

## LEICESTER CITY HEALTH AND WELLBEING BOARD DATE

<b>Subject:</b>	Joint Health, Care and Wellbeing Delivery Plan progress update – February – July 2023
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### EXECUTIVE SUMMARY:

Leicester’s Joint Health, Care and Wellbeing strategy (JHCWS) outlines the health and wellbeing needs of Leicester’s population, and highlights 19 priorities for action. These are categorised into ‘do,’ ‘sponsor,’ and ‘watch’ in recognition that equal resource and focus cannot be given to all 19 priorities simultaneously. This update reflects progress highlights, next steps, and key risks against the six ‘do’ priorities which were selected, through a public consultation, for initial focus, and for which a full action plan has been developed to run from 2023-2025. The period covered by this update is February – July (inclusive) 2023.

The action plan is a collaborative plan which encompasses activity across the Local Authority, NHS, Integrated Care Board, and the Voluntary and Community Enterprise Sector (VCSE).

The following pages provide a summary of each of the five ‘Healthy’ theme areas, and a summary of communications and engagement activity to support the delivery of individual actions.

### RECOMMENDATIONS:

The Health and Wellbeing Board is requested to:

- Review the detail of the report.
- Provide feedback on any topics or matters arising from updates where more detailed discussions would facilitate delivery.
- Provide feedback on opportunities for strategic leadership to enhance progress against individual priority areas.
- Provide any feedback on mitigation of risks and issues that are included within the report.

## Healthy Start

### **Priority: We will mitigate against the impacts of poverty on children and young people**

Progress to date:

- An anti-poverty strategy and framework has been developed through a co-design approach, engaging with more than 500 people. Leicester's approach has been recognised as good practice by Greater Manchester Poverty Action<sup>1</sup>.
- Anti-poverty community grants have been awarded to a number of organisations to develop and run projects which mitigate against the impacts of poverty for residents across Leicester with currently 13 organisations in receipt of just over £102k supporting projects across the themes of food, clothing, digital exclusion, welfare support and community spaces.
- The Adult Learning/Public Health collaboration to extend the 'Let's Get Resourceful' programme has been agreed and is being worked up at present for launch in September. The previous programme provided 54 slow cookers to participants that attended the 2-day course and positive feedback was received by those attending.
- The offer of vouchers to carpet the living room in new Leicester City Council (LCC) lets for those eligible for Community Support Grants has been well-received, with around £100k of vouchers distributed.
- In collaboration with the Public Health fuel poverty programme with National Energy Action (NEA), funding for 8 further places on the 3-day Energy Awareness course to train advisors within community groups has been agreed by the anti-poverty board.
- Developments have been made against Maternity and Neonates Equity and Quality co-produced actions plans, which focus on areas of deprivation and vulnerable/complex groups. Preparatory work has taken place to support the relaunch of a Peer Support Programme to ensure women accessing perinatal mental health support have access to someone who can act as an advocate for them.
- A task and finish group meet monthly to address the impacts on service accessibility and experience of women from the Black and Asian ethnic minority (BAME) community. This has included reviewing national and local data, carrying out focus groups with key community groups, and planning events to increase engagement and awareness within the community. Learning from these activities has helped to shape further discussions and events to address the issue.
- An event aimed at raising awareness of the significant disparities in equity related to maternity care experienced by BAME women, and other factors specific to the city population, was well-attended and brought together partners from across the system to facilitate joined up working. This focussed on multiple determinants of health, co-production with patients, eliminating unconscious bias, mitigating against digital exclusion, and making health equity a strategic priority.
- Additional work to address this priority is being supported by the Public Health team, and colleagues are working to embed this activity into the delivery action plan. Public Health are working with:  
[1] Baby Basics and Healthy Together (LPT) to deliver essential equipment such as cots, nappies and clothing to families who do not have them.

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<sup>1</sup> [GMPA-Local-anti-poverty-strategies-report-2023-final.pdf \(gmpovertyaction.org\)](#)

[2] Leicester Mammias and the ICB to deliver breastfeeding advice and support, and vouchers for formula milk to families with children under 12 months who are experiencing food insecurity.

Next steps:

- A peer supporter programme for perinatal mental health is being developed and will be progressed through a training offer and promotions of the course to women with lived experience.
- A second awareness-raising/engagement event is being planned for Autumn/Winter 2023.

Risks:

None raised.

## Healthy Places

**Priority: We will improve access to primary and community health and care services.**

Progress to date:

- Work to develop Integrated Neighbourhood Teams (INTs) to work in a more coordinated way with partners at local level through enabling the evolution of Primary Care Networks (PCNs) is progressing. Five key priorities for this workstream have been identified (bowel cancer screening, women's health, obesity, Integrated Chronic Kidney Disease (ICKD) and hypertension). PCN's have recruited 202 Additional Roles and Responsibilities Scheme (ARRS) staff across Leicester, Leicestershire and Rutland (as of October 2022). The Integrated Care Board (ICB) continue to develop and optimise the use of social prescribing and other ARRS workforce across Leicester City. Training events and network sessions have been held monthly for social prescribers to share learning, with active signposting facilitated by the training team. PCNs are required to meet the Investment and Impact fund (IIF) indicator focussed on social prescribing referrals.
- Training has been delivered via Reaching People to volunteers around the NHS app, online GP services and a range of other digital skills, to enable them to support patients in medical practices. This aims to empower citizens to use technology where appropriate by enabling people to improve their literacy of local technology. Reaching People have also developed a range of communications materials to support this project. This includes hyperlocal support for the Accident and Emergency department (A&E) through the ICBs Voluntary, Community and Social Enterprise (VCSE) Alliance funding individual organisations to support signposting to appropriate or alternative services.
- Delivery of the Enhanced Access (EA) service in Primary Care – dashboard data is indicating an improvement in learning disability (LD) health checks compared to previous months, as well as achievement of increased recording of ethnicity data by PCNs. Monthly EA returns indicate that PCNS are offering appointments/hours above their contracted hours.
- As part of a strategic review of urgent care services (UCS's) for patients with minor illness and injuries, streaming off-site from the emergency department front desk to 4 urgent treatment centres and 10 urgent care centres and EA hubs has been agreed for 2023/24.

Next steps:

- Clinical directors will continue to meet monthly to progress city INT working delivering on the identified priorities. Workshops designed and tailored to address priorities and links with INTs will be held to support progress. Work will take place to develop a dashboard to report on individual practice support for engagement.
- Development of the social prescribers network and active signposting training will take place to align with the direction of travel for 2023/24, focussing on alleviating access pressures and increased INT working.
- There will be ongoing monitoring of EA and a review of the benefits, with feedback from patients and PCNS. Proposals for improvement will be the subject of a public engagement consultation, currently planned for summer 2023.
- Emergency department and urgent treatment centre off-site streaming will continue to be monitored.

- Communications and engagement support will be provided to practices, including reviewing GP website content, actioning Google reviews, developing targeted text messages and developing relationships with the VCSE..

Risks:

None raised.

## Healthy Minds

**Priority 1: We will improve access for children & young people to Mental Health & emotional wellbeing services.**

**Priority 2: We will improve access to primary & neighbourhood level Mental Health services for adults.**

Progress to date:

### Children and young people (CYP)

- A pathway review of CYP mental health and Emotional Health and Wellbeing Services took place at the end of 2022, leading to contracts being extended for two years with possible 24-month extensions for four of the high-performing services. An up-to-date CYP directory of services is in development to support promotion of services. A CYP online self-referral to the Triage and Navigation service went live on May 23rd, removing the requirement to see a GP first, with the aim of improving access and removing barriers to services. Roll-out of Mental Health Support Teams (MHSTs) in schools has continued, with Wave 9 recruitment underway, which will lead to an additional three teams in the City in areas of deprivation to help with improved access and focus on addressing inequality.
- Data has been used to identify areas within the City where health inequalities and deprivation exist, and where there are low referrals, with a view to better understanding whether there are barriers to access and how these can be addressed.
- Additional work to address this priority is being supported by the Public Health team, and colleagues are working to embed this activity into the delivery action plan. Public Health are working with:
  - [1] Children's Services to deliver:
    - Restorative approaches to promote anti-bullying initiatives in Leicester schools
    - Mental health mentorship in Further Education colleges
    - Relationship education
  - [2] Neighbourhood Services to deliver:
    - Targeted after school support to help children do their homework, promote inclusion and a warm space to go after school in the winter months.
  - [3] ADHD Solutions to:
    - Promote best practice in ADHD in local schools.
    - Increase knowledge of ADHA in local minority ethnic communities
    - Improve support for siblings of people with ADHD
    - Support people waiting for a diagnosis of ADHD
  - [4] Harmless and the ICB to:
    - Promote support for people who self-harm in Leicester

### Adults

- 13 city organisations have been awarded grants for Getting Help in Neighbourhoods in round 2 of the grant awards scheme, and all schemes have now been mobilised. Five additional crisis cafes have been awarded during round 2, bringing the total to 11. Five out of nine Primary Care Networks (PCNs) have a Mental Health Practitioner and an additional Peer Support Worker working alongside them. Three Mental Health Leads are in place in the City, facilitating new ways of working, organising local mental health networks and facilitating improvement projects in line with the LCC strategy and local needs. The newly rebranded NHS Talking Therapies Service (previously known as Improving

Access to Psychological Therapies (IAPT)), provided by VITA MIND, have provided promotional information to pharmacies, and communications activity is taking place via the local lead.

- Recruitment of all Additional Roles and Reimbursement Scheme (ARRS) has been completed for 23/24.
- 800 staff have completed Decider Skills training, supporting activity to expand a wider psychological offer to neighbourhoods.
- A draft of the refreshed Dementia Strategy has been completed and has been shared with relevant governance boards. A public consultation on the strategy went live in July for a period of ten weeks. A Voluntary and Community Sector (VCS) dementia forum hosted by Leicester City Council has been well attended and has offered opportunities to strengthen relationships between the VCS and other relevant services to better support people experiencing dementia.
- Additional work to address this priority is being supported by the Public Health team, and colleagues are working to embed this activity into the delivery action plan. Public Health are working with:
  - [1] Neighbourhood services to deliver:
    - Volunteer co-ordination and support for people dealing with adversity and mental health challenges such as anxiety.
  - [2] Community Advice and Law Service:
    - Promoting low level advice and support for people accessing a foodbank, with mental health problems linked to debt.
  - [3] Living without abuse:
    - Mental health mentorship for women whose mental health has been affected by domestic abuse.

These projects have been evaluated by De Montfort University.

Next steps:

### CYP

- Recruitment for Wave 9 will identify specific schools where the new MHSTs will be based. Key areas in the city for work to address low referrals into mental health services will be agreed.
- Work will begin to progress increasing new roles in PCNs with support of adult Additional Roles and Reimbursement Scheme (ARRS) teams to share learning and best practice from the work they have done in implementing these roles.

### Adults

- There will be increased local communications and engagement activity with GPs and the developing Integrated Neighbourhood Teams to promote the NHS Talking Therapies service, including local promotional events hosted by VITA MIND to raise their profile and circulate information on the psychological offers. A primary care engagement plan will be developed and VITA MIND will work towards reporting NHS Talking Therapy activity at neighbourhood/GP practice level.
- A review of the Getting Help in Neighbourhoods round two grant awards will take place by September 2023, as well as a progress review for the launch of the recommissioned mental health and wellbeing services.

Risks:

None raised.

## Healthy Lives

**Priority: We will increase early detection of heart & lung diseases and cancer in adults.**

Progress to date:

### Hypertension

- A pilot scheme to identify undiagnosed hypertension has concluded and is being evaluated to provide information on the demographics of people with undiagnosed hypertension, and demographics of those who responded to invitations.
- A project to recruit and develop long term conditions (LTCs) champions which was funded until March 2023 has concluded, with no further funding secured. Across the duration of the project three champions engaged with nine practices, and developed specific action plans. An evaluation of this programme is underway as of May 2023, with indications that practices who had a LTCs champion attached to them demonstrated improved LTCs process.

### Cancer pathways

- A range of activity has taken place to increase early diagnosis in cancer pathways through early detection and follow-on pathway developments:
- Prostate cancer identification in Black and Asian minority ethnic (BAME) men is being supported through the use of a video text message to raise awareness, targeted at black men, and men with a family history. A Health Inequalities manager is now in post to progress this work.
- Year one of the NHS Galleri clinical trial (a blood test aimed at fit and healthy people aged over 50 to detect cancer markers) was considered successful, and year 2 blood tests have now been completed. The focus was on retention, rather than recruitment, of clients, with a retention rate of 93% achieved. This was above other local areas.
- Work to improve colorectal cancer detection at an early stage has resulted in significant changes to the faecal immunochemical test (FIT) pathway, including a reduction in screening age to 56, and intentions to provide more GP surgeries with access to testing kits to reduce postal delays. A multi-partner task and finish group have led on a targeted project to increase the 1-year survival rate in the LE4 area of Leicester.
- Work continues to implement a pathway to address 'did not attend' rates for breast cancer screening amongst Black African/Black Caribbean women.
- A cervical cancer text project has been launched, using video texting to target patients who have not attended cervical screening. This will be developed into a range of languages.
- Cancer screening and symptom events were held in July via LLR ICB-recruited community organisations, collaboratively with Macmillan, Cancer Research, Healthwatch and UHL.
- There has been agreement to purchase a colposcopy chair to support cervical screening for patients with learning disabilities.

Next steps:

### Hypertension

- Learning from the PCN based pilot will be used to look for associations with inequalities gaps and recommend methods to address them.



- A project to enable better case-finding and management for hypertension within specific communities (Sharma Women's Centre and South Asian Health Action are key delivery partners) will be developed in the coming months.
- Exploratory work will take place with the Public Health team to identify what work can be done within current resources to support the long-term conditions work.

#### Cancer pathways

- Future awareness campaigns in early diagnosis of lung and skin cancers are planned – with production of videos to support skin cancer and breast cancer screening.
- Evaluation of the Galleri trial year 2 will continue, to review lessons learnt ahead of year 3.
- Further scoping activity to explore mobile cervical screening will continue to take place.
- Development and delivery of training, in collaboration with primary and secondary care colleagues, to support the significant changes to the FIT pathway.

Risks:

None raised.

## Healthy Ageing

**Priority: We will enable Leicester's residents to age comfortably and confidently through a through a person-centred programme to support self-care, build on strengths and reduce frailty.**

Progress to date:

- There has been a range of activity to support development of a framework for local delivery of anticipatory care (now proactive care). A proactive care project group were mobilised and were meeting regularly to progress this work. Early adopter sites have been identified and Care Navigators are taking part in multi-disciplinary teams (MDT's). There is active pursuit of confidentiality agreement from PCN's for the MDT facilitator. Training needs for staff have been identified and training costs agreed via LOROS. Care Navigators have also received MECC training and are using this approach with any new people they start to work with. However, as of July 2023 proactive care is on hold due to the departure of the MDT facilitator.
- Development of the MyChoice directory is progressing to include local voluntary sector preventative services and community assets to reduce loneliness and isolation. A feedback function has been identified, and Personal Assistants listed. Community Connectors are now part of the MyChoice steering group to enable actions relating to community connectors to move forward. A business case has been created to develop a 'social prescribing' add-on, which will enable people to contact support agencies directly without the need for a referral.
- There has been activity to support commissioning of a range of services and opportunities to provide alternatives to residential care. The hospital bridging service has been brought in-house within the Homefirst suite of service provided by Leicester City Council, offering greater ability to meet the demand for this service. A commissioning review for Homecare is in progress, with a model of delivery agreed by the project board, and is on target for new contracts to be in place for 2024. A review of respite services is underway to establish demand and use. A commissioning review has begun into carer support services and is at the 'soft market test' stage, with planned engagement activity with carers during National Carers week.
- An Operational Project Lead has been appointed to lead a project team working to increase reablement capacity, and to make a transformative change whereby all hospital discharges (unless there are specific reasons) will be supported by the reablement service, with £500k initially released by the Integrated Care Board to fund this work.

Next steps:

- Proactive care – The MDT role will be reviewed, and options explored for offering MDT assistance through alternative roles and recruitment.
- Commissioning – Proposals will be drafted to pilot a short breaks service with the care home market which will inform the design and scope of the longer-term model.
- Remodelling work to increase reablement capacity – The project lead will commence in post at the start of June to drive this project forward, and five sub-groups will commence to drive this work forward.
- Integrated Crisis Response Service (ICRS) night service offer – funding has been set aside for an 18-month pilot to go live in January 2024. ICRS will continue to support the frailty virtual wards.

## Risks:

Funding to increase reablement capacity will not exceed the £500k allocated as part of the Discharge Grant. There are concerns that this will fall short of the funding required to help make this transformative change possible. More budget planning work is due to take place to map out risks and mitigations.

## **Communications and engagement activity**

Communications and engagement is embedded within the delivery plan as a critical component of delivery of the outlined activities. A range of communications and engagement activity has taken place across the ICB and through the local authority and community wellbeing champions to facilitate progress against the identified actions. This has included:

- Supporting delivery of the new Maternity and Neonatal Voices Partnership contract.
- A volunteering campaign for individual at practice level to support development of integrated neighbourhood team working.
- Supporting activity to empower citizens to use technology where appropriate.
- Planned engagement and consultation with the public on options for urgent care services.
- Cancer screening.
- Implementation of the joint LLR Dementia Strategy, and planning the Dementia Strategy consultation.
- Promotion of the emotional health and wellbeing service, including the digital offer for schools for CYP and their families.
- CYP engagement over a 6-month period to gather insight and experiences as part of the development of Integrated Neighbourhood Team working.

## **Sponsor and watch priorities**

The working group who have developed and implemented the initial 'do' priorities delivery action plan are due to reconvene in July to consider approaches for reviewing and monitoring progress against the 'sponsor' and 'watch' priorities, and to identify the governance structure, reporting frequency and level of detail in which updates against these priorities should be provided.