

Lambeth Borough Overview

Our population

Lambeth is an inner London borough with 322,000 residents and a registered GP population of 442,286. Over the last two years, there has been a 4% growth of registered patients. The population is set to grow by 2.4% by 2032. Our population is becoming older with 50% growth expected in the over 50s in the next 10 years. The number births is reducing and has fallen by 26% in the last 10 years. The population remains highly mobile with 20% of individuals moving in or out of Lambeth each year. Population density is already twice that experienced in London and nearly 32 times higher than the average for England. The population is highly diverse with 63% of residents describing their ethnicity as other than White British and with 43% of Lambeth residents identifying as Black, Asian or Multi-Ethnic. We have a sizeable Portuguese speaking community. It is estimated that 10% of the borough's population identifies as Lesbian, gay, bisexual, transgender, queer or questioning and others (LGBTQ+), the highest in London. 70% of the Lambeth population lives in the 40% most deprived areas in England and 16% of our households are in fuel poverty.

Health outcomes for our population

Strengths

- Life expectancy has generally improved since 2010 for both males and females in Lambeth but at a slower rate than the previous decade
- The life expectancy of women in Lambeth is higher than the London and national average
- Lambeth has the highest detection rate for sexually transmitted infections
- Tuberculous incidence rate has fallen in Lambeth and is lower than the London average.

Challenges

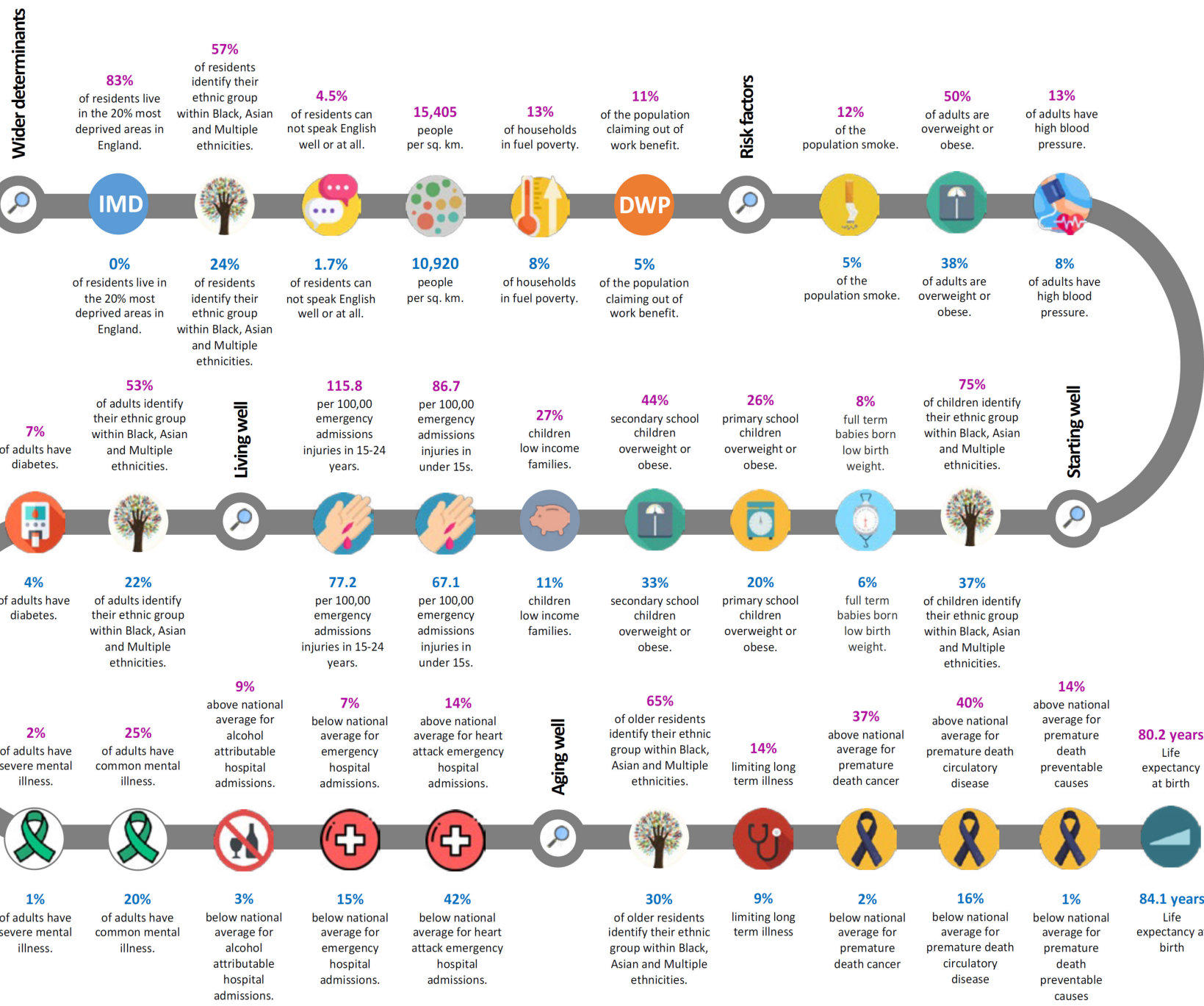
- 1 in 3 residents are classed as high-risk alcohol users
- Hospital admissions linked to smoking and alcohol use significantly higher in Lambeth than the London average
- 1 in 3 Lambeth residents are overweight and 1 in 4 Lambeth residents are obese
- 1 in 4 residents experience high levels of anxiety
- Years spent in poor health has increased in Lambeth
- Serious Mental illness more likely to affect health inclusion groups
- 17% of registered patients are experiencing chronic pain.

Inequalities within our borough

- The poorest communities have the worst outcomes across a wide range of measures including healthy life expectancy and the gap is widening between Lambeth and England
- Within Lambeth, the gap is also widening between those with the lowest levels of socioeconomic deprivation (Coldharbour) and those with the highest levels of socioeconomic deprivation (Clapham Common).
- Residents from Black backgrounds are more likely to live in areas of social deprivation, develop long-term conditions, have poorer mental health and experience discrimination and racism when accessing services.
- 77% of Lambeth residents living in the 20% most deprived areas in England are from Black, Asian, Multiple ethnicities and Other White.
- Rates of obesity and high blood pressure are considerably higher in Black African, Black Caribbean and Other Black ethnicities in Lambeth
- Smoking rates are over 20% *lower* in White British and Other White ethnicities.

Coldharbour has the highest levels of socio-economic deprivation

Clapham Common has the lowest levels of socio-economic deprivation

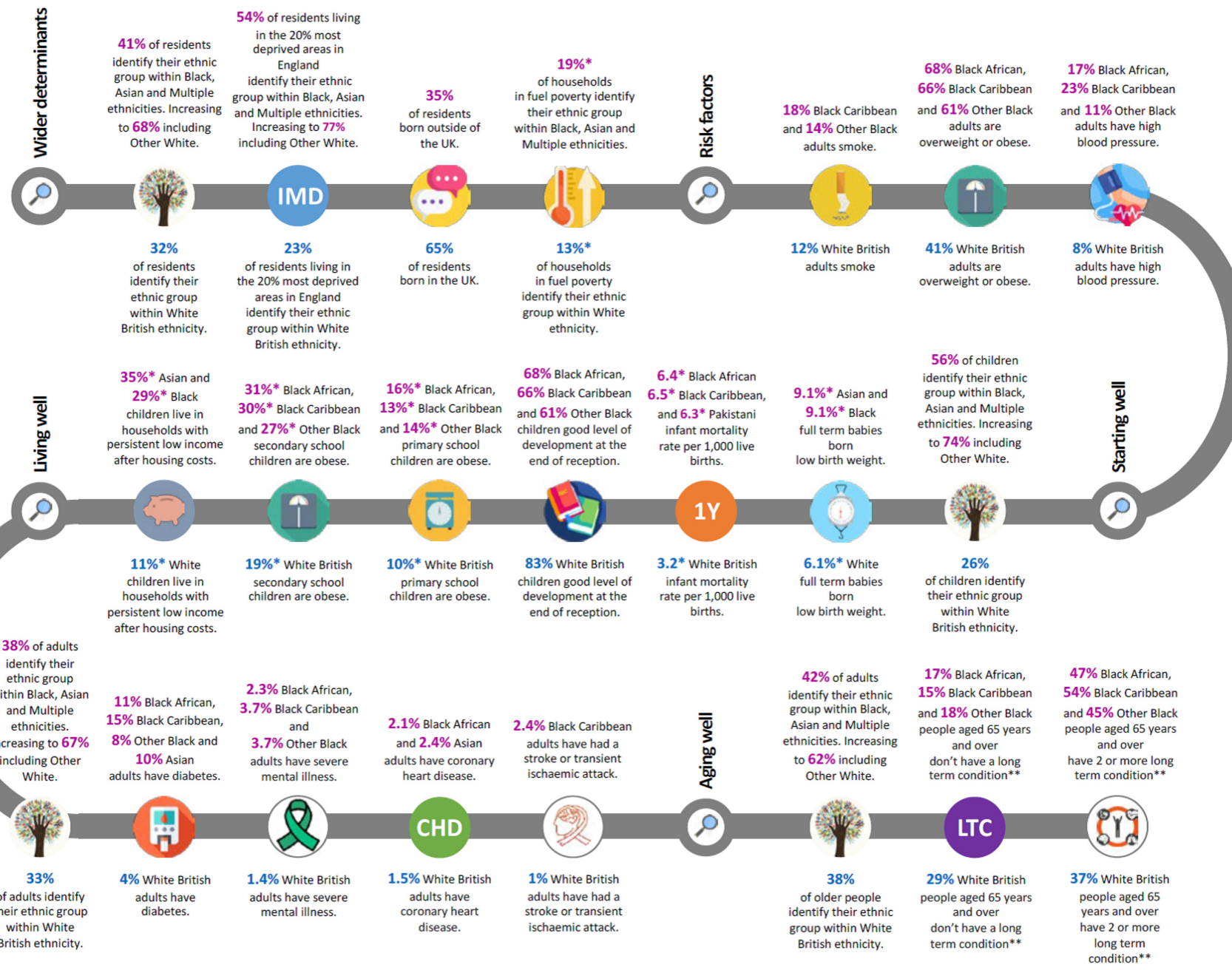


Within Lambeth we see significant geographic inequalities across a range of health and wellbeing measures....

Within Lambeth we see significant population inequalities across a range of health and wellbeing measures....

Black, Asian and Multiple ethnicities

White British and White ethnicities

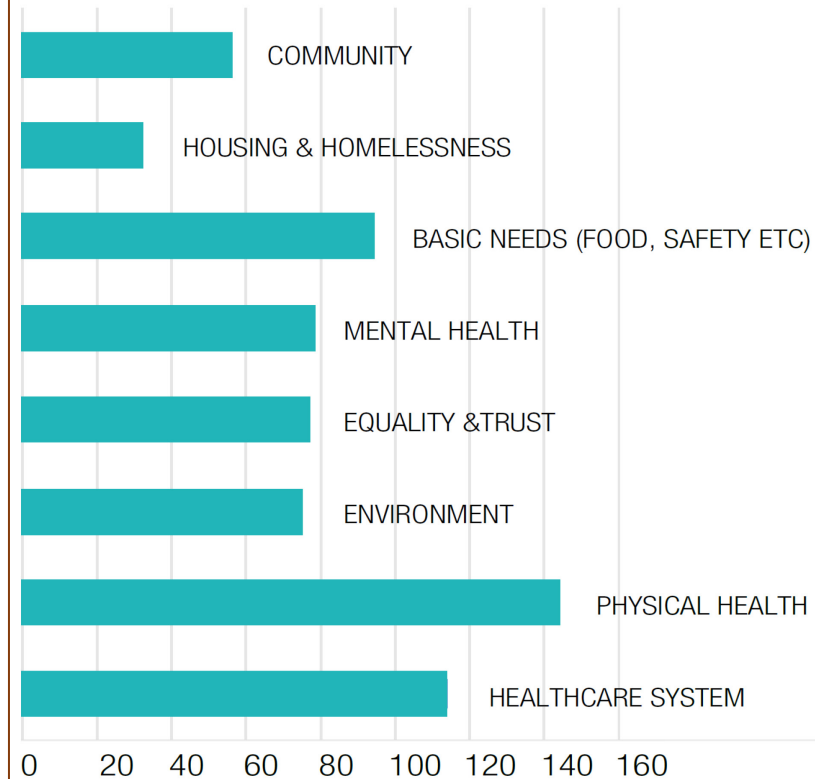


*National or regional evidence.
 **from defined list of long term conditions.
 Please note population characteristics are taken from Lambeth resident registered patients and wont match Census 2021 figures.

What we've heard from the public

In developing our Health and Wellbeing Strategy, we consulted with the public, Voluntary, Community, Faith and Social Enterprise organisations, on what is important in Lambeth in regards to their health and wellbeing. At least 650 people and 80 organisations took part, with many more contributing to informal engagement at events like the Lambeth Country Show. Where there were gaps in our knowledge, we spoke directly to those communities, for example through a specific focus group for the Latin American Spanish and Portuguese speaking communities or with organisations or representatives of the communities' including faith leaders and LGBTQi groups to ensure their perspectives were captured. Over 85% of public respondents supported our objectives (slide below) and when asked about what is important in 'good health', the public clearly articulated physical health, the healthcare system and basic needs as their top three priorities.

What is important in 'good health' in 2028



Source: Health and Wellbeing Strategy Consultation September 2022

Lambeth - Our objectives

Our key objectives - what we want to achieve over the next five years

The key priorities that we aim to achieve over the next five years are outlined in our *Health and Wellbeing Strategy (HWBS) 2023-28*; **ensuring the best start in life, supporting people to lead healthy lives and have good physical and mental wellbeing** and **supporting communities to flourish and build their resilience**. Lambeth Together has committed to contribute to delivering on these strategic goals and our *Lambeth Together Strategic Health and Care Plan* and the *Joint Forward View* is Lambeth health and care system's (ie Lambeth Together's response). Our 16 key objectives, expressed as outcomes, within this Plan, are set out below:

People lead healthy lives and have good physical and emotional health and wellbeing for as long as possible

1. People maintain positive behaviours that keep them healthy
2. People are connected to communities which enable them to maintain good health
3. People are immunised against vaccine preventable diseases
4. People have healthy mental and emotional wellbeing
5. People have healthy and fulfilling sexual relationships and good reproductive health

Physical and mental health conditions are detected early and people are well supported and empowered to manage these conditions and avoid complications

1. People receive early diagnosis and support for physical health conditions
2. People who have developed long term health conditions have help to manage their condition and prevent complications
3. When emotional and mental health issues are identified; the right help,-support and diagnosis is offered early and in a timely way

People have access to and positive experiences of health and care services that they trust and meet their needs

1. People have access to joined-up and holistic health and care delivered in their neighbourhoods
2. People know where to go to get the right help, and are treated at the right time, in the right place, for their needs
3. Older adults are provided with the right health and care support at the right time, live healthy and active later lives and are supported to age well
4. Women have positive experiences of maternal healthcare and there are no disproportionate **maternal** mortality rates among women
5. People with learning disabilities and/or autism achieve equal life chances, live as independently as possible and have the right support from health and care services
6. People using mental health support services can recover and stay well, with the right support, and can participate on equal terms in daily life
7. People who are homeless or at risk of becoming homeless, (including rough sleepers and refugees) have improved health

Lambeth - Our priorities

Our priorities

To achieve the objectives set out above, our Alliances and Programmes will lead on a shared set of outcomes and deliver priority actions against them. All our work will focus on those groups and communities that have the poorest health outcomes. Alliances and programmes will work together to achieve particular actions, which whilst organised around programmes/Alliances, are collectively owned across our partnership.



Neighbourhood & Wellbeing Delivery Alliance

- People are connected to communities which enable them to maintain good health
- People receive early diagnosis and support for physical health conditions
- People who have developed long term health conditions have help to manage their condition and prevent complications
- People have access to joined-up and holistic health and care delivered in their neighbourhoods
- People know where to go to get the right help, and are treated at the right time, in the right place, for their needs
- Older adults are provided with the right health and care support at the right time, live healthy and active later lives and are supported to age well Older adults are provided



Children and Young People's Alliance (CYPA)

- People are connected to communities which enable them to maintain good health
- People are immunised against vaccine preventable diseases
- People have healthy mental and emotional wellbeing
- When emotional and mental health issues are identified; the right help, support and diagnosis is offered early and in a timely way
- Women have positive experiences of maternal healthcare and there are no disproportionate **maternal** mortality rates among women disproportionate



Homeless Health Programme

- People who are homeless or at risk of becoming homeless, (including rough sleepers and refugees) have improved health



Sexual Health Programme

- People have healthy and fulfilling sexual relationships and good reproductive health



Living Well Network Alliance (LWNA)

- People have healthy mental and emotional wellbeing
- When emotional and mental health issues are identified; the right help, support and diagnosis is offered early and in a timely way
- People using mental health support services can recover and stay well, with the right support, and can participate on equal terms in daily life



Substance Misuse Programme

- People maintain positive behaviours that keep them healthy
- People know where to go to get the right help, and are treated at the right time, in the right place, for their needs
- People who are homeless or at risk of becoming homeless, (including rough sleepers and refugees) have improved health



Learning Disabilities and Autism Programme

- People with learning disabilities and/or autism achieve equal life chances, live as independently as possible and have the right support from health and care services



Staying Healthy Programme

- People maintain positive behaviours that keep them healthy
- People are connected to communities which enable them to maintain good health
- People are immunised against vaccine preventable diseases

Staying Healthy Programme

Promoting the health of the Lambeth population and supporting communities to maintain good health and wellbeing.

How we will secure delivery

Actions for 23/24

- Work with local communities, voluntary sector, PCNs and other partners to ensure residents have access to advice and support in community settings to stay well which is tailored and culturally appropriate
- Using a combination of Vital 5 and NHS Healthchecks approach improve routine identification of smokers and those at greatest risk of obesity providing brief advice and referral to the stop smoking service and weight management support
- New Tier 2 weight management service offer to be commissioned and delivered with better links into communities with highest need and likely to benefit most from interventions
- Work with PCNS to improve call / recall and alternatively delivery sites for seasonal vaccination programmes with a focus on over 65s and those with long term conditions

Actions for 24/25

- Redesigned NHS Health checks programme to be delivered including delivery outside of clinical settings
- Evaluate and review new programme delivery
- Embed population health management approaches using better data linkage

Intended outcomes in 5 years time

- People maintain positive behaviours that keep them healthy
- People are connected to communities which enable them to maintain good health
- People are immunised against vaccine preventable diseases

Children and Young People’s Alliance

Supporting children and young people in Lambeth to grow up healthy and happy.

How we will secure delivery

Actions for 23/24

- Embed and deliver Year 1 of the Lambeth Place Children and Young People’s Mental Health and Emotional Wellbeing plan
- Improve oversight of the experience of Lambeth women through maternity services, and deliver localised action plan as needed, having dataset and action plan in place by end Q2 2023
- Improve diversity in take-up of our MHSTs with baselines agreed by end March 2023
- Improve and standardise monitoring of our Emotional health and wellbeing provision, with standardised framework finalised at end Q1 2023
- Review of local incentivisation schemes to focus on call/recall non-responders and decliners with a view to improving vaccination uptake in relevant cohorts
- Work to deliver vaccinations in the community (using trusted sites like children's centres, libraries and youth clubs) as a PCN, including providing evenings and weekend sessions
- Health visitors, Early Years settings and Children’s Social Care to promote, encourage and refer re UK vaccination programme to parents
- Schools to support promotion of school-age vaccination programmes to parents through established forums like PT meetings, ensure timely sharing of class lists with SAV provider, and identify vaccination champions per school to follow-up return of consent forms with non-responding parents
- Support Special Educational Needs and/or Disabilities (SEND) inspection preparation through contributions to Self Evaluation Framework (SEF), and delivery of action plan.

Actions for 24/25

- Embed and deliver Year 2 of the Lambeth Place Children and Young People’s Mental Health and Emotional Wellbeing plan
- Ensure joined-up emotional health and wellbeing offer is communicated and in place, enabling improved access

Intended outcomes in 5 years time

- People are connected to communities which enable them to maintain good health
- People are immunised against vaccine preventable diseases
- People have healthy mental and emotional wellbeing
- When emotional and mental health issues are identified; the right help, support and diagnosis is offered early and in a timely way
- Women have positive experiences of maternal healthcare and there are no disproportionate **maternal** mortality rates among women

Neighbourhood Wellbeing and Delivery Alliance

Improving the health and wellbeing of adults by working together in local neighbourhoods.

How we will secure delivery

Actions for 23/24

- Social Prescribing - AgeUK and primary care to support recruitment and retention of link workers
- Building Healthier Communities and community connectedness - supporting communities to work together to promote health and wellbeing including through Thriving Communities programme and provision of health and wellbeing information and advice to residents
- Target identified inequalities and address uptake in annual health checks
- Focus on major conditions – cancer, diabetes, chronic pain and hypertension including re-commissioning the community diabetes service and better coordinate our teams to provide support for hypertension
- Encourage uptake bowel screening opportunities
- UEC transformation programme - including use of primary and community provision and new initiatives such as virtual wards
- HIV testing - to reach the Fast Track Cities goal of zero HIV stigma, transmissions and deaths through identification, support and treatment

Actions for 24/25

- UEC transformation programme - including use of primary and community provision and new initiatives such as virtual wards
- Reablement - Review model of and capacity for reablement across the partnership of ASC, GSTT and commissioners
- Support for carer’s through refreshed carer’s strategy

Intended outcomes in 5 years time

- People are connected to communities which enable them to maintain good health
- People receive early diagnosis and support for physical health conditions
- People who have developed long term health conditions have help to manage their condition and prevent complications
- People have access to joined-up and holistic health and care delivered in their neighbourhoods
- People know where to go to get the right help, and are treated at the right time, in the right place, for their needs
- Older adults are provided with the right health and care support at the right time, live healthy and active later lives and are supported to age well

Living Well Network Alliance

Supporting adults in Lambeth who are experiencing mental illness or distress.

How we will secure delivery

Actions for 23/24

- Lambeth Talking Therapies - Undertaking regular outreach sessions at community events within Lambeth to promote the service, audit of service user experience to feedback into service development, pilot model of culturally appropriate group therapy with Black Thrive
- Service user reported wellbeing - Roll out Dailog tool during 22-23 including training and support to staff.
- Single Point of Access - monitor and review SPA capacity and performance to agree service model, implement NHSE Community Mental Health Framework, including recruitment of staff to provide enhanced capacity to deliver community based mental health treatment, care and crisis intervention, increase the capturing of ethnicity data for the LWNA Single Point of Access
- CYP MHSTs - first annual report for our MHSTs showed diversity in CYP taking-up the offer could be improved. Action therefore: Agree baseline from 22/23 annual report, set target for 23/24 with more regular monitoring, establish task and finish group to consider how this can be improved during the yr.

Actions for 24/25

- CYP Eating Disorders - clinical strategy reviewed in 22/23 with focus on eating disorder treatment vs co-existing conditions, clinician targets for assessments per year vs caseload
- Expand community reablement support to help people with practical issues that can help prevent crisis that lead to loss of accommodation and/or admission to hospital and care settings
- Extend capacity for LWNA Home Treatment Team to support more people experience mental health crisis in the community
- Develop specialist eating disorder and complex psychological and behavioural needs pathway to enable more people to be supported in the community and reduce unplanned admission due to crisis
- Implementation and evaluation of IPS employment support service to monitor against intended goals toward meeting targets
- Work with statutory partners to ensure work opportunities for people with SMI and other LTCs
- Reconfiguration of Lambeth Hospital to Douglas Bennet House

Intended outcomes in 5 years time

- People have healthy mental and emotional wellbeing
- When emotional and mental health issues are identified; the right help, support and diagnosis is offered early and in a timely way
- People using mental health support services can recover and stay well, with the right support, and can participate on equal terms in daily life

Sexual Health Programme

Improving people’s sexual and reproductive health and enabling people with HIV to live and age well, across Lambeth, Southwark and Lewisham.

How we will secure delivery

Actions for 23/24

- Redesign of outreach pathways for adults and young people across Community and Trust services, particularly for those who are most vulnerable
- Review of contraception pathways focusing on better access (incl LARC and pharmacy) and co-creating system access, supported by the digital tool development
- Work with pharmacies to consolidate a comprehensive sexual health service offer across specialist pharmacies
- Re-modelling SEL Sexual Health Trust Contracts to include alternative PrEP access models eg digital access in preparation for year 2 work
- Work with ICB to develop new termination of pregnancy service specification and contracts for providers from April 2024/25
- Maximise opportunities arising from changes to specialised commissioning to co-create improved HIV pathways working with the ICB by scoping needs and opportunities and understand data for gap analysis around HIV support, treatment and prevention
- Re-procurement of integrated sexual health services for Lambeth, Southwark and Lewisham residents

Actions for 24/25

- Embed new integrated sexual health service specification with an improved patient pathway around online testing, treatment and partner notification.
- Embed extended LARC offer across Lambeth including digital front door to improve access
- Implement online/digital pathways for PrEP

Intended outcomes in 5 years time

- People have healthy and fulfilling sexual relationships and good reproductive health

Learning Disabilities and Autism Programme

Improving outcomes and support for people who are autistic or have a learning disability.

How we will secure delivery

Actions for 23/24

- Specialist inpatient units discharge
- Review crisis intervention/admission prevention services to agree improved borough offer
 - ALD Placement Transformation Strategy - Ensure accommodation based placements maximise lifelong independence underpinned by clear systematic contractual framework to ensure best value
 - Commission bespoke option for group of named individuals that are most complex and at highest risk
- Employment/education
- People with learning disabilities are less likely to be in employment than the overall population. We will monitor and report on how many people are with learning disabilities are in work and how many opportunities for supported employment we are able to create.
 - Developing new supported employment and internship opportunities within with statutory partners

Actions for 24/25

- AHCs/Health Action Plan
- Work with health and care partners, and care providers to ensure access to and delivery of AHC's in line with national line targets and quality metrics
 - Personalised care-Improve % of people with an agreed Health Action Plan following identified risk as result of AHC
 - Promotion of AHC amongst target population especially those from black minority groups i.e. Big Health week.
- CYP ASD/ADHD Diagnosis
- Develop the Lambeth All Age Autism Strategy with users, carers and partners
 - engagement piece working with LBL Communication Team
 - understand local population of people with autism and mapping exercise using local and national data, PH data - Pathway and diagnosis in LBL, Employment and Children, Young people and SEND
 - work with partner organisations in developing the LBL strategy.

Intended outcomes in 5 years time

- People with learning disabilities and/or autism achieve equal life chances, live as independently as possible and have the right support from health and care services

Lambeth priority action – Substance Misuse Programme

Substance Misuse programme

Reducing the harms caused by substance misuse and supporting those using substances to access the right help to meet their needs.

How we will secure delivery

Actions for 23/24

- Fully operational Combating Drugs Partnership which brings together prevention, treatment and breaks the links between substance misuse and crime.
- Enhanced outreach and engagement, (including outreach for people with disabilities and new parents) including targeted street outreach for: people experiencing rough sleeping and homelessness (aligned with and complementing rough sleeping grant initiatives where relevant), targeted vulnerable/priority groups including sex workers, crack, heroin users and alcohol users who are not in contact with treatment, young people not accessing services.
- Expansion of treatment provision for substance misuse and alcohol dependence
- Improve identification of those with high risk drinking through use of the “vital 5” tool and implementing brief intervention and onward referral
- Increase referrals to substance misuse services from the police (custody), probation and criminal justice system
- Re-procurement of the substance misuse treatment service

Actions for 24/25

- Develop comprehensive prevention programme for substance misuse
- Increase number of people accessing and completing treatment for substance misuse
- Mobilisation of new substance misuse service specification following procurement.

Intended outcomes in 5 years time

- People maintain positive behaviours that keep them healthy
- People know where to go to get the right help, and are treated at the right time, in the right place, for their needs
- People who are homeless or at risk of becoming homeless, (including rough sleepers and refugees) have improved health

Homeless health programme

Programme to improve health outcomes for people who are homeless or at risk of becoming homeless (including rough sleepers and refugees).

How we will secure delivery

Actions for 23/24

A specialist team will support single households in Temporary Accommodation to secure offers of long term settled accommodation.

- Improve the quality of temporary accommodation through closer contract monitoring and improved technology.
- The Lambeth Rough Sleeping Outreach Team will continue to target all rough sleepers found in Lambeth to ensure everyone is offered a route off the streets. Long term entrenched rough sleepers will continue being case worked by specialist roles within the team such as a Living On The Streets worker, and embedded roles such as a Public Protection Officer and an Approved Mental Health Professional.
- Through contract monitoring and audit visits we will identify the numbers of people in supported housing who are not yet registered with a GP. We will work with service providers and health colleagues to target those individuals and identify any potential barriers.
- Develop model to allow cross referencing GP registration for those in supported housing, with engagement with GP.
- Develop intelligence to review how long rough sleepers brought into accommodation, have sustained tenancy.
- Enhanced outreach and engagement, (including outreach for people with disabilities and new parents) including targeted street outreach for: people experiencing rough sleeping and homelessness (aligned with and complementing rough sleeping grant initiatives where relevant), targeted vulnerable/priority groups including sex workers, crack, heroin users and alcohol users who are not in contact with treatment, young people not accessing services

Actions for 24/25

- Expansion of treatment provision for substance misuse and alcohol dependence.
- Improve identification of those with high risk drinking through use of the 'Vital 5' tool and implementing brief intervention and onward referral.
- Increase referrals to substance misuse services from the police (custody), probation and criminal justice system.
- Develop comprehensive prevention programme for substance misuse.
- Increase number of people accessing and completing treatment for substance misuse.

Intended outcomes in 5 years time

- People who are homeless or at risk of becoming homeless, (including rough sleepers and refugees) have improved health

Borough delivery of SEL pathway and population group priorities

As the Lambeth Together Care Partnership, we recognise the role we play as a key delivery partner in all SEL programmes, and we have aligned our delivery plans to the key priorities. It sets out how health and care services in Lambeth will work together to improve health and wellbeing outcomes for people of all ages and from all our communities, over the next five years. Examples of how we are contributing at a local level to the overall aims of South East London are shown below.

Children and Adults Mental Health

Develop and expand our Culturally Appropriate Peer Support and Advocacy (CAPSA) - this service employs people from Lambeth’s Black communities with lived experience of mental health issues to work with and advocate (speak up) for those we support.
 Implement changes as part of the Patient and Carer Race Equality Framework (PCREF) programme to **improve the access, experience & outcomes of the people from our Black, LGBTQ+ and other ‘minority’ communities.** The South London & Maudsley NHS Trust, a core member of the Living Well Network Alliance, is one of four national pilots
Extend capacity of Home Treatment Team and further VCS community based out of hour crisis options (e.g the Evening Sanctuary) to assist more people, improve service user experience and support hospital admission avoidance by monitoring impact including number of users of these services who would say they would otherwise have attended A&E
Roll out of MHSTs to another 14 schools in early 2023/24, enabling us to ensure we have widespread cover across 28 schools. Work ongoing efforts to ensure diverse reach
Finalise our in-depth emotional health and wellbeing needs assessment for CYP, which provides a golden thread into our Local Transformation Plan, HCP & Alliance workstream
 With our voluntary sector provider, consult with children & young people in schools to **better understand emotional health and wellbeing needs of our LGBTQ+ community**
Delivering a pilot with SLAM and community organisations (The Well Centre, Coram, & Place 2 Be) to join up response to CYP emotional health & wellbeing needs, services, data, and provision.

Other examples of local delivery

Implement Catch 22 Bowel Cancer Screening initiative targeting low uptake General Practices in Lambeth. Non-responders in opt-in practices to be contacted by multilingual Catch 22 facilitators to encourage FIT kit completion.
Increase the number of children and adults discharged from specialist inpatient units, with a particular focus on reducing the rates of Black patients placed in overly restrictive settings

Population Health and Prevention

Schools to support **promotion of school-age vaccination programmes** to parents via established forums like Parent/teacher meetings and ensure timely sharing of class lists with SAV provider
 Schools to identify **vaccination champions to support school-based vaccination programmes** and support following up return of consent forms with non-responding parents - champions can include safeguarding leads, teachers and school nurses
Commission and deliver New Tier 2 weight management service with better links into communities with highest need and likely to benefit most from interventions
Re-commission local stop smoking pathway including specialist service and community pharmacy provision and strengthen links with acute and pharmacy stop smoking pathway we want to see an increase in the percentage of patients who have severe mental illness, with health risks linked to smoking, alcohol use and their weight, given appropriate advice

Urgent and Emergency Care

Ensure people can access the right support in the right place at the right time by Increasing referrals to and promoting the use community pharmacies for minor ailments and advice around self-care. Delivering a programme of communication with Lambeth’s population to **increase understanding of healthcare services**
 Exploring the potential benefits of digital access in emergency departments to **support direct appointment booking.** Implementing **best practice standards for Same Day Emergency Care**, including opening times, access routes, and ring-fencing use of capacity and evaluate a pilot programme to **address digital poverty**
Increasing referrals by primary care into Same-Day Emergency Care at both GSTT and Kings and monitor activity and demand
Raising awareness of access criteria among primary care providers and **collaborating with providers on High Intensity User services** to support demand management in Urgent and Emergency Care (UEC)

Enablers

Our principles

The way we work will be:

- supported by a positive and action orientated approach to equity for all protected characteristics including taking an anti-racist approach, seeking to build trust and confidence with our communities
- an asset-based approach, building and amplifying what is already in the community, starting with the assumption of strengths and trust in Lambeth's communities
- shaped by a more determined and dynamic approach to integration, which understands that no one organisation has the answers to these complex issues we are attempting to tackle, and that collaboration is essential
- an approach which enables and supports the concept of 'Health and Wellbeing in all Policies', building on what has been achieved since 2016
- underpinned by open and participative research, where research, data and evidence building involves local people and informs our decision making.

Our ways of working

- Measure and understand the experience of people accessing our services and use this information to reduce inequalities.
- Commit to and embed equality, diversity and inclusion across all levels of our system with a focus on reducing health inequalities throughout all our work.
- Work together as an effective, well-governed, and transparent Local Care Partnership within an Integrated Care System and in collaboration with other Local Care Partnerships.
- Deliver through our Delivery Alliances and Programmes, with strategic oversight, effective assurance and risk management functions.
- Work to the **quadruple aim framework** to maintain a whole-system approach to providing health and care by focusing on improved patient experience, better population health outcomes, improved experience of providing care and delivered at best value.

Workforce

- Support our workforce and their wellbeing, including developing and retaining our staff, and supporting fair pay for care staff as part of Lambeth's Ethical Care Charter.
- Have a workforce that, at all levels, can relate to people's lived experience, is representative of and supports our diverse and intersectional communities.
- Have a workforce that has capacity, is trusted and supported so communities receive a consistent and reliable service.
- Enable our workforce to work together, across organisational boundaries, in an integrated way, including through our Clinical and Care Professional Network.

Our communities

- Communicate and engage with our patients and residents using a range of methods ensuring information is accessible and easy to understand, and listen to patients, residents and community voices, ensuring those voices actively influence improvement.
- Work collaboratively to reduce health inequalities and support healthy neighbourhoods, recognising and supporting our assets in the community including residents, carers, grassroots organisations, volunteers, voluntary and community sector (VCS) organisations and community groups.
- Have 'anchor institutions' that serve the wellbeing of our population by strategically and intentionally managing their resources to help address local social, economic, and environmental priorities to reduce health inequalities.

Intelligence

- Develop a culture and infrastructure that prioritises data-driven decision making and approaches to understanding the unique needs of Lambeth residents, especially those who are facing health inequalities. Our goal is to make a positive impact in specific populations within our community, such as those from different ethnic backgrounds, sexual orientations, and those living in deprived areas.
- Identify opportunities to improve services, provide proactive care, and understand the impact of what we do on our populations. This will involve improving how we collect and analyse information and learn from best practice, research, and quality reviews to continuously improve our efforts.

Finance

- Provide a stable financial environment that supports continued improvement in health and care services and outcomes for people, to ensure a robust and effective delivery of core responsibilities, by using approaches that improve productivity, efficiency and value through making the best possible use of the money we have.

Estates

- Encourage all health and care partners to work together in the same buildings to transform service delivery and improve access to care, delivered from high-quality premises.

Digital

- Make sure residents have access to digitally enabled care across health and care settings that are easily accessed, consistent and ensures the right service for their needs.
- Make sure those residents who do not wish to use digital tools and/or are digitally excluded, can still access health and care services at the same level and standard.
- Work with partners across SEL ICS and beyond to enable sharing of information to support planning and care delivery.