

End of Year Report – 2016/2017

The Joint Health and Wellbeing Strategy was agreed in December 2015. This End of Year report sets out what we said we would do, what we achieved, the changes in national and local priorities since the Strategy was agreed and what we plan to focus on over the coming year.

1. What did we set out to do in 2016/17?

In setting Torbay's Joint Health and Wellbeing Strategy last year, we considered the findings of the following:

- The Joint Strategic Needs Assessment (JSNA)
- Stakeholder views
- Service user views
- Current performance challenges
- Current policy drivers and strategies:
 - The Joined-up Plan
 - Healthy Torbay
 - The plans of the Community Safety Partnership and the Adults and Children's Safeguarding Boards.

The following were the key factors affecting health and well-being that were identified from the above.

| Lives people lead | Services people use | Wider determinants |
|---|--|--|
| <p>Focus on key behaviours</p> <p>Tobacco</p> <p>Alcohol</p> <p>Diet</p> <p>Physical activity</p> <p>Isolation</p> | <p>Joined-up services focused on early intervention and prevention</p> <p>Early help for children and young people and their families</p> <p>Child and adolescent mental health</p> <p>Vulnerable adults with multiple risk factors</p> <p>People with multiple health needs</p> <p>Mental health access and assessment</p> <p>Ageing well to promote independence, address isolation and improve quality of life in the older years</p> <p>Build community resourcefulness</p> | <p>Tackle major developments</p> <p>Poverty</p> <p>Employment and work environment</p> <p>Education</p> <p>Housing</p> <p>Community environment and crime</p> |

We reflected this in the priorities from the then key policies



We then came together to identify priority areas that were:

- An area of significant need from the JSNA
OR
- An area where current performance is poor
OR
- An area that is a key driver of significant quantifiable poor health

AND

- That the members of the Health and Wellbeing Board, working together, can bring added value to delivery

Thus in 2016 /17, the following priorities were chosen;

- Mental health
- Alcohol
- Domestic violence

2. What did we achieve?

2.1 Mental health

A Health and Wellbeing Board Seminar was led by senior officers from Torbay Council and the Clinical Commissioning Group (CCG) to look at the opportunities to shift the services for mental health towards earlier intervention and prevention. Titled “The case for change”, we looked at the issue of emotional health and well-being across the life-course and the evidence of both effectiveness and on the return on investment for a number of interventions. As a result of this a proposal was made to increase the emphasis on prevention and early intervention.

Following on from this a CCG-led two day workshop was held in November 2016 to look at current mental health system dynamics and opportunities for change. This meeting confirmed the need to focus on prevention and early intervention alongside work to look at system inefficiencies within current patient flows.

Current work is on-going looking specifically at the blocks and flow within our local system and comparing this against national and international evidence for interventions that could resolve these blockages and release savings. This work together with some work within schools to look at drivers of poor mental well-being will be completed by the end of March 2017.

2.2 Alcohol

The current work on alcohol was presented at the Health and Wellbeing Board in January 2017. A new strategy had been developed and consulted on led by Public Health. There are four targeted areas for action within this strategy which have specific action plans against them.

- Criminal justice led by Community Safety
- Trading standards led by Community Safety
- Treatment services led by Public Health
- Children's led by Children's Services

A steering group oversees this work chaired by the commissioning lead for the CCG. Progress to date has been:

- The rollout of ID scanners or ID checking procedures in licence premises to address underage drinking.
- 20 licensed premises have registered for 'Best Bar None' scheme.
- A Club Host Pilot has been run that seeks to reduce the risk of vulnerability (particularly sexual vulnerability) within the Evening and Night Time Economy.
- Adult substance misuse treatment services have clear protocols and processes around assessing harm to children and referrals are being received with no delay in service.
- Alcohol screening is embedded in the learning and development programme to support implementation of the new model of care

Unfortunately there have been issues in progressing this work due to capacity limitations of some of the Thematic Leads which has impacted on their ability to attend the Alcohol Steering Group as well as the completion and dissemination of update reports for the Group. There has also been insufficient analyst capacity to support the development of the performance dashboard contents to monitor progress on a contemporaneous basis.

2.3 Domestic Abuse

Domestic abuse was considered at a number of meetings of the Health and Wellbeing Board. Consideration was given to:

- Governance framework
- Results of a community health needs assessment

- Results of a task and finish group to resolve critical funding issue.

As a result of this and action by the Community Safety Partnership, the following has been agreed with funding being made available by Torbay Council when it set its budget in February 2017:

- Appointment of a Domestic Abuse and Sexual Violence (DASV) coordinator
- Ensure on-going funding for current DASV services
- Review the current DASV strategy and action plan

At the same time, a joint bid with Devon has been made to the Home Office to take forward work on some of the gaps identified from the needs assessment and user view survey.

We hope that the above will enable us to move forward at pace to improve access to services for both victims and perpetrators of DASV.

In January 2017, the leadership for this area of work passed to the Director of Public Health. Work will be undertaken across the Adult Safeguarding Board and Community Safety Partnership as well as the Health and Wellbeing Board. In the coming months a refresh will be undertaken of the current Strategy and Action Plan. This will be done in conjunction with stakeholders. The Action Plan will be delivered within a new governance framework.

2.4 Health, Housing and Homelessness

This was not a specific priority of the Health and Wellbeing Board in 2016/2017. However the links between health, housing and homelessness were recognised by the Board. The following sets out the achievements across the partnership in this sector.

- There has been work on community equipment with the potential for tele care in housing to ensure healthy homes fit for all stages of life - as per housing strategy priority. This will maximise the benefit of disabled facilities grant in promoting healthy and safe homes as part of our integrated better care fund.
- An Occupational Therapist (OT) has been employed within the Home Improvement Agency to advise/oversee adaptations to support healthy and accessible housing. The OT to the commissioned community equipment service also provides complex aids to enable people to remain healthy at home for longer including at the end of their lives and to prevent falls in the home.
- Work is underway with the extra care housing provider to make environment dementia friendly.
- Torbay Council is working with the CCG and Devon County Council to implement the NHS England Vanguard framework for enhanced care in care homes.
- The Council is working with the Foundation Trust to develop a supported living commissioning framework which incorporates health as well as social care and support outcomes.

- Torbay Council is funding a homeless hospital discharge worker in the Foundation Trust to improve health outcomes and a specific GP service at the hostel for the homeless

Housing is a key part of our wider health and care commissioning and market strategy to ensure we have a suitable range of accommodation based care and support to meet the needs of people following a health crisis or period in hospital and to step down from more intensive forms of care.

A particular issue is vulnerable people with challenging risks, the so called “toxic combination” of issues such as Domestic Abuse and Sexual Violence, offending, homelessness, drug and alcohol issues and mental health problems. This is the subject of a Torbay Council transformation project where a System Optimisation Group involving a number of organisations who work with these clients are working to align contracts and develop appropriate referral mechanisms.

3. What changes affected health and wellbeing policy in 2016/17?

A key development has been the introduction of Sustainability and Transformation Plans – an initiative led by NHS England. This and other major policy / strategic developments that impact on health and well-being are outlined in this section.

3.1 Sustainability and Transformation Plans and the South Devon and Torbay Accountable Care Community

In 2016 the Department of Health set out a programme for Sustainability and Transformation Plans (STPs). Locally, our STP footprint is wider Devon and to respond to this and to acknowledge the history of integrated work in Torbay, agreement has been reached to work as an **Accountable Care Community (ACC)** across South Devon and Torbay. This is NHS led but the Local Authorities are being asked to sign up as partners to this process. The ACC is developing plans in six key areas. This has replaced the original Joined-up Plan.

Within the ACC there is a focus on following priority areas:

- Integrated Community Care (including primary care)
- Urgent Care
- Elective Care
- Placed People
- Prevention
- Medicines optimization
- Acute Services Review

Mental health and learning disabilities and children and young people will be cross-cutting across all areas.

Most of the work to respond to these issues and to the Joint Strategic Needs Assessment is being led by a partnership group, the **Systems Delivery Group**, where both commissioners and providers within the care systems are working together on this new way of working. This links to the Wider Devon STP workstreams.

An important component is the delivery of the New Model of Care, the development of which has been subject to an extensive consultation. As a result of this consultation, most of those areas outlined within the Joined-up Plan will now fall under this remit, as shown in the following table.

| ACC area of focus | Link to Joined-up Plan objectives | Link to Joined-up Plan priorities |
|---------------------------------------|---|---|
| Prevention & early intervention | Building Community resourcefulness | Development of an Integrated prevention model |
| Integrated care model | Integrated care for people with multiple ill health conditions | Development of Local Integrated Multi-Agency Teams with mental health |
| Primary care | Ageing well to promote independence and improve quality of care in the older years | Development of Integrated Personal Care planning & commissioning |
| Mental health & learning disabilities | Mental Health embedded in all services | Delivery of Multi-Long Term conditions clinics |
| Acute hospital & specialist services | Early help for children and young families to tackle inequalities and to include emotional health of children | Development of a Single Point of Contact (SPOC) |
| Productivity | | Outpatient & inpatient innovation work |
| Children & young people | | Development of Frailty services - acute & community |
| | | Delivery of Ageing Well Torbay |
| | | Improvements to Older people's mental health and dementia |
| | | Improvements to accommodation-based care |
| | | Work to deliver Financial recovery- Social/other investment Care Act implementation |
| | | Improvements in Child & Adolescent Mental Health services |
| | | Work within Children's services on early intervention with the Social Work Innovation Fund (SWIFT) – now early help |

3.2 Plans of the Police and Crime Commissioner

The challenges from the Police and Crime Commissioner are set out as follows with those areas in **bold** reflecting common areas.

1. Connecting our communities and the police
2. **Preventing and deterring crime**
3. Protecting people at **risk of abuse and those who are vulnerable** -safeguarding the vulnerable and keeping them safe from harm
4. Providing **high quality and timely support to victims of crime** to help them recover and get justice by improving the criminal justice system
5. Getting the best out of the police and making **best use of our resources**, developing our workforce and **working well in partnership** with others

3.3 Community Safety Partnership

Torbay's Community Safety Partnership has identified two key community safety priorities. Again, those is **bold** reflect common areas.

1. **Domestic abuse and sexual violence**
2. Violent crime associated with problematic **alcohol** use

Other priority areas identified within our strategic assessment (based on analysis of threat, risk and harm) are:

- Violent crime associated with alcohol and the night time economy
- Re-offending
- Cyber crime
- Child sexual exploitation
- Modern slavery
- Hate crime
- Violent extremism

3.4 Children's Safeguarding Board

Priorities for 2017/18 are:

- To enhance the understanding of **neglect** amongst professionals across Torbay by developing a Neglect Strategy which will include the provision of tools to better identify indicators of neglect, and understand what interventions are available to support and protect children affected by and or at risk of neglect.
- Ensure that Board partners recognise the needs of children and young people when considering the **impact of substance misuse, mental health problems, domestic abuse and learning difficulties in adults**.

- To ensure a **coordinated multi-agency approach and response to key safeguarding issues**, including;
 - Missing, Exploited and Trafficked Children and Young People, High Risk Adolescents, Radicalisation and the 'PREVENT' Agenda.
- Embedding Early Help - Ensure that Board members have a shared understanding of Early Help and their role in identifying emerging problems as well as how information sharing with other professionals will support this.

3.5 Adults Safeguarding Board

Priorities for 17/18 are

- Asset Based Interventions for Safeguarding in the Community
- Mental Health and Vulnerability
- Domestic Violence and Abuse
- Best Use of Resources on the Market

3.6 2017/18 Financial challenges

The greatest challenge to the ambitions of the Joint Health and Wellbeing Strategy is the public sector financial situation both locally and nationally. This had led to the following:

- Focus of all plans on savings.
Within the Council this is detailed in the Council's Efficiency Plan and within the NHS this is detailed within the Systems Savings Plan
- Linked to the above, increased needs for vulnerable adults
- Threats to funding for the Community and voluntary sector.

4. How should we reflect these changes in our priorities for 2017/2018?

The development of the Sustainability and Transformation Plan, the Accountable Care Community plans, the priorities within the Police and Crime Plan and our Community Safety and Safeguarding Boards do not indicate that there needs to be any significant changes to the focus of the Joint Health and Wellbeing Strategy. The drivers of poor health and the policy responses also remain broadly the same as in section 1 above, though we will need to consider the refreshed Joint Strategic Needs Assessment (JSNA) which is due in June 2017.

It is suggested therefore that:

- The over-riding priorities for the Joint Health and Wellbeing Strategy should remain the same despite the changes in policy and organisational framework described in section 4 above. However, we should take the opportunity to describe these priorities in a more succinct way.
- The Health and Wellbeing Board should focus on areas where working in a wider partnership forum bring particular benefits.

With this in mind, the following six areas are suggested as priorities.

4.1 Priority 1: Shifting the focus to prevention

There is still a desire, as evidenced in the priority areas of our main stakeholder groups, to continue to shift the focus to prevention and early intervention. This work is being led by the South Devon and Torbay Prevention Board. It is an STP, ACC, Torbay Council and Community Safety priority. It includes work on community resourcefulness though building the community and voluntary sector is wider than this agenda.

Related to the above, the Council has also identified a Transformation Project which aims to ensure that community and voluntary sector services are delivered in a joined up manner to deliver agreed overall outcomes.

4.2 Priority 2: Creating happy, healthy places to live

There is a continued recognition that we need to focus on the determinants of health and wellbeing. This work is being led by the Healthy Torbay framework which, in addition to the “business as usual” work areas in Phase 1, is seeking to work with partners to “go faster further” in three focused areas:

- Economics
- Environment
- Social

In these three areas, partners will be invited to come together to identify a small number of high impact projects and / or modify current ways of working to make greater use of the currently available resources. This Phase II of the Healthy Torbay work will necessarily involve a wide range of partners across the Bay area and seeks to build on the momentum and enthusiasm in our Communities for improving wellbeing.

We anticipate an emphasis on emotional health and wellbeing – this being a ‘golden thread’ running through the six priority areas.

4.3 Priority 3: Giving children and young people the best start in life

Partners are working to ensure there is a system-wide early intervention approach to children’s behavioural, educational and safeguarding issues. Some of the current developments include:

- Early Help re-development led by Children’s Services
- The Torbay Neglect Strategy, being led by a sub-group of the Torbay Safeguarding Children’s Board
- The 0-19 years integrated contract work jointly led by Public Health and Children’s Services.
- Schools partnership work locally looking at how to manage challenging behaviour within schools and across the education system.
- Development of systemic plans to improve emotional health and wellbeing as part of the children and young people’s mental health. This is a local transformation plan being led by South Devon and Torbay Clinical Commissioning Group.

An important common component of the above work is emotional health and well-being, with a clear link to trauma and systemic responses to managing the impact and effect of single or multiple traumatic experiences in childhood. The effects of trauma in childhood may have impacts continuing well on into adulthood as evidenced by international and development work on Adverse Childhood Experiences.

It is recognised that we need to look afresh at these challenges and consider if we could work further and better together by reviewing some of the above work streams together. A focus on agreeing specific drivers of emotional wellbeing and the development of a clear partnership work plan to address these drivers is needed. Agreement is also needed as to where this work should report to.

4.4 Priority 4: Improving the quality of care and safety for vulnerable adults and families

Arising from the work of the Community Safety Partnership, but also from the Safeguarding Boards, is the need to consider the needs of particularly vulnerable adults and families living challenging lives. This work is being taken forward as a Council-led Transformation Project.

The aim of the project is to provide co-ordinated, integrated, holistic support for people with complex risk factors. These people may be known to a number of services but not necessarily meet the eligibility criteria for a single service - or who may be excluded from services, fail to engage, or become revolving door clients.

These are likely to be people with a combination of the following risk factors:

- Substance misuse problems
- Homelessness and risk of homelessness
- Domestic Abuse and sexual violence (both victims and perpetrators)
- Offending and victims of crime
- Mental ill-health, including personality disorders.

4.5 Priority 5: Enabling older people in Torbay to age well

This piece of work is considering how we can enable our older population to age well. The Community Development Trust-led Ageing Well programme has come to the end of the first of three cycles of delivery so there are opportunities to reflect and consider the second test and learn phase.

4.6 Priority 6: Mental health promotion and early intervention.

Mental health must be a focus within all the above. This remains a priority to ensure that, within the system (including the STP), the focus remains on promotion on emotional health and well-being and prevention and early intervention of mental ill health.

5. How can we take the Joint Health and Wellbeing Strategy priorities forward?

Many of the above strands have their own reporting frameworks and we need to consider how the Health and Wellbeing Board can add value to this process. The following outlines the current process and the suggested way this could link to the Board during 2017/2018.

| JHWS Priority area | Current main reporting body | Possible HWB role – support and challenge | Possible Focus for 2017/18 |
|---|---|--|---|
| Priority 1: Shifting the focus to prevention and early intervention | Prevention Board - Reports to System Delivery Group and to Torbay Council Transformation Board | One highlight report each year plus one deep dive | Building community resourcefulness |
| Priority 2: Creating happy, healthy places to live | Healthy Torbay Steering Group Currently reports to Health and Wellbeing Board | Biannual highlight report | Emotional health and wellbeing |
| Priority 3: Children and Young People – focus on emotional health | Early Help and Children’s Improvement Board | Biannual highlight report | Emotional Health and wellbeing Adverse childhood experiences |
| Priority 4: Support for Vulnerable Adults and families | System Optimisation Group Reports to Torbay Council Transformation Board DASV Steering Group – Reports to HWB Alcohol Steering group Reports to HWB | One highlight report each year plus one deep dive | Care and support of vulnerable adults and families Homelessness Domestic Abuse and sexual violence Alcohol |
| Priority 5: Promoting Active Ageing | Ageing Well Board Proposal to report to HWB | Biannual highlight report | Isolation |
| Priority 6: Mental health prevention and early intervention | STP Mental Health Board | Biannual highlight report | Prevention and early intervention of mental health illness |