

HEALTH AND WELLBEING BOARD			
Report Title	Whole System Model of Care: Community Based Care; Communication and Engagement and Adult Integrated Care Programme update		
Contributors	Members of the Lewisham Health and Care Partners Executive Board	Item No.	
Class	Part 1	Date:	15 November 2016
Strategic Context	Please see body of report		

1. Purpose

- 1.1 This report provides members of the Health and Wellbeing Board with an update on the action being taken by Lewisham Health and Care Partners Executive Board to develop a partnership approach and model for the delivery of community based care. It also presents for approval Lewisham's vision, pledges and key communication messages on health and care transformation and integration and provides an update on the 2016/17 activity of the Adult Integrated Care Programme.

2. Recommendations

- 2.1 Members of the Health and Wellbeing Board are asked to:
- Note the update on the strategic direction for developing and delivering community based care;
 - Approve the draft vision, pledges and key messages on Lewisham's health and care system;
 - Note the update on the specific activity delivered under the Adult Integrated Care Programme.

3. Strategic Context

- 3.1 The activity of the Health and Wellbeing Board is focused on delivering the strategic vision for Lewisham as established in *Shaping our Future – Lewisham's Sustainable Community Strategy* and in *Lewisham's Health and Wellbeing Strategy*.
- 3.2 The work of the Board directly contributes to *Shaping our Future's* priority outcome that communities in Lewisham should be Healthy, active and enjoyable - where people can actively participate in maintaining and improving their health and wellbeing.
- 3.3 The Health and Social Care Act 2012 placed a duty on Health and Wellbeing Boards to prepare and publish joint health and wellbeing strategies to meet the needs identified in their joint strategic needs assessments. *Lewisham's Health and Wellbeing Strategy* was published in 2013.
- 3.4 The Health and Social Care Act 2012 also requires Health and Wellbeing Boards to encourage persons who arrange for the provision of any health or social services in the area to work in an integrated manner, for the purpose of advancing the health and wellbeing of the area.

- 3.5 The NHS Five Year Forward View was published on 23 October 2014 and sets out a new shared vision for the future of the NHS based around new models of care.
- 3.6 Planning guidance was published on 22 December 2015 which set out the requirement for the NHS to produce five year Sustainability and Transformation Plans (STP). These are place based, whole system plans driving the Five Year Forward View locally.

4. Delivering a Whole System Model of Care

- 4.1 In July the Health and Wellbeing Board noted the proposals to reshape and widen the membership of future integration meetings to define in more detail Lewisham's strategic direction and longer term plans to deliver a whole system model of care. The Lewisham Health and Care Partners (LHCP) Executive Board (previously the Adult Integrated Care Programme Board) has since expanded its membership to include the Executive Director for Children's Services and the Chair of One Health Lewisham, the Federation of all GPs in Lewisham. In addition five Steering Groups on Estates, Provider Vehicle and Workforce Delivery, ICT, Communications and Finance will support Lewisham Health and Care Partners to deliver on the transformation of the health and care system.
- 4.2 The transformation of Community Based Care (CBC) is a critical part of Lewisham's overall vision to achieve a sustainable health and care system: one which better supports people to maintain and improve their physical and mental wellbeing, live independently and access high quality care when needed. Lewisham's Partnership Commissioning Intentions (see separate HWB report) set out why this change is needed.
- 4.3 Community based care is the advice, support and care which is provided outside a traditional hospital setting. In Lewisham this includes services provided by GPs, social workers, pharmacists, other NHS and local authority services, as well as that provided by the voluntary and community sector and those provided by private organisations such as care homes. It is being delivered across four neighbourhood areas – North Lewisham, Central Lewisham, South East Lewisham and South West Lewisham. Also some Children's health and early intervention services are co-located already on a neighbourhood basis through our children's centre services. There is opportunity to develop this further, including services for children with complex needs.
- 4.4 In Lewisham, health and care partners plan to transform the way in which community based care is delivered so that people can access proactive and co-ordinated advice, support and care which is:

Proactive and Preventative – By creating an environment which promotes health and wellbeing, making it easy for people to find the information and advice they need and the activities, opportunities and support available, to maintain their health and wellbeing and to manage their own health and care more effectively. And for people to be part of resilient communities, working with and alongside voluntary and community organisations;

Accessible to all – so that adults have improved access to local health and care services through for example neighbourhood care hubs, and so that children have increased access to community health services and early intervention support

through for example the re-procurement of children's centres and health visiting. And for everyone to have clear access to urgent care when needed;

Coordinated – so that people receive personalised care and support, closer to home, which integrates physical and mental health and care services, to help them to live independently for as long as possible.

- 4.5 To date the LHCP have taken a number of steps to improve the delivery and integration of existing community based services, raising quality and improving effectiveness through multidisciplinary working across services by establishing integrated teams (such as the Neighbourhood Community Teams and the Enablement Teams) and improving connections between services and within communities through neighbourhood care networks.
- 4.6 Over the next few years, LHCP will continue to focus on the infrastructure, staffing and delivery structure that is needed to achieve Lewisham's vision and further develop and integrate community based care.
- 4.7 A key element of this work is to look at how statutory health and care partners can work even more closely together in the delivery of CBC and achieve the transformation required. For that reason, the LHCP Executive Board has agreed to establish a new Lewisham Partnership approach and model for the delivery of CBC. LHCP do not intend to replicate in full either the Primary and Acute Care System (PACS) or Multi-speciality Community Provider (MCP) models that have been developed elsewhere, but, reflecting some aspects of the approaches used elsewhere, Lewisham's future model will seek to be population based, outcomes focused, promote healthy living and independence, expand and strengthen primary and community care and provide an integrated response to the total needs of the individual.
- 4.8 LHCP have agreed that they want the proposed partnership approach to be underpinned by new governance arrangements that enable joint decision making, joint accountability for delivery and establish effective funding and risk sharing arrangements. The partners have looked initially at the various governance arrangements that have been explored through the New Models of Care Vanguard. These arrangements vary from looser, more flexible arrangements established through memorandums of understanding, which set out shared objectives and areas of collaboration but which are also easy to establish and to reverse; through joint ventures which establish capitated budgets but retain organisational decision making; through to accountable care organisations which have single accountability and full risk sharing.
- 4.9 Within Lewisham, the partners want the arrangements to permit an agreed level of responsibility and delegation whilst providing sufficient accountability for sovereign bodies across the partnership. To ensure that all options have been fully explored and considered, the LHCP are proposing to secure external consultancy to identify options for governance to support the proposed new partnership arrangement for the delivery of CBC.
- 4.10 Once this work is concluded, partners will report back to the Health and Wellbeing Board on the options that have been considered and the preferred option for development.

- 4.11 LHCP recognise that they cannot deliver the positive outcomes they seek in isolation. In order to effectively promote health and wellbeing across the borough and reduce the need for formal health and social care provision LB Lewisham has developed a Community Development Charter – see attached at Appendix A. The Charter outlines partnership approach to community development and builds on current neighbourhood and borough wide assets and networks.
- 4.12 This approach will be further refined through a borough-wide Community Development steering group who will oversee the work of neighbourhood based delivery groups coordinated by Community Connections. These groups will bring together all the relevant partners in each neighbourhood to identify resources within communities to maximise their potential while also highlighting gaps in service provision and working with local voluntary sector to develop services to meet these needs. This approach is currently in the development phase and a full report will be presented to the next H and WB Board.

5. Communication and Engagement

- 5.1 As highlighted above, the Lewisham Health and Care Partners Executive Board is supported by a number of steering groups, including a Communications and Engagement Steering Group. This group is accountable for developing and undertaking effective system wide communication and engagement activity. The Group is currently developing and implementing a communications and engagement strategy and plan for this work in partnership.
- 5.2 As a first step, the group has developed the vision, pledges and some core messages. These are attached at Appendix B. Section 3 of the attachment sets out the pledges which have been developed in response to the request made by the Health and Wellbeing Board. These aim to outline what members will do to improve health and wellbeing across the borough.
- 5.3 Initial feedback has rightly pointed out that the pledges need to be expanded by more concrete examples of what health and care partners are doing or will be doing to fulfil their pledges. For example we need to be more specific about how we have increased volunteering opportunities. Similarly the document needs to articulate the tangible changes which are taking place and the benefits that will be achieved. The document needs also to explain the expected impact for both community and the workforce.
- 5.4 To enhance communications, the steering group plans to gather case studies using health and care professionals. The group also wants to include more examples from the voluntary and community sector.
- 5.5 The Communications and Engagement steering group next meets on 8 November and a further verbal update on communication and engagement activity will be provided to Health and Wellbeing members at the meeting on the 15 November.
- 5.6 These key messages will be expanded and regularly reviewed for use by partners and stakeholders across the system in communications on health and care transformation and integration in Lewisham.

6. Adult Integrated Care Programme

- 6.1 The Adult Integrated Care Programme continues to be one of the key delivery vehicles for integration activity and LHCP continue to oversee the activity and deliverables that have been agreed within the adult integrated care programme plan for 16/17.

Prevention & Early Action

- 6.2 A key priority for Prevention and Early Action in 16/17 is providing better access to a range of information, advice, support and activities to enable people to maintain and improve their own health and wellbeing and better manage any existing conditions.
- 6.3 SAIL (*Safe and Independent Living*) Connections is being introduced in Lewisham and will be managed by Lewisham and Southwark Age UK, the project will go live in November 2016. SAIL is a quick and easy way for vulnerable older people (60 plus) and those supporting them to access a wide range of services to support safe and independent living in the form of a simple first contact checklist. The core function of the service will focus on prevention, early intervention and targeting the most vulnerable to reduce further escalation of their health needs.
- 6.4 The Single Point of Access for Health and Social Care, which brought together the Social Care Advice and Information Team (SCAIT) and District Nurse call service, is being redesigned to improve the coordination and provision of health and social care information. Integrating health and social care role, it will provide an intelligent response to customer contact and one number to act as a gateway for new contacts. This will be supported by the online offer.
- 6.5 The Digital Front Door Project focuses on refreshing the information and guidance offer in the form of redesigned content on the health and social care pages of the Lewisham website. As part of this work, an online wellbeing assessment has been designed to improve the triage of cases and to provide an opportunity to personalise advice, signposting, activities and promote healthy lifestyles. Underpinning this work will be a digital inclusion strategy that will enable the transition to self-managed care in the future.
- 6.6 Additional activity in this area includes: working with Carers Lewisham to enable carers to continue caring, but also to support their health and wellbeing and to lead independent lives; redesigning the fall's prevention and management services by establishing a community based falls team and improving interventions for those at risk of falling; and enhancing capacity in the community and voluntary sector to support a greater focus on prevention and early intervention by working with a range of voluntary and community sector organisations. This builds on the work at a neighbourhood level through the Community Connections Team, health trainers and area based initiatives.
- 6.7 The aim is to embed prevention in all commissioned services to prevent and to reduce the need for treatment and care. As highlighted in Lewisham's Partnership Commissioning Intentions report, the Commissioning Framework for Prevention and Early Action sets out Lewisham commissioners' shared expectations for all providers by setting out the key principles, priorities and outcomes expected to be delivered by providers of prevention and early action across Lewisham.

Neighbourhood Community Teams (NCTs)

- 6.8 Virtual Neighbourhood Community Teams of social care staff and district nurses organised around GP practices within the same neighbourhood footprint were

established in 2014. Work is underway to co-locate the NCTs in each neighbourhood, creating fully integrated teams.

- 6.9 Central to the effective operation of the Neighbourhood Community Teams has been the development of a team of Neighbourhood Care Co-ordinators. One co-ordinator has been operating in each neighbourhood since February 2015. The co-ordinators are funded through pooled budget arrangements and work across the system, improving communication and patient flows both within social care, district nursing and primary care but also between the NCTs and wider health and care services including mental health, enhanced care and support services and housing.
- 6.10 A workforce development plan to deliver the culture change and training needed to support the integration of the NCTs was initiated in May 2015 and implementation is on-going. Workforce development is aligned to activity to develop joint processes, single assessments and single care plans. These processes will be co-designed with front line staff and will be in place within the next 12 months.
- 6.11 Key mental health services are now aligned on a neighbourhood basis. Multi-disciplinary approaches to responding to people with mental health issues in crisis have been agreed. We are currently exploring how to further align mental health services with the NCTs and considering options for co-location.

Enhanced Care and Support (ECS)

- 6.12 The ECS workstream is a key priority for the Lewisham Health and Care Partners and includes the redesign and transformation of Rapid Response, Home Ward and Community Discharge. This is part of the wider commissioning work on urgent and emergency care (see Partnership Commissioning Intentions).
- 6.13 The services being developed within the ECS workstream aim to significantly improve the quality of care available to patients in the community by providing quick responses to patients' needs and through the provision of step up and step down options to patients who would otherwise be at risk of a hospital admission or have a delayed discharge from hospital.
- 6.14 The Nurse/Therapist Consultant post will oversee the implementation and delivery of all the ECS services. Recruitment to the post is taking place at the end of October. The redesigned Rapid Response Team will commence in November 2016 and will be relaunched to Primary Care, Care Homes and Community teams. Some elements of the redesigned Emergency and Community Discharge Support teams will be implemented in January 2017, however full implementation will follow a staff consultation. The expected start date of the Homeward is April 2017 as this is dependent on the recruitment of the consultant post and other highly skilled staff.
- 6.15 All ECS Services are being established as Plan Do Study Act (PDSA) pilots for 24 months. A technical data group has been established to support the collection of data. The PDSA will be jointly evaluated by LCCG, LBL and LGT after one year. The intention is to continue the projects if they can clearly demonstrate a reduction in emergency attendances and emergency admissions.
- 6.16 The ECS business cases have been approved and will be funded through our pooled budget arrangements. An ECS group, with representation from LBL, LCCG and LGT, is overseeing the implementation of the services. A communication strategy is being developed and services are due commence in quarter 3 and 4 of 2016/17.

7. Financial Implications

- 7.1 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.

8. Legal implications

- 8.1 As part of their statutory functions, Members are required to encourage persons who arrange for the provision of any health or social services in the area to work in an integrated manner for the purpose of advancing the health and wellbeing of the area, and to encourage persons who arrange for the provision of health-related services in its area to work closely with the Health and Wellbeing Board.
- 8.2 Where there is an integration of services and/or joint funding, then this is dealt with under an agreement under Section 75 NHS Act 2006 which sets out the governance arrangements for the delivery of services, and where relevant any delegation of functions from one party to another and the respective budget contributions of the local authority and the CCG in relation to the services.

9. Crime and Disorder Implications

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

10. Equalities Implications

- 10.1 Although there are no specific equalities implications arising from this report, Equalities Analysis will be undertaken where necessary to inform transformation plans and service redesign.

11. Environmental Implications

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

12. Conclusion

- 12.1 Members are invited to note the contents of the report and approve the vision, pledges and initial messages.
- 12.2 If you have problems opening this document, please contact stewart.snellgrove@lewisham.gov.uk (Phone: 020 8314 9308) or if there are any queries on the content of this report please contact sarah.wainer@nhs.net (Phone: 020 3049 1880)

Draft CDC 04-10-16

Lewisham Community Development Charter - A strong community is an engaged community

Building and maintaining a strong community should be at the heart of any community development programme – a community confident in its sense of worth, one that believes in democracy, justice and fairness, and cares for its vulnerable and disadvantaged people. That also means a community that keeps its neighbourhoods safe and healthy and its environment protected, with a well-developed social network that celebrates its cultural diversity and strong neighbourhoods which protect the health of people and communities.

In Lewisham, the Council, voluntary sector, health and housing partners will continue to develop that strong sense of community by widening people's involvement in their local areas and in the borough as a whole and with the local public authorities and agencies. It will depend on a voluntary and community activism based on helping each other in a spirit of mutual support, reflected in the work of local groups and organisations.

The tradition of community engagement and a vital third (voluntary and community) sector is at the core of Lewisham's Community Development Charter. It will involve people working together to improve their own and others' lives and strengthening their capacity to meet the needs and aspirations of their community, while contributing to aims and work programmes of local government, health and other public authorities and agencies.

It will also encourage statutory agencies to become more responsive to the needs of communities as seen by them. A co-productive approach to solving problems and harnessing assets.

To these ends, the members of the Stronger Communities Partnership Board (local public sector agencies and voluntary and community sector organisations), in reaffirming its commitment to building a stronger community, agrees to a Community Development Charter, based on the following principles:

1. Social Justice – promoting a belief in common humanity among residents, and supporting their right to equal treatment while valuing diversity and seeking a fair allocation of community resources.
2. Participation – facilitating the democratic involvement of residents with the statutory agencies in issues that affect their lives, while promoting their greater responsibility as citizens.
3. Equality – challenging the attitudes of individuals and institutions which discriminate against and marginalise people.
4. Learning – recognising, supporting and building on the skills and knowledge that people use to tackle issues and problems in their areas and neighbourhoods.
5. Co-operation – working together with each other and with statutory agencies to identify and implement actions and programmes based on mutual respect and understanding.
6. Volunteering – valuing the community contributions made by people, individually or collectively, with as much support and resources as possible.

The Lewisham Community Development Charter commits its partners to:

1. Ensuring effective representation and involvement of communities and organisations at borough-wide and neighbourhood levels:
 - Ensure that residents and community/voluntary groups are provided with adequate information and knowledge to be able to participate effectively
 - Review and improve the effectiveness of community/voluntary sector involvement in public decision-making bodies and support those public agencies to become more responsive to the communities they serve.
 - Work with other public agencies and partners to increase and improve their interaction with Local Assemblies and other local groups.
2. Coordinating and developing community development at a local and neighbourhood level:
 - Develop structures to ensure that local and ward-based community development activity is coordinated at a neighbourhood level. Locally based activities form the basis of effective community development and provide the basis for effective partnership working.
 - Key partners include health services, housing associations, faith organisations, neighbourhood forums, borough-wide voluntary and community sector organisations providing support services.
 - Develop outreach community development that supports communities to identify issues that matter to them and work co-productively with the statutory sector to address those issues, harnessing local assets
3. Seeking to resource and support groups working on community development delivery, working across a range of sectors:
 - Promote a borough-wide campaign on the individual and collective benefits of voluntary and community work, so providing the “social glue” vital to effective democratic involvement and service delivery
 - Work across geographical and interest boundaries to share knowledge and resources to deliver inclusive community activities and events
 - Coordinate current resources – including both funding and “in-kind”
 - Work in partnership to identify and access additional resources
 - Work with the Lewisham Local partnership to develop a single assets-based approach to local giving

Lewisham Whole System Model of Care/Integration Core Messaging

Integration – our partnership approach:			
Background	<p>The current system is not sustainable or achieving the health and care outcomes we should:</p> <ul style="list-style-type: none"> ▪ Life expectancy is lower than the national average ▪ There are significant health inequalities ▪ Too many people live with ill health ▪ Demand for care is increasing, both in numbers and complexity ▪ High quality care is not consistently available ▪ Serious mental illness is higher than the national average ▪ Many people do not feel supported to manage their long term condition. 		
Vision	<ul style="list-style-type: none"> ▪ Lewisham Health and Care Partners' Vision: <i>To achieve a sustainable and accessible health and care system. This system will better support people to maintain and improve their physical and mental wellbeing, to live independently and to access high quality care when they need it.</i> 		
Joint pledges	<table style="width: 100%; border: none;"> <tr> <td style="width: 60%; vertical-align: top;"> <p>Working together to achieve our vision we will all:</p> <ul style="list-style-type: none"> ▪ Listen to and work with local people in our many communities ▪ Be clear about our aims and future plans and keep people informed of progress ▪ Look for and implement a range of different ways to improve local people's health and wellbeing ▪ Encourage everyone to play an active role to promote and support the health and wellbeing of themselves and others ▪ Expect everyone in the partnership to look beyond their own role to ensure that all of a person's health and care needs are met ▪ Ensure that connections between our organisations are in place and are understood and used so that people get information, advice and support at the right time </td> <td style="width: 40%; vertical-align: top;"> <p>Example actions:</p> <ul style="list-style-type: none"> ▪ Testing and learning – recognising that we won't always get it right ▪ Increasing volunteering opportunities for our staff ▪ Supporting staff to work differently together ▪ Being serious about connecting IT systems to share information appropriately </td> </tr> </table>	<p>Working together to achieve our vision we will all:</p> <ul style="list-style-type: none"> ▪ Listen to and work with local people in our many communities ▪ Be clear about our aims and future plans and keep people informed of progress ▪ Look for and implement a range of different ways to improve local people's health and wellbeing ▪ Encourage everyone to play an active role to promote and support the health and wellbeing of themselves and others ▪ Expect everyone in the partnership to look beyond their own role to ensure that all of a person's health and care needs are met ▪ Ensure that connections between our organisations are in place and are understood and used so that people get information, advice and support at the right time 	<p>Example actions:</p> <ul style="list-style-type: none"> ▪ Testing and learning – recognising that we won't always get it right ▪ Increasing volunteering opportunities for our staff ▪ Supporting staff to work differently together ▪ Being serious about connecting IT systems to share information appropriately
<p>Working together to achieve our vision we will all:</p> <ul style="list-style-type: none"> ▪ Listen to and work with local people in our many communities ▪ Be clear about our aims and future plans and keep people informed of progress ▪ Look for and implement a range of different ways to improve local people's health and wellbeing ▪ Encourage everyone to play an active role to promote and support the health and wellbeing of themselves and others ▪ Expect everyone in the partnership to look beyond their own role to ensure that all of a person's health and care needs are met ▪ Ensure that connections between our organisations are in place and are understood and used so that people get information, advice and support at the right time 	<p>Example actions:</p> <ul style="list-style-type: none"> ▪ Testing and learning – recognising that we won't always get it right ▪ Increasing volunteering opportunities for our staff ▪ Supporting staff to work differently together ▪ Being serious about connecting IT systems to share information appropriately 		

Integration – our partnership approach:	
	<ul style="list-style-type: none"> ▪ Make the best use of all our resources across the partnership ▪ Maximising the use of our buildings, irrespective of ownership
Lewisham Health and Care Partnership Executive Board	<ul style="list-style-type: none"> ▪ Lewisham H&CP Exec Board is responsible for driving the transformation of the borough’s health and care system and includes representatives from Lewisham Council, Lewisham CCG, Lewisham and Greenwich NHS Trust, South London and Maudsley NHS Foundation Trust and Lewisham GP Federations. ▪ The Lewisham Health and Wellbeing Board, chaired by the Mayor of Lewisham, oversees the transformation and integration work within the borough.
Core narrative	<ul style="list-style-type: none"> ▪ Health and care partners in Lewisham are working together so local people: <ul style="list-style-type: none"> — live healthier lives and maintain their independence — have better health and care — have access to more effective, better quality, more affordable services
Encouraging people to look after themselves and each other	<ul style="list-style-type: none"> ▪ Creating an environment which promotes health and wellbeing <ul style="list-style-type: none"> — making it easy for people to get the information and advice they need to maintain their health and wellbeing — connecting people to opportunities, activities and support available in their communities — helping people to manage their health and care needs more effectively — helping people to look after their mind and body, promoting both mental and physical health — helping people to live independently and safely in their own homes
Providing community based care and support	<ul style="list-style-type: none"> ▪ Helping people to maintain their health and independence through integrated community based care which is both accessible and responsive. ▪ Shifting the focus to prevention and early action. ▪ Building strong and effective links between relevant people and organisations through Neighbourhood Care Networks. ▪ Identifying those whose health and independence is most at risk and providing them with a coordinated response across the partnership. ▪ Supporting people with physical and mental illness to help them stay well and prevent them becoming unwell or experiencing crisis ▪ Preventing hospital admissions whenever possible through short term intensive care and support. ▪ Getting people home as soon as possible after their admission to hospital.

Integration – our partnership approach:	
	<ul style="list-style-type: none"> ▪ Moving some specialist teams to work in the community.
Developing the workforce across the partnership	<ul style="list-style-type: none"> ▪ Ensuring health and care professionals work together to respond to all of the health and care needs of each person. ▪ Encouraging and supporting staff to be innovative and responsive so that individual needs are met. ▪ Developing new joint health and care roles and responsibilities.
Making the most of our infrastructure and resources available	<ul style="list-style-type: none"> ▪ Using assets and buildings more efficiently across the partnership. Neighbourhood care hubs will be developed. ▪ Increasing the use of technology to: <ul style="list-style-type: none"> — provide and share information — deliver and integrate services — assist independent living
Planning and providing services together	<ul style="list-style-type: none"> ▪ Working together to plan and provide services which meet the range of needs of our local population. ▪ Redesigning care around the health of Lewisham’s population, ensuring organisational boundaries do not prevent this from happening. ▪ Making the best use of resources across the partnership. ▪ Improving quality and reducing variation ▪ Reducing duplication and improving efficiency ▪ Addressing inequalities.