

From: Dan Watkins, Cabinet Member for Adult Social Care and Public Health
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To: Health Reform and Public Health Cabinet Committee
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Subject: Kent Weight Management Strategic Action Plan

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the weight management strategic action plan (appendix 1) for adults across Kent, focusing on tier 1- 4 services for eligible local residents. The action plan was jointly developed by Kent County Council and NHS Kent and Medway Integrated Care Board (ICB) and provides the opportunity for future collaboration on improving the health and care of local people by driving improvements in weight management services. The paper provides an overview of the current local picture of overweight and obesity, describes the current weight management services in Kent and highlights seven strategic actions (key lines of enquiry) which will be implemented to address the issue of weight management, what success looks like and incorporates a strong governance structure to ensure successful implementation and maximal results.

Recommendation(s): The Health Reform and Public Health Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the Weight Management Strategic Action Plan presented.

1. Introduction

- 1.1 The paper provides an overview of the weight management strategic action plan for the Kent adults, with a focus on tier 1- 4 interventions.
- 1.2 Partners from Kent County Council (KCC) and the Integrated Care Board (ICB) have been working independently to tackle obesity in their various capacities. However, in recognition that they are stronger together, both organisations collaboratively developed the Kent Weight Management Strategic Action Plan.
- 1.3 The plan is to provide the best available weight management services and ensure equity of access for eligible Kent residents, appropriate to their needs within the context of the current landscape challenges and address the complexity of obesity.

1.4 The Weight Management Strategic Action Plan details work done to date to clarify eligibility and better understand the local picture, outlining seven key lines of enquiry or 'strategic actions' which are now necessary to make further progress in this to inform service optimisation for local people.

2. The current local context

2.1 The approach and scope of the Weight Management Strategic Action Plan.

- The strategic action plan is jointly owned, led and overseen by KCC and the ICB.
- Weight Management Services are multicomponent interventions which provide support for people whose Body Mass Index (BMI) is in the overweight, obese or severely obese range. Depending on their severity, they can be referred to appropriately tailored support.
- These elements are expected to be brought together in time to an overarching strategy for healthy weight in Kent, taking a holistic approach, encompassing both children and adults, sitting within the wider Kent and Medway Integrated Care Partnership's (ICP) Integrated Care Strategy which has just been launched.

2.2 The current local context – the case for change

- In Kent, the percentage of adults classified as overweight or having obesity increased from 63.1% in 2020/2021 to 65.8% in 2021/2022. While the percentage of adults classified as obese only increased from 26% in 2020/2021 to 27.3% in 2021/2022, this increase was statistically significant¹
- The majority of Kent districts had higher prevalence of overweight and obesity compared to the Southeast regional average (62.7%) and England average (63.8%) however Folkestone and Hythe (72.8%), Thanet (72%), Dover (69.4%) and Gravesham (68.3%) had the highest overweight and obesity prevalence. The prevalence of overweight and obesity was below the England average in Tunbridge Wells (57%), Sevenoaks (58.5%) and Ashford (62.1%)
- Obesity is a significant risk factor for many physical and mental health conditions such as type 2 diabetes, other metabolic diseases, cardiovascular disease, liver disease, some forms of cancer and osteoarthritis, depression, low self-esteem, posing a high burden to health and social care. As a result, there is an increased risk of disability and premature death for individuals living with overweight and obesity²

¹ [Obesity Profile - Data - OHID \(phe.org.uk\)](https://phe.org.uk)

² [Adult obesity: applying All Our Health - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

- The increasing number of people living with obesity in Kent and recognising there are inter-dependencies and a need for creating more seamless flow across the four tiers and create

2.3 In Kent, all four Tiers of weight management services are provided for local people. KCC commissions Tier 1 and 2. The ICB commissions Tier 3 and 4. These tiers are described in further details with eligibility criteria in appendix 2.

- Tier 1: Universal, behavioural interventions focused on obesity prevention and promotion of healthy eating and physical activity (for example through public health campaigns and providing brief advice in primary care/community settings) -One You Kent - Kent County Council Healthy Lifestyle service fits into the Tier 1 element of the weight management pathways.
- Tier 2: Community-based lifestyle, weight management services. These are typically group-based and are focused on behaviour change including diet, nutrition, and physical activity. Typically, limited time, up to 12 weeks - [Healthy weight - Kent County Council](#) is commissioned by KCC, other available Tier 2 services are included in appendix 2.

Tier 3: Specialist weight management services. Provide non-surgical, intensive lifestyle management programmes, delivered by a multidisciplinary team, typically including specialist physicians, nurses, dieticians, psychologists, and physiotherapists/ exercise therapists. Tier 3 is commissioned by the NHS Kent and Medway ICB through TBC Healthcare tier 3 services.

- Tier 4: Surgical and non-surgical interventions. Typically, bariatric surgery, with multidisciplinary lifestyle support pre- and post-operatively. Tier 4 is commissioned by the NHS Kent provided across six NHS acute trusts. Currently, we do not have access to Tier 4 data. This is why we the KCC and ICB teams are working together on developing the Strategic Action Plan. The plan will include steps to improve our understanding and work in seven key strategic areas. This includes gathering and reviewing data to improve weight management services for eligible local people in Kent.

2.3.1 Table 1 illustrates 2022/23 data on numbers supported and outcomes of weight management services (tier 1, 2, 3 and 4). Please note that the Enrolled is a percentage of referrals that we "signed up" from referrals to the course. The numbers supported are the numbers this equates to. So, for Tier 2, of the total referrals, 38% enrolled, which equates to 2,038.

Table 1: 2022/23 data on numbers supported and outcomes of weight management services (tier 1, 2, 3 and 4)

	Numbers supported	Enrolled	Completed intervention	Participants who lose weight	Participants that lost at least 5% of the body weight

Tier 1	3,787 Diet and physical activity support	No data available	24% complete their exit goal within 6 months of finishing the service	No data available	No data available
Tier 2					
Kent - Core	2,038	38%	63%	62%	22%
National - All	85,605	65%	37%	43%	16%
Tier 3	2723	1111	92%	89%	66%
Tier 4	No data available				

2.4 Seven strategic actions

2.4.1 The seven strategic weight management actions have been identified through collaborative efforts. A rigorous process was followed, which involved engaging with relevant stakeholders, conducting benchmarking, considering learning from the KCC Public Health Service Transformation Programme, and ensuring the actions are evidence-based. These actions will be instrumental in helping to deliver better weight management services to the people of Kent. These are the seven actions:

- **Strategic Action 1:** Embedding the Weight Management Strategic Action Plan into the wider context of prevention, clinical pathways and whole systems obesity approach, and building strong cross-system collaboration and leadership to oversee and deliver this together.
- **Strategic Action 2:** Use the best of collective skills across partners to understand in depth the needs of local people and plan together priority action to best meet these needs.
- **Strategic Action 3:** Create a more seamless pathway for flow across the tiers and a single referral form to optimise referral, working across existing pathway areas which are led by different partner organisations to understand the state of play in more detail at each tier of the pathway and factors affecting quality, impact and flow across the tiers.
- **Strategic Action 4:** Improve self-referral access, including information provision for local people and suitability checks by providers.
- **Strategic Action 5:** Improve primary care understanding about the pathway, its needs and their engagement with this.

- **Strategic Action 6:** Enhance our approach to service user engagement and use of insights gained from this by providers to optimise services further.
- **Strategic Action 7:** Ongoing learning, knowledge sharing and innovation across local providers, internal and external stakeholders, national and international approaches to optimise continuous improvement approach to weight management.

3. Governance of this Weight Management strategic action plan

- 3.1 The implementation group will be led by a new Kent Weight Management Strategic Action Plan Implementation Leadership Group with ICB and KCC staff members representing public health, commissioning, clinicians, ICB managers and other teams.
- 3.2 In KCC, the Public Health Consultant and the Healthy Lifestyles team in the Public Health Directorate will lead this work. The ICB will be led within the out of hospital programmes under the elective team.

4. Measures of Success

- 4.1 Adapting a Donabedian approach is used to evaluate healthcare quality to measure the basis for the metrics framework **looking specifically at structure (resources/accessibility), process (activities) and outcomes (desired results of programme/ performance).**
- 4.2 Currently, there are no Key Performance Indicators (KPIs) available for Tier 1 (Lifestyles Service). This is part of the rationale for undertaking this work and building this Strategic Action Plan jointly across KCC and ICB teams, proposing steps to strengthen our understanding and work in seven key strategic areas, including data gathering and review, to optimise weight management services for eligible local people in Kent. The table below shows measures used for tier 2 and tier 3. These metrics can also be analysed by demographics to determine and monitor inequalities, as well as working with providers to share or collect data on other populations which we know to have higher risks from excess weight such as those with mental health conditions or learning disabilities. However, having a consistent dataset will also need to be agreed across providers. We are currently not aware of any Key Performance Indicators (KPI) for tier 4.

	Process	Outputs	Outcomes
Tier 1	No metrics or data available	No metrics or data available	No metrics or data available
Tier 2	100% of participants enrolled in the service meet the eligibility criteria.	60% of participants complete the active intervention.	75% of participants will have lost weight at the end of the active intervention
	Referrals to the service	% of individuals enrolled in the service are from identified	30% of all participants will lose a minimum of 5% of their (baseline)

		high risk groups (BME; men; people with learning difficulties)	initial body weight, at the end of the active intervention
		100% of enrolled participants are invited to provide feedback at the end of the active intervention.	50% of completers will lose a minimum of 5% of their (baseline) initial body weight, at the end of the active intervention.
		Patient satisfaction	35% of completers provide a weight measure at 6 months
			20% of completers provide a weight measure at 12 months
			% of completers at 12 months have a body weight which is lower than their baseline body weight
Tier 3	Number of individuals referred to the service	% of people attending and who are referred to the Multi Disciplinary Team (MDT) within 6 weeks	Referrals to Tier 4 based on pathway recorded at MDT.
	Inappropriate referrals to the service	Number of people who have attended within 6 weeks of referral	% participants who successfully achieve weight loss
		Number of people attending MDT within six weeks of referral	Reduction in medication use after active intervention
		Patient satisfaction (by patient questionnaires or surveys)	
Tier 4	No metrics or data available		

- Other measurement of success includes Public Health Outcomes Framework relating to obesity and obesity related conditions.

5. Conclusions

- 5.1 KCC and the ICB worked together to develop the Kent Weight Management Strategic Action Plan. The plan aims to address the complex issue of weight management and provide the best possible adult weight management services to eligible Kent population.
- 5.2 This paper provides an overview of the current context of excess weight and weight management services in Kent. It describes seven strategic actions which will be implemented to address the issue of weight management. The plan also aims to ensure clarity about the referral pathway and criteria and incorporate a strong governance structure to ensure successful implementation and sustained results.

6. Recommendation(s)

- 6.1 The Health Reform and Public Health Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the Weight Management Strategic Action Plan presented.

7. Additional Documents

7.1 Appendix 1 – Weight Management Strategic Action Plan

8. Contact details

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