

Date:	14 th July 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 preventative services for those at risk of developing multiple needs.
Financial Summary:	Not Applicable
Report Author and Contact Details:	Meenara Islam mislam@westminster.gov.uk Rebecca Fuhr rfuhr@westminster.gov.uk

1. Executive Summary

- 1.1 The Health and Wellbeing Hubs programme was initiated to explore and 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 and our collective resources to increase access to preventative services for those at risk of experiencing complex and multiple needs.
- 1.2 This paper builds on the previous Health and Wellbeing Board paper on this topic considered on 26 May 2016. It outlines latest developments in the programme including the results of a large scale multi-agency workshop on older people's services provision, and work to measure and demonstrate the impact of service innovations at the Newman Street temporary accommodation site.

2. 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 can move forward with greater scale and pace in light of the STP and H&WBS; 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 and joint working between multiple sectors and professions to build services around individuals. The mission of the programme is to intervene early with high risk cohorts 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. **Optimising Older People's Hubs**

4.1 This work stream focuses on looking at the full range of services available to older people in the south of Westminster, reducing duplication, increasing integration with partners and making the best use of the existing, successful Older People's hubs.

4.2 Following extensive discussion and analysis of the existing service offer, a large scale multi-stakeholder workshop was held in May. The workshop was well

attended, with representation from Council senior management (including Adult Social Care, Public Health and others), the Clinical Commissioning Group, housing providers and other local partners. The aims of the session were to:

- Share knowledge of the successes achieved so far.
- Encourage greater joint service delivery across organisations; and
- Plan for the new 'landscape' – developing proposals to improve the 'reach' of our preventative offer, increase efficiency and use collective resources most effectively.

4.3 The challenges and opportunities were looked at in both short and long term, resulting in a rich discussion about the potential impact of the Central London CCG Whole Systems project (which will trial an enhanced offering in the form of extra staffing in three of the GP Villages, including South Westminster) and rationalisation of both council and NHS estates. Attendees also explored how we can work together to provide the services people need locally.

4.4 In respect of short to medium term actions, the opportunity to work alongside council libraries services was identified. Libraries offer a familiar and non-stigmatising venue for service provision, at the heart of the local community (most Westminster residents live within one mile of their nearest library). They are also known to be well used by the older population. Some health and wellbeing services are already provided through libraries, but there is a broader opportunity to optimise this and further enhance their role in our preventative agenda.

4.5 Longer term, the focus will need to be on how council services align with new models of provision by the CCG. There was discussion of how the open access, on-going services provided through the Council's Older People's Hubs would complement the more time-bound interventions arising from Social Prescribers. A Social Prescriber will take responsibility for the well-being of patients, linking them in with the voluntary and community services that best fit the patient's requirements and levels of motivation. It has been proposed that some analysis is undertaken to establish how the two will slot together in practice. Referral routes from GPs and via non-clinical Care Navigators (who assist each Village to identify complex, high-risk patients and manages multi-disciplinary team discussions), were also explored. There is a need to ensure that robust, fit for purpose, mechanisms are in place, to manage potential demand as service delivery models evolve.

5. Newman Street

5.1 Newman Street is a block of temporary accommodation which at any one time houses around 70 homeless individuals with particularly significant and complex

needs. Under the Hubs programme, a partnered service of floating support workers and pathways officers was introduced to increase resident engagement with relevant services, focusing on basic preventative interventions.

- 5.2 An evaluation completed in April 2016 showed a high engagement rate with support services from residents since they were introduced. A reduction in safeguarding alerts and a consistent number of pathways placements demonstrate this positive change. Residents in Newman Street are better linked to health services and the multi-agency approach provides more holistic support for the very vulnerable and complex cases. Following the changes and improvements that are being made reports on the performance of the Newman Street project have been outlined in previous reports to the Board on 21 January¹ and 26 May 2016². However, there is more work still to do - incident numbers remain high and the uptake in employment support and the overall move from benefits to paid employment are still among our ambitions for residents.
- 5.3 To ensure that services are timely and effective officers have produced a number of key performance indicators (KPIs). The KPIs are based on learning and best practice from the hostel and supported housing sector, and are designed to show the outcomes and benefits of a support and intervention system based around residents in a hub environment.
- 5.5 The KPIs therefore focus on the main ways in which this would be achieved: engagement (GP, support and employment), outcomes (shorter stay and increase positive 'move-on' options) and environment within the block (reduction in incident and call outs).

	KPIs
1	<u>Positive Move On</u> 75% of residents move on positively into more independent accommodation and suitable accommodation
2	<u>Reduced stays</u> 50% of new residents move-on within 6 months
3	<u>Engagement in health and support services</u> <ul style="list-style-type: none"> • 100% registered with a GP • 100% engagement with other relevant support services (substance misuse and mental health)
4	<u>Reduction in Serious Incidents</u> <ul style="list-style-type: none"> • 100% accurate classification of all incidents • 0% Repeat Serious Incidents • Risk management plan produced and circulated within 24 hours of all serious incidents • Reduction in unplanned ambulance call outs (currently c.3%)

¹ [Health and Wellbeing Hubs](#), 21 January 2016, Westminster Health and Wellbeing Board

² [Health and Wellbeing Hubs](#), 26 May 2016, Westminster Health and Wellbeing Board

5	<p><u>Engagement in workshops that promote employment, training and education</u></p> <p>20% residents deemed fit to work engaging in workshops that promote employment, training and education.</p>
----------	---

5.6 Monitoring of these KPIs will support us to assess and evidence the cost and benefit of the changes made at Newman Street, feeding into our understanding of the advantages of taking a ‘hubs’ approach to improving local services. Support and statutory functions within Newman Street will be directed to achieving these outcomes and performance will be reported and monitored at the monthly partnership meetings held at Newman Street. These meetings take place between the representatives for the Newman Street project, a homeless specialist officer, floating support workers and team leaders. Other people may attend on an ad hoc basis. With the collection of this data benchmarking across schemes with similar cohorts will be possible. A performance report will be brought to the Health and Wellbeing Board in early 2017.

6. Church Street Health and Wellbeing Community Hub

6.1 As noted previously, the physical building that the Church Street Community Health and Wellbeing Hub will be delivered from will not be built until 2021. Current activity is therefore focused on developing the vision for what the Hub will deliver and making sure that this meets the needs of the community and the strategic objectives of the council, the NHS and wider local partnership.

6.2 Working with the Health and Wellbeing Working Group, (chaired by Ruth Runciman - local resident and former Chair of the Central & Northwest London NHS Foundation Trust) the Church Street Project Team has been developing a ‘Theory of Change’ and Outcomes Framework for the regeneration activity in Church Street. Building on the Futures Plan³, this strategic document will guide us towards realising our long term ambition for Church Street to become ‘London’s Most Liveable Neighbourhood’. The Hub will be a key project in the delivery of this ambition.

6.3 Primarily, ‘London’s Most Liveable Neighbourhood’ is a place where people thrive, so promoting health and wellbeing through the regeneration activity is the ‘golden thread’ running through this work. Our approach draws heavily from the Housing and Health JSNA and the joint Health and Wellbeing Strategy refresh currently being developed and positions ‘Quality of Life’ as the primary outcome we are working towards. Enablers of this are ‘Developing Excellent Services and Facilities’, ‘Building Economic Independence’ and ‘Improving the Physical

³ <https://www.westminster.gov.uk/futures-plan-for-housing>

Environment'. The 'bedrock' upon which everything rests is a strong, resilient community.

- 6.4 We aim to set out what Church Street would look and feel like once the ambition has been realised, then work backwards from that to identify how that change will happen, including who needs to be involved, what activities we need to undertake and how we will measure success. This will be translated into a set of long term goals and medium term priorities that will inform the work plans for the various working group reporting to the Future Steering Group.
- 6.5 The Church Street Futures Steering Group grew out of development of the Plan and is supported by 10 working groups including groups looking at Health and Wellbeing, Infrastructure and Public Realm and Employment and Skills, as well as the development of the Hub and wider work of the Church Street Project Team. Progress will be measured via a dashboard of indicators and measures currently being developed with the Business Intelligence Team and various others who will input into this.
- 6.6 A draft of the document will be presented to the Future Steering Group in July and it is anticipated that this will be finalised in August. Development of the detailed work plans for the various working groups will follow.

7. Legal Implications

None at this time

8. Finance Implications

None at this time

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

Meenara Islam, Principal Policy Officer, Westminster City Council

Email: mislam@westminster.gov.uk

Telephone: 020 7641 8532