

Appendix 1: Harrow Health and Wellbeing Board 2016/17 action plan – End of year report

The table below outlines the actions which the Health and Wellbeing Board have committed to in 2016/17 and an update on year end progress.

	Objective	Explanation	Actions	HWB sponsor/ executive lead	April 2017 update
Start well					
1.	Transforming children and young people's mental health and wellbeing	In Harrow Children and young people currently have an inconsistent approach to services depending on the area, school, and GP they have. We want an integrated solution which provides a different sort of service for children and young people and their parents. We plan to deliver this through our Children and Adolescent Mental Health Service (CAMHS) transformation plan over the next 5 years and the Future in Mind programme.	<ul style="list-style-type: none"> - To identify additional resources to support the pilot of the new model of service delivery without impacting on existing services - To provide additional services for unaccompanied asylum seeking children - To commission a new eating disorder service across 5 boroughs - To develop an options appraisal for CAMHS service transformation across West London - To review workforce training needs 	Dr Genevieve Small Jessica Thom	<ul style="list-style-type: none"> • Local Pilots project to support the joint Emotional Health and Wellbeing Targeted Service running until Summer Term 2017, pilot evaluations will be completed • New Community Eating disorder service is delivering in Harrow and will be evaluated in June 2017 • Harrow CCG has funded a 2 year pilot for an Integrated LD CAMHS post to work within Social Cares CYAD team • The new Joint Emotional Health and Wellbeing Targeted Service has been procured and the new provider (Barnardos) is due to begin a soft launch in April 2017, great collaboration between CCG, Council and Schools has been noted and part of the success • Harrow CCG have put additional investment into Tier

					<p>3 CAMHS to reduce waiting times in LD CAMHS and CAMHS.</p> <ul style="list-style-type: none"> Public Health have delivered training to 13 primary schools. The feedback has been excellent and there has been more requests for continued training in the remaining primary schools. A successful bid to HEENWL by Public Health has provided funding for provision of mental health first aid training and youth health champions in schools. This project will deliver within 2017-18 in secondary schools.
2.	Transforming early help for children and young people	<p>In Harrow, the services available for early help have been identified as having a degree of duplication and fragmentation. In order to make the services providing early help more effective and efficient we will review the current services with a view to developing an integrated offer of early help for children and young people that need it.</p> <p>Giving every child a good start means ensuring that the pre-natal and early years services identify and address problems in children and their families as early as possible. This means we will also</p>	<ul style="list-style-type: none"> To establish a project Board to review the current services To agree the outcomes for the early help services To redesign the early help service in collaboration with staff and users To review the Health visiting service against the needs of the local population 	<p>Chris Spencer</p> <p>Paul Hewitt</p> <p>Errol Albert</p>	<p>The review of the Early Intervention Service began in January 2016 and has culminated in a redesigned model of service delivery.</p> <p>From January 2017, Harrow's Early Intervention Service within Children's Services became known as Early Support.</p> <p>Early Support encompasses the work of Children's Centres, Early Intervention Teams (Teams Around the Family) and the Youth</p>

		<p>need to review the health visiting services to ensure that they coordinate with the new integrated early help service.</p>		<p>Development Team to become an integrated service to meet the Early Support needs of children and young people ages 0 to 19 (or 25 if deemed to have a special educational need) and their families.</p> <p>Early Support has been designed to provide families with the right support, early on when issues first arise through a range of time-limited services delivered via Early Support Hubs thereby increasing family resilience. The main focus is on prevention and ensuring that Early Support services will lessen the need for more targeted services in the future.</p> <p>Key points to note include from January 17:</p> <ul style="list-style-type: none"> ● There are now 3 community based hubs – Cedars, Hillview and Wealdstone (Youth) where all Early Support staff are now based and a range of Early Support services are being delivered from, along with other sites across the borough. ● The staff group are known as either - Early Support: Coordinators, Practitioners or Educators overseen by an Early Support Manager for
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					<p>each Hub, of which there are three.</p> <ul style="list-style-type: none">● There will be an increased use of evidence-based group work, parenting programmes and signposting to appropriate Universal services.● Whilst group work will be the core mechanism of delivery, home visits will be undertaken only when they are deemed by an Early Support Manager as being necessary and purposeful and where there is full agreement from the family.● Youth services and activities will work towards delivering an overarching Youth Engagement and Prevention strategy with partners and be focused on curriculum-based activities, tackling issues relevant to young people in the borough and strengthening the preventative work of the YOT.● The Youth Offer within Early Support will work with the whole family and be more aligned to local/national trends and the more complex needs of Harrow's high risk/vulnerable young people.● Early Support will build on the principle of working in partnership with children, young people and their families through the delivery of consent based services.
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					<p>An Early Support Project Board has been set up and is overseeing the continued progress of several Work Streams including systems, pathways and processes, performance monitoring, ICT, commissioning and communications.</p> <p>There are to be further engagement/awareness-raising sessions with partner agencies, young people and families from the start of the New Year and further details of Early Support developments will be communicated between April and June.</p>
Live well					
3.	Explore new models to empower Harrow residents to do more for each other	<p>Harrow Communities Click (HCC) is a membership organisation aiming to promote and facilitate mutual networks and time banking to improve the quality of life for people living in Harrow. Harrow Communities Click is different to volunteering as you gain a one hour time credit per hour that you give, which you can use when you need support.</p> <p>In addition to this, Harrow Council is currently reviewing all the Council's approach to volunteering, considering best practice (including digital means of engagement).</p>	<ul style="list-style-type: none"> - Health and Wellbeing Board to learn more and promote the Harrow Communities Click model and support integrated working - Share Harrow Council's review of best practice in relation to empowering the community and resident's preferences - Support the VCS to consider how they would like to engage with the Health and Wellbeing Board and how to link up work across the Harrow 	<p>Alex Dewsnap</p> <p>Andrew Howe</p>	<p>Communities Click performance update from March 2017 is as follows:</p> <ul style="list-style-type: none"> • Total number of hours exchanged – 7494 • Number of members – 1399 plus 66 organisations/community groups whose members/staff are also members. • Total number of individuals who have

		<p>The Health and Wellbeing Board will promote Harrow Communities Click and review further opportunities for joint working with the Voluntary sector in Harrow to empower residents to support each other.</p>			<p>accessed HCC through the various activities to date – 18046</p> <p>Public Health led an alliance of more than 30 organisations to submit a £13m bid to Sport England at the end of March 2017 which is centred on a place-based community led programme. VCS organisations were extensively involved in the development of this bid and the activity also encouraged the VCS to lead an ‘active ageing’ bid focusing on increasing physical activity in the over 55s.</p>
4.	<p>Improve joint communications and promote effective engagement with all Harrow residents</p>	<p>The Health and Wellbeing Board has committed to provide the leadership to enable everyone living and working in Harrow to join together to improve health and wellbeing. As part of this, it is important that there is joined up approach to engaging with residents and for new ways of working to be explored to ensure a two way dialogue is established between a representative cross section of the Harrow population and the Health and Wellbeing Board. In particular it is acknowledged that the population of Harrow is extremely diverse and</p>	<ul style="list-style-type: none"> - Set up an engagement working group tasked with developing an integrated plan for communications - To develop a shared planner which outlines all planned engagement events in 2016 and look for synergies between planned activities of partners to increase efficiency and integration of messages - To develop a shared list of stakeholders and channels of communication with them - To incorporate into the planner key messages that Health and Wellbeing Board partners will be 	<p>Healthwatch Carol Yarde Niall Smith</p>	<p>A shared contacts and channels list has been developed by Public Health and shared with Council and CCG teams. There is improved collaboration on the messages incorporated within key publications and better use of these channels for reaching residents but still more work to be done to align an approach to engagement and communications given the emergence of the STP.</p> <p>In terms of campaigns, Public Health has launched a major campaign to promote physical activity in April – Active10 using</p>

		<p>there is a need for a working group to highlight inequalities in Harrow and the needs of marginalised groups to ensure that the vision to improve the health and wellbeing of all, with particularly concentrated focus on those with the greatest need is addressed.</p> <p>An integrated approach to communication and engagement will enable health and wellbeing messages to be more co-ordinated, targeted and powerful; culminating in residents feeling more informed about progress and future developments.</p>	<p>disseminating to residents at specific points in 2016</p> <ul style="list-style-type: none"> - To agree shared mechanisms to communicate the mission, vision and objectives of the Harrow Health and Wellbeing Board to residents and progress against these objectives - To share learning in relation to engaging with seldom heard groups and improving access to services and facilities which promote health and wellbeing 		<p>billboards, mainly centred in Wealdstone and Facebook advertising as major components. Harrow CCG has focused much attention on launch of the Harrow Health Now app.</p>
5.	Assess the health impact of Harrow regeneration schemes	<p>Regeneration of Harrow is a major priority for the years ahead. The Kodak site, College Road, sites in Wealdstone and major council sites, such as the Civic Centre, will be redeveloped with new affordable housing being a particular feature. There is an opportunity to consider how to enhance the positive impact this regeneration scheme will have on health, wellbeing and health inequalities and to minimise any possible negative impacts.</p>	<ul style="list-style-type: none"> - Pilot the use of a Health Impact Assessment framework on Grange Farm re-development and make recommendations to promote health and wellbeing - Evaluate the effectiveness of the piloted HIA framework - Conduct an HIA on Civic Centre redevelopment - Planning and Public Health to participate in joint training with a view to mainstreaming the HIA approach within the Council - Consider a strategic approach to estates 	Andrew Howe	<ul style="list-style-type: none"> - Health Impact Assessments are underway for the following sites: Flexible Futures (New Civic site workplace approach), Wealdstone Square and High Street Regeneration, Byron Quarter, Grange Farm (completed) - A proposal has been taken to the Corporate Equalities Group (CEG) to harmonise a Health Impact Assessment process with the existing established Equalities Impact Assessment process in a 'Inequalities Impact Assessment' which will aim to ensure that staff time is used effectively and efficiently and that we are doing all we can to reduce the burden of

					<p>inequalities in the borough.</p> <ul style="list-style-type: none"> - It was been agreed by CEG in February 2017 that a pilot site from each Council directorate will use a newly developed form and guidance notes that meet the criteria for both impact assessments (whilst not detracting from the statutory equalities duty) and there will be a report on these in June and final feedback on pilot experiences of the merged process in September 2017 for the CEG to consider way forward.
Work well					
6.	<p>Pilot integrated employment/mental health support and ensure that Harrow residents are signposted to talking therapies available</p>	<p>We know that mental health problems such as depression and anxiety are common in Harrow but many don't get the help and support they need. It is estimated only 25% of those experiencing common mental health problems receive help compared to 90% of those with diabetes. Talking Therapies are effective psychological treatments available for free and through self-referral for Harrow residents but take-up of this service is below target. The Health and Wellbeing Board partners will champion the service and improve signposting to increase uptake of the service.</p> <p>Common mental health problems</p>	<ul style="list-style-type: none"> - Increase uptake of Talking Therapies amongst Harrow residents - Secure external funding to initiate the employment/mental health pilot - Consult with stakeholders to develop a service specification for integrated employment/mental health service which meets needs and is integrated with current local provision - Develop targets for the employment/mental health service for 2016 - Procure a provider for the service and ensure the service fits well with other related local services such as Talking Therapies 	<p>Andrew Howe</p>	<p>The Mental Health and Employment Trailblazer pilot has now gone live and the service is operational from March 2017 and will provide specialist employment support to people with common mental health problems. The 1.5 FTE worker(s) will be based within the existing IAPT talking therapies service hosted by CNWL, and the service is contracted from Twining Enterprise by London Councils. A local Task and Finish Group is being hosted by the Council to support local delivery and inform the monitoring. Work is underway to ensure that robust pathways are set up between primary care and Job Centre plus and the Task and Finish Group is meeting in</p>

		<p>are also major reasons for unemployment in Harrow. An estimated 28% of people claiming Employment Support Allowance (ESA) and Jobseekers' Allowance (JSA) have a common mental health problem and 95% of these people will continue to be out of work for more than 12 months. While unemployment in Harrow is reducing, there has not been a commensurate reduction in the number of people with mental health conditions getting back to work. A programme will be launched in 2016 which will trial the impact of joining up employment and mental health support with a view to helping residents back to sustained employment.</p>	<ul style="list-style-type: none"> - Launch and promote the service - Monitor outcomes in line with targets set 		<p>April. The service will be operational in Wealdstone, Greenhill and Roxbourne although additional funding has been sort by London Councils to widen it to borough wide in 17/18.</p>
7.	<p>Commit to London Healthy Workplace Charter</p>	<p>Each Health and Wellbeing Board member organisation will demonstrate that they take the health of their staff seriously by signing up to and implementing the London Healthy Workplace Charter. The Charter is a set of standards which if met, will enable us to get the best from the health and wellbeing workforce in Harrow and position the Health and Wellbeing Board members as exemplary employers, inspiring other local businesses and organisations. Harrow Council has already signed up to the Charter achieving</p>	<p>Harrow Council will take action in 2016/17 to attain 'achievement' status of GLA Healthy Workplace Charter</p> <p>Harrow CCG will take action in 2016/17 to attain 'Commitment' level of the GLA Healthy Workplace Charter</p> <p>A plan for engaging other local organisations will be developed</p>	<p>Andrew Howe</p> <p>Sarah Crouch/ Jason Parker and Bashir Arif</p>	<p>Public Health continues support the Council to work towards 'excellence' on the GLA healthy workplace charter. As a result of this, HR have now published a Wellbeing Strategy and a variety of campaigns are being run in the Council – particularly around mental health and physical activity.</p> <p>Harrow CCG submission to the GLA for 'commitment' level has been made but the CCG has not yet been accredited</p>

		'commitment' grade but should now work towards 'excellence' grade.			It would be great to see more Health and Wellbeing Board partners commit to signing up to the GLA Healthy Workplace Charter for the benefit of their employees, many of whom may be Harrow residents.
Age well					
8.	Roll out virtual wards ensuring an integrated approach to health and social care is adopted	<p>Virtual wards are a team of health and social care professionals who work together to provide integrated health and social care to Harrow residents aged 65 and above with one or more long term condition.</p> <p>The Virtual Wards will provide hands on care to the patient, either in a GP Practice or the person's home and give support to their GP / social worker in managing their conditions. The group of professionals come together to provide treatment to patients with complex conditions as if they were on a hospital ward - intensive but proactive treatment.</p> <p>It will mean people will be better for longer, it will mean that when people become ill, their experience of being cared for will be more integrated (and thus better), it will mean people will avoid unnecessary visits to hospitals and GPs when they can be better cared for at home.</p> <p>The Health and Wellbeing Board</p>	<ul style="list-style-type: none"> - Three virtual wards presently established - Six virtual wards to be operational by 31 March 2016 - Virtual Wards to be supported by multi disciplinary team consisting of social care, community and specialist nursing staff, case manager and dedicated GP 	<p>Amol Kelshiker/ Bernie Flaherty</p> <p>Garry Griffiths/ Visva Sathasivam</p>	<p>A review of the Whole Systems Integrated Care programme has been undertaken and the findings will be used to develop the outline plan being for Harrows Accountable Care Organisation model. The plan aims to define the framework for commissioning an Accountable Care Organisation , with pooled budgets across the system.</p> <p>Work will commence in April 2017 and will continue throughout the year with an ambition to have a Harrow ACO in place for April 2018. The first workshop is planned for 5th April and is being supported by Imperial Health Partners.</p>

		will support full roll out of virtual wards and ensure an integrated approach to health and social care is adopted.			
9.	Join up approaches and signposting which enable residents to keep themselves healthy and well	<p>Harrow has one of the highest older people populations in London and this is set to rise by around 12% by 2020. One of the key priorities for all Health and Wellbeing Board partners is to 'add life to years' and enable older people to remain well and independent in their own homes for longer. Enabling people to care for themselves for longer means signposting people and their carers – many of whom are over 65 as well - to facilities and sources of information and support which keep them healthy. It is particularly important to consider mental wellbeing in older age groups, given they may be more vulnerable to social isolation and loneliness due to the loss of friends and family, mobility or income. A one size fits all approach will not work in a community as diverse as Harrow and special consideration should be given to engaging with seldom heard groups of older people.</p> <p>The Health and Wellbeing Board can help to improve signposting to appropriate facilities and sources of support and campaign to promote wellbeing. This does not necessarily mean having a single point of access to information but ensuring that at every point a</p>	<ul style="list-style-type: none"> - Promote 5 ways to wellbeing - to connect, be active, keep learning, take notice and give - amongst older people - Explore what mechanisms are already in place to signpost residents to facilities, information, advice and services which promote health and wellbeing. - Promote existing mechanisms for signposting residents to facilities, information, advice and services which promote health and wellbeing. - Identify gaps and opportunities to improve signposting, particularly for seldom heard groups and those who do not have access to digital information. 	<p>Sarah Crouch</p> <p>Carole Furlong</p> <p>Alex Dewsnap</p> <p>Rachel Gapp</p>	<p>Public Health team have been running mental health awareness sessions, in partnership with Mind in Harrow, with organisations who engage with older people in the community.</p> <p>Harrow Public Health team has been offering 6 week programmes on self-care and management for Harrow residents living with or caring for people with long term conditions (LTCs) for the past 5 years. These are intensive, evidence-based and well received initiatives under the banner of Expert Patient Programme (EPP). PH team has managed to secure external funding through HEE NWL and Local communities Fund for this financial year, to be able to roll-out 6/ 7 more sessions for Harrow residents with an additional offer of diabetes specific courses. Harrow has one of the highest prevalence rates for diabetes and pre-diabetes and there is a need for a programme which prepares those diagnosed to understand their condition</p>

		<p>resident may seek out information, they find the same high quality comprehensive information and support.</p>		<p>better before going in for an advanced structured education programme like the XPERT programme available locally.</p> <p>Harrow Public Health working alongside the policy team supported a local charity, Capable Communities to plan and secure a £69k funding to offer a range of social prescribing options for Harrow residents. This project will offer additional range of training, awareness, checks and self-care and empowerment for Harrow residents in this financial year.</p> <p>Harrow public health supported the development of the Harrow Diabetes Strategy including the roll-out of the new Diabetes UK led "Know Your risk" prevention pilot for Harrow.</p> <p>The Warm Homes Healthy People Project has supported almost 900 people over the past three years. The project's main aim is to help people who live in cold homes. As well as dealing with fuel poverty issues, the advisors also signpost people to social activities and befriending schemes to reduce social isolation.</p> <p>Corporate team have led a review</p>
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					<p>of information, advice and advocacy services and a new strategy and commissioning approach has been developed.</p>
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