

HEALTH AND WELLBEING BOARD			
Report Title	Whole System Model of Care: Neighbourhood Care Networks		
Contributors	Whole System Model of Care Programme Lead and Head of Cultural and Community Developments	Item No.	6
Class	Part 1	Date:	27 April 2017
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 development of Neighbourhood Care Networks (NCNs) in Lewisham. Lewisham's Neighbourhood Care Networks cover two key elements:

- A local care network of health and care providers as set out in the Sustainability and Transformation Plan for south east London linked to;
- A network of voluntary and community sector organisations.

## 2. Recommendations

2.1 Members of the Health and Wellbeing Board are asked to note the current position and to endorse the planned next steps for the development of neighbourhood care networks in Lewisham.

2.2 If Members of the Health and Wellbeing Board are content to endorse the current and planned development of Lewisham's neighbourhood care network as set out in this report, a more user friendly narrative on NCNs will be developed and case studies produced to communicate and demonstrate the positive impact that the NCNs are having on people's health and wellbeing.

## 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 and refreshed in 2016.

- 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.
- 3.7 *Our Healthier South East London*, the STP for South East London was published in November 2016. It encourages health and care partners to form local care networks to deliver more joined up health and care services in the community.
- 3.8 The development of neighbourhood care networks is also contributes to the delivery of the priorities outlined out in the Lewisham's Children & Young People's Plan (CYPP). The plan sets out the vision for improving outcomes for all children and young people, including the priority outcome of being healthy and active, and delivered through the Children's and Young People's Strategic Partnership Board.

#### **4. Local Context**

- 4.1 Lewisham's Health and Care Partners (LHCP)<sup>1</sup> are working to deliver a sustainable health and care system that will better support people:
- to maintain and improve their physical and mental wellbeing
  - to live independent and fulfilled lives
  - to access high quality care when needed.
- 4.2 Lewisham's Neighbourhood Care Networks (see the diagram at Annex A) bring together local care networks (delivered by Lewisham's health and care partners) and the networks of voluntary and community sector organisations within the same model.
- 4.3 As envisaged within *Our Healthier South East London*, LHCP are developing a local care network in each neighbourhood to transform the way in which community based care is delivered. Local care networks will deliver 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.

*Accessible to all* – so that adults have improved access to local health and care services, and so that children have increased access to community health services

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<sup>1</sup> Lewisham Health and Care Partners are Lewisham Council, Lewisham Clinical Commissioning Group, Lewisham and Greenwich NHS Trust, South London and Maudsley NHS Foundation Trust, One Health Lewisham (GP Federation)

and early intervention support. And for everyone to have clear access to urgent care when needed;

*Co-ordinated* – 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.

- 4.4 Alongside the local care networks sit the other key element of Lewisham's Neighbourhood Care Networks, the voluntary and community sector. Lewisham's well-established voluntary and community sector has a major role in building strong and resilient communities and in supporting residents' health and wellbeing. Bringing together membership from across the sector, the Stronger Communities Partnership Board is co-ordinating and supporting community development across the borough and helping people connect with opportunities, activities and support available locally to maintain and improve their health and wellbeing. This includes establishing community development partnerships in each neighbourhood to interact with health and care partners (see section 6.1b).
- 4.5 Lewisham will continue to strengthen and develop connections both within and across its local care networks, as envisaged within *Our Healthier South East London*, and build stronger links within and across the voluntary and community sector, through the neighbourhood community development partnerships.

## **5. Neighbourhood Care Networks - Activity to date**

- 5.1 Although some services may be networked on a borough wide level where it is appropriate to do so, LHCP have organised a range of health and care services on a neighbourhood footprint to create four 'local care networks' based around GP registered lists in the following geographical areas: (1) North Lewisham (2) Central Lewisham (3) South East Lewisham and (4) South West Lewisham . By operating at this smaller scale, local care networks can more easily develop local connections between services, co-ordinate care and strengthen relationships between professionals. A map of the current neighbourhood areas by GP and ward is shown at Annex B.
- 5.2 A number of tools, services and partnerships have been developed to improve the co-ordination of care and support and strengthen connections across each local health and care network. These include:
- **Neighbourhood Community Teams (NCTs)** These virtual teams bring together district nurses, social work staff and therapists (also see Multi-disciplinary Meetings below).
  - **Multi-disciplinary Meetings** bring together members of the Neighbourhood Community Teams with other health and care professionals such as GPs and Mental Health workers to plan and arrange holistic coordinated care for patients and service users with complex needs. Guidance to support professionals attending these meetings has been produced.
  - **Neighbourhood Co-ordinators** support health and care staff within each neighbourhood to improve multi-disciplinary working and facilitate effective liaison

between health and care providers across Lewisham for patients and services users with complex needs.

- **Lewisham's Single Point of Access** has a team of advisers who can support residents requiring general health and care information and advice.

5.3 The voluntary and community sector continues to support and work alongside Lewisham's health and care partners to improve and maintain people's health and wellbeing. A number of tools, services and partnerships have been developed to strengthen connections with the voluntary sector and to link people to advice, care and support available locally:

- **Lewisham SAIL Connections** is a quick and simple referral service. It connects vulnerable people aged 60+ with local services that support them in maintaining their independence, safety and wellbeing. Anyone can make a SAIL referral by answering the yes/no questions on a simple checklist.
- **Community Connections** is a local health and wellbeing project delivered by Age UK Lewisham and Southwark in conjunction with a consortium of voluntary sector partners in Lewisham.
- **Community Support Facilitators** work with individuals to improve their wellbeing by helping the individual to engage with local activities, opportunities and services.
- As part of the project, **Community Development Workers** also support organisations and groups to build and develop local resources, promote partnership working and support the development of networks between voluntary and community organisations.

5.4 The neighbourhood care network model is also being applied to existing services that work with children and young people and being further developed through the re-commissioning and re-design of children's centres and health visitor services. Using this model, the delivery of midwifery, children's centres and health visiting will be integrated and will form part of the neighbourhood care network for children. It will also bring together the sources of information on services and advice for children and young people into one single point. There may be additional specific services to support children and young people that should be included and work is underway through the children's joint commissioning team to identify these.

## 6. Neighbourhood Care Networks – next steps

6.1 Partners across Lewisham are now focused on:

- Strengthening the local care network of professionals delivering care and support
- Strengthening the network of voluntary and community sector organisations
- Strengthening the relationships between the statutory and voluntary sectors

(a) *Strengthening the network of professionals delivering care and support*

- LHCP have agreed to explore **new governance and partnership arrangements** between the statutory partners that enable joint decision making and joint accountability for the delivery of community based care. This work is underway

and developments will be reported back to the Health and Wellbeing Board in due course.

- Within each of the neighbourhood areas, LHCP are aiming to create **neighbourhood hub premises** to accommodate a range of community based services. These hubs will provide fit-for-purpose, flexible, adaptable and accessible premises for the delivery of health and care and, by bringing services together, support networking across the system. This includes clarifying any services for children and young people delivered in the hubs and ensuring clear links with the children's centre and health visiting neighbourhood model.
- The functionality of the existing **health and social care website and the directory of services** will be improved. The website will be refreshed by April 2017. We also plan to extend the reach of the website to offer bespoke information and advice to those who use it. In addition, information for children and young people will be brought together into a single source.
- Clinical support from general practice has been identified to **improve the mechanisms for referrals** to the support, opportunities and activity available within each neighbourhood, and to raise awareness across general practice on what is currently available.
- Across the health and care system, work will continue to look at how individual **services and pathways could be better aligned or integrated** to improve patient and user experience and outcomes.
- LHCP will also focus on **improving communication** across the borough on how networks are being supported and developed, sharing more widely the information contained in this report.

*(b) Strengthening the network of voluntary and community sector organisations:*

- To further strengthen networking across the neighbourhoods, the Stronger Communities Partnership Board is establishing four **Neighbourhood Community Development Partnerships**. These neighbourhood partnerships, delivered by Community Connections, will bring together voluntary and community sector organisations and groups in that area to support community development.
- Although these partnerships will vary from neighbourhood to neighbourhood, building on existing forums and infrastructure, they will adhere to the following overall **principles for community development** in Lewisham:
  - Maximize effectiveness by optimising and aligning the use of community development resources and workforce across the borough
  - Build on what works with a strong evidence base
  - Build on current assets and networks
  - Inform the neighbourhood development plans of the neighbourhood community development partnerships (see 6.1c below)
  - Build capacity by recruiting, supporting and training local volunteers
- Community Connections workers will encourage local community groups to engage with each partnership, organise the partnership meetings, and play a key role in aligning the work programmes of the different community development workers in each neighbourhood to **maximize the use of resources and avoid duplication**.

(c) *Strengthening the relationships between the statutory and voluntary sectors:*

- The **Neighbourhood Community Development Partnerships** will play a key role in strengthening connections between voluntary and community sector organisations and statutory partners in the area to build stronger, healthier communities. The partnerships will engage with statutory agencies working in the area to share information, identify priorities and raise and resolve issues of community concern.
- Each partnership will produce a **neighbourhood community development plan**, informed by Community Connections' gaps analysis, identifying key priorities. This plan will inform the future work of the local partnership, including local health and care partners. There will also be a small grant fund of £25k per partnership to deliver local solutions to the local priorities identified.
- **Clinical input from general practice** will be available to support community development through the Neighbourhood Community Development Partnerships.

## 7. Communication and Engagement

7.1 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.

7.2 If members of the Health and Wellbeing Board are content to endorse the current and planned development of Lewisham's neighbourhood care network as set out in this report, the Communications and Engagement Group will develop further the narrative on NCNs and develop case studies to show the positive impact that the NCNs are having on people's health and wellbeing.

## 8. Financial Implications

8.1 There are no financial implications arising from this report. Any proposed activity or commitments arising from activity to support the development of the local health and care network(s) or the neighbourhood community development partnerships will need to be agreed by the delivery organisations 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.

## 9. Legal implications

9.1 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.

9.2 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.

## **10. Crime and Disorder Implications**

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

## **11. Equalities Implications**

11.1 Although there are no specific equalities implications arising from this report, the development of local health and care networks and the work undertaken by the Neighbourhood Community Development Partnerships will continue to focus on improving health and care outcomes and reducing inequalities across the borough.

## **12. Environmental Implications**

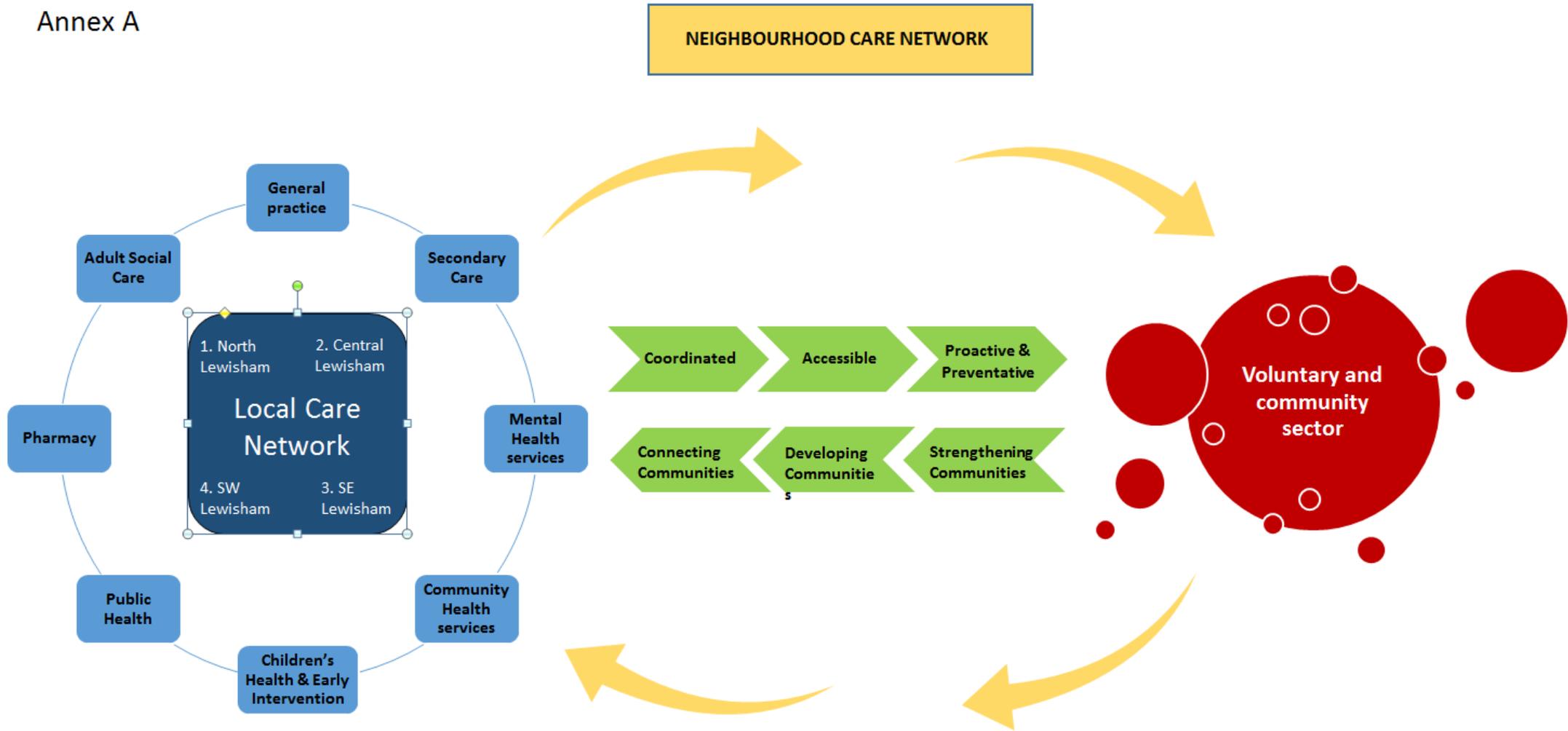
12.1 There are no specific environmental implications arising from this report or its recommendations.

## **13. Conclusion**

13.1 Members are invited to note the contents of the report.

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[stewart.snellgrove@lewisham.gov.uk](mailto: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](mailto:sarah.wainer@nhs.net) (Phone: 020 3049 1880).

Annex A



# Annex B - Lewisham neighbourhoods by GP and ward

