

Date:	17 March 2016
Classification:	General Release
Title:	Health and Wellbeing Hubs
Report of:	Liz Bruce, Executive Director of Adult Social Care
Wards Involved:	All
Policy Context:	The Health and Wellbeing Hubs programme explores the potential for using our estate to greater effect, developing multi-disciplinary, person-centred service hubs which increase access to prevention and early intervention services, particularly among those at risk of developing multiple needs.
Financial Summary:	NA
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1. Executive Summary

- 1.1 The Health and Wellbeing Hubs programme was initiated to test how best to improve the lives and outcomes of disadvantaged groups and individuals through changing the way we work within the Council and with our partners. The focus is on improving the use of our estates so as to increase access to preventative services for those at risk of experiencing multiple needs. This focus is to prevent the development of complex issues that are costly to individuals, families and public services to resolve. This paper builds on the previous Health and Wellbeing Board paper on this topic considered on 21 January 2016.

2. Key Matters for the Board

- 2.1 The Health and Wellbeing Board is asked to note the progress the Council and partners have made in this programme thus far and its further proposals and next steps. The Board is also asked to consider how:
- This programme of work relates to projects currently underway or being planned by partners; and
 - Partners can contribute to the future development of this programme of work.

3. Background

- 3.1 The approach of Health and Wellbeing Hubs is based on public service reform principles around co-location; joint working between multiple sectors and professions to build services around individuals. The overarching mission of the programme is to intervene with high risk cohorts at early stages to prevent them from requiring complex and often costly public services, such as admissions to Accident and Emergency departments, emergency service call outs or long term social care. We will do this through changing the way we work to deliver existing services, rather than by developing new ones.
- 3.2 There are three work streams within the health and wellbeing hubs programme:
- Testing out new approaches to improving health and wellbeing outcomes and reducing dependency on public services among single homeless adults in temporary accommodation;
 - Refreshing the existing older people's hubs to improve access for those who need the services most and to reduce social isolation; and
 - Developing upon the nascent plans within the Church Street Renewal Programme for a health and wellbeing community hub on the site of 4 Lilestone Street / Penn House.

4. Refreshing Older People's Hubs

- 4.1 The Council have four contracts for the provision of preventative services to older people. These contracts, jointly funded with the Central London and West London Clinical Commissioning Groups (CL CCG/WL CCG), were originally let in 2012 and were extended through a direct letting in June 2015 for the period up to July 2017.
- 4.2 The contracts cover the provision of services at four older people's hubs. These four hubs are located in the wards with the greatest need; Queens Park/ Harrow Road, Westbourne, Churchill and Church Street (Penfold).

- 4.3 The hubs provide a diverse range of activities to the local community which are aimed at improving or maintaining good mental and physical health and reducing social isolation. A range of activities are offered in a number of sites in the borough.
- 4.4 Early findings of a review of the hubs were presented to the Health and Wellbeing Board in January and confirmed that a pro-active, evidence-based approach is being undertaken. The review also identified gaps and opportunities to further improve access in order to:
- Embed a preventative approach to avoid costs downstream
 - Maximise existing assets e.g. sites and services across a range of partners - more people, higher quality, better value - leading to improved efficiency
 - Avoid duplication of preventative offer: To ensure that by working together across partner agencies, a 'whole system' view of older people's activities is taken
- 4.5 To take this forward, discussions have commenced with the CL CCG on their whole systems village model with a view to developing plans together for how targeted services for older people could be delivered in key locations, within fit for purpose buildings. There is an opportunity to develop and co-design a comprehensive 'social prescribing' pathway, particularly around the South Westminster Village Pilot.
- 4.6 In addition, joint working has commenced with City West Homes to identify opportunities for the more efficient and effective use of properties so as to improve access the preventative offer to older people. Initially this will focus on opportunities in and around South Westminster and this will be supported by a preliminary mapping exercise of local council, CCG, City West Homes and voluntary services and premises. This work is supported by and connected in with the outputs of a recent workshop between the council and City West Homes where a range of potential opportunities for rationalisation and streamlining were identified for further exploration.

5 Newman Street pilot

- 5.1 One of four general needs Temporary Accommodation facilities for single adults located within the borough, Newman Street is a mixed-sex facility comprising of 77 self-contained studio flats. The majority of Newman Street residents are vulnerable adults with complex multiple needs, which include substance and alcohol addiction, significant mental and physical health issues and history of crime and/or anti-social behaviour.

- 5.2 The ambition for this pilot is to target existing preventative services at a cohort of individuals who require early intervention to prevent them from experiencing greater difficulties and decline.
- 5.3 Together with our providers, CL CCG and Great Chapel Street Primary Care Centre, we have jointly developed a model to improve how we target existing services and improve residents' life chances. This addresses people's multiple needs in parallel and proactively takes services to them in order to facilitate access and engagement. Ultimately, the model will seek to enable residents to become self-reliant, to enter, re-enter or engage in employment activities and other meaningful occupation and to become financially independent.
- 5.3 The Chair of the Health & Wellbeing Board visited Newman Street on 8 February and met with residents, floating support workers and building staff to hear about their experiences following implementation of the pilot model. There is anecdotal evidence already that the changes at Newman Street are delivering benefits for the residents there. Work is on-going on developing the model for measuring the impact of these changes in a quantifiable way. Updates will be brought to the Health and Wellbeing Board as the relevant data accumulates over time.

6. Church Street Health and Wellbeing Community Hub

- 6.1 The Health and Wellbeing Community Hub formed a central pillar of the proposals throughout the development of the Church Street Masterplan. The vision is for the Hub to incorporate a range of health and wellbeing services delivered through genuine integration.
- 6.2 Incorporating a broad range of services, the Hub will become a focal point of the community, its overriding purpose being to create an environment where residents are both encouraged and enabled to address their health and wellbeing issues and maintain / enhance their self-reliance and economic independence, reducing in turn their call on the public purse.
- 6.3 The Hub will be a new build on the site of what is currently 4 Lilestone Street and Penn House. It is due to come on line in 2021 and work has begun to develop the plans for the front line services and back office functions it will house.
- 6.4 Through close collaboration with our partners – the CCGs, DWP and the VCS – it is envisaged that the cost-benefit ratio of providing services in what is an area with a raised level of need will be improved, that services may become seamless and genuinely person centred and that the life chances of residents will be enhanced. A further update is proposed in Autumn 2017.

7. Legal Implications

None at this time.

8. Financial Implications

None at this time.

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

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