



Healthier Communities Select Committee

Report title: Lewisham Health & Care Partners System Recovery Plan

Date: 12th January 2022

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors:

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Outline and recommendations

This report provides an update on several areas highlighted in the Health and Care System recovery plan which was presented first to the Committee on 23 September 2020, and subsequently on June 21st 2021.

Information included in this report will be updated and enhanced by short presentations by key partners at the meeting.

Members of the Healthier Communities Select Committee are recommended to note the updates on Lewisham's health and care system recovery and the plans for a full review of the recovery plan.

1. Summary

- 1.1. The purpose of this paper is to provide Members of the Healthier Communities Select Committee with an update on the recovery of the Lewisham health and care system which has been significantly affected by Covid-19.
- 1.2. The Health and Care System Recovery Plan, first published in September 2020, outlined the plans for recovery and stabilisation of health and care services across the borough; detailed the learning and the impact of Covid-19 on the population and the system as known at that point; and set out the health and care priorities for the next 18 months. The recovery plan was refreshed in August 2021.

2 Recommendations

- 2.1 Members of the Healthier Communities Select Committee are recommended to note the updates presented here and activity planned to meet current system risks and areas of concern, particularly in light of the Omicron outbreak.
- 2.2 Members are also asked to note that updates provided as part of this report were supplied by partners before 24 December and may not present the most recent position. Verbal updates will be provided at the meeting.

3 Policy Context

- 3.1 The Council's Corporate Strategy 2018-2022 outlines the Council's vision to deliver for residents over the next four years and includes the following priority relevant to this item:
Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.
- 3.2 In 2019, Our Healthier South East London partnership set out its response to the Long Term Plan for the NHS, the London Vision and the opportunities presented by being London's first Integrated Care System (ICS). These plans included transforming the experience and outcomes of care, and reforming the way services are planned, commissioned and delivered. A new merged South East London CCG (SEL CCG) was created in April 2020.
- 3.3 Since March 2020, the CCG and local providers have worked with local authorities and other partners to control and respond to the spread of COVID-19, including rapidly increasing critical care capacity and enhancing joint work across health and care.
- 3.4 Building on existing local plans, the SEL ICS remains focused on the development of better person-centred, co-ordinated care and addressing the impact of Covid-19. This includes addressing the disproportionate impact across different parts of society including BAME communities, people living in areas of deprivation, older people and those with existing health conditions, as well as the broader effects of lockdown on the mental and physical health of children and young people, and neighbourhoods and communities.
- 3.5 Building on progress and learning since March 2020, and reflecting Lewisham's local priorities, the SEL ICS has committed to:
 - Working with staff and communities to keep each other safe
 - Taking practical steps to address existing and new inequalities
 - Supporting people to stay healthy and well at all stages of life
 - Restoring services and "locking-in" beneficial changes
 - Developing high-quality, joined-up and sustainable health and care systems
- 3.6 In February 2021, the Department of Health and Social Care published legislative proposals for a Health and Care Bill which will put integrated care systems on to a statutory footing, including taking on the functions of CCGs with an expected implementation of 1st April 2022. However, to allow sufficient time for the remaining parliamentary stages, a new target date of 1 July 2022 has been agreed.

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4 Background

- 4.1 The Health and Care System Recovery Plan set out Lewisham's approach to manage the recovery over an 18 month period, and formed an integral part of both the Lewisham Borough COVID Recovery Plan and SEL CCG's COVID Recovery Plan.
- 4.2 In developing the recovery plan, wide-ranging engagement took place with users and carers which informed the content of the plan and the subsequent approach to implementation and delivery.
- 4.3 The Health and Care System Recovery Plan was submitted to the Mayor and Cabinet on 16 September 2020, to the Clinical Commissioning Group's Borough Based Board on 22 September 2020 and to Members of the Healthier Communities Select Committee on 23 September 2020.
- 4.4 Progress reports on the system recovery were presented to Lewisham Health and Care Partners and the Borough Based Board on 3 and 24 November 2020. Implementation of the recovery plan has been reflected in service delivery plans and progress reported regularly to the partnership and borough based boards.
- 4.5 System partners contributed to a refresh of the Health and Care Recovery plan in August 2021 which was approved by Lewisham Health and Care Partner Board on 7th September 2021.
- 4.6 Health and care partners have worked hard to keep services available and mitigate the worst impacts of COVID and lockdown, and have been reviewing lessons learned throughout. The current OMICRON variant is putting additional pressure on systems, as well as usual anticipated winter pressures, and system partners have developed the Lewisham Winter Plan which sets out plans to manage these pressures in a joined-up way.

5 Health and Care recovery update

- 5.1 Information and updates on specific areas that may be of particular interest to Committee Members are summarised below:
- 5.2 Members are asked to note that the updates provided as part of this report were provided prior to 24 December and may not be the most recent position. Verbal updates will be provided at the meeting.

5.3 Community, Elective Care and A&E/unplanned care

- 5.3.1. Over the last six months, LGT has worked jointly with King's College Hospital NHS Foundation Trust and Guy's and St Thomas' NHS Foundation Trust to tackle the backlog of patients waiting for elective surgical or outpatient care, through the Acute Provider Collaborative.
- 5.3.3 On 13 December 2021, NHS England declared a national incident across the NHS due to pressures that NHS Trusts are facing – including pressures on urgent and emergency pathways and the likely impact of the Omicron variant, including high levels of staff sickness.
- 5.3.4 LGT has carried out a review of all the organisation's services to agree changes that need to be made to provide care for the people coming through the Trust's emergency departments, treat people who need an operation within 28 days and maintain vital diagnostic, cancer, community and maternity services. Where possible, non-urgent care is being stepped down to redeploy staff to support urgent and life-saving services.

5.4 Omicron and vaccination update (accurate at 19/12/21)

- 5.4.1 The UKHSA designated variant B.1.1.529 as a variant under investigation (VUI) on Thursday 25 November. It was then designated a Variant of Concern (VoC) on

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Saturday 27 November.

5.4.2 The Omicron (B.1.1.529) variant includes a large number of spike protein mutations as well as mutations in other parts of the viral genome. These are potentially biologically significant mutations which may change the behaviour of the virus with regards to:

- Vaccines
- Treatments
- Transmissibility

5.4.3 As of 5 December 2021, there were 246 confirmed Omicron COVID-19 cases in the UK, 197 confirmed cases in England, 82 confirmed cases in London, with 5 in Lewisham. The variant is now the dominant variant of COVID-19 in London.

5.4.4 The Government introduced several new measures in light of the new variant cases, which include international travel restrictions and pre-/post-arrival in England testing; mandatory use of face coverings on public transport and a number of indoor settings such as shops, banks and post offices; self-isolation for all contacts of suspected Omicron cases; and extending eligibility of COVID-19 booster vaccinations to those aged 18 and over. Full details of these measures can be found at the following link: <https://www.gov.uk/coronavirus>

5.4.5 As part of the local response to the new variant, efforts to maximise vaccination uptake continue in Lewisham. Some ongoing initiatives that are supporting these efforts to maximise access and confidence in COVID-19 vaccination include:

5.4.6 Late night pharmacy opening for COVID-19 vaccination

5.4.7 Three pharmacies in the borough offer the vaccine on weekday evenings. Residents can walk in without an appointment to get their first, second or booster dose.

5.4.8 Evening vaccination clinics run at these pharmacies:

- New Cross Pharmacy, Amersham Vale, SE14 6LD - Mon-Fri 7-9pm
- Vantage Pharmacy, Conisborough Crescent, SE6 2SP - Mon-Fri 7-9pm
- Lewisham Pharmacy, Lee High Rd, SE13 5PJ - Mon-Fri 6-8pm.

5.4.9 Walk-in COVID-19 vaccination clinics

5.4.10 A number of sites in Lewisham offer walk-in COVID-19 vaccination clinics. Further information on these offers can be found here: <https://selondonccg.nhs.uk/what-we-do/covid-19/covid-19-vaccine/pop-up-clinics/>

5.4.11 COVID-19 Community Champions

5.4.12 The COVID-19 Community Champion programme continues to provide up to date and accurate information about COVID-19 including vaccination to Champions recruited to share with their networks, friends and family.

5.4.13 COVID-19 Vaccination Call Back Service

5.4.14 A free, confidential telephone call back service offers Lewisham residents and workers the chance to arrange a conversation with a healthcare professional on the COVID-19 vaccination. A free, confidential conversation can be booked in via phone or email with a healthcare professional - a local pharmacist - who is able to provide residents and workers with the latest information on the vaccination.

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5.5 Mental Health Services

- 5.5.1 Community Mental Health services continue to be offered primarily face to face especially when clients have higher levels of need. Virtual contact via video conferencing and telephone continues to be available for those patients that have lower levels of need or have expressed a preference to access services remotely.
- 5.5.2 Crisis Pathways – Under the Mental Health Alliance several new Crisis Pathway initiatives have been launched that expand and enhance our overall Crisis Offer such as the Rapid Response Team, Clinical Assessment Unit at UHL and procurement of a community based Crisis Café. As a result of increased acuity (higher levels of need) the Borough's bed use has been increasing to pre-covid activity levels, this has required the expansion of bed space (including the purchasing of additional beds from other providers) and step down arrangements for those patients that are medically fit for discharge but do not have suitable accommodation.
- 5.5.3 Lewisham Mental Health Adult Services continue to meet the national performance standards outlined in the NHS Long Term Plan.
- 5.5.4 Lewisham's Mental Health Alliance is now in the process of finalising a logic model and will develop subsequent delivery plans for our agreed key strategic outcomes. This establishes a clear process for reviewing our progress against our stated aims, objectives and outcomes over the next few years.
- 5.5.5 Required adjustments as a result of the implications of COVID will be applied to ensure that our system has the flexibility to respond to the diverse and changing needs of the population.
- 5.5.6 The Lewisham Alliance is formulating a Health Inequalities delivery plan to take forward some of the agreed actions from the Mental Health Insight work that was completed in April this year. It was agreed that some of our unspent funds from the National Community Transformation programme would be re-directed into this programme of work. Further actions have been agreed to continue to support an improved and specific offer for BAAC (Black African and Caribbean ethnic groups) as our intention is to ensure that all effective interventions and projects are integrated into our local core community service offer.

5.6 Primary Care

- 5.6.1 The pandemic continues to have a significant impact on primary care and general practice has continued to provide a significant amount of the response required to manage this including delivery of the vaccination programme. At time of reporting, all general practice teams have been asked to clinically prioritise services to free up maximum capacity to support the vaccination programme alongside delivering urgent and emergency care and other critical services such as cancer.
- 5.6.2 A 'hot hub' continues to be commissioned for suspected covid patients to be seen face to face where indicated and increasing numbers of patients are also being supported to safely remain at home through remote pulse oximetry monitoring.
- 5.6.3 We know the pandemic has changed the way people access their GP with the further development of remote triage and telephone/video consultations. Healthwatch Lewisham undertook a specific survey in September – October 2021 to understand residents' experiences of GP access since the national lockdown restrictions were lifted on 19 July 2021. The CCG local borough primary care team have received a report of the survey and are working with Healthwatch to consider and respond to the findings and recommendations.
- 5.6.4 Similar to all other parts of the system, increasing infection rates are impacting on

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staffing levels - practices continue to be able to access the locally commissioned GP Extended Access service (GP and nurse appointments 7 days a week, 8am-8pm) and GP Home Visiting service to provide additional capacity as needed.

5.7 Adult Social Care

5.7.1 The following information provides updates on specific areas of ASC service delivery issues highlighting how challenges have been overcome and where opportunities are harnessed to ensure continued improvements to services for vulnerable residents.

5.7.2 Delivery of Statutory responsibilities.

5.7.3 Adult social care adapted well to the challenges presented by the pandemic with services continuing to meet statutory requirements. Different delivery processes such as remote assessments were applied where appropriate.

5.7.4 Face to face assessments are now taking place in care home and community settings. The availability of Enablement services as well as domiciliary care provision, care home placements and other workforce is sufficient at the moment. However, this may fluctuate due to the high transmission rates of the Omicron variant.

5.7.5 Day services for people with a learning disability

5.7.6 In line with Public Health advice, the numbers of attendees to building-based day services was restricted during COVID.

5.7.7 Lewisham day services have now reopened following thorough risk assessments to ensure the buildings and our processes are COVID secure, in line with SCIE best practice guidelines and Public Health advice.

5.7.8 Whilst we appreciate that people with profound complex needs require access to buildings with fully accessible facilities, going forward we want to learn from the differing approaches that were used to support people during the pandemic and create a 'day centre without walls', offering a blended mix of services, including on-line and at home, and in a wider range of community settings.

5.7.9 Impact of Vaccination requirements

5.7.10 The new regulations that require all workers deployed into a Care Home setting to be vaccinated came into effect on 11 November 21. The scope of this legislation has now been further extended to all Health and Social Care workers from 1 April 2022. Support is available to staff employed within ASC and external provider services who have yet to provide evidence of the vaccination requirements.

5.7.11 Empowering Lewisham

5.7.12 In order to accelerate the strong foundations of service improvement that are already underway to achieve agreed savings, a diagnostic review of adult social care has been undertaken by Newton Europe. The review has identified areas of service modernisation that align with existing work. The programme of work is now beginning the implementation phase and will provide the necessary resource to expedite the essential modernisation work over the next year. The programme is underpinned by the concept of empowerment and has been called Empowering Lewisham.

5.8 Representatives from Primary Care, Public Health, Lewisham and Greenwich NHS Trust, Mental Health Commissioning and South London and Maudsley NHS Trust will attend the Healthier Communities Select Committee to respond to any questions Members may have.

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6 Review of recovery plan

- 6.1 The original plan from September 2020 was intended to cover an 18 month period. This plan was reviewed in August 2021, and an updated Recovery Plan was approved by LHCP board on 7th September 2021.
- 6.2 COVID recovery plan actions have been incorporated into the Lewisham Winter Plan. This takes account of the usual winter pressures and includes specific risks and mitigations in relation to COVID management and recovery.

7 Financial implications

- 7.1 There are no direct financial implications arising from the implementation of the recommendations in this report.

8 Legal implications

- 8.1 There are no direct legal implications arising from the implementation of the recommendations in this report.

9 Equalities implications

- 9.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.2 The Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.

10 Climate change and environmental implications

- 10.1 There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report.

11 Crime and disorder implications

- 11.1 There are no direct crime and disorder implications arising from the implementation of the recommendations in this report.

12 Health and wellbeing implications

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

13 Report contact

- 13.1 John Bardens, Scrutiny Manager, john.bardens@lewisham.gov.uk 020 8314 9976

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