# Health and Wellbeing Board



Date of meeting: 03 October 2019

Title of Report: Health and Wellbeing Hubs update

Lead Member: Councillor Kate Taylor (Cabinet Member for Health and Adult Social

Care)

Lead Strategic Director: Ruth Harrell (Director of Public Health)

Author: Rachel Silcock

Contact Email: rachel.silcock@plymouth.gov.uk

Your Reference: N/A
Key Decision: Yes

Confidentiality: Part I - Official

# **Purpose of Report**

To provide an update on the progress of implementing a programme of Wellbeing Hubs

# **Recommendations and Reasons**

To note the report

# Alternative options considered and rejected

N/A

### Relevance to the Corporate Plan and/or the Plymouth Plan

The Wellbeing Hubs support the Council's Value as a Partner, because they are being developed as a partnership between the Council, Commissioned Services, the wider Voluntary Sector and other organisations such as Livewell Southwest and University Hospitals Plymouth NHS Trust.

The Hubs also support our vision of Caring Plymouth, working with residents towards happy, healthy and connected communities where people lead safe and fulfilled lives. The focus of activity in the hubs is on early intervention and prevention and the promotion of both physical and mental health and wellbeing. A range of services and opportunities are being developed to keep adults and whole families safe and through the targeted provision of health improvement and information and advice, there will be a reduction in health inequalities.

# Implications for the Medium Term Financial Plan and Resource Implications:

Following some initial pump priming from the improved Better Care Fund in 2019/20, the Hubs will be cost neutral or potentially make some savings in terms of commissioned services. The important point about efficiencies is that as the Hubs develop they should take pressure from health and social care services. Hubs are essentially about prevention and early intervention and the evidence shows that ultimately if we spend money downstream in this way, savings will be made in more costly upstream or specialist services.

# Carbon Footprint (Environmental) Implications:

Providing services locally in neighbourhoods saves people from having to travel, which should reduce traffic flow into the city centre for example to visit advice services or Derriford.

# Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

\* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

Click here to enter text.

# **Appendices**

\*Add rows as required to box below

Ref. Title of Appendix		<b>Exemption Paragraph Number</b> (if applicable) If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.							
		1	2	3	4	5	6	7	
Α	Briefing report title								
В	Equalities Impact Assessment (if applicable)								

# **Background papers:**

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are <u>unpublished</u> works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	If some/o	Exemption Paragraph Number (if applicable)  If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	ı	2	3	4	5	6	7	

# Sign off:

Originating Senior Leadership Team member: Ruth Harrell				
Please confirm the Strategic Director(s) has agreed the report? Yes				
Date agreed: 23/09/2019				
Cabinet Member approval: Councillor Kate Taylor approved by email				
Date approved: 24/09/2019				

<sup>\*</sup>Add rows as required to box below

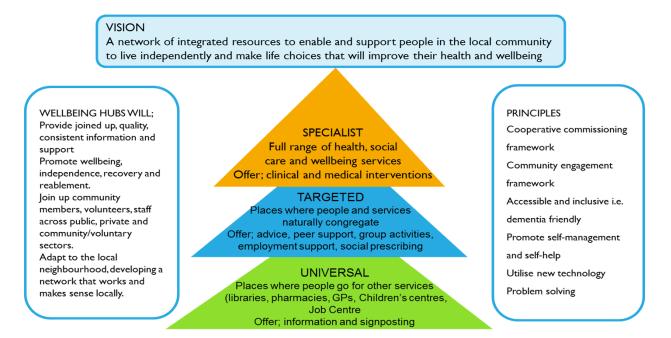
# WELLBEING HUBS

Integrated Health and Wellbeing

Wellbeing Hubs have been identified as a priority for our system through the Commissioning Intentions, and by the current administration (pledge no. 54 of 'Our 100 Pledges for a Plymouth to be Proud of').

The aims of the Wellbeing Hubs are to:

- Align services so that they work better for people, giving them a coherent 'journey' through the services that they may need to improve and promote their own health and wellbeing. This is particularly aimed at helping people to find services that are more appropriate for their need than a GP/A&E.
- Help people and communities to support each other, by bringing the current CVS services together and enabling people to better support themselves.



Both of these aims should result in finding the most cost-effective intervention for the person when they need it and support the systems ambitions of an Integrated Care Model for Plymouth which:

- Promotes health through integration
- Empowers communities to take active roles in their health and wellbeing
- Offers locality-based care model design and implementation
- Shifts resources closer to home, or in people's own homes
- Facilitates health and social care integration

There are currently four Wellbeing Hubs open across the city; Jan Cutting Healthy Living Centre, Four Greens Community Trust, Improving Lives and Cumberland Centre (specialist hub), with a Sports and Community Hub at Manadon linked to the Four Greens Hub.

#### WELLBEING HUBS MODEL

Wellbeing Hubs have been developed through the Wellbeing System Design Group, with input from the evidence base and a detailed review of need and assets in each area of the city.

There is clear evidence that social prescribing can offer efficiencies and is effective at linking people to services and other forms of support that can help them to improve or better manage their health, reducing the use of healthcare services as well as improving their health and wellbeing. This service is therefore pivotal to the success of Hub. It is essential that the social prescribers can link people into the right range of services and opportunities, providing that support to get them back on track through supporting any immediate concerns ('what matters to me?') and then supporting and promoting their health and wellbeing in the future through building their resilience, and making links to their community. These services are partly commissioned by the Council or CCG, but the vast majority are provided in the area by the VCSE, and we are helping to ensure that the right person accesses these opportunities when they need it.

The System Design Group is comprised of partners across the city who have some role in the health and wellbeing system; GPs, community and hospital service providers, commissioners, and the VCSE. Through the SDG we have developed and tested the model, but more importantly we have developed and built relationships between different people who often work with a similar cohort of people but were not aware of each other, or how to work together for those people.

### **Target Operating Model**

The target operating model details how individuals are signposted from community and statutory services to a range of preventative services.

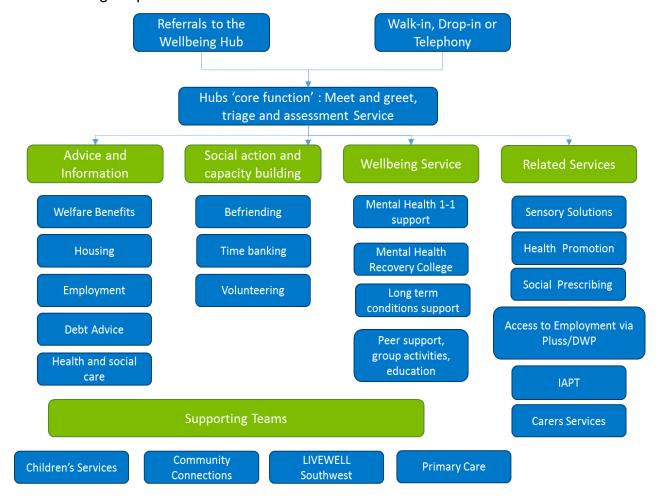


Figure 1 Services supporting Wellbeing Hubs

#### **Commissioned Services**

The physical Wellbeing Hubs are the enablers to improve accessibility to services. There is currently an annual commissioning spend of £2,495,456 on Advice and Information, Wellbeing and Health Improvement services. These commissioned services are being remodelled to meet the requirements of the Wellbeing Hubs model.

The new contracts will shape the way in which people experience support in their communities and for many will act as a gateway to receiving more appropriate support closer to home. The contracts are:

Health Improvement – Awarded to Livewell Southwest (2017)

Advice and Information - New contract start date Oct 2020

Wellbeing Services - New contract start date Oct 2020

Social Prescribing Service – Awarded to the Wolseley Trust in January 2018, from July 2019 the direct contract with the Council has reduced with the majority of the service being picked up by Primary Care Networks

# Workforce development

The new way of working needs to be strengthened by the skills and knowledge of the staff and teams involved. Many of the organisations that make up the Wellbeing hub networks have an excellent knowledge of local services and understand the cultural changes required. We have been working with the current Wellbeing Hubs to assess the skills gap and have started to roll-out training to both the Universal and Targeted tiers of the Wellbeing Hub model, including MECC (Make Every Contact Count) and Information and Signposting training using the Plymouth Online Directory. Currently we are developing common key job roles for the hubs and agreeing on the associated training linked to each role.

The lead organisations for the Hubs are working with the Leadership Centre, as well as commissioners, to develop the model, share learning and to push the boundaries of what is required; it is a shared ambition that the whole will be greater than the sum of its parts.

#### WELLBEING HUB PROGRESS

There are currently 4 Wellbeing Hubs opened across the city with three more opening within the next few months (Stirling Road, Plympton and Mount Gould). The existing hubs cover more deprived areas of the city, as well as one hub with specialized remit to support a number of key groups city-wide (carers, sensory impairment, learning disabilities and veterans).

The hubs have fallen into two categories; ones where a physical location already exists which has capacity and willingness to host the Hub, and ones where there is a need for redevelopment. The four hubs currently open, plus the next two hubs to open (Stirling Road GP surgery and Plympton Rees Centre) fall into this first category and this has enabled them to be up and running.

For the remainder, there is a requirement for capital build to fully implement the vision; however, given the complexity of this, we are already working with partners in these areas and are developing an 'interim' offer which will provide the communities with a Wellbeing Hub in their area utilizing current community buildings. We will therefore be updating these timelines shortly with a date in the near future for this interim offer, while we continue to plan for the full capital builds. It should be noted that connections have been made around different sites that involve; children's centres, libraries, primary care facilities, youth centres as well as VCSE owned sites.

In addition, the Manadon Sports and Community Hub which is run by Argyle Community Trust and is a sub-hub of the Four Greens Wellbeing Hub and is already demonstrating the importance of improving the links between Wellbeing services and opportunities for physical activity.

The table below summarises progress to date.

# **City Centre Hub**

Progress has been made towards the development of a city centre Health and Wellbeing Hub which will meet the needs of a range of people; from local residents, to people in the wider areas of Plymouth who work or visit the city centre. Current plans include, as well as a Wellbeing Hub, a GP practice, a dental practice (providing additional dental capacity to the city) as well as a range of other services such as long term conditions currently under consideration.

# Stonehouse 'Complex Lives' Hub

Our partners, Shekinah, have been working towards a move of site and co-location of a range of services tailored around people with more complex needs (clearly linked to the Alliance contract). This would also involve Adelaide GP practice, who deliver outreach services for complex lives patients. Whilst this is a variation on the model for a Wellbeing Hub, there are similarities and we have included this under the Hubs Programme Board for information.

Phase I		Estimate Opening
Jan Cutting Healthy Living Centre	A Wellbeing Hub in a deprived area, providing full range of support to the local community. Includes Head Space, an out-of-hours service for people who consider that they are approaching a mental health crisis. This runs in a non-clinical setting with a safe, calm and structured environment, with the goal of de-escalating crises.	OPENED March 2018
Four Greens	A Community Economic Development Trust in a deprived part of the city covering Whitleigh, Manadon, Honicknowle and Ernesettle. It already includes a Children's Centre and community activity; is now developing an offer for people with long-term conditions including time banking, education, peer support; is a target area for the National Diabetes Prevention Programme.	OPENED 12 <sup>th</sup> October 2018
Manadon Sports and Community Hub	This is a partnership with Plymouth Argyle Community Trust and forms part of the Four Greens Hub 'family'. As well as football and cricket pitches it provides a range of indoor and outdoor physical activity for people who have difficulty accessing some of the more mainstream offers, for example people with mental health issues, older people and sight impaired	OPENED 28 <sup>th</sup> June 2019
Improving Lives, Mannamead	A Wellbeing hub with a specific remit to work across the city to promote and improve the health of some specific groups in the population who are in need, including veterans, carers, people with learning disabilities and those with Sensory disabilities, whilst also serving their immediate communities.	OPENED 27 <sup>th</sup> October 2018
Stirling Road Surgery	Stirling Road Surgery is a GP Practice in a deprived area. The Wellbeing element of the hub will be delivered across 3 locations in a hub-and-spoke manner; the GP practice, the local library (St Budeaux) and in Barne Barton (Barne Barton is an isolated deprived area).  We are working with Access Health Care to launch the Wellbeing Hub, building works have led to a slight delay to the formal launch.	OPENING SHORTLY; Autumn 2019
Cumberland Centre	The Cumberland Centre is an Urgent Treatment Centre including locality mental health teams and a large GP Practice and	OPENED

		OUTH CITT COUNC		
	a pharmacy within the same complex. Work is underway with Livewell Southwest to launch a Specialist Wellbeing Hub in March 2019. There are existing good relationships with some community organisations, the challenge will be to make the Cumberland Centre as a community venue as well as the Minor Injuries Unit.	22 <sup>nd</sup> March 2019		
Rees Youth Centre, Plympton	Centre, of existing building to establish a Wellbeing Hub and			
Phase 2				
Efford	Council owned Youth and Community Centre, OPE plan to redevelop site as a health and wellbeing hub including a GP practice and pharmacy, youth and wellbeing facilities. In discussion with local primary care and youth teams to understand their requirements.	March 2020		
Estover	Building yet to be identified, will work with GPs and Livewell Southwest to identify a building. Smaller known community offering which could prove a challenge.	March 2020		
Southway	Building yet to be identified, the local youth and community centre is already a hub of local activity providing support to mainly children and young adults. We are to review this and other public sector buildings to understand viability.	March 2020		
City Centre (Colin Campbell Court)	In early stages of planning, it is hoped to develop a GP practice, Dental surgery and Wellbeing Hub in a city centre building which is about to undergo comprehensive refurbishment. The area in the city centre is easily accessible and regularly used by our most in-need communities; it is also close to other facilities such as pharmacy, Council 'First Stop Shop', a Memory Café (dementia support) and the local market.	ТВС		
	We are also working to develop a dental practice led by the social enterprise connected with the Peninsula Dental School.			
Stonehouse	A 'Complex Lives' hub, based in one of our most deprived areas, which will provide services for people and families with significant health, social and wellbeing challenges (such as the homeless and those with substance misuse issues). This will include a GP practice with specialist skills working with this group. Being led by CVS.	ТВС		
	Not an original Wellbeing Hub, but similarity between the schemes means this work now benefits from the oversight of the Wellbeing Hubs programme board and will prevent duplication in neighbouring hubs.			
Mount Gould Local Care Centre	Mount Gould is subject to a master planning exercise which will result in more acute services being delivered here and will include GPs and wellbeing services.	ТВС		

#### **IMPACT SO FAR**

The benefits across the system have been considered, and will be evaluated, using a logic model approach; there are a number of outputs which will lead to short term outcomes, which will build into longer term outcomes. We will be taking a formative evaluation approach, which is appropriate for a set of services that are responsive to local need and will be developed iteratively.

The Jan Cutting Healthy Living Centre, through the Wolseley Community Economic Development Trust, has put in place a much greater range of wellbeing activity as follows:

- Launch of Headspace Mental Health crisis café with evening and weekend cover
- Advice Plymouth doing specialist advice outreach in the building
- Pluss worker delivering their Building Better Futures (Lottery programme) in the building to support people to move nearer to employment

They report that there is also much better partnership working between statutory and voluntary sector services, for example Plymouth City Council housing staff and Livewell Southwest health and social care staff working together through the Wellbeing Hub.

These approaches have then been adopted by other Hubs, as well as developing their own approaches. Four Greens, for example, has been at the forefront of the development of Multi Disciplinary Teams, led by a local GP and involving a wide range of providers who can come together to offer support for individuals and families in need.

Four Greens Community Trust was the second Wellbeing Hub launched in October 2018 and covers the neighbourhoods of Honicknowle, Manadon, Whitleigh and Ernesettle. They also provide Wellbeing activity at the Manadon Sports and Community Hub.

A snapshot of activity at Four Greens found that during the week of the 16th to 22nd September 2019, there were 244 attendees at the Hub of which 166 were unique users. Outreach Sessions supported by Four Greens Community Trust at Honicknowle Phoenix Centre, The Space Centre Ernesettle and the Manadon Football Development Centre were provided to 101 attendees of whom 96 were unique users.

As part of the evaluation and monitoring week general information requests received either face to face or by e mail / telephone to ascertain the variety of information being requested and during the week included: where someone could access local first aid courses, wanting support in giving up smoking, times of local buses, where the local GP practice was, what age do you have to be to attend the street dance classes, wanting information about Barnados sessions that run from the Centre, information about the work of Timebank, times of the Podiatry Service appointments and information about the community garden that is being created at FGCT

As well as compiling the quantitative data above people were asked about their experience of the Four Greens Community Trust and asked one basic question: had the Wellbeing Hub made a positive contribution to their wellbeing? From the responses received (148) 91% said the Wellbeing Hub had supported them in their Wellbeing, 5% said they had not been coming to the Centre long enough to provide a fair assessment, 2% did not answer the question. 2% said it had not made a difference to their wellbeing.

## Comments Received:

- Although coming to a medical appointment it is great to come to a building that is welcoming and does not feel like a hospital / medical centre
- Friendliness of the staff they make me feel welcome and nothing is too much trouble.
- Quality of the building and the rooms available for hire
- Needed some first aid after feeling faint and the staff were so professional and caring when helping me
- My son loves the street dance and so good not to have to travel out of area to get to the sessions

- Reception staff knowledgeable and informative
- Attending the Eat Well and Long Term Conditions Programme has made me realise why I have to change my Lifestyle
- Without Four Greens and the agencies that have helped me I would not be now getting myself out of debt and feeling positive about my future.
- I come to the Centre to pick up food for the weekend and this really helps me to feed my family.
- Not only can you come and see specialist services but you can come and do fun activities and I
  have attended community Barbeques and table top sales at the Centre
- Thought my playing days were over but Walking Football has made me realise you are never too old to become actively involved
- Tea and Toast is the highlight of my week, I look forward to being part of a caring group that
  just wants to support me and other members of our community

Mannamead Hub has had 1799 visitors from June to August 2019, including carers, people with learning disabilities, people with mental health issues and families.

# Social prescribing

In April 2018, social prescribing was made available to 19 practices across Plymouth, focussing on the more deprived areas of the city. This was very much welcomed by GPs, and demand was high from the beginning and has increased.

An objective measure of wellbeing, the Warwick-Edinburgh Mental Wellbeing Score, is routinely used to measure wellbeing at the start of the intervention as well as at the end. The majority of patients are seeing a significant improvement in score by the end of the intervention (10-12 weeks). Longer term follow up is attempted, but fewer people engage with this. Those that do are very positive about the service and the changes that they have been supported to make to their lives.

The Wolseley Trust have also received some funding from the DOH for evaluation which is being used to fund a University Researcher in Residence, to track the longer term outcomes. This evaluation will also look at the people who did not attend or who didn't take up the options offered to find out why.

The key system outcomes are;

- Reduced levels of frequent attenders at traditional services
- Reduced levels of prescribing of anti-depressants for mild to moderate depression
- Reduced prescribing of other medication, e.g. opioids and gabapentinoids in patients with chronic pain
- Reduced numbers of referrals to secondary mental health services

In addition, an Ernesettle GP has been carrying out an audit of patient records to look at their use of healthcare services before and after social prescribing. This has shown very promising results both for GP and emergency hospital attendances, but is currently based on small numbers:

### Sample of Ernesettle patients

Review at 6 months before accessing Social Prescribing and 6 months after:

Patient	l	2	3	4	5
GP visits before	П	13	4	2	3
GP visits after	2	4	8	I	3
ED visits before	I	0	0	0	0
ED visits after	0	0	0	0	0
Out of hours before	0	I	5	0	0
Out of hours after	0	0	0	0	0

Patient I, 39 yr old male, low mood, chronic pain, out of work

Patient 2 55 yr old male anxiety, chronic pain

Patient 3 68yr old male . low mood . physical disability

Patient 4 50 yr old male social problems, Learning disability

Patient 5 58 yr old female pain issues

#### **GP** feedback

"I have found having a new resource very useful. It works extremely well being co-located. Very positive feedback from clients referred." Dr Marc Epps, Southway Surgery.

"We have been working with the Wolseley Trust since April time so a relatively short period. Feedback from clinics is that they have appreciated another avenue in where to send patients and the uptake has been higher than expected." Kerry Alkins, Efford and Laira Surgeries.

"Excellent service & staff are aware that they need to use it more." Alison Shelton, Friary House Surgery.

Conversation with Elaine Boardman, Budshead surgery: "The staff at the surgery find the project very valuable and have had no problems with referring to the service. It's difficult to say whether it has helped reduce pressure on GPs as the project is still young and cases are only just starting to be closed with positive outcomes. Feedback generally from staff at a recent Sound Health Alliance meeting was that it's a valuable resource and they would like to see it continue and develop".

#### **Advice and Information**

Our advice and information service, Advice Plymouth, has been running for many years. The service will be accessible via the Wellbeing Hubs (as well as other contact methods).

The service deals with some 2500 enquiries every month: around 80% of these are managed digitally, a significant number over the telephone, but the more complex are dealt with face-to-face. Numbers vary significantly, from around 50 - 150 per month.

Benefits advice is a key topic; typically in a three month period, the team support people in accessing over  $\pounds I$  million of benefits that they are eligible for, but not claiming.

Debt, fuel bills, housing and employment are also significant numbers of enquiries.

### Head Space for mental health crisis support

Head Space offers an out-of-hours service for people who consider that they are approaching a mental health crisis. The service was initially run from the Jan Cutting Healthy Living Centre, which provides a non-clinical setting with a safe, calm and structured environment, where individuals can go to access peer support.

Staff and volunteers are on hand to provide support in both 1:1 and group settings, with the goal of deescalating crises, setting achievable goals and (where appropriate) working with the Wellness Recovery Action Plan. Onward referrals/signposting will take place as required.

Clients do not need a formal appointment, and can also self-refer to Head Space by attending during our opening hours. Partners such as the Police are able to offer this in appropriate circumstances, offering an alternative to the hospital. Unusually, intoxication (as long as this is in the absence of violent behaviour) is no barrier to being supported.

Following the success of this model, Head Space is now also available at Four Greens Wellbeing Hub and at the Rees Centre in Plympton.

#### **CASE STUDIES**

Below are a variety of short case studies summarising the issues raised by people attending the hubs.

The arrival of a new volunteer created the opportunity of starting a new music group for people with learning disabilities. Having experimented with some music sessions with the WEA previously we knew this would be popular but did not expect it to be quite as successful.

In January 2019 our volunteer offered to run two weekly sessions and each group is now attended by between 8-14 members. Each person has chosen a favourite song and all members have now developed the confidence to sing using a microphone to the rest of the group. Studies have widely proven that music can reduce stress, improve memory and concentration, help people express feelings and boost mood. Music has not only achieved these things, it has boosted confidence and self-esteem and brought life to the building at Mannamead, being enjoyed by visitors, members and staff alike.

\*\*\*\*\*\*

Compton Primary School were going to have to stop their popular Service Families Coffee Morning due to a lack of venue. We offered space in the Mannamead Hub and they continue to deliver their Service Families coffee Morning on a weekly basis to families in need from the Hub.

\*\*\*\*\*\*

A gentleman with long term brain damage, a learning disability, depression and chronic insomnia was referred by his GP because he has been prescribed multiple medications by multiple GPs, but none of these had helped and so they have been stopped. His GP believed he may benefit more from social prescribing. Sleep hygiene was discussed with him and the link worker explored what had/had not helped in the past and his activity levels during the day. He was referred to a local walking group, 'Walk & Talk', to help with increasing his physical activity levels and social interaction. He has now attended 4 times, going along most weeks and enjoying the local walks. He was supported to access Plymouth Mind, where he is now attending workshops on Managing Insomnia and Mindfulness to help him with his depression and to be able to relax at night times. He was also referred to Advice Plymouth for support with his benefits as his financial situation puts him under stress and this contributes to the insomnia and low mood. There has been a noticeable increase in his WEMWBS scores so far, particularly in terms of a reduction in his isolation, his ability to deal with problems and make decisions himself.

\*\*\*\*\*\*

A lady in her late 60's has been looking after her two Grandsons for the last ten years. One has left home and the youngest has started an apprenticeship. This has left her in financial uncertainty due to certain benefits being stopped. At assessment she explained that she wasn't sleeping, was extremely anxious and couldn't see a way out. She was initially referred to Advice Plymouth and, in the meantime, went on the Turn2us website with her link worker to provide reassurance about her benefits. Advice Plymouth gave her an emergency appointment 2 weeks later and helped her sort out her finances and assisted her in claiming what she was entitled to.

The lady expressed deep gratitude at not only being shown a way forward with the situation, which she said she wouldn't have been able to work out herself, but also for emotional support and a listening ear. She said this empowered her to act and lifted her from a 'very dark place.'

\*\*\*\*\*\*

A 45-year-old male was referred by his GP. He lives alone, is separated from his wife and two children and not working. He was struggling with bills, food and lives in a flat with no fridge or bed and told us he often felt suicidal and alone. He was uncomfortable about asking for help.

He was given information about the following organisations:

- The Salvation Army for a food parcel, support with job hunting, CV writing, men's club and somewhere to visit if he feels lonely and isolated.
- Time Bank to meet other people and offer his gardening and technical skills to others while he received support for himself by building up his Timebank hours.
- Tea and Toast at Four Greens for an opportunity to meet others.

- Advice Plymouth helped with debt including water debt.
- Shekinah for further support for food, training opportunities, clothing, community support and volunteering.
- Freecycle to help him furnish his flat.
- He engaged with the Salvation Army and attended regular appointments and spoke to Time Bank about groups and activities he could start with. At his last session his goal was to attend Shekinah and access some of the courses and activities they offered.

All this was offered whilst working through 8 sessions with him. He was supported and encouraged to take steps at his own pace to get involved with the above and discussed his barriers and confidence levels. He was made aware that he could re-refer himself to the service at any time if he felt he would like further support to access some services when he is ready.