



# Lambeth Together Draft Covid-19 Recovery Plan

## Introduction

**Our Lambeth Together Recovery Plan describes our response to Covid-19 across health and care services**

- what we have learned and how we are working to apply these lessons.
- how we will work together to keep people safe and well in the face of any future outbreaks.
- what this means for the future, including how we are prioritising addressing local health inequalities and improving health and wellbeing across all our communities.

Lambeth Together is a partnership focussed on health and care which brings together the NHS, Lambeth Council, and the voluntary sector with service users and local people in our borough.

This plan covers an 18 month period from September 2020 to March 2022. It has been developed jointly to help guide our shared priorities and actions, while recognising that many uncertainties persist.

We have drawn on the learning and experience of professionals, of our local voluntary and community partners and on resident and community voices in producing this plan.

However, we recognise that there is much more to do.

Amidst the pain, hardship and isolation that Covid-19 has brought, we have witnessed across Lambeth the power of communities. We are clear that only by working together will we be able to recover from the experience of Covid-19 and build something better; and that we need to work with our local communities and our staff to develop, test and learn.

Thank you for taking the time to read this summary. We welcome your thoughts on:

- the priorities we have set out in our Recovery Plan
- the actions we set out and how they will support you, your family's and your community's health and wellbeing over the next 12 – 18 months
- how we can protect and support the most vulnerable people and address the unequal impacts that Covid-19 has had on different communities

To feed back on our priorities and actions, and to help us build a healthier Lambeth, please respond to the questions at the back of this document

## The impact of Covid-19 in Lambeth

The Covid-19 pandemic has presented extraordinary and far-reaching challenges for Lambeth over recent months.

Nearly 300 people have died from the effects of Covid-19. Vulnerable people, especially those from Black, Asian and other Minority Ethnic (BAME) backgrounds, older people, and people living with a disability, have been hit the hardest. For many already experiencing inequality that affects their physical and mental health and wellbeing, their situation has been worsened. Though some people have already lost their jobs and suffered hardship, the full extent of the economic downturn and its associated health impact is still to be felt. And we continue to live with the threat of further outbreaks.

We have listened to the experience of Lambeth people throughout the pandemic period, using online and telephone surveys with patients, service users, residents and NHS staff, by attending virtual drop-ins with community groups and through community research with residents carried out across our partnership. We heard powerful stories at July's Health and Wellbeing Board from our residents and our staff about challenges they have faced. Through this widespread listening activity we have gained insights into

- Increased levels of anxiety across all communities, with close to half the population feeling more anxious.
- Half of all BAME households reporting lower income and 11% struggling to cope; and people from BAME communities being more likely to be involved in home schooling or caring for at risk family or friends, with effects on individual mental wellbeing and concerns for the future.
- Faith communities experiencing grief and feeling unable to access support, with associated loneliness, isolation and impact on individual mental health and wellbeing.
- Migrants and homeless people experiencing language barriers to important information and difficulties accessing online guidance and services, difficulty adhering to hygiene and isolation requirements in crowded accommodation, and worries about potential additional charges in accessing NHS services in this period.
- Disabled people and those living with long-term health conditions in some cases benefitting from a greater sense of connection and access through new digital services, but with increased risks of social isolation, and difficulties in social distancing for people with complex needs.
- Children and young people being less active and more anxious during lockdown and worried about what their life will be like after lockdown, although feeling positive about the virtual support on offer.
- Our workforce feeling the emotional impact of frontline work, the demands of working remotely, and the challenges of staying resilient in the face of ongoing pressures across our partnership.

## How Lambeth Together has responded

In responding to the pandemic, our teams have worked ever more closely together, including

- Setting up a network of food delivery hubs with community groups dispatching 23,500 food parcels to vulnerable residents.
- A delivery service providing medicines to shielded and vulnerable groups.
- Working with Lambeth's 41 GP practices to enable patients to access their services online.
- Creating dedicated Covid-19 'hot' clinics for patients with suspected Covid-19 symptoms.
- A transport service with local black taxis to help patients receive care.
- Home-based blood testing services for shielding patients.
- Support to GP practices to access Personal Protective Equipment (PPE), supplies and testing.
- Clinical and health protection advice and guidance.
- Help with staff accommodation and illness cover.
- Support for social care providers and care homes, including PPE, infection control, advice and guidance, key worker testing and additional capacity for teams.
- Continued mental health support including to those who may be a risk to themselves or others, or in need due to isolation and / or self-neglect.
- Extending online professional counselling services working with 18-25 year olds to support all young residents.
- Supporting our hospitals including the safe discharge of patients from Guy's & St Thomas' and King's.

## The lessons we have learned from Covid-19 so far

We have spent time in June and July considering the learning from Covid-19 and how we can best work together with local people and in our local communities and neighbourhoods.

We have sought to understand the experience of local people, the need to do more to address health inequalities (in particular as experienced by our BAME communities) and to support the most vulnerable. Some of the key lessons so far include:

- 1. Reducing inequalities:** we are committed to implementing the findings of Public Health England and responding locally to tackle inequalities in health; we will improve how we collect ethnicity data, and work to develop cultural competence in our research, engagement, health promotion and in the way we deliver services; measuring the impact of our work and focussing on local support to address the root causes of ill-health.
- 2. Working with local people in our neighbourhoods:** with less physical contact, we recognise the need to create new ways to work with people in local neighbourhoods including through our networks of GP practices, voluntary and community sector, and Healthwatch.
- 3. Engaging:** deepening our understanding of people's experiences of Covid-19, including the most vulnerable and those experiencing the greatest inequalities, and ensuring their voices are heard.

4. **Progressing integration:** across social care, primary, community and acute care, and with local people, making care simpler to access, removing complexity and duplication, and supporting the development of person-centred, proactive support.
5. **Virtual working:** understanding the impact, realising the benefits for patients, service users and staff, but also appreciating and managing the risks that increased use of digital channels can introduce to providing access to care for all.
6. **Recognising trauma:** looking out for and investing to support those suffering grief and trauma during and post-Covid, including our workforce.
7. **Addressing the welfare and development of children:** supporting the needs of those most vulnerable children and young people – particularly those who may fall out of sight or behind through virtual working and schooling.
8. **Supporting mental wellbeing:** understanding the impact of lockdown on mental wellbeing, making support proactively available including prevention and building resilience across our communities and staff.
9. **Working with voluntary sector partners:** building on the relationships forged through our Covid-19 work including with at risk and shielded people, to support and sustain our work at a neighbourhood level.
10. **Maximise the role of local partners as employers:** recognising our partners are ‘anchor institutions’ supporting local people into sustainable and fulfilling work, and serving our residents with the benefits of good quality employment.
11. **Harnessing our appetite for innovation, change, and risk:** striking the right balance between the pace of change we need to adopt and ensuring meaningful engagement with local people and stakeholders.

## Our priorities for keeping our communities safe

### We will work together to prevent, predict and manage any “Second Wave” of Covid-19, including:

- Use of early warning data and intelligence to alert us quickly to spikes in demand.
- Promoting the importance of Test and Trace to identify and track cases (Keep Lambeth Safe).
- Sharing intelligence and data to provide rapid and joined-up care and support to all of our communities.
- Responding in the event of a surge with a dedicated Outbreak Control Plan, overseen by the borough’s Health and Wellbeing Board together with Lambeth’s new Health Protection Board.
- Working with colleagues across South East London to ensure that there is sufficient capacity in our hospitals and other health and care services to respond to critical needs, whilst also continuing to provide the routine care and services we all rely on.

- Continued development of our digital services to enable greater access to care, while ensuring that we are able to continue to provide safe, in-person help and support to those who need it.
- Shared leadership arrangements across health and care organisations to manage any future crisis, with enhanced public guidance and communications, and additional support to staff.

All of these measures build on successful collaboration during the initial wave of Covid-19 in Lambeth. However, in mitigating and managing any future outbreak, it is crucial that we act now to start to address the existing and worsened health inequalities highlighted by the pandemic.

## Addressing health inequalities

Our response to Covid-19 starts with the need to acknowledge and address the inequalities within Lambeth which result in poorer outcomes for our deprived and BAME communities. Practical steps we will be taking in partnership with local people include:

- A focus on the support provided to BAME communities, working across physical and mental health services and with the individuals and communities involved to shape these plans and what they mean for future health and care services in Lambeth.
- Effective communications and engagement to ensure equal access to advice, guidance, services and support.
- Targeted investment to prevent ill-health, including through our primary care-based social prescribers who are able to help people access a broad range of non-medical support.
- Joining-up support to those who have been shielding, to help them regain their independence and to ensure they are protected in the event of a second wave of Covid-19, including in being able to access routine health and care services safely.
- Improving the support for those living with one or more long-term health condition, including to self-manage, enabling people to live independently and well.
- A co-ordinated focus on staff mental and physical health and wellbeing across NHS, local authority and voluntary and community sector organisations, including individual carers: ensuring availability of PPE and testing, and effective “zoning” to protect people across all of our settings where we deliver care.
- Action to help reduce smoking, improve healthy weight and access to good nutrition.

The following section sets out in more detail what this plan means, for all of our communities.

## The actions we will take in the next 18 months

### 1 Staying healthy

- Including helping people with weight management, stopping smoking, regular health checks and support to recover from substance misuse.
- Making sure we continue with positive changes from the first wave of Covid-19, including improved digital / phone access and improved co-ordination between our health and care services.

- Building our neighbourhood approach – including public health, GPs and Primary Care Networks, the voluntary & community sector, mental health and other key partners working together to prevent ill health and support better health outcomes.
- Working in a coordinated way to recognize and address the wider determinants of health, such as housing and employment.

## 2 Sexual health

- Delivering a two-year sexual health improvement programme across Lambeth, Southwark and Lewisham using learning from the impact of Covid-19.
- Developing further our digital sexual health services, as a key part of this programme.
- Targeting people at higher risk of poor sexual health effectively and focussing on providing them with the best support.
- Improving our contraception offer, both online and via pharmacies.

## 3 Children and young people

- Being ready to support any increase in safeguarding concerns and referrals once schools reopen.
- Developing, expanding and refining our digital community and mental health offer for children and young people.
- Developing our estates plan to ensure that services are available where they are needed.
- Restoring access for children and young people in need of specialist hospital care and reassuring them and their families that we can do this in a way that is safe and effective.
- Tackling inequality and supporting a strong and resilient workforce.

## 4 Adult mental health

- Providing information and advice on maintaining physical and mental wellbeing, practising self-care and getting early help, including through Lambeth Talking Therapies.
- Minimising waiting times for initial assessment so that people can get timely access to the most appropriate support either online, in person or by video or telephone calls.
- “Stepping-up” joint working to improve physical health for people living with serious mental illness.
- Improving quality and experience of inpatient care, working with South London and Maudsley NHS Trust (SLaM) to move services from Lambeth Hospital to new accommodation on the Maudsley site and to further develop clinical inpatient and community services.
- Continuing to work with BAME communities to provide effective culturally appropriate community and inpatient services, combating racism and discrimination.
- Reviewing and redesigning complex care, supported living and personality disorder services to improve access and outcomes.

## **5 Joining up care within and across neighbourhoods and identifying & supporting residents with the most needs**

- Providing high-quality care and support for those people at most risk of poor physical or mental health.
- This includes people suffering from loneliness and social isolation, people with multiple long-term conditions, who are frail, in their last years of life, and / or who live in care homes; together with their carers.
- Protecting people in clinically vulnerable or extremely clinical vulnerable groups at most additional risk from Covid-19, including those who have been shielding.
- Enhanced support for care homes across health and social care teams.
- Engagement and co-design with care home residents, families and care providers.
- Restarting primary and secondary prevention services – addressing new Covid-19 demand, and working to target longstanding health inequalities.
- Building on our Multi-Disciplinary Team to reduce the impact of Covid infection and secondary complications for people with one or more long-term health conditions.

## **6 Homeless people and rough sleepers**

- Continuing to support rough sleepers off the streets and into accommodation, support and work based on thorough assessment of both short and long-term needs.
- Joining up health and care services so that individuals can register with a GP and have access to treatment, care and support for their physical health, mental health and drug and alcohol misuse.
- Securing sustainable move-on accommodation for those people placed in commercial hotels in response to Covid-19, and ensuring support to prevent future homelessness.

## **7 People with learning disabilities & autism and people with continuing complex needs**

- Mitigating the impacts of the pandemic on people with continuing complex needs, learning disabilities and autism, including susceptibility to the disease and ability to cope with social changes.
- Ensuring a personalised and person-centred approach to support – reviewing supported living, across all disabilities, to ensure that we have the right support locally for our residents.
- Delivering the NHS Learning Disability and Autism Programme, in collaboration with South East London partners, including health checks, community treatment reviews and implementation of the learning and recommendations from Learning Disability Death Reviews.
- Strengthening transitions and developing jointly commissioned services for young people, incorporating a focus on people with the most complex needs.

## Other work we will need to do so that we can deliver our plans

- Planning to meet future demand for services – we are working together to predict and identify what demands may be placed on health and care services. We will support one another across our organisations to meet needs and address gaps.
- Our buildings – we will refine our programme of improvements to our health and care estate to allow for future population changes as well as to enable multidisciplinary teams to work safely together and in community settings that are close to people.
- Our workforce – our plans include a focus on staff health and wellbeing including addressing the psychological impact of the pandemic, as well as supporting at risk and vulnerable staff especially those from BAME communities; we will bring our teams together to provide more person-centred care close to where people live.
- Digital – we have rapidly digitalised healthcare services during the pandemic; we are committed to building from this to provide increased and long-term digital access for patients and service users across GP services, outpatients, mental health, diagnostic testing, care home support and self care; in each of our programmes we will have regard to those who may be at risk of poorer access through digital service delivery and will continue to offer in person consultations and support where that is most appropriate.

## How you can help us

This is a developing plan. We are keen to hear what you think. Get in touch and share your views – [hello@lambethtogether.net](mailto:hello@lambethtogether.net)

- How far do you think we have identified the right priorities for Lambeth?
- How confident are you that the actions we have set out will support you, your family's or your community's health and wellbeing?
- Do you have any other suggestions for how we can protect the most vulnerable people in our communities and address the unequal impacts that Covid-19 has had on different communities?