

Healthier Communities Select Committee			
Report Title	Developing Lewisham's Neighbourhood Care Networks		
Contributors	Whole System Model of Care Programme Lead and Head of Cultural and Community Developments	Item No.	5
Class	Part 1	Date:	13 June 2017

## 1. Purpose

1.1 This report provides members of the Healthier Communities Select Committee 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 envisioned 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 Healthier Communities Select Committee are invited to note the current position and the planned next steps for the development of neighbourhood care networks in Lewisham.

## 3. Strategic Context

3.1 The development of Neighbourhood Care Networks is a key strand of the work taking place to build a viable and sustainable health and care system for Lewisham.

3.2 Their development also reflects the strategic direction articulated in:

- The NHS Five Year Forward View (October 2014) and the Next Steps Document (March 2017) which set out a shared vision and priorities for the future of the NHS.
- The planning guidance 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.
- *Our Healthier South East London*, the STP for South East London 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.
- The development of neighbourhood care networks 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.

- Neighbourhood Care Networks also contribute to the priority outcome in Shaping our Future – Lewisham's Sustainable Community Strategy – which states that communities in Lewisham should be Healthy, active and enjoyable and where people can actively participate in maintaining and improving their health.

#### 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 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

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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)

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. Four Neighbourhood Community Development Partnerships, one in each neighbourhood, have been established 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 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, a range of health and care services have been organised 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. In 2016-17, the team received 1252 requests for support. A review of the role has identified the following key impacts: freeing up clinical time by supporting referrals and information sharing; more effective signposting and improved communication between professionals.
- **Lewisham's Single Point of Access** has a team of advisers who can support residents requiring general health and care information and advice. On average 3000 phone calls per month are received for community nursing and 2000 per month for social care.

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 are exploring how **governance and partnership arrangements** between the statutory partners might be strengthened to enable joint decision making and joint accountability for the delivery of community based care.
- Across the borough, 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.

- LCHP has committed to co-locating the multi-disciplinary Neighbourhood Community Teams. N1 will be the first team to co-locate at the Waldron Health Centre in summer 2017.
- A number of pilot projects are in development to test out ways in which the Neighbourhood Co-ordinator role could develop. These include increased support at the SPA, hospital discharge and new approaches to multi-disciplinary working.
- The functionality of the existing **health and social care website and the directory of services** will be improved. The website has currently been refreshed. 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.
- Across each neighbourhood, we will continue to find ways to raise awareness of the support, opportunities and activity available locally, and to improve the mechanisms for referrals between different parts of the network.
- 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 are also focusing on **improving communication** across the borough on neighbourhood care networks and the benefits of aligning services in this way.

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

- To further strengthen networking across the neighbourhoods, the Stronger Communities Partnership Board has established four **Neighbourhood Community Development Partnerships**. These neighbourhood partnerships, delivered by Community Connections, bring together voluntary and community sector organisations and groups in that area to support community development.
- Although these partnerships vary from neighbourhood to neighbourhood, building on existing forums and infrastructure, they will adhere to the following overall **principles for community development** in Lewisham:
  - Maximise 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 are encouraging local community groups to engage with each partnership, organising the partnership meetings, and playing a key role in aligning the work programmes of the different community development workers in each neighbourhood to **maximise the use of resources and avoid duplication**.
- The first meetings of the Neighbourhood Community Development Partnerships were well attended with a combined attendance of 117 people across the four meetings. The key priorities that have been identified by the partnerships include sharing information, long term conditions, isolation and healthy eating/food poverty.

(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, including primary care, 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.
- As these priorities are identified and developed, links with the relevant statutory service(s) will be established to work with NCDPs and to support the development of local solutions.

## **7. Communication and Engagement**

7.1 The Lewisham Health and Care Partners have recognised the need to improve communications, as also highlighted in the Healthier Communities Select Committee's report on health and adult social care integration (March 2017).

7.2 As part of the planned development of Lewisham's neighbourhood care network, 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.

## **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.

## **9. Legal implications**

9.1 Where there is a proposal to integrate services to support the delivery of the neighbourhood care networks, 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.

## **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**

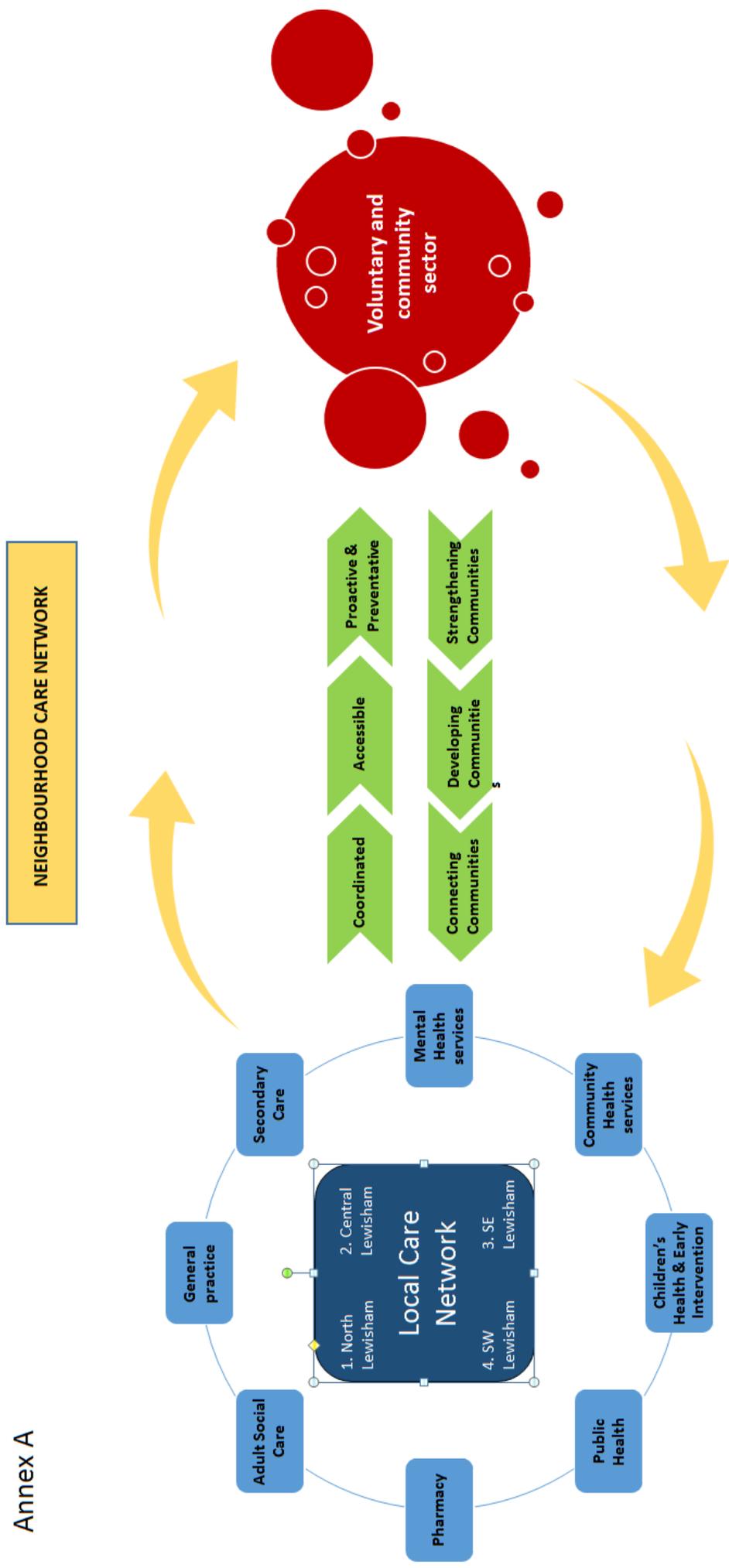
12.1 There are no specific environmental implications arising from this report.

## **13. Conclusion**

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

If you have any queries about 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

