

HEALTHIER COMMUNITIES SELECT COMMITTEE			
Title	Delivering a viable and sustainable One Lewisham Health and Care System		
Contributors	Executive Director for Community Services and Chief Officer, Lewisham Clinical Commissioning Group		
Class	Part 1	Date	13 September 2016

1. Purpose

- 1.1 This report provides members with information on the wider strategic issues that are currently influencing and driving the transformation and integration taking place within health and care in Lewisham to deliver a viable and sustainable health and care system within the borough, and on specific activity being progressed through the Adult Integrated Care Programme for 2016/17. The report also explains how progress within the programme is being monitored and provides an update on the work across the system to improve communication and engagement.

2. Recommendations

The Committee is asked to:

- 2.1 Note the context and drivers within which health and care activity is currently taking place and the update on the activity being delivered through the Adult Integrated Care Programme (AICP).
- 2.2 The AICP sits within a wider set of programmes and activity contributing to the development of a whole system model of care and the achievement of a viable and sustainable 'One Lewisham Health and Care System' by 2020. These combined activities are Lewisham system's implementation of community based care, as set out in Our Healthier South East London.

3. Strategic Context

- 3.1 The Care Act places a legal duty on local authorities and organisations in the NHS to work collaboratively to improve health outcomes.
- 3.2 Lewisham Health and Care Partners (LHCP) recognise that Lewisham's health and care system needs to change. The current system is not sustainable and we are not achieving the health and care outcomes we should. There are significant health inequalities in Lewisham; too many people live with ill health, high quality care is not consistently available and demand for care is increasing, both in numbers and complexity.

- 3.3 Lewisham Health and Care Partners continue to work towards their vision of achieving a viable and sustainable 'One Lewisham Health and Care System' by 2020/21 which will:
- Enable our local population to maintain and improve their physical and mental wellbeing
 - Keep people living independent and fulfilled lives
 - Reduce inequalities and provide services which meet the needs of our diverse community
 - Provide access to person-centred, evidence-informed, high quality, pro-active and cost-effective care, when it is needed.
- 3.4 Sustainability and Transformation Plan (STPs) are five-year plans covering all areas of NHS spending in England. STPs have a broad scope with three headline areas: improving quality and developing new models of care; improving health and wellbeing; and improving efficiency of services. While the guidance focuses mainly on NHS services, STPs must also cover better integration with local authority services. The STP:
- Takes a whole system approach to health and social care planning.
 - Requires systems to work together to produce a sustainable plan that both meets quality and performance standards and ensures financial sustainability.
 - Requires commissioner and provider plans to align activity and finance and achieve the national standards on quality and performance.
 - Is the single application and approval process for transformation funding for 2017/18 and thereafter.
- 3.5 The draft STP for south east London was submitted in June. The STP will now be further developed and re-submitted by October. The south east London STP is focussed on developing consistent and high quality community based care and prevention through new models of care and neighbourhood care networks. As part of this partners are developing a whole system approach to planning for appropriate 7 day services and delivering an urgent and emergency care model that is supported by improved access to primary care and the wider wrap-around services, such as enablement services.

4. Background

- 4.1 Since 2014, statutory partners across health and care in Lewisham have been working together to integrate and reshape health and care services for adults in Lewisham. Lewisham Health and Care Partners' overall objectives are to achieve:
- **Better Health** – to make choosing healthy living easier - providing people with the right advice, support and care, in the right place, at the right time to enable them to choose how best to improve their health and wellbeing, explicitly addressing health and care inequalities including parity of esteem between physical and mental health.

- **Better Care** - to provide the most effective personalised care and support where and when it is most needed - giving people control of their own care and supporting them to meet their individual needs.
- **Stronger Communities** – to build engaged, resilient and self-directing communities - enabling and assisting local people and neighbourhoods to do more for themselves and one another.
- **Better value for the Lewisham pound** – by focusing on delivering population-based health and wellbeing outcomes and higher levels of service quality whilst containing costs over the five year period.

4.2 The Adult Integrated Care Programme was originally established to deliver a number of required changes and good progress has been made in many areas by bringing together existing services, promoting multi-disciplinary working and integrating pathways.

4.3 During the early part of 2016, however, Health and Care Partners recognised that, in view of the many external drivers, programmes and plans that are currently in play, including One Public Estate, Devolution and the Five Year Forward View alongside supporting national plans (e.g. Primary Care, Mental Health and Maternity services) they needed to define in more detail Lewisham’s strategic direction and longer term plans to transform health and care across the system and to deliver a whole system model of care. Moreover the Government’s Spending Review in November 2015 announced a requirement for all areas to have a plan for health and social care integration by 2017, to be implemented by 2020. LHCP also recognised that the development of these longer term plans would need to involve, as appropriate, colleagues from Children’s services. Accordingly, key partners with the addition of the Executive Director for Children’s Services have agreed to reform as Lewisham’s Health and Care Partners Executive Board. The Board will be responsible for oversight of the development of a whole system model of care and for the progress of specific activity within the adult integrated care programme. They will work together on whole system transformation to inform, define and develop:

- the future role of commissioning and commissioning frameworks
- the provider models and vehicles for the delivery of community based care

4.4 Together they will progress the following enablers:

- the estate requirements for the delivery of health and care in Lewisham and to ensure this informs the Devolution Asks and work on One Public Estate
- the ways of working and the skills and competencies needed across Lewisham’s Health and Care workforce, including learning lessons from the Buurtzorg model in the Netherlands to apply to a Lewisham context

- the IT requirements that will enable partners within the system to deliver flexible, mobile and integrated care with appropriate access for local people
- a co-ordinated communication and engagement plan

4.5 This work will feed into appropriate wider programme and delivery boards, such as that overseeing One Public Estate, the south east London wide STP, Commissioning Plans and the Devolution Programme Board, and into appropriate governance structures for decisions when necessary.

5. The Adult Integrated Care Programme and 2016/17 plan

5.1 The Adult Integrated Care Programme will continue to be one of the key delivery vehicles for integration activity and will oversee the activity and deliverables that have been agreed within the programme plan for 16/17. This specific activity includes:

- Developing the prevention and early intervention offer for adults—including improving access to information and advice to support self care and self management, and creating signposting tools and mobile apps for use across the system
- Developing the Neighbourhood Care Networks, Neighbourhood Community Teams, multi-disciplinary working and an improved approach to risk stratification to support individual care planning
- Developing a rapid response service and home ward, and a community discharge and support team as part of the urgent and emergency care pathway

5.2 The activity being delivered within the Adult Integrated Care Programme sits alongside a range of other activity being implemented delivered through other programmes and delivery vehicles. The attached 2016/17 Plan sets out the whole system activity as described earlier in this report and the specific Adult Integrated Care Programme as summarised below.

5.3 Prevention and Early Intervention

5.3.1 Achievements to date include:

- A new Social Care and Health Website which went live on the 24th August 2015. The website provides a comprehensive up to date, Care Act compliant resource.
- A Social Care and Health Directory of Services with an ongoing audit of content
- The development of screening tools to improve prevention and to facilitate referrals to other services
- The redesign of falls prevention and management services
- Established SAIL – a referral tool for safe and independent living for 60+

5.3.2 Plans for 2016/17 include:

- Production of the Live Well Lewisham mobile app
- Improving referral and access to a broad range of coordinated support and/or information to help keep people safe and independent in their own home.
- Reviewing the use of assistive technology across the system
- Implementing the community falls team and physical activity exercise programme

5.4 Neighbourhood Development

5.4.1 Achievements to date include:

- The establishment of a team of Neighbourhood Co-ordinators to support multi-disciplinary working.
- The establishment of Community Connections, a preventive community development programme commissioned to support vulnerable adults to improve their social integration, health and wellbeing and reduce isolation.
- Workforce development activity to establish virtual Neighbourhood Community Teams.
- Production of guidance to support multi-disciplinary working.

5.4.2 Plans for 2016/17 include:

- Developing further NCT processes and systems including the referral processes between the Neighbourhood Community Teams (NCT) and mental health services
- Co-locating NCT staff
- Developing the Care Navigator role
- Developing the Neighbourhood Care Networks and improving connections between existing formal and informal health and care providers.
- Testing out effectiveness of multi-disciplinary meetings and current networks and identifying further requirements
- Reviewing approach for risk stratification

5.5 Enhanced Care and Support

5.5.1 Achievements to date include:

- Completing audits to inform the development of a Home Ward, Rapid Response, and Supported Discharge
- Enhancing enablement services to maintain independence, to reduce unplanned emergency admissions and to reduce lengths of stay in hospital.

5.5.2 Plans for 2016/17 include:

- Agreeing and developing the new model for a home ward

- Agreeing and developing the new model for a rapid response service
- Agreeing and developing the new model for Emergency Department and Community Discharge and Support.

5.6 Communication and Engagement

5.6.1 Lewisham's Health and Care Partners have recognised the need to improve the communication and engagement on the long term vision for Lewisham's health and care system/whole system model of care and on the range of activity that is being progressed within partner organisations in line with the vision.

5.6.2 To facilitate consistent and coherent messaging to staff, residents and other stakeholders on the activity taking place or planned to deliver a whole system model of care, a joint strategic communications group has been established. A joint communication and engagement plan will align key transformation and integration activity taking place across the system and set out key milestones for delivery.

5.7 Monitoring Progress and Success

5.7.1 The Lewisham Health and Care Partners Executive Board meets monthly and monitors, alongside other deliverables, the activity within the 2016/17 Adult Integrated Care Programme plan on a quarterly basis. The quarterly report highlights progress against project delivery and KPIs as well as project risks.

5.7.2 The benefits achieved by funded projects within the AICP are set out in the relevant business case to ensure that they are in line with both the overall vision and partners' priorities and objectives. Business cases would show for example how the proposed activity would reduce demand on statutory services, reduce non elective admissions or improve discharge from hospital.

5.7.3 The Better Care Fund is a key driver to the transformation of services to ensure that people receive better and more integrated care and support. The Lewisham BCF plan contributes to the delivery of the AICP by funding a number of priority projects for 2016/17. The BCF plan and performance is monitored by the Section 75 Agreement Management Group (Adults) and a performance report containing the high level BCF metrics is reviewed quarterly.

6. Financial Implications

6.1 There are no financial implications arising from this report. Any proposed activity or commitments arising from activity to support the delivery of Lewisham's vision for a viable and sustainable health and care system will need to be agreed by the delivery organisation concerned and be subject to confirmation of resources. The funding available in future years will of course need to take account of any

required savings or any other reduction in overall budgets and national NHS planning guidance.

7. Legal implications

7.1 There are no specific legal implications to consider at this time.

8. Crime and Disorder Implications

8.1 There are no specific crime and disorder implications arising from this report or its recommendations.

9. Equalities Implications

9.1 There are no specific equalities implications arising from this report.

10. Environmental Implications

10.1 There are no specific environmental implications arising from this report or its recommendations.

11. Conclusion

11.1 This paper sets out the context and drivers within which health and care activity is currently taking place and provides an update on the activity being delivered through the Adult Integrated Care Programme (AICP).

If there are any queries on this report please contact Carmel Langstaff, Service Manager – Interagency Development and Integration on 020 8314 9579 or at carmel.langstaff@lewisham.gov.uk