

Progress Report

November 2021

Neighbourhood and Wellbeing Delivery Alliance



Introduction

"For those of us involved in responding to the pandemic, it has been a relentless and difficult period. We have witnessed the brutal blows that our communities have faced, suffering loss, separation, uncertainty and many enduring ill effects on their health and wellbeing.

Our communities, our staff, our systems and resources have all been heavily tested and those pressures continue to be present. Demand for services across our system remains high. Demands on staff continue.

And yet we have seen incredible resilience.

In the midst of this fraught time, we've found moments to effect positive change. We've discovered that some of the relationships built up in Lambeth Together have proved strong and enabled us to work together in concrete ways, with a speed that would have not been possible previously. It soon became clear that collaborative approaches were better. That using one another's skills and experiences was not only a good thing to do but was also effective. This Progress Report reflects some of the fundamental changes to the way we plan and deliver health and care and impacts that we have achieved during this last year.

We found that by working together in a crisis we understood each other better. And it is with that spirit of resilience, momentum and energy that we present this Progress Report to you. We are at a great point in the story of the Neighbourhood and Wellbeing Delivery Alliance (NWDA).

Looking to the future, I know that we will hold on to our partnership way of working and use all of our resources to deliver a bold and ambitious plan in the year ahead.

We mustn't forget our principles of co-production and remember that studies have shown that 80% of a person's health-related outcomes are determined by non-health-related inputs.

We must ensure that we engage fully with our communities; putting them at the heart of all we do and using all of the rich social assets in Lambeth to ensure all residents in Lambeth have the opportunity to thrive."

Graham Gardiner, Chair – Neighbourhood and Wellbeing Delivery Leadership Board



Contents

	2
Welcome	
Responding to the challenges of the pandemic	5
Our approach	
Our main priorities	
Support in the community to prevent ill health	9
Loneliness: test and learn project	12
Helping people manage long term health conditions	14
Supporting care homes	17
Improving end of life care	19
Neighbourhood and Wellbeing Delivery Alliance next steps	2
Get involved	23

Welcome

The Neighbourhood and Wellbeing Delivery Alliance is a collaboration between Lambeth Council, Lambeth GP practices, NHS South East London Clinical Comimssioning Group (CCG), voluntary sector organisations such as Age UK Lambeth and our NHS Hospital providers – King's College Hospital, South London and Maudsley and Guy's and St Thomas' Foundation Trusts

We work with residents and community organisations in neighbourhoods on projects to improve health and wellbeing. We focus on areas of work that are important to residents and where we believe that by working together we can effect positive change in a way that we could not do as separate organisations.

The Alliance is part of the Lambeth Together partnership, which connects public and voluntary sector bodies for joined up health and care. All Alliance partners share not only an interest but also a responsibility for the best outcomes for residents across the whole system, and an end to silo working.





Responding to the challenges of the pandemic

Responding to the coronavirus pandemic has undoubtedly stretched the capacity and resources of staff and services across the health and care system, and brought into sharper focus the inequalities that many continue to suffer. But it has also brought us together, deepened our connections with communities and created new ways of working

Our residents, community groups and partners really stepped up to support those who were most vulnerable to Covid. We're hugely proud of how our neighbours and communities connected with each other to show their support. And in particular, the way in which:

- The voluntary sector, local authority and countless volunteers mobilised local food banks at record speed to distribute food and medicines to serve the most vulnerable residents in our neighbourhoods.
- Neighbours and community groups supported one another to stay socially connected online, through phone calls, food parcels and socially distanced clapping on the doorstep.
- GP surgeries quickly organised to support their patients online and increased home visits.

- GPs, pharmacies, hospitals and community organisations all pitched in to work tirelessly and deliver a vaccination programme at unprecedented speed and efficiency.
- Hospitals and mental health services adapted their services online to cope with increasing demand and to meet the need for psychological support.

Staff had to work differently to keep people safe whilst still providing support. We've learnt that both residents and those who work in the Alliance partner organisations often appreciate phone calls and virtual meetings to get the job done.

The national lockdowns were challenging. But they also underlined for us the meaning of community. Our Alliance challenge is to build into the <u>Lambeth Together Recovery Plan</u> all that we valued and learnt during the lockdowns into services that are fit for purpose, local and where practical, are communityled and neighbourhood focused.



Our approach

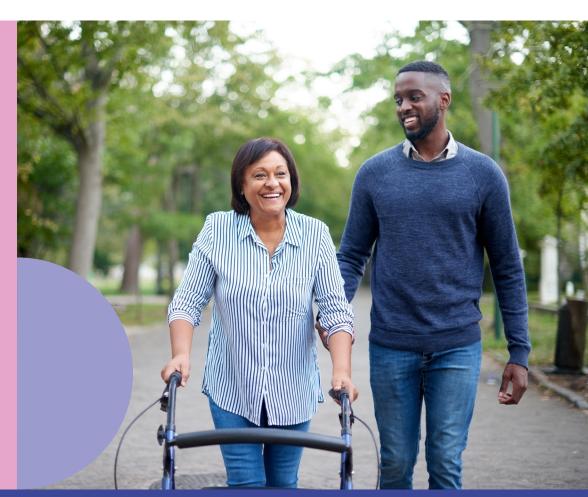
Our Alliance creates partnerships between local people, Lambeth's health, social care, voluntary and community sector organisations. We work together to share intelligence, co-create solutions, and design projects that improve the health and wellbeing of our residents

Through this collaborative approach, the Neighbourhood and Wellbeing Delivery Alliance aims to:

- Support residents to live better and happier lives
- Make sure that all residents have an equal chance of staying healthy
- Make it easier for residents to get the health and care support they need to live well

We understand that our borough is hugely diverse. What a family in Brixton may need to improve their wellbeing will be very different to what a single resident in Stockwell may benefit from. So, rather than looking at how we change the whole of Lambeth, we focus on a specific need within a neighbourhood and with a particular group of residents. This helps us make sure the projects we establish are bespoke to the community and within easy reach of the people they're created for.

For example, our project to combat loneliness in Tulse Hill, Herne Hill and Thurlow Park was identified and developed by patient groups, neighbourhood organisations and the voluntary and care sector (for more detail about this project, see page 12).



Population Health Management

We look to understand how residents use health and care services based on the intelligence we know about local communities. Using an approach called Population Health Management allows us to target our efforts to support those with, and at risk of, the poorest health.

Population Health Management means we address the social, economic and environmental factors impacting on a community (the 'wider determinants of health'), to improve the residents' physical and mental wellbeing. It means communities and partners work together and recognise the role we can each play with the inter-connected issues affecting wellbeing.

Our neighbourhood approach works with and for our communities to:

- combine the wealth of knowledge, experience, resources and funding we have access to, to support health and promote wellbeing in Lambeth
- consult with residents to make sure our initiatives have a positive impact on the people they're designed for
- prevent ill-health by addressing the many wider determinants of health, such as income, housing, education and employment



Guiding principles

We develop local projects to 'test and learn' so that we can quickly customise our projects based on local feedback ensuring we deliver against residents' needs. We look to share what we have learned with our partners to build up plans to roll-out projects that positively impact both the residents and communities in Lambeth.

We help communities to thrive by making sure organisations and residents in Lambeth are more aware of what's available nearby to support and manage their health and wellbeing.

We focus on demonstrating impact! We build a compelling case for each new partnership initiative for why we are doing this, answer how it makes a difference, and explain how to deliver this.

Our main priorities

The main priorities we're working on as an Alliance include:

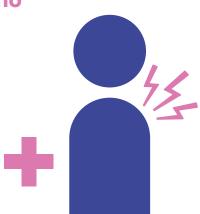
Improving support in the community for residents to live healthier and happier lives



Improving support to care homes to enhance care to residents and their families



Helping people to manage long-term health conditions and get the support they need



coordinating excellent end of life care by encouraging more people to have an end of life care plan that reflects their wishes



Support in the community to prevent ill health

Thriving Communities

Our vision is for Lambeth residents to live healthier and happier lives in communities that support them and within which they can play an active role. This could be through a mixture of online and face-to-face meetings, fun community events, wellbeing activities and joint projects that tackle health inequalities and improve health outcomes.

Sharing, kindness, having fun and working together are key ingredients of a 'thriving community'.

Throughout the pandemic, community initiatives such as Thriving Communities, the Lambeth Food Hubs Programme, informal mutual aid groups and the Lambeth Volunteering Network have demonstrated the enormous potential of working together.





The pandemic has reinforced the importance of supporting those in most need with holistic and preventative support for their wider health and wellbeing needs, as well as ensuring they can access appropriate health and care services when they need them. This has gained even more urgency due to the secondary consequences of the pandemic, which include increased isolation and loneliness, higher levels of unemployment and financial difficulties. More than ever, we will need to come together to support our neighbours and colleagues.





we are improving access to this life-saving

protection for Lambeth residents."

Thriving Communities in action

The Lambeth Jab website was developed by Thriving Stockwell – a partnership between GPs in Stockwell, Brixton and Clapham and local residents, community organisations and faith groups. It publishes accurate and reliable information about the COVID-19 vaccine in community languages, provides reassurance about the safety and effectiveness of the vaccine and signposts residents to pop-up clinics in community venues to reach groups that have been harder to reach by the vaccination programme. Photographs and films feature local people and trusted local voices.

www.lambethjab.com

Fatuma – Lambeth resident

"I'm a local person from the Eritrean community. I felt there was a lot of misinformation and confusing messages about the vaccine, particularly for minority groups and for many people from my community who don't speak English as a first language. And we are the ones more at risk of Covid. I wanted to make a difference, so I took part in the Lambeth Jab by making a video to encourage others to take the vaccine. I have also been speaking to people in my community, especially people who are older, about why they should take the vaccine and why they should trust the health professionals delivering it."



Thriving Communities milestones

In the last year we have been learning from the success and momentum of the first Thriving Community, Thriving Stockwell. More recently, the Lambeth Together Health and Wellbeing Bus has provided vaccination services around estates and neighbourhoods where take-up has been lowest.

We have also set up similar Thriving Communities activities with initiatives in North Lambeth and in Tulse Hill, Herne Hill and Thurlow Park. Through meetings with residents and community groups, monthly breakfast networking sessions and jointly planned community events we have supported individuals, grassroots organisations and health and care services to learn more about one another and understand better how they can work together in the future.



Thriving Communities next steps

We want to make sure that the current Thriving Communities in Stockwell, North Lambeth and Tulse Hill, Herne Hill and Thurlow Park have the support they need to make a significant impact in those neighbourhoods.

We are building a Thriving
Communities website to make it
much easier for people to connect
around health and wellbeing in
their local area. The website will
have details of health and wellbeing
activities and events happening in
each thriving community as well as
trusted health information, training
courses and resources to help
people self-manage their care.

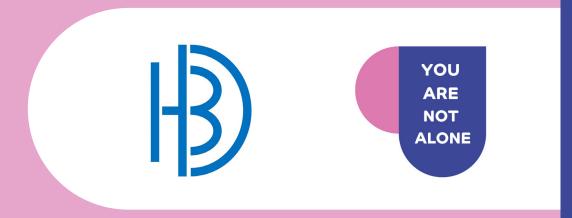
We will continue to work with thriving communities to listen and empower local residents, groups and voluntary organisations and community groups to embed activities locally. This could include healthy weight community programmes in churches, housing estates and community centres. We also want to support more in-person community events to bring people and services closer together.

Loneliness: test and learn project

The Alliance worked alongside five GP practices who wanted to reduce loneliness and social isolation for residents over 65 with long-term health issues, in the Tulse Hill, Herne Hill and Thurlow Park neighbourhoods – also known as the Hills, Brooks and Dales Primary Care Network or HBD PCN

There are residents who are housebound and need support to connect with what is happening locally to reduce feelings of loneliness and isolation. Reducing isolation can improve an individual's health and wellbeing, enabling them to become more engaged with what is going on in their local community and take a more active role in managing their care.

Working with residents, community groups and voluntary sector organisations we are able to better understand the needs of isolated and vulnerable individuals and match these with groups and activities in their local area.



Loneliness test and learn project: the role of the Link Worker

Our loneliness project works with social prescribing link workers. Based in GP surgeries across Lambeth, they provide help for people who need non-medical care such as debt advice, resolving housing issues and overcoming isolation. Their focus is to create personalised support plans, develop trusting relationships and work with patients on what matters most to them. For example, connecting an individual into a befriending scheme with a local organisation.

Through this project we will improve the wellbeing of some of our most isolated residents by increasing their daily social interactions, improving their lives and reducing reliance on medical services. As a result, more people are aware of local programmes that they can get involved in and the organisations that run them.

Loneliness test and learn project: next steps

This project lays the foundations for community development across the wider Hills, Brooks and Dales Primary Care Network (HBD PCN). The Alliance is committed to continue working with the PCN, local communities and wider health and voluntary care organisations to expand Thriving HBD. Learning from this small scale project will influence multi-agency approaches to tackle loneliness across Lambeth in the next year.



Loneliness test and learn in action

During the national lockdowns, Lambeth Council and the voluntary and care sector worked together to identify residents who may require extra support, activities and materials to keep them active and busy when we all had to stay at home.

"being in for that first lockdown, it was about making that switch, I'm not going to be bored... I'm going to keep myself busy. I joined Age UK because it was part of the signposting. I've done so much, I've done things that I wanted to do that was on my bucket list like story writing. ... very soon in that first lockdown the doorbell rang and so I opened the door and there was this gentleman with a gift bag and he said it was from Lambeth Council... all the goodies, puzzles, pencils, all sorts".

Hilda – local resident

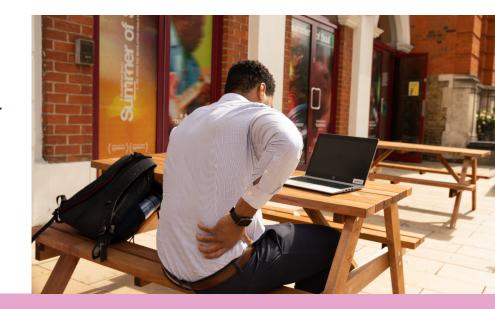


Helping people manage long term health conditions

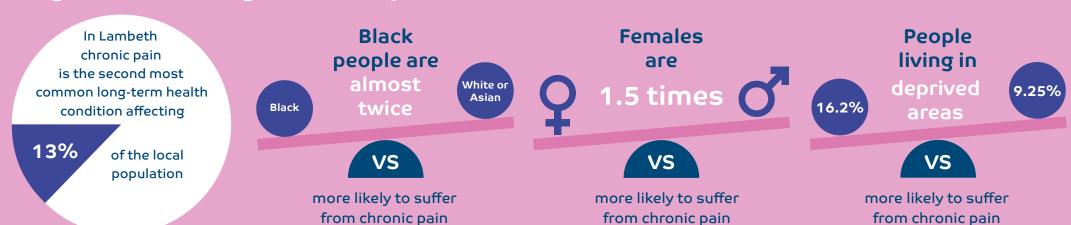
Chronic Pain

Launched amidst the second wave of the COVID-19 pandemic, this programme brings together multiple partners and includes GPs, pain consultants from our hospitals and the voluntary and care sector (in particular St Christopher's Hospice). We are working in collaboration to better support those suffering with persistent pain to encourage self-management and restore a good quality of life.

Chronic pain is classified as pain that lasts more than 12 weeks despite medication or treatment. Sometimes pain lasts for longer than expected after injury or operation, or comes on without any obvious cause. Chronic pain affects over 8 million people in the UK, preventing them from being able to get on with their usual day-to-day activities.



Why are we focusing on chronic pain?



Helping people to manage chronic pain: milestones

We've built several partnerships across the health and community care systems, such as with the Health Innovation Network, RTW (Return to Work) Plus and Orthopaedics UK. These networks allow us to share learning and resources, develop our vision of improving access to pain services and deliver a wide range of pain programmes. For example, expanding the ESCAPE Pain programme and supporting those with knee and back pain through strength and conditioning exercises.

Helping people to manage chronic pain: next steps

Over the next year we will continue to review and develop the various ways that people can be referred into services to make sure all Lambeth residents can access support. In doing so, we aim to reduce the current inequalities associated with gender, social deprivation and ethnicity. We will also map and identify gaps in community services, and make sure current programmes are expanded, and new services created so all residents in pain have the right support and resource to manage their condition.

Managing chronic pain in action - case study

Sophie came to RTW Plus seeking relief from an ongoing complaint of jaw pain since adolescence. None of the numerous and varied specialists she had seen over the previous 8 years could pinpoint why Sophie had such pain. She told us about the lack of hope she had that she would ever have any quality of life.

In February 2021 Sophie attended our Empowered Relief session with an open mind.

We followed up with Sophie three months after the session – her feedback to the programme was "The empowered relief session I attended was absolutely brilliant. I've always struggled to find new ways to cope with my pain. And this really gave me some different ways... There are still days when I struggle with my pain more than normal. And that's always going to happen. But I do now know that I have less bad days and also, I know what to do to help me on those days. I would really recommend this to anyone who is struggling with coping with chronic pain."





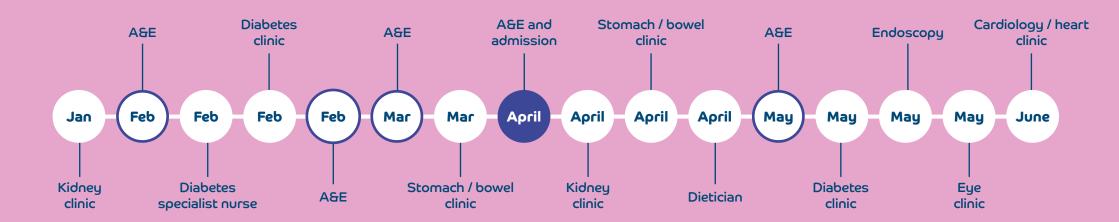
Developing a new service for people with long term, complex health conditions

We're piloting in North Lambeth support to people with complex health needs through our multiple long term conditions project with five GP practices. Starting in October 2021, we are bringing together a team around the patient including clinicians from the hospital, a GP, pharmacist, community nurses and social care. We want to support these residents to stay well both physically and mentally in their homes and community and access specialist treatment and advice quickly and easily if they need it.

This is part of our expanding populationbased approach providing care based on the needs of local people. Delivering services across GPs, local voluntary and community groups and other professionals, we aim to make services better integrated and more accessible for those residents with the greatest need.

The example below shows shows the care a man in his forties had over six months with diabetes, heart and renal (kidney) failure. He went to A&E five times and was admitted once. He also attended renal and bowel clinics twice, three diabetes clinics and saw a dietician, diabetes nurse specialist, a cardiologist and an eye specialist. He went to eleven clinics in total and this does not even show us how many times he may have seen his GP. In this test we hope we can reduce the number of clinics this man needs to attend and coordinate his care better.

Carlos' journey through the health system



Supporting care homes

Care homes are critical to supporting our most vulnerable residents.

Partners from health and social care have worked closely, responding to the pandemic with professionalism and commitment

Supporting care homes: milestones

We're very proud of the work we've done to help care home staff get their vaccinations. This work has been extensive and included running dropin sessions, regular communications such as workshops, webinars, FAQs, factsheets, and sharing of specific resources for health and care staff (in multiple languages in response to feedback from homes).

We've also created a group of GPs, geriatricians (specialist older people clinicians) and other professionals from the NHS and Council to co-ordinate support to nursing home residents. This group will continue to improve the provision of health and care services to care homes into 2022.

Supporting care homes: next steps

We want to build and sustain integrated working between care homes and the wider health and social care community, continue to embed good practice and further develop excellent care that meets the needs of care home residents. We will do this through our Care Home Forum, a monthly event for care home providers to address important areas such as infection prevention and control, shared learning, risk management and vaccine hesitancy. We are also committed to further developing multidisciplinary support to all care homes, ensuring each home has access to a range of health and social care providers to meet their needs.



Across Joybrook and Collingwood Court care homes, a pilot has begun to reduce falls in older adults using a digital app. We aim to expand use of this app to other care homes in the borough over the next 12 months.

We will continue to develop staff with a range of education and training opportunities. We also want to make sure more residents and their families are involved in advance care planning to make sure we can respect their wishes towards the end of their lives.

And finally, as we recover from the pandemic, we plan to support care homes to find ways to make sure their residents feel part of their wider community.

Supporting care homes: Case study

St Mary's Nursing and Dementia care home Manager Priscilla Chibanda:

"It has been a pleasure to work with everybody throughout the past year. It's so much better than how it used to be. The commissioning team, public health doctor, our GP and geriatrician have all been so supportive. They've communicated very well with us, responded quickly to any questions and provided whatever support we have needed"

"At the beginning of the pandemic it was a very difficult time, we had some distressing experiences with residents who were very breathless, and the hospitals were not communicating well with us. Information was confusing and changing all the time"

"Very quickly we received great support and close communication from the team. They helped us to obtain the PPE we needed, the infection control doctor explained the





infection control measures we needed to take and provided us with regular training and updates. We felt supported and could pick up the phone at any time and the team would help straight away."

"Our GP and the hospital geriatricians were very understanding and supportive. They reviewed residents and ensured we had all the medicines needed, they really took their time, making sure everything was done and documented. The St Christopher's team gave us endless and excellent professional support"

"We think it was due to all the help we received that we had less deaths than expected. We feel very stable now and hope to continue this close working together in the future".

Improving end of life care

Why do we want to focus on end of life care?

Alliance partners identified the need to bring together end of life care services and organisations across the health and care system. This will help provide better care, increase the quality of advance care plans and expand the use of shared resources for individuals and their families/carers when approaching the end of their life.

Advance care plans are records providing direction to healthcare professionals about a person's end of life care preferences e.g. place of death, and details their healthcare choices in a situation when a person is not in a position to make and/or communicate these wishes.

Our vision is that advance care planning is offered and available to all Lambeth residents, with earlier recognition of people entering their last 6 to 12 months of life. If advance care plans are offered, recorded and regularly updated this can avoid unnecessary hospitalisation in the last year of life.

Improving end of life care: milestones

We invited partners such as Marie Curie, end of life care consultants in our hospitals, GPs, the London Ambulance Service and others across the health, social and community care sectors to work together to improve how Lambeth residents access end of life care. As a result, we provided support to GP surgeries and established action plans to increase the number of advance care plans amongst their registered population. We also identified ways to improve end of life care experience through workforce training.



Improving end of life care: next steps

We want more Lambeth residents to plan their care for their final days and weeks by having an advance care plan that is recorded and shared with family, carers and health services, so their wishes are respected. We also acknowledge the need to make sure the advance care plans that are recorded are of a high quality, and clear and concise enough for health professionals across the system to understand.

Over the next year, we will continue to develop our workforce and implement different resources and tools for our GP surgeries to increase the number of advance care planning records and the quality of those recorded for our residents.

Improving end of life care in action – Case Study: – Lambeth Advance Care Planning Consortium

The Lambeth Advance Care Planning Consortium is a three-year partnership of local organisations, led by Compassion in Dying and Healthwatch Lambeth, to increase awareness of the importance of planning ahead for future care and treatment across Lambeth's diverse communities. The Consortium wants to ensure everyone in Lambeth has an opportunity to create an advance care plan and provides free one-to-one support for local people interested in planning for the future. Partners include Age UK Lambeth, Ask Erwin, Alzheimer's Society, Carer's Hub Lambeth, Guy's and St Thomas's NHS Trust, Lambeth Learning Disability Assembly, NHS South East London Clinical Commissioning Group, St Christopher's Hospice and Stockwell Partnership.

The Lambeth Advance Care Planning
Consortium is a partner of the Neighbourhood
and Wellbeing Delivery Alliance's end of life
care programme and works closely to support
stakeholders make advance care planning a
key component of health and care in Lambeth.

To date, the Consortium has:

- Created easier access into the Consortium for community organisations and health professionals to ensure local residents get individual support.
- Provided training sessions to General Practice staff to improve confidence in having important conversations with residents and raise awareness of advance care planning.

ACP Consortium wish tree – Thriving HBD community event: September 2021

The Consortium has also been able to support the programme in its objective of having high quality plans. This is due to sharing the specialist knowledge of peers within the Consortium and distributing relevant documentation to improve the confidence of health professionals to initiate and carry out meaningful conversations with local residents about end of life care.

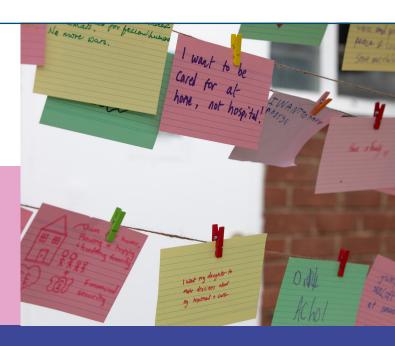
"All my questions were answered satisfactorily. The supporting lady was very sensitive and empathetic. We were self-isolating at home. Terrifying moments. She was reassuring, kept her distance, wore mask and remained in our garden, outdoors, in a bad weather day"

Resident supported by Lambeth ACP Consortium



Neighbourhood and Wellbeing Delivery Alliance next steps

As the Alliance moves into the next year, we face considerable uncertainty. But we know that there is great community energy to press forward with our ambitious plans to support those with and at risk of the poorest health outcomes



Supporting the vaccination programme and recovery from the pandemic

Thriving Communities will continue to support the vaccination programme and will also be key to other initiatives, such as the Community Healthy Weight Programme, being developed in conjunction with the Black Prince Trust.

Reducing health inequality and the impact of Covid-19

Reducing health inequality is at the core of all the work of the Alliance and some of our

communities have been disproportionally affected by the pandemic. Therefore a top priority is that everyone, regardless of background, ethnicity, gender and other protected characteristics, should expect to access health and care services tailored to their needs. We have a commitment to working with communities, local groups and residents to listen, test and learn how we can ensure that services are culturally relevant and provided in local venues which are accessible. Building this trust within the local neighbourhood to co-develop services is central to our implementation plans in the year ahead.

Improving digital inclusion so more residents can access online healthcare

To ensure equity and ease of access to health and care services means we need to ensure that all residents are offered digital access. This needs to be augmented with other avenues to access services, such as the Digital Champions project in Lambeth, which recruits local residents to undertake an accredited course to support their local community teach their neighbours how to access their healthcare online.

Learning as an Alliance

We are committed to learning by doing and collaborating with multiple partners recognising that 'none of us is better than all of us'. Our challenge is to be agile in our implementation and curious in our approach to trying new approaches. We are committed to seeking feedback and testing our projects against the impact measures that our residents say are important to them.

We will continue to work quickly and use data to target our projects to those most in need. We will also work with partners to build the case for scaling up things that work and discontinuing activity that no longer meets identified needs.

We'll share what we learn, tap into expertise far and wide and work across partner organisations and our communities to learn together.

Message from the Alliance Director

"In the last year the Alliance has made significant progress despite the challenges of Covid-19. We have been greatly encouraged by the energy and enthusiasm of residents in Lambeth to co-create innovative locally driven solutions for their community. We are so grateful for the opportunity to work with resident organisations such as the Lambeth Forums and with extraordinary local people who volunteer their time to become community connectors and allow us to hear all voices in Lambeth.

Covid-19 continues to present real challenges for communities and this needs to be our focus in the year ahead.

The strength of the partnership to manage the pandemic was exemplary and working alongside Dr Dianne Aitken, our clinical lead, we have a strong platform to go further and faster to integrate services and make them more accessible and effective for all our communities.

We share a commitment to celebrating our successes with the community, learning together both from what has worked (and importantly what did not). Embracing our collective voices and staying curious will ensure that we can continuously serve the residents of Lambeth."

Amanda Coyle, Neighbourhood and Wellbeing Delivery Alliance Director



Get involved

The Neighbourhood and Wellbeing Delivery Alliance wants to reach out to local communities, organisations and providers to hear about local issues, projects and ideas to support Lambeth neighbourhoods

We want to build more partnership projects that are co-produced by local residents and support services, driven by local needs and make the best use of our collective resources. If you're an organisation in Lambeth who shares our ambition, we'd love to hear from you.

No matter how big or small the idea or project, **get** in touch and we'll do our best to help. After you complete our online form, a member of the team will contact you directly.



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To find out more about Lambeth Together and the Neighbourhood and Wellbeing Delivery Alliance, and keep up-to-date with our latest news, visit: https://lambethtogether.net/nwda/.





Community based health and care support for adults