

One Year On

What has the Lambeth Living Well Network Alliance achieved in its first year and what are its plans for the future?



What's the Alliance trying to do?

Our Vision

We will provide the context within which every citizen, whatever their abilities or disabilities, can flourish, contribute to society and lead the life they want to lead

Big 3 outcomes



1. To recover & stay well



2. To make their own choices



3. And to participate on an equal footing in daily life

The main objectives of the LWN Alliance are to:

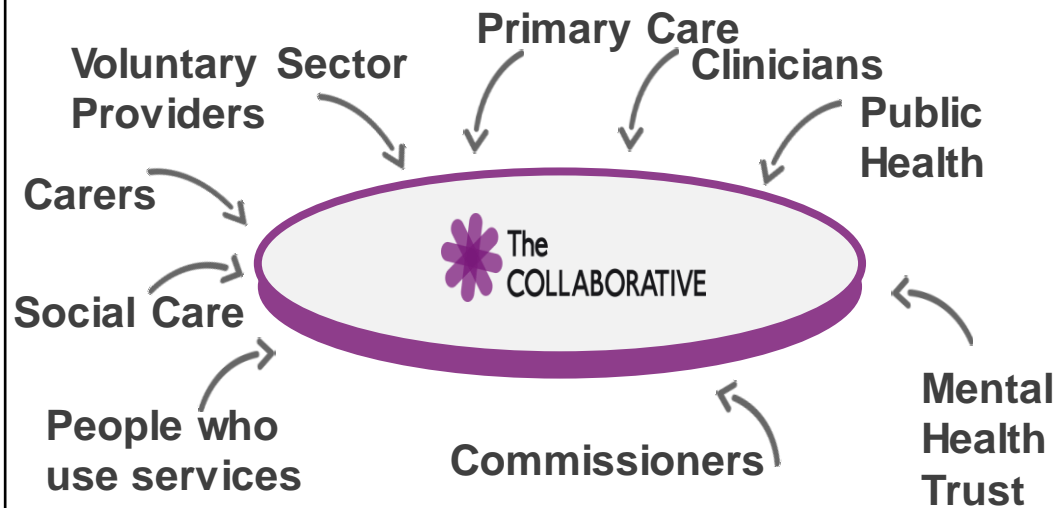
- **Make it easier and quicker to access support** – including rapid crisis response
- **Join up care and support** for people and their networks across Lambeth
- **Reduce the inequalities** experienced by people with mental health problems
- **Develop a culture** that provides people with equal say over their care and support and focuses on what they can do rather than what they can't
- Make the **best use of our money and people**

Who are the Alliance members?

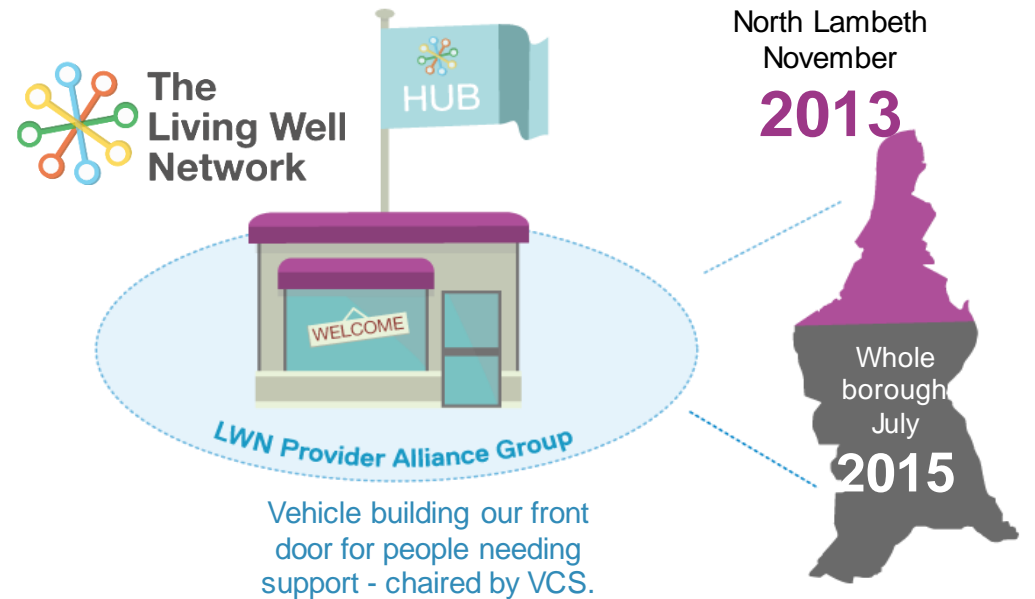


Where has the Alliance come from?

The Lambeth **Collaborative** was formed in **2010**...



Living Well Network is formed, opens first integrated hub in **2013**, borough wide in **2015**



The Integrated Personalised Support Alliance (**IPSA**) was launched in **2015**



Lambeth Living Well Alliance signs 7 year+ contract for all working age adults' mental health services **July 2018**



People said...

1. Too many assessments
2. Fragmented services
3. Conflicting outcomes and priorities
4. Some parts of community (e.g. Caribbean and African communities) are not receiving an equitable service
5. Limited options for those in crisis
6. Want more support from people with lived experience

We did...

1. Single point of access – new front door to adult mental health, a single assessment that gets people to the right service first time
2. Joining up clinical, social care and voluntary teams into 3 integrated living well centres
3. Single set of agreed Alliance outcomes
4. In partnership with Black Thrive, HealthWatch, service users and carers we co-produced services that are more approachable, inclusive and equitable and investing in a service that will reach out to all parts of the community
5. New community crisis response model, including mobile response team and expansion of safe community space
6. Developed a new peer support model, including a 24/7 peer support line

Our achievements one – set up and engagement

- Set up the Alliance architecture to ensure quality and achieve our outcomes, including: leadership, management and operating teams and supporting groups such as: finance; quality; communications, market management and; engagement
- Co-produced the new service model with service users, carers, staff, providers and other key stakeholders
- Active member of the Black Thrive partnership
- Engaged hundreds of staff through face to face events, team meetings, regular newsletters, formal and informal consultations
- Held a staff leadership workshop for some 60 leaders across the alliance

Our achievements two – new services

- Developed the **step forward house** - a 6 bedded facility to support faster discharge from the acute wards - prototype for 12 months
- Developed the **Single Point of Access (SPA)** – launches 2nd September
- Created three **Living Well Centres** from 2nd September to provide integrated short term support and longer term integrated focused support
- Introduced a new **Mobile Response Team** – from the summer - which aims to see people in crisis, where they are, within 4 hours where appropriate
- Extended the **Evening Sanctuary** ‘safe space’ to 7 days a week
- Defined our accommodation and information, communications and technology needs, working with Alliance colleagues to ensure these are met
- Signed an information sharing agreement across the Alliance, to allow staff to provide the best service to people

Our achievements three – Alliance in numbers 1

500 people per month supported through our mental health **front door**

Providing **long term psychological treatment** for **434** people

Supported **721** people via **Home Treatment**, avoiding inpatient admission

900 people per month supported to gain **access to psychological therapies**

Providing **Inpatient** mental health care to c. **55** new admissions per month

Promoting Recovery Teams took on **188** people, with an average of **612** being supported at any one time

Providing **long term** care and mental health support for **1,149** people

Delivered around **£2.6m** of **savings and efficiencies** for reinvestment in Lambeth mental health services

Supported the **early discharge** of **221** people through Home Treatment

Our achievements three – Alliance in numbers 2

Assessment and Liaison

Teams took on **656** people, with an average of **261** being supported at any one time

Mood, Anxiety and Personality Disorder

teams took on **186** new people, with an average caseload of **301**

An average of **28** people per month were **discharged to Primary Care** (including GP Plus) (target = 30 per month)

Occupied

31,402 Acute bed days (in-patients) against a target of **25,582**

8,043

people entered **talking therapy** treatment

94% completed treatment within 6 weeks of referral (target = 75%)

99.9% completed treatment within 18 weeks (target = 95%)

6,706

referrals to the **Living Well Network Hub**, with an average of **1,405** being supported at any one time

An average of **35** people per month were referred to **Community Mental Health Teams** (target = 25 per month)

67% of people were assessed within 2 weeks by the **Early Intervention in Psychosis** team (target = 50%)

Our achievements four - innovating

- Developed IPSA Plus, building on the success of the Integrated Personal Support Alliance (IPSA) - produced a housing and community framework for action and began a procurement process to improve the quality and range of our housing and community support provision
- Co-produced an employment strategy with current providers to work with colleagues in the Council and DWP to join up and commission new services
- Set up a personal health budget pilot to support people in crisis with voluntary and community services run medication management to reduce the need for hospital admission
- About to launch peer support on acute wards after a successful prototype
- Tackling high in-patient bed use through systems leadership, and testing new approaches in discharge, in-reach and step down

Our achievements five – supporting the wider system

- We have developed and strengthened our partnership with Black Thrive, with Black Thrive's Chief Executive an active member of the Alliance Leadership Team
- We continue to work with the Innovation Unit and Big Lottery Fund to support the Living Well Programme across England; passing on our learning to leading authorities developing their own alliances
- We are an integral part of the Lambeth Together programme; working with colleagues across the system to develop the structures, culture and processes to deliver joined up services across the public sector
- We are working with colleagues from housing, employment, benefits advice and other key areas to ensure we make the most of these resources for those with mental health needs

2018/19 Alliance Finances

- The final Alliance budget for 18/19 was £66.4m, plus £870k Mental Health Investment Standard (MHIS) funding
- The total actual spend was £70.1m, an overspend of £3.7m (5.6%) excluding the MHIS funding
- £1.9m of this overspend was on the SLAM contract (inpatient beds were £2.7m over plan), £1.6m was on Council commissioned placements and supported living and the remainder on tertiary placements
- As per the Alliance contract and the CCG/SLaM risk share agreement, the Council covered its £1.6m overspend, the CCG covered £1.8m of the inpatient pressure, SLAM covered £435k of pressures
- The Alliance delivered £2.6m of efficiency savings in 18/19
- We invested £686k in 18/19, including: a new step forward house; maintaining the LWN Hub after grant funding ended; extending the Evening Sanctuary to 7 days per week, and; extending and introducing prototypes aimed at reducing the need for inpatient beds and complex placements

The Alliance is working on...

- Refining the six outcomes – and the measures and targets - that will drive Alliance performance: living independently; reducing crisis; improving physical health; better outcomes for black communities; stable and appropriate accommodation, and; in education, training, volunteering or employment
- Working with housing and community support providers and users to scope supported housing need and increase those who move on, particularly to independent accommodation
- Developing a procurement approach for a new outreach service
- An Alliance workforce strategy, to build a collaborative culture
- Launching a new Alliance website as part of Lambeth Together
- Continuing to engage and co-produce with our partners to develop new services, including community outreach

The Alliance are planning to...

- Implement a new focused support service in October – reducing the number of teams so that people can get help from one service regardless of their needs
- Launch a new 24 hour peer support line in 2020
- Develop a new 'staying well' offer – an enhanced primary care offer for people who need low level community support because their needs are less intensive
- Open three Living Well Centres across the borough over the next 18 months, expected to be at: 332 Brixton Road; Akerman Health Centre, and; Gracefield Gardens Health Centre

The Alliance still need to...

- Test, analyse and learn from the impact of new services and prototypes
- Reduce length of stay on the acute wards, ensuring there are suitable move on options for those with particularly complex needs
- Better understand pressures in placements and supported living and take action to ensure resources are having the best impact
- Co-produce a new outreach offer for 2020
- Explore new services such as a crisis house
- Implement our mental health employment strategy to deliver a new partnership approach to deliver training and employment opportunities

What we have learnt as an Alliance

- The partnership requires us to constantly focus on strengthening our internal and external relationships
- Everything we do is thought about in the context of the whole system
- Take risks together
- Moving at a faster pace through our shared resources to solve problems
- Test and learn from anything new that is put in place
- Reflect on scale and pace