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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  19 March 2020 | AGENDA ITEM REPORT No HLH /20 |

## **HEALTH AND WELLBEING UPDATE - Report by Chief Executive**

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| **Summary** The purpose of this report is to provide the second update on progress made on implementing the Health and Wellbeing Strategy (2019 – 24) and to highlight two new key areas of work: Healthy Weight Groups and developments in Staff Health and Wellbeing.  It is recommended that Directors note and comment on the report. |

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| **1.** | **Business Plan Contribution** |
| 1.1 | This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:  1. Sustain a high standard of health and safety, and environmental performance  2. Implement the Service Delivery Contract with THC  **3. Improving customer engagement and satisfaction**  **4. Improving staff engagement and satisfaction**  **5. Enhance the positive charity image**  **6. Be a trusted and effective partner**  **7. Achieve sustainable growth across the organisation**  **8. Develop health and wellbeing across Highland communities**  **9. Develop and promote the High Life brand** |
| **2.** | **Background** |
| 2.1  2.2  2.3  2.4 | HLH works closely with NHS Highland’s (NHSH) Health Improvement and Operational Unit teams to enable and encourage healthy lifestyle choices for individuals and communities through delivering a wide range of interventions, opportunities, projects and programmes which contribute to the Health Board’s objectives and priorities around people, quality and care.  Due to the increasing shift in focus towards investment in prevention in the health service HLH has been positioning itself as the partner of choice for supporting NHSH to deliver on its prevention priorities. Health and wellbeing had previously been identified as a key business growth area for HLH.  Following the successful implementation of a range of programmes relating to health and wellbeing HLH Directors introduced a new Business Outcome for the HLH Business Plan 2019 - 24 to “Develop health and wellbeing across Highland communities” and to create a Health and Wellbeing Plan.  Directors have requested an update on the plan on a six-monthly basis and the purpose of this report is to provide the second update on the Health and Wellbeing Plan 2019 - 24. |
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| **3.** | **Health and Wellbeing Plan (2019 – 24) Outcomes** |
| 3.1 | The intended outcomes from the HLH health and wellbeing plan are:   1. people can look after and improve their own health and wellbeing and live in good health for longer; and 2. Health and wellbeing is core to all HLH services. |
| **4.** | **Outputs** |
| 4.1 | To enable and encourage healthy lifestyle choices for individuals and communities through delivering a wide range of interventions, opportunities, projects and programmes which contribute to the Health Board’s objectives and priorities around people, quality and care and taking account of some of the health indicators for Highland, the following key priority outputs for HLH’s health and wellbeing activities have been identified: |
|  | 1. Falls prevention; 2. Cardiac rehabilitation; 3. Move More; 4. You Time; 5. Type II diabetes and physical activity; 6. Physiotherapy in leisure centres; and 7. Embedding health and wellbeing in all HLH services. |
| 4.2 | Good progress in delivering the priorities listed above has been made, with most work plan areas reporting Green in the RAG rating for Q2&3 in 2019/20. The progress against the actions for each of the priorities listed above can be found at **Appendix A.** |
| **5.** | **New areas of work** |
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| 5.1 | In addition to delivering on the key priorities for health and wellbeing, as outlined above and in Appendix A, two key new areas of work emerged in Quarters 2 and 3 of 2019/20 financial year:   1. Staff health and wellbeing and Healthy Working Lives Award; and 2. Healthy Weight Groups   These two additional new areas of work will be incorporated into the “Areas of work and action” appendix in the next six-monthly update to the Board. |
| **6.** | **Staff Health and Wellbeing and Healthy Working Lives Award** |
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| 6.1  6.2  6.3  6.4 | To augment and demonstrate commitment to staff health and wellbeing HLH sought to secure the Bronze Healthy Working Lives Award. HLH has been successful in achieving the award which is part of a nationally recognised programme and helps organisations identify issues and improve health, safety and wellbeing in a structured and productive way.  The Bronze Healthy Working Lives Award demonstrates that HLH is developing a planned and integrated approach to improving health, safety and wellbeing at work and is addressing health, safety and wellbeing needs in the organisation which includes employee consultation and training, supporting employee attendance and promoting and raising awareness of topics that have been identified by teams.  The work in securing the award was achieved by the Staff Health and Wellbeing Group, which has representatives from all HLH services, as we move forward in 2020 the Group will seek to maintain standards and work towards the Silver award.  HLH staff focus groups highlighted a need for HLH to consider how to better support mental health and wellbeing in the work place. Feedback from the HLH Staff Health and Wellbeing Week (May 2019) included the expressed need for more ongoing programmes of support and activities. The Healthy Working Lives Silver Award has a requirement for HLH to undertake a range of activities including in mental health. |
| 6.5 | Following a review, of the possible resources available to HLH to support staff mental health and wellbeing, it has been discovered that through The Highland Council (THC), HLH can access two key programmes (scoped by the Director of Corporate Services and Health and Wellbeing and Human Resource Managers) which will meet the identified need:   1. Mental Health Representatives:    * + - Staff trained in skills to promote mental health in the workplace  * A first point of contact for colleagues with mental health difficulties  1. Mentally Healthy Workplace training (mandatory for managers);      * Enabling managers to identify key factors that contribute to a mentally healthy workplace * Increasing understanding and awareness of the legislation/policies. * Improving confidence in managing stress and dealing with mental health and wellbeing. |
| 6.6 | The Health and Wellbeing and Human Resource Managers are now taking forward a programme of work to enable the following outputs:   1. roll out Mental Health Representatives in HLH; 2. provide support to the Human Resource Officer, as nominated Lead Officer, in the roll out of Mental Health Representative recruitment and training and general running of the programme in HLH; 3. through the Staff Health and Wellbeing Group and Senior Management Team identify appropriate staff to become Mental Health Representatives; 4. roll out mandatory Mentally Healthy Workplace training for all staff with responsibility for others (currently circa 250 staff) – over a period of 24 months; 5. identify Trainers in HLH to deliver the Mentally Healthy Workplace training; 6. offer one course per month for up to 20 people – covering up to 240 staff per annum; 7. share trainer resource with THC i.e. THC staff could attend HLH led courses and vice versa; 8. invite all staff to refresh the training (abbreviated course) every 3 years; and 9. adapt induction pack to include mandatory requirement in first 12 months of post. |
| 6.7 | The anticipated outcomes from undertaking the actions outlined above are listed below:   1. improved employee satisfaction; 2. reduced employee absences from managers beginning to identify issues and prevent absence; 3. improved awareness and understanding of mental health in the workplace; 4. improved likelihood of securing Healthy Working Lives Silver Award; and 5. improved links and partnership working with The Highland Council. |
| **7.** | **Healthy Weight Groups** |
| 7.1  7.2  7.3 | HLH has been awarded a contract from NHS Highland to deliver Healthy Weight Groups (referred to as “Well Now”) in various locations across Highland. The contract value is £47,804 to deliver a 1-year project (Jan – Dec 2020) of healthy weight groups in: Badenoch & Strathspey; East Ross; Inverness; Lochaber; Nairn; Thurso; and Wick.  The groups form part of NHS Highland’s ‘Tier 2 pathway’ for people who are seeking support with weight management and NHS Highland staff will refer patients to the groups and self-referral will also be possible.  13 HLH staff (mainly leisure facilities staff) have been trained by NHS Highland to deliver the groups using a pre-determined format with a syllabus and resources developed by NHS Highland. All HLH staff have been paired with NHS Highland mentors and the first group is due to start in Lochaber on 13 March 2020. |
| **8.** | **Implications** |
| 8.1  8.2  8.3  8.4 | Resource Implications – the resources associated with the delivery of the Health and Wellbeing Plan 2019 - 24 (Year 1) have been approved within the 2019/20 budget. The resources associated with staff health and wellbeing have no new direct cost implications as this will involve existing staff time, facilities and resources and the training is free of charge. The resources required to deliver the new healthy weight groups have been fully costed and funded by NHS Highland.  Legal Implications – there are no new legal implications associated with this report.  Equality Implications – there are no new equality issues associated with this report.  Risk Implications – there are no new risk implications associated with this report. |

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| **Recommendation** It is recommended that Directors note and comment on the report. |

Designation: Chief Executive

Date: 25 February 2020

**Appendix A – Health and Wellbeing Plan: areas of work and actions**

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| **Area of work** | **Action** | **Update** | **Timescale** | **RAG Rating** |
| Falls Prevention Exercise | General   1. Promote the HLH falls prevention exercise offering in NHSH and beyond 2. Support the development of appropriate outcome measures to demonstrate impact of people attending HLH falls prevention classes 3. Support the development of appropriate education material and resources for HLH specialist instructors to use in falls prevention exercise classes on wider risk factors for falls 4. Build links between health and HLH staff to ensure more people are supported to attend HLH classes 5. Develop appropriate evaluation and reporting mechanisms for demonstrating impact and outcomes of the programme 6. Liaise with ICT team to co-ordinate the development of regular statistics to demonstrate participation numbers at falls prevention exercise classes 7. Ascertain where there is a demand for falls prevention exercise and work with leisure facilities to support them to meet the demand | New guidance has been developed to further support operational teams to implement and embed falls prevention exercise programmes into leisure facility adult fitness timetables.  Exploring options with NHS Highland regarding ongoing monitoring of impact of the programme.  HLH remains an active member of the NHS Falls Steering Group. | By Apr 2020  Sept 2020  Ongoing | G  G  G |
| Provide support to the facilities team in order they can ensure   1. Effective and safe implementation of falls prevention exercise programmes in the following locations:  * Leisure centres * Day care facilities * Hospital settings * Care homes * Other community settings (e.g. village halls)  1. Appropriate training is available for instructors to deliver classes | A plan for quality checks for falls prevention exercise classes has been created and the first quality checks have been successfully completed | By Apr 2020 | G |
| Cardiac Rehabilitation | General   1. Maintain and strengthen links between HLH and NHSH specialist cardiology and cardiac rehabilitation teams 2. Promote the HLH cardiac rehabilitation offering in NHSH and beyond 3. Look for opportunities to extend the HLH cardiac rehabilitation offering to other locations 4. Liaise with ICT team to co-ordinate the development of regular statistics to demonstrate participation numbers and KPI’s for SLA’s at cardiac rehab classes | HLH has secured funding from NHS Highland to deliver new Cardiac Rehab classes in Raigmore Hospital  HLH has been asked to submit a further proposal to NHS Highland to augment the outreach classes in HLH facilities to more locations (listed below):  • Alness  • Dingwall  • Fort William  • Gairloch  • Grantown  • Kingussie  • Thurso  • Wick  Several meetings with NHS Highland Cardiac Rehab team have been facilitated by HLH HWB Manager to encourage and support NHSH staff to make referrals to the programme, as the programme relies on referrals from health professionals. | Apr 2020 – Mar 2021  Apr 2020 – March 2021 (subject to funding)  Sep 2019 – Mar 2020 | G  G  G |
| Lochaber (Phase III only)  Provide support to the facilities team in order they can ensure:   1. Health Professionals have access to Lochaber Leisure Centre to run weekly Phase III cardiac rehab classes as per local agreement 2. Health Professionals have the opportunity to issue Phase III patients with High Life cards if they are suitable for exercising in the facility out-with the Phase III classes 3. Opportunities for patients to transition to HLH led Phase IV cardiac rehab classes as per East Ross and Inverness model are developed 4. Appropriate recording mechanism for reporting on attendance numbers at Phase III classes and numbers that transition to HLH services (Phase IV or general High Life usage) 5. Compliance with GDPR and Data Sharing Protocols 6. Good links with NHSH specialist team(s): Lochaber and Raigmore Hospital 7. Regular meetings with HLH staff involved in Cardiac Rehab to ensure knowledge exchange, learning opportunities and sharing of best practice etc | Lochaber Leisure Centre has had one instructor trained in Cardiac Rehab. A plan for implementing a new class is underway – dependant on the outcome of funding as outlined above.  NHSH Nurse is utilising HLH facilities by assessing people who have had a cardiac event in their suitability for exercise then signposting them to Lochaber Leisure Centre, where appropriate. | Apr 2020 – Mar 2021 (subject to funding)  Apr 2021 | A  G |
| East Ross (Phase IV only)  Provide support to the facilities team in order they can ensure:   1. Phase IV classes continue to run in East Ross 2. Location of classes remains flexible to meet the demand 3. The agreed referral pathway from Secondary Care into Phase IV is maintained 4. Development of referral pathway from Primary Care into Phase IV is undertaken 5. Compliance with GDPR and Data Sharing Protocols 6. Support for specialist instructors to undertake CPD 7. Good links with NHSH specialist team(s): Ross Memorial Hospital and Raigmore Hospital 8. Regular meetings with HLH staff involved in Cardiac Rehab to ensure knowledge exchange, learning opportunities and sharing of best practice etc | Additional classes have been delivered in Dingwall and Alness to meet the increase in demand (Invergordon class had reached capacity) | Sep 2019 – Mar 2020 | G |
| Inverness (Phase III and Phase IV)  Provide support to the facilities team in order they can ensure:   1. Phase IV classes continue to run in Inverness 2. Location of classes remains flexible to meet demand 3. The agreed referral pathway from Secondary Care into Phase IV is maintained 4. Development of referral pathway from Primary Care into Phase IV is undertaken 5. Compliance with GDPR and Data Sharing Protocol 6. Support for specialist exercise instructors to undertake CPD 7. Good links with NHSH specialist team at Raigmore Hospital 8. Regular meetings with HLH staff involved in Cardiac Rehab to ensure knowledge exchange, learning opportunities and sharing of best practice etc | Turnover in staff led to need for more instructors to be trained and systems to be developed to ensure long term instructor cover  Regular meetings and communications have been maintained between clinical team in NHSH and HLH staff. | By Apr 2020  Sep 2019 – Apr 2020 | G  G |
| Caithness (Phase III only)  Provide support to the facilities team in order they can ensure:   1. Successful implementation of Service Level Agreement between HLH and NHSH in Caithness 2. Health Professionals have access to Thurso Leisure Centre and East Caithness Community Centre (Wick) to run weekly Phase III cardiac rehab classes as per local agreement; 3. Health Professionals have the opportunity to issue Phase III patients with High Life cards if they are suitable for exercising in the facility out-with the Phase III classes; 4. Opportunities for patients to transition to HLH led Phase IV cardiac rehab classes as per East Ross and Inverness model are developed; 5. Appropriate recording mechanism for reporting on attendance numbers at Phase III classes and numbers that transition to HLH services (Phase IV or general High Life usage); 6. Compliance with GDPR and Data Sharing Protocols; 7. Good links with NHSH specialist team(s): Caithness General and Dunbar Hospitals; 8. Regular meetings with HLH staff involved in Cardiac Rehab to ensure knowledge exchange, learning opportunities and sharing of best practice etc | The SLA between HLH and NHSH has been renewed for a 3-year arrangement.  Thurso Leisure Centre and East Caithness Community Centre have had instructors (3 in total) trained in Cardiac Rehab. A plan for implementing a new class is underway – dependant on the outcome of funding as outlined above. | Nov 2019 - Oct 2022  Apr 2020 – Mar 2021 (subject to funding) | G  A |
| Move More (physical activity for people affected by cancer) | 1. Line manage the work of the Macmillan Project Development Officer to achieve the stated project objectives 2. Provide feedback to Macmillan as required 3. Work with the Macmillan Project Development Officer to develop a sustainable physical activity offering for the company for people affected by cancer 4. Line manage the work of the Macmillan Project Development Officer and liaise with relevant HLH teams (e.g. Finance, ICT, Business Support, Marketing and Communications) to deliver the funding contract requirements: 5. Project governance and legacy 6. Recruitment 7. Payments 8. Arrangements and support for the project 9. Cover for absence 10. Handling of donations 11. Monitoring and reporting requirements 12. Reviews of the service 13. Issues arising from service reviews 14. Complaints handling 15. Using Macmillan badges and signage 16. Marketing and promotional activities 17. Publicity and contact with the media 18. Changes to the project 19. Intellectual property | Total of 65 referrals to the programme so far (42 referrals between Sept 19 – Feb 20)  People affected by cancer are being triaged to various activities including:   * Walking group * Macmillan specific classes * 7 session passes for use in HLH facilities * Pedometer * Home based workout   Piloting, with Pre-op assessment Department at Raigmore hospital at colorectal clinic to triage interested patients to Move More. | Project ends Mar 2021  Project ends Mar 2021  Project ends Mar 2021 | G  G  G |
| You Time (older adults programme) | General   1. Promote the HLH You Time programme in NHSH and beyond 2. Support the development of appropriate outcome measures to demonstrate impact of people attending You Time 3. Support the development of appropriate promotional material for You Time 4. Build links between health and HLH staff to ensure more people are supported to attend HLH classes 5. Develop appropriate evaluation and reporting mechanisms for demonstrating impact and outcomes of the programme 6. Liaise with ICT team to co-ordinate the development of regular statistics to demonstrate participation numbers activities 7. Ascertain where there is a demand for activities and work with leisure facilities, libraries and archives services to support them to meet the demand   Provide support to the libraries, archives and facilities teams in order they can ensure   1. Effective and safe implementation of activities in HLH facilities (libraries, archives, leisure and others) 2. A broad range of activities are available to cater for a range of abilities and interests 3. Appropriate training is available for instructors to deliver classes | Work has been undertaken to ensure all older adults’ activities are closely monitored and evaluated. Note key stats below for Q. 1 – 3 in 2019/20.  Q1 April - June  Attendance 8995  Number of activities 95  Range of activities 47    Q2 July - September  Attendance 8652  Number of activities 102  Range of activities 57    Q3 October - December  Attendance 9228  Number of activities 98  Range of activities 49 | Review in Apr 2020 | G |
| Type II Diabetes and Physical Activity | 1. Facilitate discussions between HLH and NHSH and UHI regarding pilot study to support people with Type 2 diabetes to become physically active or to participate in structured exercise 2. Provide support to leisure facilities team in order they can ensure effective and safe implementation of the study intervention 3. Review opportunities for further intervention(s) for people with Type 2 Diabetes following initial pilot study | HLH has supported UHI to recruit 25 volunteers to the Type II Diabetes Study.  HLH has facilitated engagement in the study of 9 exercise instructors.  Participants are taking part in the study from the following locations: Alness; Ardersier;  Beauly; Black Isle; Dingwall; Forres; Invergordon; Inverness; Nairn; Wick. | Participant recruitment ends Mar 2020  Project ends Oct 2020 | G |
| Physiotherapy in Leisure Centre | 1. Monitor and review existing projects/programmes in HLH facilities 2. Identify potential new projects/programmes that could relocate to HLH facilities | HLH is piloting a project with Physiotherapists in Tain, to provide a pathway to HLH services following referral from Physiotherapy.  73 people have been referred to the programme by NHS Physios.  40% of those referred have participated  10% of those referred by NHS have become regular facility users.  In discussion with NHS Highland colleagues regarding roll out to Inverness. | Apr 2021 | G |
| Embedding Health and Wellbeing in HLH Services | 1. Support all HLH’s 9 services to deliver on the new business objective to “Develop health and wellbeing across the community” 2. All HLH services required to include health and wellbeing projects in all operational plans 3. Work with Head of Service and HLH Health and Wellbeing Group to agree mechanism for reporting on how each services are delivering on the new business objective “Develop health and wellbeing across the community” 4. Make training available to staff on health and wellbeing | Green Health Events project is progressing, led by the Sport and Outdoors team  Change Minds Project – partnership with the Archive service, Norfolk Archives, the Restoration Trust and NHS Highland. To support people that have accessed mental health services to improve their wellbeing.  Community Sports Hubs – wellbeing weeks in Dingwall and Ullapool  SQA Health and Wellbeing – pilot in 2019 saw 8 young people in Inverness secure the award. Adult Learning and Youth services seeking to roll out qualification offering to 15 young people as part of employability award with Mid-Ross Community Partnership.  Health Screening Programmes Awareness - Libraries have been supporting NHS Highland to raise awareness of screening programmes in Bowel, Breast and Cervical Cancer as well as Abdominal Aortic Aneurysm | Due to complete Oct 2020  Jul 2020 – Jul 2021 (subject to successful funding bid)  Completed by Nov 2019  Pilot due to complete Jun 2021  Apr 2020 | G  G  G  G  G |