

Lambeth Health and Wellbeing strategy

Refresh 2016

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Section 1

Introduction

Lambeth's Health and Wellbeing strategy is a statement about what health and well-being means and how it impacts on individuals and families in Lambeth. It was co-produced by the Health and Wellbeing Board, working with people and organisations. At its heart is a belief that we can go further and faster in improving health and wellbeing in Lambeth if citizens, services and business work together in an equal and reciprocal partnership.

Lambeth has a history of public, community and private sectors working together to improve and enrich the lives of the people of our borough. This strategy aims to build on that foundation so that together we can continue to improve the health and wellbeing of people in Lambeth.

We want people, at every stage of their lives, to live healthy and happy lives in flourishing communities and to have the support and care they need when they need it. We want our public services to continue to be leaders in their fields, working hand in hand with the diverse communities of the borough and Lambeth's business and voluntary, community and faith organisations to drive forward innovative and lasting improvement. This includes developing new ways of working that give more control to residents, building stronger communities in charge of their own destinies.

Our ambition is set out in the strategy. We want Lambeth to be a place where:

- Health and well-being is improving for all, and improving fastest for those communities with the poorest health and wellbeing
- People are able to reach their full potential and to feel good about themselves
- Everyone is able to make a contribution and to feel valued
- People are safe from harm

In this refresh of the strategy, we are building on the work that was done before, and identifying specific areas of work for the coming years. We have focused on four broad priorities, linked to our ambition. These are interlinked and overlap, and have citizens at the centre. They are:

- **Transforming systems and integration:** significant changes are taking place across health and social care, locally, regionally and nationally. As a Health and Wellbeing Board, we will work together to ensure that the citizen is at the centre of all transformation, with a focus on personalised services and citizens playing an active role in their care
- **Early Action and Prevention:** we are taking forward the recommendations of the Early Action Commission so that we focus on the issues that impact on the health and wellbeing of individuals and the population as a whole

- **Health and Wellbeing in all policies:** health and wellbeing is everyone's business. We will work with services to ensure that health and wellbeing is considered and built into new policy changes and service developments
- **Housing:** locally and nationally, the links between housing and health and wellbeing are increasingly recognised. We want to focus on and strengthen those links, using housing as an example of how integration, early action and health and wellbeing in all policies can work together to make a real impact

The role of citizens in the work of the strategy, and across health and wellbeing, is key. We maintain our commitment to the citizen involvement principles set out in our original strategy and plan to increase levels of involvement in the coming years.

The Health and Wellbeing strategy will contribute to, and be influenced by, Lambeth's Community Plan, in particular in relation to one of its priorities on 'narrowing the gap'.

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Section 2

Summary of actions

For the Health and Wellbeing strategy, we are focusing on how housing, health and social care can work better together, and bring a positive impact for all residents in the borough, in particular those who are most vulnerable. We want to focus on prevention and early action, working with local people to support them to support themselves and each other.

ADD TABLE ONCE PRIORITY AREAS ARE AGREED

INCLUDE:

- **OUTCOMES**
- **TIMELINES**
- **LEAD ORGANISATION**

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Section 3

Achievements

Lambeth's Health and wellbeing Board has worked on its strategy over the last three years. Working as a partnership, with local people, there have been a number of achievements. We want to build on these, and further develop what can be achieved with partnership working.

Active Lambeth plan

The Active Lambeth plan was developed with residents, community organisations, Sport England and Public Health and Lambeth Clinical Commissioning Group and sets out a strategic plan for Lambeth to become 'Healthier for Longer'. Lambeth's Joint Strategic Needs Assessment was used to identify health inequalities, including childhood obesity, cardiovascular disease, mental illness and diabetes. With research showing the wide ranging health benefits of physical activity, the Active Lambeth plan sets out an agreed series of actions and interventions designed to reduce the health inequalities and physical activity priorities from 2015 to 2020.

An example of a joined up project that has been developed following the completion of the Active Lambeth plan is the 'This Girl Can Lambeth' campaign. The programme aims to provide and tailor activities for women and girls aged 14-25, a group that have low levels of participation in Lambeth. In partnership with London South Bank University, the long term health improvement and secondary outcomes of participants will be measured over a three year period.

Better Care Fund

This is a single pooled budget for health and social care services to work more closely together in local areas, based on a place agreed between the NHS and local authorities. The value of Lambeth BCF plan 2016/17 is £23.5million and includes health and social care service such as reablement, GP support to care homes, support for carers, @home service to support people at home with specialist medical and social care.

When developing its BCF, following a lengthy assurance process, Lambeth was one of only six Health and Wellbeing Boards which had its plan approved without conditions. Lambeth is doing well on the targets agreed in the BCF, resulting in a decrease in the number of emergency admissions and far fewer older people being admitted to long term residential and nursing home placements. Our admission avoidance schemes are now fully rolled out across the borough providing services to those requiring high level support to prevent them going into hospital or care home or to get them discharged home sooner. To manage the BCF, we have established a committee in common, between the Council and CCG.

Lambeth: A Food Flagship Borough

In common with many inner London boroughs, Lambeth population faces a number of challenges relating to the local food system including food production, processing, procurement, distribution, consumption and with an impact on health and well-being. In 2014, Lambeth was awarded 'Food Flagship' Borough status following a competitive bidding process. This status was given in recognition of the extensive work that was already taking place in the borough around food, childhood obesity and engagement with our local community and partners. As a Flagship Borough the vision is: *"For all Lambeth residents to develop a love of healthy and sustainable food. Everyone will have the knowledge, passion and skills to grow, buy, cook and enjoy food with their friends, family and community"*.

Some of the work taking place includes:

- A comprehensive evidence based multi-agency Children's Healthy Weight Programme to address child obesity. The Programme consists of a range of preventative and weight management programmes as well as working with the wider food system to address healthy weight. The work in Lambeth has been identified as good practice by Public Health England and is being used as a national case study.
- Working with the Planning Team from the Council to restrict the proliferation of fast food takeaways near schools.
- Fostering and supporting the development of strong partnership work. The Lambeth Food Partnership was established in 2013 and it is the first such formal food partnership in London with representation from across public sector agencies and grass root organisations
- Working with all schools in Lambeth to implement the School Food Plan and a Healthy Schools' Framework as well as wider local health promotion programmes with schools including the Lambeth Healthy Weight School's promotion programme
- Natural Thinkers Programme: This is a locally created programme that aims to engage children with the natural environment working with schools and early year's settings such as Children's Centres and O'clock clubs. This provides children access to the outdoors and the opportunity to grow, pick and taste produce and offers training to schools and children centre staff.
- Rose Vouchers: These vouchers are offered to families from Children's Centres at risk of food poverty. The rose vouchers will be exchanged for the purchase of fruit and vegetables along with Healthy Start vouchers from selected fruit and vegetable shops or stalls in Brixton market and in future other identified businesses in Lambeth.
- Flagship "Village Hub" project: Working with residents in Gypsy Hill to help shape their local food system. Areas of the food system being addressed are healthy eating, cooking skills, access to healthy food, reducing food waste, promoting local healthy and sustainable food enterprise and food growing.
- Social marketing campaign with young people: Teenagers in the borough are identifying appropriate healthy eating messages for their peers and developing ways of delivering these messages.

- **Holiday Hunger (Lambeth Healthy Eating Holiday Programme):** This was a project working to provide healthy lunches to children during school holidays. This involved working through organisations that provide holiday activities to disadvantaged children to promote a healthy eating environment and the cooking of healthy meals.

Childhood immunisation

Immunisation controls and eliminates infectious diseases which can cause severe illness. Achieving consistently high levels of immunisation uptake and continually improving access to immunisation services to the most hard to reach and vulnerable groups of the population are vital for a healthy society. Working with service providers, has seen an improvement in uptake of childhood immunisation from 55% to 90%.

Sexual Health: SH24

Partners worked together to develop a new way of delivering sexual health services - SH24 (Sexual Health 24) for Lambeth and Southwark. The aim of SH24 is to improve sexual health in Lambeth and Southwark by providing more holistic, user centred sexual health services. Some of the work includes:

- Increased access to sexual health services including diagnosis and management of sexually transmitted infections and contraception
- Better access to information, risk assessment, sexual health promotion and self management for all including people at high risk who may find it difficult to access existing services
- User held records
- An online service for less complex issues which will also be lower cost per contact and free up capacity in specialist services for more people with more complex problems

Transforming Adult Mental Health Services and Support

This work focused on service transformation in relation to working age adults with severe and enduring mental health problems. This work is driven by the Lambeth Living Well Collaborative (LLWC), bringing together people who use services and carers, primary care VCS, secondary care, public health and commissioners from across the whole system. It is aimed at moving from a service and support system, which is orientated to supporting people in “crisis” and dominated by bed based services, to one which is “asset” rather than “deficit” driven. This aims at ensuring people access support much earlier (and thereby avoid crisis), which is less stigmatised and which addresses their full range of support needs. This led to the development of an Integrated Personal Support Alliance to deliver personalised integrated care and support for people currently accessing “rehabilitation” bed based provision services (across the NHS and the local authority) through an alliance contract framework.

Black Health and Wellbeing Commission

The Black Health and Wellbeing Commission was set up following a Scrutiny Commission. The aim was to improve the outcomes for members of the Black community experiencing mental health problems and ensure that services in Lambeth are designed and delivered in a way that meets their

needs. The Commission agreed a range of recommendations, with a focus on prevention, promoting and improving health and wellbeing, access to appropriate services, and improving patient experience. Work across the Partnership has focused on the recommendations, and is now moving to the next stage of embedding the community in the future development of the work.

Lambeth Alcohol Strategic Action Plan

This strategy recognised that most adults in Lambeth drink within lower risk levels. Nonetheless, alcohol misuse both locally and nationally can be regarded as at historically high levels, broadly reflecting the longer term trend of increased affordability and availability over the last 50 years. The strategic plan set out four key strategic themes: alcohol early intervention and prevention, improving alcohol treatment effectiveness & capacity, tackling alcohol related crime and disorder, and improving & utilising information on alcohol related harms. A new Licensing Policy for the borough was introduced in January 2014. Lambeth Licensing have assisted the Safe Social London Partnership to develop guidance for Directors about making representations about applications for licences.

Southwark and Lambeth Integrated Care

Southwark and Lambeth Integrated Care (SLIC) was a partnership of the Local Authorities and Clinical Commissioning Groups, the 93 General Practices within these boroughs, Kings College Hospital NHS Foundation Trust, Guy's and St Thomas' NHS Foundation Trust and South London and the Maudsley NHS Foundation Trust, along with citizens and communities. Some of the work carried out under the older people's programme included:

- **Development of Holistic Assessments:** A proactive and holistic assessment, for over 65s, undertaken by someone's GP Practice. This is to identify a range of needs that someone might have, rather than focus on specific issues.
- **Care management:** Additional named support for care-coordination, following a HHA, for more vulnerable older people, or people with complex needs. This helps people get access to the care they need, and makes it easier for a range of services to work together. .
- **CMDTs:** A community multi-disciplinary team brings together hospital, community and social care staff who will discuss the needs of an individual and work together to put in place the services that they need.
- **Geriatrician hotline:** Health staff in GPs surgeries or other community services can speak direct to consultants in the hospital to get access to expert advice, to help older people access the service they need more quickly, and often prevent them having to be admitted to hospital.
- **Emergency Rapid Response:** ERR provide enhanced therapy, nursing and social work support to support people to stay in their own home and prevent an admission to hospital, or to support them to be discharged from hospital earlier than at present.
- **@home:** This provides acute clinical care (where there is a medical need) at home by a multi-disciplinary team. This is care that previously would have been carried out in hospital.

- **Simplified discharge:** This is work to improve the discharge process for patients leaving hospital and returning home or to a care home.
- **Falls:** New strength and balance classes offered to older people who have had a fall, or are worried about falling, to improve their strength and balance and reduce the risk of falling.
- **Infection:** The aim of this is to reduce the instances of catheter-related infections that result in avoidable A&E admissions. Patients get a catheter passport which goes with them as they move through care settings to improve information sharing and empower the patient to better self-manage their catheter. There are also checklists designed to help healthcare professionals to identify and treat infections.
- **Dementia:** A digital directory of services has been developed to support health and social care professionals, citizens and carers to access local information on services for them. There has also been work to support care home residents with dementia, who need additional help.

Much of this work is now mainstreamed, and the new Strategic Partnership is starting to develop wider enabling priorities to further develop integrated care.

ADDITIONAL INFORMATION TO BE ADDED

Section 4

What we know about Lambeth

Introduction

In order to refresh Lambeth's Health and Wellbeing strategy, we used information on changes and developments since the strategy was written. This includes data from Lambeth's joint strategic needs assessment, information on a range of strategies that have been developed locally, and feedback from citizens over the last couple of years. We also reviewed regional and national changes, so that we could take account of the changing context.

What we know – local statistics

Lambeth's Joint Strategic Needs Assessment (JSNA) is an assessment of health and wellbeing in Lambeth. It summarises information on health and wellbeing, including local health statistics, assessments of local service provision, capacity estimation, views of local people, assets assessments and outcomes analyses. Here we have included key findings from the JSNA, which can be found in its entirety at: www.lambeth.gov.uk/jsna

Overarching picture

Demographics

- Lambeth resident population is 321,984, evenly split between men and women
- The resident population is estimated to increase by 30,464 persons over the next 10 years (9% increase, compared to a 10% increase in London). The 65+ age group is predicted to grow the fastest (29%) and the 20-39 group the slowest (1%).
- It has a predominantly younger population, 44%, aged 20 to 39 years old compared with 35% in London and 27% in England; a smaller population aged 50 to 64 years old, 13%, compared with 15% in London and 18% in England and a smaller older population aged 65 or older, 8%, compared with 11% in London and 17% in England.
- Lambeth is the 5th most densely populated local authority in England & Wales.
- Lambeth is ethnically diverse - 30% Black ethnicity compared to 17% in London; 12% African ethnicity compared to 7% in London; 9% Caribbean ethnicity compared to 4% in London; 10% Black Other compared to 5% in London; 8% Asian ethnicity compared to 21% in London.
- Lambeth is the 29st most deprived local authority in England and the 9th most deprived borough in London.

Health and Wellbeing

- **Life expectancy:** this continues to improve in Lambeth; life expectancy at birth in Lambeth is 78.4 years for males and 83.5 years for females; although life expectancy has increased overall in Lambeth, not everyone benefits to the same level, with significant variation across different wards.
- **Poverty:** there are high levels of child poverty (29% of children under 20 years are income deprived)
- **Homelessness:** 4.6 in 1000 families in Lambeth are homeless
- **Child protection:** 358 children subject to a child protection plan
- **Deprivation:** 36.6% of the population live in the 20% most deprived areas in Lambeth; income deprivation affects 33% of older people
- **Employment:** 12.7 out of 1000 working age residents in Lambeth are long-term unemployed
- **Carers:** 2785 people over 65 provide unpaid care, projected to rise to 3041 by 2020
- **Health improvement:** Lambeth has 333 deaths per 100,000 population that are related to smoking; 21.2% of Lambeth residents are drinking at increasing or higher risk levels; Total population aged 65 and over predicted to have diabetes: 3049 in 2015, rising to 3351 in 2020; flu immunisations for people aged 65+ is 67.4%, lower than England's 72.4%.
- **Child health:** there are higher levels of hospital admissions for asthma, diabetes, epilepsy; and higher levels of A&E attendances for 0-4 year olds
- **Mental health:** Lambeth has one of the highest levels of mental illness in England. In 2013/14, 1.26% of all patients in GP practices in Lambeth were on the serious mental illness register. The English average is 0.86%. There are 314 excess deaths of adults with a serious mental illness in Lambeth.
- **Disability:** 97.8 out of 1000 people in pensionable age receive DLA; 2681 people over 65 incurred injuries due to falls

The Public Health Outcomes Framework grid

The 'Red Box' below summaries the public health outcomes framework indicators into a grid comparing how the indicator compares (better, similar, worse) to England (Y axis) against if the indicator has changed (improving, no change, worsening) over time (X axis).

How the indicator is performing compared to England	Worse	Similar	Better						
	<p>Overarching Domain Life Expectancy at birth (M) Life Expectancy at 65 (M)</p> <p>Wider Determinants 1st time Entrants YJS Children in poverty <16 Children in poverty <20 Noise complaints School readiness - development Violent crime, admissions</p> <p>Health Improvement Screening breast cancer Screening cervical cancer Recorded diabetes</p> <p>Health Protection Incidence of TB Persons Vaccination Coverage: (G) Hib / MenC booster (2 yrs) (G) MMR for two doses (5 yrs) (G) PCV booster</p>	<p>Overarching Domain Life Expectancy at birth (F)</p> <p>Wider Determinants Killed and seriously injured, roads School readiness - development (FSM)</p> <p>Health Improvement Under 18 conceptions (G) HIV late diagnosis</p> <p>Health Protection Mortality communicable diseases (F)</p> <p>Under 75 mortality: (M) Cancer, cardiovascular</p>	<p>Overarching Domain Life Expectancy at 65 (F)</p> <p>Wider Determinants NEETs 16-18 year olds Pupil Absence School readiness – phonics (FSM) School readiness – phonics</p> <p>Health Protection Vaccination Coverage: (G) Dtap / IPV / Hib (1 yrs) (G) Dtap / IPV / Hib (2 yrs) (G) MMR for one dose (2 yrs) (G) MMR for one dose (5 yrs) (G) Hib / Men C booster (5 yrs)</p>	<p>Wider Determinants % adult social care users - social contact</p> <p>Health Improvement Admission alcohol-related conditions (M) Excess weight reception Falls aged 65+ (M) Falls aged 65-79 / 80+ SCoDT non-opiate users</p> <p>Health Care & Premature Mortality Mortality preventable (M) Under 75 mortality: (M) Liver, respiratory (M) Preventable liver, respiratory</p> <p>Health Protection Vaccination Coverage: (G) Flu aged 65+ Flu at risk individuals (G) HPV (F)</p>	<p>Wider Determinants Sickness absence Utilisation of outdoor space</p> <p>Health Improvement Well-being low anxiety / happiness / satisfaction</p> <p>Admissions injuries children aged 0-4 / 0-14 - Falls aged 65+ (F) Diabetic retinopathy - Low birth weight - SCoDT opiate users Smoking prevalence pop / routine - Under 16 conceptions</p> <p>Health Care & Premature Mortality Emergency readmissions (F) - Winter Deaths all ages / 85+ Health related quality of life older people - Infant mortality Hip fractures people aged 65+ / 65-79 / 80+ - Suicide rate (M) Mortality communicable diseases (M) - Mortality preventable (F) (H/L) Preventable sight loss - diabetic, glaucoma, macular degeneration</p> <p>Under 75 mortality: (M) Preventable cancer, cardiovascular (F) Cancer, cardiovascular, liver, respiratory (F) Preventable cancer, cardiovascular, liver, respiratory</p>	<p>Wider Determinants Sickness absence total days lost</p> <p>Health Improvement Admission alcohol-related conditions (F) Admissions injuries YP aged 15-24 yrs Active adults Inactive adults Smoking status at time of delivery</p> <p>Health Protection Treatment completion for TB Vaccination Coverage: (G) MenC (G) PCV</p> <p>Health Care & Premature Mortality (H/L) Preventable sight loss - sight loss certifications</p>	<p>Wider Determinants Temporary accommodation Violent crime, offences</p> <p>Health Protection Vaccination Coverage: (G) PPV</p> <p>Health Care & Premature Mortality Emergency readmissions (M)</p>	<p>Wider Determinants Fuel poverty</p>	<p>Improving since baseline</p> <p>No change since baseline</p> <p>Worsening since baseline</p>

What we know – national and regional changes

Since the publication of our first Health and Wellbeing Strategy, a number of pieces of policy, guidance research and legislation have been issued which we have taken into account in the refresh of our Strategy. These include but are not limited to the following:

Care Act 2014

The Care Act places broad duties on local authorities in relation to care and support, including promoting people's wellbeing, focusing on prevention and providing information and advice. The Act requires local authorities and their partners to work together to integrate health and social care wherever possible so that the services people receive are properly joined up.

Better Care Fund

The Better Care Fund is a single pooled budget for health and social care services to work more closely together in local areas, based on a plan agreed between the NHS and local authorities through the Health and Wellbeing Board.

Five Year Forward View

The Five Year Forward View sets out a clear direction for the NHS, presenting the case for change and creating a high level picture of how the future should look. It sets out three gaps that are in danger of developing nationally unless new ways of working are introduced.

The health and wellbeing gap: if we don't focus on prevention, then progress in healthy life expectancies will stall, health inequalities will widen, and there will be a need to spend increasing sums on avoidable illness.

The care and quality gap: unless we reshape care delivery, harness technology, and drive down variations in quality and safety of care, then patients' changing needs will go unmet, people will be harmed who should have been cured, and unacceptable variations in outcomes will persist.

The funding and efficiency gap: if we fail to match reasonable funding levels with wide-ranging and sometimes controversial system efficiencies, the result will be some combination of worse services, fewer staff, deficits, and restrictions on new treatments.

King's Fund – improving the public's health: a resource for Local Authorities

In 2014 following the transfer of Public Health responsibilities to Local Authorities, the King's Fund produced their publication "Improving the public's health: a resource for Local Authorities", outlining interventions in nine main areas making a comprehensive set of assertions. These are: the best start in life; healthy schools and pupils; helping people find good jobs and stay in work; active and safe travel; warmer and safer homes; access to green and open spaces and the role of leisure services; strong communities, wellbeing and resilience; public protection and regulatory services; and, health and spatial planning.

From evidence into action: opportunities to protect and improve the nation's health

Published by Public Health England (PHE), this research identified three underpinning themes to focus on: concern relating to population health as well as with the impact on individuals and recognising that mental and physical health are equally important to our wellbeing; acting in a way that reduces health inequality and ensures everyone is able to benefit; and recognising the importance of place and the strength of building on all of a community's assets.

Social Value Act 2012

The Public Services (Social Value) Act 2012, requires public sector commissioners to consider how they could improve the economic, environmental and social wellbeing of their local area through their procurement activities.

Health Equity in All Policies

Public Health England (PHE) has worked with the Association of Directors of Public Health and the Local Government Association to develop a masterclass to understand what PHE could do to support directors and consultants of public health to embed health and health equity in all policies at a local level. It has been strongly advocated by the World Health Organization and European Union and adopted by a number of national and state governments around the world.

NHS London Healthy Urban Development Unit: Healthy Urban Planning Checklist

The Checklist offers different ways of helping to promote healthy urban planning, and mainstream health issues and impacts into the planning process depending on the scale and nature of development proposed.

Local action on health inequalities: Improving health literacy to reduce health inequalities

This practice resource (based on the best available evidence) identified health literacy strategies that local areas can develop, implement and evaluate, including: building upon health literacy during the early and school years; developing community-based approaches to health literacy; and, ensuring that health and social care services are clear and accessible for all, regardless of ability

Children and Families Act 2014 / Special Educational Needs and Disabilities (SEND) Reforms

The Children and Families Act brings together pre and post-16 support for children and young people with special educational needs and learning difficulties into a single, birth to 25 system. SEN statements (for schools) and learning difficulty assessments (for young people in further education and training) were replaced with single 0-25 Education, Health and Care Plans. Local Authorities are now required to publish a 'local offer' to ensure that parents and young people have access to a single source of coherent and complete information to manage their choices with regard to SEND related services.

London Health and Care Collaboration Agreement

This sets out a collective agreement by London and national partners to transform health and wellbeing outcomes, inequalities and services in London through new ways of working together and with the public. At its heart is the reform and updating of the way that public services are provided.

What we know – Lambeth strategies

Over the past few years, partners in Lambeth have worked together to develop a range of strategies. Here we highlight some that have a particular impact on health and wellbeing.

Lambeth Education and Learning strategy

The Education and Learning Strategy focuses on the significant role the council can play working with partners, to raise the ambitions of all education providers in the borough so that children and young people continue to achieve improved outcomes. The strategy also prioritises addressing gaps and differences in academic results between groups of learners.

Lambeth Safeguarding Adult Partnership Board annual report 2014-15

The Care Act 2014 made the Lambeth Safeguarding Adults Partnership Board a statutory body with the responsibility to protect adults at risk from abuse and neglect. Key areas of work include: development of the Multi Agency Safeguarding Hub (MASH); and effective cross statutory partnership safeguarding arrangements with LSAPB, Lambeth Safeguarding Children Board (LSCB), Health and Wellbeing Board and the Safer Lambeth Partnership.

Strategic plan of the Lambeth Safeguarding Children's Board 2012-2017

This plan sets out the top priorities for the LSCB - early intervention and quality of outcomes for children at risk of significant harm; safeguarding work regarding young people involved in serious violence; safeguarding disabled children; safeguarding missing children or those not currently known to Lambeth agencies; strengthen joint work with families where children are living with domestic violence or parental ill health, disability or substance misuse.

Lambeth Early Help and Prevention Integrated Commissioning strategy for children and families

This strategy sets out a vision for commissioning and developing an effective service model. It is underpinned by three principles: to consolidate what is working and decommission what is not; improve universal services so that there is a gold standard universal offer; identify investment opportunities – either external or through reallocation of existing budgets – to commission new evidence-based services.

Young Lambeth Emotional Wellbeing and Mental Health strategy

This strategy is a response to the Department of Health and NHS England report *Future in Mind (2015)* which identified the need for children and young people's mental health to be taken seriously and the need to restructure services to offer a range of support from prevention through to appropriate and timely clinical treatment. By addressing inequalities in access and improving outcomes for children and young people through an early intervention model, the hope is that this will lead to a longer-term reduction in the use of high-cost, specialist services.

Culture 2020

Culture 2020 is the first comprehensive cultural plan for Lambeth driven by the desire to enable people to be healthier for longer. Priority themes are: *safe and interesting spaces*: access to spaces including libraries and community buildings where you can learn, socialise and be enterprising; *the great outdoors*: activities in your local park and the chance to influence how it is managed; *let's get active*: regular physical activity and sport, including local sport and leisure centres; *be inspired*: opportunities to participate in and enjoy theatre, performing arts and music; *showing off*: opportunities to enjoy art, or if you are an artist to show off your work in archives, museums and galleries; *he bigger picture*: cinemas in Lambeth's five town centres and the chance to learn more about the art of cinema and filmmaking.

Investment and Opportunity strategy

This sets out Lambeth's strategic approach for encouraging economic growth to improve the lives of local people. It sets key priorities for action, support and investment in employment, businesses, regeneration and affordable housing alongside the development of new transport, leisure and environmental facilities across the borough. The emphasis is on maximising the impact of Council powers and assets as well as partnership working to maximise funding, investment and growth. The council makes a clear commitment to mitigating the impacts of unequal growth; to preserve Lambeth's cultural diversity and provides routes out of poverty for more residents, especially young people and people facing discrimination and disadvantage.

Financial Resilience strategy

This lays out the next steps in delivering support services in the community to people who are struggling due to high living costs, in-work poverty and cuts to benefits. The two priorities are to increase both people's income (through accessing personalised employment support, progress at work so people earn at least the London Living Wage and access to benefits and credits they are entitled to) and their financial capability (paying rent, plan and manage finances, access to financial products and a reduction in problematic debt). The aim is to support people during difficult times so they can cope, whilst offering resources to succeed in the longer term.

Child Poverty strategy

The Child Poverty Strategy aims to raise awareness of, coordinate and monitor work to reduce and mitigate the impacts of child poverty. Children living in poverty are more likely to have poor health, physical and social development and achieve less in education. Areas relevant to health and wellbeing include: family and the home learning environment; income and parental employment; child educational attainment; health; and housing.

Lambeth, Southwark and Lewisham sexual health strategy

Sexual health is a national and local public health priority. LSL are taking a tri-borough approach to commissioning and delivering a range of sexual health services targeting those who most need them, especially given high and rising levels of sexually transmitted infections (STIs) amongst young people, men who have sex with men (MSM) and the Black African community. Reduction in termination of pregnancies, under-18 conception rates and increased Chlamydia prevention are also priorities.

NHS Lambeth CCG five year plan

This sets out the strategic vision to improve the health and reduce inequalities for Lambeth people and to commission high quality health services on their behalf. The strategy sets out the six key ambitions. These are – securing additional years of life for the people of Lambeth, with treatable mental and physical health conditions; improving the health related quality of life of people with one or more long term conditions; reducing the amount of time that people spend avoidably in hospital through better and more integrated care in the community; increasing the proportion of older people living independently at home following discharge from hospital; reducing the proportion of people reporting a poor experience of care; and making significant progress towards eliminating avoidable deaths in our hospitals, caused by problems in care.

South east London strategy

The six CCGs in South East London and their co-commissioners from NHS England (London region) have developed a south east London five year commissioning strategy. It has established a collaborative approach to tackling the major strategic challenges within the area's health economy over the course of the next five years. The strategy aims to improve health outcomes for our local population, take action to reduce health inequalities; ensure providers consistently deliver safe and high quality care; and support a financially sustainable health economy.

What we know – citizen voice

Residents' survey

Started in 2003, the now annual residents' survey asks Lambeth residents about living in the borough and their experience and view of public services. Some issues relevant to the HWB strategy include:

- Health services came in joint ninth (on 6%) as things that are most in need of improvement behind a top three of clean streets (28%), affordable decent homes (15%) and the level of crime (14%)
- Four in five say their general health is good or very good (79%; up from 71% in 2011) – this may reflect population changes with more young adults and proportion of people in work. 5% rate their health as bad or very bad with disabled people (38%) and those with a longstanding illness or infirmity (25%) and not in a job or training (14%)
- 82% stated that their mental health is good or very good, although, in line with general health highest ratings were for those who have lived in the borough less than two years (90%), are earning at least the London living wage (90%), live in Clapham (89%), households with two adults plus children (89%), private renters (87%), not living on an estate (86%) and adults aged 25-34 or 35-44 (86%)
- Health services is the sixth most important thing that make Lambeth a good place to live (15% residents mention this), especially for those who use health and social care services, Muslim residents and those living in Norwood (all 26%), homemakers (24%) and older residents (23%)
- Almost half (48%) of residents exercise at least several times a week, 72% at least once a week. 13% say they never or hardly ever exercise and are more likely to be aged 65 or over (38%), on benefits (25%), single person households (24%), unemployed (22%), living in social rented housing (21%) and Brixton residents (17%)
- Health and social care services users are more likely to have contacted the council (69%)
- Public transport (27%), clean streets (26%), crime levels (19%) and affordable, decent housing (16%) are what people say makes Lambeth a good place to live
- Parks and open spaces are the most used service (49%) although this continues to fall (down from 59% in 2014)
- Community cohesion remains high but is falling (93% in 2014. 87% in 2015)

Culture engagement

- Of the six cultural service themes, 'safe and interesting spaces', including libraries and community buildings, are most likely to be selected as important to respondents (72%), followed by 'the great outdoors' (61%) and 'let's get active' (53%). 57% of respondents support the approach proposed in the Active Lambeth strategy for increasing participation in sport and physical activity, whilst only 4% oppose it.
- People were most supportive of having affordable activities within a 20 minute walk of their home (92% of on-street survey respondents and 87% of questionnaire respondents feel this is important).

- Young people's top reported activities in their spare time were sport (81%), going to the park (76%) and the cinema (71%).
- Lack of time, costs, family commitments and access issues were raised as key barriers to people doing physical exercise.

Health and Wellbeing informal sessions

Before each HWB there is an informal session to discuss specific issues. Below is summary feedback from these sessions.

Loneliness

- Being older, using mental health services and having caring responsibilities were identified as putting people at greater risk of loneliness.
- Recommendations for older people include a one-stop shop for services/social support organisations; Silverline to signpost activities; development of informal support networks; organisations to identify and offer support to those at risk; and creative solutions to support older people excluded due to high transport costs, e.g. volunteer drivers.
- Older carers are lonely due to reduced mobility, loss of friends and relatives and not asking for help. Carers can feel ashamed about being lonely and guilty about leaving the cared-for person alone so they can socialise and get respite. Carers with outgoing personalities are more likely to access community support. People advocated advance support plans, localised support networks, activities and opportunities using GP practice data, and for services to allow more face-to-face contact.
- Activities to tackle loneliness need to reflect people's shared interests and may require community development workers. The council, NHS and voluntary sector need to map and coordinate existing initiatives and resources, with clear signposting, perhaps through a one-stop shop and individual professionals. Projects also need to be mindful of including single men and young people.

Dementia: creating a dementia-friendly borough

- Support should be available from diagnosis to death. GPs report there is a gap in support for the person with dementia and their family directly after diagnosis, when they are most fearful and would benefit from advice on how and what services to access. Action after referral to social care can take a long time or result in no response.
- Recommendations focus on prioritising face-to-face support, including weekly outreach to support people with dementia – and their carers – to get out of the house, including transport costs; support for charities and self-help groups; 'dementia friends'; the opportunity to share information in libraries (working closely with SLAM on resources); preventative financial and administrative help to prevent crisis situations and to protect people from exploitation; more classes (yoga, dance, art etc.) open to people with dementia and their carers and an easy-to-access, regularly updated directory of key agencies.

- There are popular, volunteer-led, community-based services with good referral links, but they struggle to access even small amounts of funding e.g. Carer's Forum; The Healthy Green Club.
- Carers are often socially isolated, stressed and may be dealing with aggression and resentment from the person they care for.
- Care homes are not always providing the activities they say they are.

Housing and health and wellbeing (21 October 2015)

- Services, such as housing management and local care networks, need to proactively intervene to identify people who are isolated or need extra support and work in partnership to build trust and link them into services, asking them what they want. Assets need to be mapped, so community groups can use them and time banking may be a good way to encourage volunteering. Initiatives should encourage active community members and groups e.g. tenants' associations, health and street champions
- Housing should meet the range of housing need, including people with disabilities, to ensure people can live as independently as possible. Currently, sheltered housing scheme members have little support, and there is a shortage of supported housing and properties adapted for disabled people. Poor housing quality affects health and wellbeing, especially damp and cold in the social and private rented sectors with delays in repairs. Changes in the benefits system are leading to eviction notices.
- People get stuck without resolution in the housing system. Multi-agency phone conferences to identify the best, quickest, realistic outcomes would be more efficient and save people's time and energy.
- Council housing staff should be easy to contact, visible and communicate regularly. Contracting out has failed with tenants struggling to contact contractors over housing problems.

Health and Wellbeing event (June 2014)

Over 500 people came to Lambeth Town Hall and took part in activities, information stalls, and discussion groups. Key issues were: access to services and facilities to keep healthy, importance of housing and the built environment on people's health, and issues such as air quality and transport.

Healthwatch reports

Healthwatch reports have provided a range of feedback – both specific on particular services, information on local pharmacies and health services, and information on what older people, adults with mental health problems, people with learning disabilities, and children and young people want from services. **ADD DETAIL**

Citizens' Forum

Feedback from Southwark and Lambeth Integrated Care Citizens' Board includes how services should be better provided, the development of local care networks, citizen involvement in service transformation and integration, and more. **ADD DETAILS**

Big Health debate

ADD DETAILS

Early Action Commission

The Commission has examined local conditions in Lambeth and Southwark, especially the immediate and underlying causes of pressing local problems, and what works best to prevent them. It carried out a review of local strategy, policy and practice; explored more than 30 examples of good practice in the two boroughs and further afield; and engaged with local residents and community-based groups and with other experts, through workshops and interviews.

Section 5

Priorities

Priorities in the refresh

We have focused on four broad areas, linked to our ambition. These are:

- **Early Action and Prevention:** the Early Action Commission made recommendations to fully embed early action in Lambeth, so that we tackle causes rather than symptoms. We will work to implement the recommendations of the Commission, identifying specific areas where people can begin to see a real difference. We will also focus on areas of prevention that can make a real difference to health inequalities across the borough.
- **Transforming systems and integrated care:** significant changes are taking place across health and social care, locally, regionally and nationally. As a Health and Wellbeing Board, we will ensure that local people are fully involved in these changes, and that the changes focus on the needs and assets of local people.
- **Health and wellbeing in all policies:** health and wellbeing is everyone's business. We will work with services to ensure that health and wellbeing is considered and built into new policy changes and service developments.
- **Housing:** locally and nationally, the links between housing and health and wellbeing are increasingly recognised. We want to strengthen those links and consider how services and staff can better work together.

Two additional areas will form part of the overall strategy refresh:

- **Citizen involvement, information and communication**

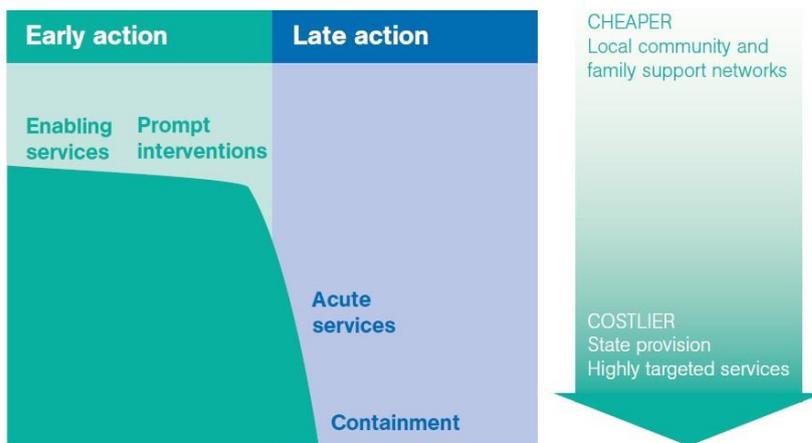
The role of citizens in the work of the strategy, and across health and wellbeing, is key. We maintain our commitment to the citizen involvement principles set out in our original strategy and plan to increase levels of involvement in the coming years. Across all priorities in the strategy, the importance of access to information – strategic and service – has been identified as vital. This will also be developed as part of the strategy.
- **Developing the Health and Wellbeing Board**

Two development sessions have been held with the King's Fund, to identify areas for development of the Board itself. We will use the recommendations from these sessions, along with national guidance and good practice, to further develop the Health and Wellbeing Board.

Priority – Early Action and Prevention

Early action is about tackling causes rather than symptoms.

We believe that we can achieve better health and wellbeing outcomes for people in Lambeth by prioritising earlier action at all critical life stages. We want Lambeth to be a place where people are ready for everything, with ‘enabling’ communities and services that equip people to flourish and where early help is available to pick up and respond to the first signs of difficulty.



Source: The Early Action Task Force. (2011). *The Triple Dividend*.

Southwark and Lambeth Early Action Commission

In 2014, the two Health and Wellbeing Boards set up the Southwark and Lambeth Early Action Commission to reduce demand for acute services and maintain wellbeing for all residents.

The Commission has identified four goals for early action in Southwark and Lambeth. These are designed to address problems as early on as possible and focus on what can be done locally in the context of extreme budgetary constraints.

Resourceful communities, where residents and groups are agents of change, ready to shape the course of their own lives. To achieve this people need actual resources (but in the broadest sense), connections, and control.

Preventative places, where the quality of neighbourhoods has a positive impact on how people feel and enables them to lead fulfilling lives and to help themselves and each other.

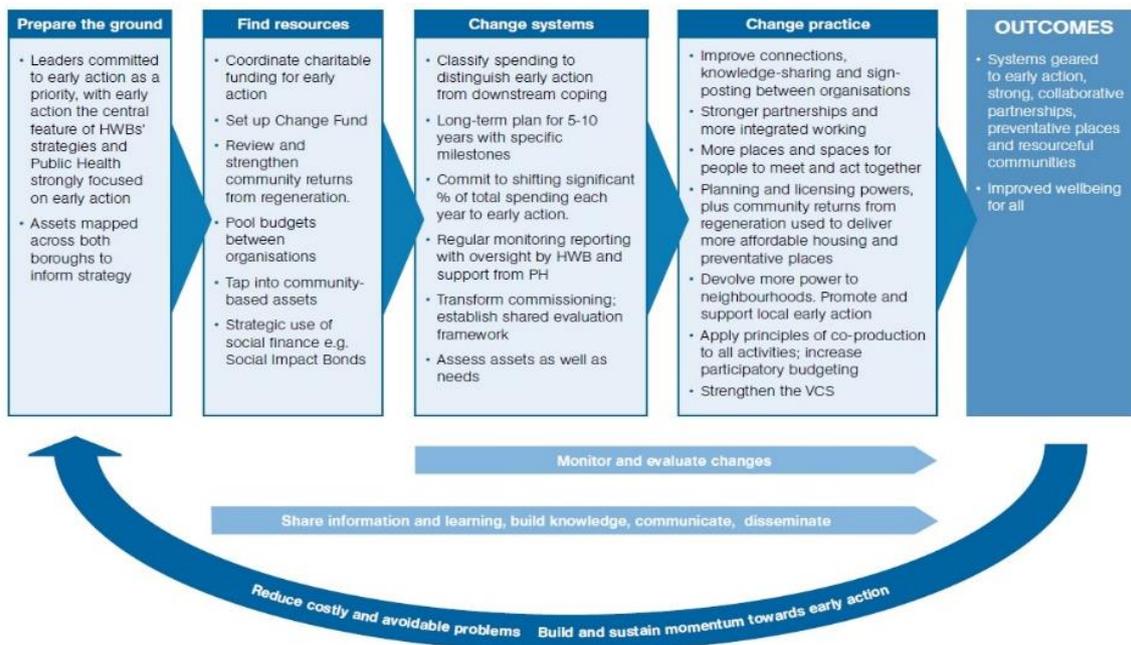
Strong, collaborative partnerships, where organisations work together and share knowledge and power, fostering respectful, high-trust relationships based on a shared purpose.

Systems geared to early action, where the culture, values, priorities, and practices of local institutions support early action as the new ‘normal’ way of working.

Lambeth Early Action Partnership

The Lambeth Early Action Partnership (LEAP) is a unique opportunity to transform the lives of babies, young children and their families in Lambeth. The initiative is for families from pregnancy until their child is four, in Coldharbour, Stockwell, Tulse Hill and Vassall. Working together with parents, carers, local workers and the community, it will provide a wide range of programmes to support parents and change the way services work with families.

Enabling actions



Enabling actions

- Work with local voluntary and community organisations to strengthen the sector and local networks
- Co-ordinate asset mapping and access to information on assets
- Develop programme across the partnership to ensure that all possible funding streams are considered as part of the development of early action

Service actions

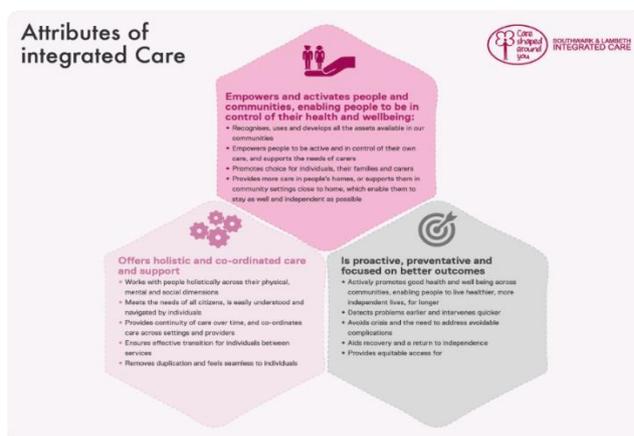
- Deliver LEAP for children under 4 and their families
- Develop health improvement services as part of public health commissioning
- Coordinate services to tackle loneliness and isolation
- Further implement the Black mental health commission action plan

Priority - System transformation and integrated care

A transformation in how services are organised and delivered is needed in order to address the challenges facing the health and social care system. There are a range of programmes underway, including Strategic Partnership, Five year forward view, developments in South East London, Children and Young People's strategy, development of Local Care Networks, CCG five year plan, and others.

The Health and Wellbeing Board wants to add value by ensuring that all programmes focus on two broad areas:

- Use of the agreed attributes of care and agreed outcomes/l statements
- Focus on involvement of citizens in all transformation



Integrated care outcomes

I have systems in place to help at an early stage to avoid crisis and as small a disruption as possible if a crisis happens and "I live independently?"

I can manage my own *health and wellbeing (or condition)* and *I am supported* to do this (including having access to information and being able to stay healthy)

I can plan my care with people who work together to understand *me* allow me control and bring together services to achieve the outcomes that are important to me

Citizens and carers - I *(am able to)* live the life I want *(and get the support I need to do that)*

I feel (am) *safe, secure and protected from harm*

Lambeth Living Well Collaborative outcomes

Recover and stay well and experience greater quality of life and improved physical and mental health

Make their own choices and achieve personal goals

Participate on an equal footing in daily life.

Lambeth Early Intervention and Prevention strategy
Improve family stability
Reduce risk taking behaviour in adolescents
Improve educational aspiration and attainment
Reduce health inequalities

Supporting the role of citizens in integrated care

There are numerous different models of citizen engagement, often set out to show a spectrum - from citizens being passive recipients of information about services to citizens leading the development and delivery of services.

The Health and Wellbeing Board wants to work with citizens to ensure that they are fully able to contribute to all service transformation in three broad areas:

- Citizens in governance: this covers citizens involved in decision-making, sitting alongside partner organisations. It covers the role of citizens in influencing - bringing the right people at the right time, and saying things in the right way to influence change; and impact - knowing when citizens have made a difference and being able to feedback on that change to others.
- Citizen sharing their experiences to improve and develop services: This covers people who use services, and people who care for those who use services, being engaged both individually and as groups, and bring their experience to the improvement and development of care services.
- Citizens as a movement: includes citizens helping care services through enabling people to volunteer in local service, and communities co-designing and co-delivering services with people who work in care services; citizens helping one another including peer networks that give emotional and practical support, and neighbourhood level community action that can enable citizens to support one another; and citizens helping themselves to better manage their own health and wellbeing.

Enabling actions

- Ensure system transformation meets outcomes coproduced with citizens
- Ensure that citizens are central to the ongoing development of integrated care and system transformation

Service actions

- Support delivery of key areas of system transformation, including Strategic Partnership, IPSA, SEND, Children's strategy, Sustainability and Transformation Plan, South East London programme

Priority – health and wellbeing in all policies

Introduction

Health and wellbeing in all policies is defined as ‘an approach to public policies across sectors that systematically takes into account the health implications of decisions, seeks synergies, and avoids harmful health impacts in order to improve population health and health equity’.

Within Lambeth, we intend to:

- Effectively position health and wellbeing in the context of competing and sometimes conflicting, policy agendas
- Engage wider service and policy areas in the pursuit of health and wellbeing, within current economic and funding contexts

We are using the King’s Fund model to focus on nine broad areas that can improve public health and reduce inequalities:

- The best start in life
- Healthy schools and pupils
- Helping people find good jobs and stay in work
- Active and safe travel
- Warmer and safer homes
- Access to green and open space and the role of leisure services
- Strong communities, wellbeing and resilience
- Public protection and regulatory services
- Health and spatial planning

Enabling actions

- Develop and implement a programme of HIAs across all new policy and strategic developments; agree key priority areas for the roll out
- Include health and wellbeing as a mandatory part of all procurement and decision making reporting
- Develop a learning and development programme for staff on the impact of services on health and wellbeing

Service actions

- Deliver on key areas – include: Active Lambeth, Healthy Streets Commission, employment and financial resilience, regeneration, and healthy schools

Priority - Housing

The right home environment is essential to health and wellbeing.

Housing has a major impact on mental and physical health, children's development, neighbourhood cohesion, and health inequalities. This includes housing quality such as the impact of cold and damp properties on respiratory health – but also housing security and the prevention of homelessness, which is strongly linked to poor health outcomes.

The right home environment can:

- Protect and improve health and wellbeing and prevent physical and mental ill-health
- Enable people to manage their health and care needs, including long-term conditions, and ensure positive care experiences by integrating services in the home
- Allow people to remain in their own home for as long as they choose.

In doing so it can:

- Delay and reduce the need for primary care and social care interventions, including admission to long-term care settings
- Prevent hospital admissions
- Enable timely discharge from hospital and prevent re-admissions to hospital
- Enable rapid recovery from periods of ill-health or planned admissions

Lambeth Council is currently developing its Housing strategy and we are working with them focus on key issues important to health and wellbeing.

Enabling actions

- Understand populations, including their housing and health needs, as part of the JSNA
- Maximise housing's contribution to health and wellbeing outcomes
- Housing and health partners have a better understanding of how specialist housing and community support can fit into different care pathways

Service actions

TO BE DEVELOPED

Section 6

Developing Lambeth's Health and Wellbeing Board

Lambeth's Health and Wellbeing Board have identified some areas for development. These include two broad areas:

1. Strengthening the role and purpose of the Health and Wellbeing Board
2. Developing partnerships with other HWBs and with other relevant bodies

Strengthening the role and purpose of the Board

This includes the Board's governance, how HWB members work together and how the Board delivers on its priorities. The intention is to keep governance as simple as possible, and ensure as much transparency as possible. It will also include developing the roles and workplans of the Board's three sub-groups – the Committee in Common, the Children's Strategic Board, and the Staying Healthy Board.

Developing partnerships with other HWBs and with other relevant bodies

Here we want to consider how Lambeth HWB carries out various roles:

- HWB as a planning organisation – working with others on location of services and service quality
- HWB as an aspirational organisation – working with others on integration and prevention
- HWB as a commissioning organisation – working with others to commission across boundaries
- HWB as a lobbying organisation – work with others to influence what can't be done locally

Section 7

Getting involved, information and communication

One of the core principles guiding Lambeth's Health and Wellbeing Board is that citizens and services will work together as equal partners. When producing Lambeth's original strategy, we agreed six citizen involvement principles, and feel that they are just as important now. These are:

1. Working together for change
2. Leadership
3. All involvement will be purposeful
4. All involvement will be well planned, appropriately resourced & accountable
5. All involvement will be accessible and fun
6. All involvement will be transparent

Informal sessions

We will continue to hold informal public sessions before each of the Health and Wellbeing Boards, to focus on specific areas of interest. This feedback will help to inform the workplan of the HWB and its partners.

Public meetings

We will develop a programme of public meetings – sometimes focused on overall Health and Wellbeing, and sometimes on particular issues.

Working with Healthwatch

Healthwatch Lambeth has a statutory place on the Health and Wellbeing Board and we will work with them to ensure that people are fully involved in the work of the Board, and ensure we engage with all equalities groups.

Information and Communication

Across all priority areas in the strategy, the importance of access to timely and good quality information has been identified as important. This includes: strategic communication – about the work of the Board and other partners, about future direction of services and resources, and about the future vision for health and wellbeing; operational communication – clear, coordinated, accessible and up to date information on services and how to access them; and community information – information on local services and how to keep well.