



City of Westminster

Adults, Health & Public Protection Policy & Scrutiny Committee

Date: Wednesday, 21st September 2016

Briefing of: Cabinet Member for Adults & Public Health

Briefing Author and Contact Details: Lucy Hoyte
lhoyte@westminster.gov.uk
Extension: 5729

1 Actions requested by the Committee

- 1.1 KPI analysis of Adult Social Care (ASC) and Public Health programmes, submitted to the Audit and Performance Committee in June, is attached in appendix A of this report for the Committee's reference.

2 Adults

Better Care Fund (BCF)

- 2.1 Following finalisation of the BCF 2016/17, a strengthened system for reporting progress is now being introduced. The draft North West London Sustainability and Transformation Plan (STP) has now been submitted to NHS England and is supported by a refreshed Health and Wellbeing Strategy for Westminster that is currently out for public consultation. Work has also started to develop a governance structure for the STP.
- 2.2 The joint commissioning of the new Community Independence System (CIS) has now completed and Central and North West London NHS Trust (CNWL) is the new lead provider for reablement services. This follows the 2014 review of the separate borough CIS systems, which found that the tri-borough would benefit from a single, integrated system. The new structure will improve and consolidate the three CIS systems into one flexible service. There will be a single point of referral, a rapid response multidisciplinary health and social care service with locality teams in each hospital site, seven day support to help people to leave hospital and a rehabilitation service to help people to regain their independence following illness and/or injury in their own home or community setting. The mobilisation phase of the project has started and is focusing on both the business and service delivery side of the venture to ensure there is continued emphasis on outcomes and quality.
- 2.3 ASC has initiated two complementary projects to develop the personalisation and direct payments agenda. This work will be aligned to corresponding BCF schemes for

Service User Experience and Personal Budgets to support a whole systems approach and take forward ambitions in these areas.

Carer Awards

- 2.4 The Westminster Carer Awards will take place on the evening of Monday 31st October at the Amba Hotel Marble Arch. We are welcoming back West End Kids to open the ceremony and the Blend Choir will also perform. Exhibitors include Carers Network, Westminster Society, Westminster Health Trainers, People First, Healthwatch and Everyone Active.
- 2.5 I am sitting on the Judging Panel for the awards on 7th September along with my Deputy, Cllr Christabel Flight, senior staff from ASC and representatives from Carers Network, Carers Action and Westminster Society.
- 2.6 We have received 129 nominations across the following categories: unpaid carer of someone with mental health needs; unpaid carer of someone with learning disabilities; unpaid carer of someone with physical disabilities; unpaid carer of someone with dementia; unpaid carer of more than one person; young carer; befriender; voluntary or community carer; carer of someone over 65 years; parent carer; and end of life carer.

Customer Journey Restructure

- 2.7 The Customer Journey Programme was initiated in 2014 following consultation with staff and customers that concluded our service was inefficient and did not always put what matters most to customers first. During the consultation people told us they wanted clarity over what the service offers, control over how those services are delivered and improved quality and coordination with our health partners.
- 2.8 This has led to the restructure of the operational services which aims to ensure our ASC service is there for people when they need it but promotes independence and avoids creating dependency. We have developed a new “front door” offering improved information, advice and initial assessments. Hospital teams are now integrated with health colleagues to discharge any patients from the tri-borough home as quickly and safely as possible. The complex service will provide on-going support to those with longer term needs. A separate placement team supports and reviews people in nursing home and residential settings. The new structure is bedding in well but is not fully settled yet due to problems with Agresso. A programme of induction sessions and training is taking place to ensure that staff are supported in making the required changes as smoothly as possible.

Home Care Procurement

- 2.9 To date, 94% of the home care contracts have been mobilised and we are on target to have mobilised 100% of the home care contracts by the end of September 2016.
- 2.10 The North Westminster patch procurement is now complete and the contract has been awarded to Healthvision, with effect from 5th September. The contracts manager will work with Healthvision, care management staff and the Home Care Management Team to begin implementation plans for customers.
- 2.11 There are still challenges regarding care worker recruitment and capacity at present, which is an issue across London and beyond. The higher hourly rate agreed for care

workers at tender stage has helped with this challenge, though this may change in the future if other authorities also change their approach.

- 2.12 The providers continue to embed their service provision. “Provider Forums” have begun to help support this – one was held in June on adopting a reabling approach and another in August on setting the scene and looking at the areas we want to develop in the service.

Inter-generational Initiatives

- 2.13 Officers are at the early stage of investigating a possible opportunity to extend our approach towards inter-generational initiatives within our Care Homes. The idea stems from an approach being trialed in America (more information here: <http://www.goodnewsnetwork.org/seattle-preschool-opens-inside-a-nursing-home/>) and is viewed by officers as a useful initiative to tackling social isolation.
- 2.14 The idea is to make use of the communal facilities at Beachcroft Care Home for child based activities and to potentially develop an integrated crèche as part of the re-development of the Carlton Dean and Westmead sites. If it goes ahead, this will offer child-care support to staff employed by Sanctuary, our care home provider, and other local employers.

Mental Health Day Services Consultation

- 2.15 Following our joint consultation about changes to our mental health services, officers and Health colleagues are continuing to develop a specification for the new service.
- 2.16 The consultation concentrated on proposals that were drawn up after a five-month review of our existing mental health day services. The proposals included replacing underused existing day centres with a more flexible and tailored support service which focuses more on early intervention and recovery. This includes providing peer support groups and “safe space drop-ins” so that people who have had multiple relapses and who find accessing mainstreams services very challenging or are transitioning from hospital to GP care can easily access support, at different times, in the community, at a range of locations. The proposals also give people increased choice and control of their mental health services through personal budgets.
- 2.17 Through the proposals, we aim to reach more people, achieve better outcomes and create efficiencies. It is anticipated that a decision will be made in the Autumn with a new service in place by the end of 2016.

Silver Sunday

- 2.18 This year’s Silver Sunday is on 2nd October and events will be for people aged 65 years and over. Highlights include:
- a celebration of Broadway musicals at the Royal Albert Hall
 - tours and afternoon tea at Lord’s Cricket Ground
 - guided walks around historic Westminster
 - singing with the Church Street Choir
 - free film screenings
 - dance for health workshops with the English National Ballet

- 2.19 All events are being launched on Monday, 5th September with some events already open for bookings.

Specialist Housing Strategy for Older People (SHSOP)

- 2.20 The Butterworth Centre transferred to Sanctuary Care from CNWL on the 8th August. The transfer went smoothly and information to date demonstrates that Sanctuary is managing the specialist requirements of the Butterworth service effectively. This marks the end of Phase One of the programme. The focus now is business as usual and effective contract delivery across all the services.
- 2.21 Phase Two of the programme has a number of different development projects, the first of which is the development of the Beachcroft Care Home on Shirland Road. A public consultation exercise was held in June to enable the community to input into the design. This included 2 public events, a letter drop to 1000 people, posters in local facilities and a dedicated website for people to visit. Work is now in progress to finalise the design and submit it for planning consent. It is anticipated that the planning application will be considered in October.

Tea Dance

- 2.22 The 2016 Westminster Tea Dance takes place on Sunday 6th November in the Great Room of Grosvenor House. It is supported by the Sir Simon Milton Foundation and sponsored by our partners the Grosvenor Estate, Telegraph Group and Shaftesbury PLC.

3 Public Health

0 – 19 Services (School Nursing and Health Visitors)

- 3.1 Following the transfer of Health Visiting and Family Nurse Partnership services to local authorities in October 2015 we are working with a range of partners to assess the effectiveness of the current service and agree design principles for the new service to be in place by the end of 2017. The current contract with Central London Community Healthcare (CLCH) runs until October 2017.
- 3.2 The current contract with CLCH for the School Nursing has been extended until March 2017. This is to ensure continuity of the service whilst the procurement of a new School Health Service is completed. The new School Health Service procurement is progressing as expected. Tenders have been evaluated and the contract award is progressing through the normal governance processes for a new service to be in place from 1st April 2017.

Childhood Obesity

- 3.3 The annual report for the Tackling Childhood Obesity programme has been finalised and approved by all three councils. It has been published on the Joint Strategic Needs Assessment (JSNA) website.
- 3.4 The Tackling Childhood Obesity Team (TCOT) is looking to further develop and strengthen its engagement with other council areas to accelerate progress on the programme. Proposed activities such as an increase in providing drinking water and a social supermarket are still being proposed but the aim of the partnership is to

establish an on-going relationship with specific areas of the councils alongside targeted activities to reduce childhood obesity.

Community Champions

- 3.5 The Community Champions programme, comprises 5 Community Champions projects and a Maternity Champions pilot project. Quarter 1 (April to June) data shows that the programme maintained 87 active volunteers in Westminster, working a total 1247 volunteer hours. We also ran 4 large events, attended by a total of 1571 adults and children. In Quarter 1, 124 regular weekly, monthly or ad-hoc activity sessions took place, reaching a total attendance of more than 1500. Lastly, 13 public health campaigns and 2 baseline health surveys were completed reaching 2866 residents.
- 3.6 Health and Housing Partnership Groups have been established for all projects, to help steer the strategic direction of each one. There has been a combined Health and Housing Partnership group meeting for Westbourne, Church Street and Mozart projects and separate meetings for Churchill Gardens & Tachbrook and Harrow Road.
- 3.7 Queens Park Maternity Champions, run by Paddington Development Trust, was one of two 2.5 year pilots that have recently been evaluated. The model has proven to have a positive impact on engaging and supporting vulnerable parents and parents-to-be in three key areas of: maternal mental health; reducing isolation & building peer support networks and breastfeeding. Health professionals interviewed believe the model has significant potential for supporting peri-natal mental health as well as mental health more widely.

NHS Health Checks

- 3.8 In Quarter 1 1,637 people received a health check. This equates to 4% of the eligible population. This is a good start to the year and is in line with the number of Health Checks we expect to deliver in order to achieve our annual target.

Sexual Health

- 3.9 The procurement of the re-designed Adults Community Sexual and Reproductive Health Services is in its final stages. We are confident that we have identified providers that will be able to fully deliver against the specifications and focus on delivering prevention services. We expect that the user experience will be enhanced through more integrated and well linked services.
- 3.10 The tri-borough are a sub-region within the London Sexual Health Transformation programme and are in the latter stages of procurement for a future sustainable model for an integrated Genito Urinary Medicine (GUM) Sexual and Reproductive Health (SRH) service. These services are mandatory for us to provide and will be open access. There were minor delays in reaching this stage in the process but we are now on track to achieve implementation by 1st April 2017. There is on-going interest in this very high profile procurement as we are hosts to some of the busiest units in London, attracting the most high risk and vulnerable cohorts from outside the borough as well as our local population. We are part of a London wide transformation programme with the aim of building a more financially sustainable model for sexual health provision as demand in London continues to grow while budgets are restricted.

- 3.11 The London procurement of web based initiatives and partner notification system to support the redesigned GUM system is progressing through Camden Council on behalf of 31 London boroughs. The Prior Information Notice has been published and initial stakeholder events held. There have been some delays in progressing the procurement, however it is expected that the Pre-Qualification Questionnaire will be published September.

Shisha Strategy

- 3.12 Public Health has been working with the Licensing and Policy teams to develop a strategy to reduce shisha smoking in the borough. The draft strategy went out to consultation at the end of last year. The strategy looks at the impact of shisha smoking and sets out an approach to deal with the issue through engagement, regulation and lobbying. Officers are now evaluating the feedback and the will launch the final strategy at an event in the Autumn (date to be confirmed).

Substance Misuse

- 3.13 The new core drug and alcohol service has been operational since April and a programme of information sessions for key stakeholders is continuing. The new providers are continuing to work with commissioners closely to ensure continued improvement through the first year of the contract. A six month review will take place in October and the outcomes of the review will be shared in a future report.
- 3.14 An evaluation of both the specialist Group Work Programme and Primary Care Support Service will begin in September and the committee will be kept informed as these evaluations progress.
- 3.15 As part of "Recovery Month" the new services will be hosting recovery events throughout September which will be advertised along with other events throughout the month.

4 Health & Wellbeing Board

Board Meetings

- 4.1 The Board met on 14th July 2016. The Board reviewed the annual report of the Director of Public Health, received updates on the North West London STP, primary care co-commissioning and the tackling childhood obesity programme. The Board also heard updates on projects such as primary care modeling and health and wellbeing hubs.
- 4.2 The next Board meeting will take place on 15th September. The meeting will review local implementation of the Children and Families Act, the Housing JSNA findings and recommendations, and the draft rough sleeping strategy for Westminster.

Joint Health and Wellbeing Strategy Refresh

- 4.3 The joint health and wellbeing strategy, a local plan for delivering transformation in health and care in Westminster, is being refreshed. The strategy will focus on prevention and early intervention while ensuring a sustainable high quality, person-centred health and care system for everyone who lives in, works in and visits Westminster over the next five years. Our four priorities that we are proposing to focus on include:

- Improving outcomes for children and young people;
- Reducing the risk factors for, and improving the management of, long term conditions such as dementia;
- Improving mental health through prevention and self-management; and
- Creating and leading a sustainable and effective local health and care system for Westminster.

4.4 The draft refreshed strategy is open for online public consultation for a 14 week period ending 16th October 2016. In parallel, I am jointly hosting three consultation events with the Chair of the Central London Clinical Commissioning Group (CLCCG) on:

- 8th September – a consultation roundtable with Westminster health and care providers at CLCCG headquarters
- 14th September – *Health and Wellbeing in Westminster – Everyone’s Business* aimed at Westminster businesses who want to find out more about how they can make improvements the health wellbeing of their workforce. Speakers include Marylebone Cricket Club, Veolia and Westminster Impact Hub and the event will be taking place at Somerset House.
- 5th October – an open house consultation event for the public at Church Street library with free activities such as chair zumba and health checks for attendees. Attendees will be asked to feedback on aspects of the draft strategy to us during the event.

Hubs

4.5 The Hubs Steering Group continues to map a range of opportunities to understand where our front-line services can be more joined-up to create person-centred, multi-agency services that are more accessible to residents.

4.6 At the last meeting, the Group viewed a range of possibilities to bring together health services with various council functions, via existing community facilities. The aim is to deliver a more integrated service to some of the key priority groups within Westminster’s communities. One area of focus is service for older people. Here we are considering how we can make best use of our library facilities as venues for service provision. In doing so we are reviewing our mobile library and befriending services, with a view to making these facilities more closely aligned. Another priority area is services for children and young people, so the Group also discussed opportunities for developing a better preventative offer for families. The proposal is to bring together a range of council and partner services to create Family Hubs – a virtual network which will support families to understand and implement the changes that will improve their health and wellbeing. A paper has been developed for the Health and Wellbeing Board about this suggested venture.

5 Health

The North West London Sustainability and Transformation Plan (STP)

5.1 In December 2015, NHS England outlined a new approach to help ensure that health and care services are built around the needs of local populations. To do this, every health and care system in England will produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become

sustainable over the next five years – ultimately delivering the Five Year Forward vision of better health, better patient care and improved NHS efficiency. This will help drive genuine and sustainable transformation in patient experience and health outcomes over the longer-term. Westminster City Council and our health partners, the CLCCG and West London Clinical Commissioning Group, are part of the North West London locality.

- 5.2 Our draft joint health and wellbeing strategy has been compiled alongside the development of North West London STP since January 2016. The Health and Wellbeing Board agreed in January that the strategy would act as the local delivery plan for the STP and accordingly the main themes of both documents have been linked – specifically on the themes of prevention, early intervention, developing and maintaining high quality service for people, and improving mental health and wellbeing for adults and children. Westminster has also been leading on the finance workstream of the STP for North West London. Westminster is in a good position to significantly influence the STP and greatly benefit our residents as a result.
- 5.3 In June, The North West London STP leaders, submitted a ‘check point’ document on behalf of the health and local authority signatories to NHS England to obtain feedback on the content and direction of the STP. The document received positive feedback and it is expected that it will attract transformation funding to help implement the STP. Final plans are due for submission on 21 October. In the meantime, the STP is currently undergoing a public consultation and is available for viewing at: <https://healthiernwlondon.commonplace.is/about>

Proposed Re-development of St Mary’s Hospital

- 5.4 Imperial NHS Trust hosted an exhibition on 8th September displaying their proposals for the first phase of redevelopment of St Mary’s Hospital in Paddington. The proposals include the development of a new building on the east of the St Mary’s estate – on the current site of Salton House and the Victoria and Albert and Dumbell buildings (between South Wharf Road and Praed Street). If it goes ahead, the development will bring together the majority of St Mary’s outpatient services - which are currently provided in 40 locations - under one roof.

If you have any queries about this report or wish to inspect any of the background papers please contact Lucy Hoyte x 5729 lhoyte@westminster.gov.uk

Appendix A – KPI analysis of Adult Social Care and Public Health programmes

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators failing to meet targets by year-end. Please note year-end figures reported in the table below are year-to-date, April 2015 to March 2016, unless indicated.

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators flagged for attention:					
Adult Social Care					
Reduce non elective (unplanned) hospital admissions - cumulative	18,070	17,254 (4.6% reduction)	18,498 (93% of target)	Target Not Achieved	Deteriorating on last year
Reason for underperformance and mitigation: This is a joint NHS/LA target which is primarily driven and influenced by health activity. There are a range of measures as part of the BCF fund that could impact this measure and collectively a target reduction of 4.6% was hoped to be achieved. This target will not be met as NEL activity continues to track slightly above the previous year. Close working with GPs and rapid response continues to 'case find' high risk residents and the current specification for the re-procurement of CIS includes activity based payments for health which should incentivise and drive up volumes as appropriate.					
Position in 2016/17: This indicator will no longer be reported on as it is a poor representation of social care performance					
Percentage of carers receiving an assessment or review	69% (1,008 of 1,468)	95%	89% (1,081 of 1,245)	Target Not Achieved	Improved on last year
Reason for underperformance and mitigation: In 2014/15, 69% of carers received an assessment or review. In 2015/16, this figure rose to 89%, considerably higher than last year and close to the challenging stretch target we have set. There are also a proportion of carers who are offered but decline an assessment (approx. 10%) and this should be considered when looking at overall performance.					
Delayed transfers of care, acute days attributed to social care (cumulative)	861 days	432 days	1,002 days (232% of target)	Target Not Achieved	Deteriorating on last year
Service commentary: The target has not been met due to unusually high activity in October/November 2015 and February/March 2016. For all other months, performance has been similar or below the London average. Majority of delays have been through the Imperial Healthcare Trust and is predominantly attributed to limited nursing home availability. Securing dementia nursing beds is a recognised issue for Westminster and wider London due to lack of provision in the market. Local capacity is being reviewed as part of the Sheltered Housing Strategy for Older People, however this is a medium term solution as units will not be available until 2017/18. The authority has officially joined the West London Alliance for collaborative sourcing of placements which should improve the responsiveness of providers and contribute towards reducing delays.					
Proportion of adults with a personal budget receiving a direct payment	23%	27%	23%	Target Not Achieved	Stable, same as last year
While performance is stable, there is likely to be an increase in the uptake of direct payments in 16/17 as we roll out the new Home Care offer and imbed revised personalisation policies.					

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Adult Social Care					
Total number of weeks spent in residential care homes for all people (65+) admitted to care homes paid for by Westminster	15,893 weeks	15,943 weeks	15,741 weeks (99% of target)	Target Achieved	Improved on last year
Commentary: Target is higher than baseline (2014/15 position) to account for demographic growth in this area.					
Total number of weeks spent in nursing care homes for all people (65+) admitted to care homes paid for by Westminster	12,803 weeks	12,588 weeks	11,838 (94% of target)	Target Achieved	Improved on last year
Adults receiving a personal budget to meet their support needs	83%	90%	92% (1,499 of 1,625)	Target Achieved	Improved on last year
Total number of new permanent admissions to residential care of people aged 65 years and over	75	74	44 (59% of target)	Target Achieved	Improved on last year
Total number of new permanent admissions to nursing care of people aged 65 years and over	55	52	53	Target Not Achieved	Improved on last year
Public Health					
Number of NHS health checks offered to the eligible population	19,797	Monitoring indicator	25,105 (Qtr3 position)	N/A	Improving on last year
Number of NHS health checks taken up by eligible population	6,147	6,580	5,844 (Qtr3 position)	On Track to achieve target	Stable, same as last year
Number of adults and children attending obesity prevention programmes	522	600	326 (Qtr3 position)	Target Achieved	Stable, same as last year
Total numbers of cigarette smokers who are recorded by the Stop Smoking Service as being off cigarettes after 4 weeks	1,503	1,437	881* quit smoking at 4 weeks by the end of Q2 (61% of target)	On Track to achieve target	Improving on last year
<i>*Quarter 3 figures available at the end of April and year-end figures available July.</i>					
Number of residents reached through community champion activities	N/A	20,000	13,228 contacts made among local residents (Qtr3 position)	On Track to achieve target	Stable, same as last year
Number of Children at 4-5 years old defined as obese	138	Monitoring indicator	126 (2014/15)*	N/A	Stable, same as last year
<i>* Resident state school reception year children were very overweight.</i>					
Number of Children at 10-11 years old defined as obese	303	Monitoring indicator	243 (2014/15)	N/A	Improving on last year
<i>* Resident state school year 6 children were very overweight.</i>					
Number of people who completed the Exercise Referral Programme as a percentage of people who had a start date recorded within one financial year	N/A	65%	55% completions	On Track to achieve target	N/A
Number of personal health plans completed	N/A	1,320	1,205 (Apr 15-Feb 16)	On Track to achieve target	N/A
Successful completion of drug treatment - opiate users / non opiate users	Monitoring indicator	Monitoring indicator	Completion: Opiates: 9.01%, Non-opiates 31.27% (as at Jan 2016)	N/A	N/A