

Appendix A: What is Lambeth Together?

Lambeth Together will be our fully integrated health and care system bringing together those areas of integration we are already doing and planning even more. Lambeth Together is a number of things:

- It's a way of working, a culture that unites us all
- It's the way we organise services around people and places
- It's how we work together as a whole system

We have previously said that our preferred model for integration in Lambeth Together is based on alliance principles for how we work together. All partners commit to working to Alliance Principles which 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

In terms of the way we organise services around people and places we have been creating 'packages of work' or 'delivery alliances' for specific populations and people. These proposed Delivery Alliances will be made up of partner members who are best able to deliver the services. 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 agreed outcomes.

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 and it is the form of these arrangements we now need to design and implement.

We will continue to test the right models and approaches to integration to ensure we are using the right vehicle to deliver the change we are seeking. There are a variety of models including lead provider and joint ventures developing locally and nationally and we will continue to monitor and learn from them.

The move to create a Lambeth health and care system has already begun, a range of initiative and developments have been started and are making good progress. We are now seeking to bring these together and to commence work on others as we move towards a fully implemented Lambeth Together.

Aims for Lambeth Together

Vision (adopted from Lambeth Health and Wellbeing Strategy)

Our vision is to improve health and wellbeing and reduce inequalities for people in Lambeth
We want Lambeth to be a place where:

- Health and wellbeing is improving for all, and improving fastest for those with the poorest health and wellbeing
- People are able to reach their full potential and feel good about themselves
- Everyone feels valued and has choices about their health and wellbeing
- People are safe from harm

In addition, we have agreed to work together across health and care to refresh the Health and Wellbeing Strategy as a 'Lambeth Together' Strategy from 2019/20 and as a successor to the existing Lambeth CCG Strategy.

Purpose – why come together

As leaders of organisations across Lambeth we have come together to work as one to co-ordinate and deliver health and care services for people in Lambeth in the whole Borough.

We have seen the benefit of working across the traditional boundaries between hospital and community services, health and social care, voluntary sector and state sector, staff and people using services and representative bodies.

Many of our workforce are already doing this. We want to recognise this, embed it in the whole system and build on it.

We are all going to work together under one health and care budget. We recognise that it's only when we behave as part of the same team and are jointly responsible for all activity and costs, that transformation really happens.

Objectives

To create the environment in which all this is possible we are coming together at every level to form Lambeth Together.

Lambeth Together is:

- a way of working and a culture that defines and unites us, developed with citizens and staff and embedded in all we do – The Lambeth Together Way
- moving away from basing services around organisations and make them based around people and places – The Delivery Alliances
- a single leadership and set of integrated functions to create our one system and one budget – The Strategic Alliance

Outcomes

We have designed a Lambeth Together strategic outcomes framework, based around enabling the achievement of these quadruple aims. This will not be a 'performance framework' with multiple direct metrics, rather a framework helping to articulate the core vision and objectives. There will be a small number of 'example metrics' that can give an indication of the overall impact of Lambeth Together. It will be a basis for the creation of future Delivery Alliance outcomes that will form the outcomes based contracting element of Alliance contracts alongside our statutory targets.

A Quadruple Aim



Collaborative and Partnership working

As a partnership, we have adopted the principles of alliance working. In addition, we have created a set of local design principles as follows.

We create services where:

- Prevention and equality are the focus
- People are in control of their health and wellbeing
- Care and support are co-ordinated and recognise the whole person

When we design services, we:

- involve people who use those services (or may use them) and their families as well as those who work in services, from the outset
- are open and honest and share our realities, to build shared understanding, ownership and collective responsibility for what we are doing
- have joint commitment to sharing power and decisions with citizens
- don't use jargon or acronyms
- recognise that everyone has a unique contribution; we listen and respect all perspectives
- are innovative and rapidly test, learn and share

Crucially important to those principles is our definition of co-production as follows:

'The relationship where people share power and responsibility to design, plan, assess and deliver support together. It recognises that everyone has a vital contribution to make in order to improve quality of life for people and communities.'