

Name of meeting: Health and Adult Social Care Scrutiny Panel

Date: 11th September 2018

Title of report: Kirklees Integrated Wellness Model update

Purpose of report

This paper provides an update on the progress of the design and commission of the Kirklees Integrated Wellness approach. It follows on from a previous paper that was presented to Health and Social Care Scrutiny Panel on the 12th September 2017, and provides updates to the following queries:

- Rationale for not going to market, benefits and risk
- Relationship with external partner
- Timescales
- What we are trying to achieve
- Community plus integration

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A – Report produced for information.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	N/A
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by Strategic Director & name	Rachel Spencer-Henshall 3 September 2018
Is it also signed off by the Service Director for Finance IT and Transactional Services?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	N/A
Cabinet member portfolio	Give name of Portfolio Holder Cllr Musarrat Khan

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

1. Summary

This report provides an update to Health and Adult Social Care Scrutiny Panel on the commission, design and implementation of the Kirklees Integrated Wellness Model and a timeframe for next steps.

2. What is the Integrated Wellness approach?

A holistic, integrated Health Improvement approach for adults; to help people build their capacity to maintain good health and wellbeing, be independent and have control over their lives. It will enable people to live healthier lives and prevent health conditions developing or worsening. The service will take a strengths based approach and help people address the causes and social determinants of their health rather than just focusing on specific single issues or a condition. Specifically, it will provide sources of advice and support, interventions, activities and supportive environments to help people.

The intention is to bring together a number of distinct but interdependent services focussed on Health Improvement and Early Intervention and Prevention. Currently these are delivered through a range of different providers. These include:

NHS Health Checks - Currently delivered within GP practice

Adult Obesity - Currently delivered by a commercial weight management service

Physical Activity – a range of provision via health professional referral

Stop Smoking Support - Currently delivered by Primary Care (GP and Pharmacies)

Health Trainers – currently provided through Adult Services (Kirklees Council)

Expert Patient Programme / Looking After Me – provided through Kirklees Council

Active for Life and Steps for Life – via Kirklees Council's Physical Activity Team

2.1 Outcomes

Broadly, the Wellness approach seeks to ensure that people can:

- *Be Active*
- *Connect*
- *Take notice*
- *Learn*
- *Give*

(Five Ways to Wellbeing, NEF, 2009)

2.2 Objectives

Kirklees Integrated Wellness (KIW) will provide sources of advice and support, interventions, activities and supportive environments to help:

- Improve people's health and wellbeing
- Reduce health inequalities and inequities to access services/resources
- People access preventative interventions and support earlier
- People feel more able to do more for themselves and each other
- Increase healthy behaviours: people are more active, have good nutrition, are a healthy weight, stop smoking, reduce excessive alcohol intake

- Have active social networks
- Increase people's resilience and have good mental and emotional wellbeing
- People feel supported and confident to manage their long-term health conditions
- Reduce risk of ill health, long-term conditions, disability, and early death.

3.0 Rationale for not going to market, benefits and risk

Based on a recommendation from Cabinet and the respective Portfolio holder for Public Health, Council Executive Team took the decision in January 2018 to not support the proposed open market testing process for procuring the provision of Kirklees Integrated Wellness. It was requested that commissioners consider delivery approaches that preserve the Council's employment of the current in-house staff in order to maximise opportunities to improve outcomes and build on what is currently working well within existing services.

3.1 Risks

Gaps in council capacity and capability to:

- design and deliver an holistic, integrated approach
- lead and manage existing services through transformation
- be innovative, underpinned with a clear rationale for it

Time delay in approach implementation due to re-working a process for delivering the vision and developing the required capacity and capability. This could potentially impact on realising cost savings expected of the Wellness approach.

3.2 Benefits

The Council will have direct control in designing and implementing its own vision for the approach.

Helps to ensure the approach links and supports the wider integration agenda.

As defined in the specification, the Wellness approach is heavily interdependent with Community Plus. It is the intention for Wellness to work closely with C+ to add value by engaging with communities and increasing community capacity. Council Executive Team approved the recommendation from commissioners for Wellness to sit in the same service area as C+ under the leadership of the Head of Local Integration and Partnerships. This will enable:

- the sharing of resources;
- joined up working; and
- co-location between workers within Wellness and Community Plus.

4.0 Procuring an external partner

In order to design and implement KIW, and at pace in order to realise the cost savings expected of the approach, both the commissioners and the Head of Service for Local Integration and Partnerships agreed the requirement for transformational support and leadership that can:

- provide expertise and experience from the field of Wellness/Integrated Wellbeing service design and delivery
- design community based approaches to Wellness
- illustrate and evidence behaviour change in action

- provide challenge, facilitation, innovative ideas and support to Wellness design that supports transition from existing associated services to an integrated wellness approach, managing the process safely and professionally for citizens
- lead and manage services through transformation, including workforce (re-)design, development and culture change
- help partners think through evidence based best practice and, importantly, feasibility of implementation in Kirklees
- turn ideas into models and models into approaches that can deliver change across systems
- help partners (both internal and external) keep a focus on outcomes and support development and implementation of monitoring and recording systems – design and implementation of fit for purpose systems, including digitally
- ensure alignment and strategic fit with other identified transformation priorities for the Council.
- build alliances for Wellness across sectors and services and facilitate change in these
- provide project management capacity/expertise to complement Public Health project management capacity
- importantly ‘start on the same page’ as developments delivered to date, complementing and building upon this ground work.

Gaps in capacity and capability to provide the above support through internal council resources were identified.

Council Executive Team approved the recommendation for commissioners to procure an external provider, who has experience of designing and delivering Integrated Wellness approaches.

Three providers submitted proposals based on an outline brief (**Appendix A**). The successful provider was a company called Big Life. The contract will commence from early September for a 12 month period and they will be working in partnership with commissioners, the HoS Local Integrations and Partnerships and local stakeholders in order to realise the requirements set out above.

5.0 Timeframes

Procure a design and transformation partner – September 2018

Design of Wellness Worker roles and responsibilities including organisational development and culture change – October 2018

Outline of an operating approach (based on the KIW specification) – December 2018

1st phase of new service approach goes live – April 2019

3. Information required to take a decision

Report is for update on progress only. No decision is being sought.

4. Implications for the Council

3.1 **Early Intervention and Prevention (EIP)**
N/A

3.2 **Economic Resilience (ER)**
N/A

3.3 **Improving Outcomes for Children**
N/A

3.4 **Reducing demand of services**
N/A

3.5 **Other (eg Legal/Financial or Human Resources)**
N/A

4. **Consultees and their opinions**
N/A

5. **Next steps**
That the Overview and Scrutiny Panel for Health and Adult Social Care takes account of the information presented and considers the next steps it wishes to take.

6. **Officer recommendations and reasons**
That the Panel considers the information provided and determines if any further information or action is required

7. **Cabinet portfolio holder's recommendations**
N/A

8. **Contact officer**
Carl Mackie, Public Health Manager

9. **Background Papers and History of Decisions**

Previous papers brought to Health and Adult Social Care Scrutiny:
Integrated Wellness Model – 7th March 2017
Integrated Wellness Model update – 12th Sept 2017
Informal briefing to members Scrutiny (included draft service specification and outcomes/indicators documents) - 1st Dec 2017

10. **Service Director responsible**
Rachel Spencer-Henshall, Strategic Director – Corporate Strategy and Public Health