

| Health and Wellbeing Board |   |          |                 |
|----------------------------|---|----------|-----------------|
| <b>Report Title</b>        | <b>Developing an Integrated Approach to Public Health in South East London:<br/>Establishing an Urban Public Health Collaborative</b> |          |                 |
| <b>Key Decision</b>        | No  | Item No. | 4               |
| <b>Ward</b>                | All   |          |                 |
| <b>Contributors</b>        | Executive Director for Community Services   |          |                 |
| <b>Class</b>               | Part 1  | Date:    | 28 January 2014 |

## 1. Purpose

- 1.1 The purpose of this report is to update the Board on the progress made in establishing a public health collaborative across Lambeth, Southwark and Lewisham involving all key partners.

## 2. Recommendations

Members of the Health and Wellbeing Board are recommended to:

- Note the progress made in the first year of the programme;
- Consider how frequently it would like to receive future updates.

## 3. Policy Context

- 3.1 There are profound Public Health challenges facing the local population served by the London Boroughs of Lambeth, Southwark and Lewisham, by King's Health Partners (KHP), Lewisham & Greenwich NHS Trust, Primary Care providers, Clinical Commissioners and other stakeholders. There are also tremendous opportunities for these organisations to work with the local population in South East London to develop and deliver innovative interventions to reduce inequalities and improve the quality of care.
- 3.2 The South East London Collaborative is committed to co-designing, co-evaluating and co-implementing public health interventions specifically aimed delivering the Health and Wellbeing Strategies of Lambeth, Southwark and Lewisham Health & Wellbeing Boards.

## 4. Background

- 4.1 To make a really significant impact in reducing premature mortality and health inequalities in urban populations will require public health academics, practitioners, clinicians, clinical researchers, public servants, policy makers and local communities to work together to co-

design, co-evaluate and co-implement cost-effective complex public health interventions that are innovative and sustainable to scale.

4.2 Over the next five years the aim is to be recognised internationally for our academic and service innovation in Urban Public Health in addressing local and international issues, with a focus on inequalities in health and healthcare delivery, particularly with regard to ethnicity and deprivation. The vision will be delivered through the Urban Public Health Collaborative for South East London that will facilitate the design, evaluation and implementation of complex public health interventions by involving all stakeholders at every stage. The collaborative will provide a unique test bed to develop and test innovative solutions in prevention and management of long term conditions of Public Health importance.

4.3 With an academic base in King's College London, the Collaborative will allow us to:

- Build world class research capacity to develop and evaluate complex public health interventions;
- Provide the education and training opportunities necessary to equip all our local stakeholders with skills to engage in the design, evaluation and implementation of complex public health interventions;
- Provide a forum and resources for partners across Lambeth, Southwark and Lewisham to work together to design, evaluate and then implement large scale complex public health interventions across the populations and communities of South East London;
- Create the world's first Urban Public Health Collaborative on the principles of co-production.

#### 4.4 **Structure and Governance of the Collaborative**

In October 2012, a public health programme office, headed by Professor Charles Wolfe, and supported by the Directors of Public Health for Lambeth and Southwark, and for Lewisham, was established within the School of Medicine, King's College London. Funded for two years by Guy's and St Thomas' Charity (£250,000, 2012-14), the programme office is staffed by a full time programme manager, Dr Guvanti Goding and part time by Dr Danny Ruta, Director of Public Health for the London Borough of Lewisham.

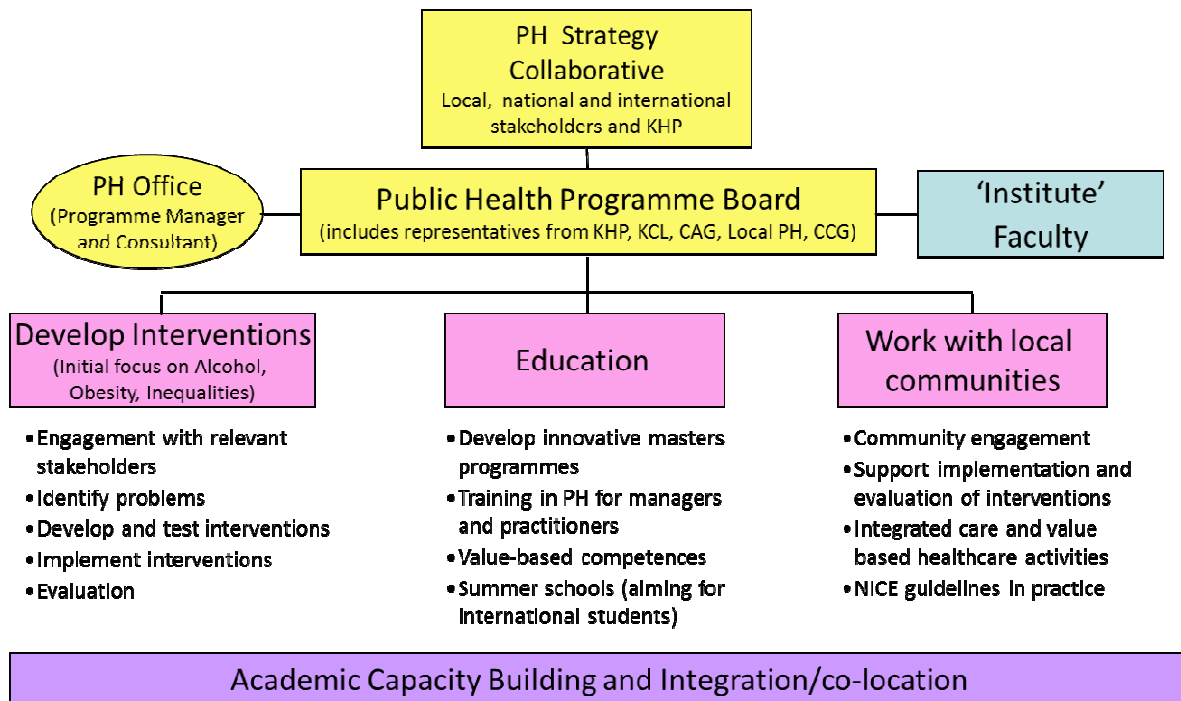
The Public Health Programme Office will support the South East London Public Health Programme Board in the delivery of Public Health Collaborative's strategy with the purpose of developing an integrated approach to public health across South East London. The Programme Board comprises the following members:

Professor Charles Wolfe (Chair), KHP Public Health Lead

Professor John Moxham, KHP Strategy Director  
 Ms Jill Lockett, KHP Director for Performance & Delivery  
 Mr Tim Higginson, Chief Executive, Lewisham & Greenwich NHS Trust  
 Mr Oliver Smith, Director of Strategy and Innovation, Guy's and St Thomas' Charity  
 Dr Chris Streather, Managing Director, South London Academic Health Science Network  
 Professor Colin Drummond, [Institute of Psychiatry](#), KCL  
 Professor Peter Littlejohns, Division of Health and Social Care Research, KCL  
 Professor Toby Provost, Division of Health and Social Care Research, KCL  
 Professor Derek Bolton, [Institute of Psychiatry](#), KCL  
 Dr Ruth Wallis, Director of Public Health, Lambeth and Southwark  
 Dr Danny Ruta, Consultant for KHP Public Health and Director of Public Health, Lewisham  
 Dr Gunvanti Goding, KHP Public Health

Four work streams overseen by the Programme Board have been established to: build research capacity; design and evaluate public health interventions; establish a public health education and training programme; and improve public health through community involvement (Figure 1).

**Figure 1: Delivering the Public Health Strategy**



4.5 The Collaborative was launched in April 2013 with representation from all three Boroughs (Leaders of the Boroughs, and Chairs of Clinical Commissioning Groups and Health & Wellbeing Boards), KHP and its Clinical Academic Groups (CAGs) as well as Public Health England

(PHE). Working relationships with the local partners have been agreed which include informal regular updates with the Chairs of the CCGs and Health & Wellbeing Boards as well as formal presentations twice a year at the meetings to the Boards. This will ensure that research and implementation priorities of the Collaborative are aligned to the three Boroughs' health and wellbeing strategies. Although the CCGs are not specifically represented on the Programme Board as planned, the CCG Chairs felt that such a mechanism will ensure cross-talk and alignment of priorities between the CCG Boards and the Collaborative.

#### **4.6 Building research capacity**

An Academic Group has been formed which aims to strengthen research capacity in public health by identifying current and future needs. Public Health is central to the recently funded Academic Health Sciences Network (AHSN) for South London and Collaboration for Leadership in Applied Health Research and Care (CLAHRC) and there is clearly a need for close collaboration between researchers, practitioners and communities that requires thought around physical co-location as part of the collaborative. The Academic Group has agreed that KCL and the Collaborative need to develop core Public Health capacity in both early translation public health methodologies (e.g. epidemiology and informatics, health economics and social science of translation) and late translational sciences. In addition, the development of a niche in Public Health intervention is central to the strategy and would make the Collaborative a USP.

The Collaborative now involves several Public Health specialists working part of their time or wholly at KHP and we have made several honorary positions relevant to the Collaborative, e.g. visiting Chairs to Gillian Leng (Deputy Chief Executive at NICE and Director of Health and Social Care) and Kalipso Chalkido (Director of International Programmes) from NICE; senior lectureships to Yvonne Doyle (Director of Public Health for NHS South of England) and Justin Varney (Consultant in Public Health Medicine) from PHE. Other people working closely with the Collaborative through different work streams are Ingrid Wolfe (Paediatrician), Anatole Menon-Johansson (Consultant in GUM/HIV), Marius Terblanche (consultant in Critical Care Medicine) and Marlies Ostermann (Consultant in Nephrology and Critical Care) all from GSTT and Allison Streetly (Deputy Director Healthcare Public Health) from PHE. Space is also available for local authority public health staff to work with academics in KCL and currently two Lewisham public health staff (Alfred Banya and Frances Fuller) are working with King's public health team.

The ways of working of the Collaborative that have been agreed by all groups are outlined in Figure 2. The key is that individual groups work in their current locations and departments in separate organisations and that we have a 'Collaborative space' innovatively designed to maximise the chances of interdisciplinary working. KCL has identified the building Public Health is to be relocated to and there is space for collaborators

from KCL, the Boroughs, CLAHRC, and AHSN along with the CAG members.

#### **4.7 Designing and evaluating public health interventions**

With a tenet of co-production, the Collaborative will facilitate the development and evaluations of research and intervention bringing together both the public health academic and service professionals. An Interventions Group has been set up to facilitate the co-production of interventions in health priority areas identified by the LSL Health and Wellbeing Boards. The initial focus is on interventions to reduce the harm caused by alcohol, lack of activity/obesity, smoking. Funded evaluations include: alcohol screening training for staff, and improving the uptake of National Institute for Health and Clinical Excellence (NICE) Public Health guidance.

A workshop in March 2013 brought together service and academic practitioners to discuss ways of working together in the spirit of collaboration and co-production of public health interventions. A second workshop is planned on 22<sup>nd</sup> November 2013 to discuss, plan and co-develop specific proposal(s) for submission to MRC Public Health Intervention Development scheme and NIHR programmes.

#### **4.8 Establishing a public health education and training programme**

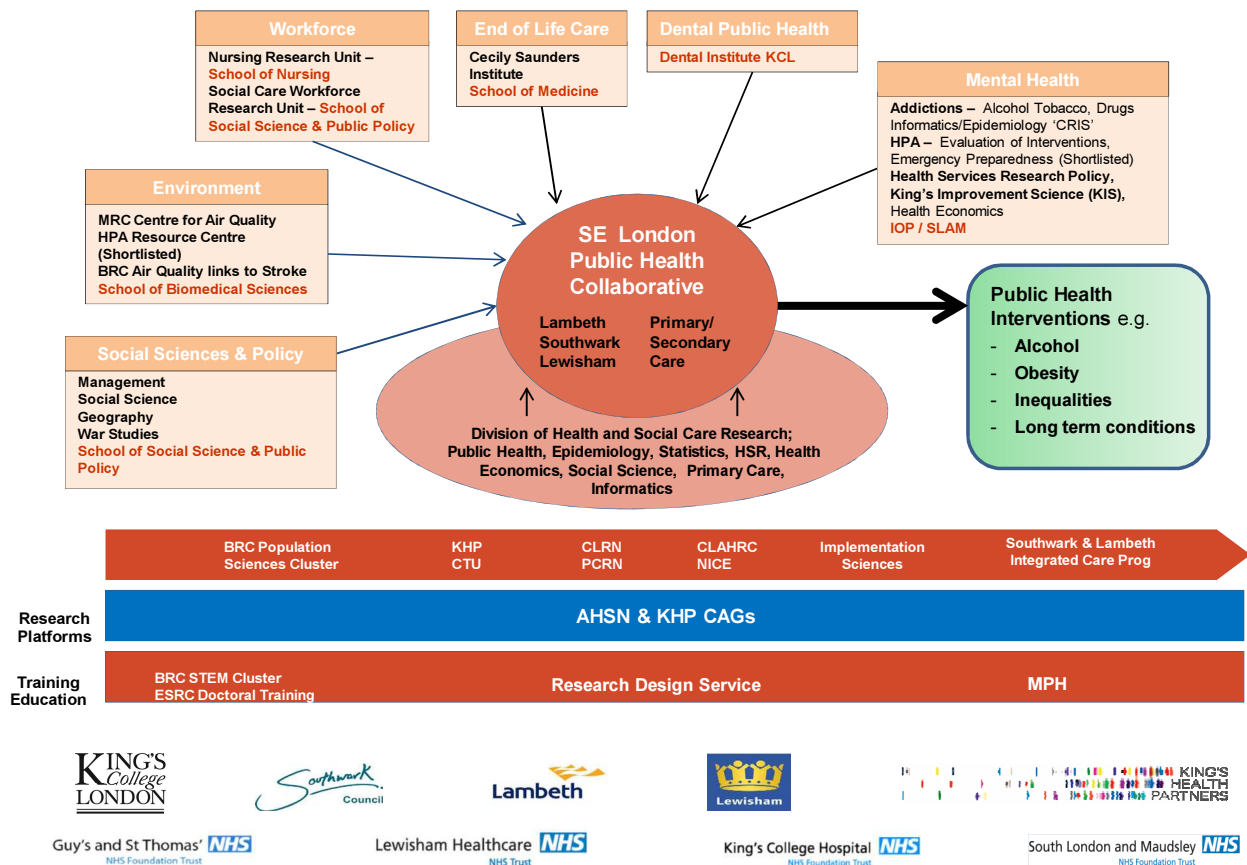
Discussions with CAG leaders and public health service staff have identified a need for opportunities in educational programmes to support the design, implementation and evaluation of complex public health interventions and other key public health knowledge and skills, particularly for local health and social care professionals (managers, doctors and nurses). The Training and Education Group is exploring the development and delivery of a pilot public health education opportunity (PHEO) through a mixture of distance learning as well as face to face peer meetings and supervision. Such PHEOs will equip practitioners to undertake their own public health research as well as quality improvement projects. In collaboration with the Alcohol team a training App is being developed which will teach general health professionals and non-NHS professionals (e.g. social workers, school teachers) how to deliver a brief alcohol intervention. Filming for the App has completed and will be ready for piloting early next year.

#### **4.9 Improve public health through community involvement**

We have set up a Community Involvement Group to support the development and evaluation of models of community interventions by harnessing community and lay knowledge. The Group includes academic and service providers and citizens' groups, and will provide a forum for working in partnership to achieve improvements across a range of population outcomes as well as reduce inequality and enhance social capital. Funded projects in this area include community engagement in adolescents with Citizens UK.

Meaningful and effective community involvement will require dedicated resources to bring diverse sections of the communities of Lambeth, Southwark and Lewisham together, for example to fund event hire, travel, childcare etc. A number of potential research projects are emerging which will require external funding.

**Figure 2: South East London Public Health Collaborative**



**South East London Public Health Collaborative - Public Health Programme Office  
Nov 2013**

**5. Financial implications**

- 5.1 The cost of engaging in these arrangements (staff time etc) will be met from existing budgets.
- 5.2 Sharing expertise and learning will give Lewisham better value for money from the research that we undertake or fund, though it won't necessarily reduce the cost of that research.
- 5.3 Changes in provision made as a result of what we learn will have an impact on the health of residents in the borough in the future but it is

too soon to say what the financial impact of that will be on the cost of health and social care provision.

## **6. Legal implications**

6.1 There are no legal implications arising from this report.

## **7. Crime and Disorder Implications**

7.1 Complex public health interventions are likely to have a positive impact on crime and community safety by enhancing community resilience.

## **8. Equalities Implications**

8.1 All public health interventions will be designed specifically to reduce health inequalities. A co-production / community development approach will underpin all the Collaborative's work; this will ensure a focus on addressing the needs of the most disadvantaged in our communities.

## **9. Environmental Implications**

9.1 It is possible that some of the public health interventions may have a direct, positive impact on the environment.

## **10. Conclusion**

10.1 It is hoped that a successful Urban Public Health Collaborative in South East London will allow us to:

- Build world class research capacity to develop and evaluate complex public health interventions;
- Provide the education and training opportunities necessary to equip all our local stakeholders with skills to engage in the design, evaluation and implementation of complex public health interventions;
- Provide a forum and resources for partners across Lambeth, Southwark and Lewisham to work together to design, evaluate and then implement large scale complex public health interventions across the populations and communities of South East London;
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## **Background Documents**

Establishing an Urban Public Health Collaborative:

<http://www.kcl.ac.uk/medicine/research/divisions/hscr/about/publichealth/index.aspx>

If there are any queries on this report please contact Dr Danny Ruta, Director of Public Health, Community Services Directorate, London Borough of Lewisham on 020 8314 9094.