

## Report to: Lambeth Together Strategic Board

23 September 2020

<b>Report Title</b>	Lambeth Together Update Report
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<b>Summary</b>	The purpose of this paper is to update the Strategic Board on progress with Lambeth Together Programme.
<b>Recommendation(s)</b>	The Strategic Board team is asked to: <ul style="list-style-type: none"><li>• Note the status of the Lambeth Together programme</li></ul>



## Lambeth Together – Integrating Health and Care in Lambeth

### 1. Introduction

The purpose of this paper is to update the Lambeth Together Strategic Board on progress with Lambeth Together.

### 2. Context

It is intended that Lambeth Together will be our fully integrated health and care system, bringing together the great things we are already doing and planning even more in support of our collective vision to improve health and wellbeing and reduce inequalities. Lambeth Together is:

- A way of working, a culture that unites us all
- The way we organise services around people and places
- How we work together as a whole system

Lambeth Together is based on alliance principles, underpinning how we work together. Those principles are:

- To assume collective responsibility for all of the risks involved in providing services under this Agreement
- To make decisions on a 'Best for Lambeth people' basis
- To commit to unanimous, principle and value based-decision making on all key issues
- To adopt a culture of 'no fault, no blame' between Alliance Participants and seek to avoid all disputes and litigation (except in very limited cases of wilful default)
- To adopt open book accounting and transparency in all matters
- To appoint and select key roles on a best person basis
- To act in accordance with the Alliance Values and Behaviours at all times

Within the overall whole system there are 'packages of work' or 'delivery alliances' for specific populations and people. The proposed delivery alliances will be made up of partner members who are best able to deliver the work. Over time, each delivery alliance will have a set resource envelope and an empowered leadership team who will lead and govern delivery and be held accountable for delivery and achievement of the outcomes.

The Delivery Alliances that we are working towards are:

Neighbourhood Wellbeing Delivery Alliance - set out an ambition for the next 7-10 years, to move to a more holistic, preventative and social approach in supporting people with all aspects of their health and wellbeing and tackling health inequalities. During 2020, the Alliance aims to bring together services, activities and community assets by local area or 'neighbourhood', with each neighbourhood working towards improving the health and wellbeing of its local people.

Living Well Network Alliance – formalising the Living Well Network into an alliance contract which went live in July 2018, the Living Well Network Alliance has a range of functions to support those who are experiencing mental distress or at risk of experiencing mental illness and distress.

Children and Young People – building on the excellent partnership working already in place,

over time, an alliance with its own dedicated funding and leadership team for children and young people to further enable implementation and sustainability, to build on the Children and Young People's Plan and 'Lambeth Made'.

Complex Personalised support – for people who require personalised care including those with learning or physical disabilities, those with specific conditions or who are at the end of their life. A network of support will enable the person to live their life to the full.

Moving to a whole system together requires many changes which are 'backstage'. It is the technical aspects of governance, finance and contracts. In the future, these will be integrated in the form of the Lambeth Together Strategic Alliance.

### **3. Covid-19 and 'recovery'**

Planning and managing through Covid-19 has meant a pause to the delivery of many elements of the Lambeth Together programme as scheduled.

During this period partners have continued to engage proactively and effectively through various fora, including through the twice weekly Lambeth Covid-19 Borough Response Group (CBRG). As well as ensuring key elements of responding to the pandemic have been managed that group has also been responsible for the development of the Lambeth Covid-19 Recovery Plan (see elsewhere on this agenda).

All partners have felt that the relationships that had been built up through the development of Lambeth Together have been invaluable through the period of the COVID -19 crisis and in turn will be invaluable in ensuring the delivery of the Borough Recovery Plan and next steps with the delivery alliances.

## **4. Delivery Alliances**

### **4.1. Neighbourhood Wellbeing Delivery Alliance**

Prior to Covid-19 lockdown, the Neighbourhood Wellbeing Delivery Alliance in its first phase has been focused on people who are frail, those in their last years of life and those with multiple long-term conditions. Outline plans for 20/21 (subject to capacity) were agreed in March 2020 along with an initial version of the high-level outcomes. Much of the Alliance led work, including governance meetings, was paused as partners responded to phase one of the pandemic. This has also been the case for some of the partner-led service developments which deliver elements of the Alliance delivery model. However, there have also been elements of the Neighbourhood model which have accelerated during the first phase of Covid-19, notably the integration of Intermediate Care Lambeth, connections with the voluntary community sector and proactive support to people with vulnerabilities.

Covid-19 has reinforced the value of neighbourhood working and that the Alliance should be a lead partnership on the next phases of the response. Alliance led activities have been restarted, focusing on reflection and understanding how plans and focus will need to adapt in light of Covid-19.

The Leadership and Delivery Groups were reconvened and has agreed refreshed membership and governance arrangements and key priorities that align and support the Lambeth Borough Recovery plan.

As a result, we have agreed that a single, smaller leadership group is needed, and that the delivery of change should be focussed into 6 workstreams, that can better engage with relevant organisational stakeholders and with the community, voluntary sector and people with lived experience, as true partners in co-design. We have chosen 6 workstream areas which will give a clear focus for the more detailed design and delivery of change and improvements.

The six initial priority areas for workstreams for 2020-21 are:

- Meeting the needs of those most at risk
- Delivering improvements in access to outpatient services
- Prevention
- Living well with chronic pain
- Quality at the end of life
- Support to care homes

Workstreams may change over time and new areas of focus added. Further, this approach to service delivery is hoped to expand and enable further joint partner initiatives beyond those programmes that are highlighted as priorities.

Each workstream will work to a set of building principles, and include clear outcomes related to these in each of their work plans. These building principles are:

- Focus on neighbourhoods, neighbourhood working and delivery
- Addressing inequalities
- Reducing loneliness
- Ensuring digital inclusion/ preventing exclusion
- Addressing mind and body impacts together
- Supporting carers
- Enabling and developing the workforce

The Alliance has successfully recruited to the vacant project manager and programme manager posts and interim cover is being provided by the GSTT transformation team.

### Developing Primary Care Networks (PCNs)

The NHS Long Term Plan, and the new Five Year GP Contract Framework (“Investment and Evolution: A Five-Year Framework for GP Contract Reform”), set out a vision for integrated out-of-hospital care for patients, to be achieved by putting in place new capability and capacity in primary care through a combination of increased funding, and the development of new “Primary Care Networks” (PCNs) serving populations of 30-50,000 based on neighbouring local Practices and community teams.

To support these developments a new GP Network Contract Direct Enhanced Service (DES) went live on 1 July 2019, with nine PCNs successfully forming in Lambeth. As a DES, it is an extension of the core GP contract, and together with the funding and requirements contained within it, there are also additional funding streams intended to support the development of these PCNs.

Prior to the current Coronavirus pandemic, Lambeth’s PCNs worked with the local GP Federation to set out an ambitious development agenda in the form of PCN Development

Plans, focussing upon the first tranche of this funding. These plans covered a wide range of topics, from expanding social prescribing, to deepening links between Practices, to increasing the use of technology. One of the key aims was to prepare PCNs to deliver a set of new nationally specified services from 1st April 2020, covering:

- Structured Medications Review and Optimisation (2020/21);
- Enhanced Health in Care Homes, to implement the vanguard model (2020/21);
- Anticipatory Care requirements for high need patients typically experiencing several long term conditions, joint with community services (2020/21);
- Personalised Care, to implement the NHS Comprehensive Model (2020/21);
- Supporting Early Cancer Diagnosis (2020/21);

NHS England has recognised the effect that Covid-19 is having on practices and acknowledged that the pandemic will have to take priority for the next six months at least, and that primary care networks (PCNs) can suspend or postpone their activities, where necessary, in order to free up capacity to deal with the coronavirus pandemic. While all of Lambeth's 9 PCNs have reconfirmed their commitment to delivering the DES for 2020/21, the requirements have been further changed in recent weeks following national negotiations – specifically delaying the introduction of some specifications, and bringing forward some aspects of others like care home support. Work will continue with local PCN lead GPs to ensure development work resumes when possible, including learning from the current experience of managing Covid-19 to inform the emerging local recovery programme.

#### **4.2. Lambeth Living Well Network Alliance (LWNA)**

Over the past 5 months the focus of the Living Well Network Alliance has been to assure continued access to mental health provision particularly for those in priority need, whilst maintaining the safety of service users, carers and staff. Accordingly Alliance partners reconfigured service operations to enable this including:

- Prioritising crisis and urgent referrals to the Single Point of Access, whilst monitoring and signposting less urgent referrals to alternative telephone and digital resources such as IAPT. Additional capacity was also mobilised to reduce the backlog in referrals which has now been eliminated
- Temporary reorganisation of Living Well Centres from three sites to two to maintain key functions including urgent assessment, necessary home visits and medication management.
- Maintaining regular contact with most services users to check well-being by telephone and video calling, whilst still undertaking face to face and home visits where necessary and clinically appropriate
- Working with SLaM to ensure sufficient capacity and implement clinical protocols across the inpatient estate to respond to need whilst adhering to guidance regarding cohorting of patients confirmed as Covid symptomatic.

As we move beyond the initial acute phase Alliance partners are currently developing our recovery plan which will be incorporated into an 18 month Business Plan and aims to build on learning and maximise our operational capacity to support community resilience and the needs of service users, carers and our wider system partners. That includes reflecting on what has worked well since March and what things may need to change as well as strengthening our financial position. Principle actions encompass:

- Review of how we measure the impact of the Alliance taking into account the current circumstances with respect to Covid-19
- Taking forward key service developments including working with General Practice and Primary Care Networks to co-produce a primary care/neighbourhood mental health support offer (Staying Well) and a new Personality Disorder pathway
- Alongside Black Thrive co-designing a culturally appropriate model of mental health peers support in partnership with Lambeth's BAME communities with specific emphasis on Lambeth's African and Caribbean communities in line with the commitment to address the wider factors contributing to poor mental health outcomes for these communities.
- Continuing the review and reshape of community supported living and vocational support to increase service options and choice and contribute to sustainability of provision and best value.
- Review the Alliance's risk share arrangements, introduce new more robust financial governance arrangements and agree best use of system resources.

### **4.3. Children and Young People**

Prior to Covid-19, the Children's Integrated Commissioning and Delivery Alliance Board had met twice, and was due to meet again in March to update on agreed priorities and workplans. These had included a focus on early years, emotional health and wellbeing, and building an outcomes framework.

The March meeting was postponed due to Covid-19, and since then there have been significant changes in senior leadership roles across the CYP landscape. A new Strategic Director (Merlin Joseph), Director of Commissioning and Community Safety (Abi Onaboye), Lead Cabinet Member (Cllr Ed Davie), and GP Lead (Raj Mitra), all of whom are critical and central to the future success of the Alliance and of the Board.

A process of reviewing existing governance arrangements and meetings to ensure the ideal structures and meetings are in place in order to drive this work forward has now reached a conclusion, and a really positive meeting was held in August at which next steps and key workstreams were discussed. 3 workstreams have now been settled on and work is ongoing to establish working groups, as well as a more formalised and planned pattern of Board meetings.

### **4.4. Complex Personalised Support**

An initial workshop was held on the 19th November to develop the scope of the personalised care and support work stream (now complex personalised support). At that workshop, attended by a range of parties and stakeholders, it was agreed that the focus should be targeted to people with a defined level of complexity rather than a specific group or 'cohort'. A second workshop took place on 20th January, to which attendees brought case studies of 'complex' service users to help define the levels of complexity and create a defined work stream focus.

The third planned workshop was cancelled due to Covid-19 and further conversations will take place to develop next steps for the workstream in the context of the Borough Recovery Plan.

## **5. Culture and Ways of Working**

The work stream is a key enabler in progressing Lambeth Together and its ambitions to integrate services across the system with the person in the centre. There are three main areas

of work; communications, engagement and people/organisational development.

### **5.1. Lambeth Together Communication Network**

The [Lambeth Together website](#) continues to be used to share information on the partnership's work. Here we have published details of [Lambeth Together Strategic Board](#) meetings including papers, a recording and responses to questions that were asked in the June meeting. The Lambeth Together Draft Covid-19 Recovery Plan and more public-friendly [Summary](#) are published on the [website](#), along with questions for engagement. The website was also used to provide an update on the [outcome of the public consultation on Lambeth Hospital](#).

The [Lambeth Together Twitter channel](#) is active and partners are asked to use the @LambethTogether Twitter handle and #LambethTogether and #LambethLivingWell (for the LWNA).

The Communications Group has broadened to include engagement specialists to support improved integrated approaches to communications and engagement across statutory partners. The Communications and Engagement Steering Group supported the production of a summary of the Draft Covid-19 Recovery Plan, design and dissemination of invitations to the Community Listening event on 4 September.

### **5.2. Engagement**

Throughout the Covid-19 pandemic, Lambeth Together partners have been listening closely to the experience of Lambeth people, through surveys, virtual meetings and drop-ins, phone calls and research, as well as during appointments and consultations. To support shared learning and integrated responses through the Recovery Plan, these insights have been shared across partners through the borough Covid-19 Recovery Group in presentations from Guy's and St Thomas', South London and Maudsley NHS Trust, Lambeth Clinical Cabinet, Lambeth Council, Healthwatch Lambeth and Black Thrive.

A Community Listening event was held on 4 September to support the development of the Lambeth Together Draft Covid-19 Recovery Plan, as part of the 'wider engagement' approach for Lambeth Together described at the June meeting of the LTSB - 'wider engagement, involving the public, to influence priorities of the partnership as a whole through the Borough Based Board'

The aim of the event was to

- Present the Lambeth Together Covid-19 Recovery Plan in an accessible way to a public audience
- Sense check the priorities that the plan sets out and provide an opportunity for challenge if people think that the priorities are not the right ones
- Seek comment on what the key actions might mean for people in terms of their own health and wellbeing, and to the recovery plan can protect the most vulnerable and address inequalities.

The event was promoted via partner communications channels, but in particular targeted key organisations working with and representing populations most impacted by Covid-19 and those identified in the seven priority areas which the Draft Covid-19 Recovery Plan sets out.

To comply with Covid-19 social distancing guidelines, the event ran online with pre-registration

of participants. A panel of speakers from across the Lambeth Together partnership introduced key elements of the Covid-19 Recovery Plan and participants were able to offer their thoughts and take part in a discussion on three key questions, facilitated by the Chair of Healthwatch Lambeth.

More than ninety people joined the meeting, offering reflections on the broad priorities outlined in the draft plan as well as highlighting matters that they would wish Lambeth Together to keep in focus as the plan is further developed and delivered. The session linked some participants to sources of information they felt they needed, while also serving to connect various voluntary and community groups active in Lambeth with one another.

Next steps outlined included reference to comments from the Community Listening event feeding into the final version of the Recovery Plan and, following this, continuing engagement that is both focused (on specific initiatives within the Recovery Plan) and targeted (working with specific populations and groups) – moving as described earlier from ‘wider engagement with the public, to influence priorities of the partnership as a whole through the Lambeth Together Strategic Board’ to ‘targeted engagement with people with lived experience’. This will be programme-specific and through Lambeth Together ‘delivery alliances’ on the whole, where much of this is already underway. The Communications and Engagement Steering Group will have a role in leading and supporting this work.

### **5.3. Organisational and workforce development**

During and as a result of the pandemic a number of new ways of working together have developed (e.g. Covid Borough Response Group) and transformational change implemented at pace across the health and social care system. Furthermore the pandemic has further exposed and amplified the range of health inequalities in the borough particularly for those communities who already suffered most. These contextual changes have taken place alongside significant change in senior partner leads at GSTT, Kings, SLaM/LWNA, the CCG and council integrated commissioning teams (adults and childrens) and in primary care leadership during the covid period.

Given this level of change, and the development of the Borough Recovery Plan, there is an emerging need for a piece of organisational development work across Lambeth Together that will take into account approaches to leadership, change, behaviour and ways of working amongst other issues. Over the coming months a draft programme of work to address these matters will be developed for consideration by a future Strategic Board.

## **6. Our Strategic Alliance Leadership Arrangements**

The first formal meeting of the Lambeth Together Strategic Board took place on 17 June following two informal meetings on 22 April and again on 20 May. The first of those informal meetings served as an opportunity for partners to share their experiences during the peak pressures surrounding Covid-19. The 2nd of those sessions focussed on identifying common themes around future working arrangements, built from our experiences to that point.

The Lambeth Together Executive Leadership Group was stood down at the point of Covid-19 due to staff redeployment and the coordinating role undertaken through the Covid Borough Response Group (statutory partners), with oversight through the LT Strategic Board.

As described in this paper, and supported by the Recovery Plan to be signed off this month,

the more transformative aspects of Lambeth Together's work are being stood back up alongside continuing to respond to the immediate requirements of a Covid second wave etc.

A proposal is being developed to bring together the previous Executive Leadership Group and Covid Borough Response Groups to avoid meeting and governance overload. This is in the context of a desire to retain the responsiveness and flexible working of the recent Covid19 arrangements whilst addressing wider engagement and citizen/third sector representation issues within the Executive Leadership Group. This will be tested shortly with the wider Executive Leadership Group membership with a view to standing up new arrangements during October.

As a reminder, Part B of the Lambeth Together strategic Board serves both as a Borough Based Board for SEL CCG ( a Prime Committee of the CCG ) but also as a Committees in Common (CiC) arrangement between SEL CCG and the LBL. One of the duties of that CiC arrangements is to oversee the operation of the Better Care Fund (BCF) and the s75 agreement.

Reporting on the operation of the Better Care Fund (BCF) has now been reinstated although reporting of Delayed Transfers of Care has continued to be suspended under the introduction of the new hospital discharge guidance which can be found below. The Q4 report has been approved by Cllr Dickson, Chair of the Lambeth Health and Wellbeing Board, and was submitted on 4th September. There is nothing of note that requires escalation.

[Hospital Discharge Service: Policy and Operating Model](#) (clickable link)

New arrangements have been put in place for the NHS funded Hospital Discharge Covid-19 Care Costs which is being administered via the existing pooled fund arrangements. The amendment to the Section 75 was agreed at the previous meeting and subsequently signed off by SEL CCG.

Work is underway to review existing Section 75 agreements to reflect the new joint management arrangements and the appointment of the joint Strategic Director and the establishment of the new South East London CCG and we expect to bring the amended agreement back to the Part B, Committee in Common in November for approval.

## **7. Summary of Next Steps**

In summary, much of the programme work of the Lambeth Together was paused during the immediate response phase to Covid- 9. We are now starting to re-boot the different elements of the programme ensuring that we do so with the benefit of our experiences of the last 5 months and in the context of the Borough Recovery Plan. The recovery planning that partners and the SEL ICS overall both collectively and at Lambeth level are engaged in will form a part of that reboot ,in particular where effective ways forward can only be achieved by working together and with local people and stakeholders.

## **8. Recommendation**

The Lambeth Together Strategic board is asked to:

- Note the status of the Lambeth Together programme.