

## IDEAS SUMMARY/PROJECT BRIEF

### Appendix 1 - ANGUSalve Transformation Project (PE-SC-003)

#### Bid for COVID Funding

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<b>Date</b>	15 October 2021
<b>Idea Summary Status</b>	Outline Proposal (Version 2)
<b>Introduction</b>	<p>A Transformation Project has been established by Angus Council in partnership with ANGUSalve to undertake a fundamental review of future culture, sport and leisure service levels and models of provision by the trust. This review was already required before the COVID-19 pandemic due to the Management Fee savings that needed to be delivered. COVID-19 has accelerated the requirement to commence that transformational change process.</p> <p>As part of the Transformation Project there have been a number of Rapid Improvement Events (RIE) held with partners to identify and explore potential new opportunities to support the charity's business viability going forward. These events have also encouraged ANGUSalve and other services/ partners (e.g. E&amp;LLL, Angus IJB and VAA) to work more closely together and identify opportunity to join-up service offerings across their respective areas of operation, while focusing on outcomes and strategic priorities. The worksteams established include:</p> <ul style="list-style-type: none"><li>• Health &amp; Wellbeing/ Social Prescribing</li><li>• Schools/ Young People Opportunities</li><li>• Customer Services</li><li>• Future Model of Service Delivery</li><li>• Using Buildings Differently</li></ul> <p>The Health &amp; Wellbeing / Social Prescribing RIE provided a catalyst for more in depth conversations between the parties and has facilitated the collaborative identification of this exciting pilot programme to deliver an innovative test of change over the next two years. Importantly there is a joint commitment to work together to refine the offering so it can be mainstreamed and continue to deliver positive outcomes for local communities through a shift in some resources to deliver prevention, management and recovery pathways in non-clinical settings over the longer term.</p>

**Opportunities**

This bid for COVID funding is aimed at developing and delivering the significant opportunities that are emerging from the Health & Wellbeing/ Social Prescribing workstream.

Covid has delivered a significant shock with potential impacts on poverty, inequality, the economy, education, labour markets, financial security, and other areas which all impact on the physical, mental and emotional health and wellbeing of our communities.

At a national level there is recognition of the need to use this opportunity to build on increases in sport and physical activity, particularly walking and cycling, during the pandemic but equally there is awareness activity levels for some of the population declined over the same period.

In the Programme for Government 2021-2022 the Scottish Government has committed to 'double investment in sport and active living to £100 million a year by the end of the Parliament ensuring more people can enjoy active lives as we recover, improving physical, mental and social health.'

It also notes that 'COVID-19 shone a light on the strength of local communities in understanding and responding quickly to local needs. 'We will support people and communities, strengthening existing work with partner organisations that help people to manage their own health conditions and promote active living.'

This joint proposal by Angus Council, Angus Health & Social Care Partnership and ANGUSalve is timely as it is designed to achieve long term behaviour change in target areas identified to improve public health in Angus and make a contribution towards tackling health inequalities. Both physical and mental health challenges highlighted, exacerbated, and created by COVID-19 will be addressed.

Working together the three partners will strengthen their network to support local citizens to manage their own physical and mental health conditions along with a focus on prevention and recovery. There may also be an opportunity to assist with community health literacy through ANGUSalve's libraries and mobile libraries to help address health inequalities or to provide training in important lifesaving skills e.g. use of Automated External Defibrillators (AEDs) located within communities.

Social prescribing is another area that was emerging pre-covid, and potentially now accelerated by Covid, with significant potential for ANGUSalve to support a shift from a pharmaceutical and/ or clinical based solution, to supporting a move to undertaking more physical activity as well as culture and leisure related activities. This shift in direction would initiate a long-term investment in improving the health and wellbeing of Angus communities. The local model will be

linked to the national Physical Activity Pathway currently under development once published.

ANGUSalive's expertise and specialist knowledge is closely aligned with addressing many of these factors. With the right investment, their service offerings can be developed and tailored to address many of these issues and help the communities and citizens of Angus with the recovery from Covid, while also making a local contribution to a national priority to 'improve the physical and mental health and wellbeing of the entire Scottish population while reducing health inequalities'.

Investment via this bid would clearly also have the added benefit of supporting the short-term viability of ANGUSalive, including partially mitigating risk for the Council.

It would also stimulate and expedite the development of a longer-term model of partnership working between Angus Health & Social Care Partnership and ANGUSalive as well as other 3<sup>rd</sup> sector organisation in relation to Health & Wellbeing/ Social Prescribing that will provide a greater prospect of sustainability and growth into the medium and longer term future. It is proposed that the partners work together during the pilot programme to develop a service delivery and funding model that can be mainstreamed to continue to deliver the health and wellbeing benefits it is anticipated will be achieved across Angus in future years.

The bid would be used to cover resourcing costs to progress a 'test-of-change' to develop and operationalise the service over a 2-year period. There is very good clinical and public health leadership already in place in Angus to inform the model. The resource would be required to work at a senior level with these leaders across a range of partners, including Angus Health & Social Care Partnership and NHS Tayside, to ensure clinical professional advice is obtained to inform the models of activity, exercise and wellbeing, including shifting the balance of care to more community based settings. They will have considerable healthcare experience with vision to maximise the benefits that may be deliverable through this opportunity. It is estimated that initial budget to support that resource and associated arrangements would require to be around £250k over the 2-year period.

The key deliverable would include the implementation of an end-to-end pilot programme for social prescribing within Angus, including the development of ANGUSalive's service offerings in this area to match identified priority healthcare demand (see accompanying AHSCP Development Proposal below), making the significant shift to a model of care that would have social prescribing at its core. Funding of £250k via this bid, if successful, would provide subsidised service provision, and this commitment will lever combined match funding support from the two other organisations involved, working on a mutually

	<p>beneficial partnership basis, along with providing opportunity to lever other external funding into the arrangement going forward. The funding for service provision will be used across a variety of workstreams that will need to be put in place to deliver the pilot programme in addition to the leadership resource.</p> <p>The additional budget is required to cover:</p> <ul style="list-style-type: none"> <li>• additional training needs of current staff to provide them with new skills to deliver the physical and mental health and wellbeing services identified as priorities by clinical and public health professionals</li> <li>• recruitment of new resource to deliver these new offerings across physical and mental health and wellbeing</li> <li>• any adaptations to facilities or equipment required to make them accessible for different user groups</li> <li>• introduction of a referral system to manage the process and capture evidence of impact</li> <li>• development of programmes as well as costs to operate and share information about the services to practitioners who will make referrals to these pathways and therefore help with engagement and utilisation of the services</li> <li>• provision of available spaces in venues to healthcare professionals to hold sessions/classes in non clinical settings that are easily accessible</li> </ul> <p><b>It is therefore requested that a value of £250k be considered for this initiative from the available Covid funding to support this transformational change opportunity.</b></p> <p>Partner contributions of £125k have already been identified in principle by both Angus Health &amp; Social Care Partnership and ANGUSalve (i.e. combined match funding of £250k), thus providing an overall £500k funding envelope to support this significant opportunity.</p>
<p><b>Strategic Objectives (including the SOAP)</b></p>	<p>This bid will support many aspects of the Council Plan priorities and is closely linked to the SOAP as follows:</p> <p>ELIMINATE – Child Poverty  – Barriers to Access</p> <p>REDUCE – Duplication</p> <p>RAISE – Opportunities for Lifelong Learning  – Customer Services  – Wellbeing</p> <p>CREATE – Equity  – Stronger Partnerships  – Inclusive Culture</p>

	<p>This bid will also contribute to ANGUSalve’s vision of ‘Changing lives by inspiring healthy, active and creative lifestyle choices’ and in particular towards it’s strategic aims to ‘encourage participation for all’ as well as ‘improve outcomes through effective partnerships at local, regional and national levels’.</p> <p>The bid also aligns with Angus Health &amp; Social Care Partnership’s Strategic Plan and National Health and Wellbeing Outcomes as set out the accompanying AHSCP Development Proposal below. That paper has been developed in support of this bid and provides further healthcare demand related information.</p>
<b>Spend Analysis</b>	<p>To be developed as part of the ‘start-up’ phase of the project, pending approval of this bid proposal. The funding would be utilised over the 2-year duration of the initiative, which would predominantly be delivered during financial years 2022/23 and 2023/24.</p>
<b>Current Contractual Arrangement</b>	<p>In addition to existing contractual arrangements, an appropriate partnering agreement will be developed to capture the governance arrangements and controls which will be required between the three parties to support the implementation of this ‘test of change’, including the parameters for how the funding will be managed and utilised.</p> <p>It would also be a key component of ANGUSalve’s emerging Business Plan which is being developed for the next 3-year period and support key aspects of the delivery of AHSCP’s Strategic Plan.</p>
<b>Anticipated Benefits</b>	<p>The high level benefits from this investment are anticipated to be as follows:</p> <ul style="list-style-type: none"> <li>• Reduction in mental health referrals</li> <li>• Reduction in obesity and related health issues</li> <li>• Reduction in prescription costs</li> <li>• Increased community activity and engagement</li> <li>• New or enhanced roles which provide attractive employment opportunities locally</li> <li>• Training towards a skilled and adaptable workforce</li> <li>• Sustainability of ANGUSalve and reduction of risk to Council</li> <li>• Increased partnership working and identification of opportunities</li> <li>• Present a case for long-term investment and securing funding opportunities for ongoing provision of services to help citizens to prevent, manage and recover (as appropriate) from illness and injury using the most appropriate blend of services across partners</li> </ul>
<b>Savings Approach</b>	<p>Savings generated from the overall system would be measured to identify the benefits from the shift in approach and potential future funding opportunities.</p>

<b>Savings Measurement</b>	Depends on savings type, but would be developed as part of the benefits realisation framework relating to the details of the investment as they are developed.
<b>Impact Assessment</b>	It is anticipated this would have a significant impact on communities and citizens across Angus with many potential new opportunities emerging. These would be captured and measured as part of the benefits realisation framework to determine their impact on the Angus Community Planning Partnership vision of making “Angus a great place to live, work and visit” as well as the local community plan priority of improving mental health and wellbeing.
<b>Risk Assessment</b>	<p>Risks to be considered include but are not limited to:</p> <ul style="list-style-type: none"> <li>• A retreat into lockdown restrictions delaying proposals</li> <li>• Recruitment for ANGUSalive for suitable persons to lead on opportunities, based on new service offering</li> <li>• Lack of capacity/ support by partners needed to progress opportunities (e.g. NHS/ VAA heavily consumed with pandemic recovery works)</li> <li>• Support Service capacity issues from the Council to accommodate the introduction of new/ amended services</li> <li>• Establishing the necessary contractual arrangements/ conditions between parties around the terms of such funding</li> <li>• Transitioning between short-term solution (i.e. this proposal) to longer term sustainable model from existing sustainable revenue sources</li> <li>• ANGUSalive Board and/ or Council and /or Angus Health &amp; Social Care Partnership not fully in agreement with proposals – this has already been mitigated via the ‘in principle’ funding commitments</li> </ul>
<b>Project Plan (high level)</b>	<p>Assuming investment agreed in November, the plan would be to develop the core target offerings within a 6-month period with phased start-up of delivery once more detail is developed. This will include recruitment for the leadership position(s) and a delivery team which will be a key driving factor on the timeline initially.</p> <p>It is envisaged that this project plan would be developed jointly by the 3 partners, with input from the Angus Community Planning Partnership (ACPP), including VAA who will also be a key organisation in the project.</p> <p>Regular ‘check-point’ reviews will be built into the pilot programme for partners to jointly assess progress and determine any changes required based on the evidence gathered to date or to address emerging healthcare priorities or other issues.</p>
<b>Roles and Responsibilities</b>	The proposal has initially been developed using the roles and responsibilities developed as part of the ANGUSalive Transformation Project. The further development of specific governance arrangements will be required to ensure the ‘test of change’ is

	delivered in line with the expectations of the 3 partners (i.e. Council, AHSCP and ANGUSalive). Those specific arrangements will be developed in the start-up phase of the 'test of change'.
<b>Design Authority: Assurance Check</b>	Corporate Leadership Team review.
<b>Approvals</b>	Vivien Smith, Director of Strategic Policy, Transformation & Public Sector Reform

# DEVELOPMENT PROPOSAL



<b>Report to:</b>	<b>Angus Alive</b>	<b>Agenda Item:</b>
<b>Date of Meeting:</b>	<b>8/10/21</b>	

## Title

**Proposals for Angus Alive to support Angus HSCP remobilisation following COVID pandemic**

## Report by (service / team)

**Dr Alison Clement, Associate Medical Director**

## Abstract

Request to align Angus Alive bid for funding to Angus HSCP Strategic Commissioning and Remobilisation following the COVID-19 pandemic plans.

## Recommendations

- Angus Alive are commissioned to provide exercise programmes consistent with the SIGN guidelines for the management of Chronic Pain 136.
- Angus Alive are commissioned to provide a physical activity programme consistent with the recommendations within the national mental health strategy
- Angus Alive work together with Angus HSCP staff to deliver a suite of condition-specific evidence-based exercise programmes

## Current Position

Following a meeting on 6<sup>th</sup> October between Angus HSCP, NHST and Angus Alive representatives, followed by discussion at Angus Strategic Planning Group, there has been a request for evidenced-based examples of exercise interventions which could be delivered by Angus Alive. These should have clinically proven benefits for the population of Angus and be consistent with the [Angus HSCP Strategic Commissioning Plan 2019-22](#), and [Angus HSCP Covid-19 Remobilisation Plan 2021-22](#).

## Options Considered

The following aspects of the Angus Strategic Commissioning Plan and Remobilisation plans were identified for consideration within the Angus Alive bid:

- 1) Mental health and wellbeing support including the benefits of exercise to mental wellbeing and the need to improve the physical health of people with mental health illnesses.
- 2) Support for prescribing strategy with alternatives to a prescription available i.e. social prescribing solutions available in communities.



- 3) Long-term condition management with a public health focus including chronic pain, cardiac rehabilitation and pulmonary rehabilitation
- 4) Focus on supporting younger population with physical disability with access to exercise
- 5) Support for an enablement approach including following falls and presentation to social care services.
- 6) Remobilisation of primary care and the need to support alternative premises for some aspects of care traditionally provided in health centre buildings
- 7) A focus on early intervention and prevention within Continence pathways of care.
- 8) Opportunities to engage with digital developments
- 9) Focus on reduction in health inequalities.
- 10) Focus on prevention including reducing obesity and type 2 diabetes mellitus

## Proposal

### **Chronic Pain:**

The authoritative guideline for the management of Chronic Pain in Scotland (and Tayside), [SIGN guideline 136 \(2019\)](#), makes the following recommendations for exercise living with chronic pain:

Exercise and exercise therapies, regardless of their form, are recommended in the management of patients with chronic pain.

Advice to stay active should be given in addition to exercise therapy for patients with chronic low back pain to improve disability in the long term. Advice alone is insufficient. The following approaches should be used to improve adherence to exercise:

- supervised exercise sessions
- individualised exercises in group settings
- addition of supplementary material
- provision of a combined group and home exercise programme.

Chronic pain is national priority for remobilisation in Scotland as outlined in the [Framework for Remobilisation of Pain management Services](#).

Support from Angus Alive to provide the above evidence base for exercise would ensure that residents of Angus have access to the best evidenced treatments for chronic pain.

### **Physical health inequalities in people experiencing mental health illness:**

The strategy for mental health in Tayside, [Living Life Well](#), recognises the importance of addressing the physical health needs of those with mental health problems.

The [Scottish Strategy for Mental Health 2017-2027](#) makes the following recommendation on physical activity:

Medication can have side effects on weight. Keeping physically active can help with some of the impacts of weight gain as well as having an effect on mood. Our vision is of a Scotland where more people are more active, more often, in part because being active is good for mental wellbeing. With Active Scotland, the Scottish Government will support the development of a programme on physical activity by the Scottish Association for Mental Health (SAMH). The programme will improve the physical and mental health of people experiencing physical and mental health challenges, enabling them to live longer and healthier lives through increased levels of physical activity. Initiatives such as Our

Natural Health Service are welcome for the differences they may make to people's mental wellbeing.

- **Action 31:** Support the **physical activity** programme developed by SAMH.

### **Pulmonary Rehabilitation and other condition specific exercise programmes**

[Pulmonary Rehabilitation](#) for patients living with Chronic Obstructive Pulmonary Disease (COPD) has a strong evidence base for benefit. It is not available during the COVID-19 pandemic other than some individual support provided due to the infection prevention and control risks associated with these groups. In order to provide this in a safe way to support remobilisation of our services, larger venues suitable for carrying out exercise in a socially distanced way are required. There is opportunity for Angus HSCP healthcare staff to work alongside Angus Alive staff within leisure centres to deliver these sessions in a safe way. There are other rehabilitation classes which may be suitable for leisure venues. 'Better Balance' programmes have a strong evidence base for reduction in harm from falls and are well suited to provision in leisure facilities. There may be benefits of introducing those who would not normally attend, to Angus Alive leisure facilities. Cardiac rehabilitation classes are another example of condition-specific evidenced-based exercise classes best delivered within leisure facilities with the aim of introducing people to the possibilities of long-term lifestyle change with utilisation of local services.

### **Mental Health & Long Term Conditions**

The Angus Alive bid would provide valuable additional support for adults with a severe and enduring or complex mental health need as well as for population wide preventative activities. This would make good use of all Angus Alive resources to benefit the local population, with a positive impact on both mental and physical health.

For adults with a complex mental health disorder issues like 'not knowing where the front door is, who do you pay, where are the lockers, and how to join clubs' are barriers to access. Angus Alive have worked alongside the Community Mental Health Team (CMHT) Community Integration Group in the past to enable people to find out about local groups and services, reducing anxiety, and finding out about opportunities that they may not have known about before. There are further opportunities for Angus Alive to take the lead on this type of activity and offer short term additional support to encourage ongoing engagement.

Angus Alive developed the Branching out programme and this offers a range of activities for 12 weeks in a woodland setting and this project could be expanded. For CMHT service users attending one cohort, 63% of participant continued volunteering, 90% found it very beneficial for their mental health and 90% found it either very beneficial or quite beneficial to their physical health. This could be a beneficial preventative group for people at risk of social isolation who are not accessing their local community, as well as for people with a more complex mental health need.

There are innovative options for utilising a range of Angus Alive resources and learning can be taken from other areas such as Dundee's drama therapy and Art Angels. Drama has proven benefits for people with a mental health disorder.

The books on prescription initiative lost some momentum due to COVID19 and this proposal could see this revitalised with more access available to digital books.

Additionally, access to new Mindfulness or relaxation/breathing exercises sessions in local gyms could provide prevention and self management support for people and improve their mental health and wellbeing and ability to manage their long term condition. Small short term supported groups for activities such as swimming or badminton for people with a complex mental health need or physical health need could encourage ongoing use of facilities and this would benefit people's mental and physical health, reduce social isolation and improve health prognosis.

This proposal would link with the new Social Prescribers and Mental Health and Wellbeing Peer Workers in GP Practices and provide a referral route to meet need in the community.

### **Alignment with Strategic Plan and National Health and Wellbeing Outcomes**

This Proposal supports the following National Health and Wellbeing Outcomes:

- 1** People are able to look after and improve their own health and wellbeing and live in good health for longer
- 4** Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services
- 5** Health and social care services contribute to reducing health inequalities
- 9** Resources are used effectively and efficiently in the provision of health and social care services

This proposal is consistent with the following aspect of the Angus HSCP strategic plan:

#### **Priority: Improving Health and Well Being**

Review the HSCP's overall funding to develop third sector capacity, independent sector capacity to increase support for prevention and early intervention.

Review existing arrangements which support the self-management of long term conditions and consider how digital approaches can be included through the further development of Independent Living Angus platform.

Work with local General Practices and Pharmacy Services to progress plans which ensure that local Prescribing resources are utilised effectively.

Ensure we have a strategy that helps mitigate overall demand to allow us to focus available resources on those who need it most.

Further develop Enablement response services to maximise support for promoting independence and promoting wellbeing approaches.

**Report Author:** Alison Clement & Terry Irvine