

Torbay Healthy Weight Action Plan (updated June 2017)

1. Introduction (including key terminology)

This Action Plan sits alongside the Torbay Healthy Weight Strategy and contains five **Outcome Areas** covering the life course. It will be overseen by the Healthy Weight Steering Group (HWSG). This partnership group meets quarterly and is subject to terms of reference reviewed annually. Outcome Areas:

- Healthy Start, Children and Schools
- Healthy Food
- Physical Activity and the Obesogenic Environment (subject to a separate Action Plan and Steering Group, but with overall governance through the HWSG)
- Targeted Support for Individuals
- Clinical Services

Each **Outcome Area Lead** will be required to update the Action Plan prior to each HWSG and feedback at HWSG. Public Health will co-ordinate the Action Plan and chair the HWSG.

The **Adult Obesity Clinical Pathways Group** meets quarterly (week preceding the HWSG) to discuss topical issues within services and pathways. If Items are currently subject to this group this will be reflected in the UPDATE section

2. Performance Measures

Outcome Area Leads will be responsible for deciding what **performance measures** to include in the Action Plan: Suggested process:

1. Select appropriate **National Indicators** from the Public Health Profiles available through the Public Health Outcomes Framework (PHOF) fingertips.phe.org.uk/. Healthy Weight related national indicators are included in the following profiles:

- Cardiovascular Disease
- Longer Lives (includes diabetes)
- National Child Measurement Programme - Local Authority
- Oral Health
- Physical Activity
- Diabetes
- National General Practice Profiles (supporting data sets by practice population)

2. Include national indicators within Action Plan **by exception** (significantly worse than the England value) or where of **particular interest**. For example, in regard to childhood obesity where performance may largely be in line with England values but is still of localised concern.

3. Include **Local Outputs** and **SMART targets** in the Action Plan. These local projects contributing to the National Indicators will help to assess progress at ground level. Examples are included under Physical Activity and the Obesogenic Environment.

In both cases Trend Charts (simple indication of three to five year trends) will be included by Public Health. If the trends indicate that a situation is worsening over a period of time then further analysis may be required on a priority basis to look at available sub-indicators or stratified data to assist with forward planning. Public Health will assist with this process.

3. Local Health Profiles

Public Health England Local Health has been developed to present a range of data at ‘small area’ level (Middle Super Output Area). It provides quality assured health information, including adult and child weight, presented clearly through the use of an interactive tool for users within the health service, local government and the public.

These useful Torbay MSOA profiles (15 available) can be accessed here www.localhealth.org.uk/

4. Further Information

The **South Devon and Torbay Obesity Profile** is also included and will be updated on an annual basis by Public Health. Outcome Area Leads can utilise the profile for updates on topic areas such as prevalence, hospital admissions, procedure costs, social segmentation and relationship to deprivation



Potential areas of focus for the developing **Sustainability and Transformation Plans** have been included in the UPDATES section in GREEN. These are draft, subject to change and will be confirmed or removed in due course. An overarching aim is to support the objectives of **Making Every Contact Count (MECC)** – all health and care professionals involved in delivering this Action Plan empowering healthier lifestyle choices and improving access to relevant services supported by **All Our Health** (specific Outcome Measures for MECC to be incorporated in due course. For quick access all relevant documents and pathways are embedded below:



Obesity Profile
062016.pdf



Torbay Adult Obesity
Clinical Pathway July

Outcome Area 1: Healthy Start, Children and Schools							
National Indicators (compared with national benchmark: Green (better) Amber (similar) Red (worse))							
Status	Indicator	Time Period	Torbay Value	National Value	Unit	Trend Chart	Trend Guide
	Breastfeeding initiation	2012-13	71.1	73.9	%		Higher is better
	Breastfeeding prevalence at 6-8 weeks after birth	2014-15	35.7	43.8	%		Higher is better
	Reception: Prevalance of excess weight	2015-16	24.2	22.1	%		Lower is better
	Reception: Prevalance of overweight	2015-16	14.7	12.8	%		Lower is better
	Reception: Prevalance of obesity	2015-16	9.5	9.3	%		Lower is better
	Year 6: Prevalance of excess weight	2015-16	33.5	34.2	%		Lower is better
	Year 6: Prevalance of overweight	2015-16	15.4	14.3	%		Lower is better
	Year 6: Prevalance of obesity	2015-16	18	19.8	%		Lower is better
	Proportion of five year olds free from dental decay	2014-15	73.2	75.2	%		Higher is better
	Proportion of twelve year old's free from dental decay	2014-15	55.2	66.4	%		Higher is better
Local Outputs and SMART targets (TBC)							
Status	Outcome number & description	Time Period	SMART TARGET	Unit of Measure	Trend Chart	Trend Guide	
Outcomes	Who	ACTIONS	UPDATES				
1.1 Increase the percentage of expectant mothers who are of a healthy weight Outcome Area Lead: Sally Lovell	Maternity Services	Review and audit Maternity Services for healthy weight & deliver required actions Sally Lovell	Public Health/Maternity Services update meeting 23 rd May. Number of actions and areas for potential delivery post 2016 audit of Maternity Services.				
	Early Years Forum Health Visitors Childrens Centres	Pre-conception planning for overweight women Sally Lovell/Mark Richards	Query raised with Dr Emma Stubbs. Helpful list of suggestions included here. The development of the new Integrated Obesity Pathway creates a structure to further look into this area (see Outcome Area 5.2)				
			 Ideas for progression May 2015  Pre-conception planning info - Dr Stul				
			<ul style="list-style-type: none"> Practice Manager at Chelston Manor to present to Pathway Steering Group on scope, aims, objectives and timeline of the POD screening pilot in primary care Maternal Weight: guidance forthcoming from PHE in consultation with the South West Clinical Network 				

<p>1.2. Improve breastfeeding initiation and duration rates</p> <p>Outcome Area Lead: Lyn Ware</p>	<p>Maternity Services Childrens Centres</p> <p>Public Health</p>		<p>Information on actions TBC ASAP through Breastfeeding Action Group</p>
<p>1.3. Maintain healthy weight during early years (up to 5)</p> <p>Outcome Area Lead: Lyn Ware</p>	<p>Maternity Services Childrens Centres</p> <p>Public Health</p>		<p>Information on actions TBC ASAP through Child Weight Action Group</p>
<p>1.4. Design and implement Public Health Healthy Learning Project</p> <p>Outcome Area Leads: Nanette Tribble</p>	<p>Public Health Torbay schools</p>	<p>Public Health to develop a sustainable public health offer to educational settings</p>	<p>Programme due for launch JULY 2017 academic year & will include the following themes: Physical Activity, Nutrition, Emotional Health and Wellbeing, PSHE (to include SRE) and the following components: school health profiles, awards schemes, school champions, theme based networks, website, training and conferences</p>
<p>1.5. Ensure the National Child Measurement Programme is fully utilised to encourage healthy weight</p> <p>Outcome Area</p>	<p>Public Health Torbay & South Devon NHS Foundation Trust Torbay Primary Schools (via</p>	<p>Stakeholder session to address childhood obesity levels and NCMP provision 2017 Mark Richards</p>	<p>Postponed: awaits Mayoral budget February 2017 & subsequent stakeholder/re-design meetings. Delivery continues under current contractual arrangements with best practice and changes to via PHE quarterly updates.</p>

Leads: Mark Richards/Lyn Ware	School Nurses)		
1.6 Reduction in dental caries in children and young people Outcome Area Lead: Sue Mills	Public Health Torbay & South Devon NHS Foundation Trust Voluntary sector	Baselining of extraction data. Development of Oral Health Strategy & Action Plan (Torbay and South Devon) and performance metrics. Sue Mills	Underway – anticipate Q1 2017 initial Actions Plan. Communications with Liverpool City Council re use of recent campaign materials. Update required

Outcome Area 2: Healthy Food


National Indicators (compared with national benchmark: Green (better) Amber (similar) Red (worse))

Status	Indicator	Time Period	Torbay Value	National Value	Unit	Trend Chart	Trend Guide
	Excess weight in adults (Active People Survey)	2013-15	68.4	64.8	%		Lower is better
	Proportion of the adult population meeting the recommended 5-a-Day on a usual day (Active People Survey)	2015	49.5	52.3	%		Higher is better
	Percentage of 15 year olds who eat 5 portions or more of fruit and veg per day (What About YOUth Survey)	2014-15	51.8	52.4	%		Higher is better


Local Outputs and SMART targets (TBC)

Status	Outcome number & description	Time Period	SMART TARGET	Unit of Measure	Trend Chart	Trend Guide

Outcomes	Who	ACTIONS	UPDATES
2.1 All children have access to healthy food as standard in primary and secondary schools Outcome Area Leads: Mark	Public Health Food Safety Team (Torbay Council) Childrens Services Torbay schools	Quality assessed and improved nutrition to form part of Torbay Healthy Learning Mark Richards Ensure School meals delivery, uptake and quality supports healthy weight by linking in with the School Food Plan	Nutrition to be incorporated into all HLP components: school health profiles, awards schemes, champions, networks, website, training and conferences. Due for launch July 2017. Capacity to deliver reduced due to budgets cuts with Local Authority – Steering Group to consider multi-sector options


<p>Richards</p>	<p>(variable, dependant on take-up)</p> <p>School Food Providers</p>	<p>Capture examples of holiday hunger work underway in Torbay Mark Richards</p>	<p>1. Summer HEAT Programme: Funded through Jamie Oliver Children’s Health Fund, Summer HEAT (Healthy Eating Active Times) will run in Hele in the first five weeks of the summer holiday 2017. It will provide free lunches for families to beat the holiday hunger gap. Info through Tanny Stobart at Play Torbay</p> <p>2. Fit and Fed in Torbay: Torbay StreetGames approved to deliver this national model during summer holidays 2017. The Main hub will be at Coombe Pafford School - potentially delivering 2 sessions a week along with a pop-up at Torbay Leisure Centre once a week. Each session will run from 11am – 3pm and will be free. Schools in the surrounding areas will primarily be asked to target (but not exclusively) those pupils eligible for free school meals</p> <p>3. Community Picnic, St Marychurch School: Local Primary School, Real Junk Food Project, Public Health Torbay, South West Family values and Sam Ward (Collaton School) partnering to provide a ‘community picnic’ (healthy food and games and craft activity) to 20 local families identified as being at risk of holiday hunger for 4 consecutive weeks (one day a week) over July. This will be a pilot to assess models of activity but one that fits the recommendations of the Parliamentary Report attached below.</p> <div style="text-align: right;">  Hungry Holidays.pdf </div>
<p>2.2. Develop children and families food buying, knowledge and cooking skills</p> <p>Outcome Area Lead: Mark Richards</p>	<p>Public Health Torbay & South Devon NHS Foundation Trust</p> <p>Torbay schools (variable, dependant on take-up)</p>	<p>Promotion/delivery of Cooking Skills Programmes to include target groups such as children and families in deprived areas</p> <p>Lead TBC</p> <p>Promote through nutrition element of HLP. Mark Richards</p> <p>Evaluation and headline learning from Triple F Project</p> <p>Jude Pinder</p>	<p>New FLIP programme incorporates cooking skills as part of delivery. Cooking skills training is not part of Lifestyles Team contract but the aspiration is to develop training in conjunction with community partners.</p> <p>Update required</p> <p>See Outcome Area 1.4. Specific outputs/interventions as part of the project TBC.</p> <p>See Outcome Area 1.3</p> <p>TBC</p>

<p>2.3. Improve the provision of healthy food within localities focusing on deprived communities</p> <p>Outcome Area Leads: Andy Gunther & Mark Richards</p>	<p>Public Health Other partners TBC</p>	<p>Investigate development of supplementary planning guidance / policy on healthy / unhealthy food outlets Andrew Gunther</p> <p>Promote through nutrition element of HLP Mark Richards</p> <p>New partnerships, funding opportunities and innovation to be sourced as part of ongoing planning Andrew Gunther</p> <p>Promotion/delivery of Cooking Skills Programmes to include target groups such as children and families in deprived areas Lifestyles Team contact TBC</p>	<p>Torbay Spatial Planning Document including legislation to control the proliferation of fast food outlets was agreed at full Council in March 2017. Update required</p> <p>See Outcome Area 1.4. Specific outputs/interventions as part of the project TBC.</p> <p>Incredible Edible/Pocket Parks + other TBC. Opportunities to engage as part of HLP or other localised groups and drivers.</p> <p>See Outcome Area 2.2 Update required</p>
<p>2.4. Improve the quality of food in care homes and hospitals especially for the elderly</p> <p>Outcome Area Leads: Rachel Carter/Liz Wardle</p>	<p>Public Health Torbay & South Devon NHS Foundation Trust Joint Commissioning Team, Torbay Council Torbay care homes TBC</p>	<p>Improve food options in the hospital setting – via <i>Hospital Nutrition Steering Group</i> Lucy Marquis/Liz Wardle</p> <p>Work with local care homes forums and providers to improve quality of food Rachel Carter/Sarah Jones</p>	<p>Hospitals Foods Standards 2015 (&Toolkit) being reviewed & implemented by Nutrition Steering Group at SDHCft. Staff Health & Wellbeing CQUIN now in place. Torbay Hospital Food Policy currently under review against Government Buying Standards (GBSF) and PHE best practice. To be included when completed.</p> <p>Nutrition/physical activity offers within Care Homes & whole Living Well@Home to be considered. An initial aim will be to clarify partnership roles and responsibilities as well as priority areas for action based on population need. Community Dietetic Team visits care homes to see patients clinically, with particular reference to malnutrition. Also deliver training to care homes on nutrition and food provision which includes relevant food/nutrition standards.<i>(Julie Kemmner, Clinical Community Dietitian and Team Lead, Hengrave House, Torbay Hospital, Torquay, TQ2 7AA, Tel 01803 654380)</i></p> <p>Both actions within 2.4 support aspiration to promote consistency across hospital, health and public settings through the implementation of GBSF</p>

<p>2.5 Local Sugar Reduction and Awareness campaign</p> <p>Outcome Area Lead: Mark Richards</p>	<p>Public Health Food Safety Team</p> <p>Commercial venues TBC</p>	<p>Design and delivery of a Sugar Reduction Campaign and brand identity – similar to Sugar Smart Brighton. Mark Richards</p>	<p>Sugar Smart Torbay initial Action Plan underway. Programme of action/brand identity to be informed by 3x Sugar Reduction Focus Groups for Torbay residents – covering areas such as hidden sugars, risks to health, advice and guidance and food labelling among others. Recruitment drives via social media & Torbay Council Public Health & Torbay & South Devon NHS websites. No uptake via these routes. A separate piece of work is to recruit a panel to look at numerous Public Health related topics under the banner of Phase 2 of the Healthy Torbay Framework (Torbay Council and partners responses to the wider determinants of health. Potential for sugar smart work to be included here.</p> <p>Torbay Council Public Health’s website is currently under review including the nutrition/healthy weight pages to ensure that the guidance is complete and up to date (to include Sugar Smart guidance). Draft content included below and due live July 2017</p> <div style="text-align: right;">  DRAFT extra web content - Healthy We </div>
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Outcome Area 3: Physical Activity and the Obesogenic Environment

Torbay in Motion’-draft physical activity strategy due for discussion/ratification at PASG on the 21st June. Anticipate sign off July/August 2017. An accompanying set of metrics, including local proxies has been developed with examples included below. Format will change in due course


Physical Activity Action Plan - PHOF in

Outcome Area Leads: Mark Richards/Kirsty Parker-Calland.

National Indicators (compared with national benchmark: Green (better) Amber (similar) Red (worse))							
Status	Indicator	Time Period	Torbay Value	National Value	Unit	Trend Chart	Trend Guide
	% of adults doing 150+ minutes physical activity per week (Active People Survey)	2015	53.6	57	%		Higher is better
	% of adults achieving less than 30minutes of physical activity per week (Active People Survey)	2015	27.4	28.7	%		Lower is better
	Utilisation of outdoor space for exercise/health reasons (Natural England Survey)	2014-15	15.9	17.9	%		Higher is better

	% of adults who do any walking, at least 5 times per week (Active People Survey)	2014-15	48.3	50.6	%		Higher is better
	% of adults who do any walking, at least once per week (Active People Survey)	2014-15	78	80.6	%		Higher is better
	% of adults who do any cycling, at least three times per week (Active People Survey)	2014-15	1.6	4.4	%		Higher is better
	% of adults who do any cycling, at least once per week (Active People Survey)	2014-15	9.4	14.7	%		Higher is better
	% of 15 year olds with a mean daily sedentary time in the last week of over 7 hours per day (What About YOUth Survey)	2014-15	74.5	70.1	%		Lower is better

Local Outputs and SMART targets

Status	Outcome number & description	Time Period	SMART TARGET	Unit of Measure	Trend Chart	Trend Guide

Outcome Area 4: Targeted Support for Individuals


National Indicators (compared with national benchmark: Green (better) Amber (similar) Red (worse) Blue (higher than))

Status*	Indicator	Time Period	Torbay Value	National Value	Unit	Trend Chart	Trend Guide
	Recorded diabetes by UA (QOF - practice population 17+) * Higher than England value and increasing See JSNA Living & Working Well (15-64) p 31 > 'The Missing 000's'. Registered population on diabetes register versus estimated prevalence. www.southdevonandtorbay.info/media/1090/6-jsna-ageing-well-overview-2014-15.pdf	2016	6.9 (7,665)	6.4	Count		Lower is better

Local Outputs and SMART targets (TBC)

Status	Outcome number & description	Time Period	SMART TARGET	Unit of Measure	Trend Chart	Trend Guide
4. Implement a diabetes prevention programme Outcome Area Lead: Gill Munday	Public Health Torbay & South Devon NHS Primary Care Other partners TBC		Uptake of the National Diabetes Prevention Programme Development of a suite of diabetes prevention activities to complement DPP and/or in absence of successful DPP bid			Wave 3 NDPP likely to be rolled out April 2018 with applications by October. STP/Devon patch group and bid required to include pre-diabetes registers and learning from Wave 1 & 2 bids. Lead – Gill Munday Torbay & South Devon CCG. Updates to follow. Uptake of DPP Programme in South West, plus increased proportion of newly diagnosed diabetes patients attending a structured education course (delivered by Torbay Lifestyles Team)


<p>4.2 Implement integrated behaviour change programmes which help people to increase healthy lifestyles</p> <p>Outcome Area Leads: Lyn Ware & Andy Simpson</p>	<p>Public Health Torbay & South Devon NHS Foundation Trust</p>	<p>Deliver Brief Interventions training to a range of health practitioners / professionals Andy Simpson</p> <p>Work with parents to support whole family healthy weight Andy Simpson/Lyn Ware</p> <p>Uplift of national campaigns including full use of PHE calendar including Change4Life, OneYou and social marketing involving Healthy Weight Mark Richards, Sarah Aston, Lifestyles Team</p>	<p>Brief Intervention Training/Volunteer Development Package in design by Lifestyles for release in JAN16. New training course developed and delivered to first group in November 2015. Currently being evaluated before further delivery Update required</p> <p>See Outcome Area 1.5: FLIP/NCMP development</p> <ul style="list-style-type: none"> • ‘Be Food Smart’ (Change 4 Life) - JAN 17. • OneYou Physical Activity: ‘Active 10’ - Q2 2017 • Change 4 Life ‘10min wake and shakes’ - Q2 2017
<p>4.3 Implement weight management support projects & pathways for people with mental health problems</p> <p>Outcome Area Leads: Gerry Cadogan & Mark Richards</p>	<p>Public Health Torbay & South Devon NHS Foundation Trust Statutory agencies & vol. sector TBC</p>	<p>Existing and proposed peer support commissioned services, best practice and programmes. Gerry Cadogan</p> <p>Development of alternative provision/structure for psychological disorders (including emotional and binge eating) within Tier 3 services. Ian McKenna/Amanda Stride</p> <p>Development of alternate provision/structure for Learning Disability within Tier 2 and 3 services. Ian McKenna</p>	<p>Gerry Cadogan no longer in post – legacy work to be reviewed in line with priorities and capacity</p> <p>Nine month programme with improved outcomes currently at delivery stage – evaluation/results to follow in due course Update required</p> <p>T3 service leads aiming to progress post action above. All development to be aligned with LD Groups and services in Torbay. Update required</p> <p>Joint measures (CCG/LA) to achieve better integration of weight management and mental health services going forward – improved targeting and outcomes for MH including LD</p>

4.4 Develop Healthy Workplaces For employees Priority Area Lead: Paul Iggulden/Mark Richards	Public Health Torbay & South Devon NHS Foundation Trust, HR Departments PHE Commercial TBC	Develop best practice healthy workplace schemes for the public sector and commercial enterprises. Torbay Council Human Resources & Public Health Teams, Active Devon	Workplace Health will form part of the three Focus Areas of Phase 2 of the Healthy Torbay Framework (Social, Environment and Economic). There are likely to be 3 'flagship projects' for each Focus Area of which Workplace Health will be one. Early ideas for progression include a 'Big Torbay March' pre-empted by a network meeting for Torbay business's focusing on physical activity in the workplace. <div style="text-align: right;">  Torbay Healthy Workplace outputs 20 </div>
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Outcome Area 5: Service Development and Delivery

Local Outputs and SMART targets (TBC)						
Status	Outcome number & description	Time Period	SMART TARGET	Unit of Measure	Trend Chart	Trend Guide
TBC	5.4 Tier 3 weight management	Quarterly	TBC from >5% weight loss, exercise levels, or improvement in anxiety, depression/self-esteem	%		Higher is better
TBC	5.3 Tier 2 weight management and physical activity screening/assessment and follow-up	Quarterly	TBC in line with new service structure and processes	TBC		TBC

5.1 Alignment Long Term Conditions agenda Outcome Area Lead: Mark Richards / Bev Parker	Public Health Torbay & South Devon NHS Foundation Trust PHE & other identified partners	Alignment with Long Term Conditions agenda Mark Richards Support to GP practices in relation to nutrition and physical activity screening and assessment Mark Richards Social Prescribing development through the new Health and Wellbeing Centres in Torbay Lyn Ware	Proof Outcome Areas to the developing Sustainability & Transformation Plans , Clinical Pathways and delivery work of the Adults and Childrens Obesity Clinical Care Pathways Groups (latter Task and Finish to agree pathway) Ambition to develop a screening, assessment and referral pilot within primary care that builds on the previous work of the GP Clinical Champions, available best practice, momentum through interested GP's and the current work to develop an Integrated Obesity Pathway – due for scoping Summer 2017 Update from Mandie Giles due September Healthy Weights Steering Group
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<p>5.2 Develop and sign off Clinical Care Pathways for Adults and Children</p> <p>Outcome Area Lead: Mark Richards</p>	<p>Public Health Torbay & South Devon NHS Foundation Trust</p> <p>PHE, Other identified partners</p>	<p>Develop pathways and accompanying guidance/best practice. Mark Richards</p>	<p>Commissioner/Provider working group (CCG/Public Health/NHS) currently designing an integrated obesity pathway to cover Tiers 1-4 to be implemented Summer 2017. Draft structure included below:</p> <p>See other Outcomes in this Area</p> <div style="text-align: right;">  Integrated Obesity Pathway - Draft.docx </div>
<p>5.3 Commissioning and delivery of effective Tier 2 Weight Management Services</p> <p>Outcome Area Leads: Lyn Ware & Ian Tyson</p>	<p>Torbay & South Devon NHS Foundation Trust</p> <p>Public Health PHE</p>	<p>Ongoing delivery focusing on service uptake, evidence based models and universal/targeted populations.</p>	<p>See other Outcomes in this Area</p>
<p>5.4 Commissioning and delivery of effective Tier 3 & 4 Weight Management Services</p> <p>Outcome Area Leads: Beverly Parker and Amanda Stride</p>	<p>Torbay & South Devon NHS Foundation Trust</p> <p>Public Health PHE</p>	<p>Ongoing delivery focusing on service uptake, evidence based models and universal/targeted populations.</p>	<p>New T3/T4 joint specification for Devon CCG's currently being developed through joint working group. This spec will make reference to T1 and T2 both sitting with Public Health / Local Authority. Alongside the commissioning landscape changes post Mayoral budget Q1 2017 this presents an opportunity to develop an integrated model of care and new pathways across all Tiers, which in turn supports the STP ambition:</p> <p>Joint measures (CCG/LA) to scope co-commissioning across the ICO as well as achieving better integration of weight management and mental health services going forward – improving targeting and outcomes for mental health including learning disability</p> <p>Self-referral pilot underway. Update required</p>

			<p>Clinical effectiveness review for surgery currently being undertaken by Chris Roome on behalf of Devon CCG's – due end 2016.</p> <p>As a result of the STP Clinical Cabinet's recent discussions regarding pre-operative fitness criteria, it was agreed to establish a workshop to focus on the role of pre-operative weight management in non-urgent, elective surgical pathways. This took place in May with early feedback being that cases would need to be looked at on an individual basis with all parties and that any wholesale decision on pre-operative weight management in non-urgent, elective surgical pathways was not feasible at this time (Mark Richards)</p> <p>See Outcome Area 4.3: Implement weight management support projects & pathways for people with mental health problems</p>
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