

Lambeth Together Strategic Board

Wednesday 21 July 2021 2:00 – 5:00pm

Microsoft Teams Meeting

Members

Cabinet Member for Health and Social Care (job-share)	Cllr Jim Dickson
GP Governing Body Member NHS SEL CCG, (clinical lead Neighbourhood & Wellbeing Delivery Alliance)	Dr Di Aitken
Cabinet Member for Health and Social Care (job-share)	Cllr Lucy Caldicott
Cabinet Member for Children and Young People	Cllr Ed Davie
Strategic Director, Integrated Health & Care NHS SEL CCG (Lambeth) and Lambeth Council	Andrew Eyres
Managing Director, GP Federation	Therese Fletcher
Strategic Director Children's Services, Lambeth Council	Merlin Joseph
CEO Age, UK Lambeth	Graham Gardiner
Director of Public Health	Ruth Hutt
GP & Chair, Lambeth Local Medical Committee	Dr Penelope Jarrett
Director Integrated Care, GSTT	Sarah Austin
PCN Clinical Director and GP Clinical Cabinet representative	Dr Sadru Kheraj
GP Governing Body Member NHS SEL CCG (clinical lead Lambeth Living Well Network Alliance)	Dr Adrian McLachlan
Borough Lay Member	Sue Gallagher
Chief Operating Officer, South London and Maudsley NHS Trust	James Lowell
CEO Healthwatch Lambeth	Catherine Pearson
Lambeth Patient Participation Group Network	Sandra Jones

In attendance

Programme Director, Lambeth Together (Neighbourhood and Delivery Alliance)	Amanda Coyle
NHS SEL CCG Communications and Engagement Lead (Lambeth)	Catherine Flynn
Lambeth Together Communications Lead	Samantha Lasbury
AD Finance, NHS SEL CCG (Lambeth)	Edward Odoi
Assistant Director of Finance, ACS	Pete Hesketh
Director of Primary Care & Transformation, NHS SEL CCG (Lambeth)	Andrew Parker
AD Health and Care Planning and Intelligence, NHS SEL CCG (Lambeth)	Brian Reynolds
Assistant Director Children, Young People, Maternity and CAMHs Commissioning	Dan Stoten
Deputy Director, Lambeth Living Well Network Alliance	Guy Swindle
Alliance Director, Lambeth Living Well Network Alliance	Sabrina Phillips
Director of Integrated Commissioning (Adults), Lambeth CCG and Lambeth Council	Jane Bowie
Director, Adult Social Care – Lambeth Council	Richard Outram
Associate Director Community Health and Engagement	Juliet Amoa
GP Partner, Waterloo Health Centre, Clinical Director-North Lambeth PCN	George Verghese
GP, Lambeth GP Federation	Dr Justin Hayes
Lead Commissioner - Sexual Health London Borough of Lambeth	Jennifer Reiter
Programme Lead - Sexual Health Programme of Change London Borough of Lambeth	Teresa Battison
Engagement Lead -Sexual Health Programme of Change	Vikki Pearce
Service Manager -Sexual Health and HIV service Kings College Hospital	Maureen Salmon

Apologies

GP Borough Clinical lead, clinical lead Children and Young People Alliance)	Dr Raj Mitra
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1. Welcome, introductions, and apologies

Andrew Eyres as meeting Chair welcomed attendees to the meeting.

Apologies were noted from Dr Raj Mitra.

Andrew Eyres noted that there had been a question regarding the standard for publishing the questions and responses from previous public Forums. It was confirmed that the Board will be adopting a 20-working day turn around for this going forward.

2. Declarations of Interest

There were none not already listed on the Register of Interests

NOTED

3. Minutes of the meeting of 26 May 2021

The minutes of 26 May 2021 were agreed as an accurate record. Andrew Eyres noted that he welcomed comments on the style of minutes for ongoing use.

AGREED

4. Patient/System stories

Primary Care Access

Dr Adrian McLachlan introduced this item on the experience of Primary Care through the corona virus pandemic and briefly highlighted the headline findings of the Annual GP Patient Survey. It was noted that there had been improvements nationally in regard to the overall experience of patients and the ease of access to GP services. It was also noted that GP practices would be drilling down into the local figures.

Waterloo Health Centre – GP Experience

Dr George Verghese reported to members on the current experience of practice teams including the variety of challenges faced by practice staff and the typical pressures that the system remained under. Dr Verghese shared some key messages from the Practice team;

- Contact your GP is more than walking to your GP reception and booking an appointment
- Contacting your GP is about contacting the General Practice team (more than a doctor or a nurse)
- Your GP team may be contacting you with an increase in proactive and health promotion workstreams – vaccinations, linkworking, care coordination, multiple long term condition management
- Practices are working more efficiently than ever. Making every contact count and making sure that patients needs are streamed to the most effective professional/service.
- We are busier than ever. Practice teams are offering more appointments than prior to pandemic.

Covid Management Services – Lambeth GP Federation

Dr Justin Hayes spoke to members regarding the work of the Lambeth GP Federation and the work they had undertaken in the past 18 months and were progressing for the future:

The Lambeth GP Federation have helped to implement the following during the past 18 months:

- Hot Covid-19 Clinics
- Hot Home Visiting Service
- Hot Transport Service
- Domiciliary Phlebotomy – Shielding patients
- Community Denosumab
- Covid-19 Frontline Testing
- Remote Monitoring – ARC Health
- Oximeter/Doctaly Project
- Flexible Workforce
- Covid-19 Vaccination Programme

Work has started on looking at the year ahead and plans include:

- GP Access Hubs
- Covid Management Services
- Nursing Homes APMS
- Lambeth Clinical Effectiveness Group linked to SEL CEG
- Elton John Aids Foundation
- Public Health Improvement Services
- Online Consultations
- Denosumab Outreach
- Covid Vaccine including Booster/Flue Campaign
- Winter Pressures
- GP Federation Flexible Workforce
- PCN Development Programme – Year 3
- Lambeth Together Training Hub – Host (CIC)
- Resilience Support to Member Practices

Patient Experience – Healthwatch

Catherine Pearson spoke to members regarding the work of Healthwatch Lambeth:

- It was noted that the number of requests for help with complaints to GP practices has fallen off. This seems to follow the view that patients were supportive of their GP practices
- Very good feedback from a transgender patient on how easy it was to register with their GP
- The national survey shows however that 10-15 % of patients are not reporting a good service. Healthwatch asked to have a practice to help review this with them.
- Some patients have said that they feel that telephone consultations are rushed, and they do not feel listened to. Work needs to be done to make telephone consultations easier and more comfortable to take, especially for those who are not digitally minded or may not feel comfortable taking these calls

Dr Adrian McLachlan asked for questions and comments from members:

- There is still a lot of work to do in general practice about how their reception services respond to people and how their telephone systems respond to patient calls.
- We do have to celebrate the improvements that have been made and the fact that we have been able to improve. Telephone consultations have been in use for a decade now in some practices and staff have been trained in how to deal with these in a positive manner
- Councillor Jim Dickson noted that the Lambeth Together partners are very grateful for the work that has been done within Primary Care on behalf of Lambeth residents, and particularly around the vaccination drive. It has been truly amazing and has been appreciated by all of the Lambeth residents
- Catherine Pearson noted that at a South East London level a review of GP websites was underway to see how patients are informed how to book appointments, The results should be ready in September.
- Sadru Kheraj noted that the social prescribing support especially during the first lock down was invaluable and we have in fact increased our offer. We have also been working with the NWDA to look at community engagement and build up our support network for patients.

Andrew Eyres thanked all presenters and contributors to the discussion which recognised the vital role that General Practice had continued to play in the borough throughout the period of the pandemic breadth and the innovation and adaptability shown to continue to respond to the needs of residents

NOTED

5. Deep Dive - Sexual Health Change Programme

Jennifer Reiter, Teresa Battison, Vikki Pearce, and Maureen Salmon spoke to members regarding the Sexual Health Programme of Change. The following points were highlighted:

- In scope for the Programme of Change:
 - Integrated sexual health services at GSTT, KCH and LGT
 - Sexual Health London e-service
 - Primary care system interface and impacts
- There have been many changes during the contract period
- The initial driver for the programme of change was the forthcoming end of the 3 trust, 5 year contract and the need to review the changes that have occurred during the contract, the Covid-19 pandemic has been the other key driver, we undertook a covid impact assessment and the results will help to inform the review of the contracts.
- Looking forward to creating a new normal and not just going back to pre-pandemic work
- Looking at ICS development and the structural changes to the health and care system over the next year
- Linking in with the government's strategic agenda – reaching Zero new HIV infections by 2030
- There are several workstreams within the programme for change including Activity and Financial analysis as well as stakeholder engagement which is titled the Future Insights Partnership Project
- The Future Insights Partnership Project will be completed in three phases
 - Discovery (February – July)
 - Shaping the future (July – November)

- Rapid co-design (November – March)
- Having come to the end of phase 1 we can see that overall patients give 4.28 stars out of 5 as an average rating. Sexual health service staff are caring, friendly and professional and the vast majority of people are very positive about the staff and report high quality care
- Across all of the research strands, access continues to be the biggest single problem, with finding the appropriate service and difficulty in finding consistent and trustworthy information being other problems highlighted
- The summary and next steps include:
 - Working to improve access is a continuing priority for services
 - A system level solution is proposed
 - Whilst the proposal is for a digital solution, there will always be people who won't use a digital access route
 - An SEL platform may help people to find the care they need closer to home

Questions and comments were invited. The following was noted:

- Sue Gallagher asked, the EDI data that was used to complete the initial survey and how much further work is needed to complete the EDI data. It was noted that not all participants completed the demographic portion of the survey, however, males and people from Black and Minority Ethnic Groups were engaged through specific services that worked in those areas.
- Sue asked as to the extent to which the survey incorporated school age service users and if those views differed from other service users. It was confirmed that there was an under 18 category but that school age children were not explicitly approached
- Dr Penelope Jarrett noted that GP practices have seen an increase in activity in this area during the pandemic and it was important to capture this data. It was noted that this is a really important point and at times GP data is omitted from these surveys. It would also be good to look at the increase in activity in the same way as within specialist sexual health services.
- Dr Penelope Jarrett asked about tracking patients referred by GPs to sexual health services. It was noted that this question would be responded to outside of the meeting.
- Dr Adrian McLachlan asked, how much is the change in sexually transmitted infections during the 2018/19 pandemic built into future capacity planning. It was noted that our online services for STI testing and simple management of STIs has seen a marked increase in usage, with lower volumes but with an increase in complex cases within clinics, so that capacity has been utilised.
- Cllr Jim Dickson noted that it is hoped that there will be a south east London-wide service. It was confirmed that Lambeth, Southwark and Lewisham are already working together and are in a good position to take this forward.

Cllr Jim Dickson commended the team for their work and noted that within Lambeth the service provided was excellent.

Andrew Eyres thanked presenters for a very clear and professional and informative presentation and looked forward to hearing how the work was progressing.

Members noted the progress to date on the Future Insights Partnership Project and the broader programme of change work and welcomed an update at a future meeting.

NOTED

6. Lambeth Together – Developing our Partnership

Andrew Parker reported to members. The following points were highlighted:

- Reviewing our pledge to adequately address our inequalities is being looked at within a specific piece of work and will be reported on as part of the future EDI work.
- Developing our approach to public involvement. It was noted that earlier in the meeting, there had been a good discussion regarding public involvement and have an understanding of what the next steps will be in this area
- Extending the membership of the board. We will be formally writing to each delivery alliance to ask for a nomination from their area of work to be one of three voluntary sector representatives on the Lambeth Together Strategic board. In addition to this we will also be contacting each of the trusts and the clinical cabinet to confirm their nominees to the Board.

Lambeth Together Assurance Sub-Group Report

Brian Reynolds reported to members on the work of the Assurance group. The following points were highlighted:

- The group will provide the Lambeth Together Strategic Board with dedicated focus on oversight and assurance including a focus on the Lambeth Covid-19 recovery plan and how this is being implemented.
- The first meeting of the group has now taken place with good attendance
- Recommendation to agree the Terms of Reference with a view to review in 6 months

RESOLVED

Lambeth Together Equality, Diversity and Inclusion (EDI) Group Report

Dr Dianne Aitken and Juliet Amoa reported to members. The following points were highlighted:

- The group members have met with the South East London NHS Anchors Network in relation to retention and recruitment
- Working group discussion has been around moving ahead in Lambeth, embracing the commitment of local politicians and work in progress. It was decided that there should be a Lambeth Together recruitment audit for NHS band 8 & above and equivalent staff across all partnership organisations
- A task and finish group to be implemented to focus on the metrics and data needed to measure and support Alliance objectives on health/care inequalities
- Two EDI development workshops have been completed
- As part of the workshops the Lambeth Together Pledge was looked at. It was noted that the pledge is a good place to start, but that is what should be focussed on the following recommendations were put forward:
 - The current Lambeth Together should assertively embrace EDI.
 - The use of the Cultural Web should be continued to advance Lambeth Together's ambitions
 - The refreshed pledge to be signed off by the Lambeth Together Strategic Board after final engagement with programme partners

- Lambeth Together may look at setting up its own reciprocal mentoring programme

Questions and comments were invited from members on all items included in item 6.

- Dr Penelope Jarrett noted on EDI that it was important to have data and metrics and to understand the remit of the audit mentioned in the presentation.
- Cllr Lucy Caldicott asked if it was assumed that the purpose of the EDI group is to reduce health inequalities or is it more linked to internal culture change. It was noted that culture change is needed to make the changes, and this is the start. Ultimately it is about how our services are accessed and delivered.
- Sue Gallagher recognised the importance of anchor institutions in reaching out to recruit people in the local communities and to help us build a suitably diverse and mixed workforce.

Andrew Eyres welcomed to update and recognised that there remained a lot of work to be done. The proposals outlined in the recommendations are an important starting point.

Action EDI Group to attend September LTSB with refreshed pledge.

RESOLVED

7. SEL Integrated care System (ICS) – Update and next steps

Andrew Eyres reported to members. The following points were highlighted:

- The white paper has now been put before parliament and will be reviewed over the summer
- The white paper commits to a more strategic and less transactional approach
- Work has been done on clarifying our priorities and principles for how we want to work together as an integrated system
- System working, pooling our knowledge and insight, making collective decisions, allocating and using resources differently, and a partnership model for transforming our services
- Work ongoing looking at how we want to work in place and in the collaborative and also as a single system of systems
- The timetable remains the same, with attention focussed on some of the key governance and institutional arrangements for our systems over the next few months
- Place arrangements like Lambeth Together are at the forefront of the thinking

Andrew Eyres asked for comments and questions.

- Dr Penelope Jarrett noted that it was reassuring to know that Lambeth through Andrew's role is part of the SEL decision making.
- Dr Jarrett asked about resourcing. It was confirmed that there are no formal savings targets mentioned in the guidance associated with organisational change with the move to ICS addition there is an employment guarantee available to CCG staff.

However, there may well be some significant wider financial challenges ahead for the heat and care system as a result of the pandemic.

NOTED

8. AOB/Date of Next Meeting/Close

Councillor Ed Davie stated that he will be focusing his time on Children's Social Care and Education and Councillor Jess Lee will take a lead on health issues and will attend the Lambeth Together Strategic Board going forward. Councillor Davie thanked all members for their support over the past few years. Andrew Eyres thanked Councillor Ed Davie for his extensive leadership to improve and health and reduce health inequality in Lambeth including as a member the Lambeth Together Strategic Board.

Action to invite Cllr Jess Leigh to future LTSB Meetings

Andrew Eyres noted that Tom Barrett – Lambeth Together Programme Lead has moved onto a role within Public Health and the Covid response. Taking Tom's position will be Sophie Taylor who will make a fantastic addition to the Lambeth Together Programme. It was also noted that at the recent Lambeth Council Staff Awards, Sophie has been awarded the inspiring leadership award. Amongst the other winners were the Public Health Team as team of the year and also the Kings College Hospital discharge team received a special recognition ward for the work that they have done over the past year.

The next Lambeth Together Strategic Board will take place on Wednesday 29th September 1 – 5pm.

Item Number	Matter Arising	Responsible	Position
1	Questions and responses from the Public Forum to be published on the Lambeth Together Website within 20 working days of the meeting	Sophie Taylor / Cheryl Smith	Completed
6a	Invite trusts and clinical cabinet to confirm LTSB representation	Andrew Eyres	In Progress
6a	Delivery Alliances to consider VCS LTSB members	Alliance Leads	Completed
6b	EDI group to attend September meeting with update and refreshed pledge	Sophie Taylor / Cheryl Smith	Completed
8	Cllr Jess Leigh to be invited to future LTSB Meetings	Cheryl Smith / Democratic Services	Completed