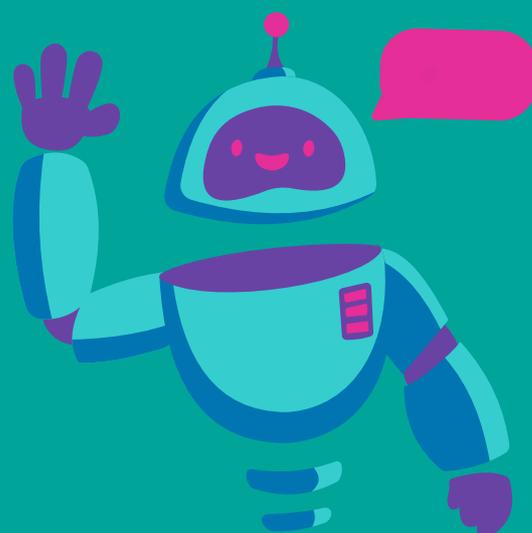


2023

# The Innovators Toolkit

Sharing the approach  
from The Social  
Prescribing Innovators  
Programme (SPIP)



Programme led by  
**Social Prescribing & Community  
Led Prevention**

**Transformation Partners in  
Health & Care (TPHC)**

Funded by  
**NHS England London**



# Table of Contents

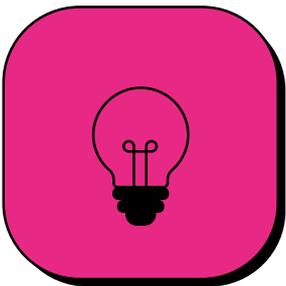
<u>Executive summary</u>	3
<u>Purpose and scope of the Toolkit</u>	4
<u>How can this Toolkit be useful to you?</u>	5
<u>Background to the SPIP pilot</u>	6
<u>Why invest in bottom up change?</u>	7
<u>Key Guiding Principles</u>	8
<u>Who can benefit</u>	9
<u>How did we develop the approach</u>	10
<u>Core components of the pilot programme</u>	11
<u>Who can deliver an Innovators Programme?</u>	12
<u>Where can the Innovators Approach work?</u>	13
<u>The resources, time and tools required</u>	14
<u>Step by step approach</u>	15
<b><u>Top Tips</u></b>	21
• <u>Managing the programme</u>	21
• <u>Talking about the programme</u>	22
• <u>Demonstrating impact</u>	23
<u>Templates &amp; Resources</u>	25
<u>Appendices</u>	26
<u>Contact us</u>	34

# Executive Summary

The Innovators approach is a replicable way to enable meaningful bottom up change in health and care. It does this through developing local leaders.

This toolkit takes you through all the ingredients and things to consider when planning your own Innovators Programme.

## 4 key threads of the approach:



1. Partnership and collaboration
2. Quality improvement and coproduction
3. Flexibility and continuous improvement
4. A strong vision to rally around

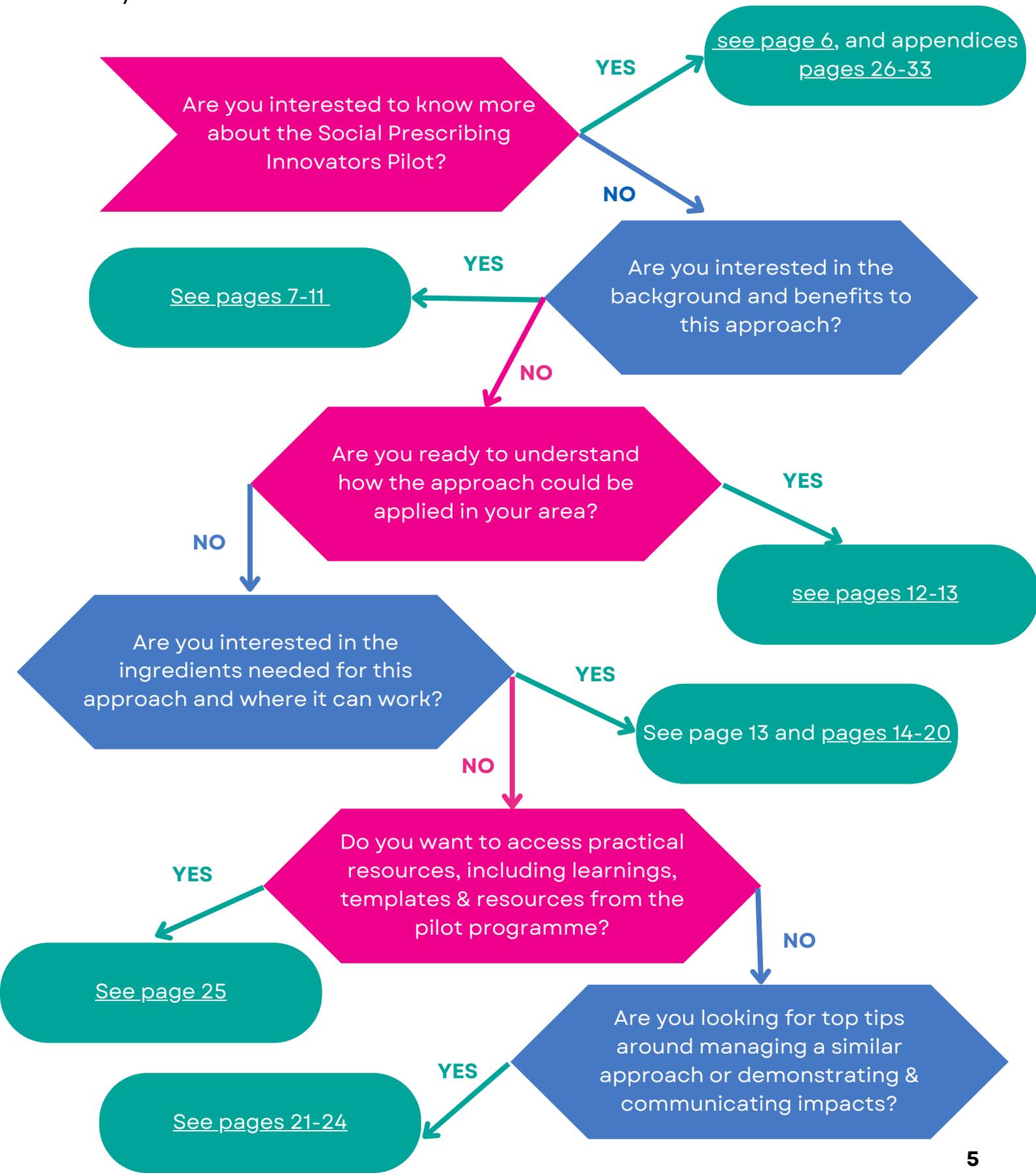
## Key messages:

- The approach is cost effective and transferable across a range of contexts to develop local leaders to solve widespread challenges.
- People on the frontline have the skills and experiences to solve the biggest current challenges to health care, they just need the time, space, and support to innovate and lead.
- This approach should be invested in to develop health and care to meet current priorities and cater to the needs of the population in a scalable and sustainable way.



# How can this Toolkit be useful to you?

Use the flow chart to find out which parts of the Toolkit will be most useful for you.



# Background to the SPIP pilot

The Social Prescribing Innovators Programme (SPIP) was a 6 month pilot which enabled 12 projects, 70 participants and 15 projects leads on the frontline of social prescribing to innovate their local Social Prescribing services. They received Quality Improvement training (QI), coaching, and support from a board of experts alongside up to £10k funding.

Applicants chose to tackle a challenge within one of the following themes:

- **Recruitment and retention** of Social Prescribing Link Workers (SPLWs)
- **Improving access and uptake** of Social Prescribing among specific cohorts of people who need it the most
- **Demonstrating the impact** and benefit of Social Prescribing on individuals, communities and the healthcare system

More information about the programme and the innovations it gave platform to:

- Programme brochure: Find out more about the activities of the programme.
- Project snapshots: Find out more about each of the projects, their aims, activities and impacts.
- Project impact summaries: Read more about the impacts the projects have had in just 6 months.
- Ongoing support: We are continuing to support participants to ensure their project has sustainability, read more to find out how on slide 8.



# Why invest in bottom up change?

Investing in bottom up change builds the capacity of the system to solve their own challenges, through development in four key areas.

"This approach to addressing health inequalities has been transformative in NEL. As an ICB we are taking the approach and learnings in all aspects of our transformation strategy to ensure we can better serve our local communities"

Dr Jagan John, Primary care board member, NEL ICB, Clinical Director for Personalisation for NHSE (London), SRO Community Led Prevention for TPHC

## Enabling change capability



Supporting services to test & share innovative solutions supported by Quality Improvement training develops capability for locally led improvement.

## Building stronger networks



Projects build a strong network with partners across different areas. These strengthen services, reduce duplication and makes best use of assets.

## Upskilling workforce



Training participants to develop meaningful projects means skills are embedded locally and they develop as leaders in their roles and beyond. This also supports staff satisfaction and retention.

## Demonstrating impact



Enabling participants to develop skills in evaluation and supporting the infrastructure around this, services are better able to demonstrate impact now and in the future.

# Key guiding principles

The Social Prescribing Innovators programme can be adapted across settings, contexts and geographies, however there are some ingredients that are important not to miss!

## Partnership and collaboration



Ensuring a range of people are involved in the genesis, development and evolution of both the programme and each project.

## Flexibility and continuous improvement



Leading by example, adapting the programme as feedback is gathered and sharing this openly, to encourage a culture of flexibility.

## Quality improvement and Co-production



Utilising the strengths of quality improvement approaches and community development, ensuring beneficiaries of change see the impact they'd like.

## A strong vision to rally around



Our vision is to tackle health inequalities and enable people in social prescribing services to do so, through leading project aiming to improve Access, Impact, or Recruitment & Retention.

# Who benefits from the Innovators Approach?

There are a number of benefits across different levels of the system

## Participants



- Able to lead a project and team through change
- Greater confidence, improvement skills and relationships
- Developed into a local leader

## Patients and Communities



- Better access, outcomes and experience of health care
- Needs better met with the right care at the right time in the right place
- Greater community involvement and cohesion

## Healthcare services



- Better able to deliver outcomes for the population
- Less pressure on the system as better able to cater to demand
- Able to reduce health inequality

## The wider system



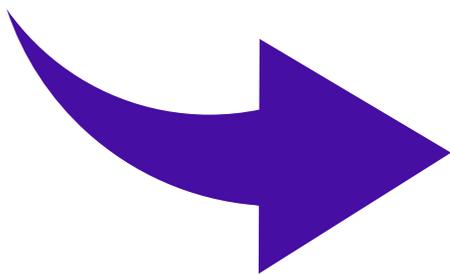
- Sectors can tackle big issues of inequality together
- Relationships built that flourish into partnerships cross sector

# How did we develop the approach?

The approach was developed and tested in the 6 month pilot Social Prescribing Innovators Programme.

## A pilot programme across London

- Twelve projects led by those of the frontline of social prescribing tackling challenges to social prescribing across London.
- Tested a programme of support including QI & skills training, coaching, connection building, problem solving with peers, supported by a board of stakeholders across social prescribing. [Read more here.](#)
- Continuously gathered feedback and carried out an in-depth evaluation with UCL to understand the impact and how the programme can be improved



## Evaluating the approach

- Continuously seeking feedback and reflections throughout
- A before and after questionnaire to gather feedback and potential improvements
- Impact evaluation at UCL to be published in October

## Scaling the approach

- Sharing the impacts and learnings at our Showcase earlier in the year ([slides](#))
- Developing this toolkit to support people to embed the Innovators approach
- **Would you like to run something similar in your area?** We can work with you to setup and co-deliver Innovators programmes in your patch, [find out more here.](#)

# The Approach

At each stage of the programme, there are aspects to consider



# Who can deliver an Innovators Programme?

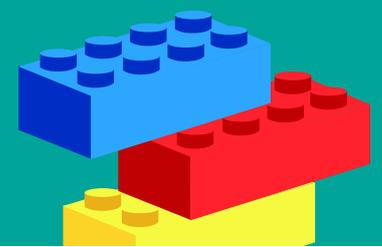
**This programme can be run across a range of disciplines & sectors!**

However, there are some key building blocks to a successful delivery team:

- **Project management** skills – Having documents that track all of the applications and projects can support in delivery across a team.
- **Data and evaluation** skills – Mapping the intended impacts of the programme and planning how you'll communicate and monitor this from the start. Thinking about how you can support projects to do the same is key.
- **Motivating and flexible facilitators** – Can make or break the programme and help people want to keep on engaging.
- **Critical friends** – Having a formal or informal group of people to shape the programme throughout helps to ensure the programme is useful for all involved – think about having someone from all relevant stakeholder groups!

**A group that delivers an Innovators Programme might be:**

- An existing team that deliver improvement projects e.g. Regional organisations
- A training provider or body e.g. Training Hub
- A commissioner of services, testing ways to improve services e.g. ICSs
- A multi-agency team or collaborative e.g. PCNs
- A partnership between different teams e.g. borough based partnership



# Where can it work?

**It can work anywhere where there is a problem and people motivated to test solutions!**

To bring this to life, we've pulled out two examples of Innovators Programme's we think could be really exciting across many teams or sectors:

## Evaluation and Impact

1. **Problem:** In various services, impact is often not measured or only thought of as a last resort. This programme wants projects to tackle the challenge of demonstrating impact of x service.
2. **Themes for applicants to choose from:** Data collection methods, Reporting and communication impact, Using impact data to inform service design.

## Workforce

1. **Problem:** Capacity is a challenge across many teams and sectors. This programme wants projects to investigate how capacity can be freed up among workers so they can do x.
2. **Themes for applicants to choose from:** Freeing up existing staff, Bringing in extra resource

**We think an Innovators Programme can be particularly helpful in a context where:**

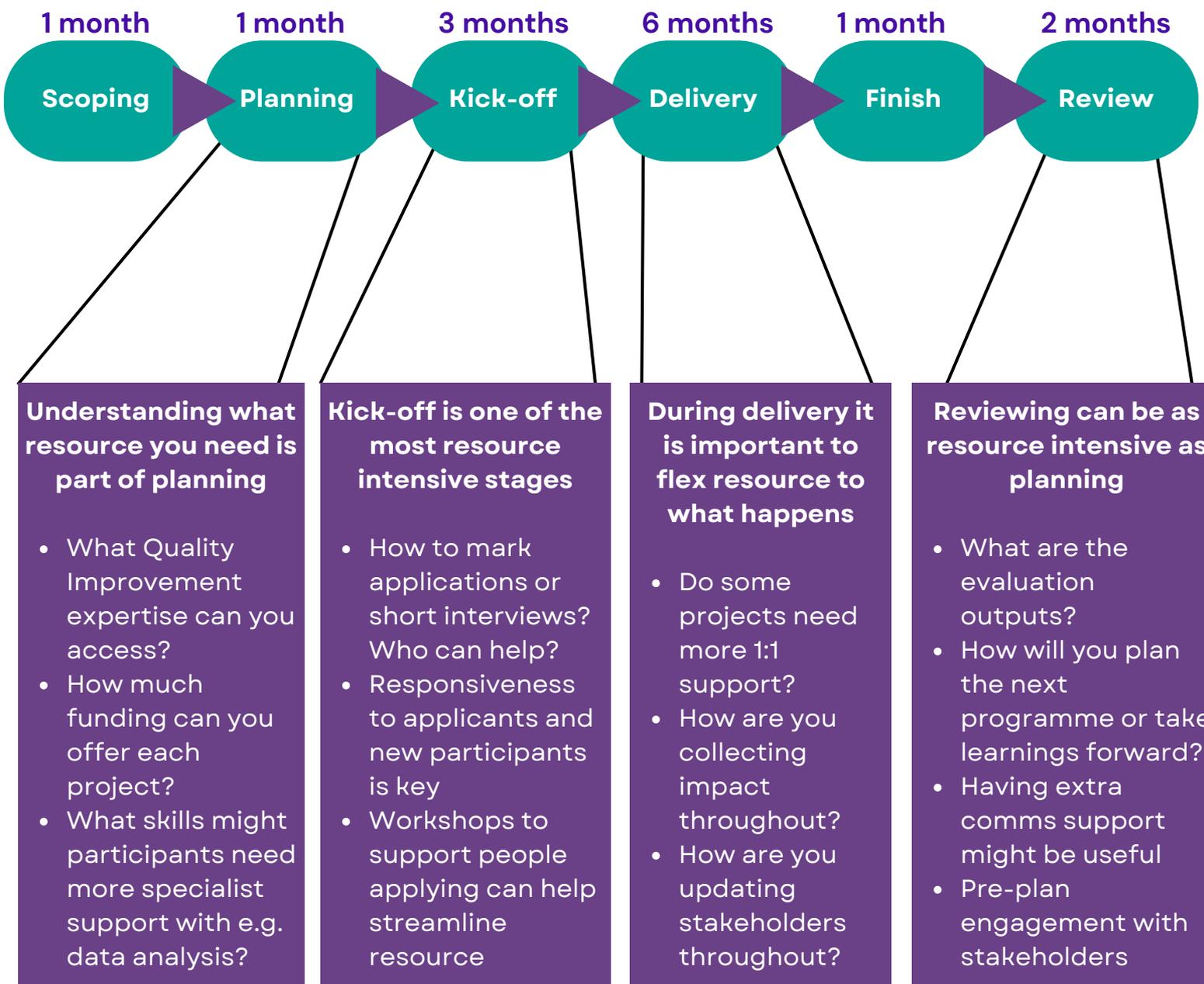
- Change is perceived as difficult
- There are many possible solutions to a problem
- You aren't sure which solution is best
- People have great ideas but lack the skills, time connections, experience or confidence to carry out improvement projects
- Top down improvement is the norm, but you want to try something different



# What resources, time and tools are required?

What are the key ingredients for an Innovators programme?

Example timeline



More resources and examples are here.

# Scoping

What's involved in the scoping phase in developing a programme of this nature?

## Engagement



- Understanding systemic challenges from the frontline
- Identifying & engaging key stakeholders to shape the programme based on insights from the system
- Exploring existing similar work

## Write up



- Developing final proposal or plan
- Include background (why now?), theory of change, programme summary, suggested timelines, budget & costs, & next steps

## Theory of change



- Including inputs, activities, outputs, outcomes and impacts
- Including the problem the programme aims to solve and how it aims to solve
- Thinking about key challenges and enablers

## Feedback



- Sharing final proposal with key stakeholders for feedback
- Amending the proposal according to feedback from the system and those close/involved in the work

# Planning

What's involved in the planning phase in developing a programme of this nature?

## Defining



- Agreeing resources, assets and budget needed
- Agreeing timelines and milestones e.g. dates for programme sessions
- Defining clear roles & project deliverables

## Designing



- Developing resources to manage the project & resources to share externally
- Some examples include an application tracker as well as information packs for applicants & board members
- Bring together a group of experts across the area to act as a board to support the programme throughout.

## Sharing



- Sharing resources about the programme with key stakeholders via email or in meetings
- Planning sessions to share more & answer any questions e.g. an application workshop
- Developing communication plan
- 

### What we did on the Innovators pilot?

- Shared communications via our SP networks, on Twitter, in newsletters and bulletins
- Shared information about the programme in key meetings
- Held a Application Workshop for SP services, SPLWs and others interested in the programme with guidance on:

1. what the programme involves
2. who can apply
3. application process

# Kick-off

What's involved in the kick-off phase in developing a programme of this nature?

## Applications



- Developing application form
- Developing a process for recording & tracking applications as they come in
- See our application form & tracker in resources section
- Ensuring appropriate arrangements to capture & record EDI data

## Kick-off meeting



- Communicating outcomes to applicants
- Supporting unsuccessful applicants by signposting/connecting to other opportunities
- Holding a kick-off meeting with all successful applicants to explain next steps
- Sharing outcomes with wider stakeholders and via our networks, celebrating the 12 successful projects!

## Scoring



- Developing process for scoring e.g. shortlisting & decision making board
- Engaging a diverse board of experts across sectors, expertise and experiences
- Developing clear marking criteria in line with criteria shared with applicants, considering equality, diversity & inclusion (EDI) within this

### What we did on the Innovators pilot?

- Three rounds of scoring & selecting the 12 projects:
  1. shortlisting top 20 internally based on marking criteria
  2. presenting top 20 to decision making board to vote yes/no/maybe
  3. final decision made internally
- Supported unsuccessful applicants by sharing a document signposting to training & funding opportunities, and engaging ICSs in their projects
- Shared a blog to launch the programme with more information about the programme & each of the projects

# Delivery

What's involved in the delivery phase in developing a programme of this nature?

## Planning sessions



- Planning sessions based on feedback from those involved on what's most useful e.g. through surveys, meetings or emails
- Seeking people with knowledge & expertise to share in sessions or through 1:1 support (e.g. mentoring)

## Engagement



- Sharing relevant programme information, resources and opportunities with participants
- Creating a platform to share & store all session information & resources developed across the six months
- Seeking feedback from participants after each QI training session, and through surveys, then adapting accordingly

## Funding



- Developing a process of drawing down funding e.g. how to invoice
- Sharing clear timeline & guidance around when & how funding will be received
- Recording status of funding for each project

### What we did on the Innovators pilot?

- Shared two surveys with participants at start & mid-programme, engaged in check-in support sessions or via email for feedback on support received & what would be most useful
- Developed a simple process for invoicing through two instalments, and tracking using record of projects (see resources section)
- Shared with participants:
  1. session reminders, how to prepare & after sessions slides, recording etc.
  2. additional support opportunities e.g. connecting with mentors

# Finish

What's involved in the finish phase in developing a programme of this nature?

## Celebration & reflection



- Bringing all those involved in the programme together to connect with others interested in this work
- Celebrating engagement, successes and sharing impacts
- Providing opportunity to reflect on what went well & what didn't

## Ongoing support



- Building a network of leaders who can continue to support each other & share learnings in their patch
- Providing opportunities for projects to share process, impacts & learnings e.g. meetings/webinars
- Supporting participants with securing further funding through coaching, action planning & signposting

## Sharing impacts



- Providing a platform to share innovative work developed as part of the programme (online resources/webinar)
- Supporting participants to evaluate & communicate impacts in an influential way
- Engaging others across the health & care system in embedding this approach

### What we did on the Innovators pilot?

- Held an in-person Graduation event to:
  1. Celebrate project achievements and share learnings
  2. Reflect on the success of the pilot programme
  3. Discuss and explore next steps for projects to ensure sustainability
- Ran a webinar to share more widely the impacts, our learnings & benefits of this approach
- Offered 1:1 sessions for participants to provide support with sustaining or scaling projects

# Review

What's involved in the review phase in developing a programme of this nature?

## Interviews



- Inviting all project leads to answer questions around the impact of the programme on them, their colleagues & the communities being served
- Questionnaire sent to all participants

## Programme next steps



- Sharing approach, learnings & impacts to the wider system
- Exploring with stakeholders how the approach could be adapted & applied in different settings
- Using key themes from the evaluation to adapt & shape next steps or support others to develop a similar programme of this nature

## Write up



- Listening back & anonymising interview transcripts
- Coding transcripts for specific impacts, reflections or comments
- Writing up results from thoughts shared in questionnaire & interviews

## What we did on the Innovators pilot?

- Invited project leads to 20–30 min interviews & shared an open questionnaire with all participants to share feedback on the programme
- Analysed transcripts coding for specific comments, reflections, feedback or impacts
- Shared importance of the approach via a webinar & this toolkit
- Holding sessions with key stakeholders to discuss how the approach can be applied to their work

# How to manage the programme

How to support and organise, whilst keeping the approach flexible



## Top tips throughout the Programme life cycle

### Scoping

Ask potential applicants what they'd find most useful in terms of meetings & administration.  
Agree what information you'll collect as you go along and who is responsible.

### Planning

Using PowerPoint, Canva or more visual tools (over Word or Excel) to map out the programme, theory of change, activities and dates to communicate this more easily with different people.

### Kick-off

Carry out contracting and agree terms of involvement in an interactive session to support participant engagement.

### Delivery

Fill a reflections log during debriefs after each activity to capture what worked, what didn't and what changes are made, share 'you said, we did' with participants.

### Finish

Plan how the programme will close and events around this, alongside participants in the programme.

### Review

Review all information collected with the project team and how it will be used.  
Use the reflections log to draw out key learnings to share with your organisation

# How to talk about the programme

How to maximise your communications for impact



## Top tips throughout the Programme life cycle

### Scoping

Let key stakeholders know about the plans, use their priorities to inform the focus.

Can you use scoping as an opportunity to make new connections to relevant people?

### Planning

Regular updates throughout planning to people supporting the programme will support engagement.

Think about what could be a job shared rather than just done by the project team, share these opportunities

### Kick-off

Make some noise! How can you increase the reach of comms about this? Would a launch event work? Which channels are most effective for you?

### Delivery

Share dates in one easily shareable place such as a google doc, including Teams links, resources shared to create one version of the truth.

### Finish

Map out all the places where they'd want to hear about the learnings from the programme, encourage projects to do for their work

### Review

How can you motivate participants to share their impacts, learnings and feedback? For example, interactive sessions, what would be useful for both them and the programme team?

# How to demonstrate impact

How do we show what is working and the effect it has had at both the programme and project level?



## Top tips throughout the Programme life cycle

### Scoping

Ask people who have carried out improvements in your chosen area how they measured success.  
Try a group activity to develop a theory of change.

### Planning

Hold a session with stakeholders to understand what they'd like to learn or gain from the programme to inform an evaluation.  
Map out how you'll measure each impact in one place.

### Kick-off

Use the application process or kick-off as an opportunity to collect baseline data on participants and the problems they are innovating against.

### Delivery

Use sessions as an opportunity to collect soft data e.g. reflections, updates on progress, project impacts.  
Templates help make this consistent!

### Finish

A group activity sharing successes can be a nice way to understand the impact on participants.

### Review

Brainstorm what you hope will happen as a result of the evaluation, e.g. secure funding. This will help you create the right outputs, speaking to the right audience.

# How to demonstrate impact

How do we show what is working and the effect it has had at both the programme and project level?

## Example Framework for mapping out how you'll measure impact

IMPACT/MEASURE	HOW	WHEN
<b>Participant</b>  A. Confidence and relationships B. Skills for QI and change C. Feedback on programme	A. Pre and post survey, interviews B. Pre and post survey, interviews C. Post survey, group feedback at graduation, interviews	A. Oct, April B. Oct,, April C. Oct, March, April
<b>Service users</b>  A. Increased access to SP services B. Better experience of SP services	A. Project impact summaries, interviews with participants B. Project impact summaries, interviews with participants	A. March, April B. March, April
<b>SP team/system</b>  A. SP teams better supported to improve B. SP services have a greater ability to tackle health inequalities	A. Project impact summaries, interviews with participants B. Project impact summaries, interviews with participants	A. March, April B. March, April

More resources and examples are here.

# Templates & Resources

We developed a number of documents and resources as part of the pilot, and have collated templates below to share.

## Pre-Launch Phase

[Information pack for applicants](#)

[Information pack for board members](#)

[Application form](#)

[Application tracker](#)

[Example of marking system for application](#)

[Marking guidance](#)

[Participant agreement](#)

## Programme Activities

[Board meeting presentation template](#)

[Record of projects](#)

[Project snapshot slide](#)

## Evaluation

[Example temperature check questionnaire \(mid-programme\)](#)

[Example impact summary in Canva](#)

[Example post-programme questionnaire \(includes pre-programme questions\)](#)

[Example interview guide](#) for qualitative interview around impact of programme

# Appendices



# 12 Innovative Projects

Projects are having far reaching positive impacts, proactively targeting minority groups, as well as supporting wellbeing of the Social Prescribing workforce thereby improving recruitment & retention.



Below is a list of all project ambitions:

## ACCESS TO SOCIAL PRESCRIBING SERVICES

1. *Tackle isolation and loneliness among Black and Minority Ethnic (BAME) backgrounds through community outreach in Ealing*
2. *Improve access to Social Prescribing for those not able to access via a GP in Barking and Dagenham*
3. *Enable proactive Social Prescribing targeting men's mental health in Tower Hamlets*
4. *Support patients suffering Mental Health, anxiety, and bereavement in Waltham Forrest*
5. *Engage migrant, asylum seekers and refugees through community outreach in Hounslow*
6. *Improve access to pre-diabetic support for south Asian and black minorities in Walthamstow*
7. *Improve access for Somali and Arabic speaking communities through proactive outreach in Camden*
8. *Improve access to homeless populations and refugees in City & Hackney*
9. *Proactively supporting women's mental health / wellbeing issues in Lambeth*

## RECRUITMENT AND RETENTION

1. *Provide specialist Social Prescribing Link Workers targeting Severe Mental Illness (SMI) in Hillingdon*
2. *Develop voluntary roles to support link workers in Camden*

## DEMONSTRATING IMPACT

1. *Evaluate SPLW services to demonstrate impact in Lambeth*

# Programme offer of support

Successful applicants benefited from a 6-month programme of support, alongside up to £10K in funding.

Consider the elements below to create a rounded offer.

## Quality Improvement training

Four sessions focused on taking a problem-based approach. Learning in depth how to analyse a problem, test, implement and measure the success or potential solutions. Including theory of change and Plan Do Study Act.

## Coaching

Three opportunities for leads to access tailored support with personal effectiveness, project goals, relationship building and leadership from a qualified coach, empowering them to realise their own potential.

## Skills-share sessions

Three workshop sessions to share learnings & skills across common themes relevant for innovation & project development. Including an hour of delivered content & exercises, followed by an hour of peer consulting to unpick a challenge.

## Peer co-consulting

A structured, collaborative way of thinking about solutions to a problem through guidance & coaching from members of the group, and without participation from the problem owner.

Topics included:

- Visioning and theory of change
- Evaluating your project
- Sustaining and scaling your project



# Programme offer of support

Successful applicants benefited from a 6-month programme of support to help deliver projects against their specified 'challenge'.

## Board check-ins

Three meetings, where projects presented their progress on a specific stage of their project to receive support & guidance from the SPIP board. This was a board of experts convened across a range of expertise from within academia, Social Prescribing, innovation and much more. PowerPoint templates were given for participants to share each update.

Project stages:

- Project planning
- Evaluation planning
- Sharing project impact



## Drop in sessions

Monthly drop-in sessions providing an informal space for all project participants to ask questions to the TPHC team, access further support and network with fellow programme peers.

## Additional support

- Google doc provided as a resource to access programme & session information, as well as additional training resources.
- Opportunity to be connected to a mentor from Digital Health London Accelerator companies who have a wealth of experience in project management, strategic influencing and impact, to support with specific skills.
- Networking opportunities with participant cohort as well as wider partners e.g. at the in-person Graduation.
- Access to ad hoc support through partners for specialised topics.

# Theory of change

## Social Prescribing Innovators Programme Pilot



## We're achieving impact at three key levels:



### 1. Individual & Community Impact

Greater access to more holistic health & wellbeing support and health care

### 2. Participant Impact

Improved confidence, skills & capability to improve services

### 3. Wider System & Partnership Impact

Strengthened networks & partnerships across social prescribing, VCSE & healthcare

# Reflections

We have been committed to seeking feedback from all those involved throughout the course of the programme and following the six months of support. We've heard inspiring reflections from project leads, participants, board members, trainers & wider stakeholders interested in the approach.

"It has been a lifeline"

'I feel like this is one of the most important things I have done in my career'

**Participants feedback**

'Enjoyed thinking of new creative change ideas which has helped thinking about different things for our own project'

'We have been able to look at the challenges in our own projects and implement practical ideas to be tested – great peer support'

'It has allowed us to shape the service in a way that before would have always been like a bit of a pipe dream' – SPIP project lead

'They've been one of the best groups I've ever worked with – they've worked very hard, learned lots and done their homework. You chose them well.'

**Charlie Kennedy Scott, Programme Lead,  
NEL NHS Digital Accelerator Change team  
and Quality Improvement Trainer**

## Find out more!

- You can find out what people have found inspiring from the programme and our graduation day [here](#).
- You can read more quotes from participants and about the benefits to participants & the wider system [here](#).

# Reflections

The Social Prescribing Innovators Graduation was an opportunity to celebrate collective engagement, collaboration and dedication to projects, all 12 of which are developing innovative solutions to challenges faced by frontline SP and having a positive impact on the communities they serve.

We asked participants to reflect on their fantastic contribution, what they've achieved as part of the programme, and the value and impact that being involved has had them.

## What are the biggest barriers you face in sustaining your projects?

- Time, space and confidentiality in safe spaces
- Funding! Commitment and backing from PCNs and surgeries
- Buy in for SP and demonstrating impact

## What have you learnt that you will take away and apply in your work?

- Learning project management skills where not always available for SPLWs
- Bringing different people and teams together, sharing learnings and skills
- Learning own resilience and having a passion for transformation

## What actions will you take to make sure your project is sustained?

- Maintaining relationships and networks
- Embedding the health inequalities work
- Idea of soft targets and wellbeing not being 'soft' – importance of changing the dynamic, measuring & not minimising it



# Reflections

The Social Prescribing Innovators Graduation was an opportunity to celebrate the collective engagement, collaboration and dedication of people involved in the programme and allow participants to reflect on what they've achieved so far to inform where they go next!

We asked participants to reflect on their fantastic contribution, what they've achieved as part of the programme, and the value and impact that being involved has had them.

## What have you overcome and how?

- Taking things one step at a time, rather than looking at the big ambition
- Working closer with the PCNs & Local Authority
- Fearing the project wouldn't happen
- Time pressures & medical jargon
- Getting stakeholders on board
- Increasing confidence in the skills and knowledge that SPLWs bring to primary care

## What are you most proud of?

- Shining a light on an area that was overlooked e.g. asylum seeker and refugees in Hounslow
- Bringing a diverse group of people together e.g. in the HBD Women's Network
- Supporting people from different backgrounds to express their feelings and access social prescribing, where they haven't before
- Supporting the SP workforce with their own wellbeing and developing their skills



# Questions? Contact us.

Visit our website!

[www.transformationpartnersinhealthandcare.nhs.uk/our-work/personalised\\_care/](http://www.transformationpartnersinhealthandcare.nhs.uk/our-work/personalised_care/)

Email us at:

[rf-tr.socialprescribing@nhs.net](mailto:rf-tr.socialprescribing@nhs.net)