

**Decision Maker:** Executive/Committee/Portfolio Holder/Chief Officer

**Date:** 22<sup>nd</sup> January 2020

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** **BROMLEY WELL ANNUAL MONITORING REPORT TO MEMBERS**

**Contact Officer:** Ola Akinlade, Integrated Strategic Commissioner  
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**Chief Officer:** Kim Carey

**Ward:** All Wards

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1. **Reason for report**

The Adult Health and Care PDS Committee have requested an annual monitoring report on Bromley Well. This report and the 2 attached documents provide a summary of service performance and key service priorities going forward.

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2. RECOMMENDATION(S)

That the PDS notes:

1. Performance against targets
2. Key actions for year 3 of the contract.

### Corporate Policy

1. Policy Status: Existing policy.
  2. BBB Priority: Supporting Independence. Health and Social Care Prevention and Early Interventions
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### Financial

1. Cost of proposal: No cost
  2. Ongoing costs: Recurring cost.
  3. Budget head/performance centre: n/a
  4. Total current budget for this head:
  5. Source of funding: Better Care Fund, London Borough of Bromley, Bromley Clinical Commissioning Group
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### Staff

1. Number of staff (current and additional): 60FTE
  2. If from existing staff resources, number of staff hours: n/a
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### Legal

1. Legal Requirement: Non-statutory - Government guidance.
  2. Call-in: Call-in is not applicable. n/a
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 14,000
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### Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: n/a

### 3. COMMENTARY

#### **Borough Demography (Adult Health and Social Care)**

The Bromley Joint Strategic Needs Assessment (JSNA) 2017 indicates that the number of older people in Bromley is rising and health and social care provision needs to reflect the increased need.<sup>1</sup> Some of the key needs identified are briefly summarised below although further detail can be found in the Bromley Joint Strategic Needs Assessment (JSNA) 2017 and the Older Adults JSNA refresh of 2019<sup>2</sup>

##### *Adult Mental Health*

There has been a steady increase in the prevalence of people registered with depression in GP records in Bromley. The depression register size has increased by 7,428 cases in Bromley over the last four years, averaging around 1,800 new cases each year. In 2016/17 there were over 23,000 people diagnosed with depression. This equates to a prevalence of 8.5% of the total registered population and places Bromley as the 3rd highest borough in London<sup>3</sup>

The prevalence of dementia in the Bromley population is steadily increasing with an estimated 4,380 people aged over 65 living with dementia within the borough in 2017. It is likely that many of these people will not be known to services. The rate of growth is predicted to increase with an estimated 6,034 people aged over 65 expected to be living with dementia in the borough by 2030.

##### *Long Term Health Conditions*

In 2016/17 there were over 15,000 people diagnosed with diabetes registered with Bromley GPs. There were a further 15,000 people with non-diabetic hyperglycaemia (NDHG, the precursor for diabetes). Modelling estimates suggest the actual numbers of people at risk of developing diabetes in the borough is twice this amount at almost 30,000.

##### *Carers.*

The numbers of carers in Bromley are increasing at a faster rate than Bromley's population<sup>4</sup>. It is estimated that there are about 30,000 carers in Bromley. Within this group of carers there are about 2,400 adult carers who are caring for many hours each week whilst also being older than most carers.<sup>5</sup>

##### *Learning Disability*

Over 1,300 adults living in Bromley are estimated to have a moderate or severe learning disability.

##### *Winter Deaths*

Bromley has higher than average levels of Excess Winter Deaths compared to London or England. The winter period not only sees a significant rise in deaths but also a substantial increase in illnesses, which places additional stress on health and social care services and negatively impacts on people's physical and mental well-being<sup>6</sup>.

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<sup>1</sup> Bromley JSNA 2017 Demography Report Page 4

<sup>2</sup> [https://www.bromley.gov.uk/downloads/file/3486/jsna\\_full\\_report](https://www.bromley.gov.uk/downloads/file/3486/jsna_full_report)

<sup>3</sup> Extract from Bromley JSNA Executive Summary 18\_05\_18

<sup>4</sup> Carers strategy 2016-2020

<sup>5</sup> Carers strategy 2016-2020

<sup>6</sup> Bromley JSNA 2017

## Contract duration and scope of service delivery

The Bromley Well contract is commissioned by the London Borough of Bromley (LBB) and Bromley Clinical Commissioning Group (BCCG). LBB is the lead Commissioner for this contract which commenced on the 1<sup>st</sup> of October 2017, (on a 3 plus 2 years basis).

The service is monitored through monthly and quarterly reports and via quarterly contract meetings, with agreed actions arising from these contract meetings reported to the Bromley Well Programme board which oversees the delivery of Bromley Well services. Performance against anticipated targets is good and in some cases stretch targets have been agreed following the service exceeding targets. Further information on current performance is detailed below in the attached "Key Performance Indicators" document and the Bromley Well presentation.

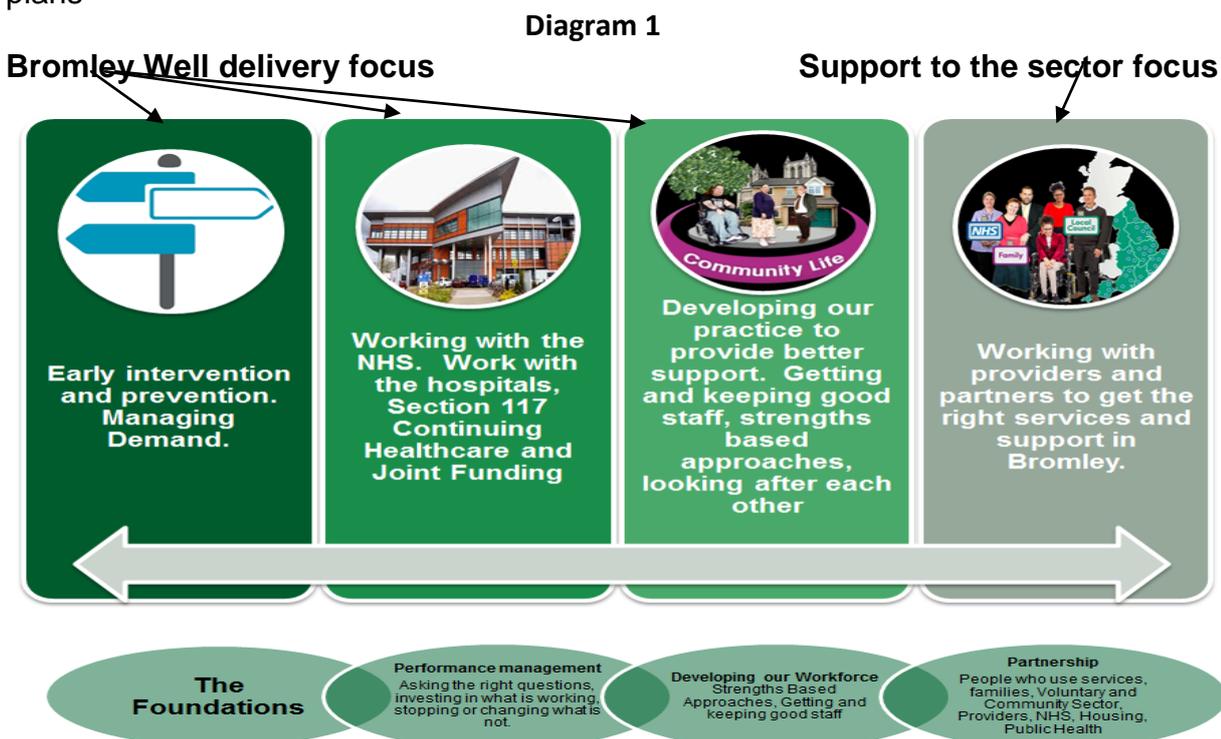
For the purpose of decision making regarding an extension of the contract, authority has been delegated from the Chief Executive Officer to the Director of Adult Social Care in consultation with the Portfolio Holder for Care Services

The Bromley Well service offer is designed to "sit" in the front of Bromleys established statutory social and health pathways, and provides support to residents, enabling them to maintain their health and wellbeing through the delivery of Prevention and Early Intervention services in a way that promotes resident choice, self-management and independence.

This model of service delivery has been developed as a result of changing the approach to commissioning the third sector and is designed to embed Health and Social Care Prevention and Early Intervention services within the Third Sector, via the Bromley Well service

The model of service delivery is also in line with the "Building a Better Bromley" Transformation plans, specifically around enhancing health and wellbeing through the promotion of Prevention and Early Intervention services and also supports the South East London Sustainability and Transformation Plans, specifically with regards to developing high quality community based care.

Diagram 1 below shows Bromley Well delivery and focus in delivering Bromleys transformation plans



While the Bromley Well service supports the 4 priority areas of the transformation plan, the service user facing pathways focus on prevention and early intervention to manage statutory demand and the delivery of integrated care across key system pathways while the provider facing "Support to the Sector" focus is on supporting providers deliver services that enhance the overall early intervention and prevention offer.

The **Care Act 2014** provides a key legislative context within which this service should be viewed. The act requires local authorities to provide or arrange for services, facilities or resources that would prevent, delay or reduce an individual's need for care or support.

Local authorities are also required to identify adults with an unmet need for care and support, whether or not their needs are eligible. This also includes identifying carers or those who are about to undertake a caring role, or who do not currently have a need for support.

The commissioning of Bromley Well forms a key response to the requirements of the Act, and establishes a coherent third sector prevention and early intervention offer/service that can be built up and developed in line with the future scope and direction of travel of health and social care provision in Bromley.

### Service Pathways

The Bromley Well service for residents consists of 9 pathways in addition to 1 provider facing service. Together these pathways deliver a range of interventions to residents across key health and social care pathways while the provider facing service support the voluntary and charitable sector. This information is further detailed below in table 1

**Table 1 (service pathways)**

Service Pathway	Target audience
Single Point of Access	Universal Offer
Young Carers support services	Young Carers aged 4-19
Carer Support Services	Adults over 18
Services for Elderly Frail People	Elderly Frail
Services for Adults with Long Term Health Conditions	Adults over 18-majority will be older Adults
Services for Adults with Physical Health Disabilities	Adults over 18
Services for Adults with Learning Disabilities	Adults over 18
Services for Adults with Mental Health Needs	Adults over 18
Employment and Education support for people	Adults over 18, Mental Health, Learning Disability
Support to the Sector	All of Bromley's community health and social care charitable / voluntary sector in Bromley.

## Eligibility for services

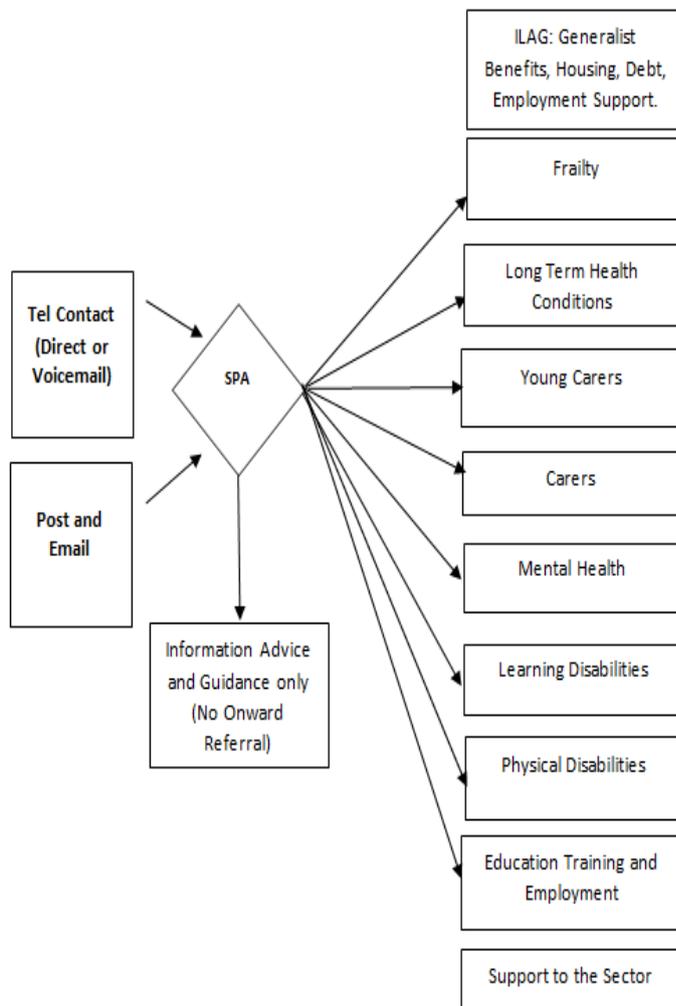
The Bromley Well service targets people who would benefit from early interventions, as well as provide information, advice and guidance to people who do not require a specific intervention or where their needs may be best met by another service

## Referral Routes

Referrals go through the Single Point of Access (SPA) and via direct access to the appropriate service pathway.

The service will be expected to accept referrals from (but not limited to):

- Individuals through self-referral
- Hospitals
- Adult Early Intervention Team
- Integrated Care Networks
- Direct from social care and/or health professionals
- London Borough of Bromley residents
- London Borough of Bromley GPs



## **Service Performance**

### **Performance against outputs**

A review of service performance (April 2018 to June 2019) demonstrates that the service is delivering to key performance indicators. Further information is provided after section 10 of this report. (2 attached document)

### **Performance against outcomes**

Bromley Well has a number of outcomes that the service is measured against and good progress has been made in terms of delivering these outcomes including the following:

- Numbers of service users engaged (in excess of 14,000 per annum) some of whom who may otherwise have accessed statutory services at an increased cost to the local authority.
- Enabling effective discharge of clients from hospital and the installation of equipment to enable elderly frail people to stay at home (All exceeded compared to anticipated targets)
- Income maximisation activities to increase income for people who otherwise may need statutory interventions to help them maintain their wellbeing
- Over 700 Volunteer hours generated across the service
- Supporting service users into employment
- Leveraging in external funding to support services being delivered and cope with demand.
- Supporting the Elderly Frail with end of life support in collaboration with St Christopher's enabling patients at the end of their lives to die in the place of their choice.

### **Commissioning of the service**

The LBB Programmes Team (Early Intervention, Prevention and Community Services) supported by Contracts, Procurement, Legal and Financial services) contract manage the service and a Programme Board, consisting of representatives from LBB, BCCG and Healthwatch, meet on a quarterly basis to monitor the delivery of the service.

## **4. SERVICE PROFILE / DATA ANALYSIS**

The service sees a range of service users and further detail is provided in the Bromley Well presentation.

## **5 PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE**

Following a series of service reviews a clear plan has been developed to enhance what is already a good service. For instance the Single Point of Access provides services to over 7000 services users annually, with a significant number of these service user enquiries dealt with immediately which means pathway resource can be focused on those that need the service. This offer has been strengthened by enhancing the mental health triage process which enables quicker access to the right service to prevent an escalation of crisis.

Officers have also considered how the service communicates and engages its clients and the Bromley Well website ([Bromleywell.org.uk](http://Bromleywell.org.uk)) provides factual information on services provided and enables some interaction between people and the service online including through the use

of email (to the single point of access and service pathways), the downloading of leaflets for people to read and general information detailing services provided and where to get help. Between April 2018 and April 2019 the use of this website increased by more than 30%

**Work Programme Priorities going forward:** There are a number of key actions that require progressing. These cover the following themes:

- **Workforce development:** Work is required to ensure all Bromley Well staff members (as required by function) are trained in both strengths based and reablement approaches. The anticipated outcome of this is that service users maintain their independence and wellbeing for as long as possible and that this approach starts prior to engagement with statutory services.
- **Communication Strategy:** Ongoing refresh of communication strategy required to ensure service users and key partners continue to understand remit and how Bromley Well can support the maintaining of wellbeing and independence.
- **Integration with Health and Wellbeing Hubs.** The service needs to progress the alignment of the service with the development of Health and Wellbeing Hubs.
- **Strengthen links with social care early intervention service:** This includes progressing co-location proposals to promote the service as an option to (where appropriate and following an assessment) and an effective step down from statutory services.
- **Further understanding of future demand:** This includes modelling future demand to enable effective shaping of services and an effective response to the needs of service users and pressures of growing demands on the service
- **Service Financial Resilience:** This includes working with Bromley Well to promote financial resilience and access to non-statutory funds given the already existing pressures on the service pathways due to oversubscribed services and an anticipated growth in demand as detailed above (Demography section)
- **Refresh Voluntary sector Support Offer.** This includes retendering the support to the sector offer to the voluntary sector, including support to access funding and develop effective policies and procedures.
- **Transitions:** This includes reviewing transition arrangements across pathways with the aim of improving the non-statutory transition to adult services to prevent and reduce the need for statutory service engagement

All of these key actions are scheduled to commence between December 2019 and June 2020.

## 6 PLANS TO ENHANCE VALUE FOR MONEY

All of the actions detailed above will be delivered within the current financial envelope within the context of a growing demand for services and an increasing complexity of issues presented by those service users who require the service. This complexity of presenting issues is in part because people are living longer with long term health conditions that may have an impact on their wellbeing and independence.

Bromley Well have already leveraged in £176,000 to support increasing demand and service developments required. This is in addition to the £80,000 in kind funding generated through the provision of 7,700 FTE volunteer support hours across the pathways

In addition the handyman service has resulted in better use of existing resources through the delivery of services (including equipment installation) that would otherwise cost significantly more than current unit costs. All these points highlight an opportunity to improve the efficiency

of the service through coping with increasing demand and addressing issues that otherwise may require a statutory intervention.

## 7. USER / STAKEHOLDER SATISFACTION

There is evidence of improvements in service user wellbeing as a result of service interventions. These are detailed in quarterly contract reports and service user feedback and information on service engagement is included in the Bromley Well presentation attached.

## 8. SUSTAINABILITY / IMPACT ASSESSMENTS

The [Public Sector Equality Duty \(PSED\)](#) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. An impact assessment has been carried out and this shows that the profile of residents being engaged is similar to the borough profile.

## 10. POLICY CONSIDERATIONS

The Local Government and Public Involvement in Health Act 2007 places great emphasis on the role of the third sector and explicitly states that local authorities have a duty to inform consult and involve local citizens, local voluntary and community groups and businesses. It sets out clear expectations that the third sector should be involved in designing and shaping key decisions across the country, and that the sector should be a key partner to local government in creating strong and sustainable communities. LBB has embraced the responsibilities defined under the Act, establishing innovation by supporting the development of the Bromley Third Sector Enterprise (BTSE). BTSE partners are members of the Bromley Alliance, confirming the importance of the integrated working with the voluntary and community sector.

The [Public Services \(Social Value\) Act](#) came into force on 31<sup>st</sup> January 2013. It requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. As part of fulfilling this function, LBB have commissioned Bromley Well to develop a socio-economic tool that measures the wider socio-economic impact of the service on the community. This will be developed in Quarter 4 19-20

<p><b>Non-Applicable Sections:</b></p>	<ul style="list-style-type: none"> <li>• Customer Profile</li> <li>• Market Considerations</li> <li>• Commissioning and procurement considerations</li> <li>• Financial Considerations</li> <li>• Personnel Considerations</li> <li>• Legal Considerations</li> </ul>
<p><b>Background Documents: (Access via Contact Officer)</b></p>	<ol style="list-style-type: none"> <li>1. Bromley Well Key Performance Indicators</li>   <li>2. Bromley Well Presentation</li> </ol>

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