

# The Collaborative

## Take the Lead

12<sup>th</sup> March 2015

# This morning: Taking the lead (together)

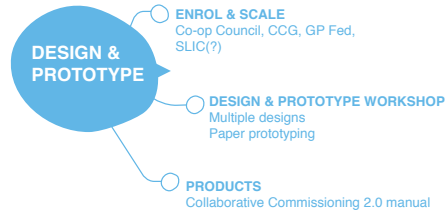
- An update on the current work-stream and why we're doing this
- Reminder of the key leadership challenges:
  - In the context of upcoming work
  - What we've tried and what we currently do
- Sharing and testing an outcomes framework for Collaborative leadership
- Introducing the Lambeth Collaborative Leadership Landscape
- Co-designing new leadership opportunities

## Next steps

Setting up the best leadership opportunities in the next 2 months. Who can help?

# Across The Collaborative now: Insight, Refinement & Growth

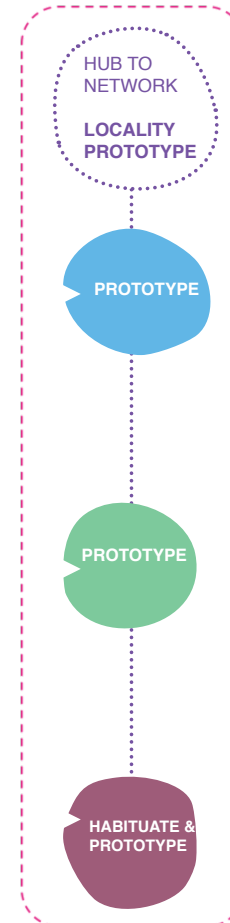
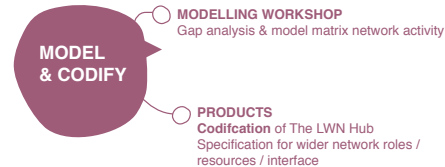
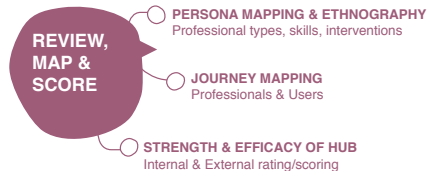
## COLLABORATIVE COMMISSIONING



## COLLABORATIVE LEADERSHIP

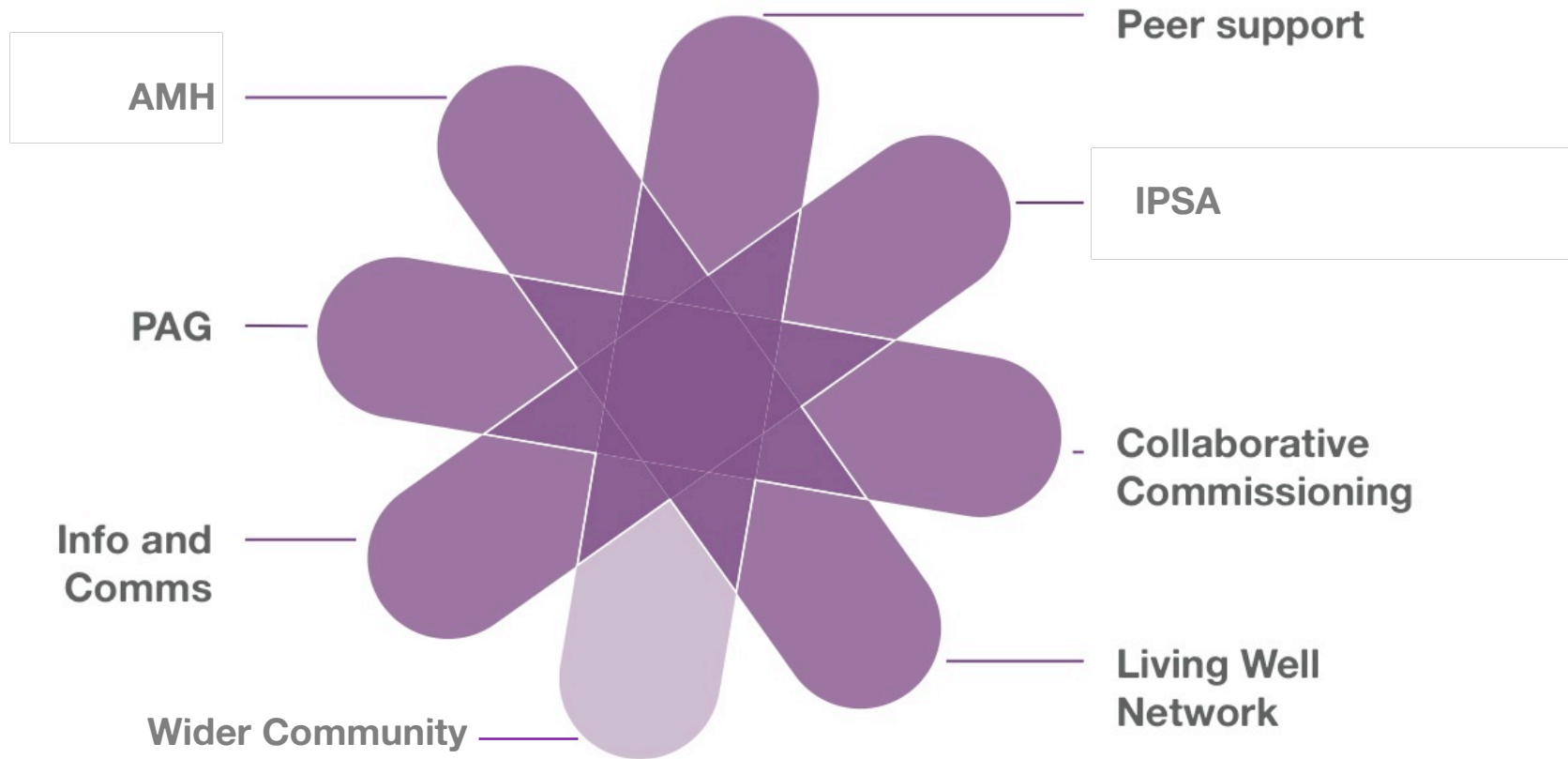


## LWN HUB PRACTICE



# What's ahead:

## The backdrop to leadership challenges



# What's ahead: The backdrop to leadership challenges



# What's ahead:

## The backdrop to leadership challenges

1. Working with People Differently	2. Mobilising people and changing our culture	3. Integrated services to make a better offer
<p>1.1 Timebanking support growth</p> <p><b>1.2 Peer Support – expand in all settings.</b> Grow information web base platform –EBE.</p> <p><b>1.3 My Health Locker (patient held record)</b></p> <p>1.4 Community Connecting i.e. Connect and Do</p> <p>1.5 Living Well Live and Buddy Pack – Dec 2014</p> <p><b>1.6 Work with communities e.g. Black Well Being commission</b></p>	<p><b>2.1 Workforce and Culture Change</b></p> <p><b>2.2 Develop diffusion strategy</b></p> <p><b>2.3 Communications strategy – grow website plan/social media</b></p> <p><b>2.4 Develop technology strategy to support co-production approach</b></p> <p><b>2.5 Personalisation/Support planning training</b></p> <p><b>2.6 Introduction to LWN training</b></p> <p>2.7 Recovery and Support Plan – Implementation</p>	<p>3.1 Revise Collaborative Principles/Values/Vision</p> <p><b>3.2 Deliver the Living Well Network across the whole borough from Sept 2014</b></p> <p>3.3 Develop Community based Forensic/MDO services with NHSE</p> <p><b>3.4 Increase access to Vocational and Employment services and opportunities</b></p> <p><b>3.5 Implement SLaM AMH redesign</b></p> <p>3.6 Integrated Talking Therapies - expand access</p> <p>3.7 Improving information and choice options – Living Well Partnership</p>
4. Changing the way services are commissioned	5. Collaborative Leadership	
<p>4.1 Revise Commissioning Framework</p> <p><b>4.2 Whole system dashboard to monitor capacity/flow of LWN and AMH redesign</b></p> <p>4.3 Support design led approach to service improvement</p> <p>4.4 GSTT Charity Bid – to support LWN- Dec 2014</p> <p>4.5 Develop Alliance Contracting Framework - Rehabilitation services – Oct 2014.</p> <p>4.6 Development of outcomes based specification – Big 3/Health of the system metrics including evaluation with IOP/NIHR</p> <p><b>4.7 Scale up access to Personal Budgets</b></p> <p>4.8 Review PbR requirements</p>	<p><b>5.1 Advocate the case for change/evidence base to support economic case for change</b></p> <p><b>5.2 Continue to engage and support development of the co-operative council and SLIC</b></p> <p>5.3 Engage with regional and national organisation and networks to promote and share co-production</p> <p>5.4 Continue the development of the Collaborative platform - hold 3 large scale borough wide workshops</p>	<p><b>3.8 Support for people to maintain tenancies and increase access to range of housing provision</b></p> <p>3.9 Roll out Primary Care Mental Health Community Incentive Scheme – July 2014</p> <p><b>3.10 Agree plans for location and deployment of social workers – Dec 2014</b></p> <p><b>3.11 Implement a crisis house response as an alternative to acute admission</b></p>

# Collaborative leadership so far



- Modeling the change we want to see
- See pioneers & leaders as central to systems
- Building belief and energy for change
- Continually challenge and refresh a vision for change
- Engage with key people productively
- Drive radical innovation
- Actively diffuse vision of change across the system

**Goals/functions still critical but perhaps our original attempt was too shapeless & ambiguous?**

# Collaborative leadership so far



- Locally set challenges from real experiences
- Proposing solutions harnessing peoples' assets
- Inviting and nurturing pioneering and Collaborative leadership ventures
- Generate energy and belief in change
- Amplify voices from the edges of the Collaborative

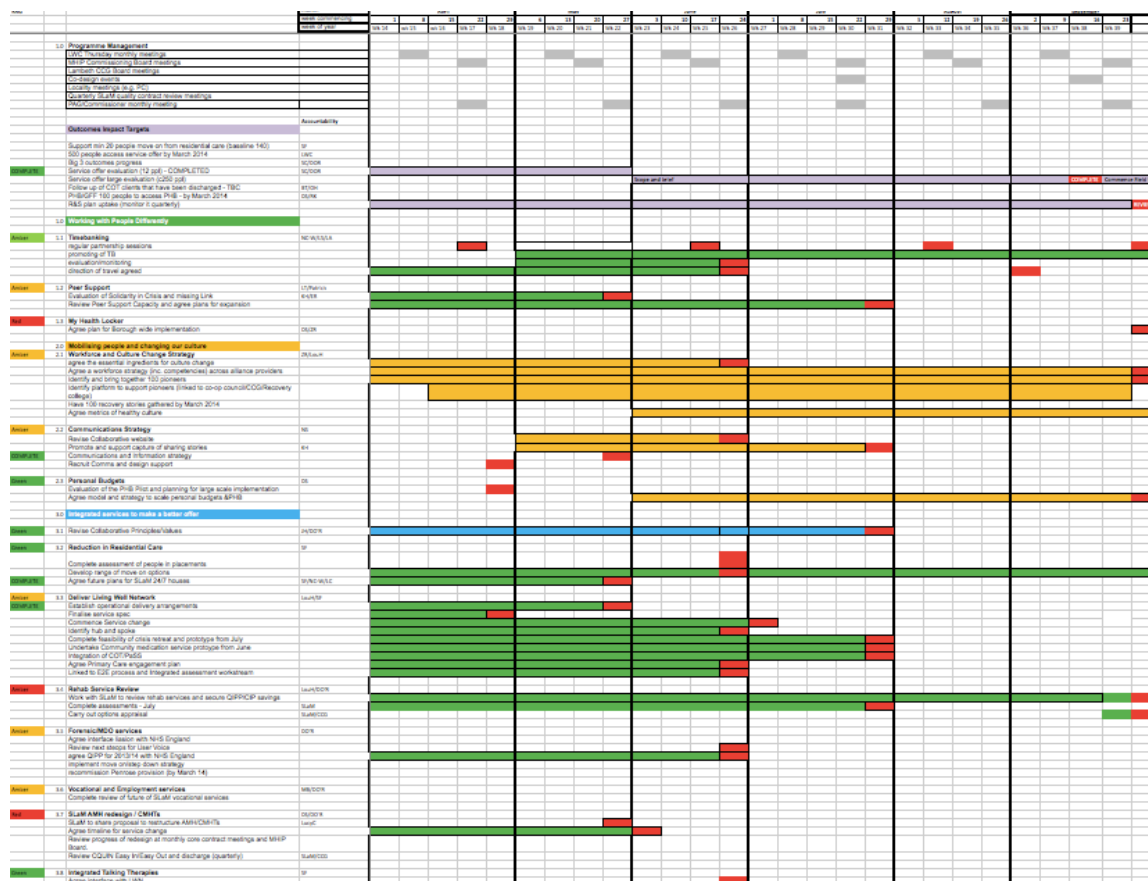
**Strong platform but perhaps not a wide enough reach?**

**And how do we support everyone to find time when/where there is seemingly no time?**



# Collaborative leadership so far

## ROADMAP WORKGROUPS



- distributing leadership & authority to make decision
- working at pace across a large landscape of transformation and change

Similar challenges of scale remain.

Sometimes people strayed from the culture and outcomes we were striving for and didn't have the confidence to take risks away from the breakfast table

# Collaborative leadership so far



How do we maintain focus and distributed action before and after key Collaborative sessions?

# Collaborative leadership so far



- an open door to support pioneering & entrepreneurial activity
- reaching out beyond the traditional settings of the MH system

**Sometimes ideas disappear  
with people...**

# Collaborative leadership so far



How do we celebrate great ideas & action more, and help others pioneer like the LWP and Hub?



# From your Comments & Ideas

Living Well Network Event in  
September

Learning from the Living Well  
Network – interviews

Hub Mapping project

Collaborative Commissioning  
revision

Collaborative Breakfast –  
renewing the juices session



# Outcomes for Collaborative Leadership

**What outcomes do the Collaborative want from wider & more inclusive forms of distributed leadership?**

# Voices from the Collaborative

**“I’ve got ideas for new practice and initiatives, but don’t know where to take them?”**

**(Voice from LWN)**

**“I’ve heard brief anecdotes about great practice elsewhere in The Collaborative, but don’t know the details - there’s so much out there we could be learning from one another.”**

**(Voice from LWN)**

# 'now, next, wow'

## Big Idea



Your big question....

How do we know what we have achieved?



Your big idea...

Delivery share by value - measures that can contribute to regular feedback loops.

## Big Idea



Your big question....

What are the non-negotiables and what does success look like?  
How do we ensure employment opportunities for everyone who is introduced?



Your big idea...

Integrated peer/shared learning, employment offer - for all, neighbourhood collaboratives.

Ensure employment as an outcome - IPS scheme?



# Outcomes for Collaborative Leadership - **Vision**



## VISION

How do we frame and measure success?

- How could we better share experience and insight from organisation-to-organisation to support local self-managed transformation?
- What will support organisations to understand their practice and frame it within the context of the Big 3 outcomes?
- How could we share a more consistent measurement of progress against The Collaborative's vision?

# Voices from the Collaborative

**“There are organisations out there that would be great to have on board, but they have no idea about The Collaborative, nor co-production and a lot of the language we use.”**


**(Voice from the LWN)**


**“We’ve heard about tech as an enabler of change for a long time. I’m interested, so what next?”**

**(Voice from Commissioning)**


# 'now, next, wow'


## Big Idea

 Your big question....  
Is there a confusing narrative?

 Your big idea...  
Produce simple narrative explaining what, how etc.

## Big Idea

 Your big question....  
How do we continuously inform and connect people?

 Your big idea...  
Describe our ambition and share it through the website, local media etc. - keep updating and make it interactive.

# Outcomes for Collaborative Leadership - **Messaging**



## MESSAGING

How could we facilitate 2 way messaging between Collaborative leaders and all citizens?

- What would our manifesto say? How would it capture our vision and principles?
- How can we move away from a stigmatising and limiting language of prescriptive mental health care and support, whilst avoiding the exclusion of citizens through the use of specialist terminology (eg. Co-production, co-design)?
- What types of media/forum will help broaden working knowledge of The Collaborative - its principles and approaches to support?
- How can we facilitate a more active and persistent exercise of listening to take account of what all citizens are describing as core to living well in Lambeth?

# Voices from the Collaborative

**“There are lots of vocational opportunities that seem locked away from the LWN.”**

**(voice from the hub)**

**“I can see an agency that needs connecting to the LWN more explicitly, but I’m just not sure how to invite them to participate more with the LWN and The Collaborative.”**

**(Voice from a carer)**

# 'now, next, wow'

## Big Idea



Your big question....

How can we eliminate barriers, e.g. referral criteria, to gaining access to care?  
How do you get the 390,000 people to engage in co-production and asset based principles?



Your big idea...

Social inclusion/vocation/health wellbeing initiatives do not care if you 'are known' to a service.  
A van to go on roadshows, sit on street corners, outreach to ALL people.

## Big Idea



Your big question....

Why can't we all do this together (barrierless resources)?



Your big idea...

Map the community, reduce the barriers between secondary care services, primary care and physical health.  
Neighbourhood collaboratives  
Do away with limited referral criteria, enhance co-facilitation of initiatives more, training as standard, bring other people to the table e.g. diabetes team.

# Outcomes for Collaborative Leadership - **Reach**



## **REACH**

How can we create partnerships within communities who are at risk of isolation?

What would a community-facing Collaborative initiative look like that goes beyond people who have a lived experience of mental health (receiving or providing support) and connects them to the Living Well Network?

How can we initiate and maintain a live map of community assets?

# Voices from the Collaborative

**“Peer support. It feels like a closed door.”**

**(Voice from peer supporter)**

**“Integrated personal budgets seem to be on their way out, even though we designed a better way of facilitating and arranging them.”**

**(voice from 2ndary Care)**

**“My clients and colleagues have deep conditioned responses that I can’t break through to introduce new ideas of support and ways to approach risk.”**

**(Voice from LWN Hub)**



# 'now, next, wow'

## Big Idea



Your big question....

How does SLAM etc. fit in with the whole system?



Your big idea...

An event/part of induction training - standardised training - send staff to LWN.

## Big Idea



Your big question....

How do we develop an asset based community approach?



Your big idea...

Test this in a specific local area.

# Outcomes for Collaborative Leadership - Practice



## PRACTICE

What will enable a community of Collaborative practice that spans formal and informal settings?

What tools, skills & spaces would we need to widen our practice of co-production to connect and build strong relationships with wider community members, who don't have explicit mental health care roles / knowledge.

Who's best placed to facilitate and lead a community-based network of co-production pioneers?

What will act as the catalyst to engage non-mental health aware citizens and spur them to participate in a locality-based Collaborative community action prototype?

# New outcomes for Collaborative Leadership



## VISION

**How do we frame and measure success?**

How could we better share experience and insight from organisation-to-organisation to support local self-managed transformation?

What will support organisations to understand their practice and frame it within the context of the Big 3 outcomes?

How could we share a more consistent measurement of progress against The Collaborative's vision?



## MESSAGING

**How could we facilitate 2 way messaging between Collaborative leaders and all citizens?**

What would our manifesto say? How would it capture our vision and principles?

How can we move away from a stigmatising and limiting language of prescriptive mental health care and support, whilst avoiding the exclusion of citizens through the use of specialist terminology (eg. Co-production, co-design)?

What types of media/forum will help broaden working knowledge of The Collaborative - its principles and approaches to support?

How can we facilitate a more active and persistent exercise of listening to take account of what all citizens are describing as core to living well in Lambeth?



## REACH

**How can we create partnerships within communities who are at risk of isolation?**

What would a community-facing Collaborative initiative look like that goes beyond people who have a lived experience of mental health (receiving or providing support) and connects them to the Living Well Network?

How can we initiate and maintain a live map of community assets?



## PRACTICE

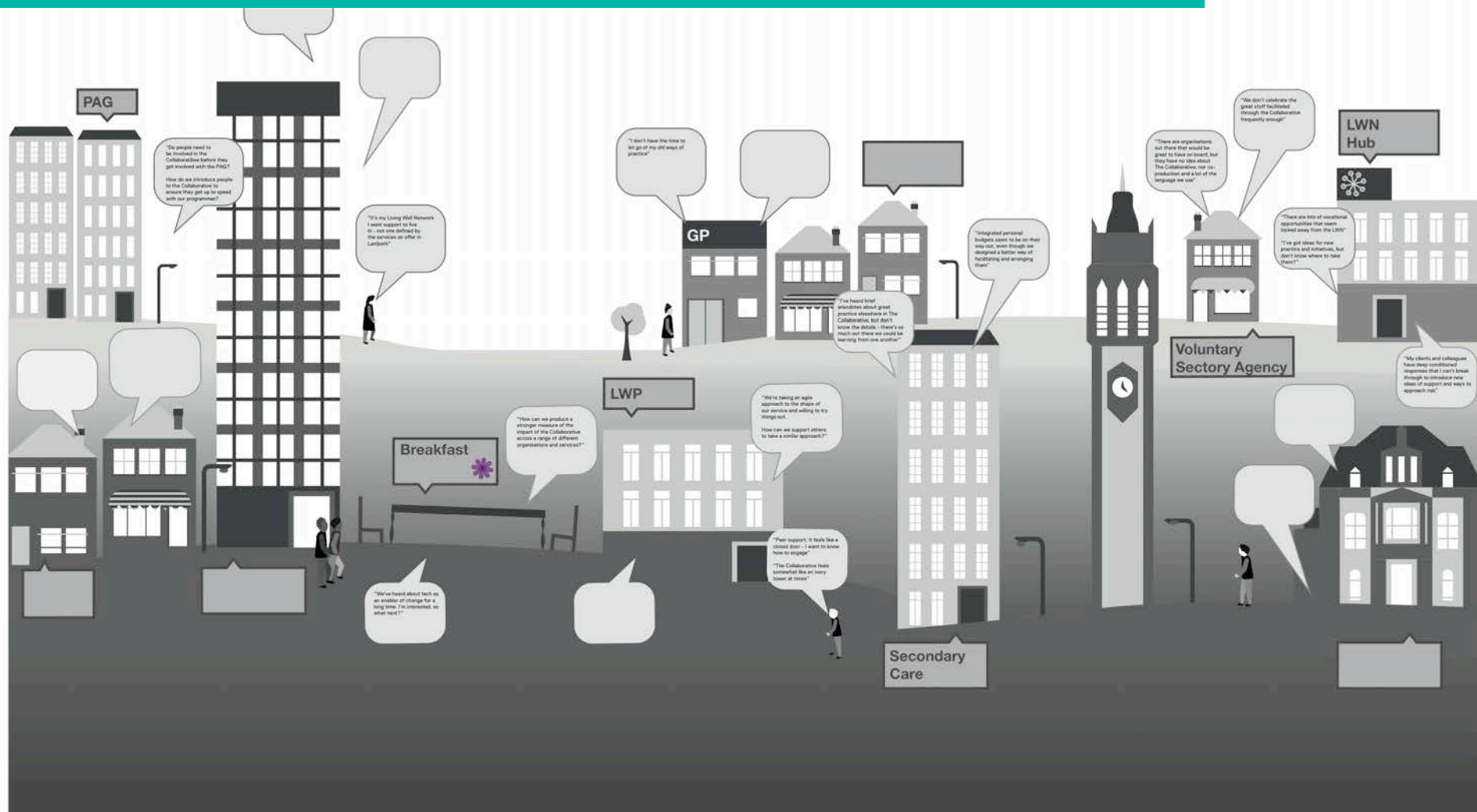
**What will enable a community of Collaborative practice that spans formal and informal settings?**

What tools, skills & spaces would we need to widen our practice of co-production to connect and build strong relationships with wider community members, who don't have explicit mental health care roles / knowledge.

Who's best placed to facilitate and lead a community-based network of co-production pioneers?

What will act as the catalyst to engage non-mental health aware citizens and spur them to participate in a locality-based Collaborative community action prototype?

# Introducing the Lambeth Collaborative Leadership Landscape



# Applying leadership to key subjects

## Key Leadership subjects

Community  
engagement

Personalisation/  
Co-production

Tech as an  
enabler

Supporting new and  
existing communities  
of practice

# Human Libraries

## Denmark (+ worldwide)

Human Libraries challenge what we think about other members of our community by offering people as ‘books’ lent out to curious readers.

The Human Library is a space for conversation. Visitors speak with “people on loan” who challenge their perceptions on community groups.

This could be a religious minority, sexual minority or other members of the community who are exposed to stigma, stereotyping or prejudice.

Within this positive framework, difficult questions are accepted, expected and appreciated. Human Libraries aim to help build social cohesion and increase understanding of diversity in the community.

As well as community building, Human Libraries highlight how people are the experts on themselves. They are an active resource that can contribute to co-production, coaching and as critical friends.

Where does it happen: in person + online



Keywords: community engagement /  
learning / co-production

<http://humanlibrary.org/index.html>  
[Human Library Facebook page](#)



# Open bookstore

## Italy

A bookstore designed as a “a third place between home and a workplace, where the diversity is the glue among people.”

Open is one of a number of multi-use spaces across Milan applying sharing principles. Beyond the books are 40 workspaces for rent and social spaces intended to encourage students, artists, journalists and entrepreneurs to mix. The venue hosts around 60 events per month.

Multi-use spaces are flexible buildings that host side events such as talks or movies, provide offices and meeting spaces, and even kitchen and dining space. Many are in neighborhoods needing regeneration.

They provide a physical space for community groups to meet, talk, perhaps even form, and learn from each other. All in a shared location where everyone feels comfortable.

Where does it happen: purpose built / designed locations



Keywords: place / participation /  
personalisation

<http://citiscopes.org/story/2015/expo-2015-nears-milan-embraces-sharing-economy>

# Campaign Lab UK

To build a movement for change, leaders from across civil society must be committed to learning from each other and working together.

Campaign Lab is a nine month mentoring programme for activists. It empowers people already working to create a new economy with the skills, confidence and connections to contribute to real system change.

It brings together 20-30 campaigners to meet once a month, participate in smaller action learning groups and a day retreat. The programme gives time and space to reflect and be inspired by expert speakers, to learn from each other, and make connections.

In a similar way to Lambeth's Co-Production Academy, this highlights the need to train and support community leaders. Campaign Lab focuses on building: knowledge, strategy, leadership and community.

Where does it happen: central and distributed spaces for training



Keywords: leadership training / co-production / pioneers

<http://campaignlab.org.uk/>



# Mumsnet

## UK and global

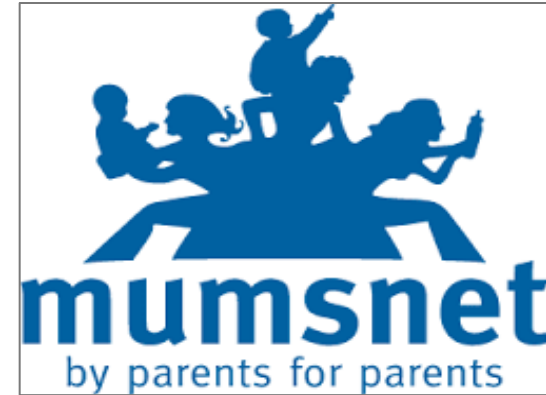
Mumsnet, created as an online support group for parents to swap advice, has grown into an active community with a strong profile, online and offline.

Mumsnet is now the UK's biggest network for parents, generating over 70 million page views and over 14 million visits per month.

It aims to make parents' life easier by pooling knowledge, advice and support. While it stresses it is not a lobby group, its users actively campaign on specific issues and concerns.

As well as advice, it is an interactive problem page, hosts blogs and publishes books by the sites' users.

Where does it happen: online



Keywords: peer support / tech as enabler / leadership

<http://www.mumsnet.com/>

# Pioneer Valley co-housing

## USA

Co-housing members manage their community and build personal relationships through a structure of 'affinity teams'.

Members select the affinity team or teams they belong to based on work preferences. These teams set policy and outline plans, with decisions based on consensus.

Affinity teams include: buildings and grounds, community support, finance, garden, kids, library, meals, social.

Co-housing was brought to the US from Denmark in 1985. There are currently 250-300 co-housing communities in the US. They follow the co-operative values of self-help, self-responsibility, democracy, equality, equity and solidarity.

Where does it happen: through working groups, community meetings



Keywords: participation / leadership / shared decision-making

<http://www.cohousing.com/get-er-done.html>

# High Tech High USA

Educators and others interested in seeing project based learning in action are invited to visit a High Tech High school.

High Tech High schools combine a challenging academic curriculum with project-based learning. Personalisation, adult world connection, and teacher as designer signal radical departure from conventional school structures and practices.

The schools run student-led tours each school day, booking required. Extended tours or residencies can be customised, for example including: meeting with school leadership, a lunch panel with teachers or students, attending interactive workshops, even discussion of ways to incorporate High Tech High strategies at their school.

Where does it happen: in current area of best practice



Keywords: open door / trailblazer  
organisations / communities of practice

<http://www.hightechhigh.org/>

# NHS hack days

## UK

Brings together developers, designers, health professionals and service users to collaborate on solutions to the problems facing the health sector.

Hack days take place over a weekend, with the aim of stimulating fun, intensive, interdisciplinary collaboration on particular projects. Anyone interested in making healthcare better is welcome to join.

Groups form naturally after projects are pitched. People join through interest in a particular area and / or to offer useful skills.

At the end of the weekend, each group presents what they have achieved. A panel of judges, made up of practising clinicians, working developers, real patients, or policy makers, give their feedback and award various prizes to group projects.

Where does it happen: central community space



Keywords: participation / learning / tech as enabler

<http://nhshackday.com/>

# Tyze

## UK and USA

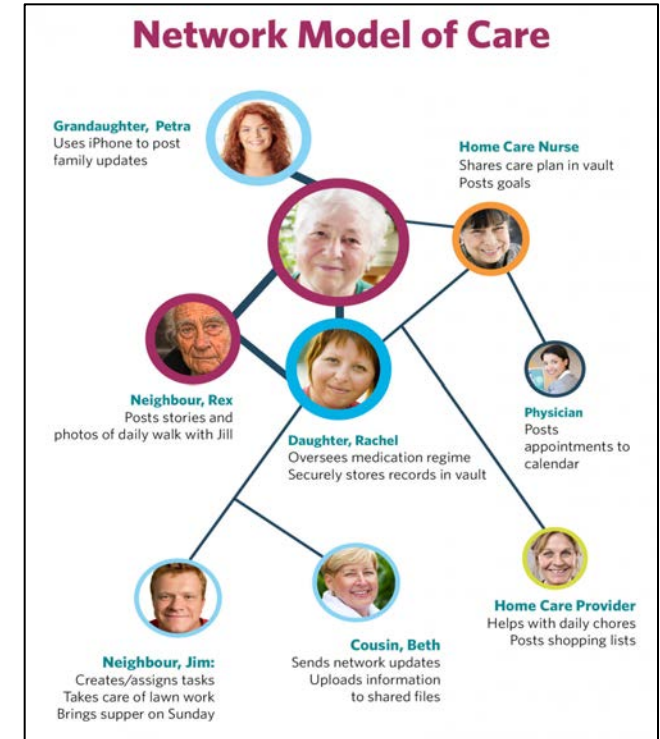
A Tyze personal network is a secure, practical, web-based solution that helps connect people around someone receiving care.

Tyze is designed to be used by all the people caring for an individual: family and friends, paid carers, professionals. With Tyze, you can:

- Privately communicate with family, friends and helpers about you or the person you care about
- Schedule appointments and events on a shared calendar
- Share files, photos, updates and much more anywhere, anytime

You can manage Tyze from your smartphone or tablet and connect with your network from anywhere. Send messages, create stories, add photos and more.

Where does it happen: online app



Keywords: network / communities of practice / online

<http://tyze.com/>

# Co-designing new leadership opportunities



## Leadership opportunities

- E.g
- New role
  - New forum
  - New data
  - New community
  - Something completely different!

What is it?

Who is involved?

What will it achieve?

How does it work?

## Next Steps

**Working up the best ideas**  
**We'll be in touch soon...**

**Personalisation & Co-Production:**  
More than words  
**Who's in?**

email: [natalie.sutherland2@nhs.net](mailto:natalie.sutherland2@nhs.net)



**The**  
**COLLABORATIVE**