

# Westminster Health & Wellbeing Board

<b>Date:</b>	1 October 2015
<b>Classification:</b>	General Release
<b>Title:</b>	Westminster Health and Wellbeing Hubs
<b>Report of:</b>	Tri-borough Director of Adult Social Care
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	The programme of work is consistent with the stated vision and objectives of the partners within the Westminster Health and Wellbeing Board, and is a mechanism for delivering the strategic ambitions, outcomes and efficiencies required from City for All.
<b>Financial Summary:</b>	NA
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## 1. Executive Summary

- 1.1 The Health and Wellbeing Hubs programme was born out of a necessity to transform the way the City Council delivers its services to improve people's life chances and reduce reliance on costly public services. In the medium to long term the Council will deliver this programme with CCGs and other partners to improve access to existing preventive services to those who are at risk of developing complex needs.

## 2. Key Matters for the Board

- 2.1 The Health and Wellbeing Board is asked to note this programme of work and consider the outcome and objectives of the programme. The Board are also asked to consider how best this programme can support the work of partners in the local health economy.

### 3. Background

- 3.1 As local authority budgets continue to be reduced and NHS budgets contract, demand for public services by a growing and ageing population often with complex needs threatens to outstrip supply. Westminster City Council, like the rest of local government, has experienced significant budget reductions right across its services and is preparing for the future on the basis that reductions will continue. To date, it has responded by continuing to make efficiency savings, improving productivity while continuing to provide quality services that meet the needs of its population.
- 3.2 Now, with CCGs and other statutory and voluntary sector partners, we are continuing to adapt the way we work to meet the budgetary challenges across Public Health, Adult Social Care, Children's Services and the local health economy along with other key services where relevant. One way in which we are looking to do this is through the development and delivery of Health and Wellbeing Hubs across Council services to meet the needs of its population.

### 4. Health and Wellbeing Hubs ('Hubs')

- 4.1 The basis of the programme is to make access to existing preventative services easier for those groups of people who we know commonly do not access them despite their needs. The programme will initially focus on target groups within the wider categories of young people, older people, and single homeless people.
- 4.2 These population sub-groups are not necessarily high cost to the local authority and partners in terms of public services they use, or characterised by complex needs. They might be those for whom timely access to the right support can prevent or lessen their need for interventions later on. While the potential increase in uptake may demand additional resource, it will be offset in the longer term by the reduced volume of population with complex needs. The benefits will be realised not only by our clients and their families but also by the local authority, the NHS and other relevant partners such as education and police.
- 4.3 Ensuring timely and appropriate intervention can achieve cost avoidance downstream. Health and Wellbeing Hubs will help to achieve the aims of:
- reducing the barriers to preventative services, through improving knowledge of service availability, rationalising care pathways and helping to reduce stigma (**acceptability and availability of services**);
  - through the adoption of 'person centred' service delivery, enabling residents to address their needs, reducing reliance on public services and facilitating sustainable behaviour change (**appropriateness of services**); and

- through timely intervention, preventing people's health and wellbeing issues deteriorating and becoming more debilitating and more expensive to treat (**effectiveness of intervention**).

4.4 The programme's approach is to establish a single point of access to a range of services in established community settings. The programme will use public service transformation principles to address the holistic needs of people by delivering person centred interventions with the aim of reducing the cost of, and reliance on, public services and will build on business opportunities that arise.

4.5 The concept of Health and Wellbeing hubs is broader than the permanent physical co-location of services in a dedicated site. It refers to a range of ways to deliver public services to our target audiences, suitable to their needs and the business opportunity in each case, which could include:

- intermittent and regular co-location of services between a range of council, community and primary care services (access to particular services at regular time and day every week);
- tacking on extra preventative services where there is an opportunity (spare physical space or capacity) to other council or partner services and premises (e.g. falls prevention classes in libraries);
- rationalising care pathways to facilitate access to a range of services (linking up and cross-referring between council and primary care services);
- up-skilling front line staff delivering council or partner services to be able to identify issues in their usual client base and provide basic advice and/or signpost to other relevant services (e.g. someone presenting as homeless can be referred by a housing officer to mental health services); every contact counts approach; and
- targeted communications, using appropriate means of communication, with known vulnerable groups or groups who show patterns of low uptake of services and are in need of early intervention to raise awareness of the preventative offer available to them.

4.6 The outcomes we seek to deliver – which are a combination of long and shorter term aims – can be summarised as follows:

- preventing people needing complex and often acute care prematurely, resulting in the reduction of costs to the council and partners (e.g. the NHS and emergency services). This can be achieved by enabling and encouraging target cohorts' use of prevention services to reduce the medium to long term demand for costly health and care services. At the same time,

the quality of life will be improved and the number of premature and preventable deaths reduced;

- creating opportunities for realising savings resulting from reduction of costs and increase in efficiencies for the local authority and partners by sharing risk and resources, and avoiding duplication; (e.g. co-location of joint teams)
- reducing reliance on public services, and improvement in self-management and independence;
- improving physical and mental health and wellbeing of Westminster citizens through timely identification and improved pathways between services;
- supporting our preventative services offer, improving ease of access in Westminster's communities to contribute to reducing health inequalities; and
- increasing capacity for employment and meaningful occupation for citizens and supporting economic growth in the borough.

## 5 Work streams

- 5.1 Initially we will deliver three work streams targeting cohorts within the categories of: older people; youth; and single people who have made statutory homeless applications. These reconfiguration of services to establish the 'hubs' will test and evaluate the local effectiveness of co-location, integration and joint-commissioning between council service areas and between the council and partners, such as the CCG.
- 5.2 Newman Street, a temporary accommodation facility for single homeless people in Westminster, will form a major part of the single homeless people hub work stream. It is a good example of local authority services working with a local primary care centre to ensure residents are accessing primary care services. Newman Street accommodates some very vulnerable people with highly complex needs, many of whom are not even registered with a GP.
- 5.3 The Council recently deployed Floating Support (FS) workers at Newman Street who are permanently located in the building. FS workers work with vulnerable adults to assess their needs and develop with them a support plan to address those needs. Support packages include a range of services such as benefits advice and tenancy sustainment to development of life skills and accessing mental health, drug and alcohol services. The local primary care centre has invited the FS workers to weekly meetings to share information and concerns regarding residents, many of whom exhibit a need for these services yet fail to access or engage in them currently.
- 5.4 The Health and Wellbeing Hubs work aligns with the direction of travel of other local authorities and partners across the public services landscape and in particular with the CCGs work on *whole systems integrated care*. CLCCG's draft

business plan incorporates long term objectives for 2016/17 around enabling people to take more control of their health and wellbeing through information and ill-health prevention, as well as working with stakeholders to develop strategies and plans that align closely with the objectives of the Health and Wellbeing Hubs.

- 5.5 The changes at Newman Street therefore provides a useful illustration of where the council's work on Health and Wellbeing Hubs already meets with the direction of travel of the CCGs. However, achieving and taking advantage of alignment between the two approaches will be a feature across all the work streams of the Hubs programme.
- 5.6 Throughout development and delivery of this work, we will be linking closely with parallel work streams in partner organisations in order to share learning and ensure the changes we make are mutually supportive, timely and in answer to unmet need only. A key example of this will be our connection with the CCGs and their work to drive self-care and self-management.
- 5.7 We will monitor and evaluate the successes and challenges of Health and Wellbeing Hubs on current services with a structured approach to capturing learning. This will support additional work to map out further co-location and integration opportunities for the future. The effectiveness of the initial hubs will be fully evaluated taking into account impact on existing services. These results will inform the roll out of the Hubs across the local area planned for Spring 2016.

## **6 Legal Implications**

Not applicable

## **7 Financial Implications**

- 7.1 Staff time excluded, there are no direct costs associated with this programme at present.
- 7.2 Over the medium term, this programme of work will aim to produce a robust business case that will assess the quantum of savings that could be delivered to the Council and to partners by adopting more efficient and effective ways of working. The business case will be underpinned by a cost benefit analysis of the pilot projects that will analyse in detail: the current service costs - upstream and down-stream; future anticipated funding changes; projections of potential savings; analysis of where costs/savings fall (WCC and partners); savings profile over time and any costs to implement.

**If you have any queries about this Report or wish to inspect any of the  
Background Papers please contact:**

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