

Partnership Southwark



Working together to improve health and
wellbeing for the people of Southwark



What is Partnership Southwark and what is its vision?

Partnership Southwark is working to better join up services and support, tackle the causes of inequality, and improve the health and wellbeing of Southwark residents.

In September 2020, we agreed to focus our efforts as a partnership on:

- Supporting a safe and sustainable return to service delivery for all care settings following the initial crisis response to COVID-19
- Preparing for, and responding to, any potential spikes or further waves of COVID-19
- Addressing the health, economic, social and racial inequalities that have been brought to the forefront by COVID-19 and the Black Lives Matter movement.

OUR
VISION

...to enable every part of the health and care system in Southwark to make the borough an amazing place to be born, live a full healthy life, and spend one's final years.

Who is currently involved in Partnership Southwark?

Partnership Southwark includes the following organisations working closely with other partners across health, care, education and the voluntary and community sector; and with service users, carers and local communities.



Partnership Southwark builds on our work to integrate health and care through Local Care Networks across the borough.

NOTE: At present, Primary Care Networks are represented by the GP federations (IHL – Improving Health Limited and QHS – Quay Health Solutions), but this may change as the networks evolve.

Our principles for working together

- Recognise and accept the need for partnership working **for the benefit of our local population**;
- Develop clarity and **realism of purpose**;
- Develop and maintain **trust**, healthy and constructive challenge, **commitment** to the partnership, and **collective accountability**;
- Create clear and robust partnership arrangements; **minimising duplication** with existing structures/governance;
- Ensure **engagement and involvement with key stakeholders and partners** outside the scope of the signatories of the Memorandum of Understanding agreement, **including non-statutory providers of care and local communities, service users and carers**; and
- **Monitor, measure and learn** through continuous improvement
- Align budgets where possible to ensure money is spent wisely so that we can **make the best use of the Southwark pound to improve health and wellbeing**.

These principles and our underpinning partnership arrangements are included in a Memorandum of Understanding signed by our key partner organisations.

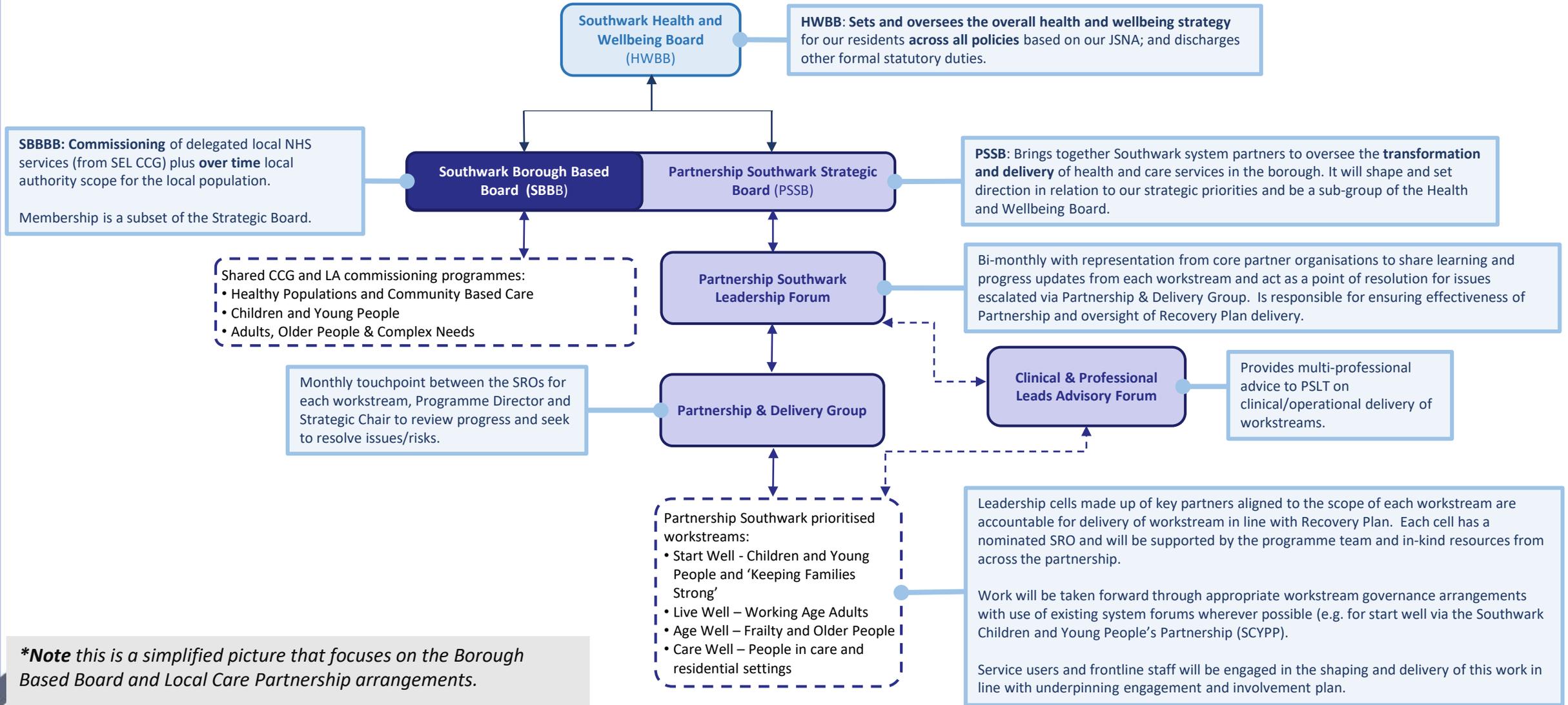


Why do we need Partnership Southwark?

- People have told us that they want health, care and education services to be more joined-up, person centred and easy to access.
- We agree; services can often be too complex and fragmented, which leads to poorer health and wellbeing outcomes.
- By working together across organisations and with local communities, we can make sure that services are more consistent and responsive to the needs of service users.
- Within individual organisations we have already made a lot of progress in developing our neighbourhood model. Partnership Southwark will enable us to build on this work collaboratively to offer a more joined up approach for local people.



Our governance arrangements*



**Note this is a simplified picture that focuses on the Borough Based Board and Local Care Partnership arrangements.*

Individual Organisational Boards and Governing Bodies remain sovereign but have not been shown on this diagram for simplicity.

Representatives on the Partnership Southwark Leadership Forum

Organisation	Representatives	Role Title
Southwark Council	Genette Laws Pauline O'Hare Kirsten Watters	Director of Commissioning Children and Adults Director of Adult Social Care Public Health Consultant
NHS South East London CCG Southwark	Sam Hepplewhite Emily Gibbs	Place Based Director Clinical Lead Community Based Care
Community Southwark	Chris Mikata-Pralat	Chief Executive
Quay Health Solutions GP Federation/ North Southwark Primary Care Network (PCN)	Rebecca Dallmeyer Shaun Heath Olufemi Osonuga	Executive Director PCN Clinical Director PCN Clinical Director
Improving Health GP Federation/ South Southwark Primary Care Network (PCN)	Nigel Smith Jonathan Mortimer Gavin McColl	Managing Director IHL Clinical Director PCN Clinical Director
Guy's and St Thomas' NHS Foundation Trust	Sarah Austin Paran Govender Miranda Jenkins Judith Connolly	Director, Integrated Care Director of Operations and Partnerships, Integrated Care Director of Strategy, Evelina London General Manager, Evelina London
South London and Maudsley NHS Foundation Trust	Peace Ajiboye Emily Finch	Interim Service Director Southwark and Addictions Clinical Director Southwark and Addictions
King's College Hospital NHS Foundation Trust	TBC Kate Gregory	Deputy Director of Strategy Chief of Therapies, Rehabilitation and Allied Clinical Services
Partnership Southwark Programme Team	Anu Singh Hayley Ormandy	Independent Chair Programme Director

Addressing Inequalities

actively listening and responding to partners and residents
in support of Southwark Stands Together and in building broader community engagement

Safeguarding our communities and those who support them

mitigating and managing any second wave of COVID-19
with dedicated support to those who are vulnerable or at risk

Start Well

supporting children and young people - “keeping families strong”

Live Well

supporting working age adults with joined up services that tackle the causes of ill-health and promote wellbeing

Age Well

neighbourhood-based networks to keep people as healthy and independent as possible in their home

Care Well

supporting those in care and residential settings for older people and physical disabilities, mental health and learning disabilities

Historically the way we have worked has led to gaps and dis-connects in how individuals and communities have been supported, and have experienced health and care services in Southwark. And it has not always been clear about how people can influence the things that matter to them most.

These issues will not disappear overnight but our response to COVID-19 has reinforced the importance of bringing together experience, including the “lived experience” of people across Southwark, to target support and deliver on our commitments.



Tackling inequalities and securing good outcomes We will re-focus our efforts on those groups who have been most affected by COVID-19, recognising that many of the inequalities faced by these groups are long-standing and deeply embedded.



Working with the community We will work closely with all of our communities including those most impacted by COVID-19. We will respond to the issues raised by the death of George Floyd and the Black Lives Matter movement, and strengthen support and communications around the services and support for all those who need it.



Workforce We will invest in, and support, our workforce (including unpaid carers and foster carers); building on our approach during the pandemic, supporting their emotional wellbeing and tackling discrimination.



Prevention We will increase our focus on prevention of ill-health and support for individuals manage their own conditions, enabling people to feel in control of their own physical and mental health and wellbeing.



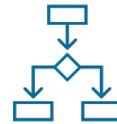
Joined-up care A 'No Wrong Door' approach to accessing advice and support, with better and more responsive help for service users and carers living in Southwark.



Neighbourhood-focused We will co-ordinate and develop services in communities and neighbourhoods: aligning teams and services wherever possible to deliver care closer-to-home.



Partnership working We will work in an inclusive partnership, including working with local health, care and voluntary, education & community organisations with service users, carers and local communities.



Clear decision-making We will make our partnership clear and transparent: enabling partners to hold each other and be held to account, in delivering better for our population.



Finance We will align our budgets where possible to so that we can make the best use of the "Southwark pound" to improve health and wellbeing.



Data-driven We will be data, quality and intelligence driven; this means providing neighbourhood teams with the information they need to meet the needs and priorities of the communities they serve and to measure and evidence the impact of what we do.



Sharing resources We will work with communities to decide how we best to allocate and share resources in improving the way we work, in the service of local people.

These are the "golden threads" that will help guide us as we move from planning to delivery.

Start Well

- **Children and families are more visible so that their needs are identified earlier** and where necessary they are safeguarded
- **More children having access to immunisation** including take-up of MMR.
- **Improved access** to support.
- **Networks of support and services for children and young people living with long-term conditions**, based in the community.
- **Enabling families with children & young people to access different forms of support** through our Social Prescribing services.
- **Young people feeling more connected to their neighbourhood through the voluntary & community sector which is supported** to meet local needs.
- **A smooth transition as children return** to schools and colleges.
- **Access to support and services needed** in any second-wave of COVID-19.

Live Well

- **Ability to access a range of support through a multi-agency hub and spoke approach** – including economic, employment and benefits advice, food delivery, peer support, onward referral to VCS, health and social care services for those requiring further support
- **No wrong door**, simplified referral and communication systems to ensure people get the support they need in the most accessible and timely way
- **Access to some services being improved by services using digital support, sharing of data, and targeted assistance** in order to reduce risk of disease and improve physical and mental health and wellbeing.
- **Going for a physical assessment incorporates mental health risk and vice versa**
- **Safe transition of rough sleepers** from homeless hostels set up as during COVID-19.

Age Well

- **A single care plan** that takes a “strengths-based” approach with input from carers and the voluntary & community sector.
- **Integrated, neighbourhood-based networks of services and support** that keep people as healthy, safe and independent as possible, in their home.
- **Elderly residents feeling more connected to their local voluntary & community sector** via joined up ‘hubs’.
- **Integrated care available at convenient times** due to equipment, mental health input and out-of-hours provision
- **Social care reablement beds** to enable people to return home.
- **Emergency department frailty “pathways”** to support people to return home safely and quickly
- **Proactive support to shielded and vulnerable people** living with long-term conditions.

Care Well

- **Ensuring every resident in a care setting is supported** by multi-disciplinary team centred on them as a person.
- **Targeted support to the most vulnerable** care home, extra care and supported-living residents.
- **Timely access to medicines support**, medicines management and safe medicines re-use
- **Ensuring joined-up health and care** is offered in all care settings including Learning Disabilities, Mental Health and Substance Misuse.
- **Ongoing training for care home staff** in infection control and prevention.
- **Clear protocol for testing of care home residents and staff**, across all care settings.
- **Support in managing localised outbreaks**, with mutual support between locations.
- **A residential care charter** that formalises valuing and protecting our workforce.

How will each workstream shape and oversee delivery of the plan?

Each workstream will have:

Leadership Cell

- A small group of core leaders from partner organisations (who are aligned most closely to who the workstream is focused on and what it is seeking to do) known as the 'leadership cell'.
- They will be accountable to Partnership Southwark for the delivery of the workstream in line with the Recovery Plan, ensuring that it is progressing as planned, has clearly defined outcome measures and delivers intended outcomes and benefits.
- They will be able to access resources from within the Partnership and through other partners who need to be involved in the work, and escalate key barriers/issues through Partnership Southwark governance.

Working/ delivery Groups

- The Leadership Cell will identify how best to take forward delivery of the recovery plan for their area of focus. This might be through an existing forum or by establishing a forum within Partnership Southwark.
- Each partner has been asked to identify appropriate representatives from their organisation to be involved in this work. The expectation is that staff put forward will contribute to delivery and not just attending meetings to bring a view/perspective.
- Workstreams should seek to involve representatives from key partners and stakeholder organisations as relevant to scope of the recovery priority.
- Consideration should be given for inclusion of the perspectives of service users/carers/families with lived experience either within the working group or through the work of the workstream itself.

Wider engagement and involvement mechanisms

- This will include existing engagement forums, outreach and focused workshops as appropriate – recognising that we want to involve front-line staff, service users, carers and local community representatives in our work as much as possible.

Leadership teams for our workstreams

Start Well

Genette Laws, Director of Commissioning Children and Adults, Southwark Council

Rob Davidson, GP and Clinical Lead for Southwark SEL CCG Governing Body

Bidisha Lahoti, Consultant, Lead for Neurodisability and Clinical Director for Children's Services, Evelina London (GSTT)

Live Well

Claire Thomas, Clinical Lead for Neighbourhoods, IHL GP Federation

Emily Finch, Clinical Director Southwark and Addictions, SLaM

TBC, Public Health, Southwark Council

Mathew Griffiths, SEL CCG Southwark

Age Well

Brenda Donnelly, PCN Clinical Director, South Southwark

Pauline O'Hare, Director of Adult Social Care, Southwark Council

Kate Gregory, Chief of Therapies, Rehabilitation and Allied Clinical Services

Sophie Wellings, Director, Link Age Southwark

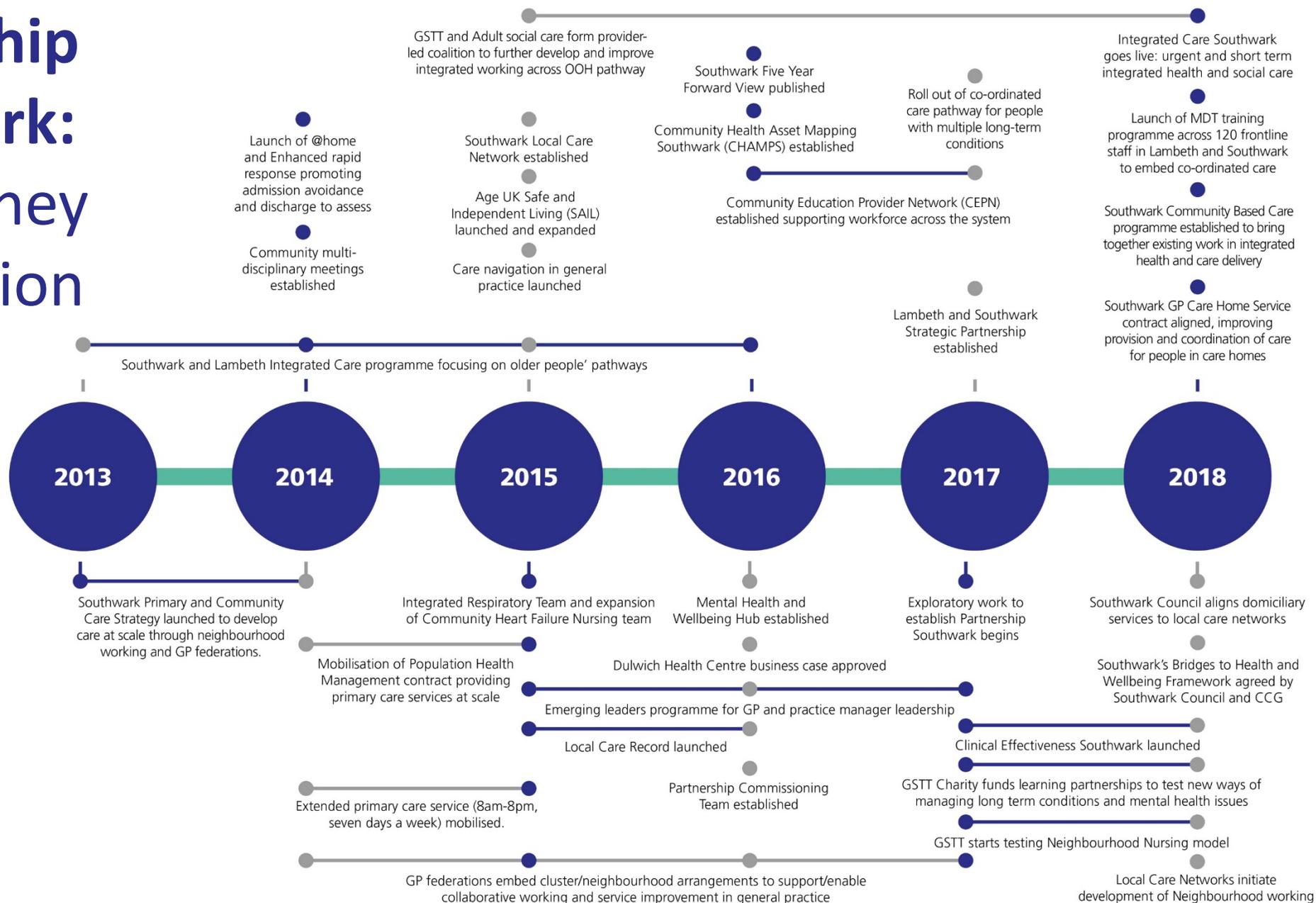
Care Well

Rebecca Dallmeyer, Executive Director QHS GP Federation and PCN Clinical Director, South Southwark

Tania Kalsi, Consultant Geriatrician, GSTT

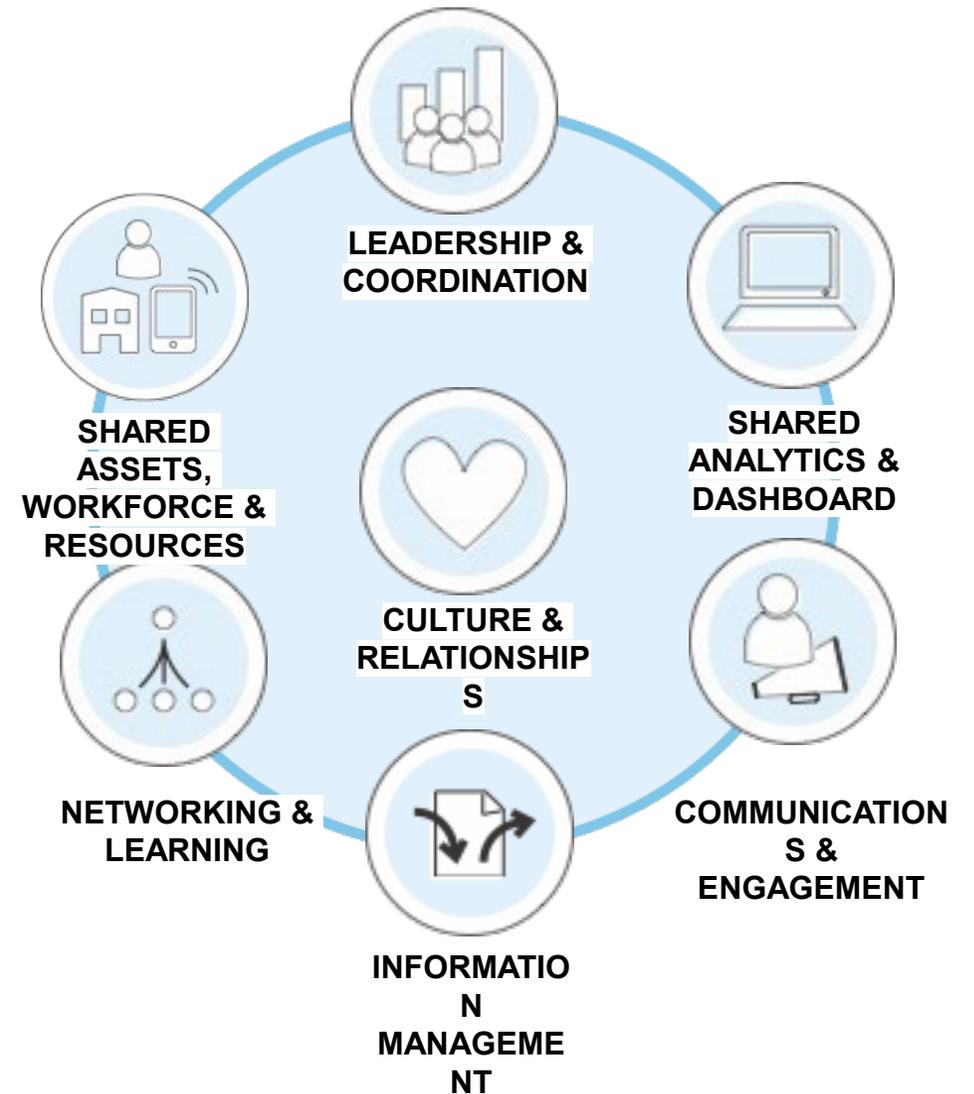


Partnership Southwark: Our Journey to inception

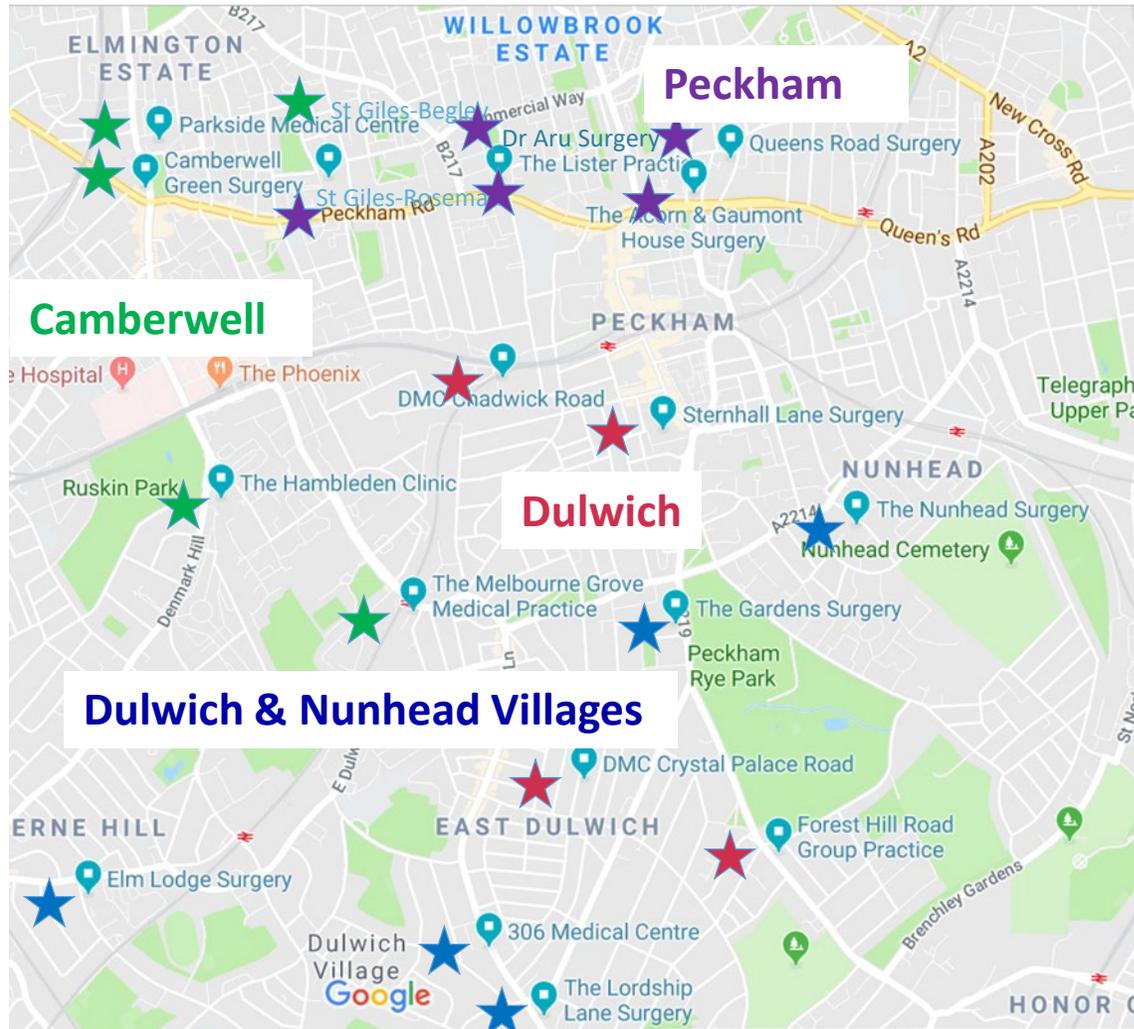


Integrated Neighbourhood Working

- We will continue to develop neighbourhood networks to connect people and services as close to their home as possible, and make best use of the skills, resources and energy in local communities.
- Our PCN neighbourhoods will be the building block for these networks and we will build on the Council's approach to empowering neighbourhoods and communities.
- We will bring together primary care, community physical and mental health, social care and wider council services (e.g. housing, leisure and education) and voluntary and community partners – building strong relationships, integrated teams and resilient communities that improve people's health, social wellbeing and lives.
- We will target those populations where we know there is greatest inequality in experience and outcomes. This will also help build resilience within our communities, and enable us to be more effective and joined up should there be a wave 2 of the pandemic.
- We will develop a neighbourhood charter that seeks to enable all organisations and professionals working in that neighbourhood to improve on key areas of inequality – with a focus on where we want to be and input from service users.
- To be viable and sustainable, we will invest in neighbourhoods so that they have the following functions and ways of working (*see figure opposite*).



South Southwark PCN – supported by Improving Health GP Federation



Camberwell (34,890) Dr Roger Durston

- Camberwell Green
- Melbourne Grove & Hambleton
- Parkside
- St Giles-Begley
- St Giles-Rosemen

Peckham (43,249) Dr Kishor Vasant

- Acorn & Gaumont
- Dr Aru
- Lister
- Queens Road
- St Giles-Rosemen

Dulwich & Nunhead Villages (35,696)

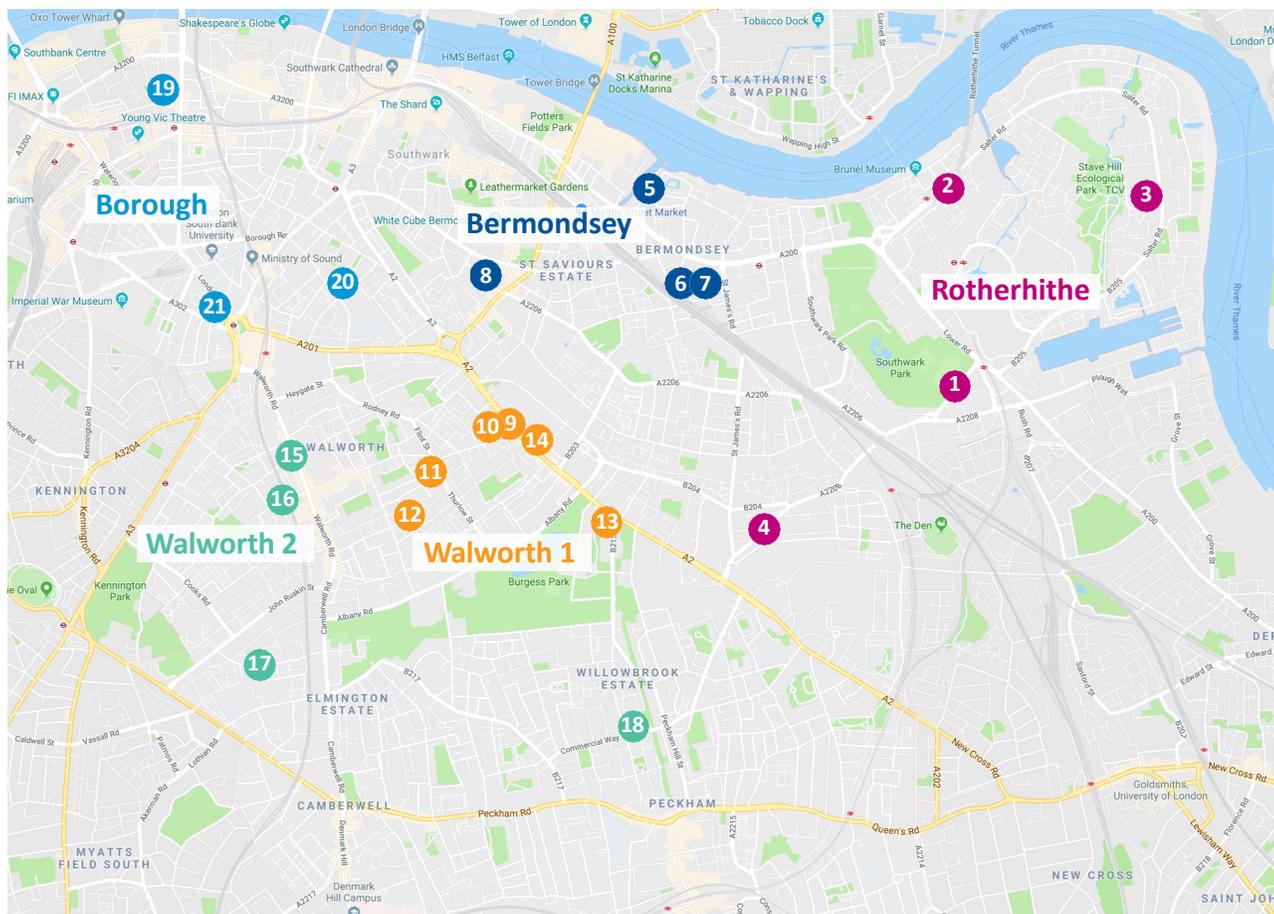
Brenda Donnelly

- 306
- Elm Lodge
- Gardens
- Lordship Lane
- Nunhead

Dulwich (33,462) Dr Gavin McColl

- DMC-Chadwick
- DMC-Crystal Palace
- Forest Hill
- Sternhall Lane

North Southwark PCN – Supported by Quay Health Solutions GP Federation



Total list size 192,362 (April 2020)

PCN Clinical Directors:

Dr Louisa Dove
Shaun Heath

Dr Olufemi Osonuga
Rebecca Dallmeyer

Rotherhithe (46,187)

- 1 Park Medical Centre
- 2 Albion Street Group Practice
- 3 Nexus@Surrey Docks Health Centre
- 4 Silverlock Medical Centre

Bermondsey (37,446)

- 5 The New Mill Street Surgery
- 6 Bermondsey Spa Medical Practice
- 7 QHS GP Care Homes
- 8 Nexus@Bermondsey and Landsdowne

Walworth 1 (45,209)

- 9 Old Kent Road Surgery
- 10 301 East Street Surgery
- 11 Nexus@Aylesbury Health Centre
- 12 Villa Street Surgery
- 13 Trafalgar Surgery
- 14 Nexus@Dun Cow Surgery

Walworth 2 (29,705)

- 15 Nexus@Manor Place
- 16 Penrose
- 17 Nexus@Sir John Kirk Close Surgery
- 18 Nexus@Commercial Way

Borough (33,815)

- 19 Blackfriars Medical Practice
- 20 Falmouth Road Group Practice
- 21 Nexus@Princess Street