



City of Westminster

Adults, Health & Public Protection Policy & Scrutiny Committee Briefing

Date: 1 February 2017

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 The most recent KPI analysis of Adult Social Care (ASC) and Public Health programmes, submitted to the Audit and Performance Committee is attached in Appendix A of this report for the Committee's reference.

2 Adults

Better Care Fund (BCF)

- 2.1 Continuity of the Better Care Fund Programme into 2017/18 has now been confirmed by the Department of Health (DoH); further detailed guidance is awaited. Planning for a further two years of the programme (from 2017 – 2019) is underway with national submissions expected to be returned by the end of the financial year. The BCF will need to align with the Westminster Health and Wellbeing Strategy and the wider Sustainability and Transformation Plan.
- 2.2 The mobilisation phase for the Community Independence Service, led by Central and North West London NHS Trust (CNWL) has now been completed. The Trust took up the role from the 1st November 2016 and the overall Head of Service is a now a Trust employee.
- 2.3 There has been continued progress rolling out the hospital discharge model across the West London Alliance (WLA) region, supported by funding from the DoH and participating boroughs. Following completion of Phase 1 of the programme that co-located ASC staff from Westminster, K&C, H&F, Brent, Ealing and Hillingdon across 7 hospital sites, Phase 2 of the Programme has now started and will run through 2017. This phase is focused on establishing common processes and is being supported by £300k of Department of Health funding.

- 2.4 The ASC Department has been successful in two major bids to support workforce development. Funding of £498,000 to be shared across North West London to establish a Social Work Teaching Partnership across Children's and Adults for the next two years has been awarded by the Department of Health and the Department of Further Education. This will deliver closer collaboration between Royal Holloway and Kings College (Social Care Research Unit) and University of London to improve the quality of practice and learning, including integrated working with health. The Department has also led a successful bid to become a 'fast follower' pilot to establish Nursing Associates – a new assistant level nursing role. £270,000 has been awarded to develop 20 local employees working as health care assistants, rehabilitation carers and home carers to become nursing associates. This pilot is aligned to our wider ambitions for hybrid working and to develop career pathways for front line carers. The pilot will be delivered alongside a second successful bid led by Imperial NHS Trust and our joint education partner Buckinghamshire New University.

Christmas Events

- 2.5 On Christmas Day, the Council supported and promoted a Christmas lunch hosted by our partner organisation Everyone Active Events. Local people who would be alone at Christmas were invited to the free event at Porchester Hall in Bayswater. The entertainment included a 3 course meal, followed by Christmas carols, films and a raffle. Priority entry was given to people aged over 65 or unpaid carers in Westminster and some 250 people attended on the day.

Home Care

- 2.6 100% of customers have now transferred to the new home care providers in the first 3 patches. The recently awarded final patch has 334 customers, of which approximately 125 customers still need to be transferred over - the rest will be moved over between January 2017 and March 2017. Therefore, overall transfer of customers within Westminster (for all 4 patches) is currently at 80.2% and it is expected that all customers (100%) will have been transferred by March 2017.
- 2.7 Comprehensive monthly contract meetings are being undertaken with all 4 providers who are reporting on a weekly basis to the Commissioning and Contracts Team.
- 2.8 So far there are 488 customers (7,614 hours) out of 1,165 customers (17,831 hours), who have opted for a Direct Payment in Westminster; this accounts for 41% of total customer hours.

Inter-generational Initiatives

- 2.9 We are continuing to explore the feasibility of developing an intergenerational facility as part of the SHSOP new build programme and early discussions have been held with the Chief Executive of the London Early Years

Foundation. More detailed work, including the development of a full business case, will be required before any decision can be made.

2.10 The Council encourages intergenerational initiatives across all of our older people's homes. Examples include:

- Athlone has good links with St Peters junior school with regular activities for Easter, Christmas and National Day of Older People.
- Garside has a Befriending Service set up with both Westminster and Greycoat schools. 15 students come in for an hour at a time throughout the week to have a cup of tea and chat with residents.
- Carlton Dene has an Education Business Partnership which offers work experience placements. This includes students both under and over 16 years old. Schools involved include St George's, St Augustine's, Westminster Academy, Quintin Kynaston, Grey Coat, Paddington Academy and Adelheid Gymnasium; Garden Parties and Winter Parties with students from the Minerva Academy a regular adult interactions with representatives from a range of faith providers including St Augustine's, Emmanuel Church and Legion of Mary Theresa.
- Westmead and Butterworth have a range of activities with adults and older adults (e.g. faith groups, art groups, pet therapy) and are working on establishing activity with younger adults.

Mental Health Day Services Consultation

2.11 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 that integrates with secondary and primary care mental health provision within the borough. This is a highly critical service and work is ongoing with service users and stakeholders to design the new service. A number of co-design workshops have taken place about developing the new service with further co-design events including a second market day taking place during January and February 2017. Through the proposals, we aim to reach more people, achieve better outcomes and create efficiencies.

2.12 The proposals are to replace underused existing day centres with a more flexible and tailored support service which focuses more on early intervention and recovery. Assurance has been provided to current service users that no change will be made to current arrangements until other services are in place. A provider has been appointed to support current service users' transition to a more personalised service and to support their on-going needs. This will include providing peer support groups and "safe space drop-ins". This will ensure 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 and at a range of locations. The proposals also give people increased choice and control of their mental health services through use of personal budgets.

Specialist Housing Strategy for Older People (SHSOP)

- 2.13 The Council is progressing with the redevelopment of Beachcroft House to provide 84 bedrooms suitable for a variety of types of care for older people and 31 private residential units that will be sold on the open market to cross fund the development.
- 2.14 The design of the care home has progressed well and resulted in a planning application being submitted in November 2016. Residents were consulted prior to the submission of the planning application and further consultation events are proposed for early 2017.
- 2.15 The SHSOP work will remain in Cllr Robathan's portfolio following the Cabinet re-shuffle.

3 Public Health

0-5 Health Visiting and Family Nurse Partnership (FNP)

- 3.1 The current contract with Central London Community Healthcare (CLCH) runs until 30th September 2017. The Health Visiting and FNP services are part of a collaborative commissioning programme and key officers from Public Health, Children's Service Commissioning and procurement teams are working together for the effective re-commissioning of services for children aged 0-5 (Health Visiting and Family Nurse Partnership) from 1st October 2017. This collaborative approach is enabling whole system planning in the context of the development of the Family Hubs and the restructure of the Public Health Directorate.

5-19 School Health Service

- 3.2 The contract for the school health service has been awarded to a new provider Central and North West London NHS Foundation Trust (CNWL). Public Health and Children's Services are working closely together on the mobilisation of the service with the current and new providers to ensure safe transfer and continuity of service for schools, children and families. The new service will commence on 1st April 2016.

Advice Services

- 3.3 The review of Public Health advice services is still underway, with a view to bringing the remaining services under the scope of Corporate Advice services or where, and if relevant, under the Voluntary Sector Support Service or the provision of services for Older People under the umbrella of Older People Hubs.

Childhood Obesity

- 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 council alongside targeted activities to reduce childhood obesity.

- 3.5 An additional 13 businesses have been signed up to the health catering commitment which aims to educate businesses in the nutritional property of food and offer simple changes to make the food they serve healthier.
- 3.6 The team is working with the NHS to design and facilitate My Time Active training for non-clinical workforce members, a GP surgery and on neighbouring estates.
- 3.7 18 primary schools are participating in the MEND in schools programme from September 2016.
- 3.8 One year on the family healthy weight services provided by My Time active are making great progress in engaging the population and are highly rated by residents. The food growing and gardening project is engaging further schools and estates in order to set up new plots. Westminster successfully took part in the pan-London initiative, The Great Weight Debate. The initiative encouraged residents to get involved with local events and to complete a survey to tell us how families and children can lead healthier lives.

Community Champions

- 3.9 The Community Champions programme comprises 5 Community Champions projects and a Maternity Champions pilot project. All 5 projects are delivering well. There has been good collaborative work with housing, particularly with City West Homes, Peabody and Sanctuary housing.
- 3.10 In quarter 2, 85 Champions have delivered over 30 weekly activity sessions and have involved 9,385 residents in activities, health campaigns and fun days.
- 3.11 The Community Champions conference, on the theme of Ways to Wellbeing, took place on 24th November. 230 people attended and discussed different approaches to wellbeing, highlighting joint and individual actions to be taken in the coming year. A film on the conference will be available shortly.
- 3.12 All the projects have been actively engaged with winter warmth campaigns, reaching out to residents about how to stay healthy and warm in winter, running activity groups for older people and working closely with City West Homes and housing associations to support residents to improve their health.

Integrated service design update

- 3.13 Work continues on redesigning the behaviour change services into a single more integrated healthy lifestyle service. The services in scope include the Health Improvement and Exercise Referral services. A needs assessment has been completed, literature reviews on digital services and integrated services

have been completed, and best practice models of integrated services have been collected from other areas. Providers have been consulted about their experience of integrated services and a business case is being developed. Social Impact Bonds are being explored, as well as the Life Chances Fund.

Oral Health Campaign

- 3.14 Tooth decay is the leading cause of hospital admission for 1-9 year-old children in Westminster, so the council is actively exploring ways that we can make the oral health campaign much more effective. Cllr Iain Bott has agreed to continue working with the new Cabinet Member on this after the reshuffle.

Prioritisation Framework

- 3.15 Going forward, if the Council is to achieve significant improvements in population health outcomes in the current economic climate, choices need to be made about how best to allocate Public Health resources to specific programmes or work/ services. In order to support these decisions, the Public Health team is in the process of developing and testing a prioritisation framework. If successful, the prioritisation framework will enable the following:
- i. A comparison of services (including existing and proposed services) across a range of dimensions (including health impact; finance; implementation; population coverage and strategic fit);
 - ii. Identification of gaps in service provision for prioritised Public Health outcomes. In order to identify gaps in service provision each service/ programme can be 'tagged' to a list of priority health outcomes (determined by national guidance, Council strategy, Health and Wellbeing Board strategy, STP etc.). An assessment of how each borough is performing against each of these priority health outcomes forms another element of the prioritisation framework;
 - iii. Prioritising collaborative programmes of work across Council departments (e.g. obesity prevention, healthy homes etc.)
- 3.16 If the tool is successful, this will be used to inform 2018/19 resource planning.

Sexual Health

- 3.17 The award of contract of the re-designed Adults Community Sexual and Reproductive Health Services is now being progressed with the successful providers. Exit planning is being progressed and a series of service user and stakeholder meetings are taking place to ensure a smooth transition to the new services. The new HIV and sexual health support services (Lot 1) will be provided through a consortium called "WISH" and the community based clinical sexual and reproductive health services will be provided through CNWL NHS Foundation Trust.
- 3.18 There are ongoing delays to finalising the procurement of the integrated Genito Urinary Medicine (GUM) Sexual and Reproductive Health (SRH) service. As previously reported, the delays are linked to the London Sexual

Health Transformation Programme and the interdependencies across London, including the procurement of the London wide web based sexual health screening initiative. These services are mandatory for us to provide and although we are still focussed on achieving successful completion prior to the end of this financial year we will need to make a direct award of contract for part of 17/18 to ensure we can manage the transition to a new service model. There continues to be interest in this very high profile procurement as we host the busiest units in London that attract the most high risk and vulnerable cohorts from outside the borough.

Staff Re-Structure

- 3.19 Public Health's operating model needs to be re-designed to ensure the three Councils can maximise impact on population health whilst also meeting its savings targets for the medium term.
- 3.20 The re-structure will deliver a new service operating model and culture that provides more visible leadership and governance for each programme of work and a more collaborative model of working with other Council departments, particularly Children's and Adult Social Care.
- 3.21 The new structure will be in place from 1 April 2017, following a formal consultation period with staff and unions which began in November.

Substance Misuse

- 3.22 The number of individuals entering residential detox and rehabilitation has continued to rise following improvements in the referral pathways. Parental Substance misuse training is being offered and is being provided as a joint initiative between Children's and Public Health. This has supported increases in referrals to formal treatment and rehabilitation. This training programme will be developed further as trends change.
- 3.23 The annual survey of stakeholders was carried out during October through to mid-November. The outcome was positive about aspects of the new model, most notably the regular work in hostels being a real benefit. Areas of further improvement were also raised with a clear message that the new service started out with a too rigid approach and not accommodating requests for more proactive and nuanced engagement dependent on an individual needs and circumstances. Action plans are being monitored closely to ensure that areas that require improvement are being addressed
- 3.24 The evaluation of both the specialist Group Work Programme and Primary Care Support Service is near completion and the initial recommendations indicate that significant changes are needed to both. It is intended to recommend that those elements of both programmes shown to have demonstrated positive impact on outcomes be embedded into the main core provision. It is also intended that we work jointly with GPs and CCGs to identify improvements we need to make in the way primary care services are

supported to deliver to those service users that continue with their treatment from within primary care settings.

Supported Employment

- 3.25 Through the Specialist Employment Broker based in Cross River Partnership, 33 individuals have progressed closer to employment this financial year. 16 people have been supported into employment opportunities with a further two pending for January 2017. A further 10 people have been supported into paid employment.
- 3.26 Recent employer developments include:
- Café in the Crypt, St Martin-in-the-Fields – The Specialist Employment Broker is now the first contact for any recruitment needs. Screenings and preparation sessions are running regularly for a variety of roles and hours.
 - Royal Opera House – Regularly recruiting for Front of House positions and engaging the employer in discussions regarding changes to their recruitment process to make it more accessible to those with health barriers. Recently secured first paid ‘back of house’ position, widening the types of roles available to the cohort.
 - Westminster Council – two IT work placements have been arranged within the council. Further discussions have been held with Legal services.
- 3.27 Of the 33 people supported, the average length of unemployment is 2 years although there are residents who have been out of work for ten years plus. Common issues faced by the cohort supported include mental ill health such as anxiety and Schizophrenia, and also learning disabilities (dyslexia, dyspraxia and on autism spectrum).

4 Health and Wellbeing Board

- 4.1 The Health and Wellbeing Board held an extraordinary meeting on 13 December to review and approve the commissioning intentions of NHS Central London and NHS West London Clinical Commissioning Groups (CCGs) for services in Westminster. It is the statutory responsibility of Health and Wellbeing Boards to approve CCG commissioning intentions and provide a statement confirming that they take the Health and Wellbeing Strategy into account. Following extensive feedback from the Board, the two CCGs circulated a revised document for Board member to review. The Board approved the commissioning intentions as properly taking into account the Health and Wellbeing Strategy for Westminster 2017-2022. The approved document, with a minute that states this approval, will be shortly posted on the Health and Wellbeing Board webpages.
- 4.2 The Health and Wellbeing Board is next meeting on 2 February and will be discussing the implementation of the Health and Wellbeing Strategy, Health and Wellbeing Hubs and delegated primary care commissioning powers to local Clinical Commissioning Groups.

Health and Wellbeing Strategy for Westminster 2017-2022

- 4.3 The Health and Wellbeing Strategy for Westminster 2017-2022 was published on 15 December 2016. An underpinning joint implementation plan, which will link the sub-regional STP work to the local strategy, is currently being developed by Westminster City Council and Central and West London Clinical Commissioning Groups. The plan will be reviewed by the Health and Wellbeing Board at its meeting on 2 February. The delivery plan will draw in external partners and providers such as Citywest Homes and Westminster voluntary and community sector organisations and will be set out by themes and delivery areas rather than by organisations.

Hubs

- 4.4 The Health and Wellbeing Hubs Programme was born out of a desire to develop new models of care that provide better access to preventative services and make more effective use of our assets to improve people's quality of life and reduce reliance on costly public services.
- 4.5 The Health & Wellbeing Board has initiated three areas of work within the programme which focus on older people (Older People Hubs), children and young people (Family Hubs) and adults with complex needs (Newman Street) to test new models of care for these groups with a view to informing the wider strategic intentions and planning underway through the North West London Sustainability and Transformation Plan (STP).
- 4.6 Regular updates are brought to the board on the progress made delivering these areas of work.
- 4.7 Since the last update to the Health & Wellbeing Board a key area of focus for the 'hubs' work has been the interplay with the council's Corporate Property estate and our future strategy for use of those assets. Building on the initial thinking presented to the Board in December, the emphasis is now on understanding how we can develop future proposals for use of space which are operationally fit for purpose and meet local need, while also delivering efficiencies – not just financially but also in process terms, with more integrated delivery models and improved access to preventative services.
- 4.8 Following an initial audit of existing assets the council's commissioned provider, BNP Paribas, is beginning work on its final report which will generate specific proposals for reconfiguring and rationalising the physical space used by our services. Officers from Policy, Performance and Communications are working together with Corporate Property colleagues and BNPP themselves to shape this piece of work and support the identification of specific opportunities in the areas of service at the heart of the 'hubs' agenda (i.e. services for families with children 0-19, to be provided via Family Hubs, and services for Older People).
- 4.9 Alongside this, work continues on developing the Family Hubs model with key work streams around design, communications, partnership development and

monitoring/evaluation now defined. Health Visitors will have a central role to play in the integrated Family Hubs model, so the council's commissioning approach for this contract is being looked alongside and in context with hubs vision. Progress also continues on optimising the existing Older People's hubs, with a meeting scheduled to move forward joint work with City West Homes. Attention is also shifting to the re-procurement of the older people's services contract, which comes to an end in July. A strategic approach is being taken to this, with a multi-stakeholder group involving ASC, Public Health, Housing and Libraries, as well as CCG partners, being convened to work collaboratively on the specification and tender process. The intended result is a contract which enables a blended service offer which makes the most of council, VCS and health partner contributions.

- 4.10 The Hubs work will remain in Cllr Robathan's portfolio following the Cabinet re-shuffle.

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 Central London and West London Clinical Commissioning Groups, are part of the North West London locality.
- 5.2 The Health and Wellbeing Strategy for Westminster 2017-2022 (published on 16 December 2016) was developed in parallel with North West London STP since January 2016. The Health and Wellbeing Board agreed in January 2016 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 work stream of the STP for North West London.
- 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 hoped that it will attract transformation funding to help implement the STP. The second iteration of the STP was published on 21st October 2016 and can be accessed here:<https://www.healthiernorthwestlondon.nhs.uk/documents/sustainability-and-transformation-plans-stps>.


- 5.4 On 6 December 2016, the NHS published the North West London Implementation Business Case (ImBC) for the capital investment needed to effectively deliver high quality health services for residents across primary care, the community and acute hospitals. The ImBC is primarily a technical document which sets out the capital investment will help to close the three “gaps” (health and wellbeing, clinical and financial) which the STP aims to close. The ImBC and will now be subject to a scrutiny and approvals process involving NHS England, NHS Improvement and the Treasury before any decision is made.
- 5.5 Work on shaping the North West London STP and the out of hospital strategy continues, particularly around estates and finance.

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. Please note figures reported are for April to September 2016, unless otherwise indicated.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 2 position*	RAG Rating	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Jul 16 – Sep 16</i>	<i>Red, Amber, Green</i>	<i>Perf vs. last year</i>
Performance Indicators flagged for attention:					
Adult Social Care					
 Percentage of carers receiving an assessment or review	87%	90%	33%	Amber	Improving
Reason for underperformance and mitigation: Carers assessments are slightly behind target for August (38%) because many assessments carried out in the previous year were carried out in the latter part of the year, hence too soon to carry out another review. Performance is greatly ahead of performance this time last year. The percentage will rise faster over time					

Performance Indicators on track to achieve targets					
Adult Social Care					
Proportion of adults with a learning disability known to ASC in paid employment	7.4%	7.5%	6% (25/392)	Amber	Stable
Proportion of adults in contact with Mental Health services in paid employment	6.6%	6.6%	7% (66/919)	Green	Stable
Percentage of people completing re-ablement who require a long-term service	28%	28%	25% (87/347)	Green	Stable
Total number of new permanent admissions to residential care of people aged 65 years and over	46	46	14	Green	Stable
Total number of new permanent admissions to nursing care of people aged 65 years and over	53	53	17	Green	Stable
Adults receiving a personal budget to meet their support needs	92%	90%	90% (1483/1634)	Green	Stable, same as last year
Delayed transfers of care, acute days attributed to social care (cumulative)	1,002	924 (308 Apr - Jul)	260 (Apr-July)	Green	Improving on last year

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 2 position*	RAG Rating	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Jul 16 – Sep 16</i>	<i>Red, Amber, Green</i>	<i>Perf vs. last year</i>
Public Health					
Service Commentary: Public Health performance indicators all have a lag reporting time of between 2 months to a year. However all indicators have been reported as being on track and to achieving their targets. The most up to date figures have been provided within the table.					
Percentage of children who received a 2-2.5 year review	53.1% (in Q1 15/16)	Q1 Target: 390 (69%)*	70%	Amber	Improving
Number of residents reached through community champion activities	13,228 (global figure for all activity)	Target to be confirmed	3059	Green	Improving
<i>* Annual data</i>					
Number of NHS health checks taken up by eligible population	7,784	8,330	1,637 (Qu1)	Green	Stable
Stop Smoking Services – number of 4 week quits	1,467 (full year)	345 (at end Qu 1)	314 (Qu1)	Green (based on profile)	Stable