

Joint Health and Wellbeing Strategy

Health and Well-Being Delivery Plan 2013/2014 - Adults



Priority 1					
Objective	Action 2013/14	Lead	Deadline	End of Year Position	RAG
Improve the Quality of Primary Care	Development of Primary Care Strategy (draft)	Carolyn Larsen	October 2013	Draft Strategy developed for consultation. Development of the Strategy in Thurrock aligned with Thurrock Health and Social Care Transformation Programme.	G
	Development of quality mark for general practice	Ian Stidston	March 2014	The focus in the first year of NHS England has been to focus on the development of the Primary Care Strategy. This will set out the joint approach to improving the quality of primary care services to local people. A Primary Care Quality Group has been established that provides a focus for reviewing a range of information regarding contractor performance. NHS England are implementing their performance assurance frameworks for the four primary care contractor groups and established visits to GP practices who were outliers on a number of key national indicators. The work on developing a local quality mark for general practice has not progressed as quickly as liked, but this will continue to be developed in conjunction with CCGs throughout 14/15.	A
	Joint Integrated Reablement Service 'meeting moderate needs' scoping paper	Catherine	September 2013	Initial paper has been completed and will be reviewed during 14/15. Work needs to be carried out to better understand the impact of moving to moderate needs.	A
	Identify impact of meeting moderate needs for reablement service	Catherine	January 2014	Further work to be carried out on assessing the impact of meeting moderate needs for the reablement service (as per above	A

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				action).	
	Service Review of Joint Integrated Reablement Service	Tania	March 2014	The Service Review has been carried out and has made a number of recommendations. The agreed recommendations will be implemented during 14/15 to ensure that the Service is as effective as possible.	G
	Develop rolling-log of GP practices registered with the CQC and outcomes achieved (with RAG rating)	Mandy Ansell	June 2013	This is in place with assessments being carried out. Some practices have been flagged as 'red' and are expected to have improvement action plans in place which are monitored by NHS England and also reviewed by the CCG Board.	G
	Development of Joint Commissioning Intentions	Mandy Ansell/ Roger Harris	April 2013	The Principles agreed between the Council and CCG and contained within the Better Care Fund will be used to drive commissioning decisions. Joint Commissioning Intentions will be developed as part of the work being carried out by the Whole System Redesign project group (Health and Social Care Transformation Programme).	A
	Full implementation of Joint Commissioning Intentions	Mandy Ansell/ Roger Harris	March 2014	As above – the joint commissioning intentions will be implemented as part of the Health and Social Care Programme's work – via the Whole System Redesign project group's remit.	A
	Improve access to services for people with Learning Disabilities (LD Health	Catherine Wilson/ Jane Foster-Taylor	June 2013	A service has been commissioned via NELFT so those patients whose GP has not signed up to the DES still receive a	G

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	Checks)			health check. The final outturn for 13/14 is awaited, although it is known that significant improvement has been made.	
Improve the Quality of Secondary Care	Completion of internal governance review of Hospital and implementation of recommendations	Clare Panniker	End of August	Governance review complete. Internal Quality Assurance team have carried out inspections using the CQC outcome framework.	G
	Implement CQC recommendations (21st January visit)	Clare Panniker/ Diane Sarkar		The outcome of the Keogh/CQC review of the Hospital has now been received with the Hospital the first to be taken out of special measures as a result of improvements made. The majority of actions have been completed, with all actions to be completed within the agreed timescales.	G
	Completion of external reviews against areas of concern and development and implementation of related action plans: <ul style="list-style-type: none"> • Medicines Management • Paediatrics • Accident and Emergency • Mortality 	Clare Panniker/ Diane Sarkar		All reviews complete. Action plans in place related to improvements highlighted within reviews. A group is in place to monitor progress against the many improvement action plans. All action plans are to be signed off during May 2014. Thurrock CCG's Executive Nurse is part of the group (Keogh Review Implementation Group). Delivery of actions and measurement of improvements are monitored by the BTUH Board of Directors and also by Thurrock and Basildon and Brentwood CCGs.	A

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	Agree and implement CCG involvement and oversight of reviews through clinical leads (Mortality – Jane Foster-Taylor; Paediatric – Henry Okoi; A&E – Anil Kalil; Medicines Management – Raymond Arhem)	Mandy Ansell		Clinical leads are in place. The Executive Nurse sits on the Hospital's Keogh Review Implementation Group.	G
	Undertake scrutiny activity to ensure improvements delivered and sustained at the Hospital	Thurrock Health and Well-Being Overview and Scrutiny Committee		Joint Overview and Scrutiny Meetings between Thurrock and Essex Health and Wellbeing O&S Committees have taken place during 13/14. The latter meeting in April 14 reported good improvements at the Hospital.	G
Improve the Quality of Residential and Community Care	Development of Market Position Statement	Christopher Smith	October 2013	Market Position Statement developed. Will be implemented as part of the Health and Social Care Transformation Programme.	G
	New performance framework, including compliance, for commissioned services in place	Louise Brosnan	September 2014	A performance framework is in place for all regulated commissioned services and for some non-regulated services too. Due to concerns regarding how the Framework would fit with some supported living services, these elements have not at this time been incorporated. Joint monitoring between Thurrock CCG and the Council's Adult Social Care Contracts Team takes place where there	G

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				are quality concerns of both a clinical and non-clinical nature. Shared visits take place and shared action plans are developed. Joint reports are delivered to the Essex Quality Surveillance Group	
	Review of findings of Winterbourne View Report in partnership with CCG and providers and development of action plan	Catherine Wilson	December 2013	South Essex Winterbourne Strategy Group has been meeting since December 2012. Thurrock has identified and carried out joint reviews for two people. A resolution has been achieved for four people, and one person will 'fail' the timescales, but with an action plan in place to resolve.	A
	Comprehensive list of people with LD, Autism, and Challenging Behaviour in assessment or treatment, or living in secure settings	Catherine Wilson	April 2013	Complete for social care. A similar list needs to be developed for the CCG so one register across both organisations can be developed.	G
	All those identified (as per action above) reviewed	Catherine Wilson	June 2013	Complete. 7 people identified. 6 of the 7 have been resolved, with 2 remaining in care placements commissioned by the specialist commissioning team, 4 have reablement plans in place, and 1 will 'fail' the timescales but an action plan is in place to resolve. Commissioning responsibilities have passed to the Council and CCG for those not now met by specialist commissioning.	A
	Review and ensure, as	Louise Brosnan	September	Event held on the 26 th July with all private,	G

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	commissioners, the development and implementation of a clear plan to support the training and development of staff external to the Council (including Personal Assistants – PAs)		2013	voluntary and independent sector providers to identify training needs. A training programme is being developed in response to this event and will be circulated to providers for comment in October. Programme will be rolled out from April 2014.	
	Establish joint monitoring group across Health and Social Care to share early concerns	Jane Foster-Taylor/ Louise Brosnan	April 2013	Complete. Local meetings have been established with joint monitoring visits taking place between social care and the CCG when there are no concerns.	G
Improve the Quality of Care across the whole system pathway	Shift use of community beds to ‘step up’ to support avoidable admissions, and the work of the RRAS and unplanned care work stream for the frail elderly and long-term conditions	Mandy Ansell Tania?		This is successful to date with approximately 45% of admissions ‘step up’. Multi-Disciplinary Teams are to work with homes and in the community to support admission avoidance.	G
	GP Clinical Leads assigned – including quality and patient safety	Mandy Ansell	April 2013	All GP clinical leads have been assigned.	G
	Joint Integrated Reablement Service ‘meeting moderate needs’ scoping paper	Catherine	September 2013	Initial paper has been completed and will be reviewed during 14/15. Work needs to be carried out to better understand the impact of moving to moderate needs.	A
	Identify impact of meeting	Catherine	March 2014	Further work to be carried out on assessing	A

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	moderate needs for reablement service			the impact of meeting moderate needs for the reablement service (as per above action).	
	In response to service review, jointly develop Rapid Response and Assessment Service – including deciding how the model will be financed and commissioned	Allison Hall/ Philip Clark	March 2014	This service continues to operate successfully with staff from both Health & Social Care. In light of the BCF, decisions around the financing and future commissioning of the service will be deferred to 2014/15	A
	Align telecare and telehealth to RRAS and Joint Reablement	Allison Hall/ Philip Clark	March 2014	Thurrock Council has a successful Telecare service where referrals and users of Telecare increase year on year. Within the RRAS and Joint Reablement Team, both Health and Social Care staff can access Telecare provision. Further development of telehealth needs to be explored and this has been highlighted as a key area as part of the BCF plan, therefore deferred to 2014/15	A

Priority 2					
Objective	Action 2013/14	Lead	Deadline	End of Year Position	RAG
People have good mental health	Pilot Step 1 – increased support to GPs and primary health care	Catherine Wilson	April – September 2013	There has been slow progress with engagement from GPs, but a very positive pilot has taken place in Thurrock regarding supporting GPs to take back responsibility to support individuals with their medication management, this is raising good awareness amongst local GPs.	A

Priority 2					
Objective	Action 2013/14	Lead	Deadline	End of Year Position	RAG
People with mental health problems recover	Design pilot for the gateway	Catherine Wilson	September – March 2014	The gateway has been designed and the implementation plan developed.	G
People with mental health problems have good physical health and people with physical health problems have good mental health	Redesign of Section 75 agreement with SEPT	Catherine Wilson	September 2013	The new Section 75 agreement has been written to encompass more fully the expectations of the service to be delivered by SEPT together with much more rigorous performance management requirements. The new agreement is due to be signed at the end of June 2014.	G
	Mental Health Strategy Thurrock Implementation Plan in place	Catherine Wilson	October 2013	A considerable amount of work has been completed regarding the delivery of the mental health strategy in Thurrock. There is a clear plan for the redesign of the services provided by SEPT together with a wider plan with Health to develop a recovery college.	G
	Establishment of care pathway for CAMHS (inc. vulnerable groups) – jointly with Essex CC	Catherine Wilson	March 2014	The CAMHS strategy has been written establishing a clear care pathway. A joint procurement process has now begun with Essex and Southend.	G
	Comprehensive Tier-Two and Tier-Three CAMHS service contract in place	Catherine Wilson	Likely to be 2015. CW to explain why	The procurement process has been delayed due to the need to change the method of tendering from an open tender process to a competitive dialogue process, this was to support the requirements of the 7 CCGs and Essex County Council. The process begins in July 2014 and the	A

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				contract is due to be awarded with current timescales in November 15.	
People with mental health problems achieve the best quality of life	Local Area Co-ordination Pilot sites established and evaluated	Tania	April 2013 – March 2014	A 4 month evaluation has taken place which was positive. Plans in place to increase the number of LACs so that full coverage will be achieved across the Borough – which will take place during 14/15. Purfleet LAC recently recruited (secondment from the Fire Brigade) bringing the number currently in place to 4. One of the existing posts is jointly funded by Fire Brigade. Public Health and the Social Care Fund are contributing towards the cost of the additional LACs and a manager.	G
Strengthen Emotional Well-Being	Evaluate current initiatives (traditional befriending, active lives 12 week turnaround, and use of Assistive Technology) to identify and implement most effective form of intervention	Sarah Turner	November 2013	Whilst there was limited uptake for the Skype befriending pilot, evidence suggests that when this form of befriending was used, it was the most effective. Age UK Essex has agreed to fund and offer to older people and their families. Other forms of traditional befriending and active lives have been expanded to people with dementia.	G
	Establish method of measuring emotional well-being	Sarah Turner	March 2014	Complete. Essex University have reviewed and agreed a measure for emotional wellbeing.	G
	Emotional Health and Well-	TBC	March 2015	Deadline was revised for this piece of work and is due March 2015.	N/A

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	Being Plan developed				
	Implementation and evaluation of strength-based community development pilots – LAC, ABCD	Les/Tania	April 2012 – March 2013	As before – 4 LAC coordinators are in place with more to be recruited 14/15. ABCD training sessions and workshops for staff have been carried out, and a ‘Small Sparks’ community fund has been running for a year with some positive feedback of what has been achieved with a small amount of resource and community match-funding. Strength-based approaches are being embedded as part of the Health and Social Care Transformation work.	G

Priority 3					
Objective	Action 2013/14	Lead	Deadline	End of Year Position	RAG
Early diagnosis and support for people living with dementia	Increase uptake in direct payments to people with Dementia and their carers	Sarah Turner	March 2014	Social workers have been provided with advanced risk training to help the promotion of direct payments to people with dementia. The Direct Payments policy has also been revised to ensure that DPs are actively made	G

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				available to those with dementia. As a result, people living with dementia are now receiving direct payments as an option.	
	All staff undertaking advanced risk training	Sarah Turner	October 2013	As above – social workers have been provided with advanced risk training.	G
	Define approach for service users and carers receiving Direct Payments	Sarah Turner	October 2013	The Direct Payments policy has been altered to ensure those with dementia can receive DPs	G
	Evaluation of effectiveness of Mounnessing ‘step down’ service	Sarah Turner	March 2014	The Mounnessing ‘step down’ service is being evaluated as part of the Better Care Fund Plan and will therefore be carried out during 14/15.	A
	Establish Thurrock Dementia Alliance	Sarah Turner	March 2014	There has been a delay to the establishment of a Thurrock Dementia Alliance. The Alzheimers’ Society are seconding a worker to the Council for a six month period with the aim of developing a Dementia Action Alliance. It is expected that this will be in place before the end of 2014.	A

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Make Thurrock a great place in which to grow older	See below:				
Creating communities that support health and well-being	Implementation and evaluation of Local Area Coordination	Tania	Apr 13	A 4 month evaluation has taken place which was positive. Plans in place to increase the number of LACs so that full coverage will be achieved across the Borough – which will take place during 14/15. Purfleet LAC recently recruited (secondment from the Fire Brigade) bringing the number currently in place to 4. One of the existing posts is jointly funded by Fire Brigade. Public Health and the Social Care Fund are contributing towards the cost of the additional LACs and a manager.	G
	Introduce ABCD approach – beginning with Council-wide training sessions	Les	Apr 13	Workshops have taken place for staff, and a community of practice has been established with several meetings having already taking place.	G

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				Further training for Adult Social Care staff will take place during 14/15. ABCD is now being managed in collaboration with the Stronger Together Partnership to ensure sign-up is Council-wide.	
	Produce programme implementation plan for development of affordable housing for older and vulnerable people in Thurrock	Sue Williams	Apr 13 – Sept 13	Opportunities for developing housing for older and vulnerable people are being progressed on a case by case basis, taking into account location, the demographic profile and the housing needs within the area.	G
	Bid submission for specialist housing fund if successful develop Derry Avenue site for older people	Les Billingham	October 2013	Announced in July that Thurrock bid was successful. Building is to commence as soon as possible.	G
	Submit final interreg bid for European Union funding to support community involvement in housing programme	Les Billingham	Bid January 13 If successful, roll out of involvement programme	Completed – bid unsuccessful.	N/A

Priority 3

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			alongside affordable housing implementation Apr 13		
	Delivery of Elizabeth Gardens	Roger Harris	May 2013	Completed Elizabeth Gardens formally opened in June 2013.	G
	Embed new outsourced Carers' Support, Information and Advice Service	Alison Nicholls	March 2014	Contract for Support, Information and Advice service awarded to Cariads and new service formally launched in June. A Carers' Partnership Group has also been established and is part of the HWBB's governance structure.	G
	Loneliness actions as per Emotional Health and Well-Being	Sarah Turner	As before	Thurrock has been awarded with the 'gold' standard by the Campaign to End Loneliness in its Health and Wellbeing Strategy. Development of approaches will be included in the continued development of strength-based approaches – e.g. Local Area Co-ordination.	G

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Creating the social care and health infrastructure to manage demand	Joint Integrated Reablement Services 'meeting moderate needs' scoping paper	Catherine	September 2013	Initial paper has been completed and will be reviewed during 14/15. Work needs to be carried out to better understand the impact of moving to moderate needs.	A
	Service Review of Joint Integrated Reablement Service	Catherine	March 2014	Further work to be carried out on assessing the impact of meeting moderate needs for the reablement service (as per above action).	A
	In response to the service review, jointly develop Rapid Response and Assessment Service – including deciding how the model will be financed and commissioned	Phillip Clark/ Allison Hall	March 2014	Thurrock Council has a successful Telecare service where referrals and users of Telecare increase year on year. Within the RRAS & Joint Reablement Team, both Health & Social Care staff can access Telecare provision. Further development of telehealth needs to be explored and this has been highlighted as a key area as part of the BCF plan, therefore deferred to 2014/15	A
	Align telecare and telehealth to	Allison Hall/ Philip	March 2014	Thurrock Council has a	A

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	RRAS and Joint Reablement	Clark		successful Telecare service where referrals and users of Telecare increase year on year. Within the RRAS and Joint Reablement Team, both Health and Social Care staff can access Telecare provision. Further development of telehealth needs to be explored and this has been highlighted as a key area as part of the BCF plan, therefore deferred to 2014/15	
	Implement Early Intervention Service with Health and Housing	Les Billingham	September 2013	Part of the LAC evaluation provided evidence of impact of early intervention, specifically timely intervention. The service will need to be more targeted – e.g. autism and dementia. This will be taken forward through the Whole System Redesign Project.	A
	Produce service efficiency plans for in-house services, assessment and care management, and to extend interim bed numbers in	Les Billingham	Started June 2013	Initial service reviews have taken place with more identified to take place during 14/15. The	A

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	Collins House and implement where favourable			development and implementation of service reviews will be part of the Health and Social Care Transformation Programme.	

Priority 4					
Objective	Action 2013/14	Lead	Deadline	End of Year Position	RAG
Reduce the prevalence of smoking in Thurrock	To lead effective marketing campaigns across providers working with stakeholders	Kevin Malone	October 2013	Delivered. E.g. Stoptober, National No Smoking Day, January Harms Campaign – have all promoted/awareness raised across the council, providers and stakeholders	G
	To develop and adopt Thurrock Tobacco Control Strategy	Kevin Malone	December 2013	Part delivered and in progress. Signed-up to Declaration on Tobacco Control. Workshop booked for Summer 2014, Strategy to follow the workshop.	G
	To work with Essex Alliance and regional smoke-free campaigns.	Kevin Malone	January 2014	Delivered and on-going. Effective network in place with regional tobacco	G

				control colleagues and active in supporting the inception of a regional tobacco control office.	
Reduce the prevalence of obesity in Thurrock	Develop a healthy weight strategy with partners	Beth Capps	November 2013	Delivered. To be received at Children's Partnership Board June, then HWBB July.	G
	Explore options for measuring and tracking children's weight	Beth Capps	TBC	This has been a milestone for the Healthy Weight work stream reporting to the Public Health Strategy Board. A new programme is being commissioned for 2015 onwards which aims to link the NCMP further to weight management programmes. Work is ongoing with current providers to pilot some programmes with individual schools during 2014.	G
	Develop and implement a multi-agency physical activity pathway	Beth Capps/Grant Greatrex	January 2014	Part delivered. A directory of physical activity and sporting opportunities has been produced and consulted on. A pathway for healthy weight which will include physical activity is being developed as part of the strategic delivery	G

				plan. Therefore this action is ongoing.	
				Part delivered. A pilot programme and review has been carried out. Report to go to Directors' Board alongside PHRD paper in May/June. A community pilot programme is currently being commissioned working with Impulse Leisure and the CCG. This action is on-going.	G