

Annual Report
2017/2018

Health and Wellbeing Coaches





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Introduction

The Health and Social Care Act (2012) placed a requirement on statutory authorities to take steps to prevent the need of their population accessing frontline services. This requirement prompted the County Council to think about doing things differently. There is a growing recognition that there is a financial necessity to prevent, deter and delay the need for long term and often costly packages of support through early access to effective prevention services. These services should address the holistic needs of individuals, and as a result reduce or avoid the need to access specialist social care. In turn, this prevention work should also have a significant impact on the need for people to access a variety of health services, and so help to reduce demand on the NHS and other services.

For Cumbria County Council this led to the development of the Health and Wellbeing Coaches (HAWC), a team of 28 staff across the county who adopt a coaching approach to support individuals focusing on improving their health, wellbeing and personal resilience in an effort to keep them happier and healthier, and to become integrated within their community. The HAWCs work alongside people to address factors that influence health and wellbeing and build on their capacity to be independent, resilient and maintain good health for themselves and those around them.

Health and Wellbeing Coaches work with individuals over the age of 16, who can present with multiple and/or complex needs, and who want to, and are able to, take the lead on making positive changes to their lives. Part of their role is to provide complex or crisis support in ways that keep people away from other services, reduce dependence on forms of care, and thus reduce demand on statutory services.

At some time, most people will face challenges yet are fortunate to have the support of family, friends and neighbours to help. HAWCs support individuals who do not have the support networks or life experiences to address these challenges, and for whom the impact can be immense for the individual, their family and those around them. In the first year of service delivery, people who contacted the team to work with a HAWC presented with many issues associated with:

- Mental health
- Social isolation and loneliness
- Healthy living
- Being an adult at risk
- Hoarding belongings in their home
- Physical health
- Facing crisis

The Health and Wellbeing Coaches have been fully operational since March 2017; developing and adopting the coaching approach to service delivery and therefore we want to take this opportunity to reflect upon how far we have come and what our next steps are.

The team

In 2010 Cumbria County Council invested in a small team of Local Area Co-ordinators. The Local Area Coordinators (LAC) embedded themselves in identified local communities, and incorporated the LAC principles of a strength based approach to support people to identify solutions drawing upon their friends, family and community. As a result of a service review in 2016 the team developed into the current Health and Wellbeing Coaches team.

Health and Wellbeing Coaches have a variety of backgrounds and experiences leading to a multi-skilled workforce that lend themselves to having the expertise to provide an effective and knowledgeable service to a range of individuals with different challenges.

The team were recruited using a process that reflected aspects of the Cumbria County Council Social Work Academy recruitment process. This allowed candidates to demonstrate their skills and abilities as individuals within a group setting, to demonstrate a team approach to problem solving, as well exploring their own emotional resilience and behaviours. The team were recruited at two levels; Health and Wellbeing Coach and Entry Level Health and Wellbeing Coach, with the process giving opportunity for personal behaviours, attitudes and life skills to be recognised, which have been developed throughout the first year in the role.

Following successful recruitment, the team undertook an Advanced Diploma/ Postgraduate Certificate in Health and Wellbeing Coaching at the University of Cumbria. This one year course was developed as a bespoke course in partnership with the University of Cumbria, and explored approaches to health coaching and motivational interviewing. HAWCs now use these techniques to explore and improve the health and wellbeing of the most vulnerable and marginalised individuals in the county.

Our approach - coaching and motivational interviewing

Coaching and motivational interviewing keeps the individual at the centre of their support, and aims to equip them with the tools and skills to make meaningful and long lasting positive changes to their lives. Individuals are best placed to make their own decisions and come up with their own solutions; however, individuals can at times require support to enable them to do this. The role also allows time to build up rapport and relationships with the individuals being supported to ensure they can achieve the best outcomes for themselves and their families.



“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them...we are more like an acorn which contains within it all the potential to be a magnificent oak tree. We need nourishment, encouragement and the light to reach toward, but the oak-treeness is already within”.

John Whitmore (1992), Coaching for Performance, NB Publishing.

Examples of key coaching and motivational interviewing techniques used by the team include:

- **Rapport building** - getting to know the individual and their life story, how they have got to where they are and also what skills and support they already have which can be built upon
- **Supporting individuals through the cycle of change** - recognising when people are in a place where they are ready to make changes to their lives
- **Reducing barriers to change** - looking at the obstacles individuals face such as lack of confidence or minimal income
- **Goal setting** - encouraging individuals to set realistic and specific goals to help them move forwards in their lives
- **Behavioural activation** - establishing positive routines and incorporating meaningful activities in to individuals’ lives.

Integration with colleagues and partners

Cumbria County Council has welcomed the introduction of the Health and Wellbeing Coaches, and has shown commitment to the development of this innovative workforce. These relationships have been key to providing an effective service to customers; through building understanding of roles, and having open multi-disciplinary discussions that benefit customers and support customers to build their own relationships within communities.

The Health and Wellbeing Coaches are embedded within the Adult Social Care, Single Point of Access team and have become an important part of Multi-Disciplinary Team discussions that take place on a daily basis to support the appropriate triaging of referrals.

“In circumstances of ever increasing austerity, it is important to consider alternative approaches to traditional service based packages of care. Interaction with and utilisation of community services is becoming even more essential and the HAWC’s play a key role in guiding and supporting individuals to engage positively with community resources.

As a social worker within a statutory local authority adults team, the availability and willingness of HAWCs to support individuals on a more intensive level over a potentially longer period of time is hugely beneficial. With regard to individuals where this has been implemented, we have seen examples of positive working and an avoidance or delay in the application of formal care provision and services. As a team, we would like to see an increasing involvement from our HAWC colleagues with a range of clients with complex needs, especially with regard to the coaching and mentoring role the HAWCS are able to offer.

Although services holistically have significant improvements to make in the services we provide to our clients, the ethos of person centred, strength based approaches now permeates the work of both statutory and non-statutory services and HAWCS are in the privileged position of leading on this.

Jo Sedgwick, Enhanced Practitioner | Adult Social Care

Our Health and Wellbeing Coaches are aligned to the Integrated Care Communities (ICCs) across the county. As the ICC’s have developed, the team have considered ways of becoming more integrated within the ICC hubs, GP practices and multidisciplinary discussion meetings. One service offer is within a GP practice in West Cumbria where the team provide a weekly drop in service. This drop in is open to people who present frequently to the practice with a non-medical need who would normally attend a GP appointment. This reduces demand on the GP’s and helps to address some of the presenting issues with the person.

‘The HAWC is a refuge for patients who need advice and guidance and support. Sometimes she just needs to point someone in the correct direction, at other times she stands beside them whilst with her help they begin to turn their lives around. This is a very valuable service, both in terms of the service patients receive, but also in its avoidance of medicalising social and emotional problems that are not illnesses.’

Dr Dan Berkeley, GP, commenting on the drop in and role of our HAWC

“I wanted to give you some really positive feedback which was passed to me by GPs and primary health care leads, following your promotion of the Health and Wellbeing service during the information sessions at the ICC Solway and Keswick development day. These attendees were both impressed and inspired by your; passion, enthusiasm, commitment and ‘can do’ approach to promoting independence and developing the prevention agenda. You really made an impression”

Sarah Joyce, Team Manager, Adult Social Care



“The regular visits have been invaluable after being discharged from mental health team and the support offered by Allison has been exemplary. I don’t think my time with Allison could be improved. She listened and was non-judgemental throughout.”

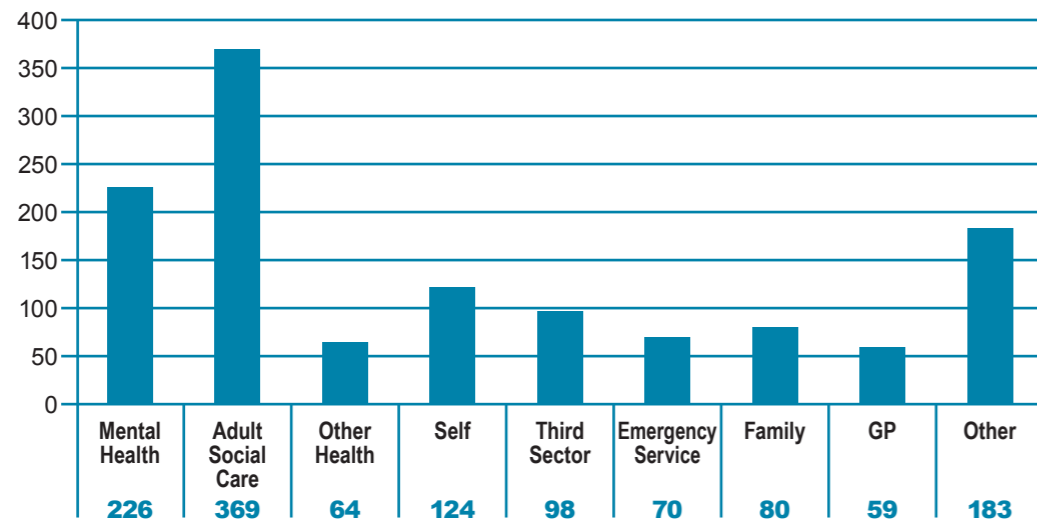
Our achievements over the past year

Referrals

The HAWCs supported 1273 individuals during this period. Of these, 503 people received low level support that included advice and signposting, with a further 771 people receiving a full assessment and coaching support to address identified goals. Of those 771 Cases, 383 cases were further reviewed during this period to measure progress and record outcomes.

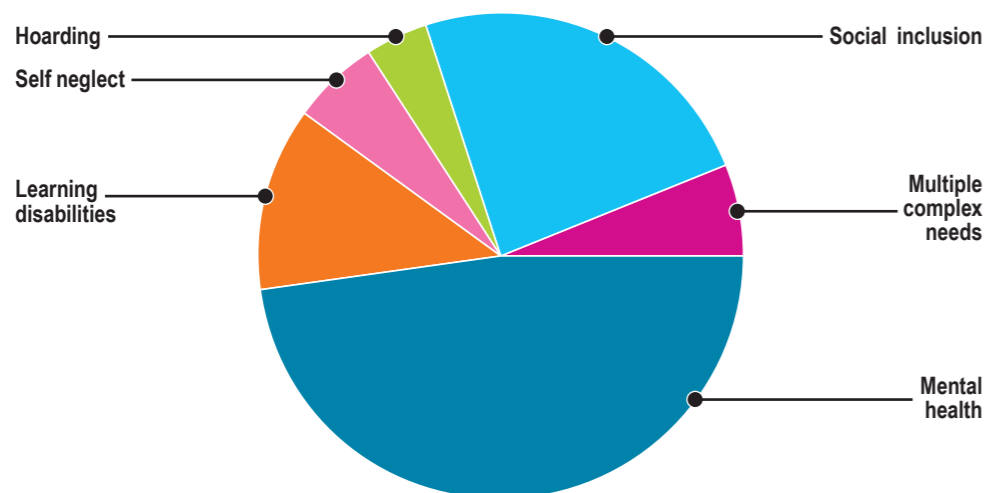
Our referrals were received from a variety of internal and external partners, for a range of vulnerable groups who presented with a range of multiple, complex issues.

Table 1 - highlights the source of the 1273 Referrals to the service for April 2017-March 2018



*Community Mental Health Team, ALIS Teams and acute mental health hospital wards, First Steps.
 **Includes Mental Health and Learning Disability Social Work Teams, Occupational Therapy, Adult Safeguarding and Single Point of Access MDT discussion.

Table 2 - shows the primary presenting issue for the 1273 referrals



Outcomes

The following provides a summary of some valuable outcomes that have been achieved within the first year of the team providing coaching support to individuals to meet their goals and improve their health and wellbeing.

The outcome data compares the responses captured by individuals at the start of their journey and at the end of the journey.

For the purpose of this report, data was captured from the 'Compass' reporting system and compares the responses given by individuals who completed an initial assessment within the reporting period, to the responses of individuals who completed a review assessment within the same reporting timeframe.

Drinking

The percentage of people drinking 14+ units per week decreased from **13.1%-7.5%**.

Smoking

The percentage of people who describe themselves as a non-smoker has increased from **58% to 65%**.

The percentage of people smoking 20+ per day has decreased from **6.3 to 4.2%**.

Mental Health

When completing the PHQ Depression Scale, the percentage of people who indicated 'Severe depression' decreased from **27.3 % to 8.5%**, and those presenting with 'Minimal or no depression' increased from **18.6% to 39.5%**.

When completing the GAD Anxiety Scale, the percentage of people indicating 'severe anxiety' decreased from **32.8% to 10.8%**, and those reporting 'No anxiety' increased from **28.5% to 54%**.

Social life/social engagement

When asked 'How often do you get out of the house for social engagements?', the percentage of people who 'Hardly ever' do reduced from **51.6% to 20.3%**.

When asked 'Has your social life changed since your first assessment?', **47.9%** said their social life has increased.

Health

When asked 'How does your health impact on your daily life?', the percentage of people reporting 'Significant impact' reduced from **50.2% to 24.7%**.

When asked 'How would you describe your health?', the number of people who described it as 'Poor' decreased from **39.6% to 17.5%**, and the number who would describe it as 'Good' increased from **17.3% to 32%**.

Connecting people

The HAWCs work with individuals in the context of their local community, neighbours and wider family. They support individuals to draw upon their personal or family resources to solve their problems and connect people to others in the community. In so doing, they coach individuals to identify the things that they themselves have to offer, so that support becomes mutual and people contribute more to their local community.

Many Health and Wellbeing Coaches identified that their customers were marginalised in the community and excluded from traditional community activities - due to drug/ alcohol use, previous offending behaviour, mental health issues and social isolation.

A core purpose of the team is to improve the overall health and wellbeing of people. The past year has shown that for many, irrespective of their initial presenting issues, social isolation is a common theme and a significant barrier to improving overall health and wellbeing. For this reason, the team encourage the person at every opportunity to become less isolated and improve their levels of activity.

This has led to the development of several introductions, meet-up opportunities and groups around the county, created in order to offer individuals a chance to meet and get to know each other and increase activity levels. Many of these have been informal gatherings, such as a HAWC encouraging a small number of people to meet up for a leisurely walk, to play pool or go for a bike ride, however some have been organised to continue on an ongoing basis, with individuals taking the lead for its sustainability.

Some examples of the community activities that HAWCs have developed, or are currently developing alongside customers, colleagues and local agencies are:

Get Active

In Copeland the Health and Wellbeing Coaches have been working in partnership with Active Cumbria to develop a group that supports people who have been accessing the Health and Wellbeing service but no longer require support. What started as a small walking group has developed into a weekly session at a community centre known as 'Get Active', where games such as tennis, badminton, indoor bowls are all played in addition to the development of mindfulness sessions, but most importantly friendships.



"I think the Get Active Group is pretty good. It gets you out the house for a few hours and you meet people and learn new sports."



"I wouldn't have been able to do any of it without you. You have taken the time to understand me and what I want."

Coppicing Project (Full Cycle)

Full Cycle is a partnership between Rusland Horizons, Wood Matters and South Lakes Health and Wellbeing Coach Team. The project aims to link people to woodlands, helping participants improve their health and wellbeing, and develops their skills and confidence. It also increased their understanding and appreciation of the natural world, and reconnects with an age old industry that put Furness on the map. The program, involves a 'full cycle' of seasonal work in woodland in the Rusland Valley within the Lake District National Park.



"Fundamentally I've learnt so much about history, nature and developed skills whilst being out in the great outdoors. However what I've also developed is an understanding of other people's needs and realised it's not just me that has issues and we can help each other. Best of all I love working in places where members of the public see what you have done and praise you. This makes me feel valued and that I've given something back".

"To me Coppicing is like a day in Heaven, spending the day in the woods just takes me away from all my troubles".

Carlisle Sheds

In Carlisle the HAWCs developed the Carlisle Sheds project with the Community Development Team and Carlisle Op Shops, following a number of male's accessing the HAWC service stating that there were no group activities that met their interests. The group is now being accessed by the wider community and the group are developing further shared interests.



"It's a stress-free relaxed environment. The lads that go are really good lads and we have things in common. There is no pressure there; I wouldn't have engaged in a room with one person and now I am engaging with a group. It's one of the most satisfying things after being sat on my backside, isolated for over a year to use skills that I thought I'd lost. Men in sheds makes me feel like I have worth and a future because as I'm getting out and engaging with like-minded people. I feel like I'm contributing and that people will get value from what I do."

Other projects, at local level, are also taking place in different parts of the county developed and led by HAWCs, partner agencies and of course - individuals. The list below gives an overview of some of these groups:

- Cooking Courses and Cooking on a budget
- Men's Groups
- Allotment Group
- Confidence Course
- Gardening Project's
- Cinema Club
- Penrith Walking Group
- First aid course
- Outdoor Education Activity Course
- Women in Sheds
- IT group with 1:1 support
- Conservation Group
- Bike Project

Personal growth and outcomes

Through effective relationship building, and the use of motivational interviewing tools and techniques, the Health and Wellbeing Coaches have worked alongside customers to achieve positive changes to their lives with some valuable outcomes.

The individuals that the team work with have a range of complexities that for many people have meant that they have not been able to engage with existing services, may have been excluded from services and their communities, or that previous approaches have led to successful outcomes. Such complexities include mental health issues, autism, substance misuse, criminal behaviour, hoarding of items in their homes, or adverse childhood experiences (ACEs). These have affected their ability to see the positives of change, to clearly see how they can make changes to their lives, or the value they have for themselves and within their community.

For many individuals having a HAWC who is keen to take time to listen to their story and explore what they would really like to achieve is a completely different approach, and one they have welcomed. HAWC work to overcome barriers and breakdown stigma without making judgement about lifestyle choice, and will look to explore how complexities such as ACEs and substance misuse may be affecting other issues in their lives without making these barriers to support they can receive from us.



“Thank you for everything you have done with me. You are an incredible woman and you have changed my life and helped me stay strong. The Impact you have had on my life is something I will always remember and be thankful for. Don't ever change because you are amazing at what you do. You're the most genuine supportive person I've met”

Here are some customer stories about how lives have changed with coaching from the HAWC service:

Susan

Susan was keen to improve her daily routine and leave her house independently following leaving an abusive relationship that had left her with anxiety and depression. Susan used alcohol to cope with issues and found that she struggled with motivation to do the thing she wanted to do and wanted the support of a Health and Wellbeing Coach to make changes.

Initially, the HAWC spent time getting to know Susan and understanding how things were at the moment for her, with her explaining that she did not get dressed most days, and did not feel confident to leave the house alone. With the support of HAWC she set small goals to achieve which included opening her curtains and getting dressed each day.

In time Susan identified that she focussed on the needs of others and neglected her own, which hindered her from making positive changes to her life. Susan identified she would like to sign up for a sponsored walk as she believed this would motivate her to improve her health and wellbeing whilst benefiting others through fundraising for charity. HAWC spent time with Susan developing a training regime and accompanied Susan on short walks whilst she developed her confidence being back in the community again.

The increased activity led to Susan losing weight which improved her confidence. It also motivated her to fill her time and find things to do when she would have previously drank alcohol, which improved her mood and how she felt about herself. Susan now walks with her family and friends that has helped to improve their relationship, and creating a shared interest.



“I feel the best I have for a long time, before I first started working with a HAWC, I felt very lost and alone, at times I contemplated taking my own life. I now feel like a completely different person, who wants to get on with my life, and be the best mum I can for my son. I really could not have done this without the support from you, Thank you”



“You have been very professional, patient and knowledgeable. You certainly know your stuff! I have never had consistency from professionals before and this has helped that you have spent the time with me and showed that you care. I really am a different person, thank you!”



‘I tell everyone about you. It’s a bit like having a mum, but a proper one that gives you advice and support. You’re my biggest fan and you make me believe in myself’

Brian

Brian explained to HAWC that he wanted to rebuild various aspects of his life following some difficulties in his life. He expressed that he would like his own home as he was living in temporary accommodation following a relationship breakdown, to be able to drive again and spend time doing things that he enjoyed such as spending time with friends, cooking for his adult children and get back into employment. Brian’s circumstances meant that he was experiencing depression, anxiety, and a lack of motivation with his situation. This was affecting his sleep pattern and appetite and he wanted to make improvements with the support of HAWC to his life.

Brian was able to identify that he lacked a daily routine yet he was a keen fell walker. By going out on walks with HAWC he was meeting people, his confidence grew, and he would often stop and talk to people. This has led to new friendships and given him the courage and confidence to rekindle lost friendships. HAWC suggested Brian start meeting in public places such as the park or in the town centre and soon he wanted to add more activities to his week - so with HAWC he wrote a weekly planner and Brian recorded how he felt before and after each activity. This helped Brian realise that the benefits he was getting out of these activities outweighed the anxiety he felt prior to doing them. Brian also added cooking to his planner and also shopping independently and meeting up with friends and family - as well as any chores he had been putting off!

As Brian’s activity levels increased so did his overall health and wellbeing. Brian regained his appetite and his sleep patterns improved. Brian has recently purchased a second hand car and this has helped him become more independent. His confidence in driving has returned and he recently drove his daughter to Sheffield for a university interview, this made Brian feel useful again.

Ann

When HAWC was introduced to Ann, they were aware that she was experiencing a number of difficulties but had expressed that she wanted to make positive changes to her life. Initial visits allowed them to explore what mattered to Ann, as well as allowing Ann to feel comfortable discussing her goals and the fears she had about them.

Ann wanted to move home so that she could feel safe to go outside independently. She discussed that she had past experience of domestic violence, ACE and violence that had affected her mental health but that she wanted to improve. She discussed anxiety, depression and a personality disorder that affected her motivation and routine, and wanted to feel better about herself so that she did not cope by self harming or thoughts about ending her life.

Ann decided that exploring community activities and looking at options to improve her education would increase her motivation and help her to have more self esteem. With the support of HAWC Ann liaised with Let Go to make her current property secure so that she initially felt secure, and was later offered social housing.

As the relationship strengthened Ann felt comfortable listing and organising anxiety provoking situations to begin graded exposure within her community. This started with going for a walk in a quiet park and building up to walks around her local area and the shops.

Once Ann was comfortable going out, she was encouraged to access education in a small setting. HAWC spent some time acknowledging Ann’s fears before discussing ways to cope with these and the benefits of doing so. Ann progressed through accompanied appointments to able to access the training independently and is now undertaking English and Maths level 2. This sense of achievement has allowed her to be able to support her son with his homework, inspired her to make other changes and feel more positive about her future.



“I have been receiving outstanding support from Helen. She is empowering and understanding as well as non-judgemental! Without her I would have slipped into depression or drowned in the amount of work I procrastinate over! This lady helps un-crowd an overcrowded brain. And there are not enough thank you’d to tell her how much I appreciate her help and support. Thank you.”

The County Council Excellence Awards

The team were very proud to receive an award for Team of the Year in the awards of 2017/2018, recognising their commitment to doing things differently and achieving positive outcomes for often vulnerable and marginalised individuals.

On giving the award, John Macilwraith, Executive Director - People, gave the following accolade:

‘The winning team is relatively new, having only been fully established in January 2017. In that time they have got absolutely stuck in to a complex and challenging role, and have really begun to make a difference to people’s lives. This team is described as being robust, resilient and positive. Given the complexities and challenges of the client group they engage with I guess they have to be.

The team have just received results from the work they’ve done in this short amount of time and they are pretty impressive. For example; reducing serious issues such as: self-harm and social isolation.

Also, the proportion of clients who feel that they are able to keep themselves safe and protected has increased and because of this, health and wellbeing has greatly improved, and use of services has reduced.

The team work with some of Cumbria’s most vulnerable people, those on the edge of requiring more serious intervention and those for whom traditional services struggle to provide a re-sponse. These results show that they are making a real difference to people’s lives.’



“Been brilliant! If it hadn’t been for the Service I wouldn’t be here now, I would still be curled up on the couch with a blanket over my head. You have showed me there is a world out there”

Challenges

Demand

The Health and Wellbeing Coaches have supported 1273 people in the first year of being fully operational, which gives an average of each HAWC providing a service to 45 people within the year. Of these caseloads, approximately 30 people had multiple and/ or complex issues that led to an assessment and coaching approach being taken. There have been occasions where demand for the service outweighed capacity resulting in some areas of the county introducing temporary waiting times.

Non engagement of customers

There are challenges with the number of referrals that do not progress to becoming active cases. The HAWC can find it difficult to contact the person to arrange an initial meeting and on occasions customers who accept the offer change their minds or disengage for a variety of reasons.

Presently the HAWCs take all reasonable steps to engage with customers, however this is often time consuming in terms of appointments and meetings offered. Whilst HAWCs use motivational interviewing techniques to encourage engagement and positive change, ultimately the responsibility for making this change remains with the individual.

Evidencing financial savings to frontline services

Some statistics can be relatively easily produced and evidenced, for example reduced calls to emergency services, appointments at a Doctor’s surgery or admissions to hospital. However financial savings to Adult Social Care are more difficult to identify. Whilst there can be speculation around what may have happened or what support an individual may have required had there been no intervention from a HAWC, it is difficult to give factual evidence to support this.

Evidencing reducing demand on frontline services

As part of the Single Point of Access, HAWCs are able to divert referrals to the preventative route and away from Adult Social Care. However as with money saving, it is difficult to evidence what has been saved in terms of what would have happened without the HAWC being involved in the case.

Health and Safety

HAWCs provide coaching to individuals with multiple, complex needs, who often present with challenging behaviours, or want to engage with HAWC to improve their living conditions. The health and safety of the team is paramount and therefore a lone working system and procedure was developed, as well as risk assessments and risk management plans being discussed with partner agencies and customers in all circumstances. The safety of staff, public and individuals is paramount and requires ongoing review and modifications.

Future direction

The first 12 months of HAWC activity, as illustrated in this report, has really shown the benefits of strength-based coaching as adopted by the team. The challenge is that demand is already significantly outstripping capacity. This impacts on the health and wellbeing of the team, as well as the service being provided to individuals, as the time available to build effective rapport and working relationships that is crucial for coaching could be compromised. This means that the team and the system around it need to develop further in order to build on the successes of the last year without creating new problems.

The principle of strength-based practice is now being more widely adopted across the Council, particularly within Adult Social Care. It will be critical for HAWCs to support this becoming fully embedded as part of the system in order that other people can start to do some of what the HAWCs currently do. This will reduce demand and improve outcomes for customers.

As the team move into People, the direction of the team to include families, and young people transitioning into adulthood will need to be considered. There is considerable scope for the sort of work that HAWCs do with adults to be applied to families. This is an exciting possibility, but raises significant questions about capacity in the system.

The other major area of development concerns further connectivity with the emerging Integrated Care Communities. Over the coming year these are likely to extend their remit to become the key unit of deliver of both health and social care services, so it is crucial that HAWCs are fully engaged with these developments and able to play a central role in supporting the work of ICCs. This will have to be considered alongside the closer working of social care with the ICCs.

This report shows evidence of HAWCs beginning to recognise gaps within community provision with customers, and supporting customers to find solutions to their interests such as developing groups and activities. The HAWC team is keen to develop this further; building on their relationships within communities directly as well as via the Cumbria County Council Community Development Teams.

The customer examples within this report show the benefit to wellbeing of increased activity level and customers spending time outside in their communities. The HAWC team is building effective working relationships with Active Cumbria to develop engaging ways to build on this.



“I see now why Children’s Services were involved, but at the time I just felt really threatened. The HAWC just seemed to have a different approach and I felt they were there for me, not against and I could trust them”.

