



## Mayor and Cabinet

### **Lewisham Health & Care Partners System Recovery Plan**

**Date:**

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Tom Brown, Executive Director, Community Services, LBL/Sarah Wainer, Director of System Transformation

### **Outline and recommendations**

Attached to this covering report is an executive summary of Lewisham Health and Care Partners recovery plan and the plan itself. The recovery plan sets out the current context for health and care in Lewisham and the partners involved in its delivery; outlines the plans for the recovery and stabilisation of health and care across the borough; provides information and data on our local population; details the learning to date and the impact of Covid-19 on both the population and the system. The plan sets out the priorities and activity on which health and care partners will focus over the next 18 months.

This plan sits alongside other recovery plans and is an important element of wider Council recovery planning and the South East London Integrated Care System (ICS) Recovery Plan.

The plan to date has been developed through a task and finish group with representation from each of the LHCP members and has been discussed with a number of key stakeholder groups. The recovery plan, and the delivery plans that are being developed to underpin it, will continue to be revised in light of new data and following further engagement with the public and other key stakeholders.

Mayor and Cabinet are asked to:

- Note the content and priorities as set out in the Lewisham Health and Care Partners System Recovery Plan.
- Note the significant risk of the potential for increased pressures due to winter and also any further spike in Covid-19 cases. The Plan sets out the action to be taken in the event of a second wave.
- Note that the planned activity against each priority will be dependent on the resources that are available. The finance sections of the plan outline the financial challenges that all parts of the system are facing.

## Timeline of engagement and decision-making

The first draft of the Lewisham Health and Care Partnership recovery plan was submitted to South East London Clinical Commissioning Group/Integrated Care System on the 17 July 2020. The next iteration of the plan is being submitted to Lewisham's Mayor and Cabinet on 16 September 2020, Borough Based Board on 22 September, and SEL CCG end of September 2020.

The plan provides details of those stakeholder groups with whom the plan has already been discussed. The pack also includes a summary of the outcomes of Healthwatch survey with the local population on their experience of Covid-19 and next steps for further communication and engagement.

The plan is intended to cover an 18 month period initially and will be regularly reviewed to ensure that operational plans and proposed activity appropriately underpin the priorities set out in the plan and that resources have been identified to achieve delivery.

### 1. Summary

- 1.1. The health and care recovery plan is set out in the attached presentation. The plan outlines the key data and information that have been taken into account in the development of the plan and sets out the priorities on which the system will focus over the next 18 months.
- 1.2. The recovery plan, and the delivery plans that are being developed to underpin it, will continue to be revised in light of new data and following further engagement with the public and other key stakeholders.

### 2. Recommendations

- 2.1. Mayor and Cabinet are asked to:
  - Note the content including the priorities set out in the Lewisham Health and Care Partners System Recovery Plan.
  - Note the significant risk of the potential for increased pressures due to winter and also any further spike in Covid-19 cases. The Plan sets out the action to be taken in the event of a second wave.
  - Note that the proposed activity against each priority will be dependent on the resources that are available. The financial sections of the plan outline the financial challenges that all parts of the system are facing.

### 3. Policy Context

- 3.1. The Health and Social Care Act 2012 established Health and Wellbeing Boards and places 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. 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.
- 3.3. In developing the health and care recovery plan, partners have been mindful of the

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requirements of the NHS Long Term Plan, the development of Winter Plans for 20/21, and the NHS requirements as set out in the Third Phase of the NHS Response to COVID19.

- 3.4. In addition, earlier this year, the Health and Wellbeing Board agreed to the development of a new strategy for the period 2021-26. In developing a new strategy, Lewisham will consider the wider contributory factors to health and wellbeing such as housing, education and employment. It will also seek to encourage individuals to take greater control and responsibility for their own health and care and reflect the need to address health inequalities, particularly in Black, Asian and Minority Ethnic (BAME) groups. The recovery plan will support the delivery of the new strategy.

## 4. Background

- 4.1. For many years, Lewisham has had a strong history of partnership working. Health and social care commissioners and providers across the system continue to work towards achieving a sustainable and accessible health and care system which supports people of all ages to maintain and improve their physical and mental wellbeing, to live independently and to have access to high quality care when needed.
- 4.2. The local plans and priorities of Lewisham Health and Care Partners (LHCP) will continue to focus on the development of integrated care arrangements for community based care which provide access to person-centred, pro-active and cost-effective care, when it is needed. In meeting this aim, LHCP remains committed to managing resources effectively to reduce inequalities, improve outcomes and deliver value and improvements to the public and the health and care system.
- 4.3. The plan acknowledges in particular that the impact of Covid-19 on Lewisham's diverse population has hit some communities disproportionately hard and LHCP will continue to review and address inequalities and disparities in risks and outcomes, with a specific focus on the BAME population.
- 4.4. Over the next 18 months, partners across the system will be implementing this and other recovery plans. The recovery plan outlines how, in responding to Covid-19, the borough was able to call on strong local leadership and work collaboratively and flexibly to deliver existing services differently and to establish new services. The recovery plan sets out how partners will seek to build on the good practice and learning that was evident over this period.
- 4.5. Prior to Covid-19, at both national and local level, it was recognised that health and care systems were facing significant financial challenges and an increasing demand for services. As the plan recognises, the unprecedented nature of Covid-19 put huge demands on our workforce and services. As well as supporting staff with their own wellbeing, partners also recognise the need to manage safety and risk, capacity and flow of our services, and to support with both existing and new long-term conditions and care needs. This will continue to put pressure on our limited resources.

## 5. Financial implications

- 5.1. Although there are no specific financial implications arising from this report, it is important to note that delivery against the recovery priorities is dependent on adequate resources being made available and being identified in partners' own financial plans. Challenges to budgets and future resourcing are summarised in the plan.

## 6. Legal implications

As set out in the report, after Mayor and Cabinet have considered the plan it is to be

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further considered by the Borough Based Board of South East London Clinical Commissioning Group (SEL CCG – on which the Council has non-voting representation); and by SEL CCG itself. Any decisions which are for the Council to make in relation to the plan can only be made in accordance with the Council's own governance approach.

Any changes to services or provision which arise from implementation of the plan will need to be carried out in line with statutory regulations and guidance, and having followed the Council's own governance procedures including the Council's Constitution including any applicable requirements for consideration by Mayor and Cabinet, and for consultation if appropriate.

## 7. Equalities implications

The plan sets out in detail the impact that Covid-19 has had on different population groups in the borough. The plan outlines the current analysis that is being undertaken to understand the impact in more detail and the action that will be taken to reduce health inequalities across the borough. As the recovery plan highlights, the full extent of the impact on the population of Lewisham and the inequalities that are created or exacerbated, will only begin to emerge over the coming months and years.

## 8. Climate change and environmental implications

8.1. There are no specific climate change and environmental implications arising from this report

## 9. Crime and disorder implications

9.1. There are no specific crime and disorder implications arising from this report.

## 10. Health and wellbeing implications

10.1. The recovery plan sets out in detail the health and wellbeing implications of Covid-19 and the action that health and care partners are taking to address these.

## 11. Background papers

11.1. Attachment 1 – The Executive Summary

11.2. Attachment 2 – The LHCP recovery plan

## 12. Report author and contact

13.1 If there are any queries about this report then please email Sarah Wainer at [sarah.wainer@nhs.net](mailto:sarah.wainer@nhs.net)

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