

The functions of Health and Wellbeing Boards:

A maturity matrix to support development and improvement

Version September 2011



To use the matrix: identify with a circle the level you believe your organisation has reached and then draw an arrow to the level you intend to reach in the next 12 months.

Progress levels	0	1	2	3	4	5
Key elements	No	Basic level Principle accepted and commitment to action	Early progress in development	Results Initial achievements evident	Maturity Comprehensive assurance in place	Exemplar Others learning from our consistent achievements
Purpose and vision		HWBB purpose debated and agreed. Values and priorities have been agreed, and affirmed to public (e.g. website) and internal or partnership documents. All HWBB members understand the board's role	Priorities and stretch goals have been agreed with stakeholders. Board has agreed ethical values combined with a robust mechanism for adding and removing services and/or care settings against these. Plans are rooted in local population needs	Evidence that priorities are being met, with progress towards stretch goals in some areas. Evidence of public engagement and public accountability testing on purpose and vision. The work of relevant existing local partnership groups e.g. the Local Strategic Partnership has been considered	We have an annual HWBB debate on organisational purpose, and how in-year achievements or issues impact on this. We systematically match how purpose dovetails with population needs	We are confident we are achieving our purpose and vision as we are benefiting population health in accordance with our plans. We have influenced both local health and local authority commissioners
Strategy		The HWBB has gathered all stakeholder strategies relevant to their work and has set out a timetable for developing their own strategy. The JSNA is the base for all strategic decisions	Strategy development is underway. Arrangements are in place for areas of joint commissioning	The HWBB has a current published strategy, which includes improvement milestones and how these will be measured	The HWBB strategy has been refined in the light of the successful achievement of milestones, and new intelligence and aspirations	The HWBB strategy has benefited other healthcare economies to our own, as well as influencing the strategic direction of all local partner organisations
Leadership of the local healthcare economy		The leadership of the HWBB has been agreed and appointed. Key stakeholders know who is leading the HWBB and how to contact them. Relevant stakeholders identified and invited to participate. Local health and social care resources are understood	Leadership development for HWBB discussed and agreed. Development plans initiated. Stakeholders understand leadership issues for HWBB. Relevant stakeholders regularly attend and provide input into work programme	Results of partnership working systematically reviewed by HWBB. Relationships with GPCCs are positive and there is ongoing dialogue about commissioning and contracting decisions. Public health voice is evident in commissioning and contracting decisions	Review of success of leadership approach. Ongoing succession plans in place. Benefits of partnership working have enabled the majority of stakeholders to meet their improvement trajectories and resource allocation	Benefits of partnership working have enabled the majority of stakeholders to exceed their improvement trajectories. Outcomes have been improved and this is traceable back to initiatives from the HWBB
Governance		The membership and terms of reference for the HWBB have been drafted and shared. We have examined the work of the pilot HWBBs to inform how we work	The HWBB has been set up and the first annual cycle of business agreed. Relationships with relevant local organisations are being developed	Local stakeholders have clearly incorporated HWBB accountabilities into their own governance arrangements	The HWBB has reviewed its first year of working through a structured annual review process and made improvements to structure and organisation	Good governance benefits to HWBB identified and we know how our better governance practice has influenced local partner organisations
Information and Intelligence		Information requirements identified and format for initial dashboard agreed.	We have developed a dashboard of key information we and discussions on how to improve our information are underway. KPIs reflect shared performance objectives across health & social care	Members of HWBB report confidence with levels of intelligence they receive, and that information systems are reliable and working. HWBB receiving evidence of performance improvement against KPIs	HWBB informed by real-time intelligence, demonstrating improved outcomes, quality and efficiency across health and social care	Outcomes and performance benchmark against the best performers
Expertise and skills		Skills and expertise for HWBB members have been identified and agreed	Induction and development plans for the HWBB are up and running.	The HWBB's influencing skills are evident by success in positive change to local contracts and the pattern of local service provision	The HWBB supports GPCCs and local authority by valuing key commissioning skills. The HWBB acts as a forum to bring in specialist skills and expertise to support commissioning, e.g. clinical advice from local providers	The HWBB is influencing the organisational development of partner organisations. The local health and social care economy is recognised as being a good career choice for commissioning professionals