

Joint Health Overview and Scrutiny Committee (JHOSC) on Lambeth Hospital Redevelopment

Tuesday 30 June 2020

6.00 pm

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Supplemental Agenda Two

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	Enclosed is an updated presentation providing feedback and recommendations, as well as the consultation report.	

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Date: 26 June 2020



JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE (JHOSC) ON LAMBETH HOSPITAL REDEVELOPMENT

MINUTES of the Joint Health Overview and Scrutiny Committee (JHOSC) on Lambeth Hospital Redevelopment held on Thursday 28 May 2020 at 6.00 pm, online.

PRESENT: Councillor Joshua Lindsey
Councillor Nanda Manley-Browne
Councillor Marianna Masters
Councillor Charlie Smith

**OTHER MEMBERS
PRESENT:**

**OFFICER
SUPPORT:** David Bradley, Chief Executive , South London and Maudsley
NHS Foundation Trust (SLaM)
Jane Bowie, Director of Integrated Commissioning, Lambeth
Council
John Lavelle, lead mental health Lambeth Council/ SlaM
Fiona Connolly, Executive Director Adults and Health, Lambeth
Council
David Orekoya, Assistant Director, Integrated Commissioning:
Mental Health, Lambeth Council
Jane Bowie, Director, Integrated Commissioning (with CCG)
Andrew Eyers, Strategic Director of Integrated Health and
Social Care (with CCG)
Mathew Longmate, Director, Strategy and Development
Consultant, Health Advisory Partnerships
Christian Scade, Deputy Democratic Services Manager,
Lambeth Council
Julie Timbrell, scrutiny Project Manager, Southwark Council

1. APOLOGIES

Apologies were received from Councillor Victoria Olisa and Maria Linforth - Hall.

2. ELECTION OF CHAIR FOR 2020/21

Cllr Marianna Masters was elected as the Chair for 2020/21.

3. ELECTION OF VICE-CHAIR FOR 2020/21

Cllr Victoria Olisa was elected as Vice-Chair for 2020/21.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were none.

5. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were none.

6. MINUTES

The minutes of the meeting held on 6 February 2020 were agreed as an accurate record.

7. TERMS OF REFERENCE - UPDATE

The updated Terms of Reference, in the supplemental agenda, were noted.

8. UPDATE ON CONSULTATION

The chair invited council officers and NHS staff to update the Committee by running through the presentation provided in advance.

The following people contributed to section one and two of the presentation; recapping on the previous meetings, providing a progress report on the formal consultation and taking questions:

- David Bradley, Chief Executive , South London and

Maudsley NHS Foundation Trust (SLaM)

- Jane Bowie - Director of Integrated Commissioning, Lambeth Council
- John Lavelle - lead mental health Lambeth Council/ SlaM
- Fiona Connolly, Executive Director Adults and Health, Lambeth Council
- David Orekoya, Assistant Director, Integrated Commissioning: Mental Health, Lambeth Council
- Jane Bowie, Director, Integrated Commissioning (with CCG)
- Andrew Eyers, Strategic Director of Integrated Health and Social Care (with CCG)

The chair then invited Lambeth and Southwark Healthwatch to input.

Catherine Pearson, Lambeth Healthwatch reported that people on various wards had been spoken with and were unanimously in agreement with the proposed changes, however the following issues had been raised:

- Green space and outside space; could better access be provided to balconies and to Ruskin Park.
- Could there be a reconfigurations of bus services to allow better connectivity to Brixton and Bethlem Royal Hospital.
- People want service change to focus not just on the building, but also service design. Can patients also be involved in the service development.

SLaM and CCG officers responded that there are plans to improved access to green space and Ruskin Park. There is a planning requirement to improve the route access and pathways to green space in the Maudsley as a condition of the permission granted to redevelop the site. Consideration is also being given to improving the present bus access between the Maudsley and Bethlem Royal Hospital. There is support for input into service delivery.

Catherine Negus, Southwark Healthwatch referred to the paper submitted in advance to the JHOSC and commented that Southwark had not been as involved in the reconfiguration as the proposals principally relate to Lambeth beds, although there will be some impact on Southwark. She requested clarity on how much Southwark residents had been consulted. She also asked about the age range of people consulted, particularly as a digital consultation can be orientated to younger people, although she is pleased about Blackfriars Settlement consultation.

SlaM and CCG officers said that the age spread was quite well distributed and drew attention to slide 16 in the presentation which showed the percentages of respondents across the borough, with preponderance around Lambeth Hospital. Facebook ads and focus groups had taken place in both boroughs. The majority of patients are from Lambeth, so the spread of respondents reflects differential impact across both boroughs.

The chair then invited members to ask questions and the following points were made in response:

- Stakeholders in bold in slide 11 are those groups that have been significantly engaged in the process.
- A piece of work is being done with the Living Well Community Centre to improve access to pharmacies to address concerns about access to medication. Staff said that they want the focus to be on strengthening community links and meeting patients needs there.
- People who were unable to attend a focus group because of a joint decision made with Blackfriars Settlement not to proceed with the planned event because of a passing away, have all been contacted directly. This was considered a better option than rescheduling in a couple of weeks, particularly as there was a small number of people signed up to the event. A focus group with black men of working age has also been held as they were most impacted by the cancellation.
- 159 responses have been received.
- There will be a last push to get these up and in response to members concerns that as the consultations draws to a close people are more anxious that they will have a chance to provide their views.
- Three main questions were utilised in the consultation had been crafted with reference to similar consultations in Camden and Islington, with staff considering the case for change was put positively, rather than being leading.

Mathew Longmate, Director, Strategy and Development Consultant, Health Advisory Partnerships continued the presentation on broader programme and the case for change. There were no further

questions on this section.

The chair said that members have received several emails from constituents who have been asking if there is still time to engage, and these people would prefer a short extension. While she appreciated the difficulties she asked if it would be possible to extend by a week or two? Staff said that they will consider this as they do want a breadth and depth of respondents, however an extension of the deadline would likely impact in coming back to the JHOSC next month as planned, and on the delivery timetable of a much needed change. People do still have up to the 28th May to respond by phone and the 31st May to email in comments. Staff undertook to get back in touch with constituents directly where members provide details.

Action: Officers and NHS staff will provide consultation information to JHOSC members.

9. WORKPLAN

Andrew Evers, Strategic Director of Integrated Health and Social Care explained that following the receipt of the consultation report a recommendation will go to the Lambeth Together strategic board. The JHOSC will receive a paper setting out recommendations arising from this, and the timeline for a final decision.

The JHOSC will schedule its final meeting in the week commencing 29 June.

Improving Inpatient Mental Health Services for Lambeth

DSC Session 4: Consultation Feedback and Recommendations



An architectural rendering of a modern building with a courtyard. The building is a multi-story structure with a light-colored, textured facade and numerous windows. It features a prominent glass-enclosed section on the left side. The courtyard in the foreground is paved with light-colored gravel and contains several trees and people walking. A wooden fence is visible on the left side of the courtyard. The word "Purpose" is overlaid in the center of the image.

Purpose

What we are going to cover

Scope of the Consultation

A brief refresher of the scope of the public consultation

Feedback Report and Key Metrics

Key metrics arising from the independent analysis of the consultation feedback

Key Feedback Themes and Recommendations

The main themes that were raised within the consultation, our assessment of those areas and recommendations where appropriate

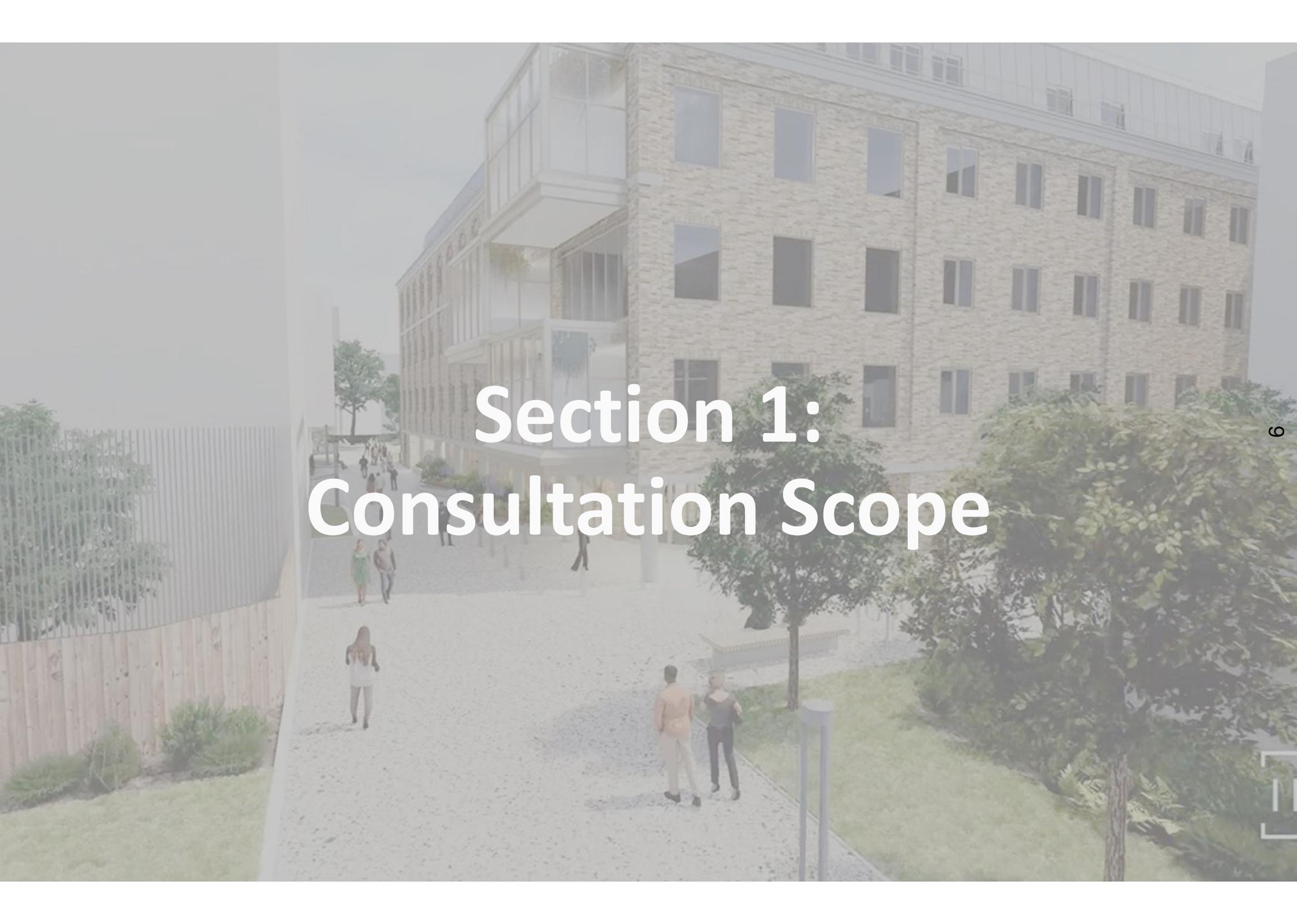
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The Decision Making Process

An overview of the decision making process and recommendations for the Lambeth Together Strategic Board

Further Considerations Arising from the Consultation

Key issues raised that are outside of the direct scope of the public consultation but of importance to be followed through

An architectural rendering of a modern building complex. The main building is a multi-story structure with a light-colored, textured facade and a grid of windows. To the left, there is a curved building with a glass facade. In the foreground, a wide, light-colored gravel walkway leads towards the buildings. Several people are walking along the path. To the right, there is a landscaped area with green grass, trees, and a small bench. A tall, thin light pole is visible near the walkway. The overall scene is bright and clear, suggesting a sunny day.

Section 1: Consultation Scope

Summary of the Consultation

The public consultation

A public consultation which ran from March 4th 2020 to May 31st looked at the future of adult acute inpatient wards and a psychiatric intensive care unit currently located at the Lambeth Hospital and proposed two options.

- **Option 1:** Remain as we are (do nothing)
- **Option 2:** [Preferred] Relocate four acute wards and the Psychiatric Intensive Care Unit (PICU) to the Maudsley site

Other engagement not within the scope of the public consultation

To ensure that Members had a clear view of the broader programme of changes outside the scope of the public consultation which would take place if the preferred option was approved, information was provided at the last session on the engagement programme for a number of additional services that currently reside on the Lambeth Hospital site as follows:

Service Name	Commissioner	Current Location	Proposed Location
Neuro-psychiatry Service (Neuro)	NHS England Specialist Commissioning	Bethlem Royal Hospital, Bromley	Maudsley Hospital, Southwark
Specialist Eating Disorders Unit (EDU)	NHS England Specialist Commissioning	Bethlem Royal Hospital, Bromley	Maudsley Hospital, Southwark
Ward in the Community (WIC)	Multi-borough service; South East London CCG	Lambeth Hospital	Bethlem Royal Hospital, Bromley
Therapeutic Rehabilitation Unit (THU)	Multi-Borough service; South East London CCG	Lambeth Hospital	Maudsley Hospital, Southwark

Focus of today's JHOSC

The focus of today's JHOSC session is on the consultation feedback, decision making and next steps related to the public consultation

An architectural rendering of a modern building complex. The main building is a multi-story structure with a light-colored, textured facade and a grid of windows. To the left, there is a curved building with a glass facade. In the foreground, a wide, light-colored gravel walkway leads towards the buildings. Several people are walking along the path. To the right of the walkway, there is a landscaped area with green grass, trees, and a small bench. A tall, thin light pole is visible near the walkway. The overall scene is bright and clear, suggesting a sunny day.

Section 2: Consultation Report

Improving acute inpatient mental health services in Lambeth

Summary of consultation process
and feedback

June 2020

Consultation methodology

Approach

Engagement methods

- Structured survey – available online and in hard copy
- Online public event – open to all
- Online focus groups – invitation only and specifically targeting respondent groups identified
- Dedicated consultation email address
- Freephone number
- Freepost address
- Social media – via Facebook, Twitter, and Instagram
- Meetings with the JHOSC including formal meetings open to members of the public .

Target respondent groups

Some groups were identified as more likely to be impacted by proposed changes, including:

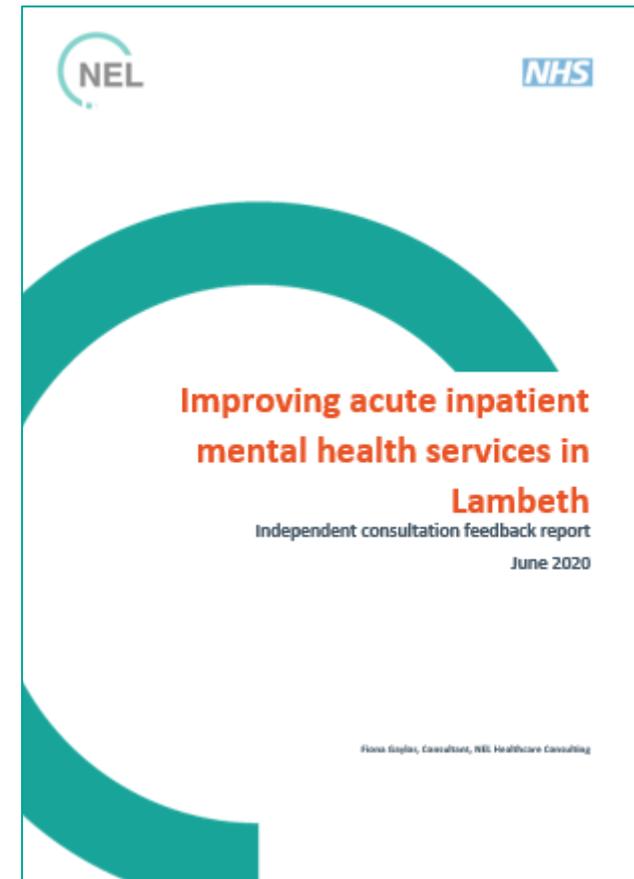
- Mental health services users and their carers and family members
- Staff
- Black and minority ethnic communities (specifically black working age men and Portuguese and Spanish speakers
- Local people, groups and other stakeholders who have an interest in mental health provision for Lambeth

Reaching target respondent groups

Translating consultation materials into Somali, Spanish and Portuguese	Targeting Facebook advertising to minority ethnic communities and carers
Voluntary and community organisations and partner networks promoting activities	Focus group sessions with carers, black working age men and service users of Asian descent

Approach to analysis

- The NEL Healthcare Consulting Team was commissioned to analyse responses from all feedback methods, including the online survey, focus groups and public event, social media, and written correspondence (emails and letters)
- This summary provides the high-level key themes and findings from different respondent groups, as well as discussing potential impacts across the protected characteristics
- Where appropriate, we have drawn out differential findings when comparing findings from all respondents with feedback from people in target respondent group to outline any differences in responses from different groups
- A thematic analysis was undertaken of all qualitative responses. Where possible, we have also looked to understand the sentiment behind comments. This has helped to understand the consensus of feeling regarding the proposal
- The full report provides a more detailed commentary by question and respondent group.



Key findings – summary facts and figures

 <p>235 responses, in total, to the consultation</p>	 <p>48 people participated in focus groups and the public event</p>
 <p>147 responses to the online survey</p>	 <p>24 people commented on Facebook</p>
 <p>171,189 total reach of Facebook Adverts</p>	 <p>12 email responses</p>

Key findings

Consultation response rates broken down by target groups

The consultation had good reach to all target respondent groups.

20% of survey respondents were service users and **10%** were carers or family members

25% of survey respondents were staff

32% of survey respondents were members of the public

30% of respondents (across all feedback methods) were from black and minority ethnic communities

59% of survey responses were from Lambeth residents

17% of survey responses were from Southwark residents

Key findings

“A new build is what we've needed for a long time. The airy, fresh, approach with modern facilities also fits with the NHS Long Term Plan. We have had an empty building on the Southwark site for many years so let's use it now.”

Current or recent service user

Making changes to inpatient wards at Lambeth Hospital

The majority of all respondents across all feedback methods are supportive of the need to make changes to inpatient wards at Lambeth Hospital.

84% of survey respondents were positive about a change. High levels of agreement were mirrored in face to face work.

Of people agreeing changes need to be made, staff and members of the public responded with higher levels of agreement when compared to overall figures.

Moving adult inpatient beds from Lambeth Hospital to the Maudsley Hospital

The majority of all respondents across all feedback methods are supportive of moving inpatient beds.

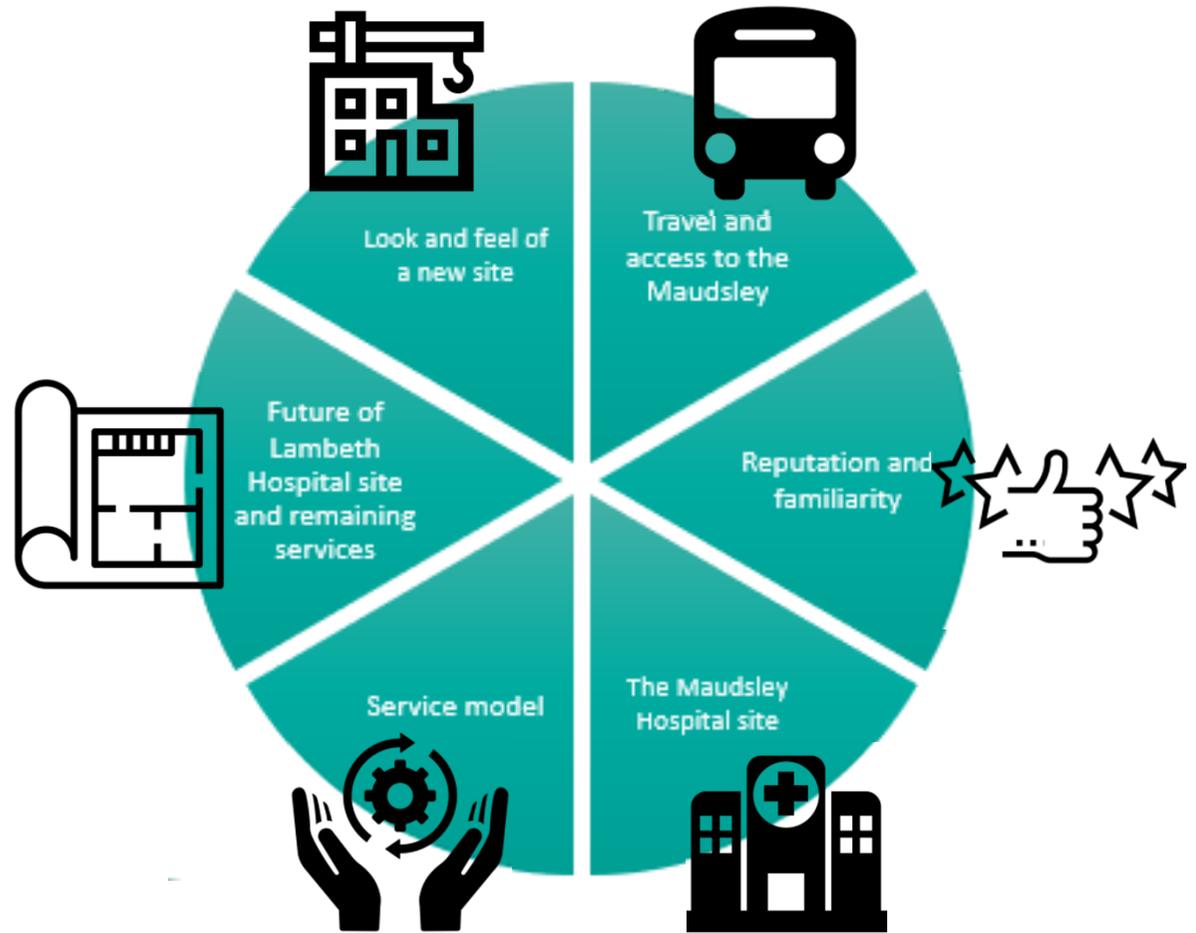
64% of survey respondents were positive about the move to the Maudsley Hospital site, with nearly 60% of current and recent service users and over 40% of staff respondents agreeing with moving services to the Maudsley Hospital site. High levels of agreement were mirrored in face to face work.

Of people agreeing with the move, service users, members of the public and people with physical and mental impairments responded with higher levels of agreement when compared to overall figures.

Key findings

Key themes across all feedback methods and respondent groups have been summarised into six themes.

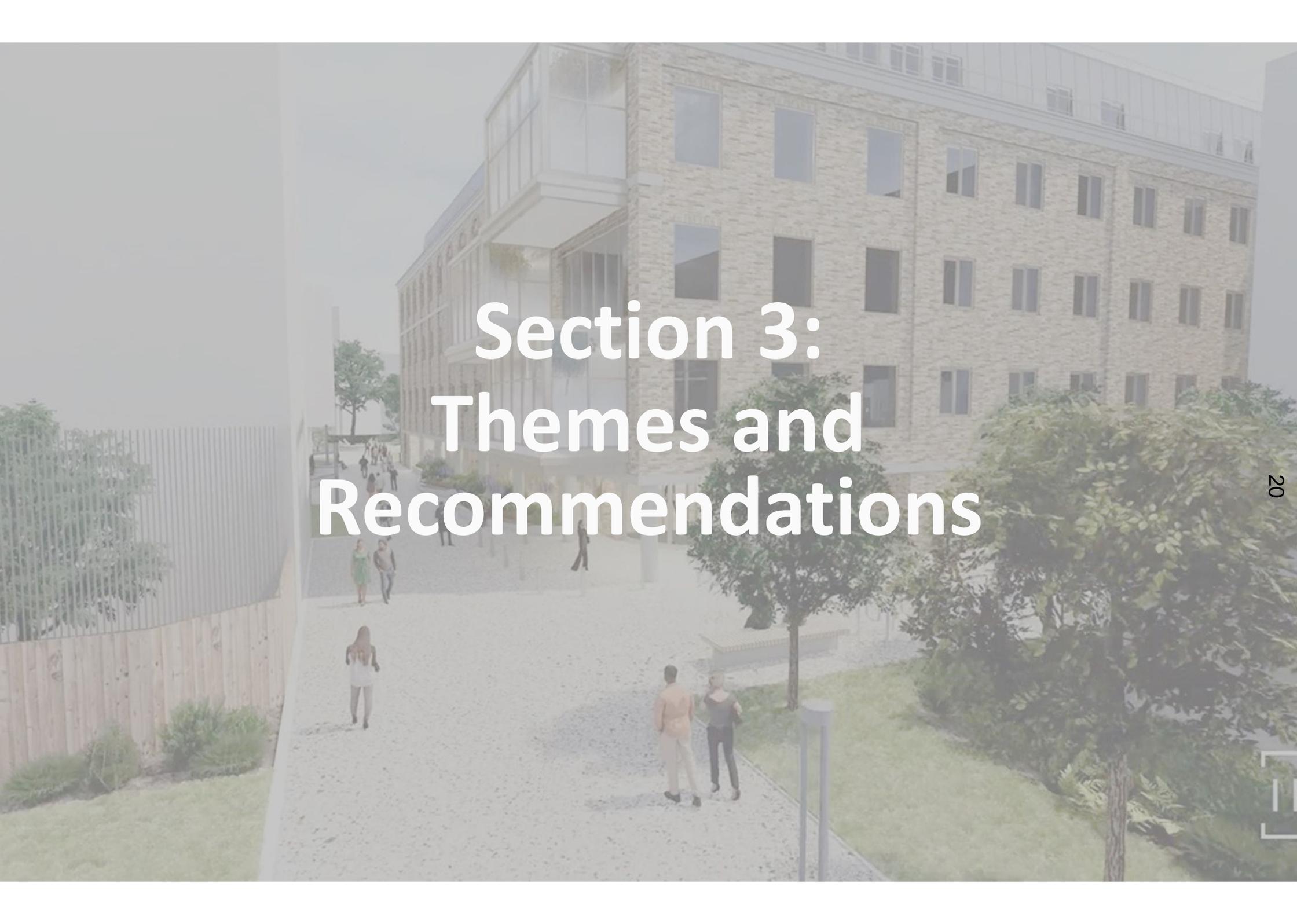
Feedback themes



Key findings

Different perspectives

<p>Service users and carers</p> <p>It was recognised that any relocation of services would lead to a significant improvement in the quality of the environment and therefore an improved service user experience. However, there were concerns about no longer being able to access services within their own borough.</p> <p>Carers identified strong concerns about the increased travel times to visit loved ones.</p>	<p>Black and minority ethnic communities</p> <p>The move itself was seen as potentially less of an issue than the quality of relationships with staff and the ability of the service model – in whichever location – to meet their specific needs.</p> <p>Particular challenges for this group centred around concerns over being close to a busy road and hospital. The increased noise and activity were not felt to be conducive for recovery. There was a desire to see a discrete entrance to the building as this group expressed stigma and shame around accessing mental health services.</p>
<p>Staff</p> <p>It was noted that the potential relocation of services could mean an increase in commuting time for some staff.</p> <p>Staff commented that the Maudsley Hospital site already feels quite full and there were concerns over available clinical and non-clinical space to ensure a high-quality service for patients, as well as ensuring staff have appropriate working spaces.</p>	<p>Members of the public</p> <p>This group recognised that the Maudsley was a centre of excellence and would likely provide an improved environment as part of the upgrading process.</p> <p>Members of the public, alongside Lambeth residents, were most concerned with the future use of the site (both moving away from NHS use and what it would be used for) and retaining services within Lambeth.</p>
<p>Lambeth residents</p> <p>Lambeth residents' primary concerns were about the future use of the site (both moving away from NHS use and what it would be used for) and retaining services within Lambeth. In respect of retaining services in Lambeth, concerns were around travel and access from some areas of the borough and the impact of service users being moved out of borough for treatment.</p>	<p>Southwark residents</p> <p>A small number commented on the impact of the potential relocation on Southwark service users who are already going out of borough for acute inpatient care.</p>

An architectural rendering of a modern, multi-story building with a light-colored stone or brick facade and large windows. The building is situated on a hillside, and a wide, paved walkway leads up to it. Several people are walking along the path. To the left, there is a wooden fence and some greenery. To the right, there are trees and a grassy area. The overall scene is bright and clear.

Section 3: Themes and Recommendations

Key Themes Arising from the Consultation Feedback

Thematic Group	Themes	Frequently raised	
Alternative options	Theme 1: Feasibility of a reconfiguration in Lambeth	Y	
Travel and access to the Maudsley	Theme 2: Travel from South Lambeth	Y	
	Theme 3: Parking at the Maudsley Hospital	N	
Reputation and familiarity	Theme 4: Reputation of (or stigma associated with) the Maudsley Hospital	Y	
	Theme 5: Unfamiliarity of the Maudsley Hospital site	Y	
Maudsley Hospital site	Theme 6: Density of the Maudsley Hospital site	Y	
	Theme 7: Access to green space at the Maudsley Hospital site	Y	
Clinical pathways	Theme 8: Ensuring the clinical model is appropriate for service user needs	Y	21
	Theme 9: Relationship of inpatient setting at Maudsley to community settings in Lambeth	N	
	Theme 10: Relationship of inpatient settings at Maudsley to Third Sector bodies in Lambeth	N	
	Theme 11: Ensuring the clinical pathway is seamless	N	
	Theme 12: No increase in the number of beds	N	
Clinical and non-clinical support services	Theme 13: Clinical support services (e.g. Home Treatment and Pharmacy) future location and access	Y	
	Theme 14: Non clinical support services (e.g. Reay House Library and training suite) future location and access	N	
Future of the Lambeth Hospital site	Theme 15: concerns over the future use of the Lambeth site (accommodation and the loss of NHS estates)	Y	

Thematic Group 1: Alternative options

Context

Responses relating to this group of themes related to a sense that the feasibility studies undertaken to discount either a new build or refurbishment on the Maudsley Hospital site were either inaccurate, missed alternative options or discounted a refurbishment out of hand.

Appraisal

Detailed feasibility studies were undertaken to consider: refurbishment of the site; redevelopment of the site; and re-provision elsewhere in Lambeth. These were discounted for the following reasons:

Option	Reasons for not proceeding
Refurbishment of site	<ul style="list-style-type: none">• Not enough decant space available• Existing structures could not be refurbished to provide adequate clinical, recreational space or adapt bedrooms to ensuite
Redevelopment of site	<ul style="list-style-type: none">• Large section of site would need to be vacated but not enough space available for decant• Loss of disposal income would mean that scheme would cost £30m more in net cost which made it unrealistic
Re-provision elsewhere in Lambeth	<ul style="list-style-type: none">• No identifiable vacant plots had been identified that could accommodate a stand-alone hospital• Purchase of a new site for the hospital would have had the same consequence as redevelopment of the existing site in terms of increasing the net cost of the scheme making it unsustainable and unrealistic

Healthwatch Lambeth undertook a pre-consultation review with service users and staff which itself showed support for the decision to proceed with the preferred option to move the services to the Maudsley Hospital site once the key issues with redevelopment of the site were understood.

Recommendation

There is no specific recommendation relating to this thematic group, however, it is suggested that a clear communications plan is required to allay concerns of the next steps in the project if it is approved to proceed.

Thematic Group 2: Travel and access to the Maudsley

Text

The predominant feedback in this thematic group related to travel from a minority of postcodes in the South of the Borough (areas near Streatham and West Norwood) who are concerned that they may be adversely affected by the proposed move to the Maudsley.

A frequently raised issue was a perceived issue with parking on the Maudsley Hospital site and whether this may be exacerbated.

Analysis

In response to the feedback received a further review was undertaken to assess the impact to these areas of the borough in terms of accessibility by public transport. Currently Streatham is not accessible to either site by public transport within 30 minutes and the surrounds of West Norwood are marginally better served with access to the Maudsley Hospital within 30 minutes (figure 1).

Extending the journey time to 45 minutes by public transport does highlight a greater reach to the south of the Borough from the Maudsley Hospital, with the reach extending to South Norwood and including the Streatham area. With a 45 minute radius of the Lambeth Hospital Streatham has better coverage and the surrounds around South Norwood are less well served (figure 2).

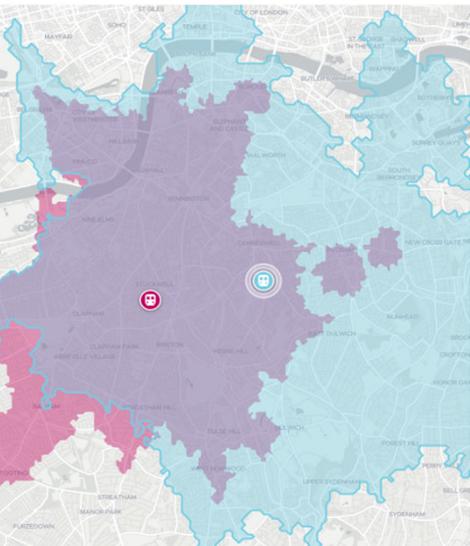


Figure 1 – 30 minute public transport radius

Blue marker and blue shading highlights radius for Maudsley Hospital; red relates to Lambeth Hospital

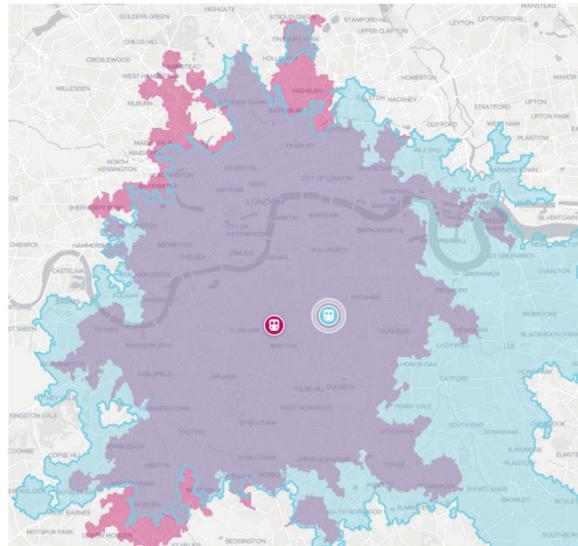


Figure 2 – 45 minute public transport radius

3. Recommendation

R1 – It is recommended that whilst this impact to access is noted especially south of the Borough which would require only a limited amount of additional travel time, there may be complexities relating to additional interchanges.

As such further analysis should be undertaken as to the historic and projected demand relating to access to inpatient services to test the likely frequency of impact in advance of looking at remedial measures.

Where the issue is deemed to be significant then further actions should be taken to look at potential changes to the current transport options with providers.

Thematic Group 3: Reputation and familiarity

Text

In the consultation responses concern was raised as to the reputation of the Maudsley Hospital and unfamiliarity with the local area which might deter service users and carers from accessing services.

Reputation stems from the site having an institutional look and concerns about stigma due to accessing a hospital for people with mental ill health issues.

Perception was also raised that service users may be hesitant to go out when they do not know the local area and as such those who are not familiar with the surrounding area may not benefit from the opportunities that are local to the site.

Analysis

It is worthy of note that there has been a Lambeth ward on the Maudsley Hospital site for some time and familiarity with the location it is not something that has changed with any level of frequency over the years. It is also noteworthy that when a particular site is feeling capacity pressures service users may be required to receive inpatient care at other sites and this is quite a common occurrence.

However, simply due to the fact this is a situation that occurs currently, it is not sufficient that the Trust has limited support or practical guidance for service users to support them throughout their stay.

Recommendation

It is recommended that the Trust develop a welcome pack for all of the wards offering simple induction materials such as how to find and access the on-site services and also, where the care plan allows, how to access those services more broadly such as local shops, community groups, third sector support organisations and spaces such as Ruskin Park.

It is recommended that as part of the transitional process from Lambeth inpatient wards to those at the Maudsley that current service users are allowed time for familiarisation in the new environment and introduction to the local area before they move to the new accommodation.

Thematic Group 4: The Maudsley Hospital site

Text

In this thematic group the predominance of feedback was based on the perceptions that the Maudsley Hospital site is too dense for the development of a new ward block to be reasonable. Further to this there was a feeling that there was insufficient green space available on the site relative to that at the Beth Hospital site.

Appraisal

In terms of the density of the site this can be viewed in two ways

- The Maudsley Hospital site itself
- The surrounding area including Kings College Hospital and the IoPPN

Maudsley Hospital site:

- the new facility is proposed to be developed on the site of an existing building and as such will add little in terms of additional use of the footprint of the site
- Southwark planning department have required a number of works to be undertaken which will support flow through the site including a 'green corridor' of open space which will significantly alter the feel of the site for the better
- Building materials are also considered in terms of ensuring that the inpatient wards are appropriately disconnected from the noise outside of the building such as road noise and ambulances on Denmark Hill.

In the surrounding area:

- While the colocation of the Maudsley with Kings College Hospital and the IoPPN does increase the busyness of the area, it would bring significant benefit for service users of through quicker and easier accessibility to both acute physical healthcare and world leading research

Recommendation

It was felt that a specific recommendation is required and compliance with building regulations and planning consent will ensure the scheme will be delivered as described through the consultation process.

Thematic Group 5: Clinical pathways

Text

The predominance of responses relating to the clinical models and pathways focussed on ensuring that the service model provided on the wards is refreshed and updated to be appropriate for the casemix and demographic mix of service users frequenting the services.

More infrequently raised feedback touched on areas such as how the relationship between the key areas of early intervention, community services and inpatient spell and summary discharge support can be maintained both for the alliance services but also those of other third sector support organisations.

Attention was also made to the potential to increase the number of beds whilst making this change given there is perceived to be a large unmet demand in the area.

Analysis

We recognise the importance of maintaining the relationships built up between service users and those that have supported them in the community setting prior to their admission. To ensure the right care from their community service, the interface between inpatient and community service will be integral. As part of our ongoing strengthening of community services, the liaison and in reach into inpatient service will include the use of technology, community ward rounds and ensuring that we embed systems that ensure adherence to these standards.

We are currently piloting at Lambeth Hospital a voluntary community service in reach offer to people receiving inpatient care. Mosaic and Thames Reach are providing regular inreach to the wards, which includes meaningful activity in the care setting, supporting people with leave from the ward and connecting them with local community offers. The intention is to expand this to the new services when they open.

In developing the future models of care and care pathways we are alert to the high level of representation of the black community within the ward setting at Lambeth and want to ensure that is meaningfully and appropriately reflected in the packages of care offered. SLaM will be working with Black Thrive to engage with the black community to set a best standard offer for culturally appropriate inpatient care, with testing and learning built into it. Discussions are underway on the approach.

Recommendation

It is recommended that SLaM work with Black Thrive to assist engagement with the black community in developing a best standard offer for culturally appropriate inpatient care, with testing and learning built in.

Thematic Group 6: Clinical and non-clinical support services

Text

Work in this area focussed on a number of key clinical and non-clinical support services and concerns over where their future locations may be should the Lambeth Hospital site be closed. Specific services that were mentioned included:

- Home Treatment Team - Library
- Pharmacy - Training Suite
- Community Services / Outpatients

Analysis

Analysis has been undertaken of all clinical and non-clinical support services that reside on the Lambeth Hospital site and would be required to relocate if the site be put to alternative uses.

Community services and outpatient services will remain based in the Borough where they will be integrated into three new Living Well Centres that are part of the borough's primary care strategy to improve the community offering for the Borough. This would include the Home Treatment Team.

In addition to this there is an emerging discussion of the necessity for staff to have to travel to hospital or community based sites when, during the period of the COVID-19 pandemic, it has been seen that remote working from home is a real viable option for many. This has the impact of both reducing the demand for specialist facilities but also providing the opportunity for a much-improved work life balance for staff.

Pharmacy services will be integrated into the pharmacy at the Maudsley Hospital with plans being developed for works to facilitate the additional capacity required including expanded dispensary and storage space.

Clinical support services will follow the transfer of the activities they support, for instance functions such as health and safety and facilities management will be integrated into their respective teams at the Maudsley Hospital.

The Library and Training suite will also be transferred to the Maudsley Hospital with a view, at present, for this to be housed in reconfigured space on the first floor of the Maudsley Outpatients building.

Recommendation

It is recommended that the Full Business Case ensures that a plan for all of the clinical and non-clinical support services is included as supporting information to the main investment objectives so there is clarity as to the future position of these services.

Thematic Group 7: The future of the Lambeth Hospital site

Context

Feedback relating to the future of the Lambeth Hospital site focusses on concerns around the loss of its use for NHS services and apprehension of what the site will be used for in the future. Concerns were also raised over the possibility that property developers would make money out of the site as it was developed and sold on.

Appraisal

It is the intention that should the preferred option be approved, SLaM would hold a detailed and robust planning consultation on the future of the site with a wide range of stakeholders covering local residents, the local authority, Lambeth Together and other representative groups in order to ensure that a broad range of views are taken into account about what the local area would benefit from when looking at the future development of the site.

The proposed scheme for the Trust and partners to develop approximately 575 homes, of which 50% would be classed as affordable, would have a significant benefit to the local community, the public and also importantly to key workers within SLaM and other local organisations who have a real issue with recruitment and retention given the high cost of living in the area.

To ensure that there is an effective mix of risk and reward a number of options are being evaluated as to whether the site is sold for a fixed fee or whether some elements of the site are retained from which the NHS can continue to benefit from future income from the site. These are complex decisions and, should the scheme move forwards, a separate business case will evaluate the most effective route to take.

Recommendation

It is recommended that the Trust actively engages with the local authority and community in the planning consultation processes to support the development of the scheme to be presented for planning permission.



Section 4: Decision Making



Decision making process step 1: Lambeth Together Strategic Board

On the 18th June 2020 the Lambeth Together Strategic Board met to discuss the public consultation feedback and the proposed recommendations that have just been described in this presentation

The Strategic Board was asked to reflect on the feedback and appraisals provided and to support the proposed recommendations to be included in the Decision Making Business Case presented to South East London CCG.

The Strategic Board was also asked to specifically provide their support to an overarching recommendation that South East London CCG approve the preferred option as described in the pre-consultation business case.

The Strategic Board welcomed proposals and work on consultation and proposals but were unable to make a recommendation at this point since it was noted that Black Thrive sought further information on involvement of BAME community. The Strategic Board agreed that further assurance be addressed on this issue raised in advance of a final recommendation to SEL CCG Governing Body.

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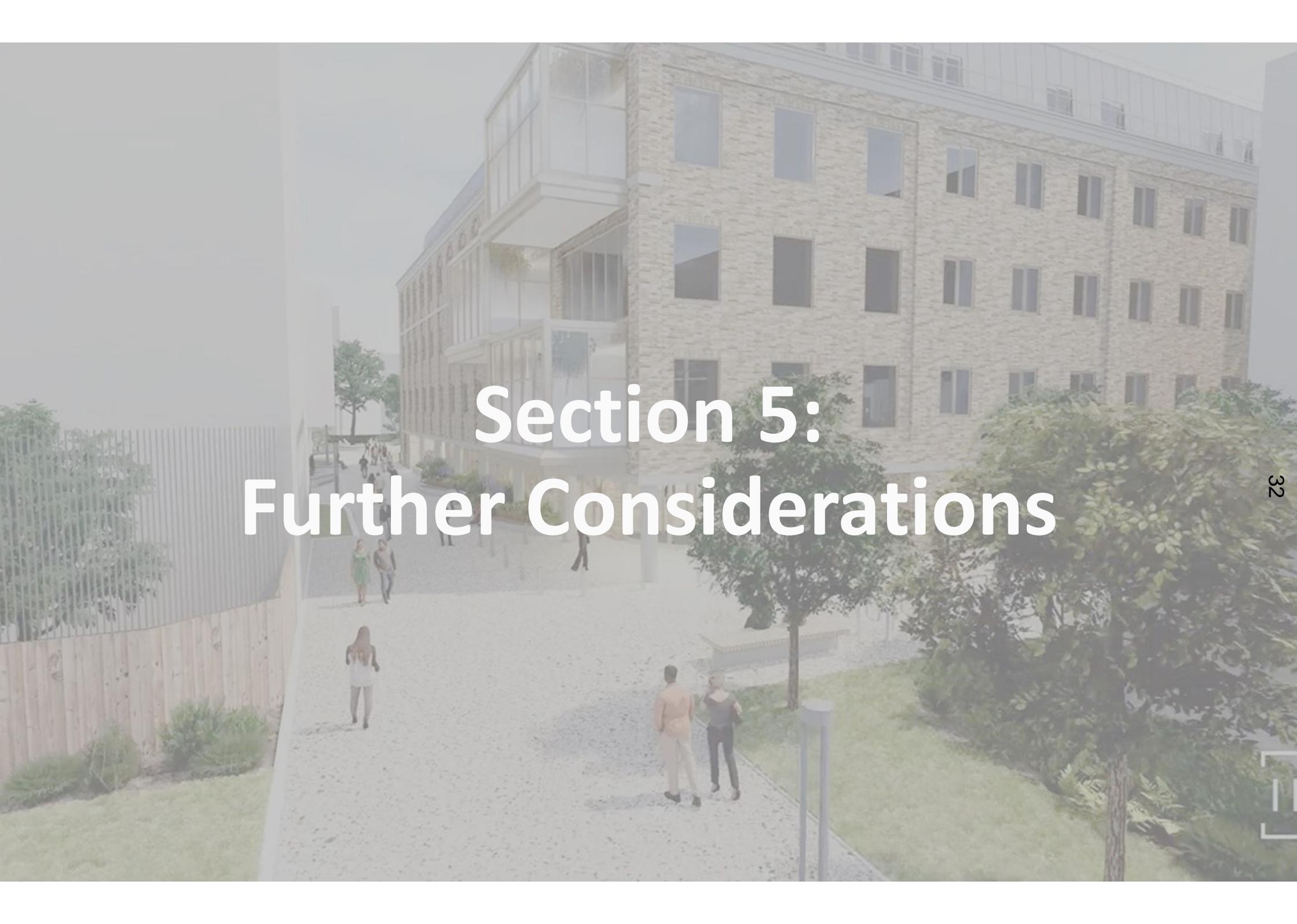
Preferred remains:

Option 2: Relocate four acute wards and the Psychiatric Intensive Care Unit (PICU) to the Maudsley site

- Rosa Parkes (acute admission ward)
- Nelson (acute admission ward)
- Luther King (acute admission ward)
- Leo (early intervention inpatient ward)
- Eden (PICU) – into new DBH

decision making process

Forum	Purpose	Date	Supporting Materials
Lambeth Together Strategic Board	To identify recommendations arising based on the consultation feedback and to make an overarching recommendation to SEL CCG to progress with the preferred option	17 th June	<ul style="list-style-type: none"> - Consultation Feedback Report - Initial proposed recommendations
Joint Health Oversight and Quality Committee (<i>this meeting</i>)	To take the JHOSC through the consultation feedback and recommendations that will be made	30 th June	<ul style="list-style-type: none"> - Consultation Feedback Report - Lambeth Together Strategic Board recommendations
Lambeth Together Strategic Board	Further meeting to agree a recommendation to SEL CCG to progress with the preferred option	TBC	<ul style="list-style-type: none"> - Consultation Feedback Report - Initial proposed recommendations - Outcome of discussion with Black Thrive
Well Network Alliance Leadership	To take Alliance Leadership Team through the consultation feedback and recommendations that will be made	1 st July	<ul style="list-style-type: none"> - Consultation Feedback Report - Lambeth Together Strategic Board recommendations
South East London Clinical Commissioning Group Governing Body	To make the formal decision following the guidance of the DMBC including the Lambeth Together recommendations	16 th July	<ul style="list-style-type: none"> - Decision Making Business Case (incorporating Lambeth Together Strategic Board recommendations and consultation feedback analysis)
London and Maudsley Health Foundation Trust Board	To recognise the decision of SEL CCG and to agree to move forwards to complete the Full Business Case based on any variations arising from the SEL CCG decision	28 th July	<ul style="list-style-type: none"> - Decision Making Business Case (incorporating Lambeth Together Strategic Board recommendations and consultation feedback analysis) - South East London Clinical Commissioning Group Decision

An architectural rendering of a modern building with a courtyard. The building is a multi-story structure with a light-colored, textured facade and a grid of windows. It features a prominent glass-enclosed section on the left side. The courtyard in the foreground is paved with light-colored gravel and contains several people walking. There are trees and greenery on the right side of the courtyard. A wooden fence is visible on the left. The overall scene is presented in a semi-transparent, faded style.

Section 5: Further Considerations



Southwark considerations

The focus of the public consultation was on the suitability of relocating services for Lambeth patients to a site outside the borough. There were, however, a number of issues raised for Southwark either via the public consultation or stakeholder engagement including:

Concerns there is not enough inpatient capacity available for Southwark service users which leads to services being accessed in Lewisham, and the possibility of Lambeth patients potentially being brought into borough

- If the preferred option is approved, it will help enable the SLaM estates strategy which outlined plans for improving the Trust's inpatient estate across its south London footprint over a 13 year period, through developing new, purpose built wards
- The Lambeth proposal is part of the first phase of the estates strategy for inpatients, with future plans to improve the inpatient estate on the Maudsley site for Southwark patients over the period 2027/30. The future phases are dependent on the capital receipts from the sale of the Lambeth Hospital site should this service change proposal be agreed.
- Southwark services are being transformed to improve how we provide care for patients both in their communities and when they need inpatient crisis care. Under the community transformation programme we plan to integrate the care we provide via IAPT and assessment services more closely with primary care so care can be given at neighbourhood level in a more timely way. This means that over time fewer individuals will present in crisis and require inpatient care away from their homes.
- Due to fluctuations in demand for beds patients from one SLAM borough may be admitted to a bed in another borough. SLAM did have designated Southwark beds in Lewisham but these have now been transferred to the Maudsley. Lambeth inpatients on the Southwark site will still be Lambeth patients. All their community interventions and other support will continue to be provided by Lambeth. This is what happens now if a Lambeth patient gets admitted to a bed on the Maudsley site currently.

Concerns about possible financial implications for Southwark Council

- No Fixed Abode: There are already established protocols and a Memorandum of Understanding (MOU) in place to manage service users with No Fixed Abode via the Trust's Place of Safety Suite at the Maudsley which covers four boroughs, and the existing Lambeth ward on the Maudsley site (ES2) which ensure no additional impact on Southwark Council
- S117 responsibility: the SLaM Director of Social Care will be launching a process with Directors of Adult Social Care to develop and approve a MOU across the SLaM boroughs This would be in place in advance of any relocation of services



Improving acute inpatient mental health services in Lambeth

Independent consultation feedback report

June 2020

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Document revision history

Date	Version	Revision	Comment	Author
08/06/2020	V 0 1	N/A	First draft sent to Felicity Bull for Senior Review	Fiona Gaylor
09/06/2020	V 0 2	Editing remarks and formatting	Reviewed by Felicity Bull	Felicity Bull
09/06/20	V 0 3	Addition of respondent quotes, responses to editing remarks and updates to Key Findings section	Awaiting postcode mapping and amends from project team to Chapters 1 and 2	Fiona Gaylor
11/06/20	V 0 4	Redrawn charts and graphs and added table and figure headers Amendments from LCA added in tracked changes	Reviewed and added to by Felicity Bull	Felicity Bull
15/06/20	V 0 5	Postcode map and decision-making wording added. Formatting amends	V 05 ready to send to client for first review	Fiona Gaylor
19/06/20	V 0 6	Reframing of key findings section to exec summary. Updates to equalities and impact related finding chapter. Editing and formatting updates following client comments.	V 06 ready to send to client for review	Fiona Gaylor
24/06/20	V 0 7	Minor edits and formatting changes	Sent to Felicity Bull for Senior Review	Fiona Gaylor
24/0620	V 0 8	Minor edits and formatting changes	Reviewed	Felicity Bull

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1 Executive summary

This independent consultation feedback report has been prepared by NEL Healthcare Consulting and was commissioned by South London and Maudsley NHS Foundation Trust (SLaM). Feedback recorded and analysed in this report has been in response to the consultation regarding proposed changes to adult acute inpatient mental health services, currently being provided by SLaM, on behalf of the South East London CCG. Consultation began on 4 March 2020 and concluded on 31 May 2020.

This executive summary highlights the overall feedback and key themes across **all respondent types and feedback methods**, providing an indication of the overall balance of opinions. Given the target respondent groups identified in section 3 of this report, we have also drawn out key issues from these groups, to highlight similarities and differences, if and where they were present.

However, readers are urged to consult the entire report for more detailed insights and views by question and by feedback method, in regard to possible changes to adult acute inpatient mental health services at Lambeth Hospital.

In this report, we present the opinions, arguments and perceptions from the many different interested parties participating in the consultation, but it is not our role to ‘make a case’ for any particular outcome.

In contrast to the more thematic approach in this executive summary, the full report considers the feedback by question and by feedback method in turn (which can at times be repetitive given that similar issues emerged). It is important that this report provides a full evidence base for those considering the consultation and its findings.

It should be noted that the consultation report can at times reflect and present polarised views; this can be because people with strong feelings are more likely to provide these views robustly.

This section gives a summary of findings across all questions and feedback methods. It also points to any specific issues across the target respondent groups identified in section 3 of the report.

1.1 Consultation response

This infographic summarises the response to the consultation, across the available feedback methods.



1.2. Key findings

The majority of respondents, across all feedback methods, were supportive of the need to make changes and to move beds from the Lambeth Hospital site.

This being said, many respondents were keen to retain services in Lambeth and look to refurbish the Lambeth Hospital site.

Key themes across all feedback methods and respondent groups have been summarised into six themes.

“A new build is what we've needed for a long time. The airy, fresh, approach with modern facilities also fits with the NHS Long Term Plan. We have had an empty building on the Southwark site for many years so let's use it now.”

Current or recent service user

1. The look and feel of a new site

Most feedback focused on ensuring the new space (assuming wards were relocated) was sensitively designed to ensure patients from all backgrounds were catered for, as well as maximising the use of, and access to, outdoor space.

The new space should ensure privacy and dignity for patients, whilst also prioritising safety and security. Moving away from the look and feel of an institutionalised setting to airier, bright and modern surroundings was felt to be positive. This suggests a fair degree of acceptance for the proposed relocation.

2. Travel and access to the Maudsley Hospital site

There were concerns relating to travel from southern parts of the borough (particular references were made to Streatham and Brixton, with one comment around access from central Lambeth and one comment around access from West Lambeth) and that these particular areas could be adversely affected by the proposed move to the Maudsley Hospital site. This was due to a perceived lack of public transport and increase in travel time for some visitors and carers.

Less frequently raised was a perceived issue with parking on the Maudsley Hospital site and whether this would be exacerbated.

Although negative impacts of the move were noted for people with a physical disability, this group agreed overwhelmingly with the proposed move, despite travel issues.

3. Reputation and familiarity

Feedback highlighted concerns around the reputation of the Maudsley Hospital and unfamiliarity with the local area which might deter some service users and carers from accessing services.

The reputation stems from the site having an institutional look in particular, and concerns about stigma due to accessing a hospital for people with mental ill health issues. It was felt important to

ensure privacy and discretion for service users entering the building.

The perception was also raised that service users may be hesitant to go out when they do not know the local area and as such people who are not familiar with the Camberwell area may not benefit from the opportunities that are local to the site.

4. The Maudsley Hospital site

There was a perception that the Maudsley Hospital site is too dense for the development of another ward block to be reasonable. Further to this, there was a notion that there was insufficient green space available on the site relative to that at the Lambeth Hospital site.

Another key challenge raised by several respondent groups (including staff, service users, carers, members of the public and black respondents) is its proximity to King's College Hospital – potentially presenting challenges such as noise, increased activity and lack of discrete entrance area for people being admitted.

5. Service model

Some respondents saw the potential move of services as an opportunity to refresh the current service model provided on the wards so that it is appropriate for the case mix and demographic mix of service users frequenting the services. The availability of high-quality staffing and a range of appropriate therapeutic interventions (ensuring cultural sensitivities) were felt to be as important as the physical environment within which services are housed. This feedback was heard most strongly from black and minority ethnic (BAME) respondents.

Other more infrequent feedback touched on areas such as how the relocated service would interact with other supporting services still based in Lambeth including early intervention, community services' access, discharge processes and connections with third sector support organisations.

Reference was also made to the potential to increase the number of beds whilst making this proposed change, given there is perceived to be a large unmet demand in Lambeth.

Relocating Lambeth services to within Southwark raised issues with a small number of respondents about the current provision for Southwark patients, who often have to use services within Lewisham.

6. Future of the Lambeth Hospital site and remaining services

Although outside the scope of this consultation, a significant amount of feedback was received raising concerns about both the change in use of the Lambeth Hospital site, the need to retain services locally within Lambeth, and proposed options for what could be housed on the site in future. Some respondents felt that redevelopment options for the site had not been fully considered.

Many respondents were unsure as to what would be happening to other clinical and non-clinical services currently housed on the Lambeth Hospital site, for example, Home Treatment Team, Pharmacy, Community Services/Outpatients, Library and Training Suite.

1.2.1 Positives feedback around the proposed change

“There are more positive reasons than negative for the move. The positive aspects are that the Maudsley Hospital site has more of a history of treatment of mental health problems. The new building will be purpose-built and have more of a therapeutic focus, brighter and easier for staff to monitor patients, so that is much better.”

Carer/family member

- It was felt that change was needed as Lambeth Hospital wards are no longer fit for purpose and negatively impact patient and staff wellbeing
- The new site could provide a new, more therapeutic environment that would be designed with services users’ needs in mind
- The new site would have good links to other mental health services, to King’s College Hospital, and to transport links into central London
- The site is a centre of excellence and is recognised nationally and internationally
- Staff would be working in a safer and more welcoming environment, which could support recruitment and retention.

1.2.2 Negative feedback around the proposed change

- The loss of services within Lambeth would mean residents could no longer access acute adult inpatient mental health services within their own borough
- The opportunities to improve the existing facilities were felt to have been downplayed. It was felt that there were other solutions that could be considered to keep services on the site – for example temporarily decanting services whilst Lambeth Hospital is refurbished
- Relocating services could be disorientating for patients who currently are familiar with existing service, and could mean family and friends are less likely to visit
- Feedback from members of the public, service users, staff and people from the black community suggested the Maudsley name comes with a certain stigma and this needs to be addressed
- Carer/family members, staff and people experiencing socio-economic deprivation could be impacted by an increase in travel time and cost.

“Specialist services which might in the future be provided on the Landor Road site are less likely to be attended if they are on the Maudsley Denmark Hill site because of location, visibility and stigma. The Landor Road site is relatively anonymous.”

Member of the public

1.2.3 Feedback by target respondent groups

Although there was broad agreement with the key themes in section 1.2 across all respondent groups and feedback methods, table 1 represents a breakdown of the prevalence of this feedback across different respondent groups and across all questions. Themes have been checked where there have been at least four mentions about that particular theme by the respondent group. Where a theme has not been checked, this means that the theme was mentioned fewer than four times.

All respondent groups across all feedback methods were more positive than negative in regard to making changes to Lambeth Hospital and with moving services from Lambeth Hospital to the Maudsley Hospital site.

All respondent groups across all feedback methods recognised the importance of the design of the new building and access to outdoor space, the impact of increased travel on carers and family members, and a desire to retain services locally. After table 1 there are some key issues, particular to certain respondent groups, highlighting differential feedback as and when it arose.

Table1: Key themes by respondent group

Respondent group /Theme		Current or recent service user	Carer/ family member	Staff	Member of the public	Black and minority ethnic respondents	Lambeth residents	Southwark residents
Consultation proposal	More positivity than negativity towards changes being made to Lambeth Hospital wards	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
	More positivity than negativity towards moving services from Lambeth Hospital to the Maudsley Hospital	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Theme 1: The look and feel of a new site	Importance of design of buildings and outdoor space to accommodate all service user needs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Theme 2: Travel and access to the Maudsley	Impact of increased travel time for visitors	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
	Impact of increased travel for staff			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Theme 3: Reputation and familiarity	Positive reputation of the Maudsley						<input checked="" type="checkbox"/>	
	Negative reputation and stigma of using Maudsley			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		

Respondent group /Theme		Current or recent service user	Carer/ family member	Staff	Member of the public	Black and minority ethnic respondents	Lambeth residents	Southwark residents
	services							
	Service users experiencing unfamiliarity with the local area and disconnect from family support		☒	☒		☒	☒	
Theme 4: The Maudsley Hospital site	Positives of co-locating services on the Maudsley Hospital site				☒		☒	
	Negatives of co-locating services on the Maudsley Hospital site (including availability of space)			☒	☒	☒	☒	☒
	Perception of improved facilities at the Maudsley	☒			☒	☒	☒	☒
	Negative impact of proximity to Kings College Hospital (due to noise pollution and lack of private entrance)					☒	☒	

Respondent group /Theme		Current or recent service user	Carer/ family member	Staff	Member of the public	Black and minority ethnic respondents	Lambeth residents	Southwark residents
Theme 5: Service model	Need for a refreshed service model					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Theme 6: Future of the Lambeth Hospital site and remaining services	Concerns over the future use and development of the site			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Retain services in Lambeth and refurbishing the Lambeth Hospital site	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				

Service user perspective

Although there were concerns about the increased travel for carers and family members and retaining services within Lambeth, it was recognised that any relocation of services could lead to a significant improvement in the quality of the environment and therefore service user experience.

Staff perspective

It was noted that the potential relocation of services would likely mean an increase in commuting time for some staff. Staff reflected feedback from their patients and carers about the stigma of the Maudsley name and the need to work on rebranding this. When looking at service users' views in general, stigma did not arise as a key theme. It did, however, seem to resonate particularly with respondents from a black and minority ethnic backgrounds.

Staff also spoke of concerns for patients being relocated to unfamiliar surroundings and the impact this would likely have on their recovery. It was strongly felt that Lambeth service users should be seen within Lambeth.

It was recognised that the Maudsley Hospital site already feels quite full, and there were concerns over available clinical and non-clinical space to ensure a high-quality service for patients, as well as ensuring staff have appropriate working spaces.

Black and minority ethnic perspective

As with other respondent groups, there was recognition that any relocation of services would likely result in improvements to facilities for service users. The move itself was seen as potentially less of an issue than the quality of relationships with staff and the ability of the service model – in whichever location – to meet their specific needs; there was some hope that a new build would allow for a fresh conversation about how to make broader improvements to the experience of black mental health service users in Lambeth.

Particular challenges for this group centred around concerns over the impact of being closely located to a busy road and

“As vital services are centralised/moved outside the communities they seek to serve, it is the most vulnerable in our borough who are impacted the most. Those who cannot afford to travel – or whose families cannot afford to travel, who live with a physical disability or who are elderly, will be even further removed from the services they depend on.”

Voluntary/community organisation

“This move will disproportionately affect black men and women from Lambeth. It will make it more difficult to stay in touch with family members while they are in hospital.”

Black carer/ family member

hospital and having limited space on the site. The increased noise and activity were felt to have a negative impact on the process of releasing trauma and healing. There was also a desire to see a discrete entrance to the building as this group in particular expressed the stigma and shame around accessing mental health services were a particular issue. There was felt to be more anonymity when accessing Lambeth Hospital.

Respondents also felt being unfamiliar with the local area and disconnected from family support would lead to isolation and could impact recovery.

Public perspective

This group seemed to give more detailed thought to the positives and negatives of being co-located with other mental health services on the Maudsley Hospital site. It was recognised that the Maudsley Hospital was a centre of excellence and would likely provide an improved environment as part of the upgrading process. However, as with other respondent groups, there were concerns regarding the available space on the site.

Members of the public, alongside Lambeth residents, were most concerned with the future use of the site (both moving away from NHS use and what it would be used for) and retaining services within Lambeth.

Lambeth residents

Lambeth residents' primary concerns were about the future use of the site (both moving away from NHS use and what it would be used for) and retaining services within Lambeth. In respect of the future of the site, residents were concerned with noisy building works in the surrounding area and concerned about the impact of a large housing redevelopment on surrounding local amenities. In respect of retaining services in Lambeth, concerns were around travel and access from some areas of the borough, and the impact of service users being moved out of borough for treatment. Residents felt it important to refurbish the existing Lambeth Hospital site.

Southwark residents

As with Lambeth residents, people from Southwark also expressed a desire for services to remain within Lambeth and to refurbish the existing site. A small number commented on the impact of the potential relocation on Southwark service users who are already going out of borough for acute inpatient care.

Carers' perspective

This group commented most frequently on the impact of increased travel for carers and family members. It was noted that travel from some parts of Lambeth could require changing buses. The increase in travel time meant that some carers felt they would not be able to visit as frequently, which could have a negative impact on service users.

1.2.4. Equalities and impacts related feedback

All respondent groups across all feedback methods were asked about impacts. Therefore, the suggested impacts below may come from people who do not possess those characteristics themselves (based on cross-referencing the demographic information provided by respondents) and present an estimation of the impact on some groups.

Table 2 summarises the positive and negative impacts identified across all respondent groups and feedback methods.

Table 2: Identified potential positive and negative impact by protected characteristic, based on feedback

Theme	Protected characteristic	
	Positive impacts	Negative impacts
Increased travel time		<ul style="list-style-type: none"> • Some older people • People of working age • Carers • Some within black Asian and minority ethnic communities <p>As a result, these groups could be less likely to visit family members.</p>
Travelling new and busier routes		<ul style="list-style-type: none"> • Some older people • People with disabilities (mental, physical, learning, and sensory) could experience anxiety and confusion as a result.
Increased travel cost		<ul style="list-style-type: none"> • People experiencing socio-economic deprivation.
Impact of proximity to busy main road and helipad		<ul style="list-style-type: none"> • People with sensory disabilities and mental impairments may become over-stimulated • Some within black Asian and minority ethnic communities described finding this environment not ideal for releasing trauma and healing. This group also identified concerns about the discretion of accessing services on such a busy site as there is a lot of stigma for this group in accessing mental health services.

Theme	Protected characteristic	
	Positive impacts	Negative impacts
Service users experiencing unfamiliarity with the local area and disconnect from family support		<ul style="list-style-type: none"> Black and minority ethnic communities (more specifically people from black backgrounds) referenced feeling being in an unfamiliar area would mean they were disconnected from their families and likely to be visited less due to the increase in travel time for carers/family members.
Colocation with other mental health services	<ul style="list-style-type: none"> People with mental impairments having access to other mental health services on the same site. 	
Physical access to the building	<ul style="list-style-type: none"> People with physical disabilities and mental impairments due to improved quality of environment and better designed spaces. 	
Increased privacy and dignity	<ul style="list-style-type: none"> People with different religions or beliefs and people who identify as transgender could experience an increase in privacy and dignity through new ward layouts and shared spaces. <p>The wards in the proposed new Douglas Bennett House building would provide separate bedrooms with ensuite bathrooms. This could help staff manage the care of transgender service users more effectively than is currently possible in wards on the Lambeth Hospital site.</p>	

1.3. Consultation process

A small number of comments (13 across all questions, with most comments coming from members of the public) were made with regards to the consultation process itself and the ongoing involvement of local people in the future of the site. One voluntary organisation felt that all engagement processes with regards to services on the site should have been conducted together or evaluated together so that there is a view of the whole picture.

A member of staff and comments from the black working age focus group suggested service users and carers should be well informed and prepared for any changes, following decision-making, through the provision of timely and adequate information. This should include, but not be limited to, how to access the services, transport information, site maps and building information. This would ensure all affected by any changes are as prepared as possible.

2 Introduction

NEL Healthcare Consulting was commissioned by South London and Maudsley NHS Foundation Trust (SLaM) and NHS Lambeth Clinical Commissioning Group¹ (CCG) to analyse and report independently upon the data from the 'Improving inpatient mental health services in Lambeth' consultation which concluded on 31 May 2020. This summary consultation feedback report sets out the analysed and thematic data from all responses to, and activities around, the consultation.

At the time of launching the consultation, NHS Lambeth (CCG) was the decision-making body responsible for considering consultation feedback before implementing any changes. NHS Lambeth CCG is part of the Lambeth Living Well Network Alliance (LWNA) which supports people in Lambeth who are experiencing mental illness or distress. LWNA partners include NHS Lambeth CCG, South London and Maudsley NHS Foundation Trust, Lambeth Council, Certitude and Thames Reach.

NHS South East London Clinical Commissioning Group (SEL CCG) was set up on 1 April 2020, in line with guidance in the NHS Long Term Plan. As of 1 April 2020, NHS Lambeth CCG ceased to exist, and SEL CCG is now the decision-making body in respect of the outcomes of this consultation.

SEL CCG is the organisation that buys mental health services from South London and Maudsley NHS Foundation Trust (SLaM) on behalf of local people. Between 4 March and 31 May 2020, SLaM and SEL CCG consulted with their local communities on proposals that could change the location of acute adult inpatient mental health beds for Lambeth service users.

2.1 Consultation proposal

SLaM currently provides the majority of adult acute inpatient mental health services to Lambeth from Lambeth Hospital. Here, the wards are in a poor condition and this has a negative impact on people's recovery and the experience of the care they receive. Service users, families and organisations which monitor the quality of services, have raised this as an issue. To ensure the safety and quality of services for service users in Lambeth, there is an urgent need to improve the inpatient accommodation.

To help shape the proposals, early engagement was undertaken (from May 2019 to March 2020) with service users, their families and carers, staff, governors, GPs, Lambeth Living Well Network Alliance partners, local authority officers and councillors, Lambeth and Southwark Healthwatch, CCG members, Lambeth and Southwark Joint Health Overview and Scrutiny Committee (JHOSC) and the London Clinical Senate. Activities included a mix of face-to-face feedback sessions, briefing meetings, and information sharing. In addition, Healthwatch

¹ As of 1 April 2020, NHS Lambeth CCG ceased to exist, and SEL CCG is now the decision-making body in respect of the outcomes of this consultation.

Lambeth undertook pre-consultation engagement with service users and carers to identify key benefits and issues which informed the public consultation.

Several options were looked at to improve inpatient accommodation, including refurbishing the existing site, rebuilding on the existing site, rebuilding elsewhere in Lambeth and rebuilding on the Maudsley Hospital site. All options were assessed through a rigorous options appraisal process and, following a decision by SLaM's board, two were taken forward to consultation. The other potential options which were explored, were not taken forward to public consultation because they were assessed as unrealistic and unsustainable. An option to develop a new high-quality facility on the Lambeth Hospital site would have meant relocating services during its construction, causing major disruption for many years, and would have needed additional funding of around £30m, making it unrealistic and financially unsustainable.

Two viable, realistic, and sustainable options were taken forward.

- Option 1 (Do nothing) – services remain on the Lambeth Hospital site and service users continue to use the existing wards and buildings
- Option 2 – Move adult acute inpatient services for adults from Lambeth Hospital to new facilities on the Maudsley Hospital site, in Denmark Hill, less than three miles away.

Option 2 would mean redeveloping Douglas Bennett House, on the Maudsley Hospital site to provide new purpose-built adult acute inpatient facilities that meet modern standards of care. If the proposed move of adult acute inpatient services from Lambeth Hospital is agreed, 72 acute beds for Lambeth service users across four 18-bed wards and a Psychiatric Intensive Care Unit (PICU), would move to the Maudsley Hospital site, where there is already an existing Lambeth ward. There would be no decrease in bed numbers.

People responding to the consultation were asked if they agreed with the proposed move of inpatient wards from Lambeth Hospital to the Maudsley Hospital site, what they believed were the benefits and if they had any concerns. They were asked if they had any other solutions or alternative options that should be considered to address the challenges identified. They were also asked about how the change might impact them personally, as well as considering impacts for people with protected characteristics.

2.2 Decision making process

Feedback from the consultation will be presented to the SEL CCG Governing Body along with recommendations as part of the decision-making business case in July 2020, and this is where the decision will be made on the outcome of the consultation.

Prior to this, interim findings from the consultation will be shared with the Lambeth Together Strategic Board for recommendation to the SEL CCG Governing Body; findings will also be shared with the Lambeth and Southwark Joint Health Overview and Scrutiny

Committee before a decision is made by the SEL CCG Governing Body. Once the decision is made, this will be presented to SLaM's Board.

3 Consultation methodology

3.1 Consultation approach

During preparations for consultation, advice was received from stakeholders including the Lambeth and Southwark JHOSC and the Communications and Engagement Steering Group about the approach to take. Comments from the Steering Group and members of the SLaM Service User Advisory Group were incorporated into draft versions of the consultation document and helped shape the consultation survey.

The formal consultation period was launched on 4 March 2020 and ended on 31 May 2020.

During the consultation, the CCG and the Trust aimed to consult with service users, staff, other stakeholders and residents across Lambeth and Southwark in a way that was as accessible as possible and which offered a range of ways through which people could give their views including:

- A structured survey – available online and in hard copy (to print from the website or posted on request)
- Online public event – open to all
- Online focus groups – invitation only and specifically targeting respondent groups identified
- Dedicated consultation email address
- Freephone number – with answerphone capability for maximum access
- Freepost address
- Social media – via Facebook, Twitter, and Instagram
- Meetings of the JHOSC including formal meetings open to members of the public.

NEL Healthcare Consulting was commissioned to receive and analyse feedback from all engagement methods.

3.1.1 Impact of COVID-19 on the consultation approach

When the consultation launched in early March, four public discussion events had been planned. As the Covid-19 pandemic situation developed in the UK, safeguards were discussed to try and find a way to continue with the public events. Proposed mitigations included the provision of hand sanitiser, sealing pens and materials before and after events for three days to prevent them from carrying any live virus, and clear signage advising people with symptoms of COVID-19 not to attend.

The situation evolved and, shortly after the start of the consultation, the UK government introduced a range of measures designed to limit non-essential public contact as a result of the COVID-19 pandemic via the implementation of a strict national lockdown. In terms of the consultation, responses were already being received through the online survey; however all face-to-face activities had to be rethought, including public meetings, roadshow events,

joining existing meetings and events to promote the consultation and gather feedback from groups most likely to be affected and people identified within the equality analyses.

The CCG and the Trust carefully considered how best to modify the approach. This included significantly boosting the promotion of the consultation via virtual channels and the introduction of a revised social media plan, as well as a flyer drop and advertorial in the local media. Promotion focused on directing people interested to the online survey as the main way to give structured feedback on the proposals whilst online face-to-face activities were also introduced to the plan.

Due to the changing circumstances through the pandemic, consultation responses were kept under constant review. NEL Healthcare Consulting provided the project team with weekly breakdowns of key themes, response rates and demographic profiles of respondents so that there was adequate monitoring throughout.

As part of consultation good-practice, the project team undertook a mid-point review halfway through the consultation.

Engagement with the consultation and levels of response to the survey were viewed as good at the point of conducting the mid-point review; no significant gaps were identified and at this point no substantially new themes appeared to be emerging from feedback. With these considerations in mind, it was not considered necessary to extend the consultation beyond the original 12-week period. However, the team were nevertheless keen to continue to improve overall response rates and also to ensure that further in-depth feedback from target groups was sought.

The online focus groups and public event were set up to take place during the second half of the consultation providing audio and video-enabled opportunities for individuals to listen, ask questions and give their views in a live online session rather than in meetings in community venues as had originally been planned.

3.1.2 Target respondents

In planning for the consultation, several groups were identified as key to hear from, as these were more likely to be impacted by the proposed changes. These were identified by pre-consultation engagement and the equalities and transport analyses. Target respondent groups included:

- Mental health service users
- Mental health service users' carers and families
- Staff
- Black and minority ethnic communities, specifically focussing on black working age men and Portuguese and Spanish speakers
- Local people, groups and other stakeholders who might have an interest in mental health provision for Lambeth.

3.1.3 Engagement with minority ethnic communities and carers

Black and minority ethnic communities – focus on black men

The equality analysis identified working age men from Black British, African or Caribbean (or mixed) backgrounds as likely to be most impacted by the proposals, due to the high percentage representation of this community in adult acute inpatient mental health services in Lambeth.

To reach out to these groups and provide them with information on the consultation to enable them and their service users/members to take part, the consultation team undertook pre-consultation stakeholder mapping to include community mental health service providers, voluntary and community organisations, and faith groups working with this community.

Consultation materials were translated into Spanish, Portuguese and Somali (as the three languages most commonly requested for interpreters by SLaM's Lambeth services) and were made available on the website along with versions in English.

Black Thrive, a Lambeth-based community organisation that has mental health and equality as a key campaigning focus, has been a member of the Communication and Engagement Steering Group since May 2019. The original consultation plan included a public meeting held in conjunction with Black Thrive. This plan was modified as a result of the impact of Covid-19 and plans for this meeting to take place virtually were put in place, with Black Thrive agreeing to chair the meeting and actively promote it via social media channels alongside SLaM, the CCG, Lambeth Together, Lambeth Healthwatch and others. However, this online session was cancelled, following discussions with Black Thrive, as a mark of respect to family and friends following the tragic death of a mental health service user in the period leading up to the meeting. Everyone who was registered to attend the meeting was contacted individually and given the opportunity to engage in another way to give their views.

At the mid-point review, the online survey results showed there was a good level of response from this group and no significant gaps, but additional efforts to promote the consultation and seek views from this group were adopted which included targeted social media (e.g. Facebook advertising) and a focus group targeting working age men from Black British, African or Caribbean (or mixed) backgrounds who lived in Lambeth and had experience of, or an active interest in, mental health services, either inpatient or community-based services.

Recruitment for this group was via community-based organisations and networks that included Faiths Together in Lambeth, the Black Men's Consortium, a drama group with a focus on mental wellbeing, a young black men's group run by Lambeth and Southwark Mind, the Black Prince Trust, Lambeth Made (to reach younger adults) and the Bright Centre, which works largely with the Somali Community and runs a men's group. Recruitment was also undertaken through community-run mental health support services such as Mosaic Clubhouse and Certitude and through the Lambeth Collaborative partnership, as well as through SLaM's service user involvement register.

Minority ethnic communities – Portuguese and Spanish speakers

The equality analysis showed relatively small numbers of Spanish and Portuguese speaking residents using adult acute inpatient mental health services and accessing interpreting support.

Within Lambeth as a whole, people of Latin American and Portuguese heritage are significant minorities, with Spanish and Portuguese being the second and third most spoken languages after English in Lambeth schools. Although the number of inpatients from these communities is small, groups working with these communities were included in stakeholder mapping and in activity to promote the consultation. Consultation materials were also translated into Portuguese and Spanish and available on the website.

Organisations, networks and community connectors for Lambeth's Portuguese and Spanish speaking communities were similarly mapped and the channels used to promote the consultation with this population included the Lambeth Portuguese Wellbeing Project, the Portuguese Project at Stockwell Partnership (also shared on Stockwell Partnership's twitter and Facebook accounts), the Portuguese Community Centre, a local Stockwell GP with majority Portuguese registered patients, who also shared with colleagues and contacts in the Primary Care Network in Stockwell area, as well as with local residents' associations.

Information and consultation materials were also shared with Voces Amigas de Esperanza, a community-led mental health support network and helpline for Spanish and Portuguese speakers.

Lambeth Council's community engagement team shared the call to action with the Portuguese and black and minority ethnic communities through their 'community roundup' mailing which they reactivated to support the consultation. In sharing information on the consultation with Portuguese and Spanish-speaking groups, they were given the opportunity to attend a virtual meeting or to drop-in to an online session with any group on request. No group made such a request during the consultation period.

Black and minority ethnic communities – service users of Asian descent

In addition, the South Asian Community Mental Health Service (Amardeep) held one-to-one interviews with 12 service users of Asian descent to listen to their views.

Carers

Stakeholder mapping, the equality analysis and pre-consultation engagement identified family/carers as a group likely to be impacted by proposals, largely related to travel to the Maudsley Hospital site. In the pre-consultation period, Healthwatch Lambeth attended a meeting with Lambeth Carers' Hub and presented feedback in a report along with the recommendation that a further session be held with the Carers' Hub. This was actioned and further engagement was planned with carers during the consultation. This included a virtual session was held with a joint Lambeth and Southwark Carers' Forum as part of the consultation. Carers' groups were also targeted in promoting the consultation and the online public meeting, where at least one carer attended.

3.1.4 Activities carried out by SLaM and the CCG to promote the consultation

A range of steps was taken to promote the consultation, channelling people through engagement methods to give feedback. The consultation website² hosted key materials, available in a number of formats, including:

- Full and summary consultation document
- Translated and easy read versions of the summary document
- Hard copy of the survey
- Link to the online survey
- Virtual tour of the proposed new building
- Consultation film
- Press releases
- Equalities analysis
- Transport analysis
- Pre-consultation Business Case
- Lambeth Healthwatch report
- London Clinical Senate Report
- NHSE Regional Review Panel letter.

Details of the public online meetings were publicised on the website, and there was also the option to post documents to respondents if requested, ensuring the consultation team reached out to people without the use of technology.

The consultation was promoted through:

- **Social media posts** – A total of 49 social media posts promoting the consultation were issued using the SLaM, CCG and Lambeth Together social media channels. Partners and voluntary and community organisations were encouraged to retweet these and/or issue their own. Healthwatch Lambeth and Black Thrive were active partners in this activity, with the Black Thrive followership being a key target demographic
- **Social media advertising** – A total of five paid Facebook advertisements (each running for one week) were issued promoting the consultation to Lambeth and Southwark residents. One Facebook advert was also used to promote the public online consultation discussion event. Together these adverts had a potential reach of 171,189 over the 5-week period which they ran over: 2,569 click throughs, 288 likes, 24 comments and 87 shares
- **Poster** – given the limitations placed on the population due to the COVID-19 pandemic, posters were displayed in pharmacies as well as at Lambeth Hospital and the Maudsley Hospital. These were accompanied by consultation materials available to pick up

² <https://lambethtogether.net/lambethhospital>

- **Mailing databases** – SLaM, CCG, Lambeth Together and partners reviewed and refreshed their existing database of contacts to send out information about the consultation to staff, service users, voluntary and community groups. For example, Lambeth Healthwatch, Southwark Healthwatch and Black Thrive members were actively involved in sharing messages through their channels.
- **Meetings** – despite the impact of Covid-19, many staff, service users and carers switched to holding their regular meetings online. The consultation was widely promoted at these including Service User Advisory Group meetings, Lambeth and Southwark carers' forums, staff meetings and fortnightly Alliance staff live broadcasts
- **Mail drop** – a double-sided flyer with details about the proposals and consultation was distributed to residents and businesses located around Lambeth Hospital (4,342 addresses) and Maudsley Hospital (1,530 addresses)
- **Partner channels** – content was provided for SLaM and partner newsletters and other forms of outreach, to promote the consultation. For example, the Lambeth Together newsletter, Black Thrive's newsletter and website, the Mosaic Clubhouse website, the Trust's Membership Update newsletter and staff bulletins, Lambeth Forum Network, Lambeth Patient Participation Group Network, Lambeth Council news bulletins and 'community roundup' mailing which goes to around 250 'community connectors' - people identified as very active in the community who can also pass on to others
- **Media** – four press releases were issued announcing the consultation launch, the online public events and availability of a short film which showed the current wards and a virtual tour of the proposed building, and promoting the consultation during and in the final week. The media releases were put on the Lambeth Together website news page and proactively pitched into local publications, blogs and radio stations including South London Press, Lambeth Life, Lambeth Weekender, Southwark News, South London Club, Lambeth Collaborative online, Love Lambeth blog, Rerezent, Rinse and Pixel FM, as well as the leading national black and minority ethnic title The Voice, and BBC Radio London
- **Stakeholder letters/emails** – these included a comprehensive overview of the proposals, the consultation and the materials which were available. Whilst face-to-face meetings with councillors, MPs, other stakeholders, voluntary and community groups were not possible, the opportunity was offered to facilitate video or conference calls so these audiences could still hear about and discuss the proposals and the consultation
- **Static unmanned exhibition** – pull-up banners and full and summary consultation documents were displayed at Lambeth Hospital for staff/service users/families using the site to view. Consultation materials were also available in a Rest and Recharge Hub at Lambeth Hospital, set up to support staff during the Covid-19 pandemic
- **Paid for advertorials** – an advertorial was secured in the South London Press (SLP), the leading local publication for Lambeth and Southwark. A half-page colour advert and half-page advertorial ran in the paper the week prior to the first public event. The

article was duplicated as editorial on SLP Online with a landing-page feature slot, and the consultation and events were promoted via two tweets to SLP's 28.2k followers

- **Radio broadcast** – The consultation was proactively pitched to local radio stations Repräsent, Rinse FM, PIXEL FM and BBC Radio London, encouraging them to promote it to their listeners
- **Engagement with GPs** – a letter was sent from Lambeth GP Adrian McLachlan, Chair of the former Lambeth CCG, and now clinical lead for mental health on the SEL CCG Governing Body, to all GPs and primary care staff in Lambeth, via the directors of Lambeth Primary Care Networks (PCNs) to encourage promotion of consultation with their patient groups – including notice of two public meetings. Lambeth GPs were also kept up to date via GP bulletins and a further letter towards the end of the consultation
- **Engagement with local/key community groups** – Mailings, emails or phone calls proactively engaged around 90 community groups or organisations so that they were aware of the consultation and could promote with their networks. They received regular communications about the consultation and were provided with newsletter articles and information to help them promote the consultation and circulate materials through their channels, i.e. newsletters, mailing lists, social media.

4 Approach to analysis

This report includes responses from all feedback methods including the online survey, focus groups and the public event, social media, and written correspondence (emails and letters). The executive summary gives an overview of the most frequently heard themes from across all feedback methods and audiences. More detailed commentary from each feedback method and, where appropriate, from different audiences can be found in section 6.

Raw data received directly to the NEL Healthcare Consulting team has been passed to South London and Maudsley NHS Trust and South East London CCG for consideration within the decision-making process.

Qualitative responses from all feedback methods have been coded into key themes and, where possible, sentiment. Comments received were often coded to several themes, hence a larger number of responses may be shown. Unless expressly stated, the themes within this report represent a majority view; in other words, the themes which were most commonly expressed.

Where appropriate, we have drawn out differential findings when comparing findings from all respondents with feedback from people in target respondent groups identified in section 3.

Comments received outside of the scope of the consultation i.e. about the future of the site and the consultation process have been recorded and included in section 8.

Points to note regarding data:

- Some respondents may have fed back on the consultation through more than one method, for example they may have completed the online survey *and* participated in an event, giving mirrored responses. As feedback received is anonymous, and because different feedback methods have been analysed separately, this may mean that the number of responses received to the consultation may be different from the number of people who participated
- Not all survey respondents completed every question. We have included response rates for each question, for information
- Not all survey respondents completed demographic information. We have included response rates for each question, for information.
- Where we have referred to respondents as from **black and minority ethnic communities**, this includes the demographic fields – Black or Black British: Black Caribbean, Black or Black British: Black African, Black or Black British: Any other Black background, Asian/Asian British: Indian, Asian/Asian British: Pakistani, Asian/Asian British: Bangladeshi, Asian/Asian British: Any other Asian background, Mixed: White and Black Caribbean, Mixed: White and Black African, Mixed: White and Asian, Mixed: Any other mixed background, Other ethnic background: Chinese, and Other ethnic background

- Where we have referred to respondents from a **black background**, this includes the demographic fields – Black or Black British: Black Caribbean, Black or Black British: Black African, Black or Black British: Any other Black background, Mixed: White and Black Caribbean, Mixed: White and Black African
- With the collection of partial postcodes through the consultation process, we have aimed to be as accurate as possible with identifying whether respondents were Lambeth residents or from outside of the borough. However partial postcodes only provide a certain level of accuracy
- When calculating percentages, these have been rounded up or down accordingly to keep data to whole numbers
- A small number of some survey responses were unusable as they were either incomplete or illegible and they have not been used in this feedback report.

5 Profile of respondents

5.1 Overview of findings from the early equality analysis

In preparing for consultation, an early equality analysis was undertaken on the proposals in September 2019³. Findings showed that the change proposals were relevant to all protected characteristic groups outlined within the Equality Act 2010, with both negative and positive impacts across most groups.

It is important, in this report, to understand the current demographic make-up of inpatient mental health service users to understand those groups most likely to be impacted (positively or negatively) by the change proposals and to understand how representative feedback has been to this consultation.

The equalities analysis suggested the following potentially positive or negative impacts on the different protected characteristics, as a result of the proposals.

Table 3: Identified potential positive and negative impact by protected characteristic, according to Equality Analysis

Characteristic	Positive impacts	Negative impacts
Age	Potential benefits identified	Potential risks identified
Disability	Potential benefits identified	Potential risks identified
Gender reassignment	Potential benefits identified	Potential risks identified
Ethnicity	Potential benefits identified	Potential risks identified
Pregnancy and maternity	Potential benefits identified	Potential risks identified
Religion and belief	Potential benefits identified	Potential risks identified
Sex	Potential benefits identified	Potential risks identified
Sexual orientation	Potential benefits identified	Potential risks identified
Marriage and civil partnership	N/A	N/A
Other i.e. carers	Impacts included within other protected characteristics	Impacts included within other protected characteristics

³ <https://lambethtogether.net/wp-content/uploads/2020/03/DBH-proposal-Equality-Impact-Assessment.pdf>

5.1.1 Demographics of current service users of adult acute inpatient mental health services at Lambeth Hospital

As set out in the early equality analysis, the following information describes the demographics of current service users of adult acute inpatient mental health services at Lambeth Hospital (data represents service users on five Lambeth Hospital wards between April 2018 and June 2019). As explained in the consultation methodology section (3.1.2), this information aided in determining the target respondents for the consultation.

When analysing feedback, this data has helped inform understanding of how representative responses have been from different protected characteristic groups, in comparison to the demographic profile of current service users.

Table 4: Current profile of acute inpatient service users

Characteristic	Current service user profile	Percentage of Lambeth residents aged 18+ (Census 2011)
Age	The majority (98%) of current service users are of working age (18-65)	90% of Lambeth residents are working age (18-65)
Disability	There is currently insufficient recording of disability to enable production of meaningful data on the disability profile of service users. However, Census 2011 data highlights that around 12% of Lambeth residents reported that their day-to-day activities were <u>limited a lot or limited a little</u> because of a health problem or disability which has lasted, or expected to last, at least 12 months.	
Ethnicity	Data suggests there is a higher proportion of ethnic minority service users (particularly black service users and service users from other ethnic groups) currently accessing Lambeth adult acute wards. The majority of current service users identify as having a black and minority ethnic backgrounds (46%) and 42% identify as black. 34% of current service users for whom data is available are white	The majority (62%) of Lambeth residents are White, 22% identify as black and 26% are from a black and minority ethnic backgrounds.
Gender reassignment	There is currently no robust evidence or insufficient recording of data on the prevalence of people with these characteristics using inpatient mental health services at Lambeth Hospital. Therefore, it is not possible to produce meaningful data on the profile of service users by these protected characteristics.	
Pregnancy and maternity		
Marriage and civil partnership		
Religion and belief	There is currently no robust evidence or insufficient recording of data on the prevalence of people with these characteristics using	Christianity is the largest faith in Lambeth (53%).

Characteristic	Current service user profile	Percentage of Lambeth residents aged 18+ (Census 2011)
	inpatient mental health services at Lambeth Hospital.	
Sex	The majority (66%) of current service users are male.	Across Lambeth, 50% of residents are male.
Sexual orientation	Lambeth Council report that there is currently very limited data about sexual identity in the UK, but existing estimates suggest that 5-10% of Lambeth residents are from LGBT+ groups.	

5.2 Respondent and participant profiles

The following tables contain the demographic profiles of respondents to the online survey, focus groups and public event. Overall, there was generally good compliance via the online survey in completing this information, which was not mandatory. Although CCG and Trust focus groups and events were targeted at reaching specific groups and populations, individual participant demographic information is only available for one of these sessions.

To note, none of those who responded to the consultation via email, telephone or social media gave demographic information.

No feedback has been excluded from this report, regardless of whether or not respondents chose to fully or partially complete information.

All target groups identified were engaged with to some extent through the survey and online sessions, and included current service users, carers and family members, staff and black working age men.

There was a good representation of responses from black and minority ethnic communities (30% of respondents across all feedback methods identified as being from black and minority ethnic communities) and generally a fair split between respondents who were female and those who were male, with the latter being slightly under-represented. Due to the categorisation of data, it is unclear if any respondents were Spanish or Portuguese.

When considering disability, although no data is available about the prevalence of this within adult acute inpatient mental health services at Lambeth Hospital, census data suggests around 12% of the population in Lambeth has a disability. The survey showed 23% of respondents identified as having a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal daily activities. This over-representation is likely due to the fact the consultation is about mental health services and therefore respondents are more likely to identify with having a mental impairment.

5.2.1 Survey respondent profile

The information in this section provides a breakdown of the respondent profile for people responding to the survey.

In total there were 147 responses to the survey. These have been analysed and split into areas based on postcode information provided by respondents. The majority of responses (59%) have come from Lambeth postcodes (Lambeth = 57 responses, Southwark= 16 responses, Other areas = 23 responses, Total= 96 responses).

It is important to note that most areas have been determined based on the partial postcode information provided. In some circumstances, the first half of the postcode could represent residents living in Lambeth or another south east London borough. Wherever the centre of the partial postcode is, then that is the borough that we have aligned this to. Therefore, there may be some inaccuracy in the areas assigned to a postcode.

If respondents have completed full postcode information, we have included this level of detail.

Table 5: Respondents by borough

Borough	Postcode	Number of responses	% of survey responses
Lambeth	SE5 9AP	1	1%
	SE11	1	1%
	SE27	1	1%
	SW2	6	6%
	SW4	3	3%
	SW9	38	40%
	SW16	7	7%
	Total Lambeth	57	59%
Southwark	SE1	3	3%
	SE5	3	3%

Borough	Postcode	Number of responses	% of survey responses
	SE15	1	1%
	SE17	1	1%
	SE21	2	2%
	SE22	2	2%
	SE24	4	4%
	Total Southwark	16	17%
Lewisham	SE4	3	3%
	SE8	1	1%
	SE23	2	2%
Bromley	BR3	2	2%
	BR5	1	1%
Bexley	DA17	1	1%
Greenwich	SE9	1	1%
Croydon	SE19	1	1%
Merton	CR4	1	1%
Wandsworth	SW12	3	3%
Hackney	E9	1	1%
Kingston	KT	1	1%
Haringey	N4	1	1%

Borough	Postcode	Number of responses	% of survey responses
Dartford	DA1	1	1%
Ashford	TW15	1	1%
Braintree	CO9	1	1%
Leicester	LE3	1	1%
<i>Total other boroughs</i>		23	24%
Total responses		96	

Figure 1: Respondents by borough

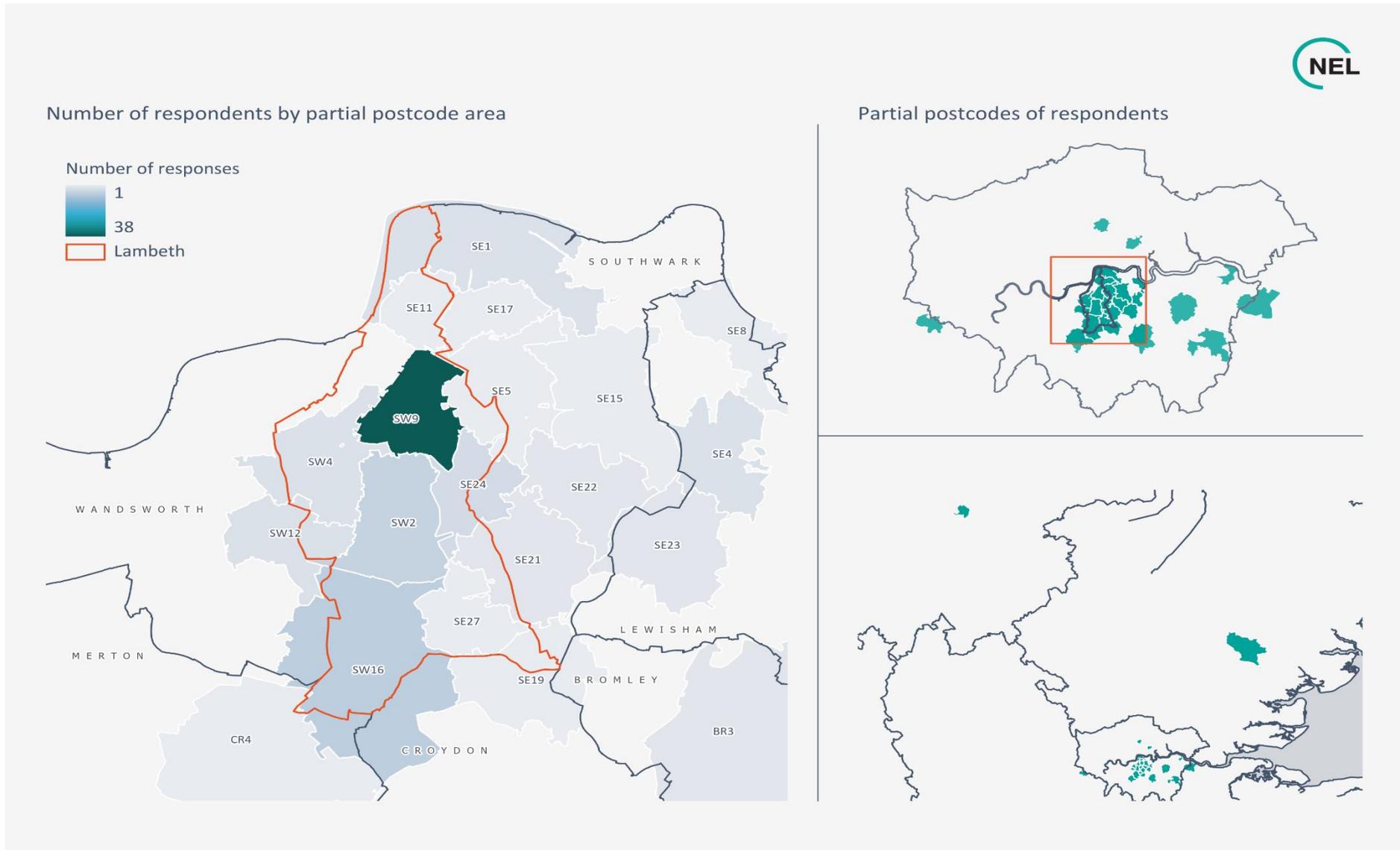
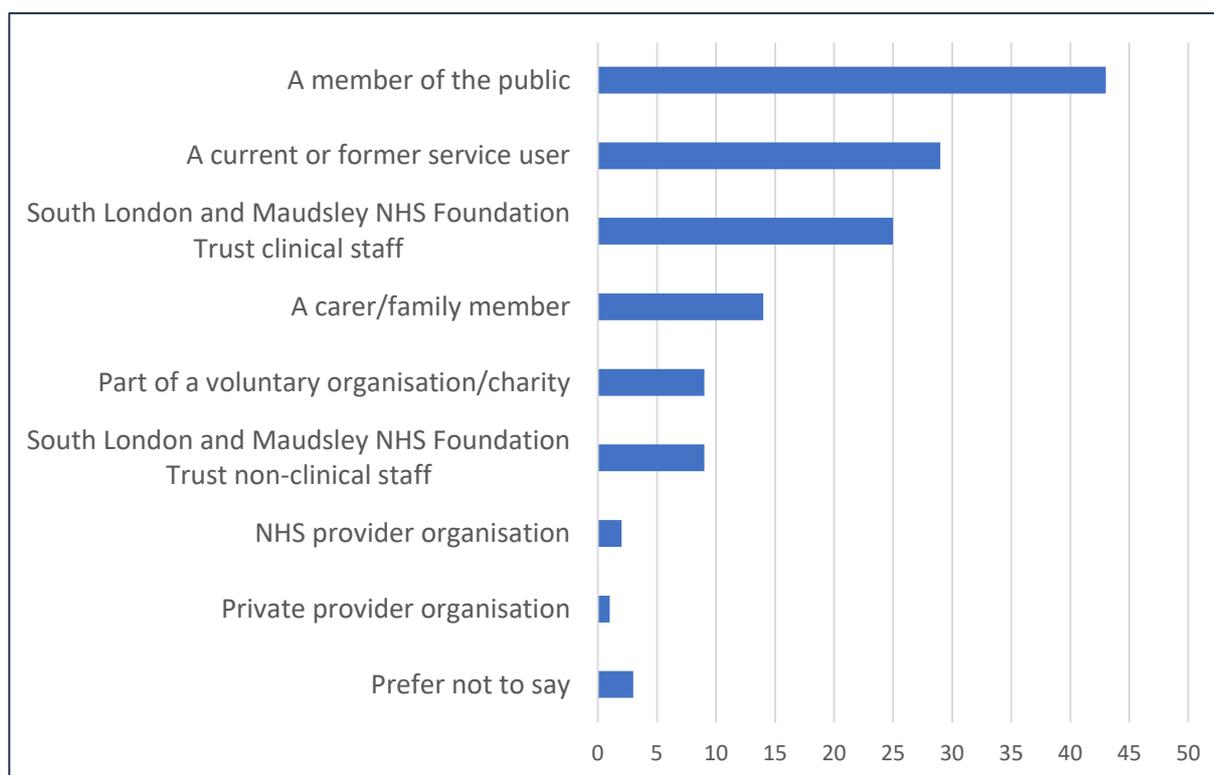


Table 6: Response by type of respondents (Q10)

Answer choices	% of survey responses
A member of the public	32%
A current or former service user	20%
South London and Maudsley NHS Foundation Trust clinical staff	18%
A carer/family member	10%
Part of a voluntary organisation/charity	7%
South London and Maudsley NHS Foundation Trust non-clinical staff	7%
NHS provider organisation	1%
Private provider organisation	1%
Other public body	1%
NHS commissioner	0%
Prefer not to say	2%

Total number of responses: 135

Figure 2: Response by type of respondents (Q10)

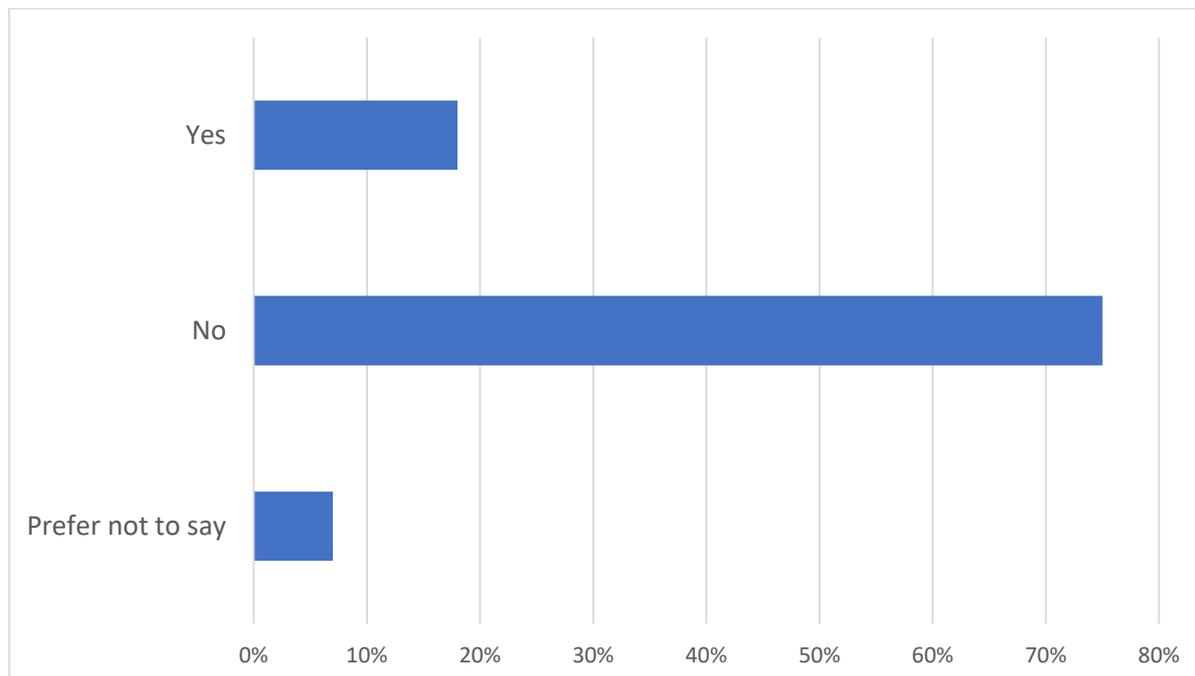
- Members of the public make up the greatest respondent group (32%)
- 30% of respondents directly represent the patient voice (current or former service user or carer/family member)
- Clinical or non-clinical staff make up 25% of survey respondents
- Other NHS and public bodies (including commissioners) make up 3% of survey respondents.

Table 7: Do you currently use Lambeth adult acute inpatient mental health services, or have you used them in the past two years? (Q11)

Answer choices	% of survey responses
Yes	18%
No	75%
Prefer not to say	7%

Total number of responses: 136

Figure 3: Do you currently use Lambeth inpatient mental health services, or have you used them in the past two years? (Q11)



Of people who responded as current or recent service users:

- 96% are working age (18-64)
- 16% described themselves as coming from a black background (Black or Black British – Caribbean, African or any other black background) compared with an overall figure of 32% for Lambeth as a borough
- 63% reported having a disability
- 28% are male
- 4% are black working age men.

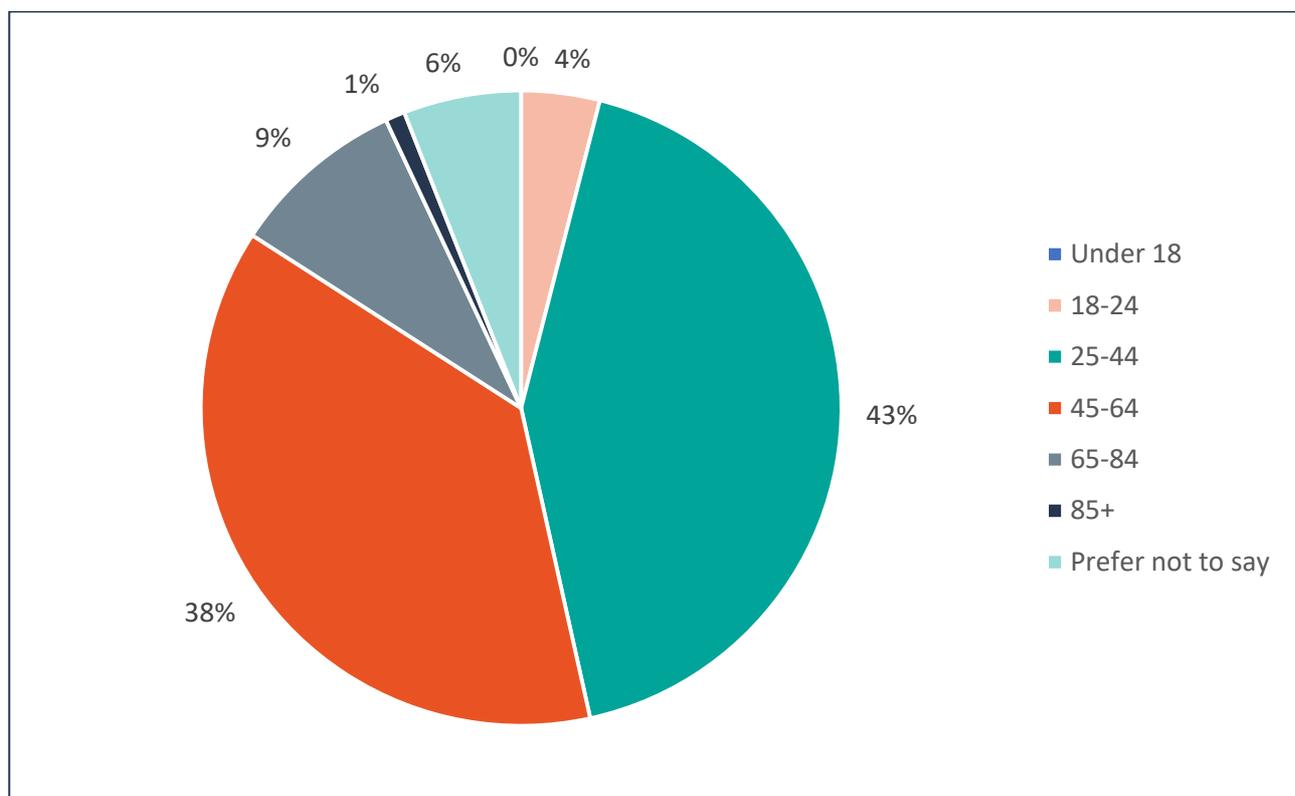
Table 8: Which age group are you in? (Q12)

Answer choices	% of survey responses
Under 18	0%
18-24	4%
25-44	43%
45-64	38%

Answer choices	% of survey responses
65-84	9%
85+	1%
Prefer not to say	6%

Total number of responses: 136

Figure 4: Which age group are you in? (Q12)



- 85% of respondents are working age (18-64)

Table 9: Which of the following options best describes how you think of yourself? (Q13)

Answer choices	% of survey responses
Female (including trans woman)	55%
Male (including trans man)	37%
Non-binary	0%
In another way	1%
Prefer not to say	7%

Total number of responses: 136

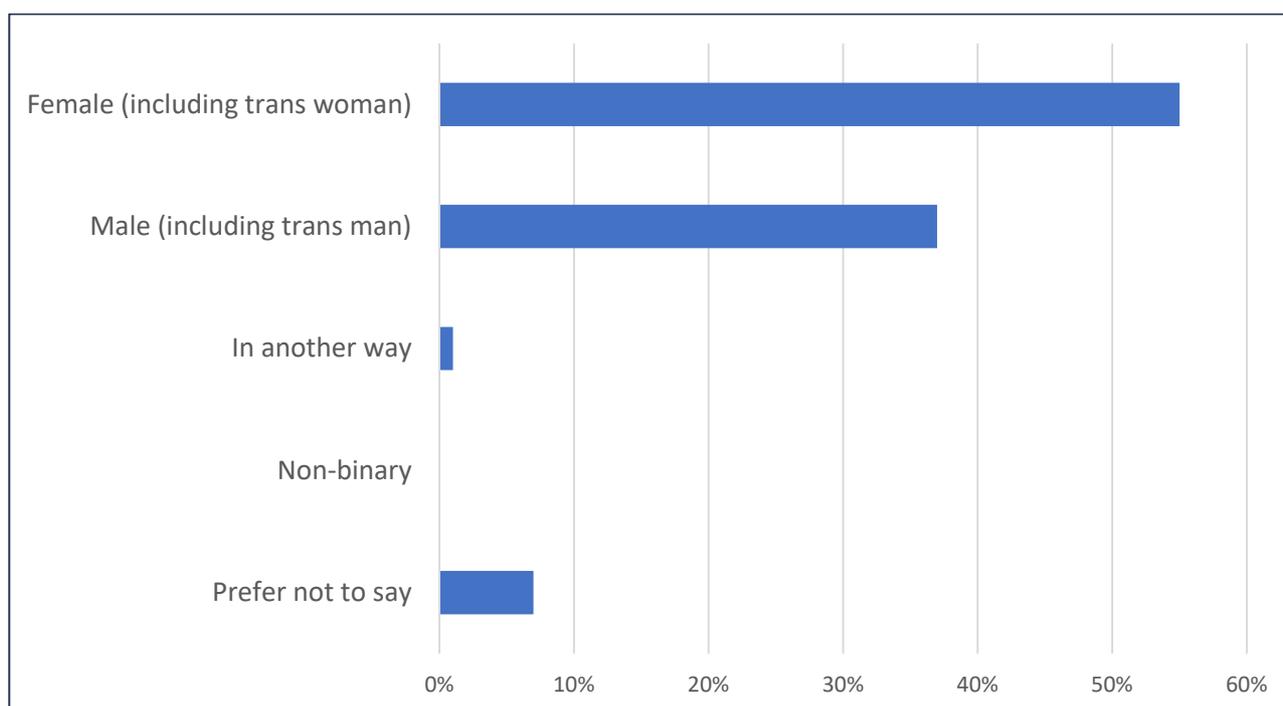
Figure 5: Which of the following options best describes how you think of yourself? (Q13)

Table 10: Is your gender identity the same as the gender you were given at birth? (Q14)

Answer choices	% of survey responses
Yes	95%
No	1%
Prefer not to say	4%

Total number of responses: 133

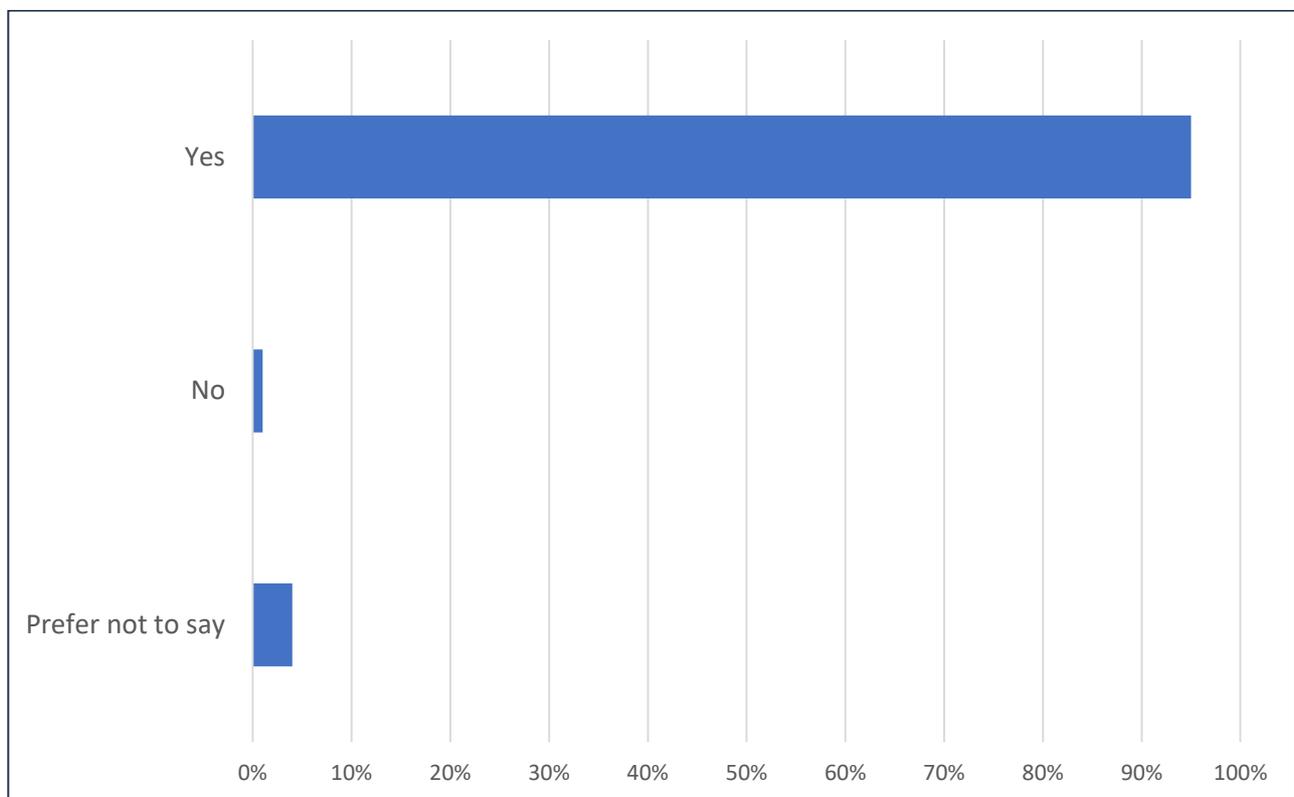
Figure 6: Is your gender identity the same as the gender you were given at birth? (Q14)

Table 11: Please indicate which option best describes your sexual orientation? (Q15)

Answer choices	% of survey responses
Heterosexual	68%
Gay	9%
Lesbian	2%
Bisexual	5%
Prefer not to say	15%

Total number of responses: 132

Figure 7: Please indicate which option best describes your sexual orientation? (Q15)

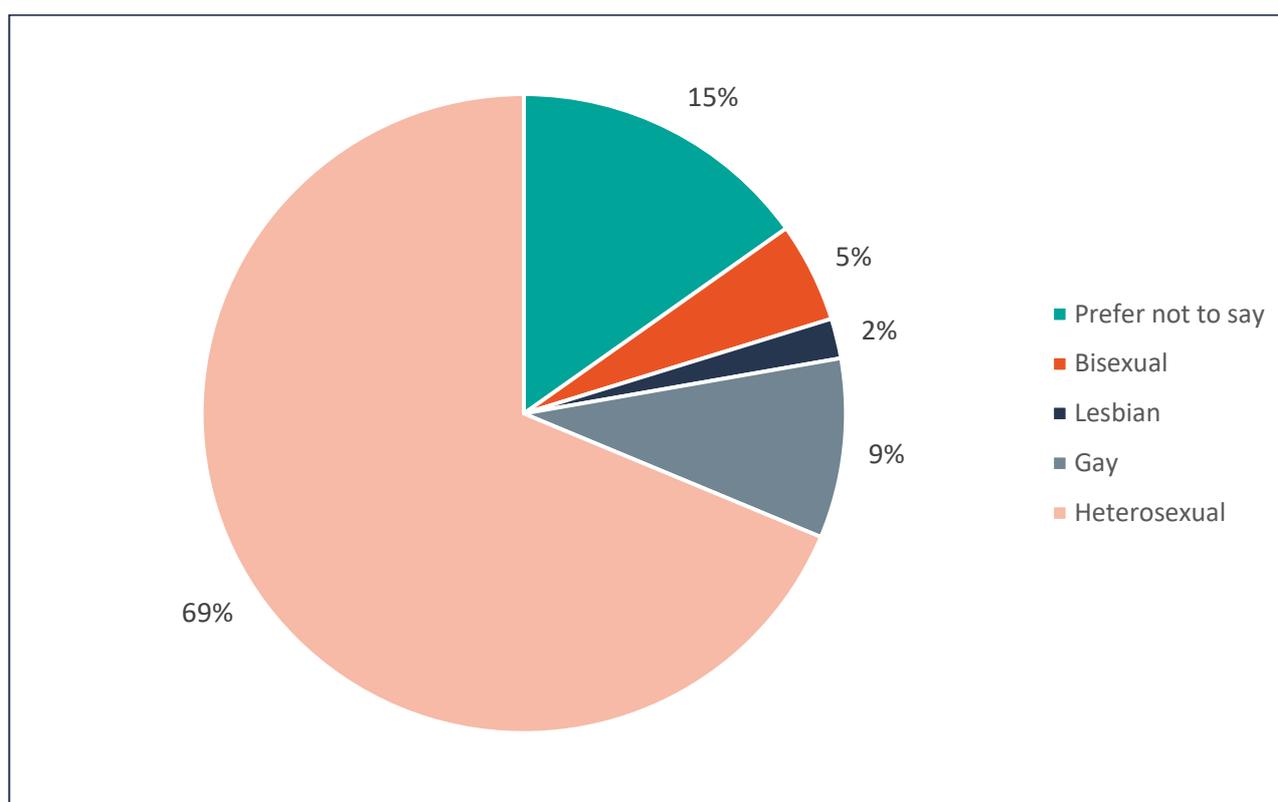


Table 12: Do you consider yourself to have a disability? Definition of disability under the Equality Act 2010: if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities. (Q16)

Answer choices	% of survey responses
Yes	23%
No	77%

Total number of responses: 132

Figure 8: Do you consider yourself to have a disability? Definition of disability under the Equality Act 2010: if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities. (Q16)

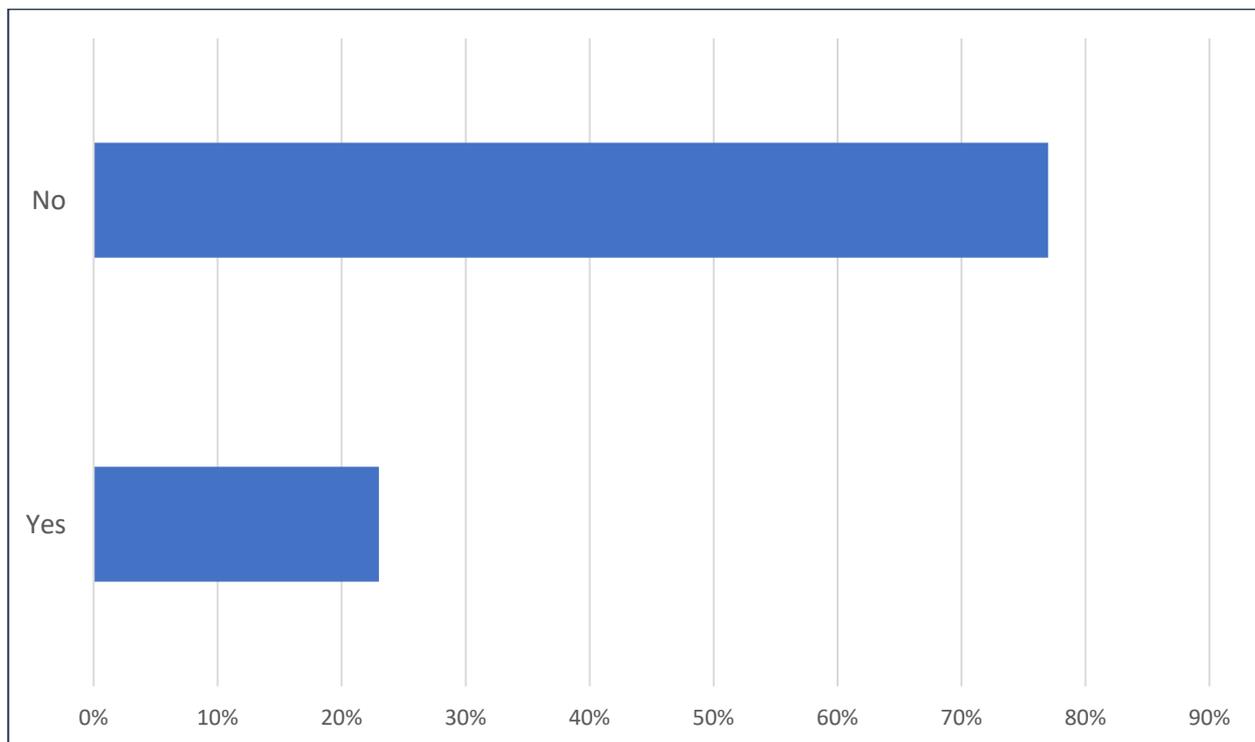
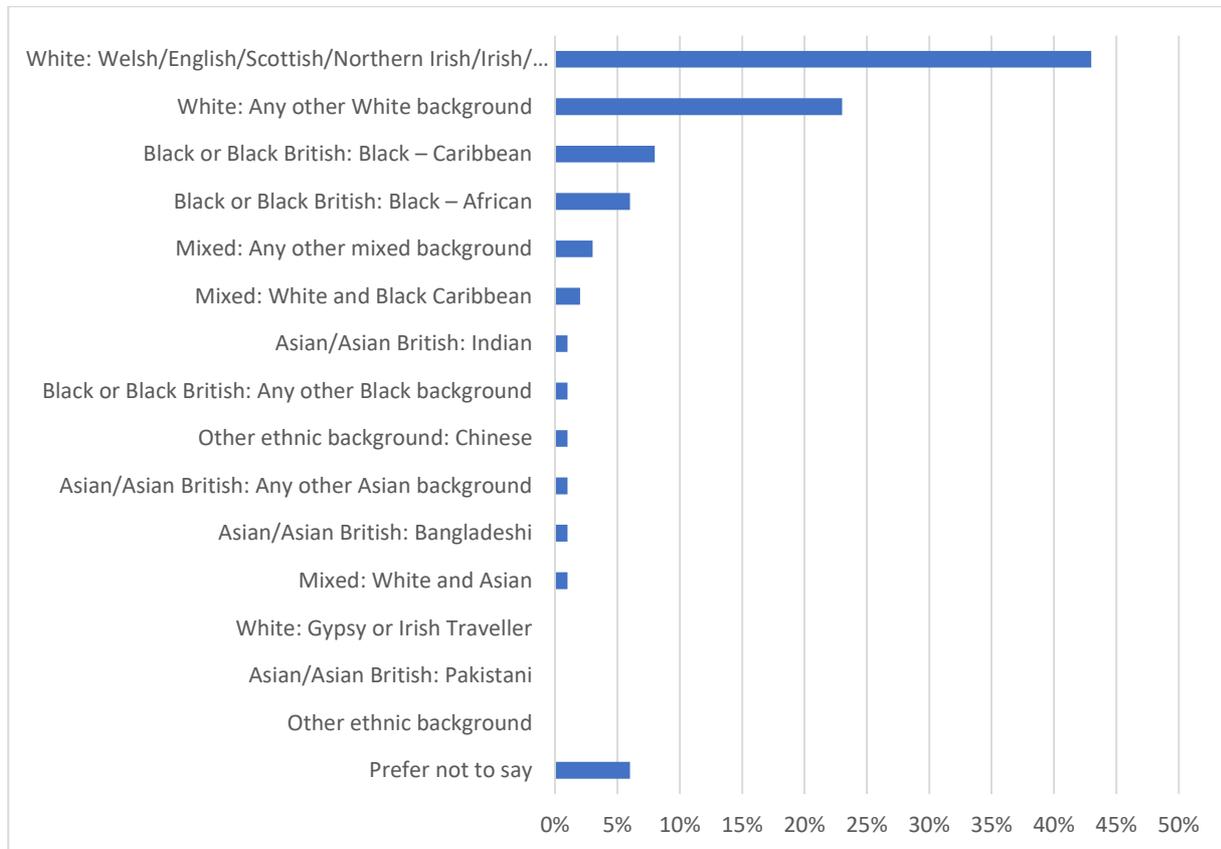


Table 13: Please select what you consider your ethnic origin to be. Ethnicity is distinct from nationality. (Q17)

Answer choices	% of survey responses
White: Welsh/English/Scottish/Northern Irish/Irish/ British	43%
White: Gypsy or Irish Traveller	0%
White: Any other White background	23%
Mixed: White and Black Caribbean	2%
Mixed: White and Black African	1%
Mixed: White and Asian	1%
Mixed: Any other mixed background	3%
Black or Black British: Black – Caribbean	8%
Black or Black British: Black – African	6%
Black or Black British: Any other Black background	1%
Asian/Asian British: Indian	1%
Asian/Asian British: Pakistani	0%
Asian/Asian British: Bangladeshi	1%
Asian/Asian British: Any other Asian background	1%
Other ethnic background: Chinese	1%
Other ethnic background	0%
Prefer not to say	6%

Total number of responses: 134

Figure 9: Please select what you consider your ethnic origin to be. Ethnicity is distinct from nationality. (Q17)



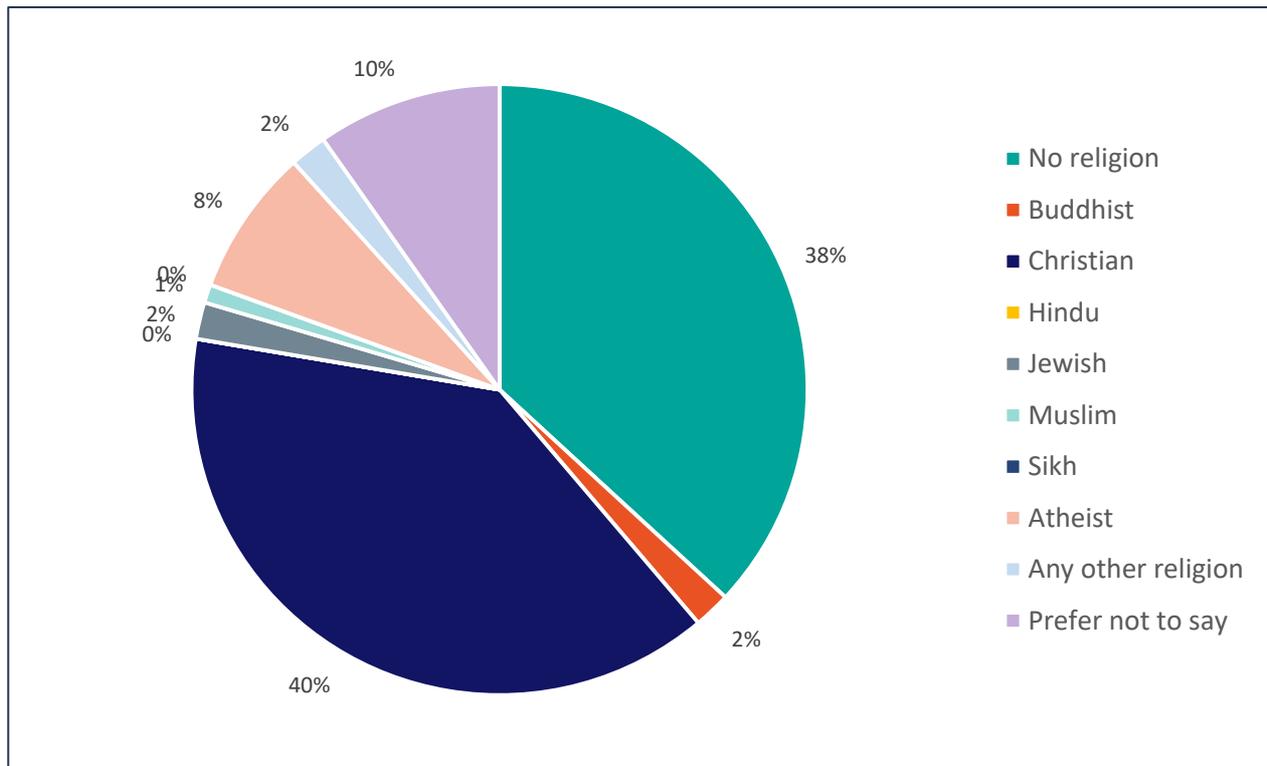
- The majority of respondents (66%) describe their ethnicity as White (43% White: Welsh/English/Scottish/Northern Irish/Irish/ British and 23% Any other White background)
- 23% of survey respondents identified as 'white other'. This may include some who consider themselves to be from a minority ethnic background
- 18% describe their ethnicity as black (Black or Black British: Black – Caribbean, Black or Black British: Black – African, Black or Black British: Any other Black background, Mixed: White and Black Caribbean, Mixed: White and Black African)
- 26% of respondents are from black and minority ethnic communities.

Table 14: Please indicate which option best describes your religion or belief (Q18)

Answer choices	% of survey responses
No religion	38%
Buddhist	2%
Christian	40%
Hindu	0%
Jewish	2%
Muslim	1%
Sikh	0%
Atheist	8%
Any other religion	2%
Prefer not to say	10%

Total number of responses: 134

Figure 10: Please indicate which option best describes your religion or belief (Q18)



5.2.2 Focus groups and public event respondent profile

Four focus groups and one public event were undertaken during the consultation; four targeted members of the public and service users and one was an event for staff. A total of 48 people were engaged through this method.

SLaM and SEL CCG worked with local organisations to arrange these focus groups and events, aiming to reach people most likely to be impacted by the change, particularly black and minority ethnic populations, carers and males from a Black British, African or Caribbean background, of working age with experience of, or interest in, mental health services, either inpatient or community-based or who are carers for someone accessing these services.

Table 15: Summary of focus groups and events

Meeting	Protected characteristic group	Date	Number of attendees
Amardeep Asian Mental Health Service online focus group	Race, Disability	27.05.20	12
Black working age men online focus group	Race, Sex, Age	27.05.20	7
Carers Forum online focus group	N/A	24.04.20	13
Online public event	N/A	20.05.20	6
SLaM staff event	N/A	29.05.20	10
Total			48

Attendees at focus groups and events were encouraged, but not required, to provide demographic information (the same information as requested via the survey). However, demographic information was only collected from one of the sessions (Amardeep Asian Mental Health Service online focus group), therefore, the results below are not comprehensive, being based on information from only 12 participants, but do give some indication of the reach of the focus groups and events.

Focus groups with carers were run with carers groups to ensure demographic was reached; recruitment to the black men's focus group was via organisations and groups working with black men using a recruitment advert that specified target group. People expressing an interest were asked screening questions (from the targeted advert) to ensure that the right demographic was reached.

Table 16: Focus group and public event demographic information

Protected characteristic	Breakdown	Focus groups and events attendees	
		Number	%
Age	16 - 18	0	0%
	19 – 34	2	16%
	35 – 49	4	33%
	50 – 64	5	42%
	65 – 79	1	8%
	80+	0	0%
	Prefer not to say	0	0%
Disability	Yes	1	100%
	No	0	0%
Gender reassignment	Data not collected		
Ethnicity	Data not collected		
Pregnancy and maternity	Data not collected		
Religion and belief	No religion	0	0%
	Buddhist	0	0%
	Christian	2	18%
	Hindu	2	18%
	Jewish	0	0%
	Muslim	6	0%

Protected characteristic	Breakdown	Focus groups and events attendees	
		Number	%
	Sikh	1	9%
	Atheist	0	0%
	Any other religion	0	0%
	Prefer not to say	0	0%
Sex	Female (including trans woman)	7	58%
	Male (including trans man)	5	42%
	Non-binary	0	0%
	In another way	0	0%
	Prefer not to say	0	0%
Sexual orientation	Heterosexual	10	83%
	Gay	0	0%
	Lesbian	0	0%
	Bisexual	0	0%
	Prefer not to say	2	17%
Marriage and civil partnership	Data not collected		
Other i.e. carers	Participant identified themselves as a carer	2	16%

6 In-depth analysis

6.1 Consultation survey

The consultation survey was available throughout the entire twelve-week consultation period, from 4 March to 31 May 2020.

The consultation document and link to the online survey were hosted on the consultation website⁴

All questionnaire responses received by the close of the consultation period, in which at least one of the consultation questions was answered, were included in the analysis, regardless of whether any demographic information was provided. A total of 147 online surveys were fully or partially completed.

Although there was the opportunity to complete the survey in hard copy format, all respondents chose to complete the survey online.

Feedback relating to equalities and impacts (Q5 and Q8) can be found in section 7.

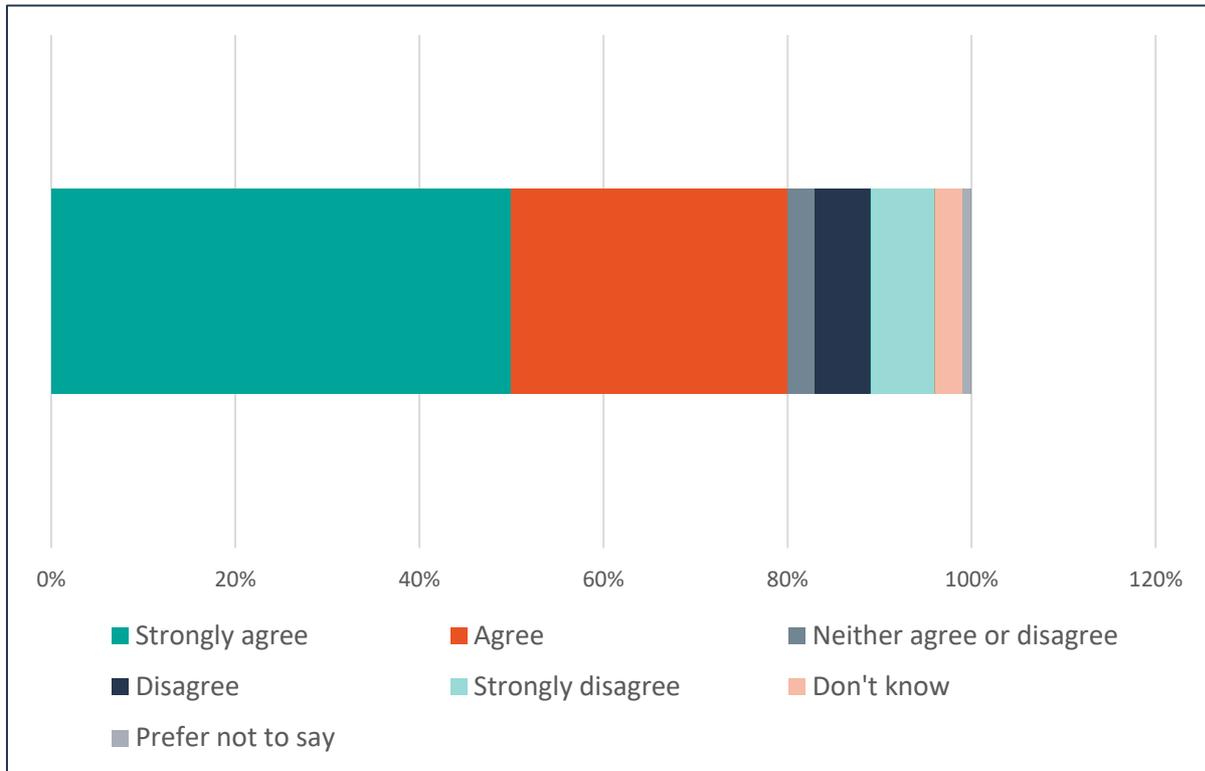
Table 17: Having read our proposals, as well as from your own knowledge and experience, how much do you agree or disagree that we need to make changes to the inpatient wards at Lambeth Hospital? (Q1)

Answer choices	% of survey responses
Strongly agree	50%
Agree	30%
Neither agree or disagree	3%
Disagree	6%
Strongly disagree	7%
Don't know	3%
Prefer not to say	1%

Total number of respondents to question: 145

⁴ <https://lambethtogether.net/living-well-network-alliance/lambethhospital/>

Figure 11: Having read our proposals, as well as from your own knowledge and experience, how much do you agree or disagree that we need to make changes to the inpatient wards at Lambeth Hospital? (Q1)



- 80% of *all* survey respondents agree (strongly agree or agree) that changes need to be made to inpatient wards at Lambeth Hospital. Of these, 18% were current or former service users, 9% were carers/family members, 29% were SLaM staff and 39% were members of the public
- Of those agreeing changes need to be made, the following groups responded with higher levels of agreement when compared to overall figures; staff (97%) and people identifying themselves as having a disability (83%)
- 12% of all respondents disagree (strongly disagree and disagree) that changes are needed. 15% of current and recent service users, 21% of carers and 3% of staff who responded disagree that changes are needed
- Responses from older people and people of working age align with feedback from *all* respondents.

Table 18: Please tell us your reasons for agreeing or disagreeing? (That changes are needed to inpatient wards at Lambeth Hospital) (Q2)

Coded response	Number
Supportive of the change	87
Unsupportive of the change	21
Positive comments about Lambeth Hospital	7
Positive comments about Maudsley Hospital	7
Negative comments about Lambeth Hospital	43
Negative comments about Maudsley Hospital	3
Refurbishment of Lambeth Hospital	9
Current and future considerations about the clinical environment, including buildings and outdoor space	65
Future of the site, if sold	7
Travel or location concerns	7
Travel or location positives	2
General comments in regard to mental health services	5
Improved care is needed	9
New ways of working	3
More information needed to reply	2
Concerns about staffing levels and recruitment and retention	8

Total number of respondents to question: 147

The majority of survey respondents are supportive of the need to make changes to the inpatient wards at Lambeth Hospital.

Amongst people **supportive of the change**, there was broad recognition that:

- **Lambeth Hospital wards are not fit for purpose** – there are opportunities to improve the quality of the environment and bring facilities up to modern standards. Challenges with the current site included the layout of wards, range and volume of therapeutic activities offered, patient facilities such as the lack of ensuite bathrooms, lack of access to outdoor space and fresh air, lack of privacy and dignity for patients and not enough shared areas for communal activities
- **Lambeth Hospital wards negatively impact patient and staff wellbeing** – there were many comments suggesting the environment was not only physically unfit for purpose, but that it was having a negative impact on the recovery of patients and increasing stress levels among staff
- **The Maudsley Hospital site has better facilities** – there were also benefits recognised of relocating close to King’s College Hospital and other mental health services.

It was recognised that there needed to be more information about how the relocation and new facilities would be funded.

People **unsupportive of the change**:

- **Wanted to keep services in Lambeth**
- **Disagreed with the assessment that the current site is not fit for purpose** – there was a perception that the facilities at the current Lambeth Hospital site are in better condition than reported and better than some spaces on the Maudsley Hospital site
- **Were keen to improve the existing facilities** – some suggestions included temporarily re-siting services whilst Lambeth Hospital is refurbished
- **Redevelopment on the Lambeth Hospital site would create noise pollution and disruption** to residents
- Suggested **relocating services would be disorientating for patients who currently are familiar with the services** and may lead to them not to access inpatient services, when needed, in future.

Service delivery

It was felt that, in addition to the benefits of relocating and improving wards, there is an opportunity to improve the quality and management efficiency of inpatient care through revising the service model. This would provide more streamlined care and enable inpatient care to operate in a similar way to other Trust services. Having a range of interventions, not just a medical approach is important for recovery.

Staffing

It was recognised that the physical working environment is not good for staff and that recruitment of additional staff, whilst retaining current staff, should be a priority.

Travel and access

Concerns were expressed by carers, Lambeth residents and black and minority ethnic communities about travel from the south of the borough to the Maudsley Hospital site. Some said there are no direct public transport links from Lambeth to Denmark Hill station, and it was felt the Maudsley Hospital site is already crowded and noisy, and experienced a lot of traffic.

General comments from respondents discussed the importance of continual investment in mental health services so that they could continually improve. There were also comment that there would be advantages of being closely located to King's College Hospital where there is greater access to acute emergency bed space and inpatient substance misuse detoxing were among other general comments.

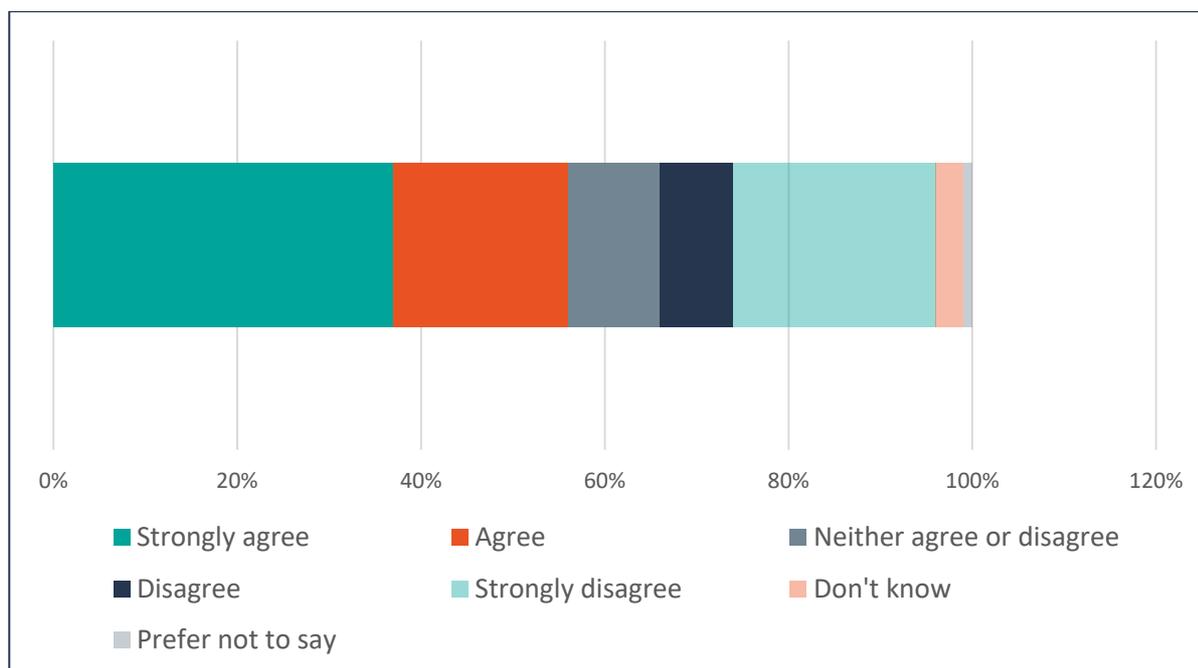
As the future of the site is outside of the scope of this consultation, comments received about this topic have been collated and presented in section 8 of this report.

Table 19: How much do you agree or disagree with the move of adult inpatient beds from the Lambeth Hospital site to the Maudsley Hospital site? (Q3)

Answer choices	% of survey responses
Strongly agree	37%
Agree	19%
Neither agree or disagree	10%
Disagree	8%
Strongly disagree	22%
Don't know	3%
Prefer not to say	1%

Total number of respondents to question: 144

Figure 12: How much do you agree or disagree with the move of adult inpatient beds from the Lambeth Hospital site to the Maudsley Hospital site? (Q3)



- 56% of *all* survey respondents agree (strongly agree or agree) with the move of wards to the Maudsley Hospital.
- 59% of current or former service users agree with the move of wards to the Maudsley Hospital, whilst 26% disagree.
- 41% of staff agree with the move
- 70% of members of the public agree with the move
- There were mixed views about the move from carers and Southwark residents (43% of carers and 44% of Southwark residents agree with the move and 43% of carers and 44% of Southwark residents disagree)
- 31% of all respondents disagree (strongly disagree and disagree) that changes are needed
- Survey responses from people identifying themselves to have a disability were more likely to agree with the move (63% strongly agree or agree)
- Carers, staff and people from a black background are less likely to agree (42% of carers, 41% of staff and 33% of people from a black background strongly agree and agree) and are more likely to disagree (43% of carers, 35% of staff and 43% of people from a black background strongly disagree and disagree) with the move of wards, compared to *all* respondents.

Table 20: Please tell us your reasons for agreeing or disagreeing? (With the move of adult inpatient beds from the Lambeth Hospital site to the Maudsley Hospital site) (Q4)

Coded response	Number
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Coded response	Number
Supportive of the change	71
Unsupportive of the change	45
Positive comments about Maudsley Hospital	27
Negative comments about Lambeth Hospital	3
Negative comments about Maudsley Hospital	10
Co-locating services	13
Refurbishment of Lambeth Hospital	10
Environment (emotional and physical (i.e. buildings and outdoor space))	33
Funding	5
Future of the site, if sold	12
Increase bed numbers	2
Staffing	6
Travel or location concerns	40
Travel or location positives	9
New ways of working	2
More information needed to reply	2
Consultation process	1

Total number of respondents to question: 147

The majority of respondents were supportive of the move of adult inpatient beds from Lambeth Hospital to the Maudsley Hospital. There was an understanding, as in responses to question 2, that the current wards are not fit for purpose and any move could help improve the physical and emotional environment for patients. It was also felt to be the most financially viable option.

Over twice as many people responding to the survey (30%) commented that they were unsupportive of moving beds when compared with the numbers of comments being unsupportive of changes being required to Lambeth Hospital inpatient wards (14%).

People disagreeing that a move is required remarked on the loss of much needed public services and NHS estate within the borough, favouring instead to refurbish the Lambeth Hospital site. One respondent commented that services for Southwark residents are already lacking, so how could the site accommodate Lambeth patients.

People from black and minority ethnic communities, including service users, recognised that there would likely be improvements to the quality of the physical environment, however, there were concerns around losing a local service as well as the impact on people travelling to visit loved ones. One comment raised concerns about noise levels as a result of being close to a busy main road.

Reputation of the Maudsley Hospital

- The site has significant access to state-of-the-art research and treatment and is a Centre of Excellence
- Perception that the staff at the Maudsley Hospital are more qualified/more specialised and that being co-located would give access to these staff
- Staff reported that there is a stigma with the Maudsley name, and it has a (negative) reputation amongst service users and carers. This was not corroborated when looking at service user and carer feedback. However, people from a black and minority ethnic communities did struggle with the stigma and shame of accessing mental health services and were keen to ensure discretion when being admitted for treatment

Co-location of services

Positives

- Having an A&E close by would mean quicker access to emergency care, if needed
- Being on-site with other mental health services, e.g. the recovery college and Hearing Voices' meetings

Negatives

- The site already feels cramped and this would negatively impact on patient and staff experience, for example the noise and activity at King's College Hospital across the road.

Physical and emotional environment

There were mixed views about improvements to the physical and emotional environment for patients, as a result of any proposed move.

Positives as a result of any move

- The new purpose-built accommodation could meet the needs of patients better, providing; greater privacy and dignity with ensuite bathrooms, unsupervised access to large outdoor balconies and the capacity to provide single-sex accommodation
- There was a perception that there would be greater safety and security for patients, with the new surroundings decreasing violence and aggression as well as length of stay (by promoting recovery)
- Access to Ruskin Park.

Negatives as a result of any move

- There would be a lack of private outdoor space. The closest green space is Ruskin Park which patients could need to be escorted to and from
- There would be fewer amenities like libraries and clubs. Lambeth Hospital is currently within walking distance from the Mosaic clubhouse
- There needs to be a clear suicide risk assessment published due to the site's proximity to the heavily used Denmark Hill station
- Staff raised concerns about the amount of space available for their working environment.

Staffing

- It was recognised that there are recruitment and retention issues, but it was felt this issue would be improved if the service was co-located with other mental health services. There was a perception that any potential move would lead to increased access to additional staff (other than people working on the inpatient wards).

Travel and access

Positives as a result of any move

- The Maudsley Hospital site is more central and has better transport links, being easy to reach via bus, train, London Overground and car.

Negatives as a result of any move

- Patients are familiar with Lambeth Hospital and can be visited by family members and friends easily. A move could lead to an increase in travel time and likely impact the frequency and duration of visits from friends and family. There was a perception that moving services out of Lambeth would leave service users and carers feeling abandoned if the communication and transition period is not managed sensitively
- The Maudsley Hospital is less accessible to some parts of Lambeth borough and could present challenges to staff and visitors, making commuting and visiting more stressful – this was a common theme amongst service users, carers/ family members, staff, members of the public, black and minority ethnic communities and Lambeth residents

- There were concerns over how Denmark Hill station and the car parks would cope with additional footfall
- Respondents were unclear what work had been done to consider the impact of the move on other Maudsley Hospital services and whether, in fact, there would be enough space on the site.

As the future of the site is outside of the scope of this consultation, comments received about this topic have been collated and presented in section 8 of this report.

Table 21: What else should we consider? (Q6)

Coded response	Number
Access to outdoor space	10
Accessibility	3
Maintaining connections with community services	4
Consultation process	2
Environment (building and outdoor space)	23
Future of remaining Lambeth Hospital services	8
Future of the site, if sold	14
General comments	2
Impact of building on local areas	2
Impact on service users, family and visitors	22
Impact on staff	2
Increase staffing levels	4
Increased travel time and transport costs	7
Model of care	5
Parking	4

Coded response	Number
Refurbishing the Lambeth Hospital site	13
Services remaining in Lambeth	9
Safety and security	3
Selling off NHS estate	4
Use of therapeutic activities for patients	7

Total number of respondents to question: 147

Considerations around the future environment

- Design of, and access to, the building – taking into account neuro-diversity, good sound proofing, temperature control, calm spaces that are not overwhelming in terms of causing sensory overload, as well as the physical amount of space available so patients don't feel trapped
- Consider whether all new wards need to be the same design, or whether there could be some variation to avoid an institutionalised feel to the environment
- Using spaces on the wards on each floor collaboratively to improve choice
- Some comments regarding food provisions for patients and staff on the Maudsley Hospital site – whether the canteen would need to be expanded to accommodate additional activity and/or could there be the provision of self-catering options for patients
- Consider the use of Ruskin Park as a potential therapeutic resource to compensate for the lack of a garden and provision for physical activities and sports(football/tennis/basketball) and smaller gym equipment on each ward. It was noted that there are perceived to be fewer amenities around the Denmark Hill area
- The environmental sustainability of the building
- Retaining the heritage and legacy of Edward Adamson to the Maudsley Hospital and the NHS
- Parking for staff and visitors is already a challenge – how would this be addressed in future
- It was felt important to have private spaces to speak to staff to complement open plan reception and nursing stations
- Currently Lambeth Hospital has a library, this was seen as a valuable asset that should be transferred to any new surroundings.

Impact on service users, family and visitors

- Following decision-making processes around the outcome of this consultation, clear communication with service users, family and visitors is essential
- Increased travel and transport times patients, family and visitors and recognising—nearly 90 comments were received across all questions and respondent groups on this topic
- Patients not feeling close to home and in unfamiliar surroundings. It was noted that some inpatients use the Lambeth Hospital site to access outpatient pharmacy services – what provision would there be for this on the future site?

Model of care

- Greater investment in mental health services
- Consideration should be given to the range of therapeutic activities available for patients. Suggestions included meditation rooms, on site cinema, gym, cooking, creative writing, and art therapies.
- Collaborating more with Southwark around use of community resources – so Southwark and Lambeth resources are open to patients from either borough
- Improving inpatient plans so they are more consistent with an individual’s community care plans
- Improving discharge arrangements so people do not fall through the net and are connected to community services prior to discharge
- There should be a matched offer of support in the community to undertake outreach work
- Shared office and communal areas for staff as well as smaller offices/ spaces for private meetings/supervision
- Some respondents were unsure of what would happen to remaining services at Lambeth Hospital
- The right amount of staff should be available with a move away from agency staff – without this the surroundings would not make a difference.

Safety and security

- Consider the patient mix at the Maudsley Hospital. In moving these wards to the Maudsley Hospital, would high risk patients be placed near lower risk patients? There were some concerns about the safety and security of both sets of patients.

A number of comments were also received relating to retaining and refurbishing the Lambeth Hospital site to keep services local. There were concerns about selling off NHS estate.

Comments about the future of the site and about the consultation process have been collated and presented in section 8 of this report.

Table 22: Do you have any other solutions we should consider? (Q7)

Coded response	Number
Consultation process	6
Design of new space and garden	10
Future of the site	12
Impact of building works	1
Increasing staffing level	1
Refurbish Lambeth Hospital	24
Services remaining in Lambeth	4
Funding and costings	7
Model of care and strategy	11
Support for change	2
Therapeutic activities	3

Total number of responses: 86

Due to the wording of questions 6 and 7 there are many similarities in responses, in particular around refurbishing Lambeth Hospital and retaining services within Lambeth.

Design of the new space and garden

- As with responses to question 6, consideration of the physical design and outdoor space was felt to be of high importance
- Working creatively with designers to consider all elements of the new facility to ensure it is fit for purpose for mental health service users including reducing noise pollution and increasing natural light sources
- The virtual tour highlights a number of risk areas – balconies which patients may jump/fall from and ligature points around the wards. Will the design be run by clinical specialists to remove these risks through the design process?
- Creating family and visitors' rooms and on-site shop and cash machine on the Maudsley Hospital site
- Introducing free parking for families and subsidised bus services
- Consideration of the use of green spaces.

Model of care and strategy

- Create more step-down facilities which offer dynamic rehab/reablement/enablement. The model used by the Lambeth Early Onset Community Team, for example, should be available to all patients who would benefit. Where there ceases to be a clinical need for people to be on a ward, but they are not fully ready to be discharged as there is a likelihood they would not be able to look after themselves, step down is important to help them
- Consider supporting staff to undertake home visits
- New wards should be designed to enable people to acquire/reacquire daily living skills as well as volunteering and preparing to return to work
- It was felt that having a perceived 'institutionalised building' did not support in reducing stigma faced by those experiencing mental ill health – one suggestion was to have a health and social care campus on the Lambeth Hospital site to regenerate it, rather than upgrading Douglas Bennett House.

There were questions about the long-term strategy for mental health, in line with NHS national policy.

Funding and costings

- Solutions to refurbish Lambeth Hospital included seeking additional national funds, selling parts of the grounds to fund its refurbishment
- With money made from the sale of the land suggestions were to spend this on; channelling some of the money made from it towards making improvements to existing community buildings which are in poor states of affair and to increase staffing levels
- Ensure any investment/ expenditure creates things which are sustainable.

Comments about the future of the site and about the consultation process have been collated and presented in section 8 of this report.

6.2 Focus groups and public event feedback

Each of the five sessions conducted were written up individually, then passed to the NEL Healthcare Consulting Team for analysis. Presented here are the main themes from all of the sessions. These responses have informed the executive summary in section 1 of this report along with feedback from all other engagement methods.

Feedback relating to equalities and impacts can be found in section 7.

Across all sessions there was broad agreement that changes are needed to inpatient wards at Lambeth Hospital and agreement that, in order to improve the quality of the wards, there was a need to move these to the Maudsley Hospital.

6.2.1 Current environment at Lambeth Hospital

It was recognised that the current wards are not fit for purpose.

Emotional environment

- Comments described the wards at Lambeth Hospital as “chaotic” and being challenging places to visit. Some comments suggested that people do not feel safe as patients or visitors.

Physical environment

- Facilities such as bathrooms need upgrading
- Communal areas such as television rooms need redesigning to create calming spaces
- The nurses’ station is enclosed, and this leads to agitated patients congregating around this area
- Around Lambeth Hospital there is quite a lot to do, with access to Brixton and Clapham Common.

6.2.2 Future environment at the Maudsley Hospital site

Emotional environment

It was generally felt that the future environment at the Maudsley Hospital site would be conducive to improved patient and carer/family experience.

Staff recognised that, although it has an international and national reputation for high quality training and research, there is stigma with the Maudsley name that needs to be addressed.

Physical environment

Participants were encouraged by the proposed enhancements to the physical environment patients would experience, in particular:

- Patient facilities, such as private bathrooms, redesigned bedrooms, large windows, multi-faith prayer room and other communal rooms i.e. for arts therapies. There were some initial safety concerns about the proposed balconies providing unsupervised outside space, however after explanation these were felt to be positive
- Positive feedback was received about redesigning the nurse’s station, including lots of seating to talk to patients about their care plans and other issues with safe and confidential office spaces if needed
- Having access to Ruskin Park as outdoor space was seen as a positive, although it was noted that there was more to do around Lambeth Hospital. Having access to good outdoor space was seen as essential for recovery
- For patients who are smokers, consideration should be given to where they could do so on the site

- Staff felt the specifications of the wards were important, in particular that they be flexible in meeting the needs of different patient groups i.e. single sex areas. There were also some concerns about overcrowding on the site.
- It was noted that consideration needed to be given to ensure the environment is mentally stimulating, for example through use of colour on walls to ensure it was not bland and to incorporate a range of therapeutic activities into patients' days to avoid boredom
- Lambeth Hospital has a particular history and is well recognised within the community. The design of the new space should reflect this rich history
- Staff were keen to ensure there was enough office and workspace on the new site.

There were some concerns about the new site's proximity to the road and to the heliport – that the noise pollution would not be conducive to rest and recovery.

Service model

- There were concerns about the idea that, in future, patients were likely to require less time in inpatient wards. Participants were keen that patients' recoveries were not rushed
- Through a new service model, it would be beneficial to create supported living for patients or step-down care and also to consider how there could be continued access to the Home Treatment Team (HTT)
- It was noted that, as important as upgrading the buildings are, having the right staff with the right attitudes and qualities also has a huge impact on patient recovery and experience. Ensuring staff wellbeing should be a part of any changes
- Participants could see the benefits of being located close to other mental health services
- During the focus group with black working age males, the potential for an improved quality of service overall for black men was felt to be a significant opportunity with the proposed move. One member of this group was keen to see the recommendations from the Lambeth BAME mental health report published in 2014 being considered when working up a new service model.

Transport and travel

- Generally, it was felt that access to Lambeth Hospital was much easier and quieter than the Maudsley Hospital site
- Although the Maudsley Hospital is well served for buses and has train access, from Lambeth there is no direct route from some areas within Lambeth
- It was noted that some visitors and carers would be impacted by likely having to travel further to visit, meaning they would visit less frequently, which would have an impact on the patient.

Retaining Lambeth Hospital

- Retaining mental health inpatient services in Lambeth was felt to be very important
- Some felt the option should have been considered to redevelop the Lambeth Hospital site in a more suitable way, so it is not lost as a mental health site. One of the ways the space could be used could be a supervised bedded rehabilitation unit - for people coming off medication
- There were concerns about what the site would be used for if it is no longer owned by the NHS.

6.3 Social media and individual correspondence

In addition to the survey, focus groups and public event, feedback was also received through the following methods:

- Facebook – 24 responses to promoted posts
- Individual correspondence – 12 emails
- Telephone calls – 4 responses (3 members of the public and one facilitator of a mental health support group for young black men).

These 39 responses have been collated for common themes, which have informed the key findings in the executive summary for this report (section 1) along with all other engagement methods. No demographic information is available for this feedback.

Due to the small sample size, comments here reflect more individual views in comparison to the broader summaries in sections 6.1 and 6.2 of this report.

There were mixed views about the suitability of the Maudsley Hospital site to house inpatient mental health wards. Some commented the proposed new environment was an improvement, but had questions about outdoor space, catering and staff mixes. The building should ensure privacy and dignity by creating confidential spaces for patients to speak to staff. Some commented that the Maudsley Hospital site was congested and not a conducive environment for recovery.

It was noted that the move would mean patients and visitors having to travel further, increasing travel time and cost.

It was recognised that having robust processes in place to discharge patients back into the community was important.

Some felt mental health services were being ‘dumped’ in ethnically diverse areas. It was recognised that a disproportionate number of people admitted as inpatients in mental health services come from black and minority ethnic communities.

There were concerns about selling off NHS estate and getting rid of much needed services – some cited other examples in London where buildings had been sold and this had led to services going downhill in those areas.

7. Equalities and impacts related feedback

The NHS has a statutory requirement to give due regard to the needs of, and potential impacts on, groups and individuals with protected characteristics under the Equality Act 2010. Other key NHS legislation requires CCGs to have regard for the need to reduce inequalities between patients in access to health services and the outcomes achieved. These obligations are particularly important when planning and commissioning major changes to health services.

It is important to understand both the views of protected characteristics groups and other key sociodemographic and vulnerable groups, and the concerns about potential impacts on these groups, as expressed by all participants in the consultation. The consultation methodology section of this report (section 3) sets out how SLaM and the CCG approached seeking feedback from these groups. Feedback collected will enable decision-makers to consider these impacts and corresponding mitigation measures which could be implemented.

This section sets out the findings in terms of equalities and potential impacts that can be derived from the consultation findings. This information has been obtained from responses to questions 5 and 8 of the survey. The survey questions were also used as a structure for the focus groups and public event. Comments from social media and individual correspondence were more general and therefore any equalities and impact feedback has been drawn out and included.

It should be noted that most, if not all, of the current service users within Lambeth Hospital inpatient mental health wards can be categorised in terms of the protected characteristics outlined within the Equality Act 2010. All will fall into more than one protected characteristic group.

The aim of this section is to draw out impacts that have emerged for particular protected characteristic groups that should be taken into account should the proposal to move services be approved.

7.1. Overview of equalities and impacts related findings

Across all feedback methods, the most commonly stated impacts were concerns around travel and access; the impact on service users in terms of the disconnect from their community; and familiar surroundings which may affect recovery and the loss of local services. An improved and redesigned environment at the Maudsley would likely have a positive impact on service users and staff experiences.

The three protected characteristics groups most frequently mentioned across all consultation feedback strands were older people and people with disabilities (particularly in relation to reduced mobility and sensory disabilities) and people from the black community. For older people, travel and access were cited as having potential for significant negative

impacts for this group. For people with disabilities (physical, learning, sensory and mental impairments), travel and access as well as the physical design and location for the new wards were cited as having potential for significant positive and negative impacts. For people from the black community, the move itself was seen as potentially less of an issue than the quality of relationships with staff and the ability of the service model – in whichever location - to meet their specific needs. There was some hope that a new build would allow for a refresh of the service model to make broader improvements to the experience of black mental health service users in Lambeth.

Lambeth residents were generally positive about the proposed move, however they identified more negative impacts than positive impacts; mostly due to increases in travel time and cost as well as this potentially having an impact on carers and family members ability to visit inpatients as frequently as they would like.

Southwark residents were also keen for services to remain within Lambeth. There were concerns over the available space on the Maudsley Hospital site and the impact on Southwark service users. The current lack of inpatient services for Southwark residents was raised.

When consultation target groups (adults of working age admitted as mental health inpatients, carers/families, and staff and black males) were asked about impacts, their responses broadly mirrored responses from all population groups. Feedback from and about these groups did not highlight particular impacts that were unique to people groups.

7.1.1. Equalities and impacts feedback from survey responses

Table 23: How would our proposals affect you and your family? If you think our proposals would affect you, your family or other people you know, either positively or negatively, please tell us why you think this. (Q5)

Coded response	Number
Identified positive affects	29
Identified negative affects	46
Identified no impact or neutral impact	10
Future of the Lambeth Hospital site, if sold	17
Environment (building and gardens)	17
Impact on service users, carers and visitors	17
Travel or location concerns	28
Travel or location positives	10
Future of other services on the Lambeth Hospital site	5
Working environment	4
Disruption due to building works	4
Co-location with other services on the Maudsley Hospital site	2
Consultation process	2
Service model	1
General/ individual comments	1

Total number of responses: 112

The majority of affects identified by survey respondents were negative.

Negative affects/impacts include:

- Having to travel out of the borough to access services which would mean increased travel time and cost for service users, carers, family members and, potentially, staff. This would particularly negatively affect those from socio-economically deprived background, and could be alienating and upsetting for service users, in particular, due to unfamiliar surroundings and previous bad experiences of services at the Maudsley Hospital
- A perceived lack of space on the Maudsley Hospital site to cope with these services being relocated there – respondents said more certainty was needed around the impact on other services on the Maudsley Hospital site
- It was noted that the Maudsley name had stigma attached to it, which would negatively affect service users. Some comments suggested the site was like an institution and services should be moving away from this approach. There were concerns about being seen going into the new site, so discretion and privacy and dignity were all important themes
- There were concerns about the ability of the proposed new space to be safe and therapeutic. Some comments described the Maudsley Hospital as a “prison” and questions over the safety of the proposed design of balconies and roof terrace space for people who are acutely unwell
- Residents near the Maudsley Hospital would have to bear more patients in their living space and the disruption of construction in the short to medium term
- Staff concerns about the impact on their working environment – too many teams on the site have to work in poorly lit converted basement offices due to a lack of office space on site and this would mean additional travel to get to work for some.

Positive effects/impacts include:

- Some felt that the Maudsley Hospital site is more central and better connected to other areas of London in terms of transport. Some staff commented that they would like to work on this site, and that it might be safer
- Access to a better environment at the Maudsley Hospital site including open spaces and gardens
- A perception that they would have access to additional specialist support on the site.

There were mixed views about using services on the Maudsley Hospital site if the move went ahead. Some had had bad experiences of the Maudsley Hospital whereas a number said they would prefer to go to the Maudsley Hospital, stating they would feel relieved.

Q8: Tell us if there are any other ways that these changes could have an adverse impact on people with protected characteristics, in relation to their age, disability, ethnicity, gender, identity, pregnancy, religion and belief, sex and sexual orientation.

The majority of feedback via the online survey outlined that the following groups would be negatively impacted if inpatient mental health services were to move to the Maudsley Hospital site:

- Older people and people of working age
- People with disabilities (mental, physical, learning and sensory impairments)
- Black and minority ethnic communities (specifically people from black backgrounds)
- People considered to be experiencing socio-economic deprivation.

Positive comments were made around the improvements to the physical environment, which would ultimately have a positive impact on service user's mental health and increase the privacy and dignity of all service users through the provision of en-suite bathrooms.

It was felt, across all characteristics, that support should be given to reduce additional travel times by looking at public transport routes. In general travel time should be considered when making appointments/ setting visiting hours.

Once comment suggested residential facilities could breed prejudice. Consideration should be given to ensuring they are safe spaces for people identifying as LGBT+ for women (cis and trans) and for people who might be vulnerable such as people with learning disabilities. These issues may be addressed through increased privacy and dignity in relation to bedroom and bathroom arrangements.

The stigma around the Maudsley name was also cited as an issue for people from the black and minority ethnic communities.

Age specific findings

- Additional travel across potentially multiple methods of transport would present challenges for older carers or visitors
- It was felt that young men who may be involved with gangs may be impacted. By moving services into a different borough, the highly territorial nature of gangs may put them at risk whilst they access outdoor space and the park.

Disability specific findings

- Additional travel across potentially multiple methods of transport would present challenges for people with physical and sensory disabilities. For people with learning and mental health disabilities, travelling to an unfamiliar place and having to navigate different routes and modes of transport may be distressing. However, there was support from people with a physical or mental disability in regard to moving services.

- For people with sensory disabilities, consideration should be given to neurodiversity, for example thinking about soundproofing, potential for sensory overload if spaces are too noisy, bright and busy with information
- It is important that the new facility is fully compliant with all disability discrimination legislation to ensure all have fair access, in particular people with physical and sensory impairments
- Additional noise from the road and King's College Hospital may cause distress to people with anxiety and other common mental health problems.

Ethnicity specific findings

- It was recognised that the black community (particularly men) are disproportionately represented in the current caseload. Efforts should be made to ensure the community offer in Lambeth is strong to keep this group out of hospital, where appropriate
- Treatment and therapeutic activities need to be culturally appropriate
- Concerns regarding noise pollution from the main road and Kings College Hospitals Helipad. It was felt that this would not be conducive to recovery
- Desire to ensure discreet entrance to the building as stigma and shame are issues for this community when accessing mental health services

Sex and sexual orientation specific findings

- Wards should be either male or female. Special thought needs to be applied to people that, for example, identify as female, but physically appear to be male.

Religion and belief specific findings

- There should be neutral spaces for worship, to ensure all belief systems are catered for
- In terms of catering, a range of options should be available to suit people who have specific requirements due to their religious beliefs.

Socioeconomic deprivation specific findings

- Having to travel further to access services could have a disproportionate financial impact on people experiencing socio-economic deprivation.

7.1.2. Equalities and impact feedback from focus groups and the public event

During focus groups and the public event, participants were asked the same questions as set out in the online survey with regards to equalities issues and impact. Feedback across all sessions, where responses discussed equalities or other impacts, have been summarised below, under the most appropriate heading.

Sessions were specifically targeted at seeking feedback from groups most likely to be impacted by the changes including black working age males, carers, service users and staff.

Equalities and impact feedback from the focus groups and public event broadly align with feedback from the online survey and do not present or highlight any issues specific only to those groups.

Q5: How would our proposals affect you and your family?

Positive affects

- Staff felt the proposals would lead to a reduction in violent incidents and make the management of wards easier. This could have a positive effect on staff with the environment being a nicer environment and the people experience from being detained is better and could lead to less violence.

Negative affects

- Service users can be hesitant to go out, especially if they don't know the area. Service users are currently familiar with Lambeth Hospital, local facilities, shops and spaces. With increased travel times for carers/family members, they may not be able to visit as often to help service users to get out and take in fresh air. If the move to the Maudsley Hospital takes place, could there be chaperones available to help introduce people to the local area? Staff are normally too busy to do this. There should be support to help people get out
- Some staff could have to travel further to get to work.

Q8: Tell us if there are any other ways that these changes could have an adverse impact on people with protected characteristics, in relation to their age, disability, ethnicity, gender, identity, pregnancy, religion and belief, sex and sexual orientation.

- Service users and carers are currently very familiar with the Lambeth Hospital site. Finding the Maudsley Hospital could be harder, especially for people with dyslexia and physical disabilities. Information should be available, in different languages and formats, about where the site is, how to get there, where the wards are located and visiting times
- The change in location could mean surroundings are busier, noisier and perhaps more hostile (fights on weekend nights). This could impact people with hidden and visible disabilities. It could also present issues for older people and women
- Visitors, including carers, could visit less in future, due to increased travel times. This could also be exacerbated for people with disabilities, and could have a knock-on effect on the service users' wellbeing
- Being close to a busy road, helipad and generally busy site could be over stimulating for people with mental and sensory impairments. It was also felt by black and minority ethnic communities that it might not be conducive to the release of trauma and healing

- People from a black and minority ethnic communities highlighted the stigma and shame felt when accessing mental health services. Lambeth Hospital is discreet and anonymous in the sense that not many people know it is a mental health inpatient facility. Whereas the Maudsley is well known and is next to a main road and busy hospital. Comments urged discretion when designing front entrances to inpatient spaces.

7.1.3. Equalities and impact feedback from social media and individual correspondence

Feedback via social media and individual correspondence echoed comments made via other engagement methods, this included:

- Concerns for people with sensory disabilities and mental health issues being in a densely populated site with noise pollution
- Suggested remodelling of the reception area to ensure privacy and dignity and to reduce stigma for people being admitted
- It was noted that a new environment would likely have a positive impact on staff wellbeing.

Comments not heard through other engagement methods included:

- Young black men can have trust issues with services as a result of their culture – regardless of where services are located. Therefore, the relationship with mental health support staff is what makes the biggest difference – having the right staff who are culturally competent and trustworthy. It is less about the physical building for this group
- Suggestions that the proposal would have a negative impact on Southwark residents. There was a perception that there is not enough inpatient capacity for Southwark services users – having to access services in Lewisham. There were questions about getting the Southwark/Lambeth balance of patients right on the site
- A small number of comments suggested mental health services were being “dumped” in ethnically diverse areas.

Generally, it was felt that the transition needs to be well managed ensuring information and support is readily available. It was noted that Camberwell and the Landor Road area are very different.

8. Comments outside the scope of the consultation

A number of responses included comments that are outside the scope of this consultation – focussing on the future of the Lambeth Hospital site, with a few comments about the consultation process itself. Feedback about these topics has been collated from all questions and all engagement methods here.

Should the outcome of this consultation be to move wards from the Lambeth Hospital site, it is understood that there would be a further engagement process around the future of the site. Comments here will feed into future engagement processes.

8.1 Future of the Lambeth Hospital site

8.1.1 Concerns about the future use of the site

- The current site should be renovated to keep services local
- Gentrifying the area would negatively impact the most marginalised minority groups because 'affordable' housing would not be affordable for most
- The space on the site, if used for housing, would not have the space also to provide community outdoor space which is so needed
- The number of proposed houses and how they would physically fit onto the site – a smaller development could be more acceptable to the local community
- The surrounding infrastructure such as schools, GP practices and public transport could struggle to cope with an influx of residents. It was noted that the Fenwick Estate nearby is also due to be refurbished, further compounding the issue
- Selling off NHS land to private housing developers, who's primary interest would be economic profit making for private shareholders
- Increase in noise and disruption due to building works for people local to the site
- The ongoing involvement of local people in any planning consultations.

8.1.2 Ideas for the future use of the site

- Support for using the space to provide good quality affordable housing (including for keyworkers) and open public spaces
- Using space to increase community resources such as new shops, cafes, and community centres, public garden, and a small library
- Let the site to another sector of care such as social care or learning disabilities
- Retain the site as a health and social care campus
- Build houses, rather than building high rise flats.

8.2 Comments about the consultation process

A small number of comments were received regarding this consultation process and future engagement work following decision making. Views represented here are from individuals.

- Patient voices should be included on the project team throughout this piece of work
- Some challenge around putting forward a single option for change. There were questions around whether the process had sought views at the earliest possible opportunity
- Ensure there is ongoing engagement with service users and clinical staff to ensure the design and layout is sensitively designed
- The method of outreach/eliciting feedback and what methods had been used to reach local residents not through use of technology
- Splitting changes on the Lambeth Hospital site into different consultations seemed to be a deliberate way of moving forward on 'positive' actions, and not considering the picture as a whole. Ensure consultations for the move of the services and the future development of the current site are be evaluated together, along with plans for the services of the three wards that are deemed to be outside the scope of this consultation.

9. Next steps

Feedback from the consultation will be presented to the SEL CCG Governing Body along with recommendations as part of the decision-making business case in July 2020, and this is where the decision will be made on the outcome of the consultation.

Prior to this, interim findings from the consultation will be shared with the Lambeth Together Strategic Board for recommendation to the SEL CCG Governing Body; findings will also be shared with the Lambeth and Southwark Joint Health Overview and Scrutiny Committee before decision by the SEL CCG Governing Body. Once the decision is made, this will be presented to SLaM's Board.

Appendix A. Glossary

A&E	Accident and Emergency
BAME	Black, Asian and Minority Ethnic
CCG	Clinical Commissioning Group
GP	General Practitioner
HTT	Home Treatment Team
JHOSC	Lambeth and Southwark Joint Health Overview and Scrutiny Committee
LGBT+	Lesbian, Gay, Bisexual, Transgender, plus
LWNA	Lambeth Living Well Network Alliance
PICU	Psychiatric Intensive Care Unit
PCNs	Primary Care Networks
SEL CCG	NHS South East London Clinical Commissioning Group
SLaM	South London and Maudsley NHS Trust
SLP	South London Press (SLP)