



Report of the Cabinet Member for Adult Social Care and Community Health Services

Adult Services Scrutiny Performance Panel – 2 March 2022

WEST GLAMORGAN PARTNERSHIP

Purpose	To provide an update as required by the board in relation to: <ul style="list-style-type: none"> • West Glamorgan Transformation Programme
Content	This report includes: an update on the Impact of COVID-19 on the West Glamorgan Transformation Programme an update on the West Glamorgan Transformation Programme
Councillors are asked for their views on	The work of the region since March 2021
Lead Councillor(s)	Cllr Mark Child, Cabinet Member for Adult Social Care & Community Health Services
Lead Officer(s)	Dave Howes, Director of Social Services
Report Author	Kelly Gillings; West Glamorgan Regional Director of Transformation

1. Background

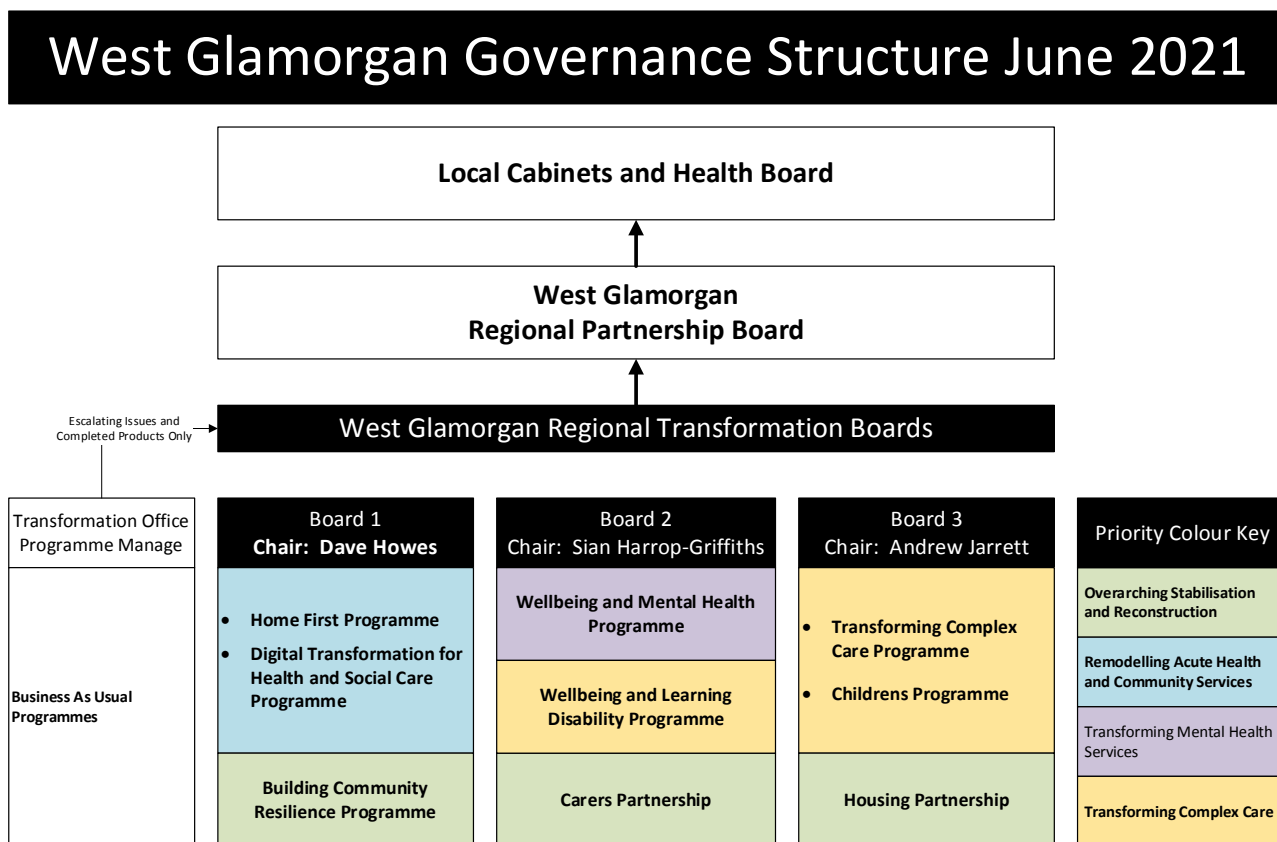
- 1.1 This report will cover the work of the West Glamorgan programme since March 2021 to date.
- 1.2 At the onset of the COVID 19 emergency, normal arrangements for the Regional Partnership Board were suspended so that officers' capacity across the region could be released to deal with the operational issues. New emergency governance arrangements were established.
- 1.3 In June 2021 West Glamorgan Regional Partnership entered a period of recovery and the Transformation Programme was re-start to support the regions stabilisation and reconstruction.
- 1.4 During September 2022, it was agreed by the Transformation Boards that the agendas would be more flexible and move to a two weekly timetable. This would allow all Transformation Programmes to report fortnightly on how they are responding to the emergency through the Winter Period.
- 1.5 It was agreed to reconfigure the current RPB transformation programme to focus on emergency (including Winter planning) with a focus on actions that will best support the population and our health/ social care system over the next 5 months.
- 1.1 It was agreed from the outset that the region had learned lessons from the first wave of the pandemic and agreed to include all cohorts in the development of and planning for the Emergency / Winter.
- 1.2 It was agreed to establish a Pooled fund to support the winter /emergency plan initiatives, utilising any un-allocated regional funding,
- 1.3 The main focus of the Transformation Board since November have been to predominantly work to stop community services failing, this includes meeting twice weekly via the Transformation Board and a Community Silver Meeting. The Community Silver meeting concentrated on the Regional Integrated Escalation Framework, which highlights in detail the pressures and issues across Community Services.
- 1.4 During December, the pressures have escalated cumulating with a decision at the Transformation Board on 21st December 2022 that the meetings would remain weekly but only concentrate on the Winter and Emergency Pressures to allow for scenario planning for the most extreme complications and to allow the group to concentrate further on developing capacity to support people to remain in their own homes.
- 1.5 In addition to working on the emergency the West Glamorgan Transformation Office is focussed on developing Business Cases for the programme in line with the new funding regime for Regional Partnership Boards announced by the Minister for Health and Social Care for the next 5 years which starts in April 2022.

2. Regional Partnership Board Governance Framework

- 2.1 In October 2021 the Regional Partnership Board agreed a new governance framework with amendments to the Terms of Reference.
- 2.2 This report has now been approved across the 3 statutory partners.

3. Transformation Board Governance Arrangements

3.1 The West Glamorgan Programme Governance Structure is depicted in the Diagram below:



3.2 West Glamorgan Key Priorities remain as:

- **Stabilisation and Reconstruction:**

Work with (and invest in) communities, third sector and volunteers in maintaining and strengthening an asset and strengths based approach to safely supporting vulnerable individuals within their communities without unnecessary recourse to critical/essential health & social care services - making sure there is a particular focus on support for carers.

- **Remodelling Acute Health and Community Services:**

Continue remodelling (and shifting the balance of funding between) acute health and community health/social care services. Key programmes include Hospital to Home and Keep Me Well At Home.

- **Transforming Complex Care**

Establish fit for purpose joint funding arrangements to support the provision or commissioning of integrated/collaborative health/social care services to support children and adults with complex needs. This is intended to:

- Safely support regional LAC Reduction anywhere on the continuum of need
- Safely support adults with complex needs to remain or return to living as

independently as possible within their families or local communities within the region rather than within more institutional health or care settings.

- Safely support children and young people with emotional mental health and wellbeing needs and other complex needs, including disabilities, to receive the support they need to live as fulfilled a life as possible with the minimum levels of intervention and receiving integrated care in a timely manner when they do.
- Ensure seamless transition between services across all services including young people into adulthood

- **Transforming Mental Health Services**

Develop a continuum of support for the population who require Mental Health and Well Being Services

4. Engagement and Coproduction

- 4.1 The Regional Partnership Board sat in July 2020 and continues now to meet as scheduled.
- 4.2 We have all partner representation which includes 3rd Sector, People (Citizens) and Carers who are integral members of the Transformation Boards and within each programme across infrastructure.
- 4.3 Further work to support these vital representatives at all levels is continuing.

5. Winter / Emergency Plan Update

- 5.1 **Appendix A** shows the summary of the winter / emergency plan for this region. It is a live document and therefore this report only shows the plan as a snapshot in time from 15th February 2022. The document is updated daily and for items marked complete, outcomes are still being confirmed and added.
- 5.2 Below are just a few extracts and practical examples of how the Regional Partnership Board has contributed and supported the Community through this Emergency:

5.3 Carers

Engaged with the Carers Liaison Forum and Young Carers Group to explore and improve the support available to enable carers to continue in their role and enhanced communication with carers

- Approved a grant for young carers to apply for funding for a service, activity or equipment to support their well-being and personal development.
- The way in which Direct Payments are used has been modified to provide more flexible and creative support arrangements for carers

For those with care and support needs, use of DP for:

- PA's / other paid for direct care
- External day services
- Other support as required / equipment

For Carers

- Needs of carer to support them to continue caring, e.g. household tasks, driving lessons
- Enhanced communication and presence established via the Carers Forum, including the attendance of senior managers/counsellors
- Explored the virtual support available to carers to confirm as much as possible was being made available
- Extended the availability of the 'Young Carers ID Card' to adults

5.4 Children & Young People

Improved the awareness and access to services available to children and young people in the region to support their psychological and emotional wellbeing, ensuring links with education

- Wellbeing support available to young people via Tidy Minds website and Kooth virtual counselling service has been promoted on partner organisation's websites and information shared with secondary schools across the region. Tidy Minds provides links to all services available for mental health and emotional wellbeing for young people in the region, whilst Kooth provides an anonymous digital counselling and support service for 11-18 year olds (this was available throughout Xmas holidays, including Xmas day)
- Training sessions ongoing in secondary schools for Kooth virtual counselling service
- Additional funding approved to bolster Emotional Health and Wellbeing funding for children across the region
- Review of children waiting longest on the Children and Mental Health Service (CAMHS) waiting list in order to plan bridging support via Local Authorities and Third Sector
- Temporary funding secured to increase psychological interventions for children with additional needs

5.5 Mental Health

Procurement process undertaken to develop a website containing information about available services for mental health and emotional wellbeing for adults in the region. This will be an adults version of the Tidy Minds website – promoted already for Young People.

The 'Focused' sub group of the Dementia and Older Persons' Mental Health (DOPMH) project is refocussed on identifying and prioritising actions that support people with dementia and their carers and families. This includes providing more training to carers and improving access to resources for professionals.

We are progressing with implementation of the Single Point of Access (SPOA) service and implementation of the 112 access pathway as a priority. This will make it easier for citizens to get advice and guidance on what mental health support is available for them in their area.

Engagement with the third sector is crucial with a number of services such as

counselling seeing an increase in referrals. Mapping of available third sector mental health support services is being updated and we have sought feedback from mental health workers on the front line (e.g. Mental Health Link officers in GP Cluster areas) on the pressures they are facing and what ideas we can implement to improve the wellbeing of our population.

5.6 Learning Disability

£18k of grants awarded to third sector/voluntary organisations to support and encourage people with learning disabilities to reconnect with community groups in their areas.

A day service mapping exercise has been undertaken to understand the current community provision for people with a Learning Disability

Increasing the update of annual health checks, funding has been made available to all health boards to support this. Engagement via a third sector organisation to support information sharing and promotion is underway

The group is continuing with the development of a regional strategy, with a provider being commissioned to run engagement events to support its development.

Leonard Cheshire Cymru scheme - Connecting Communities

Digital Inclusion Coordinator will support disabled people in the community and living in specialist social care services across the region to learn crucial skills and stay connected to their community, families, and friends throughout the pandemic. Working with Digital Community Wales to upskill our staff and volunteers, and with the support of our two Volunteer Coordinators, we will run the following activities digital Inclusion Lessons, online Social Activities, virtual Activities and reminiscing therapy.

Dimensions Cymru – Health and Wellbeing Pilot

This project seeks to support early intervention wellbeing initiatives across 4 Supported Living sites in Swansea. By developing resilience through wellbeing activities, our community will be stronger to cope with future challenges, and be investing in their future health and happiness. The activities of these programme will include both physical health (exercise, cooking, and healthy eating) and mental wellbeing (art, singing, dance, craft, and gardening). They will be finding ways to reduce stress, connect with each other in new ways and have physical and creative outlets in their life to focus on and improve their skills.

5.7 Complex Care

Improved communication with providers to ensure coordinated and timely responses to issues and updates

The regional website for care homes continues to be updated with the most up to date information from Welsh Government and Public Health Wales, giving them a repository of the most recent information in one place.

Transition Policy and Multi-Agency Panel for Children and Young People with Complex Needs are both in the test phase until March 2022.

Commissioning for Complex Needs project has been evaluated and will move into a new phase from April 2022, with the Outcome Focused Assessments projects being paused until further work can be carried out by the development of Regional Commissioning Strategies. The Regional Commissioning Strategies will link in with the data from the PNA (Population Needs Assessment) and the MSR (Market Stability Reports).

Development of an Operationalising CHC (Continuing HealthCare) Policy is on hold due to the current emergency situation. Work is continuing in the background on getting the information gathered on the number of cases awaiting a DST (Decision Support Tool).

Development of a Joint Funding agreement is on hold due to the current emergency situation.

5.8 Workforce

- Implemented 10% uplift for Domiciliary Care Staff backdated to 01st October 2021 which also includes staff in the Supported Living Sector
- Joint recruitment of Domiciliary Care Staff. Staff have been employed by Swansea Bay University Health Board and seconded to Local Authorities. Phase 1 recruitment 12 potential staff interviewed, 9 appointed. Phase 2 recruitment: further 2 appointed. Local processes remain and continue to recruit more individuals to work in the care sector
- Most significant pressure is Workforce due to staff being unwell or having to isolate as a result of Covid-19. At every meeting either via the Regional Integrated Escalation Framework or the Heads of Service share the latest issues and explain how the situations are being managed enabling the region to develop plans further or provide support.

5.9 Patient Flow & Community Resilience

- Commissioned a pool of beds within care homes to facilitate hospital discharges whilst awaiting care at home
- Hospital in-reach model implemented with third sector. Regional Offer of practical support based on needs through Age Cymru. The model was developed using existing resources with funding from the RPB. Initially this has been focused on Pathway 0 (support in the community) with potential to cross over into Pathway 1 & 2 potentially (supporting discharge pathways). Wider service development with other agencies is being considered.
- Contingency arrangements were established again this year to support ongoing care provision across the region, particularly over the Christmas/New Year period and continuing into January 2022. This included re-establishing the emergency Support Team, developing on-call rotas developed, sharing rotas shared between partners, providing additional Mental Health workers on duty, and regular contact between Commissioners and providers

6. Ongoing Work

6.1 As a Regional Partnership we continue to deliver and develop the Emergency Winter

Plan as new situations and issues arise.

- 6.2 We continue to ensure there is as much flow as possible through patient pathways from both the within the community and discharge from Hospital
- 6.3 A call to arms to has been shared with the Third Sector and wider Council Services to support the immediate emergency. We have already had some limited response from the sector from which resources are being targeted to provide support.
- 6.4 Continue to review workforce issues and redeploy staff as required to support any critical services
- 6.5 Looking to increase capacity to provide step-up support for people in the community in particular via the in house care homes in Swansea (though the capacity will be available for the whole West Glamorgan community)
- 6.6 Ensuring that all people in receipt of a care package have a contingency plan should their support fail
- 6.7 Reviewing if there are any services across the 3 statutory partners that could be paused to support the immediate crisis.
- 6.8 Working towards a bridging service for Children and Young People awaiting a service from CAMHS
- 6.9 Promoting the annual health checks for people with learning disabilities to increase the uptake, linking with GP practices and Third Sector
- 6.10 Provide financial and/ or other support to facilitate those actions where required

7. Financial Implications

There were no financial implications for core funding in this programme. All programmes and projects are either funded via ICF funding or transformation funding.

8. Workforce Impact

Not applicable.

9. Equality and Engagement Implications

- 9.1 There are no Integrated Assessments Implications associated with this report.
- 9.2 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.

- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

9.3 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

9.4 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

10. Legal Implications

There are no legal implications associated with this report

11. Risk Management

All individual programmes and projects utilise a risk management strategy.

12. Background Papers:

Not applicable

Appendix 1 - Summary of Actions from the Emergency Plan

Theme	Description	Outcome	Further Action
System Support - Direct Payments	Use of Direct Payments and other mechanisms that support families to care for their loved ones	BAU No further action	N/A
System Support - Establishment of Emergency Support Team and Resilience Planning	Standard Operating Procedure updated for Christmas 2021; Team developed and On-call rota's have been established and publicised to enable providers to access support when required	Still in Operation due to Emergency	Can be invoked at any point but staffing and contacts will need updating each time
Home First - Increased Third Sector Regional Support Offer to improve patient and community flow	Provided additional funding to Third Sector organisations in increase their capacity of existing resources	Funding End March 2021.	Outcomes need further review but if proven a pooled budget to support increased capacity at Winter or other for other emergencies may be possible
Home First - Increasing Internal Residential Care Capacity:	Additional pool of beds across the region to support hospital discharge using a reablement approach, therefore improving patient flow through timelier discharge and impacting on patient outcomes and experiences	Alternative Bedded Reablement offer in place in the case of outbreaks in Bonymaen House and / or Gorseinon Hospital	Check with Amy Hawkins
Home First - Pathway 4: Accelerated Development	Accelerated the development of Pathway 4 using externally commissioned care home beds as well as the small number directly facilitated through Swansea LA homes. Launched on 18.10.21	Still in operation and will form part of the Home First Programme going forward	N/A
ECC - Supporting Care Homes and Domiciliary Care agencies	Refocus on resilience and response to commissioned services across the region	Still in operation and the Website will continue to be a live service	N/A

Theme	Description	Outcome	Further Action
	<p>Weekly meetings held to implement a coordinated response on issues/concerns</p> <p>The Care Home page on the West Glam website is updated regularly with all the latest Welsh Government and PHW guidance</p>		
Carers - Supporting Young Carers	A grant for young carers to apply for funding for a service, activity or equipment to support their well-being and personal development.	Grant established to March 2022	Consider outcomes and Carers Partnership Board to Review
Carers - Supporting Carers Wellbeing (respite and lightening the load)	A short term a grant proposal was developed to enable third sector providers to meet the needs of cares using their services	Grant established to March 2022	Consider outcomes and Carers Partnership Board to Review
Carers - Supporting Carers Wellbeing (respite and lightening the load)	Lightening the load project, funding Care and Repair Western Bay to deliver odd jobs to carers.	Grant established to March 2022	Consider outcomes and Carers Partnership Board to Review
Carers - Supporting Carers Wellbeing (respite and lightening the load)	Grant for adult carers to top up the Carers Trust hardship grant, to the same level it was in 2020. Scope to top up grant pot again if demand is high.	Grant established to March 2022	Consider outcomes and Carers Partnership Board to Review
Carers - Expand Young Carers ID card to adults	Schemes was expanded to Adults	The ID card is in operation in Swansea and NPT Carers are due to take delivery of their card printing equipment. The Adult card scheme will soon be operational at both Carers Services in West Glamorgan.	No further action

Theme	Description	Outcome	Further Action
CYP - Increased promotion of virtual Kooth counselling service to schools	Promotion of Kooth to secondary schools has been emailed to all Head teachers with the Kooth video, summary of sign-up process and the dates of the service throughout Xmas.	Promotion of Kooth to continue with further training sessions for secondary schools	BAU
CYP - Increased promotion of virtual Kooth counselling service to CYP	Kooth has provided options for digital and physical options for marketing Kooth to children in secondary schools.	Shared options for digital and physical options for marketing Kooth with young people from our NPT Young People's Mental Health Forum and they have proposed which options they feel are ones that will work.	Funding proposal to come to Transformation Board / Silver for approval on 22.2.22
CYP - Building resilience into third sector organisations that are experiencing increase in referrals for CYP with mental and emotional health issues.	Administered third sector grant scheme for funding to cover additional costs related to increase in demand and / or cover costs being met by reserves	End March 22	Consider outcomes and Children and Young People's Programme to Review
Wellbeing and MH for both Children and Adults	Bolster Mental Health Funding utilising the prevention funding to increase emotional and mental health support across the region for adults and children Ensure the list of all the available schemes funded across West Glamorgan are shared with partners so they are able to sign post to services	Continued communications for children and young people is essential	Consider outcomes and Wellbeing and MH Programme to Review
CYP - Increased promotion of Tidy Minds website through partner websites	Promotion and links to Tidy Minds website on Swansea, NPT and Health Board web page completed	Continued communications for children and young people is essential	Consider outcomes and Children and Young People's Programme to Review

Theme	Description	Outcome	Further Action
CYP - Gaps in psychological interventions for children with additional needs	<p>Within child psychology, one of biggest gaps is psychological interventions for children with additional needs accessing the children's centres. This includes children seen by community paediatricians and therapists ie children with complex needs, physical disabilities, life limiting conditions etc.</p> <p>Utilised additional temporary funding to offer regular consultation to staff in these settings to support with the psychological aspects of the work, thereby offering indirect psychological interventions</p>	End March 21	Consider outcomes and Children and Young People's Programme to Review
Home First – Additional Pathway - Creation of a bed pool in care homes to facilitate discharge from hospital whilst an individual waits to access care at home	Transfer of patients to commence w/c 15.11.21	RPB funding ends March 21	N/A
Learning Disabilities - Support for individuals with learning disabilities to reconnect with their communities	<p>Grant available for Third Sector/voluntary organisations to support and encourage people with learning disabilities to reconnect with community groups in their areas.</p> <p>9 groups applied for funding, 6 were successful totally approx. £18k in grants awarded.</p>	Funding ends March 21	Consider outcomes and Learning Disabilities Programme to Review
System Support - Increased wages for domiciliary care workers	Uplifts of 10% across all domiciliary care registered services (including supported living) on the current hourly rate paid to providers	Business as Usual	N/A

Theme	Description	Outcome	Further Action
Wellbeing and MH - Support for Adults with Mental Health	Development a Tidy Minds Adults version of the website and renewal of self-help leaflets	Development of site planned for Jan - Apr 22	Consider outcomes and Wellbeing and MH Programme to Review
System Support - Joint recruitment of Domiciliary care workers, employed within the HB but the seconded to the LA's	11 Candidates appointed	Local recruitment continues – joint recruitment has been halted	N/A
Housing Partnership - Housing Strategy & Homelessness	Confirmation on 17/01/22 that the regional bid has been approved by The National Lottery Helping End Homelessness Fund. Work will now continue on the proposals - led by The Wallich in partnership with partners and stakeholders across Swansea and NPT - to support people to remain safely and happily in housing.		N/A
System Support - Review the volunteer work to focus on support for the emergency response e.g., use of Care Home Volunteers and wider linkages with education to establish potential opportunities around volunteering to support the wider community e.g., carers, vulnerable groups etc...	Care Home Volunteer Toolkit in development, opportunities to pilot volunteering in care homes actively being explored currently Options to create capacity through volunteering as community support being continually evolving Development of bid to support volunteering in care homes approved Initial Swansea element being progressed	Due to Emergency pressures this work has slowed – awaiting Age Cymru national pilot project report to be published to review and avoid duplicate – event attend Jan,22 and 121 with Age Cymru Pilot Project staff – detail to be entered into the toolkit.	Consider outcomes and Building Resilient Communities Programme to Review Third sector call out for volunteer support in community (dom care)
CYP - Consider third sector grant schemes to provide the bridging support for CAMHS, either waiting longest on waiting list, recently accepted onto waiting list	Work continues on this element of the plan as the waiting list continues to increase	Awaiting confirmation from CAMHS that consent forms have been received from all families in order that details can be shared with other organisations	Include in the longer term delivery plan for EH&WB

Theme	Description	Outcome	Further Action
CYP - Consideration of bridging support for CYP who could be presenting with MH issues, currently on waiting list for NDD service	Currently 841 CYP on ND waiting list, which is currently 24 months wait Work continues on this element of the plan as the waiting list continues to increase	Delay in progress in this area, though this needs to form part of the longer term delivery plan for EH&WB	Needs escalating into the Childrens Programme
CYP - Targeted work in terms of near suicide misses.	CAMHS crisis team currently only able to undertake assessments around safety planning and unable to offer treatment due to lack of capacity.	Regular attendance from Damien Rees, as chair of the Regional MAG for Suicide to ensure oversight of data and trends and progress update in terms of the work relating to CYP	Include in the longer term delivery plan for EH&WB
CYP - Increased promotion of Tidy Minds website through links with GPs High levels of inappropriate referrals from GPs to CAMHS	Liaise with GP clusters to work in partnership to deal with some of the issues	Head of Cluster Development and Planning to attend the EH&WB Board in order to strengthen links with the GP clusters	Include in the longer term delivery plan for EH&WB
Digital - Explore assistive technology to support dom care, including focus on medicine management			Unable to explore in the short term so will form part of the Digital Transformation Programme
Home First - Pathway 1: Accelerated front door turnaround linked to existing service provision e.g., the Emergency Department	<p>Priorities in progress</p> <ul style="list-style-type: none"> -Support for care homes to reaccept residents directly from ED, Admission Units etc. -Support of domiciliary care providers to reaccept packages in a timely manner after A&E attendance -Falls Team establishment -NPT Social Work presence in Morriston 	Under further development and will form part of the Home First Programme going forward	Consider outcomes and Home First Programme to Review

Theme	Description	Outcome	Further Action
	<p>-Use of third sector to encourage / support earlier turnaround</p>		
<p>Learning Disabilities: Increasing uptake of annual health checks.</p>	<p>GB will lead on the work for the health board and will update the group on progress.</p> <p>Funding has been made available by Welsh Government to all health boards which must be spent by March 2022</p> <p>There are current projects in the Third Sector, supporting people with Learning Disabilities in regards to accessing primary health care and raising awareness. However there are barriers with information sharing with Social Services and Primary Care. This effects engaging people with Learning Disabilities for Third Sector organisations.</p> <p>Work is being undertaken to publicise the need for people with a Learning Disability to have an annual health check, and to encourage them to contact their GP's</p>		<p>Consider outcomes and Learning Disability Programme to Review</p>
<p>System Support - Regional approach to the financial support we provide to Residential Care after the tapering off of payments by Welsh Government.</p>	<p>Care homes uplift of 11% overall agreed by all partners. Backdated to 1st October 2021. Uplift is on condition of RLW being implemented.</p>		<p>N/A</p>
<p>Wellbeing and MH - Dementia: Bringing resources and information together for professionals public carers and dementia patients to access support information</p>	<p>The Hub has opened in the Quadrant centre providing a centre. Providing a drop in for support and information on Dementia.</p> <p>Further support from all agencies still required.</p>	<p>Feedback from opening of The Hub has been positive and highlights need for service.</p>	<p>Consider outcomes and TMH Programme to Review</p>

Theme	Description	Outcome	Further Action
	Evaluation and feedback is going to develop the Dementia Hubs		
<p>Wellbeing and MH - Dementia/Carers: Training sessions for carers via carer centre -</p> <p>Manual Handling; emotional Resilience, coping in the moment</p> <p>Send out and e bulletin to carers and gatherer views what training they require</p>	<p>Dementia/Carers: Training sessions for carers via carer centre -</p> <p>Manual Handling; emotional Resilience, coping in the moment</p> <p>Send out and e bulletin to carers and gatherer views what training they require.</p>		<p>Consider outcomes and TMH Programme to Review</p>
<p>Housing Partnership - Develop appropriate guidance on housing needs for inclusion in discharge process.</p> <p>Identify potential different approach for discharge from mental health services.</p> <p>Communicate guidance and discharge process with relevant hospital services (e.g. specific sites and wards).</p>	<p>Guidance available as part of Discharge Process on supporting people with housing needs.</p>		<p>Consider outcomes and Housing Partnership to Review (linked to wider theme of Integrating Support Services)</p>