

Lambeth Living Well Network Alliance

Our Plans for the Future



January 2017

Lambeth is a place of innovation

In Lambeth we do things differently and we do them together. We are well known for co-production and focusing on people's strengths.

Across health, care and beyond people are doing things in new ways. Mental health is at the forefront of this. People using services, citizens, communities and organisations that provide services are leading the way.

This booklet describes our journey so far and our plans for further integration. We will be discussing them with people, partners and stakeholders so we can shape the future together.

Our three big outcomes

At its inception, the Lambeth Living Well Collaborative developed a set of outcomes for people with mental health issues. These are:



01

To recover and stay well, experiencing:

- Improved quality of life
- Improved physical and mental health



02

To make their own choices and achieve personal goals, experiencing:

- Self-determination and autonomy



03

To participate on an equal footing in daily life, specifically:

- To 'connect' with others e.g. family, friends & neighbours
- To 'give' in the community e.g. community activities, volunteering, peer support
- To 'be included', especially in relation to education, employment, adequate income and stable housing
- To 'participate' on an equal footing with others with reduced stigma and discrimination e.g. access to mainstream services, housing, education and employment

Our successes so far

In mental health we have shown that working together and working in new ways produces results of which we are all proud. These include our three linked developments:

Integrated Personalised Support Alliance

In April 2015 five organisations entered into an alliance to provide a radically new service for people requiring mental health rehabilitation services in Lambeth. The Integrated Personalised Support Alliance (IPSA) was set up to help people with serious mental illness to live in more independent accommodation within the community.

Many people supported by ISPA have benefited from gaining much more control and independence in their day to day lives.

Lambeth Living Well Network

The Lambeth Living Well Network was formed in 2013 to provide earlier support to people with more common mental health needs. It functions as a 'front door' to mental health services and aims to support people in a holistic, asset-based way, building upon people's strengths, skills, interests and connections within communities. By removing eligibility criteria and introducing 'self introduction', the Living Well Network is able to operate in a preventative capacity, whereby early support is delivered to a larger population in order to reduce the demand for more intensive and more costly care options.

The Lambeth Living Well Network has already achieved fantastic results. People who would otherwise have not been eligible for services or had to wait a long time to access them, have accessed early support and been directed to services appropriate to them and of their choice.

Adult Mental Health Programme

The Adult Mental Health Programme is the South London and Maudsley NHS Foundation Trust part of the Lambeth Living Well Network development. It focuses on enhanced assessment services, relapse reduction and supporting primary care.

It also aims to reduce care co-ordinators' caseloads so that they can work more effectively with their clients, promoting recovery and reducing relapse.

The Adult Mental Health Programme has already made good progress with transitioning people from secondary care to primary care, reducing admissions to hospital and reducing caseloads.

1. Charities Thames Reach and Certitude, South London and Maudsley NHS Foundation Trust (SLaM), Lambeth Clinical Commissioning Group (CCG) and Lambeth Council.

How have these made a difference for people?

- In its first year IPSA has helped 65 out of 200 people move into new accommodation and away from long term rehabilitation centres. In addition, others have been diverted from entering high cost placements in the first place, instead receiving personalised alternative support.
- There has been a 43% reduction in referrals to secondary care. As introductions to the Lambeth Living Well Network have increased, referrals to secondary care at SLaM have decreased.
- On average 400 people have been supported by Lambeth Living Well Network per month – many of whom would not have been accepted by secondary care in the past so would not have received any support at all.
- Waiting times for support in secondary care have been reduced. Support was previously provided within one month. Now support is provided to people within a week.



65

People who were residing in long term rehabilitation settings have transitioned into new accommodation offers



400

People have been supported by Lambeth Living Well Network per month

“The way I work with Elaine now differs in many ways to how I used to work in the community mental health team setting... The rewards are that Elaine has more independence in her life. She is happier than before and I as her social worker feel proud for her achievement”.

Mohammed, Alliance Rehabilitation Team – Elaine’s social worker

“Now I’m partly settled I hope my future looks bright and fulfilling... with a chance”.

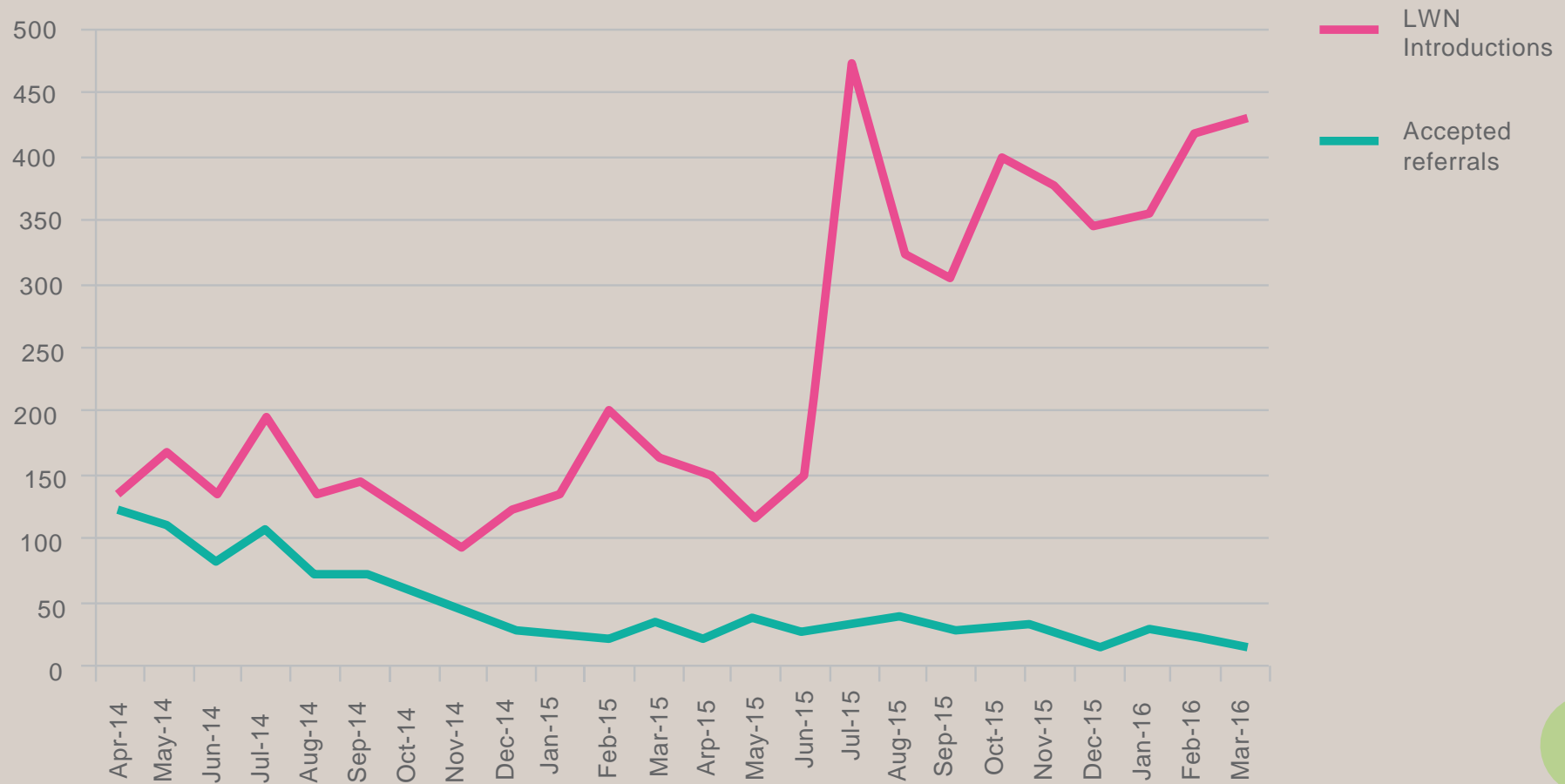
Elaine, IPSA service user



“Working with the staff with the Hub has enabled me to build up my confidence in dealing with day to day issues, and coping when things get difficult. I also feel better equipped to make confident decisions and when I am well I enjoy every moment playing with my son”.

Hannah, Living Well Network service user

Accepted referrals to secondary care treatment teams and introductions to the Living Well Network





Case study:

Bernadette was born in 1958, a year after her mother arrived in the UK from Jamaica. She has been institutionalised for a large part of her life, having spent time in prison as well as 13 years on secure wards in five different hospitals. The IPSA initiative has given her the opportunity to move into her own flat and live more independently. Bernadette has been supported by a dedicated multi-disciplinary team – described by Bernadette as ‘an umbrella’ – which has helped her to employ a personal assistant of her choice, select a flat and adapt it according to her needs and find activities in the community to pursue. Now living in her new accommodation, Bernadette’s personal assistant is supporting her to cook, clean, shop and attend hospital appointments: a stark contrast to her situation in hospital, which entailed a maximum of 3 hours unescorted leave a day. IPSA is driven by an asset-based approach to working with people and Bernadette has described the effect that it has had, saying:

“Tell them this is brilliant. I never thought this would happen; it's a real achievement for me. Family is important. I came out through the other side. I am living life to the full and getting the support I need.”

How have these made a difference for staff?



“When I speak to the clients and explain to them how the process works, the feedback that I’m getting is that it’s quite quick, clear and simple and they are less anxious about it especially when they hear or read that they can re-introduce themselves at any point”.

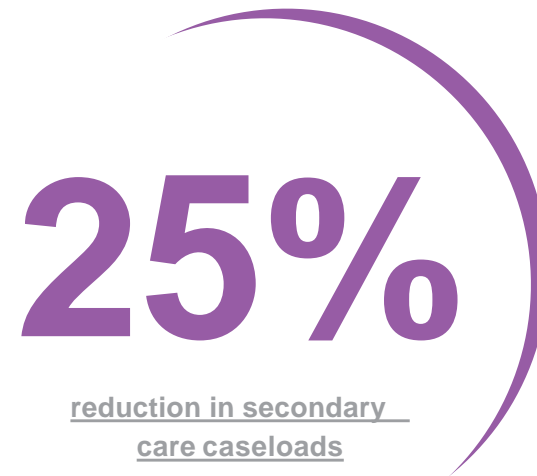
Barbara, Administrative Support Worker, Living Well Network Hub

“You have a cluster of different professionals; you’ve got social workers, you’ve got OTs, you’ve got nurses, you’ve got support workers who have all been on the job with different backgrounds and loads of experience. So you have a pool of ideas, a pool of resources, a pool of skills. You just need to speak to somebody or send an email around and you will see people responding and it makes it much easier. And who benefits? It’s the clients. Because you are able to meet their needs. You are not just alone”.

Christopher, Community Psychiatric Nurse, Living Well Network Hub

“I have been doing support work for many, many years and what I like that is different is that I’m working closely in a team that has many different professionals. When we have our meetings, there’s a world of knowledge and we’re all sitting under the same umbrella. We’re not emailing and waiting a week, or waiting for someone who might be on annual leave or not able to respond immediately. When I’m not sure of something, or the best route with an individual, someone might tell me I can direct them somewhere I wasn’t aware of. In that way, there’s a lot of knowledge sharing and that’s what I think is the best idea: having us all under the same roof working together”.

Jenny, Lead Support Worker, Living Well Network Hub



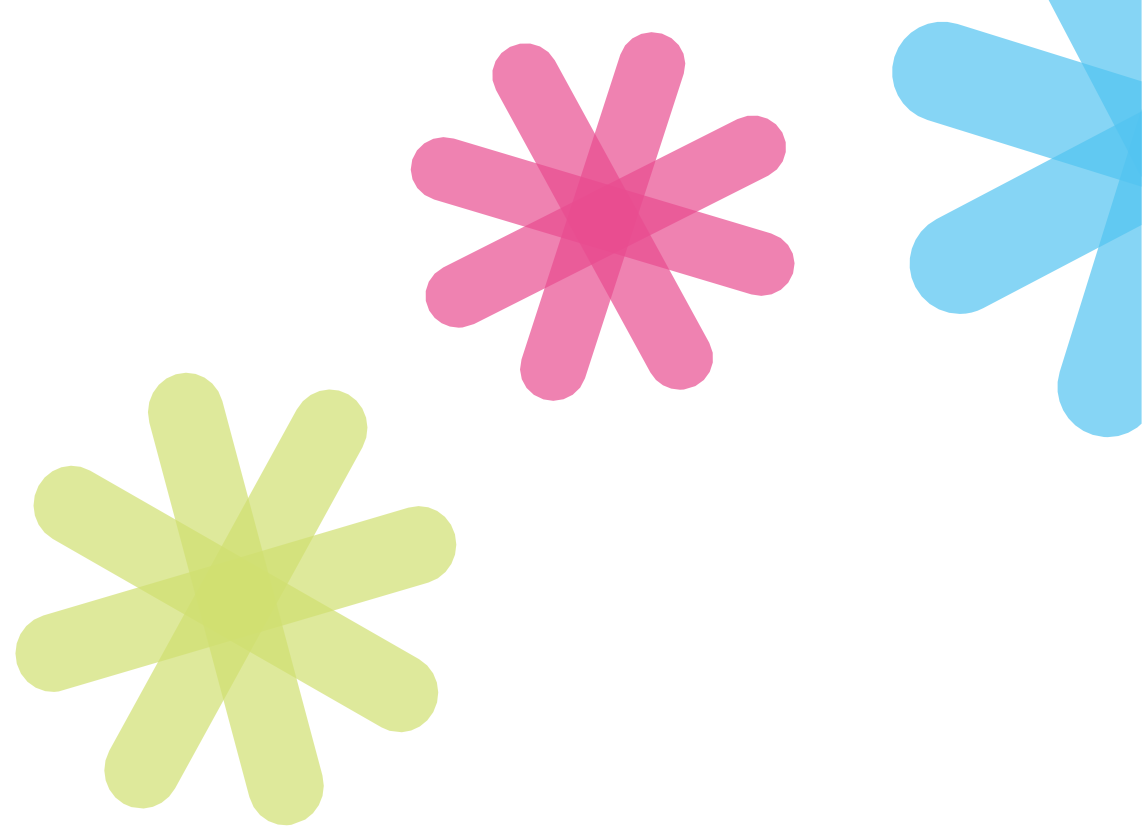
25%
reduction in secondary
care caseloads

“To start with I didn’t really recognise the differences but now I’m actually working here I can see that it’s a much kinder approach; it’s not so clinical and it’s a lot more laid back. We’re absolutely there for patients 100%”.

Julie, Transitional Employment Placement,
Living Well Network Hub

“My involvement with the Living Well Network is one of the more inspirational aspects of my work. Too often our challenge is to deliver the best service that we can within a specification that we haven’t contributed to, and which often does not understand the perspective of the people who use (or may use) the service. Working with the LWN is very different; there is a tangible commitment to listening to everyone in the system: service users and carers, but also commissioners and providers. That, in turn, challenges us to work differently and to do better. This means that people who use services are far more likely to get the help they need when they need it, and that we are able to address not just illness, but the factors that lie behind it – housing, family, employment, loneliness and so on”.

Bill, Director of Operations at Thames Reach



“People sometimes come out thinking gosh what a relief. It’s not all doom and gloom; they’re interested in me. Sometimes when you ask people what they’re interested in, they’re taken aback because they’ve never been asked that before, especially when they’re presenting with a problem”.

Vanessa, Clinical Expert Practitioner, Living Well Network Hub



Why we need to keep innovating

We would like to spread the successes we've seen with IPSA, Living Well Network and the Adult Mental Health Programme to all of Lambeth's mental health services.

We've shown that working together, taking a holistic approach and harnessing all of our expertise can help provide early support and quick assessment when needed, and improve the lives of those with more complex conditions. We want to spread this approach to all those who are experiencing mental distress in Lambeth.

Our achievements have been impressive but we know we cannot stand still. A number of significant challenges remain and, if not addressed, are likely to increase.

We believe that in order to continue addressing these enduring pressures, we need to build on the progress we have made so far and take up the opportunity to go further.

High demand

Lambeth still has a large number of mental health assessments leading to admission, secondary care wards running at over 100% capacity and increasing new presentations of mental health issues – all set against a reduction in resources over the coming years.

Multiple access points

Outside of the Living Well Network, access into the broad range of different services available across the system are confusing, indirect and overlapping. This complicates things for service users and staff and results in duplication.

Repeated assessments and handoffs

Many services carry out their own assessments of individuals to determine suitability and eligibility, regardless of whether assessments have already been done by others. Within secondary care there are handoffs between different teams. This duplication results in confusion and delays for both staff and those using services.

Lack of contractual alignment

At present, services in Lambeth are commissioned using traditional, bilateral contracts, which each have different measures of success. This lack of alignment means that providers are not expressly working to achieve the same goals and there is little incentive for them to focus on overall outcomes and the whole care pathway for an individual.

Our experience with the alliance contract used by IPSA, has shown that a single contract with providers aligned on a set of common outcomes can promote transformation and better use of resources.

Inequalities

Lambeth has high levels of factors that are known to predispose people to have mental health issues, including high levels of deprivation, overcrowding and risk of homelessness.

The Lambeth Black Well-being Commission report “From surviving to thriving” (launched in 2015) highlights the need to address the inequalities experienced by people from Lambeth’s black communities. Commending the Lambeth Living Well Collaborative, the commission highlights the need to provide earlier, accessible support to assist reducing the high prevalence of people from black communities in crisis or the more coercive end of the mental health system such as forensic services.

Financial pressures

Lambeth faces a significant financial gap between projected demand and available resources over the coming years. In delivering earlier, more personalised support to a wider range of people through the Living Well Network, Lambeth aims to reduce the demand on secondary and bed based care. An overall saving can be made by moving away from a system which supports a small number of people at high cost to a system which supports more people but at substantially reduced cost.

National and local policy

The 2011 cross government strategy No Health without Mental Health and more recently the Five Year Forward View for Mental Health (2016) make clear reference to upscaling the provision of preventative care. They also acknowledge the value of addressing the wider determinants of mental health wellbeing, such as stable housing and rewarding employment. This approach is also reflected in local strategy, such as in the Our Healthier South East London Programme and it forms a key part of the Living Well Network model.

The Five Year Forward View for Mental Health is explicit about the need for new payment approaches and new contracting models to encourage collaboration and integration between services.

What next?

We want people in Lambeth to have a fully integrated and co-ordinated mental health system which is focused on people's strengths and their whole health and wellbeing.

It is our ambition to move towards an integrated system where all service users only have to have a single conversation or assessment in order to gain access to a full range of different interventions.

To do this, we are creating a Living Well Network Alliance (LWN Alliance) to lead, co-ordinate and manage support and services for those experiencing mental health issues in Lambeth. The Living Well Network Alliance will be responsible for all of the adult mental health services in Lambeth, including the existing Living Well Network as well as all inpatient and community care. There will be a single point of access to assessment and a co-ordinated network of clinical, housing, employment, community, advice and other support services.

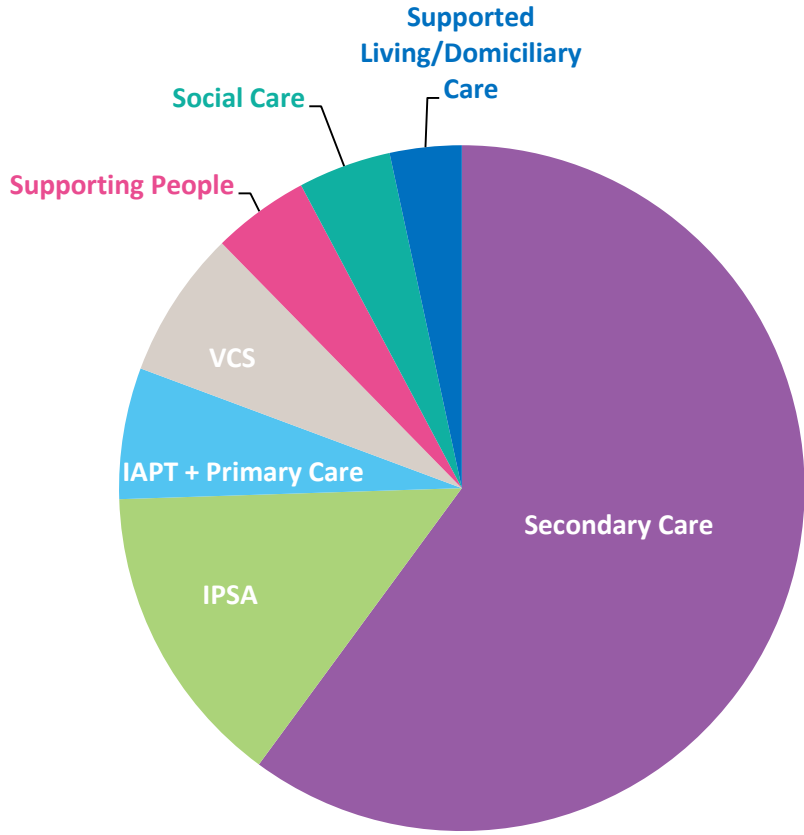
Adult Mental Health Resources



The LWN Alliance will manage and co-ordinate all of the adult mental health services delivered in Lambeth. This means that the Alliance will be responsible for the investment in these services.

In 2016/17, Lambeth Clinical Commissioning Group and Lambeth Council spent around £66m on adult mental health services in Lambeth.

Going forward, the LWN Alliance will manage the large majority of this investment. However, the total funding envelope available to providers will change over the length of the contract based on factors such as savings requirements and performance related payments.



**Total Investment in 2016/17
~£66m**

Whole System Outcomes

The LWN Alliance will work towards a set of whole system outcomes. These are a set of goals which will fundamentally define the direction for mental health services and support in Lambeth. Making sure that all groups of people in Lambeth have positive experiences of mental health services is extremely important so equalities information will be collected across all of these outcome areas.

Number	Outcome	Person Statement
1	Improve people's rating of their own mental health	<i>I feel that my mental health is better</i>
2	Increase the number of people able to access support in their own homes	<i>I receive support in my own home as much as possible</i>
3	Reduce the number of people becoming dependent on services	<i>The support that I receive helps me to build up my confidence and independence so that I don't become dependent on services</i>
4	Reduce the number of people reaching crisis point	<i>I receive early support that helps me to avoid reaching crisis point</i>
5	Ensure that people in crisis receive appropriate support	<i>I am treated with dignity and respect when I experience mental health crisis</i>
6	Reduce the premature mortality rate for people with mental health issues	<i>I live equally as long as rest of the population</i>
7	Reduce the physical health issues experienced by people with mental health issues	<i>I am supported to improve my physical health</i>
8	Reduce the stigma around mental health and increase awareness of available support	<i>I feel comfortable to speak about my mental health and I know where to go if I need support</i>
9	Reduce the overrepresentation of black ethnic groups in acute mental health services	<i>Different ethnic groups in our communities are represented proportionately in services across the system</i>
10	Increase the range of care and support offers in Lambeth	<i>I can choose support that I feel is suitable for me from a range of different offers</i>
11	Ensure that support is delivered in an asset-based way	<i>I receive support which builds upon my strengths, abilities and aspirations</i>
12	Ensure that support and services are co-produced with people using services	<i>I feel that I have an active and equal role in the design and delivery of services as well as equal, reciprocal relationships with those supporting me</i>
13	Increase the number of people living in places of their own choosing	<i>I am able to live in a place of my own choosing</i>
14	Increase the number of people in or started on the pathway to work	<i>I have a meaningful day-to-day role in society that suits me</i>
15	Increase the number of people with strong social networks	<i>I feel connected to and supported by other people in my community and networks</i>
16	Increase the number of carers feeling supported and involved in decision making	<i>I feel sufficiently supported in my role as a carer and respected as key partner in decision making</i>
17	Increase staff ability to innovate and influence change	<i>I feel empowered to influence change wherever I work in the system</i>
18	Increase staff ability to do their jobs effectively	<i>I have the necessary tools, resources and training to carry out my role effectively</i>

The Living Well Network Alliance

The LWN Alliance is for adults of working age who are registered with a Lambeth GP and ordinarily resident in the borough. Young people who are in transition to adult services will be included.

The LWN Alliance will:

- Deliver early, preventative, personalised and holistic support to people in Lambeth
- Co-ordinate care and drive integration across the system
- Manage demand within the mental health system
- Lead on culture change and workforce development
- Allocate resources and review services within the Living Well Network

Function 1: Deliver early preventative, personalised and holistic support to people in Lambeth

The Living Well Network will continue to expand, allowing more people to access support as and when they feel they require it, rather than having to wait until they meet pre-defined thresholds. The Living Well Network will continue to take into account the wide range of determinants of mental wellbeing and provide holistic packages of care.

Through the single point of access at the Living Well Network Front Door, people will be able to get information and advice to enable them to support themselves effectively. An initial introductory conversation with people will be the corner stone of “how we do things around here”. Support on issues ranging from housing to employment will be available.

The LWN Alliance will also work to reduce stigma around mental health and increase awareness of where to go if you need support.

Function 2: Co-ordinate care and drive integration across the system

A new and expanded Living Well Network ‘Front Door’ will mean that all service users only need to have a single conversation or assessment to access the range of different interventions, depending on their needs and preferences.

This new integrated LWN Front Door will bring together activities of the current Living Well Network Hub with those currently provided by the South London and Maudsley’s Assessment and Liaison Team as well as the triage for referrals from GPs for Early Intervention Services and Improving Access to Psychological Therapies Services. This will simplify referral processes substantially, resulting in a better service user experience and reduced duplication.

The single point of access for all mental health services in the borough will create a more seamless and coordinated care offer for service users. It will also allow substantially better visibility of the range of care options available in the system. Holistic packages of care using a range of complementary services could be more easily constructed and coordinated, reducing the need for ‘hand-offs’ between services and the resulting difficulties for service users bouncing between different providers and services.

Where people first access mental health services through other routes, for instance in emergency situations, they will be made known to the LWN Front Door team so that they do not miss out on the opportunities for co-ordinated care and access to the wide network of support.

The LWN Alliance will actively promote and work towards increased service integration within Lambeth, including across mental and physical healthcare. There are opportunities offered by Local Care Networks and developments such as the Local Care Record, which makes primary and secondary care data available to providers across both sectors.

Function 3: Manage demand within the mental health system

The Living Well Network will build more relationships across the community with organisations and groups which can provide other forms of support.

A key priority for the LWN Alliance will be to reduce healthcare inequalities, specifically in relation to Lambeth specific targets, such as those identified in the Black Health and Wellbeing Commission.

Furthermore, with increased oversight over introduction patterns and referral destinations, the Living Well Network can proactively manage system flow by gatekeeping access to all of the services under its remit. This gatekeeping responsibility will be carried out with a view to reducing the demand on secondary care and managing people in the community wherever possible. While this would not only be financially beneficial for the system – in reducing the number of episodes of costly secondary care – it would also align with the big three outcomes in Lambeth, through providing people with more opportunities to stay connected within their communities and experience increased self-determination and autonomy.

Function 4: Be the leaders driving culture change across mental health services

One of the key goals for the Living Well Network has been to model a different way of working with people with mental health issues in Lambeth. To date, it has encouraged a strong multi-disciplinary approach, championed the principles of co-production, personalisation and holistic care, as well as pioneering a new assessment, action and planning process, which facilitates quicker access to support and care planning. External bodies – such as the Job Centre Plus – have also received mental health awareness training.

The Integrated Personalised Support Alliance (IPSA) has also modelled the value of a multi-agency asset based approach to supporting people with complex needs, including breaking down the barriers that existed between different professional groups.

The LWN Alliance will promote and lead on culture change throughout the system, overseeing training and education for individuals both within organisations that provide services for the Living Well Network and external agencies and people.

Function 5: Develop, organise and review the network of services that make up the Living Well Network

There are many organisations which contribute to a range of varied and complementary support and services for people experiencing mental health issues in Lambeth. This diversity of support and services is a key element of the Living Well Network as it allows personalised support packages to be created for individuals depending on their needs and preferences. However, not all can be part of the Alliance. The members of the LWN Alliance will be expected to nurture and support a wide range of opportunities for people to access.

The LWN Alliance members will be jointly responsible for the whole budget allocated, including monies for activities delivered by providers in the Living Well Network family but not members of the LWN Alliance.

The contracts for these will be reviewed by the LWN Alliance and, where appropriate novated or renewed as subcontracts to one of the LWN Alliance provider members. The LWN Alliance will periodically review services on an ongoing basis and make decisions as to the best use of funding. This may involve increasing investment in certain services and reducing spend in others, depending on performance.

Enablers

There are numerous enablers which could help the LWN Alliance deliver the functions and achieve the outcomes outlined above. The LWN Alliance will be expected to focus on and take advantage of opportunities such as these, a number of which have been set out below:

Collaborative Leadership

We know that leadership of the system can't be limited to provider organisations and the way that they work together to deliver support. We need a new model of collaborative leadership that recognises and empowers different voices, communities and networks to lead alongside providers. Creating a space where people can engage as equals and act as change agents, stepping outside of their own organisational perspectives in a spirit of collaboration, will be fundamental to driving change.

Personal Budgets

A personal budget is an agreed amount of money used to support someone's health and wellbeing needs. As the user decides how the money is spent, personal budgets can empower people in their care and allow for increased self-direction and personalisation. This can function as a catalyst to support people's recovery.

Digital

Digital technology has the potential to completely transform the way that mental health support is delivered, managed and accessed. For service users, digital tools can allow for easier and quicker access to support, on people's own terms and from their own homes. Technology can also help people to take more of an active role in their own care and allow them to confidently self-manage their own conditions. It can also have significant benefit for staff and clinicians, meaning less time and effort in accessing and recording information about people and more time with clients.

Peer Support

Peer support is the help and support that people with lived experience of mental health issues are able to give to one another. It can be social, emotional or practical support and is a valuable alternative or accompaniment to more traditional, clinical support. Supported individuals often perceive empathy and respect in peer supporters, while the process is also reciprocal, meaning that peers often benefit from the support when they are giving and receiving it.

Communications and Mental Health Promotion

The stigma associated with mental health issues often prevents people from accessing early support and furthermore, it is not always clear what support is available in Lambeth and how to access it. Work to promote general mental wellbeing in the population, reduce stigma and increase awareness of how to access support should help to prevent people falling into crisis and requiring more intensive care and support.

Community Networks and Self-Management

As outlined previously, there is extremely high demand for mental health services in Lambeth, with increasing pressures on hospitals and inpatient beds. We think that there is an opportunity to meet this demand in a very different way, which doesn't rely on beds and long term clinical support. Community networks can help people to self-manage their own conditions more confidently and successfully, through connecting them with groups, initiatives and individuals which provide support and build up people's resilience and confidence. We need to make the most of the assets and skills of individuals and communities to help more people at an earlier stage to avoid them reaching a crisis.



A better future for all

We believe that the Living Well Network Alliance will bring benefits for everyone using or working within mental health services in the borough.

For people using services

- A simple way to get advice, whatever the reason, whatever the time
- No eligibility criteria to meet
- One conversation and assessment only
- No delays
- Wide range of support available
- Staff who are communicating and co-ordinating regularly
- Focus on 'me' not 'my condition'

For staff

- Part of a connected set of services
- Colleagues with a wide range of skills and knowledge to turn to
- No silos, referrals, handoffs; reduced duplication
- Focus on people, not their condition
- Reduced specialist caseloads meaning more time with people
- GPs have one place of referral, not multiple duplicated ones
- At the forefront of innovation in mental and physical health services

For Living Well Network Alliance members

- Part of a group of aligned and like minded organisations with a common purpose, outcomes and principles
- Clarity of responsibilities and opportunities
- Shared sense of achievement
- Colleagues to share risk and challenges
- Freedom to innovate and continuously improve

For Living Well Network providers

- Part of a network of parties with a common purpose, outcomes and principles
- Clarity of quality standards and outcomes to be achieved across all activities

For Lambeth commissioners

- An aligned system with a common purpose, outcomes and principles
- System leadership role rather than transactional
- Mature relationships with and between providers
- Stability over longer term
- Realisation of the Five Year Forward View with focus on wellbeing and prevention
- Reduced need for high cost services



This booklet gives an outline of our plans for creating an integrated co-ordinated mental health system.

Please send any comments and feedback to:

Ieuan Yusuf-George

Alliance Development and Commissioning Manager

T: 02030496271 | 07846189152

E: ieuan.yusuf-george@nhs.net

Denis O'Rourke

Assistant Director of Integrated Commissioning (Mental Health)

T: 07917883008

E: denisorourke@nhs.net

Lambeth CCG, 1 Lower Marsh, Waterloo, SE1 7NT

