

Rutland JHWB Highlight Report Completion Guidance

Monthly reporting on the key deliverables within the Rutland Joint Health & Wellbeing Strategy is required to enable us to monitor progress and provide support to ensure successful delivery of the Strategy. The updates you provide will help us formulate reports to the Rutland Joint Health and Wellbeing Board, The Integrated Delivery Group and The Rutland Strategic Health Developments Project Board.

Reporting Period: Already populated. In this first instance this is a quarterly update but monthly updating of the project dashboard is required moving forward. A structured reporting process is just being formulated.

Strategic Priority: Complete for the Strategic Priority or enabler that you have the delivery lead for.

Reporting Lead: Name of the person with responsibility of reporting on the progress of the Strategic Priority or enabler.

Supporting Governance: Name of the Project Group responsible for the delivery of the strategic priority and frequency of meetings.

Overall Strategic Priority Delivery RAG Status: **RED** – Project team have concerns regarding overall delivery. Escalation is required. **AMBER** – There are a number of risks identified but still manageable with mitigations, **GREEN** – Project Team are confident on delivery of the strategic priority and will be delivered within expected timescales and scope.

Overall Strategic Priority Risk RAG Status: **RED** – There are a significant number of risks associated with delivery of the Strategic Priority and no mitigations in place to address. Escalation is required. **AMBER** – There are risks associated with delivery of the Strategic Priority and mitigations in place to resolve. No need for escalation at this point but monthly updates required. **GREEN** – No identified risks identified that will impact on the delivery of the Strategic Priority or any than have been identified have been successfully mitigated.

Overall Anticipated Improvement on Outcome Trajectory RAG Status: **RED** – Risk of significant under-achievement. Escalation is required. **AMBER** – Some areas flagged as possible cause for concern and are being addressed. **GREEN** – Positive movement in all/majority of outcome metrics expected.

Key Objectives & Deliverables: What are the key objectives and deliverables of the Strategic Priority in 2022/2023.

Key Achievements in This Reporting Period: What key actions have taken place in the last quarter the support the delivery of the Strategic Priority. i.e. meetings, stakeholder engagement, project plan, key milestones met, risk mitigations.

Challenges: What challenges may have occurred such as stakeholder engagement, timescales, delays.

Next Steps: Planned activity for the next quarter associated with the delivery of the Strategic Priority.

Key Risks and Mitigations: These should be the high level risks that have been identified by the project team and detail of the mitigations that have been put in place and should include timescales.

Points for Discussion or Escalation: Any areas of concern, strategic steer required on next steps and escalation of any risks that have been unable to be mitigated by the project team.

Rutland JHWB Highlight Report Programme Overview

Reporting Period:	Jul-Sept 2022	Overall Strategic Priority Delivery RAG Status:	
Programme Overview		Overall Anticipated Improvement on Outcome Trajectory at Current Stage	
SRO Lead:	Debra Mitchell/John Morley	Reporting Lead: Katherine Willison/Charlotte Summers	
Supporting Governance :	Rutland Joint Health and Wellbeing Board		

Status Summary

Key Objectives & Deliverables:

- Clear delivery plans for each of the strategic priorities and enablers
- Supporting governance for continued reporting and monitoring
- Identified senior responsible officers and project leads

Key Challenges and Risks:

- A change in personnel central to the delivery of the overarching governance has created a temporary gap but plans are in place to mitigate.
- Funding of projects that require investment – prioritisation of key deliverable and prioritise through funding/grant schemes that become available in year.

Key Achievements in This Reporting Period:

- Supporting governance agreed across all priorities
- Reporting mechanisms drafted and timetable for monitoring in draft.
- Establishment of priority groups
- Commencement of communications and engagement mapping.
- Place clinical lead appointed – Dr James Burden
- Submission of levelling up bid

Mitigations:

- Recruitment to vacant posts has been undertaken and ICB have supported in the interim.
- A review of all project lines will be undertaken to establish which are reliant on any in year funding and will be prioritised.

Next Steps:

- Finalise reporting mechanism and monitoring timetable
- Conclude communications and engagement exercise
- Agree BCF funding bid process and mobilise

Key Points for Discussion or Escalation:

- Comments are welcome on the current reporting format so that this can be fed in to the finalisation of governance arrangements in October.

Rutland JHWB Highlight Report

Reporting Period: Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:

Strategic Priority: Best Start for Life Item 1.1.1 (Family Hub)

Overall Anticipated Improvement on Outcome Trajectory at Current Stage

SRO: Bernadette Caffrey

Reporting Lead:

Supporting Governance : Family Hub Steering Group (reports to Children and Young People's Partnership every six weeks)

Status Summary

Key Objectives & Deliverables:

- Clear Start for Life offer for families – to include development of a family hub offer

Key Challenges & Risks:

- Rutland is not eligible for Transformation funding to support the development of a family hub
- Lack of funding may impede achievement of any capital work or service development needed
- Capacity of steering group members to deliver against complex implementation plan given timeframe

Key Achievements in This Reporting Period:

- Completion of baseline assessment of Early Intervention services via Early Help System Guide
- Completion of High Level Implementation plan and formation of multi-agency steering group; first meeting held and terms of reference agreed
- Commissioning of visuals and graphic design components to aid brand launch and raise awareness of hub offer for families and professionals

Mitigations:

- Some repurposing of existing funding is under consideration
- Task and finish approach to include steering group members plus colleagues occasionally co-opted from relevant agencies to manage requirements.

Next Steps:

- Launch rebranded children's centre as first family hub site with full 1001 days offer available (January 2023)
- Launch Family Hub Website with Comms prior to site rebrand as above (December 2022)

Points for Discussion or Escalation:

Rutland JHWB Highlight Report

Reporting Period:

Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:



Strategic Priority:

Best Start for Life 1.1.5 (dental services)

Overall Anticipated Improvement on Outcome Trajectory at Current Stage



SRO:

Bernadette Caffrey

Reporting Lead:

Supporting Governance :

Status Summary

Key Objectives & Deliverables:

- Further investigations into unmet need

Key Challenges and Risks:

- Commissioning currently sits with NHSE and will be transferring to the ICB at the end of March 2023.
- Insufficient Dentists in the locality.

Key Achievements in This Reporting Period :

- NHSE have produced a report for RCC Scrutiny Committee on 'Access to Dental Services within Rutland', with support from local Public Health colleagues. The report was due for the cancelled 8th September Scrutiny, with the next Scrutiny meeting due on 13th October.

Mitigations:

- Dental paper on service provision written and going to October Scrutiny Committee.

Next Steps:

- Quantitative analysis is near complete, with plans for engagement and qualitative analysis in Winter 22 prior to the Board
- Additionally, Public Health are developing an Oral Health Needs Assessment for Health & Wellbeing Board in January 23.

Points for Discussion or Escalation:

Paper with regards to dental Service Provision is going to the October Scrutiny Committee.

Rutland JHWB Highlight Report

Reporting Period: Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:

Strategic Priority: Staying Healthy & Independent: Prevention

Overall Anticipated Improvement on Outcome Trajectory at Current Stage

SRO: Vivienne Robbins, Adrian Allen

Reporting Lead:

Supporting Governance : IDG (monthly), PH team (monthly)

Status Summary

Key Objectives & Deliverables

- Options appraisal for developing a prevention front door for Rutland.
- Implementation low level of prevention offer in all front line staff through LLR Healthy Conversations training (Making Every Contact Count Plus (MECC+))
- Review the oral health needs of Rutland

Key Challenges & Risks

- Capacity, infrastructure and resource to scope and implement a coordinated prevention front door for Rutland.
- Ensuring all frontline staff see prevention as a core part of their role in Rutland and attend MECC+ training.
- Prevention is not prioritised over operational immediate pressures.

Key Achievements in This Reporting Period

- Agreed at IDG to establish a Staying Healthy Group as a sub group of IDG
- IDG approval to develop an options appraisal for a prevention front door.
- Social prescribing platform implemented for the RISE team.
- MCC+ plus training delivered to RISE team.
- Oral health needs assessment started.

Mitigations:

- Mitigation to ensure all staff see the value of prevention and part of their role.

Next Steps:

- Develop options appraisal for prevention front door
- Further embed MECC+ across Rutland
- Complete oral health needs assessment for HWB Jan 2023.

Points for Discussion or Escalation:

- Oral health needs assessment (JSNA chapter) for Jan 2023 agenda.

Rutland JHWB Highlight Report

Reporting Period:	Jul-Sept 2022	Overall Strategic Priority Delivery RAG Status:	
Strategic Priority:	Priority 3 – Living with ill health	Overall Anticipated Improvement on Outcome Trajectory at Current Stage	
SRO	Emmajane Perkins	Reporting Lead:	
Supporting Governance :	IDG (monthly), Integrated neighbourhood meeting (monthly)		

Status Summary

Key Objectives & Deliverables

- Timely and well-coordinated support enabling people living with ill health to live well, without ill health dominating, postponing deterioration, ageing well.
- Tailored support to help individuals live well with changing health circumstances through MDT working
- Collaborative coordinated care – recruitment to neighbourhood facilitator underway
- Integrated and multidisciplinary working through the monthly Rise team MDT meetings is supporting people with complex health needs.
- cross-boundary inequality of access to support for people diagnosed with dementia
- Active work on falls prevention in care homes, using a personalised approach for greater impact. To develop a falls prevention strategy specific to each Care Home environment, creating a culture of individualised care for best practice.

Next Steps:

- Looking at further development of the successful Rise adults MDT meeting model to children's and safeguarding focused meetings.
- Evaluation of Whzan pilot
- Neighborhood facilitator to identify individuals to benefit from proactive care management through a population health management approach.
- Onboarding all partners and content of the Ris to the Rutland social prescribing platform
- Training and support for partners to use the social prescribing platform
- Comms for the public to be aware of the social prescribing platform
- Further engagement with staff across neighbourhood to join the 3 conversations innovator site
- Admiral nurses support through virtual clinics, with the hope this can also become face to face
- Carers strategy going to cabinet Oct 18th 2022 for approval. This is an all age LLR strategy with a Rutland specific delivery plan.
- Dementia. LLR strategy currently being reviewed following covid. Diagnosis rate is due to severe backlog at memory services, due to staffing issues and the service being closed during Covid. Referrals into memory service remain high. Memory services are wanting a room available in Oakham to have a memory clinic local to the area
- LD- Following Covid, Face to face annual health checks is priority due to communication and support required.
- Falls A third Care Home identified for the programme. Initial meetings to take place October 2022.RCC OT to continue to promote and encourage other providers to join the programme. RCC OT to look to collate data relating to this service.

Key Achievements in This Reporting Period

- Integrated and multidisciplinary working through the monthly Rise team MDT meetings are supporting people with complex health needs.
- Whzan pilot commencing with 9 Rutland care homes
- Recruitment of neighbourhood facilitator – interviews taking place this month
- Rutland social prescribing platform live from 1st Sept 2022.
- 3 conversations innovator site identified some staff to codesign cohort of people to work with
- RCC falls prevention Occupational Therapist [OT] is currently working with two Care Homes to create a bespoke falls prevention strategy for each home.
- Each Care Home now have a dedicated Falls Prevention Champion. All Rutland providers are engaging with the capacity tracker.

Key Challenged & Risks Mitigations:

- All partners engaging on the new Rutland social prescribing platform in order that the full benefit across the place is achieved
- 3 conversations innovator site not fully supported and the benefits of change not achieved
- Housing. High increase in homelessness due to family breakdown, cost of living, DV. Also have pressure of H4U sponsorship scheme. Rutland is a non-holding stock authority. Also, very high rents which also contribute to homelessness, as people cannot afford to go the private landlord route
- hospital discharge team unable to recruit a Social Worker to cover weekends (it's just not an attractive post, particularly when the funding is only fixed term)

Mitigations
 Capacity to implement all neighbourhood initiatives at pace
 Release of funding to start some projects identified – compassionate communities, digital PCN programme

Points for Discussion or Escalation:
 Identification of funding and release for neighbourhood programmes.

Rutland JHWP Highlight Report

Reporting Period: Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:

Strategic Priority: Priority 4 - Equitable Access

Overall Anticipated Improvement on Outcome Trajectory at Current Stage

SRO Sarah Prema

Reporting Lead: Jo Clinton

Supporting Governance : Rutland Strategic Health Partnership Board

Status Summary

Key Objectives & Deliverables

- Understanding the access issues
- Increase the availability of diagnostic and elective health services closer to home
- Improving access to primary and community health and care services
- Improving access to services and opportunities for people less able to travel, including through technology
- Enhance cross boundary working across health and care with key neighbouring areas

Key Challenges & Risks:

- Estates capacity
- Recruitment

Key Achievements in This Reporting Period

- Rutland PCN will start to deliver an enhanced access service Monday to Friday 6.30 - 8.00pm and Saturday 9.00 - 5.00pm from Oct.
- Consideration giving to local sessions on how to use the NHS app and patient online services. Linkages to the pilot model in the city
- Successful recruitment of 7 clinical pharmacists and formulation of a training academy in conjunction with Nottingham University.
- Currently a pilot being offered by ICRS to specific county resident post codes. Referrals continue to increase for County patient
- RCC CC Property Services have identified a potentially suitable site at OEP for mobile MRI
- Currently working with the PCN to ascertain Doppler activity numbers and working with PCL to ascertain Doppler scan equipment costs and site requirements.
- A business case is being formulated to look at some Dermatology activity to be considered for delivery in a community setting
- LPT / ICB Reviewing demand and capacity for a plain film and ultrasound provision moving forward
- PIFU Specialty models of care in development

Mitigations:

- Rutland have been prioritised for the completion of a clinical estates strategy.
- Links with local planners established to try to maximise allocations of S106 and CIL funding moving forward.

Next Steps:

- Enhanced Service will commence from 1st October 2022
- Start to review data on Aristotle for high ED utilisation
- Mobile MRI – Secure charitable funding and move to detailed feasibility and costings
- Follow up with LLR Alliance around plans for Optometry
- LLR ICB Community Diagnostics Hub paper finalised
- Explore the possibility of commissioning local and expand the number of diagnostic tests available locally for Cardiac and Respiratory investigations

Points for Discussion or Escalation:

Rutland JHWB Highlight Report

Reporting Period: Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:

Strategic Priority: Priority 5 – Growth and Change

Overall Anticipated Improvement on Outcome Trajectory at Current Stage

SRO Lead: Sarah Prema

Reporting Lead: Jo Clinton

Supporting Governance :

Status Summary

Key Objectives & Deliverables

- Planning and developing 'fit for the future' health and care infrastructure
- Health and care workforce fit for the future
- Health and equity in all policies, in particular developing a healthy built environment aligned for projected growth

Key Challenges and Risks:

Key Achievements in This Reporting Period

- Successful PCN Recruitment of 7 WTE clinical pharmacists to improve access for CVS risk management
- Rutland Health PCN are being engaged as part of phase 1 of LLR programme to develop Clinical/Estates Strategy. Oakham practice Business case is still being finalised
- Feasibility work for RMH has been commissioned by the ICB and is in development
- Stage 1 Outline Proposal submitted to National LUF Team , Further deliverables subject to stage 1 outcomes
- LPT and Rutland pilot teams ready go live with Shared Care Record inc progress on extended UHL data
- Routine partnership meetings with neighbouring authorities in place with sharing of information and data
- Develop presentation of CCG Stamford North Population Projections and health impact in Rutland from OOA growth specifically
- ICB have agreed an approach in principle with RCC for modelling non local plan
- North Place Alliance LLR representation confirmed on ongoing basis and for event to be held in July
- Areas of particular focus for cross border working has been considered and this has been shared with Stamford for discussion at next North Place Partnership

Key Risks and Mitigations:

- EoL Care Planning identification of cohort at risk
- Digital Inclusion resource funding
- PCN Premises plans

Next Steps:

- Premises Business Case approvals
- NHSE National programme to release further details about Lloyd George Record Digitisation over the summer
- ICB is in the process of providing comments on the Local Plan Issues and Options
- ICB Estates team and RCC have agreed information needs, process, and frequency with RCC who are looking to produce/share initial information
- Refine PRISM product specification and confirm finances
- Await feedback on North Place Partnership event on feedback in LLR / Rutland context
- Confirm whether CYP phlebotomy is in scope of Stamford provision
- Explore key opportunities to cross border provision with Stamford Hospital / Stamford hospital service partners
- Await Stage outcome for LUF bid anticipated in Oct which will inform next steps.
- Review feasibility findings for RMH

Points for Discussion or Escalation:

Rutland JHWB Highlight Report

Reporting Period:

Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:



Strategic Priority:

Priority 6 – Dying Well

Overall Anticipated Improvement on Outcome Trajectory at Current Stage



SRO

James Burden

Reporting Lead: Charlotte Summers

Supporting Governance :

EoL and Palliative Care Task and Finish Group/ Rutland Integrated Neighbourhood Network

Status Summary

Key Objectives & Deliverables

- Each person is seen as an individual and have fair access to care
- Maximising comfort and wellbeing
- All staff are prepared to care and care is co-ordinated.
- Communities are prepared to help

Key Challenges and Risks:

- Funding availability for individual projects such as the 24/7 advice and guidance for EoL patients, carers and clinicians and compassionate communities.
- RESPECT template roll out delayed due to technical difficulties with acute systems. Revised timescales and assurance requested.

Key Achievements in This Reporting Period

- Started to work through the ambitions framework to identify key priority areas for EoL and Palliative Care at a system level to enable us to look at where our gaps are in terms of delivering support to patients across LLR and what this means to Rutland patients.
- Home First communications campaign to take place, which will include end of life services/pathways and help raise awareness
- First draft of the Rutland EoL and Palliative Care completed.
- A review of Rutland against the RCPG Daffodil standards for EoL and Palliative Care.
- Presentation on Rutland's ambition to become one of the country's first compassionate county's.

Key Risks and Mitigations:

- Funding prioritisation process being established
- Delays in template roll out are being picked up at a system level.

Next Steps:

- Align LLR JSNAs to determine priorities for the proposed EOL Strategy which should be completed by the end of 2022 and identification of support for this work in those areas of need.
- Completion of the ambitions framework
- Review of current commissioned EoL/Palliative care services local to Rutland and on the borders.

Points for Discussion or Escalation:

- Invite suggestions for any perceived key service gaps for Rutland patients and their carers relating to EoL and Palliative care.

Rutland JHWB Highlight Report

Reporting Period:

Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:



Strategic Priority:

Health Inequalities

Overall Anticipated Improvement on Outcome Trajectory at Current Stage



SRO Lead:

Adrian Allen

Reporting Lead:

Supporting Governance :

IDG (monthly), PH team (Monthly), LLR Prevention and HI meeting (bi-monthly)

Status Summary

Key Objectives & Deliverables

- Complete Health Inequalities Needs Assessment on Rutland
- Embed a proportionate universalism approach to service delivery
- Strengthen health inequalities leadership and accountability across Rutland

Key Challenges and Risks :

- Ensuring Rutland health inequalities are understood across the wider system. across the place and system.

Key Achievements in This Reporting Period

- Completion of Health Inequalities Needs Assessment
- Presentation of needs assessment to RCC corporate team
- Linking Rutland to LLR system work on health inequalities

Mitigations:

- Mitigation is presenting the results of the health inequalities needs assessment to a wide audience

Next Steps:

- Consider the recommendations from the needs assessment and how these can shape change in the future.
- Consider how to implement a health in all policies approach.

Points for Discussion or Escalation:

- Health inequalities needs assessments recommends a wider development session to review the recommendations and next steps.

Rutland JHWB Highlight Report

Reporting Period:

Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:



Strategic Priority:

7.1 Mental Health

Overall Anticipated Improvement on Outcome Trajectory at Current Stage



SRO Lead:

Justin Hammond

Reporting Lead: Mark Young

Supporting Governance :

Integrated Development Group and Integrated Neighbourhood Network

Status Summary

Key Objectives & Deliverables

- Increase access to perinatal Mental health support services, wherever Rutland women have chosen to give birth.
- Understand the gaps in service reported by service users where children and young people need help with low level mental health needs.
- Increasing local resource to respond to children and young people's mental health needs
- Supporting service locally such as crisis cafes and mental health services and support for farmers and veterans.
- Increased response to low level mental health issues
- Move towards an integrated neighbourhood based approach to meeting mental health needs in Rutland
- Annually assessing the physical health needs of people with Serious Mental Illness (SMI) in Rutland
- Aiding people with serious mental illness into employment
- Delivering psychological therapies (IAPT - VitaMinds) for individuals as locally as possible to Rutland

Key Challenges and Risks:

- Funding availability

Key Achievements in This Reporting Period

- Recruitment of senior mental health facilitator
- Facilitated an initial neighbourhood workshop to look at mental health provision in Rutland, potential gaps and inequalities
- The inequalities need assessment has been carried out which included mental health.

Mitigations:

- Funding prioritisation process being established

Next Steps:

- Follow up workshop on mental health provision in Rutland.
- Development session to look at the Inequalities needs assessment and gaps for mental health identified.
- Prioritisation if areas for focus in 2022/2023

Points for Discussion or Escalation:

Rutland JHWP Highlight Report

Reporting Period: Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:

Strategic Priority: Covid Recovery and Readiness

Overall Anticipated Improvement on Outcome Trajectory at Current Stage

SRO Lead: Debra Mitchell

Reporting Lead: Charlotte Summers

Supporting Governance : Integrated Development Group

Status Summary

Key Objectives & Deliverables

- Review the impact of the Covid-19 pandemic period on emerging demand for prevention services
- Restoration and recovery
- Consider the service offer for patients with long Covid, including accessibility.
- Pandemic readiness - Maintaining a collaborative health protection approach and response ready for future Covid-19 surges or other future pandemics.
- Booster campaigns

Key Challenges and Risks

- Clinical and estates capacity

Key Achievements in This Reporting Period

- Recovery to pre-pandemic levels for primary care appointments
- Reduction in waiting lists and covid backlog particularly for patients with LTC's.
- Commencement of autumn covid booster campaign including identification of cross border vaccination sites. All 4 GP practices have signed up to deliver the programme with daytime, evening and weekend clinics available.
- Flu vaccinations are available in the same slot for those that opt in (different vaccination)
- Work ongoing to reduce 104 and 52 week waits for elective care

Mitigations:

- Rutland have been prioritised for the completion of a clinical estates strategy.

Next Steps:

- Continue to recover and prepare for the impact of winter.

Points for Discussion or Escalation:

Rutland JHWP Highlight Report

Reporting Period: Jul-Sept 2022

Overall Strategic Priority Delivery RAG Status:

Strategic Priority: Communications and Engagement

Overall Strategic Priority Risk RAG Status:

SRO Lead: Debra Mitchell

Reporting Lead: Charlotte Summers

Supporting Governance : Integrated Development Group

Status Summary

Key Objectives & Deliverables

- To ensure that people have the information they need: to feel empowered to play a full role in maintaining their own health and wellbeing; to access health and wellbeing services to support them in living well; and, to take part in helping to shape services.
- To increase the public's understanding and awareness of the role of the Rutland Health and Wellbeing Board in shaping the conditions for local health and wellbeing.
- To more fully involve the public and professional stakeholders in informing the design and delivery of strategies, plans and services to respond to individual and local needs.

Key Challenges and Risks:

- Multiple pieces of work being undertaken that overlap, need to ensure a consistent approach

Key Achievements in This Reporting Period

- Agreement of a communications and engagement plan
- Establishment of a communications and engagement group

Mitigations:

- Exercise to map all communications and engagement work that links from the strategic priorities and enablers.

Next Steps:

- Map all communications and engagement work that links from the strategic priorities and enablers.
- Ensure a joined up and inclusive approach.
- Understand the work of the system communications and engagement group.

Points for Discussion or Escalation: