

Appendix 1: Joint Health and Wellbeing Strategy progress report, November 2016 – February 2017

This progress report provides an overview of progress to deliver against the Joint Health and Wellbeing Strategy (2015 – 2020)

Theme	Preparing for a healthy life	
Objectives	Improving outcomes for babies, young children and their families	
Area of focus (1)	Improving the health and wellbeing of Looked after Children <ul style="list-style-type: none"> Target <ul style="list-style-type: none"> All initial health assessments completed within time frame (20 working days / 28 calendar days) Review Health assessments for children looked after for a year or more Increase the proportion of locally placed looked after children – to at least 46% (2017/18) to 53% (2019/20) Continue to closely monitor the provider including staff vacancies. 	<div>RED</div> <div>Date of substantive report to HWBB:</div> <div>TBC</div>
Progress since November 2016	Health and wellbeing of looked after children (LAC) <ul style="list-style-type: none"> Initial health assessments are to be completed within 20 days (statutory period) for all children coming into care. Data from the end of 2015/16 and the beginning of 2016/17 showed that this was only the case for 30% of children coming into care. To rectify this, three new GP registrars have been trained across the borough and the pathway has been reviewed to reduce delay. There are now four GP practices contributing to the provision of appointment dates, and currently the supply is adequate. The incidence of children failing their first appointment is being addressed by social care. In January, 5 out of 9 (56%) of children who required an assessment were seen by a GP within 28 calendar days. Two children who have not had assessments are still within the 28 days, if they attend this will bring the percentage to 78%. However there are still delays in completing the whole process within 28 days. Consent is being sought and appointments are being arranged for the children who have entered care in February. 	
Planned activity	<ul style="list-style-type: none"> There is still improvement required with the LAC pathway, this is being addressed by the CCG: <ul style="list-style-type: none"> Practice Managers are now ensuring that contributing GPs return paperwork within the timescales There are 20 appointment slots available with Barnet GPs in March; three have been booked with a 	

	<p>further four to be booked therefore 13 slots remain available for March appointments.</p> <ul style="list-style-type: none"> • All partners contributing to the pathway have been contacted and are committed to working together to improve outcomes. The pathway is as follows: consent within 7 days, IHA completed within 15 days and report returned for recording in the database for children's social care within 6 days (= 28 calendar days) • The adequacy of resources in the LAC health team is being considered, and retendering for a lead provider will be progressed for implementation early in the 17/18 financial year. • The Children, Education, Libraries and Safeguarding (CELS) Committee signed off the Care Leavers Strategy on 21 February, following consideration by Corporate Parenting Advisory Panel. The third strategic priority – “We will help you to be well in body and mind” – includes commitments to improve the physical and mental health of Barnet's care leavers. A Terms of Reference is being established for the Corporate Parenting Officers' group, which will launch in March 2017 to progress the corresponding action plan. 	
Area of focus (2)	Increasing the uptake of childhood immunisations <ul style="list-style-type: none"> • Target – Increase uptake of childhood immunisations to be above the England average 	AMBER
		Date of substantive report to HWBB: June 2017
Progress since November 2016	<p>Increasing uptake of immunisations is a key indicator in the Healthy Early Years standards in Children Centres. Seven out of nine Children Centres have achieved the standards to date.</p> <p>Public Health is working with Public Health England to deliver a Train the Trainer model in Children Centres on tackling myths around immunisations and increase uptake</p> <p>Following a discussion with NHS England at the HWBB in November 2016, Public Health is working with NHS England to prepare GP league table of immunisations to support the performance improvement piece with GPs.</p>	
Planned activity	<p>The two remaining Children Centres are working to meet the Healthy Early Years standards by March 2017.</p> <p>A training session on Childhood Immunisation is being arranged for the children's centre staff by Barnet Public Health Team with the support of Public Health England. The purpose of the training is to increase take-up of childhood immunisation and ensure coverage across the demographic groups in Barnet, using the train the trainer model.</p> <p>NHS England will bring a thorough update as a substantive item to the HWBB in June 2017.</p>	

Area of focus (3)	<p>Early years review</p> <p>The council (including Public Health) and Barnet CCG are working together to further integrate service offer of health-related services in early years settings improving service delivery for families.</p> <p>Objectives of the Early Years review:</p> <ul style="list-style-type: none">• To deliver the best outcomes possible for children and families in the early years with the resources available• To enable vulnerable families with children under five years old to build their resilience• To provide integrated services so that they are joined up around the needs of families and feel seamless to users• To support meeting the duty to provide sufficient, high quality childcare for eligible 2, 3 and 4 year olds• To develop a sustainable model for early years services.	GREEN
		<p>Date of substantive report to HWBB:</p> <p>TBC Report to LBB Children Education Libraries and Safeguarding Committee (CELS) June 2017</p>
Progress since November	<p>The 0 – 19 project includes the Early Years Phase 2 Review – one of the main objectives of the Early Years Phase 2 review is to increase the integration of Early Years’ services so to provide integrated services that are joined up around the needs of families and feel seamless to users. This workstream is being called the Leading Integration in the Early Years and is developing an integrated model for Health services in the Early Years and Early Years services in Children’s Centres.</p> <p>A stakeholder group has been set up, made up of representatives from Health and Early Years from the council (Head Teachers, Public Health, Commissioners, Family Services), CLCH and Royal Free. This group will meet regularly to make operational improvements to the current model to move towards more integration and develop ideas for the strategic alignment of budgets, organisations and management.</p> <p>The group had a successful first meeting to review current context and identified opportunities for improved integrated working.</p> <p>Analysis of data to determine need and associated budget (needs based funding formula) is currently being developed.</p>	
Planned activity	There will be a workshop with Head Teachers of Children Centres in February 2017 where Head Teachers will	

	<p>present proposals for their locality</p> <p>Leading Integration in the Early Years workshop with stakeholders from Health and Children Centres in February 2017 to build on what the integrated model for health and early years could (and should) look like in Barnet</p> <p>Development of Outline Business Case which will be presented to Children, Education, Libraries and Safeguarding Committee in June 2017.</p>	
Theme	Wellbeing in the community	
Objectives	Creating circumstances that enable people to have greater life opportunities	
Area of focus (4a)	<p>Mental health remains a priority, as reflected in the NCL STP, with a focus on service redesign</p> <p>Child and Adolescent Mental Health Services (CAMHS)</p> <ul style="list-style-type: none"> In order to improve CAMHS provision, Barnet CCG and Barnet Council agreed to jointly recommission CAMHS at the HWBB in September 2016 Public health are supporting the redesign of CAMHS; developing a programme of work that is based on the Thrive Model. The new approach will improve access to services by improving sign posting, self-management and enabling one off contact in order to improve coping mechanisms in children and young people. 	<p>GREEN</p> <p>Date of substantive report to HWBB:</p> <p>March 2017</p>
Progress since November	<p>Child and Adolescent Mental Health Services (CAMHS)</p> <ul style="list-style-type: none"> In order to improve CAMHS provision, Barnet CCG and Barnet Council agreed to jointly recommission CAMHS at the HWBB in September 2016. The CAMHS procurement is proceeding and consultation events with Children and Young People (25+ schools and a 'Youthorium' Conference-250 young people have been taking place throughout January 2017 and February 2017). Public health are supporting the redesign of CAMHS; developing a programme of work that is based on the Thrive Model. The new approach will improve access to services by improving sign posting, self-management and enabling one off contact in order to improve coping mechanisms in children and young people. A resilience planning group has been established to review the best practice models for supporting Barnet schools in a solution focused approach to young people's mental health. 	
Planned activity	The CAMHS transformation plan is being presented to the HWBB in March 2017 (appended to this report).	

	<p>GPs, Social care and Clinical professionals will also be consulted on what the new service model should look like.</p> <p>A resilience coordinator is being recruited to lead on this programme.</p>	
Area of focus (4b)	<p>The vision for adult mental health is designed to achieve a number of strategic goals:</p> <ul style="list-style-type: none"> • Achieve effective and proactive service delivery plans in a more collaborative approach • Move away from 'Mental Health professional led' models of care towards more primary care, community, and peer-led models of support • Reinforce relationships and community connections • Rebalance the model and orientate professionals towards prevention and early intervention for both carers and users • Deliver potential to integrate community and peer groups into specialist care to foster effective 'Step Down care' back into primary care and community settings • Help providers, users and carers to be better at long-term planning, managing and supporting demand rather than rationing supply • Focus on the quality of relationships (between users and those who support them) and depth of our knowledge about users' needs and assets for example developing peer models. 	GREEN
		<p>Date of substantive report to HWBB:</p> <p>TBC</p>
Progress since November	<p>Adults mental health services</p> <p>The Reimagining Mental Health Programme led by the CCG and endorsed by the council at the HOSC in October 2017 continues to deliver a whole system transformation approach to mental health</p> <p>Phase 2 reimagining, pilot delivery Wellbeing Hub and Primary Care link working:</p> <ul style="list-style-type: none"> • Organisations are working collaboratively, with minimal investment in transformation, to deliver improvements for individuals, with dedicated Mental Health linkworker support in primary care, and community services following a social prescribing model. • There have been fewer referrals to secondary care, especially to crisis care and mental health liaison. • Linkworkers are embedded in the new Wellbeing Collaborative delivering wellbeing services to people across Barnet. Organisations are working closely with commissioners to ensure that social prescribing sits alongside clinical and social care support. <ul style="list-style-type: none"> ○ Initially six practices provided space for the Linkworkers and this quickly increased to over 30 practices. ○ Coverage has been rolled out across all Barnet localities and referrals have been received from all 	

	<p>62 practices</p> <ul style="list-style-type: none"> ○ GP Practitioners promote the direct benefits of the Linkworker and integrated service to their colleagues ○ Linkworkers attend locality meetings to promote the service ○ Patient feedback is positive – “it was the best assessment I have ever had in many years of using services!” <p>The Network have developed stronger links with the Wellbeing Hub and have established a weekly joint referral meeting and a drop in session for the Wellbeing centre at the Network building.</p> <p>The Wellbeing Hub had its official launch at the reimagining mental health meeting on 8th February 2017.</p> <p>Most significant and measurable results:</p> <ol style="list-style-type: none"> 1. Achieved 40% reduction in referrals to secondary care from South Barnet since commencement of linkworker service (first quarter) 2. Did not attend rate below 10% target (Aug 16 - 4.23%, Sep 16 - 3.63%) 3. Average of 94% of a total 225 referrals to linkworkers were acknowledged within 24 hours and were contacted within 5 working days in the first qtr of operation 4. 92% of all referrals had a comprehensive care and support plan created within 15 working days (including primary care and third sector support) <p>Emotional health checks are being delivered across Barnet following staff training</p>
Planned activity	<p>A multi-agency training plan has been commissioned, the training will started in February 2017 and will continue through to May 2017, this will help to embed the new enablement model across the key stake holder organisations.</p> <p>Evaluation of the Primary Care Linkworker and Wellbeing Hub models – Dr Mike Scanlan is working with services to embed evaluation tools. An initial report will be available by end April 2017. Follow up to be determined.</p> <p>Wellbeing Hub is working to join up services with IPS and MAPs.</p> <p>Services moving to phase 3 redesign and procurement of integrated Wellbeing Services through integrating IAPT, Wellbeing Hub and services and Talking Therapies.</p>

Area of focus (5)	Employment <ul style="list-style-type: none"> • Increase the proportion of adults in contact with secondary mental health services in paid employment. • Increase the proportion of adults with learning disabilities in paid employment Target <ul style="list-style-type: none"> • Proportion of adults in contact with secondary mental health services in paid employment - 6.1% at the end of quarter 3 (2016/17) against a target of 6.8% for the quarter (2016/17 target is 7.2%) • Percentage of adults with learning disabilities in paid employment – 9.4% at the end of quarter 3 (2016/17) against a quarter target of 10.4% (10.8% for 2016/17) 	AMBER
		Date of substantive report to HWBB: TBC
Progress since November	Employment and healthy workplaces (good progress) <ul style="list-style-type: none"> • Individual Placement and Support (IPS): From the onset, since January 2015 to the end of December 2016, Twining received 356 referrals from the mental health teams. 257 of those referred are assessed and 211 engaged and received the service. Twining moved 70 residents into employment. 33% job outcome rates compare favourably against national benchmarking. • Motivational and Psychological Support (MAPS): From November 2014 – December 2016, engaged 458 people and 168 people into employment • The council's BOOST community support between March 2015 – December 2016 has engaged 728 people and supported 270 people into work. Employment for people with disabilities (gaps) <ul style="list-style-type: none"> • Proportion of adults in contact with secondary mental health services - the increase this is due to a reduction in the overall cohort size rather than an increase in the numbers employed • There is now significantly more mental health provision with a focus on DWP client groups but less focus on those only in contact with adult social care • Some gaps in provision have been identified as: <ul style="list-style-type: none"> ○ Specialist employment support for ASC learning disabilities clients (IQ under 70) ○ Supporting mental health clients to retain employment 	

	<ul style="list-style-type: none"> ○ Job Brokerage at scale.
Planned activity	<p>A data audit is being undertaken to establish the number of adults with learning disabilities in paid employment to attain an accurate reflection of our current activity such as the seven individuals placed in employment through the YCB transformation programme.</p> <p>Developing the market and engaging with providers not yet operating in the borough and procuring an approved list for supported employment by April 2017.</p> <p>Embed employment in care plans – develop the role for brokerage in securing employment pathways, embedding strengths based practice and continue to develop the Mental Health Enablement model</p> <p>Raising quality of provision within existing day-care – including the Your Choice Barnet transformation and hold Job Coaching and Brokerage Skills (delivered by British Association for Supported Employment).</p> <p>London has secured devolution of the Health and Work Programme investment. This is the DWP employment support that will replace the Work Programme. Barnet will work with West London boroughs to develop a specification and select a provider in partnership with DWP.</p> <p>The council is working with the Learning and Work Institute to evaluate the project, this will include the impact of the service on resident wellbeing. The council is also replicating the model in another unemployment hotspot in the south of the borough. As with BOOST this new location will make links with local health services to support health and work outcomes side by side.</p> <p>The council as a public sector leader - leverage to create job opportunities through contracting and becoming a disability confident employer</p> <p>The council to attain Disability Confident Employer level 2 status.</p>

Theme	How we live												
Objectives	Encouraging healthier lifestyles												
Area of focus (6)	Reduce excess weight in children (10 – 11 years old) (overweight and obese)									GREEN			
											Year	Target	Reported
											2016/17	32%	Current (2016/17 quarter 2) – 32.58%
											2017/18	32.6%	
	2019/20	32.6%											
	Reduce excess weight in adults (overweight and obese)									GREEN / AMBER			
	56.8% 2016/17												
	Year		Target		Reported		Date of substantive report to HWBB: July 2017						
	2016/17		56.8%		Current (2016/17 quarter 2) – 56.75%								
	2017/18		57.8%										
2019/20		57.8%											
Progress since November and planned activity	Tier 1: Universal population based interventions and programmes Tier 2: Help for people who need it who meet criteria Tier 3: More Specialist assistance for people who struggle and meet more stringent criteria Tier 4: Bariatric surgery. High requirements are in place nationally.												
	Area of focus				Tier 1	Tier 2	Tier 3	Tier 4					

	Develop and agree an Obesity Strategy and Action plan Next Step: to finalise and agree draft strategy March 2017	Y	Y	Y	Y
	Focus on the built environment and how we can maximise the built environments role in encouraging healthy lifestyles for all residents Next Step: working with planners and planning commissioners to integrate health outcomes into planning decisions, regeneration and growth (ongoing)	Y	Y	Y	
	Establish the Fit and Active Barnet (FAB) Partnership Next Step: The FAB Framework is being presented to the Adults and Safeguarding Committee in March 2017 for sign off and adoption. Following this Committee, the first FAB Partnership meeting will be held. The vision for collaborative work has been tested through the development of a future Active Ageing Barnet project.	Y	Y	Y	
	Develop the Healthier Catering Commitment in Barnet. Successful award ceremony took place in the autumn. Next steps: An award ceremony to be held in Spring for new providers. Current area of focus are Finchley Church End, Burnt Oak (to correspond with the Town Centres Strategy) and hard to engage fast food outlets (Ongoing).	Y	Y	Y	
	A new leisure management contract has been developed with an increased focus on public health outcomes. A formal procurement process commenced in October 2016, a successful bidder will be	Y			

	<p>appointed in August 2017 and the new contract will commence on 1 January 2018.</p> <p>Next Step: procurement in process and due to complete this summer.(Sept 2018)</p>					
	Specific to Children				N/A	
	<p>Through a multi-agency approach (Saracens Sport Foundation, England Athletics, LBB, Barnet Partnership for School Sport and MDX University) primary schools are encouraged to increase physical activity levels by participating in the Mayors Golden KM Challenge encouraging 15 minutes of physical activity every day. Seven schools engaged with pilot phase and currently recruiting more primary schools focusing on recruiting PH 'priority schools' (schools with the highest prevalence of overweight and obese children according to the National Child Measurements Programme)</p> <p>Next Step: The group will be meeting with the founder of the Daily Mile (Elaine Wyllie) in Feb 2017 to discuss ways of improving marketing of the project, engaging with schools more and learning from good practice across the UK. Engagement with schools continue, utilising Cllr Stock and Healthy Schools partnership coordinator and Saracen's lead for the project.</p>	Y	Y			
	<p>Tier 2 child weight management programme: During the summer holidays no School Time Obesity Programmes (STOP) were delivered Weight loss results for the summer term were lower than previous quarters. This could be due to various reasons (please note that summer programmes have not been delivered before): the children were out of their usual routine without structured meal times (as they would have during school time); a lot of children missed</p>		Y			

	<p>some sessions as they were away on holidays; the summer Alive n Kicking (ANK) programmes ran for 6 weeks rather than 12 weeks.</p> <p>Next Step:</p> <p>ANK continue to receive referrals from Healthy Weight Nurses (one to one element of the Tier 2 service); family support workers and GP's. Between October 2016-December 2016 48 referrals were made to ANK</p> <ul style="list-style-type: none"> • 32.35% of completers (n=11) achieved a decrease in waist circumference • 70.00% of completers (n=24) achieved a decrease in BMIz score • 13.33% of the completers (n=5) maintained their BMIz score • 64.71% completers (n=22) achieved maintenance or reduced their weight <p>During the same period STOP programme was delivered in three primary schools.</p> <p>186 children were weighed and measured at week one and week twelve of those 44 children were identified as being overweight or obese at week one. 41% of children either lost or maintained their weight and the average BMI z score was -0.58</p>					
	Specific to Adults					
	Commissioning of commercial weight management providers, initial procurement failed and a second attempt in now in place		Y			
	Next Step: to finalise commissioning of service to implementation					

	(feb 2017).					
	<p>Review of Tier 3 services undertaken with reference to national picture and how some particular examples of services commissioned by CCGs.</p> <p>Next Step: to work with CCG to consider the elements of Tier 3 provision in Barnet (tba).</p>			Y		
	<p>Review of bariatric service provision in Barnet and comparison with national and other local provision.</p> <p>Next Step: to communicate findings to NHS commissioning colleagues (tba)</p>				Y	
Area of focus (7)	<p>Increase screening uptake</p> <ul style="list-style-type: none"> Target: increase screening uptake 					<p>RED</p> <p>Date of substantive report to HWBB:</p> <p>March 2017</p>
Progress since November	<p>The most recent data from NHSE (for internal management only) shows declining performance across all cancer screening programmes.</p> <p>The annual report was presented to Joint Health Overview Scrutiny (JHOS) Committee.</p> <p>An uptake on screening is presented to the HWBB as a substantive item (March 2017).</p>					
Planned activity	Report back to JHOSC in six months' time.					

	It has been suggested that a North Central London (NCL) adult screening assurance group (which Dr Lake will chair) work with NHS England and partners to help develop this report and incorporate plans for recovery of under-performance. Actions from HWBB March 2017 to be picked up.
--	--

Theme	Care when needed	
Objectives	Providing care and support to facilitate good outcomes and improve user experience	
Area of focus (8)	Care closer to home	AMBER
	Targets and outcomes TBC	Date of substantive report to HWBB: March 2017
Progress since November	<p>Barnet CCG is developing a programme of work designed to radically enhance the delivery of appropriate Care Closer to Home. A number of projects and service developments have been identified from local and national strategies from the Five Year Forward View (NHS England, 2014), GP Forward View (NHS England, 2016), CCG commissioning intentions & NCL Sustainability and Transformation Plan (STP).</p> <p>In order to develop a new Care Closer to Home approach a key requirement is to create a major shift of balance from avoidable hospital admissions to integrated health, social care and third sector models delivered in community and primary care settings.</p>	
Planned activity	<p>A multi-agency stakeholder forum will also need to be established to enable cross-sectorial inputs and oversight, and it may be that the recently revamped Health and Social Care Integration Board could be used for this purpose.</p> <p>In collaboration across the local health economy and STP footprint Barnet CCG will commence an intensive, focussed and directed programme of work around a number of prioritised initiatives which will deliver on the vision.</p>	

Area of focus (9)	Carers (including young carers) Delivering the Carer and Young Carer Strategy – <ul style="list-style-type: none"> • Focus on identifying unknown carers • Improving the health of carers (especially young carers) 	AMBER
		Date of substantive report to HWBB: TBC
Progress since November 2016	<p>The current number of carers registered with Barnet Carers Centre are 6484 (5821 adults and 663 young people) which has increased by 8% since 2014/15 (5951 carers). This falls slightly short of the target to increase the number of carers by 10%.</p> <p>Good progress is being made on the Carers and Young Carers Strategy Action Plan. Key achievements in 2016/17 include:-</p> <ul style="list-style-type: none"> • An annual training programme being put into place for all adult social care staff detailing specific learning (covering identification, whole family approach, assessments and support available for carers of all ages) and being delivered on a monthly basis Successfully implementing new commissioned integrated support services for carers and young carers. • New aspects of service delivery include:- <ul style="list-style-type: none"> ○ A newly integrated offer which allows for a whole family approach to be applied ○ Carrying out statutory carers assessments ○ Delivery of the Carers Emergency Card Scheme ○ Developing an alternative respite offer using befriending - service to go live March 2017 (increase in scale during 2017/18) ○ Implementing a hospital support service for carers – service to go live by end of March 2017 increase in scale during 2017/18) • Refreshing and improving online resources for carers on the LBB website https://www.barnet.gov.uk/citizen-home/adult-social-care/welcome-to-carers.html <p>LBB joining the Employers for Carers Scheme (membership no. #EFC1588) which allows all LBB employees and SME's in the borough (businesses who employ less than 250 staff) to access resources such as:</p>	

	<ul style="list-style-type: none"> • Supporting working carers – a carer’s guide • Supporting carers in your workforce – an employer’s guide • Supporting carers in your workforce – a manager’s handbook <p>Adults and Communities developing and embedding a new Specialist Dementia Support Service. The Service delivers a specialist programme of support to carers of people with dementia through assessments, support planning and a targeted training programme</p> <p>Promoting and supporting carers week 2016 with the Lead Provider to ensure that the EFC Scheme was promoted and to help support raising awareness of and championing carers, highlighting the challenges that they face and the contribution they make families and communities and promoting local support available to carers.</p> <p>The current lead provider for carers and young carers support services continues to engage with carers and young carers regarding the quality of services and considering gaps in service provision. This includes the provider engaging with carers whilst developing the new befriending service and carrying out engagement with carers and young carers as they further develop their hospital support service.</p>
Planned activity	<p>Training will be delivered to young carers in quarter 4 of 2016/17.</p> <p>Training will be carried out with the Adults and Communities Enablement Provider in quarter 4 regarding identification of carers and young carers and support available</p> <p>Working to embed the concept of being a carers champion into targeted settings including within the council working in partnerships with the commissioned provider for carers and young carers support services to help increase identification of carers and young carers and ensure that carers and young carers have access to good support.</p> <p>To develop a new service with our Commissioned Provider for carers support services to help carers and young carers share their experiences and knowledge with one another to help support them in being sustained in their caring role and achieving the outcomes that they desire.</p> <p>To carry out further work with faith groups and community based organisations to increase identification of and engagement with carers of hard to reach groups</p> <p>The results of the bi-annual carers survey will be available at the end of February 2017.</p>

	Carers and Young Carers Strategy action plan is being reviewed for 2017/18.
--	---