



# Wandsworth health and care plan

A summary of the April 2019 discussion document

# Our partnership

- Health and social care partnership organisations across Wandsworth recognise we are more effective when we work together and we have a shared commitment to partnership working.
- The Health and Care Plan is one element of work being undertaken by partners in Wandsworth and across South West London to improve health and wellbeing.
- We are focusing on areas where we can have the greatest impact by working collectively. Our priorities have been developed recognising we all share a responsibility to ensure our social care, community, wellbeing and hospital services are as joined up or integrated as possible in a whole system approach.
- Reporting to the Health and Wellbeing Board, we will do this in the context of the Merton Health and Wellbeing Strategy, the South West London Health and Care Partnership, the NHS Long Term Plan and the St George's Strategy 2019-2024.

St George's University Hospitals   
NHS Foundation Trust



South West London   
and St George's  
Mental Health NHS Trust

  
Wandsworth  
Clinical Commissioning Group

  
Central London  
Community Healthcare  
NHS Trust

  
Wandsworth  
Voluntary Sector  
Co-ordination Project



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# Our health and care priorities

*Our vision - “We want people to remain as healthy as they can for as long as they can and the priorities within our plan run throughout the life course. Our partnership approach is focused on prevention, integration and supporting local communities to become more resilient.”*

**Start Well** - We want children to be healthy from the start so they can grow up to be healthy adults achieving their full potential. We are concerned about risky behaviours, obesity and mental wellbeing in young people.

**Live Well** - We know that there is no physical health without mental health and integrating our approach to physical and mental health is a priority.. We want people with long term conditions to be able to help themselves and Diabetes is a specific concern we want to explore.

**Age Well** - We want to join up health and social care services to provide a better service to residents. We want to continue to increase awareness and early diagnosis of Dementia and look at social isolation amongst older people.



# Why do we need a plan in Wandsworth?

- There are a number of challenges to the quality and performance of our health and care services, set against the context of significant financial challenges across the public sector.
- Therefore partners must work together to deliver efficiencies and redesign services if we are to achieve financial targets and ensure a sustainable health and care system for future generations.
- With our growing and ageing population we have increasing numbers of people living with long term conditions, this places additional demands on health and social care services.
- We want to ensure we have quality health and social care services that meet the needs of Wandsworth residents and will continue to do so for future generations.
- To meet these challenges and ensure the sustainability of our services for the future we need to rethink the way we work as a system to tackle problems, improve care and get better value for money.





# Our plan

For more information please see the full Health and Care Plan discussion document

# A focus on prevention

Prevention is a key cornerstone of our approach across health and social care. Prevention is better than a cure, so it's important to focus on doing things well early on.

We will:

- Support healthy workplaces by encouraging local employers to become accredited with the London Healthy Workplace Charter.
- Review and embed Making Every Contact Count training across all frontline staff.
- Scale up the Social Prescribing programme through which GP practices signpost to non-medical services in the community.
- Embed public health initiatives in procurements and care pathways by using a prevention matrix.



# Workforce and ensuring a sustainable market

We will work together in a system wide approach to address workforce issues, actions will include:

- Uphold a learning culture and 'grow your own' approach that supports newly qualified staff to flourish
- Support the resilience of the workforce via regular high-quality professional supervision and reflective learning opportunities
- Encourage the continuing professional development of staff
- Ensure there are consistent messages and expectations around our Practice Standards set at an early stage
- Care for our staff supporting their health and wellbeing
- Make the best use of our scarce resources: collaborating where it is right to
- Recognise the work and commitment of our staff through reward and recognition programmes that mirror best practice
- Engage our staff, who know our services and patients best, to help us transform and improve the way we work.

As the needs of our residents change and increase the social care market and workforce needs to adapt and one of our biggest challenges to ensuring quality and market stability is a sustainable workforce.



# Cross cutting themes

Whilst we have identified priorities within Start Well, Live Well, Age Well there are a number of issues which require a cross cutting thematic approach as they impact on health and wellbeing throughout life.

Examples are:

- Economic factors and housing stability both of which inter-relate with health inequalities
- Carers –unpaid carers and young carers are important groups which cut across the Start, Live, Age Well themes, who require support
- The preparation for adulthood and the transition from child to adult services covering the 16-25 age range which cuts across the Start Well, Live Well themes.

As a key overarching principle we will focus on evidence-based initiatives across the system.







# Start Well

How we will improve services

# Children and young people's mental health

An estimated 2,800 children aged 5-16 have mental health disorders in Wandsworth; half of lifetime mental disorder has arisen by the age of 14 and 75% by the mid-20s. Therefore, services to prevent mental disorder have greatest impact in pre-teenage years.

What we will do:

- Youth Mental Health First Aid training for Schools, Colleges and Youth Services
- Whole school emotional resilience programme in primary schools
- Social and Emotional Learning programmes for secondary Schools
- BAME Mental Health through Community Pilot Project - a scheme to train young people to provide peer support around emotional / mental health



# Childhood Obesity

In Wandsworth 1 in 6 children are overweight when starting school and this grows to 1 in 3 when leaving school.

What we will do:

- Continue to implement the Daily Mile across all primary schools in the borough
- Work with leisure and environment partners to encourage more use of open spaces, playgrounds and sporting activities
- Support breastfeeding through maternity and early years services and wider community venues
- Encourage healthy weight in early years through appropriately focused family based weight management interventions
- Support children and young people to maintain a healthy weight through the creation of healthy places



# Risky Behaviours

It is estimated that 12% of 15-year-olds in Wandsworth partake in 3 or more risky behaviours.

What we will do - Focus on prevention and early intervention initiatives and approaches to reduce the take up of risky behaviours

The focus of our approach will be:

- Identifying Young People involved or likely to be involved in risky behaviour
- Whole family support for those that are at risk
- Engagement with Youth
- Developing a multi-agency approach
- Addressing the inter-play between vulnerability and risk and what we can do as a system to keep children and young people safe



# Cross cutting actions to support all Start Well priorities

## Support the Health and Wellbeing role of schools

- Develop a long term strategy and programme to support health and wellbeing in schools. This would include a range of topic areas such as mental wellbeing, physical activity, healthy eating and substance misuse.
- Encourage whole school approach across all schools in the borough

## Support schools in their delivery of mandatory RSE and HE

- Working with partners to support schools in delivering relationships and sex education and health education (including mental and physical health education)

## Parenting Strategy, including universal and targeted parenting courses and programmes

- Universal and targeted evidence based parenting programmes focussing on attachment security, behavioural self regulation and cognitive development.
- Comms Strategy to enable parents to increase protective factors and reduce risk factors relating to mental disorder.





# Live Well

## How we will improve services

# Integrating Physical and Mental Health Approaches

There is an increasing number of people aged between 16 and 74 who have a common mental health disorder such as depression and anxiety; 22% of people attending A&E have mental health issues; and 44% of adults in Wandsworth are drinking more than the recommended limit of per week.

What we will do:

- Physical Health Checks for people with Serious Mental Illness.
- Talking Therapies (IAPT) – increase access to psychological therapies
- IAPT Long Term Conditions Pathway providing support to people with Diabetes, COPD and Cardiovascular conditions
- CAHS Home Based Support – proposal for a mental health support worker to work alongside community staff to identify patients with Long Term Conditions that could benefit from support with mental health needs.



# Chronic Disease Management – Diabetes

There is an increased prevalence of diabetes in Wandsworth and 9% of people are estimated to have nondiabetic hyperglycaemia which means they are at increased risk of developing diabetes.

What we will do:

Implement new models of care to:

- support consistent care for diabetic and pre-diabetic patients across primary care
- enable Consultant deep-dives within primary care
- provide additional clinical capacity in community settings to enable more patients to be supported closer to home

Targeted education programmes:

- National Diabetes Prevention Programme
- Diabetes Book & Learn
- Online structured education
- Tailored education for BAME patients







# Age Well

How we will improve services

# Health & Social Care Integration

There are more people are living into older age in Wandsworth and the number of people aged 65 or over is projected to increase by 44% in the next 20 years. The rate of hospital admissions for injuries due to falls in those aged 65 and over is significantly higher than the national and regional averages. There are also inequalities in life expectancy and healthy life expectancy.

What we will do:

- Improve access to intermediate care and reablement services, with better coordination between services
- More coordination of community services for people with the most complex health and social care needs, including support for their carers
- Improve falls prevention services including an enhanced community exercise programme with access to evidenced based training
- Improve health care support to the very frail, including residents in care homes
- Map existing health and social care services for frail, older people in the borough



# Dementia

In Wandsworth:

- The number of patients with a diagnosis of Dementia is growing with greater awareness amongst front line staff
- Timely diagnosis helps with planning care and support leading to better quality of life
- Dementia mainly affects older people and after the age of 65 the likelihood of developing dementia roughly doubles every five years. With the number of older people in Wandsworth set to grow faster than the overall population and as people live for longer, dementia presents us with a growing challenge.

What we will do:

- Improve Care Navigation and planning, integrating dementia care into other care planning streams
- Improve support to unpaid carers of people with dementia, with aligned pathways for unpaid carers for people having specialist mental health dementia services and more proactive engagement with carers



# Isolation

Isolation in older age is a preventable cause of physical and mental health problems. 39% of over 65s in Wandsworth live alone and isolation in older age often disproportionately affects people living in more deprived areas or who are on low incomes.

What we will do:

- Improve the preventative services offer provided by the Voluntary sector with a focus on intergenerational activities
- Improve the coordination of services through the commissioning of an enhanced Voluntary Sector Coordination programme
- To support our digital Social Prescribing offer (the Wandsworth Wellbeing Hub), we will be aiming to launch our face to face Social Prescribing service in Wandsworth for service commencement by September 2019.





Creating the right environment for change

# Making changes to the way services work

Some parts of the health and social care system have critical challenges in remaining sustainable and we recognise that we need to make significant changes to the way health and care services work to create the right environment for change.

We will:

- ensure that services work together towards a common goal and have a demonstrable impact on health and wellbeing
- define a common approach to person centred care
- review our contracting and incentives to ensure that contracts for services encourage integration and reward person centred care.
- develop a estates strategy that supports integration and ensures community based integrated care
- work with partners across South West London to address workforce gaps and training and development needs
- make use of the opportunities afforded by the NHS Long Term Plan to incorporate digital approaches to the delivery of services for people in Wandsworth

# Key enablers

- Embracing transformation and partnership working - increasing demand on parts of the health and care system and tighter finances will need to be managed by working in partnership to transform the way services are delivered
- Increased focus on prevention by its very nature prevention is not a clinical intervention and is delivered most successfully in convenient local environments that people are familiar and comfortable with, such as those provided by community and voluntary organisations.
- Supporting unpaid carers - their input is really important
- Making better use of our estate and the green spaces in the Borough to promote health and wellbeing
- Activation of the voluntary and community sector:
  - A “Thinking Group” of local voluntary organisations has been established. This group meets to consider and address local challenges and opportunities. Alongside the “Thinking Group”, the Wandsworth Voluntary Sector Coordination Project has been responsible for developing the well-attended Voluntary Sector Forum.
  - Wandsworth CCG and Wandsworth Council are seeking new voluntary sector capacity to achieve their shared vision of a sustainable and vibrant voluntary and community sector.
  - The CCG is commissioning a voluntary sector support service to act as a liaison between the voluntary sector and the CCG and build capacity and connections with local organisations to help deliver more broadly on local health priorities.





# Supporting work





# Primary care

Increased demand for care, and changes to national policy and workforce means we must transform how primary care is delivered.

We will realise the benefits of the new GP contract by:

- Supporting all practices to come together in networks to deliver a range of new services;
- This will include significant new investment for the creation of new front line posts, embedded at network level
- Identifying opportunities to align community contracts and staff with these network arrangements

We will work to support our workforce by:

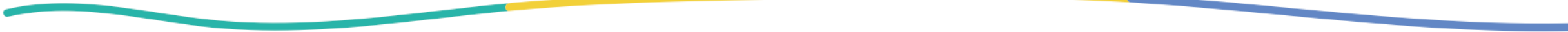
- Enhancing skill mix and using community services staff appropriately;
- Training existing practice staff to work in different ways e.g. receptionists sign posting people to community resources
- Delivering economies of scale
- Ensuring staff want to work in Merton and are retained

We will continue to improve access by:

- Development of the locality access hubs
- Embracing opportunities from technology and innovation where it makes sense to
- Explore the possibility of a single point of triage
- Joining up urgent care systems with primary care so that patients are seen in the most appropriate place to meet their needs.
- Improving public education in relation to self-care

We will improve organisational efficiency by:

- Maintaining and scaling up back office functions in practices
- Investigating efficiencies of scale could be achieved and also utilisation of collective purchasing power



# Acute Transformation: Planned Care and Urgent & Emergency Care

Outside of the Merton Health and Care Together Programme, the NHS is working to ensure the quality and sustainability of acute hospital services meets our aspirations.

## Planned Care

- Developing primary care to support people outside of hospital where possible
- Cancer: new diagnostic tests to reduce the need for invasive procedures. Psychological support for people living with and beyond cancer
- Effective Commissioning Initiative, ensuring that procedures are evidence based
- New community services to manage hospital demand e.g. community ophthalmology services
- Clinical Assessment Services
- Outpatient redesign. Development of virtual clinics online and over the phone
- Diagnostic pathway improvement

## Urgent and Emergency Care

- Ambulatory care. Same day medical support for adults and children to avoid admissions to hospital
- Integration of primary care expertise and capacity to avoid A&E attendances where possible
- Alternative Care Pathways: working with London Ambulance Services to identify where patients can receive support quickly rather than attend A&E
- Older Peoples' Advice and Liaison Service: providing tailored support to older people when in A&E
- Integrated Urgent Care (NHS 111)



# Preventing ill health

The Public Health Team are working with partners across health and social care to prevent ill health.

Air Quality - health professionals (GPs, hospital doctors, nurses) have a pivotal role to play:

- In helping to raise awareness of the health impacts of air pollution as well as promoting actions that help to address both air pollution while maximising the health outcomes e.g. reducing sedentary behaviour by encouraging a shift from car use to walking, cycling and use of public transport when possible.
- Advising those more vulnerable to the health impacts of air pollution, for example the young, the old and individuals with lung and/or heart problems, on how to reduce their risk.

Making Every Contact Count

- All frontline staff will be offered the opportunity to access training to deliver information, brief advice and signposting to health and wellbeing support in Wandsworth.
- Prevention in procurement programme will reinforce efforts for a standardised and scaled approach to MECC, as well as embed prevention into service delivery.
- E-learning modules provide flexibility for staff across different work settings to access the same standard of training at their convenience.
- This workforce development approach is mapped alongside social prescribing to ensure that the right level and type of support is accessed at the right time.



# St George's strategy for 2019-2024

**Our vision is to provide outstanding care, every time for our patients, staff and the communities we serve.**

We have agreed four priorities that will drive what we do and influence the decisions we will take over the next five years.

## Strong foundations

**To provide outstanding care, every time**

- We will provide outstanding care, every time
- We will provide the right care, in the right place, at the right time
  - We will invest in our staff
- We will manage our funding and spending, and invest in our future
  - We will improve our buildings and hospital estate
- We will make sure our staff and patients have access to the digital technology and information they need, when and where they need it

## Excellent local services

**To provide excellent local hospital services for the people of Wandsworth and Merton**

- We will provide planned care that fits around our patients' lives using the latest technology
- We will provide more same day emergency care

## Closer collaboration

**To work with others to provide health services for people across south west London**

- We will work with our partners to provide care closer to patients' homes
- We will work with neighbouring hospitals to make sure patients get the care they need
- We will work with others to meet the changing needs of our ageing population

## Leading specialist healthcare

**To provide specialist healthcare for the people of south west London, Surrey, Sussex and beyond**

- We will continue to be the main provider of specialist services for our region, including as the major trauma centre
- We will be a major centre for cancer, children's and neuroscience services
  - We will take part in commercial opportunities that enable us to invest more in NHS care
  - We will develop tomorrow's treatments, today, through innovation, research and training



Questions for you

1. Is there anything missing in our actions that you would expect to see there?
2. Have you any other comments about the Health and Care Plan discussion document?

