



City of Westminster

Adults & Health Policy & Scrutiny Committee

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Briefing of: Councillor Heather Acton, Cabinet Member for Adult Social Services & Public Health

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1. Adult Social Care

1.1 Better Care Fund

- 1.1.1 Following formal assurance of our BCF on 27th October 2017, we continue to implement our two-year integration plan and the agreed schemes. Progress has been made in a number of key areas.
- 1.1.2 The Community Independence Service (CIS) remains a priority to increase integration across health and care, delivering high quality integrated care and improving efficiency. The CIS contributes to the good performance in preventing non-elective admissions and minimising delayed transfers of care (DTC). Consideration is being given to future commissioning options for the CIS, as the existing contract expires in Summer 2018. In addition, further consideration is being given to the future operating model for the CIS.
- 1.1.3 Under our Integrated Commissioning scheme, we have completed a review to ensure that pooled budgets under our S75 agreements result in improved value for money and efficiency. This stock take will ensure that all contracts and placements align with our agreed strategic direction and will inform plans for efficiencies in 2018/19.

- 1.1.4 The Improved Better Care Fund (iBCF), which was jointly, agreed as part of the grant conditions supports achievement against the BCF plan. We are currently mobilising additional resource and capacity to improve discharge protocol and reduce Delayed Transfers of Care (DToC).
- 1.1.5 In November 2017, Central London CCG presented to the Health and Wellbeing Board the Integrated and Accountable Care Strategy. This was endorsed by the Board and sets out a more detailed route map and rationale for achieving integrated care by 2020. Westminster Partnership Board has been established to implement. Discussions have continued about the benefits of developing and agreeing a single integrated care model across Westminster and Kensington and Chelsea. There are many benefits, but it would also ensure that residents in Queens Park and Paddington would receive a service similar to that received by residents in the south of the borough.
- 1.1.6 New arrangements for a seven-day per week Hospital Social Work Team were put in place in January 2017 at no additional cost. The week day teams' roles and functions have been extended to cover 7 days a week and local team managers will manage work over 7 days having oversight of all cases, to create consistency and continuity.

1.2 Transition to Bi Borough shared services commissioning

- 1.2.1 As part of the planning for the ending of the shared services commissioning arrangement for Adult Social Care, the formal consultation period with staff from Strategic Commissioning and Enterprise closed in November 2017. There was broad support for the proposals.
- 1.2.2 Priorities have been to enable a safe transition to new Bi-Borough working arrangements, which accommodates new ways of working being developed across the Council a structure enabling on further integration of commissioning functions.
- 1.2.3 A new post of Bi-Borough Director of Integrated Commissioning will be filled on the 16th May. The Executive Director has strengthened quality assurance in Adult Social Care commissioning through the appointment of a Head of Quality Assurance.
- 1.2.4 Some gaps remain in procurement posts, but any associated risks are being minimised until they are filled.
- 1.2.5 The new Bi-Borough Director of Integrated Commissioning for Adult Social Care, Children and Families and Public Health will be supported by a Head of Commissioning for each of these service areas with a Head of Procurement working across all three.

1.3 Home Care Provision

- 1.3.1 Service performance among the four commissioned providers remains positive. London Care and Vincentian Care Plus are anticipating inspections from the Care Quality Commission in the near future. Both organisations have demonstrated their commitment to continuous improvement through various activities, with support from WCC.
- 1.3.2 Vincentian Care Plus has improved their organisational structure, leadership and staff engagement, and invested in improved back office technology. London Care has been working on improving personalisation within their services, so that care and support are tailored to meet assessed need in a manner that supports personal preferences. London Care has also undertaken an internal audit in readiness for their inspection.
- 1.3.3 Sage Care and Healthvision were both inspected at the end of 2017 and both achieved an overall rating of 'good' for each of the five essential standards.
- 1.3.4 Work continues with all commissioned providers to improve and to sustain performance. Recruitment and retention of care workers is an industry challenge and is particularly difficult in central London where the cost of living and the cost of travel can act as a disincentive. The four providers are now working with and advertising through the Council's employment networks. This aims to support local residents to find job opportunities within the local community to support commissioned providers and to recruit local candidates that are interested in a career as a care worker.

1.4 Older People Residential and Nursing Care

- 1.4.1 The report to the Committee in January 2018 provided detail of the Care Homes Improvement programme funded through the Improved Better Care Fund. This was launched to provider partners on 22nd January 2018 and "My Home Life" supports every care home manager through a Leadership programme. "Ladder to the Moon" is taking a whole care home approach in delivering outstanding activities.
- 1.4.2 The programme is jointly funded with the Clinical Commissioning Group and is open to all Older Person's Care Homes in Phase One (the first 9-12 month period). Phase Two will prioritise care homes assessed as 'Requiring Improvement' by the Care Quality Commission and those felt to be most in need of additional support. Providers will have to commit to 20% part funding in Phase Two.
- 1.4.3 The "My Home Life" programme delivery started 15-16th March and was attended by all but one of the care homes in Westminster. The only absentee was St George's Nursing Home, due to staff sickness.

1.4.4. Forrester Court Nursing Home, operated and managed by Care UK, was inspected by the Care Quality Commission in February 2018. The home is currently rated as “Requires Improvement” following the last inspection in December 2016. The service was assessed at that time as requires improvement in the Safe, Effective and Well-led domains and Good in the Responsive and Caring domains. While the full report from the most recent inspection has not been published as yet, initial feedback from the inspection team and the provider is positive and an improved rating is hoped for. Officers will report on the official rating in the next scrutiny committee briefing.

1.5 Mental Health Day Services

1.5.1 As part of the changes to day services safe spaces provision continues to be offered at both the Abbey Centre and Beethoven Centre, provided by Single Homeless Project (SHP). The Abbey Centre offers mental health recovery activities which are co-designed with service users and supported by an on-site mental health recovery worker.

1.5.2 There is ongoing to offer a range of activities and to work with operational teams ensuring sufficient people with personal budgets are accessing services and that with SHP, SMART and the Centres, these reflect peoples’ needs and interests.

1.5.3 Partnership working between the key stakeholders SHP, SMART, and the two community centres, continues to be encouraging and supportive. There is also ongoing engagement with the Clinical Commissioning Group both in regards to service outcomes monitoring and funding agreements.

1.5.4 Information and engagement events are being planned by providers over the upcoming months including the Healthy Minds Network on the 11th April at the Abbey Centre.

1.6 Supported Accommodation for People with Severe and Enduring Mental Illness

1.6.1 There is partnership working with Housing and the Prevention Team, to finalise a procurement strategy for all supported accommodation for people in Westminster with Severe Mental Illness (SMI). The Cabinet Member for Adult Social Services and Public Health and the Cabinet Member for Housing approved continuation of services for two years to 31st December 2019 to enable service reviews, consultation, tendering and implementation for a new service.

1.6.2 Services will be transformed from the current configuration of nine contracted providers of 36 separate services supporting a total of 426 people to a new model of up to six geographical clusters, each containing between three and 10 services, and delivered by up to six contracted providers (one per cluster). Each

cluster will provide a range of support levels to meet peoples' needs, to enable them to move-on to more independent living and to deliver other positive outcomes, such as entering education, training and employment. Tendering will be undertaken in two phases across 2018 and 2019.

- 1.6.3 Discussions are underway with the existing service providers and landlords to tackle any issues in regards to the licences and leases and use of the properties for future procurement.
- 1.6.4 As part of the procurement strategy, the consultation plan will include engagement with services. Stakeholder events will take place (including with operational teams) to inform the service specification and pathway moving forward

1.7 Services for residents with a learning disability

- 1.7.1 Under the previous shared services commissioning arrangement the Learning Disability Programme Board was established to improve outcomes for adults with a learning disability and also for their family carers.
- 1.7.2 The Board review of strategic governance arrangements which ensured that priorities for the provision of support and arrangements for co-production and engagement with people who use services and their families were agreed. It also updated the commissioning arrangements, with a new Section 75 agreement clarifying expectations from investment in health and social care in joint work.
- 1.7.3 The Programme Board also oversaw strengthened individual commissioning arrangements for support and accommodation, ensuring the monitoring of both quality and cost.
- 1.7.4 Depending on level of need, placements and support may be directly funded by the NHS. We have agreed Continuing Health Care Funding and Joint Funding protocols and also a jointly agreed and tested methodology for review and oversight of the quality and value for money of high cost placements.
- 1.7.5 A priority in the draft Joint Learning Disability Strategy 2018 - 2021, is preparing for adulthood as this is an area for improvement in both operational and strategic delivery of support. This is a key area for integrated work with the Children's and Families' Services department and will be supported by the new Bi-Borough Integrated Commissioning Directorate. A Transition Learning Disability Board has been established to sustain the momentum of the programme of work as the new arrangements are embedded.

1.8 Loneliness

- 1.8.1 With the benefit of MyWestminster funding, we are designing a project to help ensure no one in Westminster experiences loneliness. Open Age will be expanding the role they already play in this area, and link with other community providers, such as Age UK Westminster.

2. Public Health

2.1 Mental Health

- 2.1.1 The final version of the Suicide Prevention Strategy was presented to the Westminster Health and Wellbeing Board on 20th March following. The document has been produced by a multi-agency suicide steering group following earlier discussions in its draft form, and the existing suicide prevention strategy that expires this year. The document is underpinned by new national guidance published by Public Health England (PHE).

- 2.1.2 Training in Mental Health First Aid is being offered across the Council for customer facing staff, with the benefit of a grant from the Military Covenant. While emphasis was given to the issues ex service personnel can face when they leave the military, the training is very useful in helping staff to direct people to the right support. I am looking at funding further training with Public Health resources.

2.2 Leaders Fund initiative: Westminster Sings

- 2.2.1 There is a significant body of evidence demonstrating that singing in a choir/singing group, can boost mental health and wellbeing: a top priority for Westminster City Council.

- 2.2.2 To support established and new choirs/singing groups in Westminster – and bring the mental health benefits of music to thousands across the city – the council is launching a £75,000 “Westminster Sings” programme.

- 2.2.3 Westminster Sings will:

- Support the establishment of five new singing groups in areas of Westminster where there are higher concentrations of people living on low incomes, and where there are fewer opportunities to take part in communal singing, through the council’s network of Community Champions.
- Set up a new choir – Mind in Westminster – specifically for people with, or affected by, mental health issues, with mental health charity Mind (Brent, Wandsworth and Westminster branch).

- Offer individual Westminster Sings Grants of around £1,000 to support established community choirs across Westminster to recruit new members, establish networks with other choirs and host events for local residents.
- All choirs will receive free training on how to reach out to and support people with mental health issues.
- Host 'Westminster Sings' during Mental Health Awareness Week (14-20 May 2018), at which Westminster's choirs will be invited to perform outside Westminster Cathedral (subject to approval of planning application).

2.2.3 Westminster Sings launched on Tuesday 20th March 2018 with a performance by Singing with Friends, a choir for people with dementia and their carers, run by Resonate Arts in partnership with Wigmore Hall.

2.3 Sexual Health

2.3.1 We are implementing the new Genito Urinary Medicine services and the e-based system as reported previously.

2.3.2 The committee will receive a full report on progress in the June meeting.

2.4 Substance Misuse

2.4.1 The Young People substance misuse contract has been re-procured and awarded for one year to Blenheim CDP. The short duration of the contract is to align with the Children's 0-25 commissioning programme due to be initiated early 2018/19.

2.4.2 DAWS received a positive report from the unannounced CQC inspection that took place in December 2017. Although substance misuse services are not given an official rating by CQC the inspectors reported that the vast majority of areas inspected were good or outstanding. This was a follow up to a previous CQC inspection three months after the new contract had been implemented. CQC noted the recommendations made from that initial inspection had been addressed and noted the following positive comments on the service:

- Staff were skilled, experienced and knowledgeable about substance misuse and had a good understanding of clients' needs.
- Clients were positive about staff and felt involved in the planning of their treatment. The service provided information about regular opportunities in the local areas for activities that were low cost or free.
- The provider has a good outreach and peer mentor programme for clients. This scheme has recently received an award as a model of best practice.
- A range of employment and education opportunities was available to clients.

- Staff held effective multi-disciplinary meetings and worked well in partnership with external local agencies.

2.5 Commissioning

2.5.1 The PH commissioning team has moved to the Integrated Commissioning Directorate based in RBKC. Close links will be maintained with PH to ensure commissioning decisions continue to be taken in the context of the PH priorities and outcomes framework.

2.6 Oral Health Campaign

2.6.1 Westminster has some of the worst figures in the country for childhood oral health, reflecting a worrying trend across the country. In 2016-17 there were more than 42,000 hospital procedures to remove multiple teeth from patients aged under 18 – a rise of 17 per cent in just four years.

2.6.2 In response to this, in January of this year, Public Health and Policy, Performance and Communications launched a campaign to tackle poor oral health amongst children across the borough.

2.6.3 The campaign brings together 'The Tale of Triumph over Terrible Teeth' animation alongside fun, interactive activities and resources for children aged between 3 and 7, to ensure they know how to look after their teeth from a young age.

2.6.4 Since the last Committee Briefing on 31 January, the following additional activity has taken place.

2.6.5 Working closely with colleagues in Libraries, the animation has been screened to children and their parents at Pimlico, Maida Vale, Victoria, Church Street and Charing Cross Libraries. We have also offered to screen the animation at primary school assemblies. To date, we have visited four primary schools.

2.6.6 During National Smile Month (15 May-15 June), our childhood health provider Mytime Active will be screening the animation to 19 schools in the borough. This will be an additional activity for these schools involved with Mytime Active's MEND sessions. We are also hoping to visit local nurseries and Mother and Toddler Groups over the month.

Visit westminstertoothfairy.com to view the animation.

2.7 Tackling Childhood Obesity Together

2.7.1 The Tackling Childhood Obesity Together (TCOT) is a 5-year programme (2015-2020), which aims to halt and reverse the rising trend in childhood obesity. The Westminster strand of this programme is the 'whole council approach' to childhood obesity, an evidence based themed approach combining the 'Health in All Policies' approach with a 'sugar smart' strategy.

Recent Progress:

The annual TCOT report has been developed and finalised (see appendix 1). This is in the style of infographics presenting 2017 TCOT highlights including:

- Commissioned programmes such as Healthy Schools, Healthy Early Years and Mytime Active achievements
- Engagement with local businesses as part of the Healthier Catering Commitment
- Changes to local environments, helping to make the healthier choice the easier choice, such as community food growing projects, removal of "No Ball Games" signs and Playstreets

The report also highlights the achievements of the recently launched oral health campaign with over 600 children participating in various events.

Next Steps

Priorities for 2018/19 will include further development of sugar smart initiatives, continuing to emphasise oral health and obesity linkages through services and campaigns, supporting partners and strengthening departmental pledges, and evaluating TCOT.

3. Health and Wellbeing Board

3.1 The Westminster Health and Wellbeing Board met on 20 March 2018. It received updates on preparations for the upcoming Local Area Special Educational Needs Assessment, an update on the implementation of the Better Care Fund Plan. It also reviewed and approved the Suicide Prevention Action Plan 2018-21 and the Pharmaceutical needs Assessment 2018-21 following the consultation process that has been underway. A workshop is planned in May to develop a work programme for the Board for the next Municipal Year.

4. North West London Joint Health & Care Transformation Group

4.1 A workshop was held at the end of February to look at what has been achieved and how the partnership wants to move forward. I sent the booklet "What has

been achieved to date” to all members of the Committee. It was agreed that for the future, the terms of reference would be adjusted to reflect the intention to continue to interpret health and care services Meetings will be held every other month instead of monthly.

If you have any queries about this report or wish to inspect any of the background papers please contact Charlie Hawken: chawken@westminster.gov.uk / 020 7641 2621