



## Healthier Communities Select Committee

### Lewisham Health and Care Partners (LHCP) - Local Care Plan 2023 - 2028

**Date:** 6 September 2023

**Key decision:** No

**Class:** Part 1

**Ward(s) affected:** Borough-wide

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### Outline and recommendations

Lewisham's Local Care Plan 2023 – 2028 sets out the key priorities and programme activity on which Lewisham Health and Care Partners will focus over the next five years. The plan sets out the priority actions for the first two years of the plan and the intended outcomes once the plan has been fully implemented. This report provides information on the plan's high-level objectives and provides an update on activity to date.

Members of the Committee are asked to note and comment on the contents of the report.

### Timeline of engagement and decision-making

Lewisham Health and Care Partners held a workshop session in October 2022 to produce shared priorities to drive forward their work as a partnership. The agreed priorities have shaped the objectives and activity within the Local Care Plan.

The Local Care Plan (LCP) priorities were considered by Lewisham Health and Care Partners People's Partnership on 11 May 2023. Lewisham Healthwatch, VCSE and community organisations and service users attended.

The LCP Delivery plan was formally approved by the Lewisham Health and Care Partners Strategic Board on 18 May 2023 and shared with the Health and Wellbeing Board on 15<sup>th</sup> June 2023.

## 1. Summary

- 1.1. Lewisham's Health and Care Partnership (LHCP) brings together representatives from local organisations and groups who are committed to work together to help the people of Lewisham live happier and healthier lives.
- 1.2. In October 2022, partners discussed the priority areas on which they wanted to work together to achieve a substantial improvement in health and care outcomes and to address existing inequalities.

- 1.3. These priority areas formed the basis of the Local Care Plan (LCP). The LCP sets out the planned partnership activity under each local priority area and the intended outcomes once the plan has been fully implemented. The activity to deliver against these priority areas builds on existing partnership activity, including that on Mental Health, Urgent and Emergency Care, Long Term Conditions, Adult Social Care and Children's Services.
- 1.4. Lewisham's Local Care Plan forms part of the South East London Integrated Care Board's Joint Forward Plan and the full version of Lewisham's plan can be viewed at [Joint Forward Plan - Lewisham \(selondonics.org\)](http://selondonics.org). Details on the high-level objectives and priority actions are set out below.

## 2. Recommendations

- 2.1. Members of the Committee are asked to note and comment on the contents of the report.

## 3. The Local Care Plan and aligned programmes

- 3.1. Following the partners' initial workshop, further work with stakeholders took place. Subsequently the following high level priority objectives and actions were agreed:

<i>High Level Objective</i>	<i>Priority Actions</i>
To strengthen the integration of primary and community care	The model, infrastructure and approach required to deliver effective integrated working at a neighborhood level will be established. Through this approach local models of care will be established for at least two long term conditions and to support older people. The provision of early intervention and community support for mental health will also be expanded.
To build stronger, healthier families and provide families with integrated, high quality, whole family support services.	An integrated model for family hubs across Lewisham will be established and the integrated pathways which can be delivered through family hubs will be identified.
To address inequalities throughout Lewisham's health and care system and tackle the impact of disadvantage and discrimination on health and care outcomes.	An agreed infrastructure will be implemented through which initiatives to address health inequalities and achieve health equity in the borough can be delivered.
To maximise our roles as Anchor Organisations, be compassionate employers and build a happier, healthier workforce	Opportunities for joint apprenticeship programmes will be identified. Joint initiatives will be implemented to promote health and care careers and develop tools and approaches to inform workforce planning and address workforce.
To achieve financial sustainability across the system	The LHCP will work to optimise the use of resources, align financial planning and maximise financial resilience to system

### Empowering Lewisham and Home First

- 3.2. As well as the new programmes which have been established to deliver against these priorities, existing programmes across the system contribute significantly to the achievement of the outcomes set out within the LCP. This includes the Council's *Empowering Lewisham Programme*, which aims to ensure that some of the most vulnerable residents are empowered to live as independently as possible, and which has already had a positive impact on maintaining independence, reducing residential placements and enabling people to regain their independence at home after a spell in hospital. Similarly, the *Home First Programme* which embeds the ethos that home is the best place for people to regain their independence, and where teams work together proactively to identify people who will require ongoing care once discharged, has seen a reduction over the last year in discharges to care homes by 30% and a reduction in the average length of stay in intermediate care beds while still improving people's functional outcomes by 30%.
- 3.3. Furthermore, through the priority to strengthen the integration of primary and community-based care at a neighbourhood level, staff across health and social care will continue to focus on the provision of personalised health and care services, delivered closer to home, and adopt integrated multi-disciplinary approaches. This priority also seeks to raise awareness of the services, information and advice available to individuals to maintain and improve their health and wellbeing, supporting both health and adult social care objectives.
- 3.4. In addition, the Older People's Programme looks to establish a model of care for older people which specifically addresses proactive care, reduces admissions to hospital and, working alongside the Home First Programme, supports Integrated Discharge and Intermediate Care for this cohort. The five-year aim for the Older People programme is to see a reduction to the best benchmarked peer borough in unplanned admissions and attendances for older people and an increased proportion of older adults remaining at home. This will see a further reduction in people being admitted to care homes.

## **4. Governance**

- 4.1. The activity needed to meet local and national objectives, including those set out in the Local Care Plan, is co-ordinated through partnership programme boards and delivery groups. These partnership boards and groups report into the Place Executive Group, which oversees delivery across the partnership, and the Lewisham Health and Care Partnership.
- 4.2. The Place Executive Group is supported by a joint programme management approach. This provides resource for project and programme delivery to all LHCP partners.
- 4.3. To support the delivery of the Local Care Plan, Lewisham has also committed to a co-designed model of engagement. The LHCP People's Partnership sits alongside and feeds into the broader structures of the Lewisham Health and Care Partnership (LHCP), bringing patient and citizen voices and lived experience into supporting the strategy and delivery work of the LCP.

## **5. Progress on Priority Areas**

- 5.1. Attached at **Annex A** are the latest progress reports on the priority areas. These reports are regularly reviewed by the Place Executive Group which in turn provides LHCP with the assurance that high quality programmes are being delivered effectively and to time and budget.

## **6. Policy Context**

- 6.1. As part of the South East London Integrated Care System (ICS), the LHCP's local priorities align with the high-level priorities set out in the Integrated Care System Strategy and with the priorities outlined in South East London's Integrated Care Board's Joint Forward Plan.
- 6.2. Delivery of the Local Care Plan also supports the aims of the current Lewisham Health and Wellbeing Strategy. The plan has been shared with Lewisham HWBB members and the Board is satisfied that it supports and takes proper account of the aims of Lewisham's current Health and Wellbeing strategy which are:
  1. To improve health – by providing a wide range of support and opportunities to help adults and children to keep fit and healthy and reduce preventable ill health.
  2. To improve care – by ensuring that services and support are of high quality and accessible to all those who need them, so that they can regain their best health and wellbeing and maintain their independence for as long as possible.
  3. To improve efficiency – by improving the way services are delivered; streamlining pathways; integrating services, ensuring that services provide good quality and value for money.
- 6.3. The plan also supports the achievement of the Council's Corporate Strategy objective on Health and Wellbeing.

## **7. Financial implications**

- 7.1. Although there are no specific financial implications arising from this report, it is important to note that delivery against the priorities is dependent on adequate resources being available and being identified in financial plans. However, it is also recognised that delivery of these priorities will support the longer-term financial sustainability of services and organisations within the LCP.

## **8. Legal implications**

- 8.1. There are no legal implications of this report.

## **9. Equalities implications**

- 9.1. A key focus of the SEL Joint Forward Plan and Lewisham's Local Care Plan is on addressing inequalities throughout the health and care system and on tackling the impact of disadvantage and discrimination on health and care outcomes.

## **10. Climate change and environmental implications**

- 10.1. There are no climate change or environmental implications of this report.

## **11. Crime and disorder implications**

- 11.1. There are no crime and disorder implications of this report.

## **12. Health and wellbeing implications**

- 12.1. The Local Care Plan's overall aim is to improve health and care outcomes and to address inequalities. All activity to deliver the plan supports this aim.

## **13. Report author and contact**

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