

MINUTES OF THE LEWISHAM HEALTH AND WELLBEING BOARD

Wednesday 15th December 2021 at 3.00pm

ATTENDANCE

PRESENT: Damien Egan (Mayor of Lewisham); Cllr Chris Best (Deputy Mayor of Lewisham and Cabinet Member for Health and Adult Social Care); Tom Brown (Executive Director for Community Services, LBL); Donna Hayward-Sussex (Service Director, South London and Maudsley NHS Foundation Trust); Michael Kerin (Healthwatch Lewisham); Dr Faruk Majid (Lewisham Member of South East London CCG); Dr Catherine Mbema (Director of Public Health, LBL); Pinaki Ghoshal (Executive Director for Children and Young People, LBL); Val Davison (Chair of the Lewisham and Greenwich NHS Trust); Martin Wilkinson (Director of Integrated Care and Commissioning, LBL/South East London Clinical Commissioning Group); Sara Rahman (Director of Families, Quality & Commissioning); Sarah Wainer (Director of Systems Transformation, Lewisham Health and Care Partners); Kerry Bourne (Programme Director, NHS Southeast London ICS); Patrick Dubeck (Director of Inclusive Regeneration); Sam Strudwick (South London & Maudsley NHS Foundation Trust); Sunil Gupta (Penrose Surgery) and Gale Burns (Deptford GP Surgery)

APOLOGIES: Sam Hawksley (Lewisham Local); Dr Simon Parton (Chair of Lewisham Local Medical Committee); and Cllr Chris Barnham (Cabinet Member for Children's Services and School Performance)

Welcome and introductions

The Acting Chair opened the meeting and invited attendees to introduce themselves.

1. Minutes of the last meeting

1.1 The minutes of the last meeting on 8th September 2021 were agreed with no matters arising.

2. Declarations of interest

2.1 There were no declarations of interest.

3. Local COVID-19 Outbreak Engagement Board

3.1 Catherine Mbema presented the latest data on COVID-19 in Lewisham. As of 6th December 2021, there have been a total of 41,460 confirmed cases of COVID-19 in Lewisham. Over the last week there has been a significant increase in confirmed cases of COVID-19 in Lewisham. The case rates for COVID-19 are currently lowest in those over the age of 60, which is reassuring given the potential vulnerability of this age cohort. As of 5th 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.

- 3.2 As part of the local response to the new variant, efforts to maximise vaccination uptake continue in Lewisham with a marked increase in the number of booster jabs being administered over the last few weeks. The ongoing initiatives that are supporting these efforts to maximise access and confidence in the COVID-19 vaccination, include three pharmacies in the borough that are offering the vaccine on weekday evenings. Residents can walk in without an appointment to get their first, second or booster dose. A number of sites in Lewisham offer walk-in COVID-19 vaccination clinics including University Hospital Lewisham between Monday to Saturday between 9am-4pm; and the Waldron Health Centre every Saturday between 9am-1pm and 2pm-6pm. Health partners have also significantly up-scaled their offer to ethnic minority and English as a second language communities by providing outreach services, particularly in the north of the borough, to signpost clinics and the availability of the vaccination.
- 3.3 The COVID-19 Community Champion Programme continues to provide up to date and accurate information about COVID-19 including vaccinations to Champions recruited to share with their networks, friends and family. There are now 200 Champions in Lewisham and a Young Champions network has been launched. Members of communities have appreciated the factual and locally-informed aspects of the Champions role.
- 3.4 A summary of the report on the evaluation of the effectiveness of the Community Champion Programme is now available. The full evaluation report will be presented to COVID-19 Community Champions and at the Lewisham Borough Based Board, to take forward the evaluation recommendations for future planning for the programme. Given the success of the programme, it is planned to expand this approach for addressing other health related issues that are concerns within disadvantaged or marginalised communities.
- 3.5 In response to questions from Board members it was confirmed that there is a good general availability of Lateral Flow Tests in Lewisham and the arrangements for moving supplies from collection points to community pharmacies is working well. It was stated that active steps are being taken to encourage greater community involvement in the roll-out of the booster jabs, for example through dialogue with local inter-faith forums, coordinating efforts with Lewisham Local and ensuring the Council's website is kept up to date with the latest information.

3.6 Action:

The Board noted the content of the report.

4. Lewisham Health Inequalities Toolkit

- 4.1 Catherine Mbema introduced the report which updates the Board on the latest actions to develop a comprehensive Health Inequalities Toolkit for Lewisham. The aim of this toolkit is to present data in a user-friendly format that is available to all sections of the community in the same way, which will be refreshed every year to allow different communities and representative organisations to gauge for themselves, the progress that has been made in addressing inequality.
- 4.2 The main objectives of the summit and associated events will be threefold: to develop system leaders' understanding of the scale and implications of health inequalities in Lewisham and their individual and organisational role and responsibility in addressing

them; support understanding across system leaders of evidence-based actions and investment to address health and wellbeing inequalities; and identify specific, measurable actions across anchor organisations and others to address health and wellbeing inequalities.

4.3 A first summit event was held on 11th November 2021 entitled 'Beyond data towards action: Addressing health inequalities and inequity through the Lewisham health and care system'. The feedback from the event from participants was very positive:

- 100% of respondents found the event extremely / quite useful
- 100% of respondents agreed that the event increased their understanding of health inequalities and health equity in Lewisham
- 70% of respondents agreed that the event increased their knowledge of evidence-based approaches to health inequalities and health equity for planning and delivery
- 90% of respondents agreed that the summit increased their motivation to incorporate health inequalities and health equity into their work

4.4 The next stage of the approach will be delivered via two summit events planned for:

- 19th January 2022 – Health inequalities action planning session for system leaders (which include building in consideration of the opportunities for action from the Birmingham and Lewisham African and Caribbean Health Inequalities Review (BLACHIR)).
- 2nd March 2022 – Health inequalities community day (where the final Lewisham Health Inequalities and Health Equity Toolkit will be launched).

Given the current rates of new cases caused by the new variant Omicron these dates are provisional at this stage, depending on case numbers closer to the time.

An update on these events will be brought to the next Health and Wellbeing Board meeting on 9th March 2022.

A full report from the Birmingham and Lewisham African and Caribbean Health Inequalities Review (BLACHIR) will also be presented to the Health and Wellbeing Board meeting in March.

4.5 Feedback from Board Members was very complementary, with the delivery of all the elements of the event working well together and forming a seamless whole. Participants felt inspired and re-energised, confident in the commitment of the partners and that there was now a clear way forward to tackle deeply rooted health access and outcomes inequality in the borough.

4.6 **Action:**

Members of the Health and Wellbeing Board agreed to note:

- the contents of this report
- the updates to the Health Inequalities Toolkit
- the updated approach to the proposed Health Inequalities Summit

Members also agreed that the organisers of the action planning session on 19th January, provide a recommendation in early January on whether the event should be postponed.

5. One Public Estate projects in Lewisham

- 5.1 Kerry Bourne (Southeast London ICS) gave a presentation setting out the background to One Public Estate (OPE), priorities and governance arrangements through the Lewisham Estates Steering Group (which composes of several property and non-property holding partners such as the Council, Lewisham & Greenwich NHS Trust, SLaM and the GP Federation) for taking the project forward and the key challenges faced, such as aligning timetables, identifying funding gaps and bidding for capital schemes to get the necessary financing. The OPE programme was launched in 2013 to make better use of public sector sites and free them up for more productive uses. It encourages public sector partners to work together to create local hubs where services are delivered in one place. Lewisham partners joined OPE in 2016 and has successfully secured monies in three bidding rounds and has bid for further funding in 2021.
- 5.2 There are several OPE supported projects in Lewisham currently in planning to improve front-line medical facilities, including the redevelopment of the Jenner and South Lewisham Health Centres and the reconfiguration and refurbishment of the Downham Health Centre. Future funding applications include OPE phase 9 with three submissions for Lewisham (Deptford Surgery, The Bridge and the SLaM estate review).
- 5.3 Sam Strudwick (SLaM) presented an update on the redevelopment of the new Ladywell Unit, which will be a new fit for purpose building, built to meet modern standards. The new unit will be open and spacious and provide high quality accommodation, with appropriate zoning for social activities, sleeping, therapy and staff. Progress to date includes establishing a monthly Ladywell Programme Board, appointing a programme director, planning consultant and architect and finishing a strategic outline case. An outline business case is now being developed which will look at three rebuild options before making a final decision on a preferred development proposal in early 2022. A joint planning application will be jointly submitted by SLaM and the Lewisham and Greenwich NHS Trust in 2023. An engagement plan will be developed with service users, carers, partners and the wider public to co-design the new building, so it reflects community priorities and expectations.

5.4 Action:

The Board noted the contents of the report, the progress being made in developing the Ladywell Unit and expressed their thanks to the presenters.

6. Latest developments on the introduction of the ICS from April 2022

- 6.1 Martin Wilkinson introduced the report which focused on recent Integrated Care System (ICS) developments affecting Lewisham. The Board were informed that for South East London, Richard Douglas had been appointed as the ICS Chair designate and Andrew Bland as ICS Chief Executive designate. The Integrated Care Partnership (ICP) will be a committee rather than a body and represent an equal partnership between the NHS and local authorities. The Lewisham Council representative will be the Cabinet Member for Health and Adult Social Care.
- 6.2 Progress is being made in setting a provider Collaborative Board and appointing its membership. The governance arrangements for the 'formal' Provider collaboratives will be based on a committee arrangement (across the partners Boards) that will allow for joint decision making in line with the mandate afforded by the ICS.
- 6.3 The Lewisham Health and Care Partners (LHCP) Executive Board and Lewisham Borough Based Board (BBB), will be replaced by a single committee as the Local Care Partnership Board. The LCPB will continue to report into the Health and Wellbeing Board. The LCP

Board will agree a Chair selected by the borough partnership, to be responsible for the effective running of that Board. The appointment of the chair is proposed to be from within the membership of the committee and will follow that of Place Lead, to ensure a balance of leadership from across the partnership.

6.4 Locally there is an ambition to form a joint committee from 1st April, it is expected to be a committee of the ICS NHS body with ability to transact existing Section 75s between Health and Lewisham Council including for Children and Young People, Adults and the Better Care Fund. The Executive Place lead will lead partnership working at 'Place' level; work with the Committee to receive and manage the Place delegation from the ICB and other partners and represent the partnership in the wider structures and governance of the ICS. The key areas of responsibility cover strategic leadership, building collaborative working relationships, ensuring quality improvement, managing performance, and fulfilling governance requirements. The appointment process and timetable are to be confirmed, though key elements will be partner and stakeholder involvement and for the recruitment to be concluded in time for a shadow appointment to be in place before April.

6.5 To support the Place Leader and the effective discharge of responsibilities delegated to the LCP, a multi-disciplinary leadership team will be identified in each borough to work together to secure the best outcomes for that population. In Lewisham it has been agreed that an additional lead from children and young people's services should be added to the team.

6.6 Ahead of the assumed legal establishment of the ICS NHS Body on 1 April 2022, the following key actions are still to be completed:

- Appointments of Executive Place Lead and Chair
- Confirm LCP committee status (joint committee or committee in common dependent on delegations), subject to approvals by ICB, boards of key providers, and by Mayor and Cabinet for Lewisham Council
- Confirm representatives from all partner organisations to place leadership team
- Engage with voluntary and community sector to identify a member for LCP who will provide a strategic representation and a voice for the sector
- Conclude considerations of the clinical and care professional network and community engagement within local governance

6.7 The Board expressed the view that the new ICS arrangements should use the opportunities for closer partnership collaboration and greater devolution, to tackle inequalities in health and care service access and provision. Consideration should also be given to how integrated budgets can be used creatively to achieve this.

6.8 Action:

The Board noted the progress being made in introducing the new ICS arrangements from 1 April 2022 and the outstanding tasks remaining.

7. Joint Strategic Needs Assessment

7.1 Catherine Mbema introduced the report and informed the Board that it is planned that the JSNA process will resume with priority given to a JSNA topic assessment examining the wider COVID-19 impacts to support recovery planning and commissioning.

7.2 The timescales for the work towards completion of the Children and Young People Self-Harm JSNA and LGBT+ JSNA should be agreed at the March 2022 meeting. A JSNA topic assessment/refresh will also be performed on the topic of Air Quality. The previously proposed JSNA topic assessment on Transition to Adulthood will be stood down. The above is pending confirmation from the JSNA Steering Group

7.3 Led by Public Health, the JSNA Steering Group will now be re-established (it has not met since early 2020) and meet in January 2022 to agree actions and confirm the completion of the suggested JSNA topic assessments. It will also be consulted on production of the COVID-19 JSNA topic assessment.

7.4 In March 2020, the Lewisham Health and Wellbeing Board agreed to the development of a new health and wellbeing strategy for 2021-26 to reflect the current health and care context and address local health and care priorities. Owing to the COVID-19 pandemic, this was postponed but will be resumed to develop a strategy for the 2022-27 five year period in line with the following next steps:

1. Data collation via the JSNA process (COVID impacts JSNA): November – March 2022
2. Develop a health and wellbeing priorities framework: March – May 2022
3. Stakeholder engagement: May – September 2022
4. Strategy final development: September – December 2022

7.5 **Action:** The Board agreed to approve:

- Resuming the JSNA process to start with a JSNA topic assessment examining the wider COVID-19 impacts to support recovery planning and commissioning.
- Additionally, the timetable for completing the Children and Young People Self-harm JSNA and the LGBT+ topic assessments will be agreed at the March 2022 Board meeting.
- An ambition to develop a new Lewisham Health & Wellbeing Strategy and Health & Wellbeing Delivery Plan by December 2022.
- In the new Strategy the Board will indicate its priorities for implementation, based on evidence of intervention effectiveness, community/stakeholder priorities and the national political context.

8. Better Care Fund Plan 2021/22

8.1 Sarah Wainer updated the meeting on the latest position regarding the development of the BCF Plan for 2021/22. The Better Care Fund Policy Framework was published on 19 August and stated that a full planning round would be undertaken in 2021/22 with areas required to formally agree BCF plans and fulfil national accountability requirements. The Plan was developed by SEL CCG (Lewisham) and the Council, covers one financial year and continues to fund activity in the following areas:

- Prevention and Early Action
- Community based care and Neighbourhood Networks
- Enhanced Care and Support
- Population Health and IT

8.2 The planning guidance for the Better Care Fund 2021/22 was published on 30 September. The Plan was submitted to NHS England by 16 November 2021 and formal approval of the Plan by the Health and Wellbeing Board is sought. This report provides members of the Board with an overview of the Better Care Fund Plan for 2021/22 (including the Improved Better Care Funding) which was submitted and recommends that the Board formally agree the Plan (Annex A in the agenda). Following its submission, the BCF plan is now subject to a national assurance process. SEL CCG (Lewisham) and the Council await to be notified of the outcome of this process.

8.3 In 2021/22 the financial contribution to the BCF from the CCG is £24,580,557. The financial contribution from the Council in 2021/22 is £773,989, in addition to the DFG contribution of £1,518,970. The IBCF grant to Lewisham Council has been pooled into the BCF and totals £14,502,373. The total BCF pooled budget for 2021/22 is £41,375,889. The BCF plan for 2021/22 reports on two new metrics:

1. Reducing length of stay in hospital, measured through the percentage of hospital inpatients who have been in hospital for longer than 14 and 21 days
2. Improving the proportion of people discharged home using data on discharge to their usual place of residence

8.4 In addition, the BCF plan reports against previous metrics for admission avoidance, residential admissions and re-enablement.

8.5 The Board supported the recommendations made in the report:

- Formally approve the Better Care Fund Plan 2021/22 – Annex A in the agenda.
- Delegate future approval of any BCF/IBCF quarterly returns to the S75 Agreement Management Group.
- Agree to receive the quarterly returns for information at the next Health and Wellbeing Board following submission.

9. For Information items

9.1 There were no for information items

10. Any other business

10.1 No other business was raised.

The meeting ended at 16:37 hours

