



Health & Wellbeing Board

Developing a new Joint Health and Wellbeing Strategy 2021-26

Date: 12 March 2020

Key decision: No.

Class: Either Part 1

Ward(s) affected: ALL

Contributors: Dr Catherine Mbema, Director of Public Health, London Borough of Lewisham

Outline and recommendations

This report sets out the current context and drivers for health and care across the borough and recommends that members of the Board agree to the development of a new health and wellbeing strategy.

The board is recommended to:

- Agree to the development of a new health and wellbeing strategy to reflect the current health and care context and address local health and care priorities.
- Agree to a programme of local stakeholder engagement to help develop and produce the new strategy.
- As members, take part in a series of workshops to contribute to the development of the new strategy reviewing the aims, priorities and any associated delivery plan.
- Endorse the proposed next steps as set out in paragraph 7.1.

Timeline of engagement and decision-making

1. Summary

- 1.1. This report sets out the current context and drivers for health and care across the borough and recommends that members of the Board agree to the development of a new health and wellbeing strategy.

2. Recommendations

- 2.1. Members of the Health and Wellbeing Board are recommended to:
 - Agree to the development of a new health and wellbeing strategy to reflect the current health and care context and address local health and care priorities.
 - Agree to a programme of local stakeholder engagement to help develop and produce the new strategy.
 - As members, take part in a series of workshops to contribute to the development of the new strategy reviewing the aims, priorities and any associated delivery plan.
 - Endorse the proposed next steps as set out in paragraph 7.1

3. Policy Context

- 3.1. The Health and Social Care Act 2012 established Health and Wellbeing Boards and placed a duty upon them to prepare and publish joint health and wellbeing strategies to meet the needs identified in their joint strategic needs assessment.
- 3.2. Lewisham's health and wellbeing strategy will underpin the Council's Corporate Strategy, contributing in particular to ensuring everyone receives the health, mental health, social care and support services that they need.

4. Background

Lewisham's first health and wellbeing strategy (2013-2023) was published in December 2013 and contained three overarching aims:

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- **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.
- **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.
- **To improve efficiency** – by improving the way services are delivered; streamlining pathways; integrating services, ensuring that services provide good quality and value for money.

4.2 The strategy also identified nine priority areas for action over the 10 years which were largely shaped through the JSNA and various stakeholder engagement activity. These priority areas were as follows:

1. Achieving a healthy weight
2. Increasing the number of people who survive colorectal, breast and lung cancer for 1 and 5 years
3. Improving immunisation uptake
4. Reducing alcohol harm
5. Preventing the uptake of smoking among children and young people and reducing the numbers of people smoking
6. Improving mental health and wellbeing
7. Improving sexual health
8. Delaying and reducing the need for long term care and support
9. Reducing the number of emergency admissions for people with long-term conditions

4.3 In 2015, the strategy was refreshed and focused on a smaller number of short term priorities for action over a three year period (2015-18). These revised priorities were as follows:

1. To accelerate the integration of adult, children's and young people's care
2. To shift the focus of action and resources to preventing ill health and promoting independence
3. Supporting our communities and families to become healthier and more resilient, which will include addressing the wider determinants of health

5. Context and drivers

5.1. At both national and local level, it is recognised that health and care systems are facing significant financial challenges and an increasing demand for services. Current health and care systems are not sustainable in their current form. This alongside an ageing population and increasing expectations necessitate transformational change.

5.2. The *NHS Long Term Plan*, published last year, sets out the key ambitions for health and care over the next ten years. The plan builds on the policy platform laid out in the *NHS five year forward view* which articulated the need to integrate care to meet the needs of a changing population and commits, amongst other things, to reducing pressure on A&E departments, establishing primary care networks and to developing fully integrated community based care. This has local implications for the delivery of health and care.

5.3. In April 2020, a South East London Clinical Commissioning Group will be formed from the current six south east London CCGs. The new CCG will be responsible for the

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commissioning of health services for its population with decision-making for primary, community (mental and physical), prescribing and all client group commissioning formally delegated to a Borough Based Board as a prime committee of the CCG. Lewisham Council, which also has commissioning responsibilities, including for social care and public health services, will continue to work closely with the new CCG and borough based boards.

- 5.4. At a regional-level, south east London's Sustainability and Transformation Partnership (STP), Our Healthier South East London (OHSEL) was the first area of London to be part of the next wave of Integrated Care Systems (ICS) in England.
- 5.5. The south east London ICS brings together local health and care organisations and local councils to re-design care and improve population health, through shared leadership and collective action. The aims of South East London ICS will build on the collaboration of the partners to date through Our Healthier South East London, to integrate local services and help people stay well for longer by supporting them to lead healthier lives, manage their own health conditions and provide good access to care when they need it, often closer to where they live.
- 5.6. At a borough-level, Lewisham Health and Care Partners continue to work together to achieve a sustainable and accessible health and care system to support people to maintain and improve their physical and mental wellbeing, to live independently and to have access to high quality care when needed. Local plans and priorities developed by partners include supporting the development of integrated care arrangements for community based care in Lewisham, focusing on managing resources effectively to deliver value and improvements to the whole system. This work encompasses further integration of commissioning across adults and children and the exploration of integrated provider arrangements around mental health and care at home. Local priorities and aims reflect those articulated in Our Healthier South East London (OHSEL).

6. Developing a new Health and Wellbeing Strategy

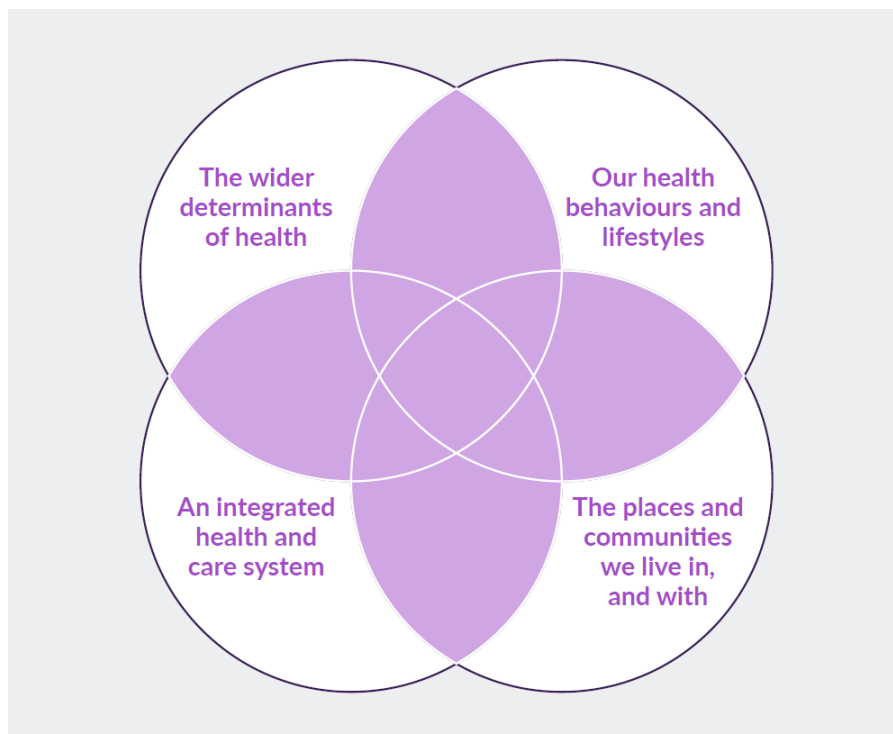
- 6.1. The Health and Wellbeing Board has a statutory responsibility for the development and oversight of the local health and wellbeing strategy and ensuring that it remains fit for purpose. The Board also facilitates partnership collaboration and whole system change over the longer term.
- 6.2. Following evaluation of the previous strategy in 2018, consideration should be given to broadening the strategy's aims and priorities. In addition, to promote sustainability in the system, individuals should be encouraged to take greater control and responsibility for their own health and care with an emphasis on prevention and this needs to be reflected in any new strategy.
- 6.3. In the development of the new strategy, consideration should also be given to whether it should incorporate the wider contributory factors to a person's overall health and sense of wellbeing such as housing, education, employment (the wider determinants of health), the environment and places that we live, in addition to our health and care system as outlined in the recent King's Fund publication on Population Health.
- 6.4. A new strategy should also reflect the Board's current focus on the need to address health inequalities in Black, Asian and Minority Ethnic (BAME) groups as it remains a locally agreed priority for both Lewisham BAME communities and statutory partners.
- 6.5. Consideration should also be given to how the Health and Wellbeing strategy could better align with the iThrive framework model which is being promoted throughout the Council and the CCG. The framework aims to create an accessible portal for individuals and families to access services which meet their needs. Both the new Early Help strategy and SEND strategy will be applying the iThrive approach.

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- 6.6. Throughout this process, effective and ongoing engagement with communities will be essential. Local people, service users, patients and VCS organisations must be involved so that their voice is heard alongside that of the professionals. Healthwatch and Rushey Green Timebank have critical roles to play in the undertaking of this activity.
- 6.7. In light of the above, any revised approach to the aims contained within the Health and Wellbeing Strategy should include consideration of the following:
- Quality of Life – too many people live with preventable ill health or die too early in Lewisham. Health inequalities persist and the wider contributory factors to a person’s quality of life and overall wellbeing require focused attention to enable all people in Lewisham to live well for longer.
 - Quality of Health, Care and Support – People’s experience of health, care and support is variable and could be improved. The system needs to evolve from a provider-focused one. The individual needs to be empowered to be in control of their own health and wellbeing through accessible information and local support, available closer to home.
 - Sustainability – there are increasing levels of demand - population growth, age, complexity of need – and the financial resources are limited. The local health and wellbeing system must be forward looking and adaptable to such competing pressures. The longer term focus must be on sustainable solutions.



(Source: King’s Fund, 2019)

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7. Next steps

7.1. If the Board are in agreement to the development of a new Health and Wellbeing Strategy, the following steps will be needed:

- Agreeing and identifying the resource required to support the development of a new strategy.
- Developing an approach to the revised strategy that is both flexible and sustainable i.e. one that remains adaptable to longer-term future changes whilst delivering within tight financial constraints.
- Identifying interconnected aims for the strategy, that are broader, more holistic and give due consideration to a person's overall wellbeing.
- Agreeing partnership priorities that underpin any revised aims, informed by data from the Joint Strategic Needs Assessment, public and stakeholder engagement.
- Developing a focused short-term delivery plan (3 years in length) that can be measured, with refreshed outcomes in line with the new aims and priorities.

8. Financial implications

8.1. The confirmation of resource required to develop the strategy will be sought from partners represented on the Board to either commission an external agency to develop the strategy or backfill existing officer time.

9. Legal implications

9.1. The Health & Wellbeing Board has a statutory obligation to develop and implement a Health and Wellbeing Strategy.

10. Equalities implications

10.1. The Health and Wellbeing Strategy is aimed at reducing health inequalities within the local population, with a focus on addressing the needs of the most disadvantaged in our communities.

11. Climate change and environmental implications

11.1. It is possible that some of the actions delivered within the Health and Wellbeing Strategy, such as those focussed on smoking cessation, may have a direct, positive impact on the environment.

12. Crime and disorder implications

12.1. There are no crime and disorder implications from this report.

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13. Health and wellbeing implications

- 13.1. The development and implementation of a new Health and Wellbeing Strategy will have a directly positive impact on the health and wellbeing of Lewisham residents.

14. Report author and contact

- 14.1. Dr Catherine Mbema, Director of Public Health, catherine.mbema@lewisham.gov.uk

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