for the mid term evaluation, one 'Navigator' patient mentioned that they "do not really see [my] GP anymore".

The results of six and 12 month reviews of the pilot have led to CRCCG supporting the roll-out and continued funding the scheme in all Rugby GP practices over the next 12 months.

Reducing admissions to acute services & residential care

Understanding Our Population

Warwickshire's Joint Strategic Needs Assessment (JSNA) Programme 2015-18

To develop the strategy, the Board has considered a range of information and evidence under the umbrella of the JSNA, including Warwickshire's Quality of Life Report and the

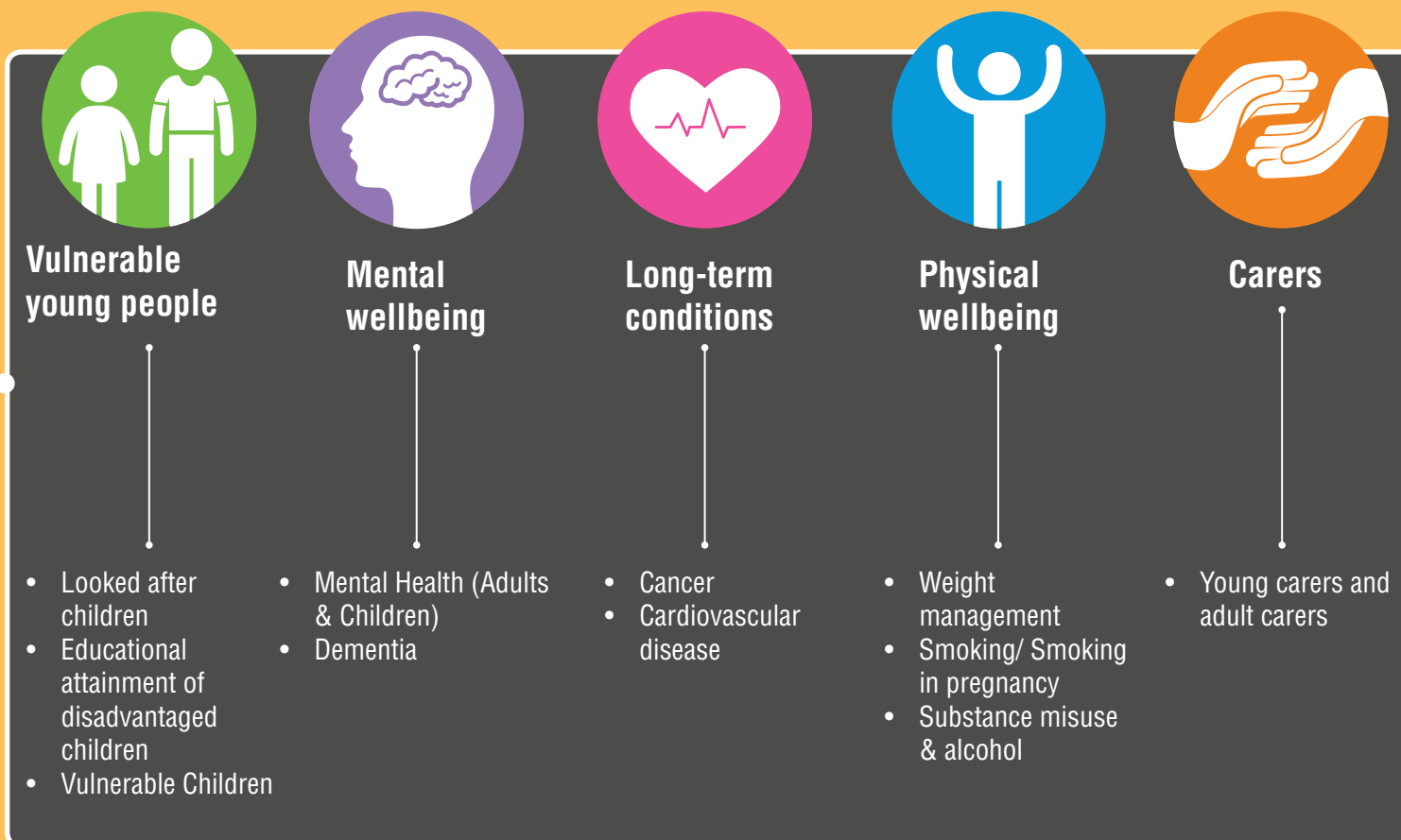
Director of Public Health's Annual Report.

Towards the end of 2014 workshops were held to engage with stakeholders around our population priorities, and in January 2015, the Board agreed to prioritise 11 key issues over the next three years. These are shown below.

The JSNA team are now developing a three year programme of needs assessments around these issues, ensuring each needs assessment informs the relevant commissioning cycles and provides the most value. Work is now underway on the Looked After Children and Carers needs assessments.

In addition, work has continued on needs assessments around people with learning disabilities, children with special educational needs, gypsies & travellers, the impact of austerity, and the needs of armed forces veterans; and these needs assessments are due to be published shortly.

Partners also commissioned the Pharmaceutical Needs Assessment (PNA), which is a new statutory requirement. This assessment and the recommendations of the Health & Wellbeing Board have led to joint action planning between local public agencies and pharmaceutical providers.



Health and Wellbeing Board Decisions in 2014-15

1. Supporting Children and Families

Better Outcomes for Children & Young People

In March 2015 the Board approved the initial work programme and governance arrangements for the 0-5 Years Strategy Group. The aim of the Strategy Group is to provide a co-ordinated approach to improving the wellbeing of our 0-5 year olds and their families.

In July 2015, the Board considered the Director of Public Health's Annual Report, focussed on the health needs of children and young people. The Board agreed a series of recommendations as to how partners can work better together to improve health outcomes for our children & young people. These recommendations

are being incorporated into the action planning for the Health & Wellbeing Strategy.

The Priority Families Programme

In January 2015 the Board considered the progress of the Priority Families Scheme. Through the scheme, partners worked with 930 families from 2012-15. 805 of these families have achieved positive outcomes including improved attendance at school; reduction in anti-social behaviour; and progress into work.

Phase 2 of the Programme started in April 2015 and is likely to continue to 2020. Partners plan to work with over 2,500 families facing multiple issues such as poor

school attendance, safeguarding concerns, domestic violence, health issues and unemployment.

Partners are currently developing work around:

- Systemic family working – adding value to existing multi-disciplinary support plans
- Working with prisoners who have parenting responsibilities and are within six months of release

Between September 2014 and 2017, as required by new legislation, nearly 3,000 statements of special educational needs will be converted into Education, Health and Care plans.

Case Study: Respect Yourself



One of the priorities for local partners is to support young people to make positive choices in their relationships and sexual health, and this work is led by the Respect Yourself Team.

Initiatives include:

- The website/app www.respectyourself.info, which provides a comprehensive information resource, and is now accessed over 40,000 times a month.
- Relationship and Sex Education programmes for primary and secondary schools (including curriculum materials, training & parent information sessions)

The overall programme is overseen by a Youth Council. They have recently identified 'sexting' as an issue and are developing a resource for schools and pupils around this.

Ensuring the best start for children & young people

New arrangements for children with special educational needs and disabilities

In September 2014 the Board considered the development of the new 'Local Offer' for children and young people with special educational needs and disabilities, ensuring an integrated approach to children's education, health and care needs.

Between September 2014 and 2017, as required by

new legislation, nearly 3,000 statements of special educational needs will be converted into Education, Health and Care plans.

Partners have pulled together a comprehensive information resource for parents and carers, and this is now available at: <http://www.warwickshire.gov.uk/send>

In March 2015, the Council's Cabinet approved a number of proposals to improve provision for children

with special educational needs and disability (SEND). This includes a new action plan & plans for the wider participation of parents/carers and young people in the design, monitoring and review of services.

The new SEND system is in place from 1st September 2015, and is overseen by the SEND Board, including representatives from the County Council, Health partners, Special Schools and parent groups.

2. Safeguarding vulnerable people

Establishing the Multi-Agency Safeguarding Hub (MASH)

Agency Safeguarding Hub (MASH). The MASH will involve the co-location of staff from the County Council, Police and Health responsible for safeguarding children and/or adults; and will ensure that safeguarding is managed consistently across the County.

The MASH will receive referrals where an individual is identified as at risk, and will share information to agree an action plan through the most appropriate agency to safeguard the individual involved.

Warwickshire MASH will manage both children and adult safeguarding concerns, with Phase 1 of the MASH focussing on children only. This element of the MASH will be in place by the end of 2015, with Phase 2, the inclusion of adult safeguarding, completed by the end of March 2016.

Safeguarding vulnerable people in care settings

In November 2014, in line with national requirements, the Board considered and endorsed Coventry and Warwickshire's joint plan in response to evidence of abuse of vulnerable people at Winterbourne View Hospital in Gloucestershire.

Since then a great deal of work has taken place across health and social care to implement the plan; specifically to develop a new model of care for people with learning disabilities and/or autism who present behaviours that challenge and to support individuals placed in hospital settings to be discharged into the community.

Linked to this work, Warwickshire, Coventry, Herefordshire and Worcestershire have recently been identified as one of 5 Fast Track areas by NHS England to develop a joint transformation plan to strengthen support in the community for people with learning

disabilities. Coventry and Warwickshire's three CCGs, two local authorities and NHSE submitted the plan on 7th September 2015.

Safeguarding Adults & Children

In November 2014 the Board endorsed the Safeguarding Adults Board's (SAB) Annual Report and changes to how the Board would operate. Since then, the SAB established its new governance structure and has drafted a 3 year Strategic Plan focussing on Making Safeguarding Personal with a commitment for greater community involvement in safeguarding and the prevention of abuse.

Key achievements include meeting the requirements of the Care Act and related Guidance, responding to new definitions and categories of abuse and ensuring that all partners are equipped to assess risk consistently and to communicate effectively with each other.

In January 2015 the Board considered the Annual Report of the Safeguarding Children's Board (SCB), and discussed a number of issues highlighted in the report, including access to safeguarding support by BME children & children with disabilities; child sexual exploitation; 'return home' interviews for children who have gone missing from their homes; 'private' fostering arrangements; and safeguarding training.

Since January these issues have been taken forward by individual agencies and through the Safeguarding Children's Board.

Both Safeguarding Boards will shortly be producing their Annual Reports which will provide a full update on progress.

3. Improving outcomes for vulnerable groups

In July 2015 the Board considered and approved the Learning Disabilities Joint Health and Social Care Self-Assessment and plan to improve key outcomes for people with a learning disability in Warwickshire - stay healthy, stay safe and live well.

A small working group reporting to the Learning Disability Partnership Board has been established to oversee and drive through the actions required.

Partners are looking in depth at the needs of other vulnerable groups through the Joint Strategic Needs Assessment Programme, and this evidence will be used to inform future commissioning priorities across the partnership.

Case Study: Warm & Well Partnership



Partners established the Warm & Well in Warwickshire Partnership in 2010 with the aim of reducing fuel poverty, and to improve advice and support to people at risk of fuel poverty. Up to a third of excess winter deaths are as a result of fuel poverty, and tackling fuel poverty is likely to lead to an improvement in health outcomes and people's ability to remain in their own homes.

The Partnership has supported a number of schemes including:

- A Freephone Energy advice line (0800 988 2991) through Act on Energy
- A targeted 'benefits take-up' campaign (costing £15,000) which has released £500,000 per year to Warwickshire residents that was previously unclaimed
- Boiler servicing and small repair grants for people on specific benefits
- Age UK's chimney sweep service in conjunction with the Fire & Rescue Service
- Face-to-face household visits in targeted locations, raising awareness of a range of services, and providing onward referrals and follow-up actions for individuals at risk

Plans for the next few months include:

- 'Boiler on Prescription' Pilot for 20 targeted households
- A bid to the national Warm & Healthy Homes Fund for home efficiency improvements for vulnerable households
- Coventry & Warwickshire Fuel Poverty Conference on 22nd September at the Ricoh Arena in Coventry

Creating healthier environments

4. Protecting the Health of our Communities

In July 2014 the Board agreed to establish jointly with Coventry the new Coventry and Warwickshire Health Protection Committee.

The Committee ensures there are safe and effective plans in place to protect population health, to include communicable disease control, infection prevention and control, emergency planning, sexual health, environmental health, and screening and immunisation programmes.

Over the last year, the new Committee has taken forward a range of work:

- Developing the Pandemic Flu Plan
- Establishing the Coventry and Warwickshire TB Programme Board
- Commissioning redesigned Sexual Health Services
- Commissioning an infection control review
- Delivering successful seasonal flu campaigns, with 75% uptake amongst over 65s, although more work is needed to improve uptake among individuals in 'risk' groups.
- Commissioning new services to address fuel poverty in Warwickshire ('Warm and Well') & holding a fuel poverty conference.
- Agreeing to establish a new Coventry and Warwickshire Air Quality Alliance

Case Study: #onething



As part of the plan to address high rates of cardiovascular disease (CVD) in the North of the County, particularly amongst women, partners through the CVD Programme Board have launched the #onething campaign to encourage healthier lifestyles.

Hundreds of people have now pledged to change 'one thing', and over 150 of these pledges can be seen at: <http://www.warwickshire.gov.uk/onething>

As well as getting people to pledge changing one thing for their health, the campaign has provided a useful tool to engage people and link to a range of services and resources.

Partners are looking to continue to raise the profile of #onething amongst the target the priority audience through a series of campaigns and events.

The CVD Programme Board was established in May 2014 to bring partners together to enable the better management of resources, and to provide better and more targeted services from prevention to chronic management.

Alongside the #onething campaign, the team has been working closely with GPs to introduce new systems, reduce waiting times and improve pathways.



5. Planning local health & care services

Better Care Fund

In September 2014 the Board approved the local Better Care Fund plan for Warwickshire, which subsequently gained approval by the national team. This has led to the establishment of the Warwickshire Cares - Better Together Programme Board, who are now delivering the plan.

The Programme has already led to more joint working across the health and social care system both directly supporting frail and elderly people and in the joint planning and commissioning of services.

In July 2015 the Board agreed the final agreement governing how partner organisations will manage the pooled budget for the Better Care Fund.

The Programme Board is now able to make joint investment decisions, plan for subsequent years and ensure that national reporting requirements are met.

Enabling people to manage their own health & wellbeing (through prevention, screening advice, information etc.)

The Pharmaceutical Needs Assessment (PNA)

In March 2015 the Board agreed the Pharmaceutical Needs Assessment.

This is an assessment of the pharmaceutical services that are currently provided in Warwickshire including dispensing of prescriptions by community pharmacies, GPs and other providers, as well as other services available from community pharmacies.

The PNA is used by the NHS England when deciding if new pharmacies are needed, and guides local commissioners to ensure services are of good quality, are easily accessible, meet local health and pharmaceutical needs and provide good use of NHS financial resources.

The Board agreed to support and champion the Local Pharmaceutical Committee in its engagement with pharmacies, in particular to enhance and extend the use of pharmaceutical services, to link to these wider health and wellbeing priorities, and to respond to the views of public and patients detailed in the assessment.

The LPC and local pharmacies are now working closely together on initiatives around systems resilience, urgent care and public health.

Planning for Healthy Communities

In May 2014 the Board looked at the development of core strategies and Local Plans across the County, and agreed that the health sector needs to work closely with planning departments to ensure the health impacts of new developments are properly understood and managed.

Following this, the County Council's Infrastructure Delivery Team and Public Health colleagues have worked closely with the District & Borough Councils to ensure new developments pay due regard to health needs.

The Health & Wellbeing Board has sponsored two successful conferences to take this agenda forward:

- Planning for Healthy Communities in May 2014
- Healthy Weight Environments (with the Town & Country Planning Association) in July 2015

These events brought together planners, health services and other stakeholders to look at planning for health and creating environments that encourage healthy lifestyles, and to agree actions and commitments for future working.

Alcohol Implementation Plan

In September 2014, the Board endorsed Warwickshire's refreshed Alcohol Implementation Plan. The Plan was developed following a wide engagement exercise including Warwickshire's BIG Conversation About Alcohol event in January 2014.

The plan seeks to reduce the incidence of alcohol-related crime, alcohol-related hospital admissions, excessive drinking amongst young people, and more people successfully completing alcohol treatment.

The plan focusses on three areas where partners have agreed they can make a bigger difference through working together:

- Challenge and Enforcement
- Health, Treatment & Recovery
- Education & Prevention

A number of initiatives have been developed under these themes and progress is overseen through the Safer Warwickshire Partnership Board.

6. Working Together

The 'Peer Challenge'

In November 2014 the Board agreed to invite a 'Peer Challenge' team through the Local Government Association to review the structure, operation and culture of the Board and the wider Health and Wellbeing 'system'.

The team undertook an intensive review in early 2015 which included a series of workshops and interviews. Following the review the team produced its assessment, which has been endorsed by the Health & Wellbeing Board.

The Board has now agreed new arrangements – including a broadening of the Board's membership, which will give greater impetus to joint working to achieve local health and wellbeing priorities.

Data Sharing

In January 2015 the Board agreed a 'data sharing protocol' to guide the sharing

of information between partners including the Clinical Commissioning Groups, Warwickshire County Council, and organisations providing acute health services.

Members of the JSNA Commissioning Group are working closely with the Warwickshire Cares Better Together Programme and a number of key stakeholders to allow more timely access to data across the whole spectrum of health and social care including primary care pathways. This will allow a better understanding of the customer journey and lead to more informed needs assessments and subsequent commissioning of services. Over the coming months, we'll be working closely with our GP practices via the Local Medical Committee (LMC) to understand data sharing requirements on a more systematic basis, with a view to developing an annual plan.

Case Study: A Single Clinical Platform for South Warwickshire



In Spring 2015, South Warwickshire CCG supported a business case which meant that all 36 of its General Practices would be using the same IT system ('clinical platform'), known as EMIS.

The CCG, its Practices and Patients are already experiencing the following benefits:

- Clinical and administrative time has been released (e.g. through a single 'bookings' service) meaning more time is available for patient care
- Improved quality of data reporting means the CCG has access to real-time information providing a much better understanding of each individual practice e.g. to explore and understand variation
- Better use of software to aid clinical decisions
- Patients can now be seen at any South Warwickshire practice regardless of where they are registered.
- The system can be used on mobile devices facilitating 'care anywhere'
- Patient records are accessible by other practices and care providers (where appropriate and agreed with the patient)
- Improved management of long term conditions through coordinated recall and improved monitoring
- Patients are able to access services and their medical records on-line

The CCG plans to undertake the following developments over the next 3-5 years:

- WiFi to allow mobile working of integrated teams in primary care settings
- Mobile devices for staff to promote mobile and flexible working
- Telehealth systems especially in residential care settings
- EMIS access points in residential care settings
- Improved 'decision support' software

Data sharing and IT infrastructure

The Board

Over the year there have been a number of changes to the Board's membership, due to retirement, elections and the Board's own governance review.

In April 2014, membership of the Board was:

Cllr Izzi Seccombe (Chair)	Warwickshire County Council
Cllr John Beaumont	Warwickshire County Council
Cllr Jose Compton	Warwickshire County Council
Cllr Bob Stevens	Warwickshire County Council
Cllr Derek Pickard	North Warwickshire Borough Council
Cllr Neil Phillips	Nuneaton & Bedworth Borough Council
Cllr Belinda Garcia	Rugby Borough Council
Cllr Gillian Roache	Stratford District Council
Cllr Michael Coker	Warwick District Council
Karen Ashby	Warwickshire North CCG
Dr David Spraggett	South Warwickshire CCG
Dr Adrian Canale-Parole	Coventry & Rugby CCG
David Williams	NHS England
Phillip Robson	HealthWatch Warwickshire
Wendy Fabbro	Warwickshire County Council
Monica Fogarty	Warwickshire County Council
Dr John Linnane	Warwickshire County Council

From September 2015 the Board's membership will be:

Cllr Izzi Seccombe (Chair)	Warwickshire County Council
Cllr John Beaumont	Warwickshire County Council
Cllr Jose Compton	Warwickshire County Council
Cllr Les Caborn	Warwickshire County Council
Cllr Margaret Bell	North Warwickshire Borough Council
Cllr Neil Phillips	Nuneaton & Bedworth Borough Council
Cllr Derek Poole	Rugby Borough Council
Cllr Stephen Gray	Stratford District Council
Cllr Moira-Ann Grainger	Warwick District Council
Dr Deryth Stevens	Warwickshire North CCG
Dr David Spraggett	South Warwickshire CCG
Dr Adrian Canale-Parole	Coventry & Rugby CCG
David Williams	NHS England
Phillip Robson	HealthWatch Warwickshire
Jagtar Singh	Coventry & Warwickshire Partnership Trust
Stuart Annan	George Eliot Hospital NHS Trust
Russell Hardy	South Warwickshire Foundation Trust
Andy Meehan	University Hospitals Coventry & Warwickshire
John Dixon	Warwickshire County Council
Dr John Linnane	Warwickshire County Council

Further Information

For further information about the Health & Wellbeing Board, see:
<http://hwb.warwickshire.gov.uk/>

Including...

Newsletters

Meeting papers

Information resources

Warwickshire's JSNA (Joint Strategic Needs Assessment)

Healthwatch Warwickshire

If you would like this information in a different format, please contact Marketing and Communications on 01926 413727.