

Brent Health and Wellbeing Board 22 January 2024
Appendix 1 to Health and Wellbeing Strategy Highlights and Forward Look

Joint Health and Wellbeing Strategy Progress Tracker

All new updates and commitments are highlighted in yellow.

Commitment	Activity	Lead	Partner(s)	Update to existing commitment/activity
Healthy Lives				
I am able to make the healthy choice and live in a healthy way, for myself and the people I care for				
We will develop a team across all stakeholders in Brent to tackle Health Inequalities in children and young people.	Our initial focus will be on increasing uptake of immunisation, improving asthma care and increasing awareness for mental health conditions.	Public Health	CYP	Funding secured for CYP Health Inequalities team and steering group commenced to oversee the operationalisation of this team. It is anticipated that the team will be in place by December. Focus of this team will be: Asthma, Immunisation and Mental Health.
We will take a whole system approach to increase the uptake of Healthy Start Vouchers and vitamins	We will train professionals on who, how and where people can access Healthy Start Vouchers	Public health	LNWH (Maternity)	All maternity, HV and FWC services trained and aware of the correct processes.
	Deliver a communications campaign to increase the number of shops that accept Healthy Start Vouchers		Family Wellbeing Centres Regulatory services	Healthy Start is promoted and vitamins are distributed across the FWC. <ul style="list-style-type: none"> • Large number of shops visited as part of campaign. • Promotional material for Health scheme distributed to outlets. • Communications campaign has been launched in late October.
We will increase sign up to the Healthier Catering Commitment	Deliver a communications campaign targeted at key businesses	Regulatory Services	Public health Communications	There is ongoing work taking place to re-enlist businesses into the commitment. This involves collaboration with Environmental Health Officers to assess eligibility, ensuring that businesses meet the required standard of having a food hygiene score of three or over.

	Introduce the SMASH app	Digital transformation	Public health	Not implemented – no longer having the Brent app.
We will create an incredible edible Brent	Deliver community activities to increase family participation in growing food	Strategy and Partnerships	Environmental Public health	Community activities delivered with following establishments: <ul style="list-style-type: none"> • Newman College and other local groups/schools • Food elements were present at events held with other Council departments.
We will run community cooking lessons	Map existing opportunities for community cooking provision, including online and physical locations	Public health	Family Wellbeing Centres	Three community cooking lessons (consisting of 6 sessions) held with: <ul style="list-style-type: none"> • MIND • WDP Kilburn community kitchen <p>A directory of existing community cooking groups is in production. Outreach exercise will provide additional data for the Food Strategy</p> <p>FWC promote healthy eating and host family cooking lessons.</p>
We will increase the number of children with a healthy weight, working with families to increase engagement	Deliver the HENRY programme	Public health	Family Wellbeing Centres CLCH	<ul style="list-style-type: none"> • Two HENRY programmes are delivered at the FWC every term. • Received feedback has been very positive. • Weight management sessions are delivered in the FWC. FWC promote healthy lifestyles and engagement of family activities
We will improve the oral health of children in Brent	Develop a programme focused on teenagers at risk of poor oral health	Public health	Whittington Health NHSE LDC Family Wellbeing Centre	<ul style="list-style-type: none"> • Oral health survey completed. • This showed close to 2/3 of children are brushing their teeth correctly. • Further lessons will be held in secondary schools. • 688 children took part in Oral health mobile bus

				<p>campaign of which 35 per cent had one or more caries.</p> <ul style="list-style-type: none"> • These have been referred to a dentist for treatment. • FWC promote good Oral Health and sessions are delivered to encourage families registration and engagement with local dentists.
Brent residents will experience coordinated joined up care when accessing health and care services, closer to where they live.	Partners will be all Health, Council and VCSEs within Brent Integrated Care Partnership		Integrated Neighbourhood Team Development	An update will be provided as soon as new information is received.
We will work with North West London partners to implement Long Term Plan actions to address nicotine addiction	Implement actions from the NHS Long Term Plan around nicotine addiction	NWL ICB	Public health LNWH CNWL	<ul style="list-style-type: none"> • The NHS Long Term Plan has yet to be completed so implementation hasn't been possible. • Our role is currently focused on giving advice to the budget holder in the steering group meetings
We will review alcohol and cannabis misuse patterns as part of our JSNA	Conduct a survey about attitudes to alcohol and cannabis	Public Health	CYP Community Protection	<ul style="list-style-type: none"> • New leaflets and online videos about substance abuse produced as part of the rebrand from WDP to Via. • JNSA undertaken for substance misuse. This includes YP. • Brent Drug and Alcohol Partnership group held their first meeting in July 2023
We will increase take up of our Resident Support Fund	Campaign to target those in need, including those affected by fuel poverty, increasing costs of living and digital exclusion	Resident Services	Family Wellbeing Centres	<ul style="list-style-type: none"> • We run digital support sessions for people with Diabetes in the community and if needed, attendees are supported with their application for the Resident support fund (RSF). • Income Collection Officers are now able to apply RSFs on behalf of any tenant in arrears.

				<ul style="list-style-type: none"> • Officers visiting tenants when doing audits or in the letting of a property are incorporating RSF if they believe the tenant might struggle with up-front payments for items such as furniture etc. • FWC promote the Resident Support Fund and help families complete the applications. FWC Triage Officers are piloting a new emergency RSF. Barnardo's also run an emergency support fund scheme and families can access this from the FWC.
We will develop the MESCH programme to work across the system to further improve outcomes	Pilot the follow-up programme "two to school" in Brent	Public Health	CLCH	All staff trained and delivering MESCH. Two school staff members have been recruited and trained.
We will review and ensure Brent residents have access to a range of health & wellbeing services addressing wider social determinants, particularly underserved communities.	Health awareness in the community, as well as provision of targeted and evidence based interventions (i.e. stop tobacco services).	Public Health	Brent Health Matters Borough team	<ul style="list-style-type: none"> • Public Health community engagement staff with language and cultural knowledge of key communities deployed to provide health promotion and protection work. • Co-production work to identify if current services are addressing the needs of the target community, and what improvements can be made (if any).
Healthy Places				
Near me there are safe, clean places where I, and people I care for, can go to relax, exercise for free, meet with like-minded people, and where we can grow our own food				
We will ensure accessible, affordable physical activities for all Brent residents	Increase in the numbers of walking and running routes, including waymark circular routes	Public Health	Environment & Leisure	<ul style="list-style-type: none"> • Number of walking routes increased. Draft leaflet on walking routes has also been created. • Met with parks about way markers – they are not keen to install.

				<ul style="list-style-type: none"> • Meeting held with Transportation about installing more way markers for routes from stations to civic centre and Wembley stadium.
We will promote community and accessible toilets	We will investigate the introduction of a community toilet scheme	Environment & Leisure		<ul style="list-style-type: none"> • A changing places toilet is being at installed Vale Farm leisure centre. • The future of the scheme is conditioned by the securing of additional funding. Without this the scheme will not be able to take place.
We will improve usable green spaces in Brent	Develop community growing projects	Environment & Leisure		<ul style="list-style-type: none"> • Working with climate team to identify what could take place in regard to setting up new community growing areas. This is closely tied to the green neighbourhood pilots. • The team's focus is now taken up by the community growing project.
We will improve access to park, places and events for people with disabilities	Improve playgrounds for children with a disability, working with families	Environment & Leisure		<ul style="list-style-type: none"> • A working group was set up with parents who are carers. The idea was to understand barriers experienced in existing playgrounds. • All of the new playgrounds we design have inclusivity at the heart of the design. The design addresses both visible or hidden disabilities. • Wheelchair swing was installed in King Edward's park but has received a mixed response because of wider infrastructure issues.
We will improve our estates, creating green, safe and healthy places based on what residents say they need	Improve the outdoor space in our housing estates	Brent Housing Management	Environment & Leisure	<ul style="list-style-type: none"> • New ways of working are being discussed with the environment and enforcement services. Collaborative working is the focus as we are actively aiming to reduce fly tipping in Brent.

				<ul style="list-style-type: none"> • The Charity Seeds for Growth is working with BHM to identify and fund tenant cohorts who are open to creating community gardens which will then be resident led and managed. • Staff are mapping all garages in the borough to establish which can be brought back in to use and which can be demolished. New green spaces can then be created from the location that are not in use.
We will ensure access to creative experiences for children and young people	Establish a Young People Advisory Board for the Brent Local Cultural Education Partnership	Brent Local Cultural Educational Partnership (CYP)		An update will be provided as soon as new information is received.
We will expand the use of family wellbeing centres	Increase the support offers available in Family Wellbeing Centres, including Pilot the CAMHS under 5 model in the Willow Centre	CYP	Family Wellbeing Centres	<ul style="list-style-type: none"> • A FWC communication plan is in place to promote the centres using a range of multi-media. • A FWC Parent/ Carer Voice Forum has been established to ensure strong engagement with stakeholders to develop the offer. • The CAMHS under 5's pilot was delivered and now works across the FWC and linked settings. • The number of partners delivering through the FWC continues to grow and expand the service offer. • The DfE Family Hub and Start for Life programme is delivered through the FWC.
Extend the hubs offer across the borough to provide support to residents with complex needs	Increase the number of hub partners, including building on links with health partners	Residents Services		<p>We have developed ties with Brent Health Matters who provide a pop up surgery where health workers visit once a month at two hub sites.</p> <p>We have a program which we run with 'Groundwork' called 'Green doctors'. This</p>

				<p>is about supporting residents with issues around heating their homes. Its about insulation and preventing drafts.</p> <p>Working with colleagues in developing 'ihubs'. Colleagues refers to Integrated care partnership</p> <p>Open to new ideas regarding new links with partners.</p>
Improve social prescribing	Improve the social prescribing offer and establish referral pathways from PCNs to services and interventions	Public Health	Primary Care Networks	<p>Social prescribers in place across all PCN providers</p> <p>Joint pathways across primary care and social care in development</p> <p>PCN social prescribers access to DOS (directory of Services) in development</p>
Improve active travel opportunities.	Work with communities to encourage more active travel	Environment and Leisure		<ul style="list-style-type: none"> • Cycling routes installed • Cycling groups set up. • Cycle projects aim to increase cycling take-up. • Cycle instructor sessions available

Staying Healthy

I, and the people I care for, understand how to keep ourselves physically and mentally healthy, managing our health conditions using self-care first. We have access to good medical care when we need it.

Analyse the data to understand performance in relation to different demographics		LNWH		<ul style="list-style-type: none"> • Technical challenges experienced relating to accessing patient demographic data. We're working on resolving these issues by collaborating with external suppliers. Also under consideration is the option of a new tender or manual data extraction. • LNWH is developing an equity index to analyse differences in patient experiences among various demographics. This index includes the Friends and Family Test, readmission data, and focuses on specific inequity-related groups, such as individuals
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				<p>with Sickle Cell.</p> <ul style="list-style-type: none"> • Additionally we're also improving the quality of care and patient experience for those with Sickle Cell disease.
Improve patient areas		LNWH		<ul style="list-style-type: none"> • Refurbishment of patient visiting areas are part of our rolling plan. • We have launched a programme of work to improve wayfinding in our hospital sites, building on previous engagement activities with stakeholders. Funding for this has been agreed and we are currently seeking out third party partners.
Expand virtual models, starting with heart failure		LNWH		<ul style="list-style-type: none"> • Whilst the COVID virtual ward has closed, numerous other pathways have been developed. • Since 2022, the Heart Failure Virtual ward has admitted 251 patients, earning accolades such as HSJ Awards finalist and Parliamentary Awards finalist. • Introduced in 2023, the Respiratory and Diabetes virtual wards have admitted 223 patients. • The paediatric virtual ward has seen c. 900 patients since it was established in Oct '22. •
Reduce the time spent in hospital		LNWH		<p>A 'Single Point of Access' system has been set up for medical same day emergency care (SDEC) cases. The aim is to improve accessibility for GP referrals and also to avoid SDEC when not necessary.</p> <ul style="list-style-type: none"> • We are aiming to do a pilot for surgical and gynae

				<p>referrals to further signpost patients to the right area.</p> <ul style="list-style-type: none"> • We accept LAS and 111 referrals directly to SDEC, we have been working with LAS to increase referrals directly to SDEC.
<p>We will continue to restore our elective services, such as planned surgery, in an environment that protects patients from infection</p>		LNWH		<ul style="list-style-type: none"> • LNWH consistently adheres to national COVID transmission guidelines and provides rapid COVID-19 testing where necessary. • Consistent with national trends, LNWH has observed a slightly rising number of patients acquiring infections, including COVID, within the hospital setting in recent weeks. • We are expanding our emergency intake capability by constructing a 32-bed modular ward. This ward will feature a sufficient number of side rooms, enabling us to isolate patients with infectious diseases.
<p>We will develop the strategic approach to children's mental health, working with partners to ensure the needs of all are met.</p>	<p>Pilot the MHWB project, and review, with design and procurement of a service based on this pilot</p>	CYP	<p>Borough team Public health</p>	<p>Currently piloting project which is around emotionally based school avoidance.</p> <p>Hospital discharge project is another project that is being piloted.</p>
<p>We will work across partners to increase awareness of services, including of the VCS offer, to ensure support for individuals with mental illness to get the right support at the right time</p>	<p>Increased engagement with and support to the voluntary sector, including faith organisations</p>	Community and Strategy	<p>Borough Team CNWL</p>	<p>All mental health service pathways across adults and children are being reviewed to make these more accessible and user friendly. CNWL are updating service information on their website. Links across systems are being developed to strengthen support to providers including to GP practices through systematic liaison with ARRS workers and social prescribers and with voluntary sector partners to</p>

				support referrals and signpost to mental health services. Community connectors have been recruited and are making positive links with Brent's diverse population in terms of raising awareness around mental health and facilitating access to mental health support.
We will ensure all can access their GP when they need to, and practice variations are reduced	Support GP practices to improve appointment capacity, including through the implementation of an access standards charter across Brent PCNs	Borough Team	PCNs	<p>GP appointment data is published on NHS England website.</p> <p>Over 2.6million appointments per annum are offered by local practices, which equates to 465 appointments per 1,000 patients or 5.5 appointment per patient, the second highest level of GP led appointments in NW London. Similarly Enhanced Access appointments outside GP opening hours, offered equate to 148,715 with high utilisation, averaging 88 per cent.</p> <p>PCNs working to Access standards for April 2024 onwards based on recommendation in Fuller report and Recovering access to primary care</p>
	Expand capacity in Access Hubs to include out of hours provision	Borough Team	PCNs	Enhanced Access Hub operational since Oct 2022. Five sites providing services between Mon-Fri: 6.30-8pm and Sat: 9-5pm. Over 148,715 appointments offered per annum.
We will reduce the variation of impact from long term conditions between communities, and build on the diabetes model	We will hold events to raise awareness of diabetes and will work to be able to offer all nine key care processes at these events	Borough Team	Brent Health Matters	We have held 136 health and wellbeing events in the community. Over 7000 people have attended these events.
We will introduce a mobile health	Health and wellbeing services	Public Health	Brent Health Matters	A mobile health bus has been secured for a 2 month

bus, ensuring outreach in areas experiencing health inequalities	targeted at key community groups and key locations – including wider support services			period between October/November. This vehicle will visit various events/locations during this time.
We will increase community awareness and use of services, and address needs in commissioning processes	We will map support available to communities, and review advocacy services to address gaps	Community and Strategy		An update will be provided as soon as new information is received.
We will ensure that children with complex health needs can access the support they need	Provide training in education settings to provide better and more inclusive support to children and young people with complex healthcare needs	CYP	CLCH	To ensure that children with complex health needs receive adequate support, the Welsh Harp Education and Horticultural Centre is in its planning phase, and the decision on capital investment for Airco Close is pending. The development of a strategic partnership with third-sector providers is in progress, with managerial recruitment expected by late 2023. The Supported Employment Forum, aiming to enhance independence and economic activity for these children, has been established. This includes collaboration with stakeholders like Brent 0-25 Services, Brent Works, Brent Start, health partners, Parent/Carer Forum, providers, and the Department for Work and Pensions (DWP), with a significant event held on 6 November 2023 and targets set for 2024/25.
	Make reasonable physical adjustments to premises and improve the ways services communicate with children and young people with complex health needs	ICP		There are also initiatives focused on GP premises meeting minimum standards, including accessibility and DDA compliance. A comprehensive survey of GP premises identifies necessary improvements, and grant funding is available for GP practices to meet these standards. This approach ensures that

				healthcare facilities are adequately equipped to provide accessible care to all children, regardless of their health needs.
We will ensure excellence in our care homes	Increase the number of ad hoc and planned quality assurance visits	ASC	Borough Team	Brent's residential nursing team are responsible for quality assurance in care. And complete annually quality assurance visits to each care home in the borough. Where required visits are undertaken more frequently to support care home improvement. The team also completes placement reviews and safeguarding enquiries which help to build an understanding of quality within Brent care homes.
	Increase dementia support through improved training for staff and services for residents	ASC	Borough Team	An update will be provided as soon as new information is received.
We will make sure you have what you need to be safe and well at home	Increase the opportunities by providing support to people who do not currently meet the Care Act threshold	ASC	Public Health	Brent commissions housing related support services to provide non statutory support to people who don't meet Care Act eligibility criteria. Services include floating support for older people, people with mental health conditions, learning difficulties and an older people's handy person service.
We will increase take up of vaccinations, targeted at those experience health inequalities and disadvantages	Continue to deliver the Brent Health Matters Programme, supporting communities	Public Health Brent Health Matters	Family Wellbeing Centres Borough Team/ NWL Roving Team	<ul style="list-style-type: none"> • Immunisations offered to school aged children in other localities outside of a school. The current uptake has been encouraging. • FWC promote immunisations including as part of the Start for Life offer. Immunisation clinics/ drop-ins at FWC to be explored. • Immunisations offered to eligible target cohorts via provision of a semi- static

				site and mobile/ pop up sites as informed by health intelligence on areas/ settings of need (i.e., deprivation, underserved populations, etc)
We will increase awareness of early signs of cancer, and uptake of preventative interventions such as screening, targeted at those who experience health inequalities and disadvantages	Continue delivery of public health promotion in the community, as well as expand on provision of community screening programmes.	Public Health	Brent Health Matters Borough Team RM Partners	<ul style="list-style-type: none"> • We will continue to work with stakeholders in identifying which communities are more vulnerable to poor cancer related outcomes (i.e., deep dive JSNA). • We will continue to work with stakeholders in providing community based screening programmes, targeting communities with higher need (i.e. most at risk, deprived areas, etc)

Healthy ways of working

The health, care and wellbeing workforce will be happy and strong; and the health and wellbeing system will recover quickly from the impacts of the pandemic.

Plan for future pressures			LNWH	<ul style="list-style-type: none"> • Despite fall in demand due to the end of the pandemic, we are enhancing our readiness for future challenges. • We are expanding our emergency intake capability by constructing a 32-bed modular ward. • Additionally, we're focusing on increasing our critical care capacity to ensure we are better equipped to manage future demands.
BHWP anchor institutions will develop and implement social value policies	This will include focuses on carbon neutrality, staff support offers, social value in procurement and policies	ICP	ICB	<ul style="list-style-type: none"> • Our energy centre in the multi-story car park is now active, providing eco-friendly energy. • We are assessing all new builds against BREEAM: a suite of validation and certification tools for sustainable buildings.

				<ul style="list-style-type: none"> • Our goal is to achieve 'Excellent' BREEAM Rating for all new developments.
BHWP anchor institutions will provide fair and good local jobs for local people, including through the volunteering to employment strategy	Expand pre-employment work, including apprenticeships, volunteering opportunities. Work with partners such as housing associations to ensure these opportunities are taken up by local people	ICP	ICB	Institutions will increase promotion of recruitment opportunities within organisations to local communities through Brent Job Fairs.
We will establish a community projects group for those delivering grant funding health and wellbeing projects	Create a projects group to share best practice, build referral pathways and maximise collaboration and outcomes	Community and Strategy		BHM have launched 4 th round of grant funding, with over 100 organisations applying. Following decision, we will ensure we create a support group
We will manage the backlog caused by the pandemic effectively, and we will prioritise to ensure health inequalities are reduced, not deepened.	Make as much outpatient care, as possible patient led – implementing the Patient Initiated Follow Up (PIFU) approach	LNWH	PCNs	<p>Although the acute phase of the pandemic has passed, extended waiting problems still remain an issue.</p> <ul style="list-style-type: none"> • The strikes by junior doctors have posed challenges to our recovery efforts. However, we are either currently initiating several initiatives and programmes to improve our waiting times. • These include the introduction of Cerner, the Timely Care Hub, the Elective Orthopaedic Centre and the construction of a 32-bed modular ward. • Furthermore, we are devising methods to quantify and address discrepancies in waiting times across different patient groups. • We have published our PIFU SOP and promoted its use across specialties. • Impact has not been as high as expected due to

				<p>resistance to change from the status quo due to uncertainty around clinical safety and questions around future demand that PIFU may generate</p> <ul style="list-style-type: none"> • We are addressing this issue by setting up our outpatient standards group to formally set standards and support conversion of clinically appropriate patients to PIFU
	Make virtual appointments more accessible	LNWH	PCNs	<ul style="list-style-type: none"> • During 2022/23. 26 per cent of our appointments were through virtual platforms. • We are developing metrics as part of our equity index. Aim is to examine uptake rates of virtual appointment and how they vary between various demographic groups. • We are setting up an outpatient standards group to reduce DNAs. This may mean that more appointments will be held virtually.

Understanding, listening and improving

I, and those I care for, can have our say and contribute better to the way services are run; BHWB data are good quality and give a good picture of health inequalities

We will continue to identify and deliver the local health and wellbeing offer through Brent Health Matters	Review and run grants programme for community organisations to deliver health and wellbeing projects	Brent Health Matters		We have ran three grant schemes with over 50 organisations benefitting. The plan is to hold another round in October with focus on organisations that work with children and young people.
We will improve data collation and its use across the system	Train and develop key officers as data experts	PII Borough Team	ICB	An update will be provided as soon as new information is received.
BHWB anchor institutions will include health inequalities in	Ensure health inequalities are considered as part of the equality	ICP	ICB	An update will be provided as soon as new information is received.

their impact assessments	impact assessments			
We will continue to digitally innovate, and will make sure no one is left behind	Connect each of the 8,000 digitally deprived households in Brent	Residents Services	Madeleine Leathley	<ul style="list-style-type: none"> • 400 residents have received digital devices through the digital resident's support fund • Additional 45 homeless residents have received a mobile device and connectivity through brent's digital inclusion initiative • 4 per cent increase in fibre optic coverage for residents • Promotion of social tariffs to ensure affordable coverage for all residents