

**NHS Southwark Clinical Commissioning  
Group (CCG)  
&  
Southwark Council**

**Joint Mental Health and Wellbeing Strategy**

**2017-2020**

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## Document Information

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0.5	30.06.17	Sophie Gray	Senior Joint Commissioning Officer	NHS Southwark CCG and Southwark Council	Further feedback (strategic priorities, infographics, wider determinants, definitions, structure).
0.6	07.08.17	Sophie Gray	Senior Joint Commissioning Officer	NHS Southwark CCG and Southwark	Director(s) sign off, additional comments.

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The Communications Teams of the CCG (CSU) & Council will support with formatting, easy read/plain English for the final strategy for publication on the Council and CCG websites and in a printed format with a summary booklet.

Draft

## FOREWORD

Good mental health and a sense of wellbeing are central to living a purposeful, healthy and enjoyable life, because there is no health without mental health. Yet, for too many people, the reality is that they are living with poor mental health and its wide-ranging and long-lasting consequences for themselves, their family, friends and community.

Many people who live in Southwark will be affected, directly and indirectly, by the impact of poor mental health and wellbeing. In this strategy we are setting out the areas where we, the CCG and Southwark Council, believe we should be focusing our efforts to maximise the opportunities and outcomes for our population to thrive, live, work and grow.

We believe that because poor mental health and outcomes can be determined from early childhood, a life course approach to this mental health strategy should be taken to ensure that our focus is on early help and support for families, protection of our children and promotion of positive wellbeing in all aspects of life. This preventative approach will then have positive consequences as our children grow into adulthood and older age.

We believe that there is great scope to improve the outcomes for our population so that we promote prevention of and recover from mental ill health. This strategy therefore places large focus on prevention and promotion of wellbeing, community based care and activating communities, improving clinical and care services and improving recovery. We consider wider determinants of mental health and wellbeing including housing, education, social, and financial to address the needs of our residents across the whole-system.

In this strategy, we set out our intention to continue to work in partnership across the CCG and Council with the NHS, voluntary and third sector services, and with the public to deliver the best possible health and social care outcomes for our residents in Southwark.



Jonty Heaversedge  
**CCG Chair**



Councillor Helen Dennis  
**Southwark Mental Health  
Champion**



Councillor Richard Livingstone  
**Cabinet Member for Adult  
Care and Financial Inclusion**

## EXECUTIVE SUMMARY

(To be written following joint agreement of the strategy and action plan).

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## INTRODUCTION

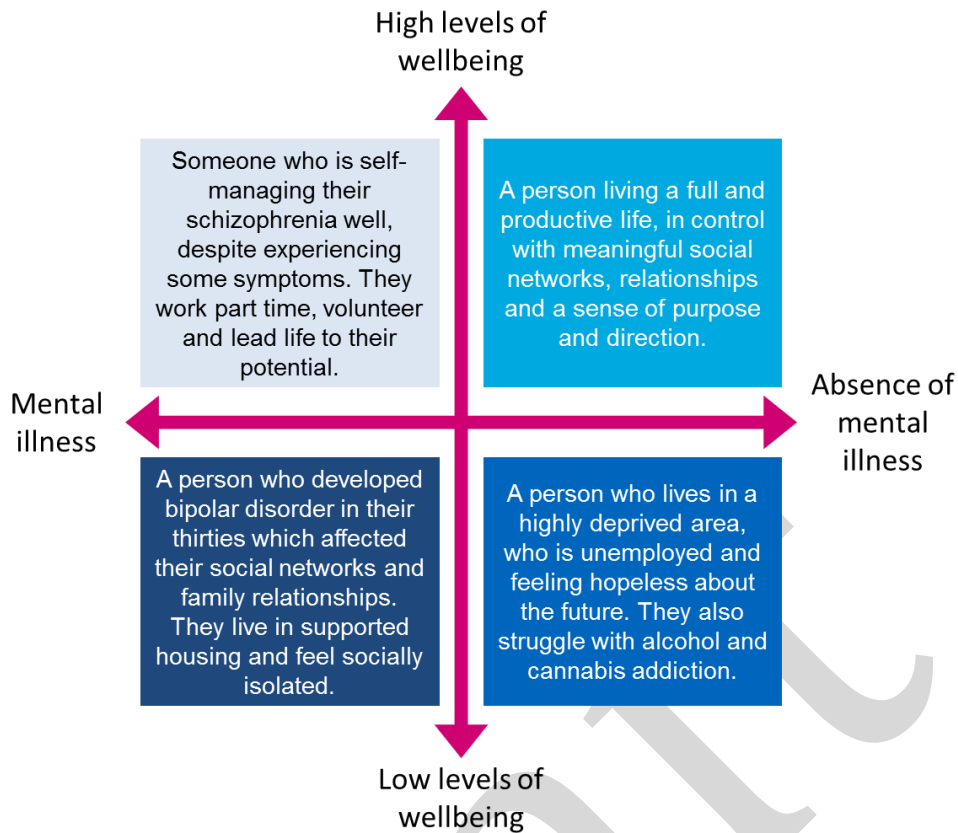
Southwark has a young, diverse and vibrant population of approximately 310,000. As an inner London borough, Southwark is the 40<sup>th</sup> most deprived Local Authority in England and yet we have an affluent north and south edge of the borough with many visitors and tourists travelling in and out of the borough.

Mental health problems represent the largest single cause of disability in the UK (Mental Health 5 Year Forward View). People can be affected by mental health problems at any point in their lives; including new mothers, children, teenagers, adults and older people. It is estimated that one in four adults will suffer from a mental health problem in any given year, equivalent to almost 63,000 people in Southwark.

Mental health can be maintained, improved and diminished like physical health. To improve (population) mental health we want focus on improving wellbeing. In doing so we can enable our residents to contribute to their community, develop meaningful social networks and relationships, and reach their full potential. Importantly we do not believe the presence of a mental illness goes hand in hand with low levels of wellbeing. We believe that a positive state of wellbeing is attainable for all, regardless of age, gender, socio economic status or diagnosis.

In Southwark we recognise the importance of achieving a sustainable mental health system; with high quality, responsive and accessible services and improved outcomes for those with a mental illness. Mental Health services in the borough need to reflect and respond to the needs of our local population, and be delivered without stigma or discrimination. We believe that recovery should be a target for all with a mental illness. By placing the principles of recovery at the heart of our approach, and creating opportunities for employment and housing, we will enable people to live independent lives in the community.

In Southwark we need to adopt new ways of working; developing innovative and transformative approaches to commissioning, placing a greater focus on prevention and leveraging local assets to develop stronger, more resilient communities. Improving mental health and wellbeing requires a whole borough approach. It is essential that the council and CCG work together with services, the voluntary and community sector, employers, communities, families and individuals. Mental health is everyone's business and everyone has a role to play.



**Figure 1: Description of Mental Health and Wellbeing**

## DEFINITIONS

- **Mental health** as a category covers both wellbeing and mental illness.
- **Wellbeing** covers a wider, all-encompassing concept and is defined by the New Economics Foundation (NEF) as a dynamic process that gives people a sense of how their lives are going, through the interaction between their circumstances, activities and psychological resources or ‘mental capital’.
- **Mental illness** includes a wide spectrum of mental health conditions from common conditions such as depression and anxiety to severe mental illnesses such as schizophrenia and bipolar disorder.
- **Recovery:** Recovery refers to an individual’s feeling of empowerment and hope for the future. It is about creating opportunity and choice whilst contributing to and being a valued member of the community. Recovery is about living a meaningful and purposeful life.
- **Resilience:** Resilience applies to both individuals and communities. Resilient individuals are able to cope with life’s ups and downs and recover quickly from periods of stress. Resilient communities use local assets to improve social connectedness, promote healthy lifestyles and adapt and respond to future population needs in a rapidly changing urban environment.



## OUR VISION

*“Our vision is to improve the mental health and wellbeing outcomes of our residents in Southwark. We will improve the physical health of people living with serious mental illness and increase life expectancy for this population group. We will focus on prevention and early intervention, whilst delivering a sustainable mental health system in Southwark. This will require simplified and strengthened leadership and accountability across the whole system. It is fundamental that we unlock the potential of Southwark communities to enable active, resilient citizens and self-reliant communities in these times of quick-paced regeneration in the borough. By engaging with providers and working in partnership with the third and voluntary sector we will transform the mental health and wellbeing of Southwark residents.”*

In order to realise this vision, NHS Southwark Clinical Commissioning Group (CCG) and Southwark Council have developed this strategy, in collaboration with providers and the public, to better understand our population and the challenges faced. We have described the key priorities that we need to focus on in order to deliver improvements over the next two years.

This strategy builds upon work already undertaken by the CCG and the council to consider an outcomes, value and population based approach to commissioning services as part of our *Southwark Five Year Forward View of Health and Social Care (2016/17-2020/21)*.

We have listened to the experiences of residents, those with lived experience of mental ill health, carers and professionals and have based our strategy on their feedback and views. By continuing to engage with providers and working in partnership with the third and voluntary sector we will co-produce and transform the mental health and wellbeing of Southwark residents.

## **POLICY CONTEXT**

Mental health policy has developed over the past two decades and as a result, public attitudes towards mental health and wellbeing are changing. There is a growing commitment among communities, workplaces, schools and within government to change the way we think about it. More than ever before, there is now a shared consensus on what needs to change and there is a real desire in Southwark to shift towards prevention and transform our health and social care system.

### **National Policy Context**

NHS England's Five Year Forward View for Mental Health (FYFV-MH) published in February 2016 sets out the actions to be taken to deliver the recommendations and its plans for investment to support that work. In Southwark we are ensuring that our plans are aligned with the national aims contained in the FYFV-MH.

The Care Act 2014 has changed many aspects of how social care support is arranged, and is intended to give greater control and influence to those in need of support. It makes clear that local authorities must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support.<sup>1</sup> In Southwark we are continuing to work to ensure that effective prevention is an integral part of our approach to improving mental health and wellbeing in the borough.

The NHS has established the Mental Health Taskforce to take a UK approach to mental health. This is focused on high level objectives, with some core areas of activity, including improved crisis care, with the expansion of Crisis Resolution and Home Treatment Teams; improvements in physical health; an increase in mental health liaison services both in emergency departments and in older-age acute physical health services. The five year strategy also focuses on specific groups, including a focus on reducing suicides, increasing access to evidence-based psychological therapies, an increase in access to Individual Placement and Support (IPS) for employment and a focus on perinatal mental health services.

## Regional Policy Context

Sustainability and Transformation Plans (STPs) are a new planning framework for NHS services. The Our Healthier South East London Sustainability and Transformation Plan operates across 6 boroughs namely Bexley; Bromley; Greenwich; Lambeth; Lewisham and Southwark. Mental Health is a cross-cutting theme across all key priority areas with a specific mental health work programme including:

- Developing consistent and high quality community based care (CBC) and prevention;
- Improving quality and reducing variation across both physical and mental health;
- Reducing cost through provider collaboration;
- Developing sustainable specialised services; and
- Changing how we work together to deliver the transformation required.

The key priorities of the joint Southwark Mental Health and Wellbeing Strategy align to the sub-regional plan and we will seek to work across geographical 'footprint' boundaries where our population demands are similar in order to improve outcomes and deliver sustainable mental health provision.

## Local Policy Context

The *Southwark Five Year Forward View of Health and Social Care (2016/17-2020/21)* focusses on:

- Emphasising populations rather than providers;
- Focusing on total system value rather than individual contract prices; and
- Focusing on *how* care is delivered as well as *what* care is delivered.

This means that the main focus of this strategy needs to respond to the challenge of delivering sustainable models of care for the future that are successful in achieving better outcomes for our local population and making best use of the resources available in Southwark.

The Mental Health and Wellbeing strategy builds on a joint report on mental health provision in Southwark in May 2016. Thirty-three recommendations were made by the Council's Education and Children's Services sub-committee and the Healthy Communities sub-committee of Southwark Council. The recommendations form the basis of the action plan of the Mental Health and Wellbeing strategy. Covering a wide range of health and social issues that have an impact on mental health and well-being, the recommendations include: early help and preventative interventions; the

transition from children's to adult mental health services; the operation of health services, including Child and Adolescent Mental Health services (CAMHS); the role of schools and other education services in supporting children and young people and identifying mental health issues; the impact of housing and accommodation; social media and cyberbullying; equality of access to services, including for Black and other Minority Ethnic (BME) groups; the importance of reducing stigma and making sure our workforce are trained and supported in developing good mental health awareness.

The Mental Health Foundation is leading on the community resilience work-stream for Thrive London, which is a Mayor of London's initiative, launched in July 2017. Thrive is a pilot programme designed for a whole community, with a whole life-course co-production approach to improving mental health and preventing illness and promoting community cohesion. Evidence for interventions is from the Mental Health Foundation's work such as Young Mums Together, peer work with children and young people, and tackling isolation of elders. The Mental Health Foundation has produced a heat map of risk that shows the most disadvantage boroughs of London. This includes Southwark and Lambeth where pilots are being established.

*Southwark Local Transformation Plan for Children and Young People's Mental Health* agreed by the Health and Wellbeing Board in 2015 and refreshed in October 2016, the local transformation plan describes the outcomes we want to achieve for the mental health of children, driven by the recommendations in *Future in Mind*, and sets out our plans for achieving those outcomes.

A range of local priorities have been agreed by the Southwark Health and Wellbeing Board and are set out in the Southwark CYP Health Education and Social Care Strategic Framework. In alignment with these priorities, the joint mental health strategy will focus on:

- Emotional Wellbeing and Mental Health;
- Early Years, Better Start 0-5 years and school readiness;
- Long term Physical Conditions including diabetes, asthma, epilepsy, sickle cell and complex co-morbidity (multiple conditions/disorders with a primary condition/disorder);
- The promotion and maintenance of wellness and early identification of the need to improve our CYP's outcomes, thus reducing emergency admission and the use of hospital and crisis services;
- Young People's Health 10-25 years old including sexual health, drugs misuse, self-harm and gang violence;
- Vulnerable Children and Young People including;

- Young Carers;
- Young Offenders;
- Looked After Children (LAC), Children in Need (CIN) and Care Leavers;
- Children and Young people at risk of violence, abuse or neglect;
- Children with learning disabilities and Special Educational Needs and Disability (SEND); and
- Children and Young people who are obese.

The CCG and Council commission a wide range of community services which are provided by voluntary and community sector (VCS). Southwark has a VCS strategy developed by Community Southwark, the council and the CCG which is called Common Purpose, Common Cause and is guided by a compelling vision and a clear, common purpose – to support a sustainable, confident and resourceful voluntary and community sector that can work alongside the public and private sector to deliver the best outcomes for Southwark residents.

The council plan confirmed our ten Fairer Future promises, a set of key commitments to the residents and businesses of Southwark that outline the things we will be working towards as an organisation to create a fairer future for all. The updated promises were approved by cabinet on 2 July 2014. Our promises include:

1. Value for Money;
2. Free Swimming and Gyms;
3. Quality Affordable Homes;
4. More and Better Schools;
5. Nurseries and Childcare;
6. A Greener Borough;
7. Safer Communities;
8. Education, Employment and Training;
9. Revitalised Neighbourhoods;
10. Age Friendly Borough.

The joint Mental Health and Wellbeing Strategy will build on and compliment the initiatives and priorities being taken forward through these various policies and frameworks.

## FINANCIAL LANDSCAPE

This strategy has been developed at a time of financial constraint. Both the CCG and the council have had to make difficult decisions about where best to direct resources.

Budget for mental health services in 2016/17:	CCG	Council	Total
<b>South London and the Maudsley NHS Foundation Trust (SLaM)</b>	£52,694,960	£694,538	<b>£53,389,498</b>
<b>Increasing Access to Psychological Therapies (IAPT)</b>	£3,300,000		<b>£3,300,000</b>
<b>Voluntary and community services</b>	£401,779	£468,276	<b>£870,055</b>
<b>Supported Housing (forensic, high/medium, medium-low, homeless mental health services)</b>	£1,892,473	£4,712,499	<b>£6,604,972</b>
<b>Nursing and residential</b>		£3,948,727	<b>£3,948,727</b>
<b>Total</b>	<b>£58,289,212</b>	<b>£9,824,040</b>	<b><u>£68,113,252</u></b>

**Figure 2: Total spend across CCG and Council in 2016/17 on mental health**

Approximately £870,055 is directed towards voluntary and community sector organisations that provide a range of mental health services across all ages.

There is an expectation contained in the NHS national planning guidance for 2017-19<sup>2</sup> that CCGs will continue to grow their investment in mental health, in line with their overall budget allocation with increases of 2-3% each year. There is also an expectation that the CCG will spend no less than 14.2% of its total budget on mental health. For 16/17 this target was met with 14.4% of the CCG budget was spent on mental health.

Southwark Council faces a great financial challenge. Government funding reduced by £15m in 2017-18. Southwark Council has been more successful than most in maintaining services and protected the children's social care

<sup>2</sup> <https://www.england.nhs.uk/wp-content/uploads/2016/09/NHS-operational-planning-guidance-201617-201819.pdf>

budget. At the same time as central government reductions, children's and adults' services have experienced increased demand pressures. Children and Adult Social Care are encountering both financial and demand pressures and therefore the Council sees collaboration and partnerships with NHS bodies as the way forward to ensure that the wellbeing of residents and the mental health services they might need continue to be available when they need them and where they need them.

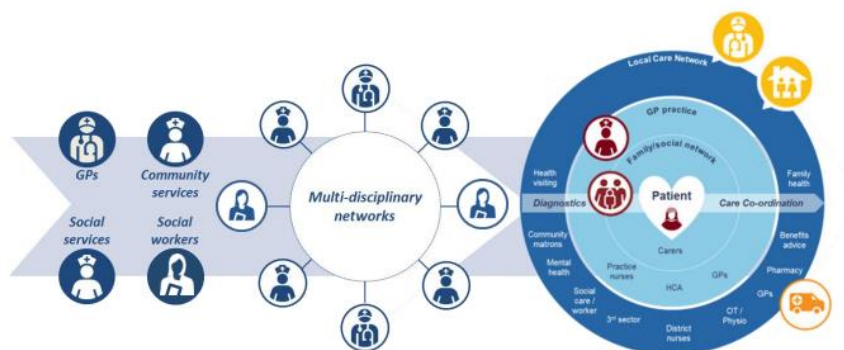
The challenge for council budgets looks set to continue, so it is in the interest of Southwark residents to make best use of combined resources that are available to the Council and CCG. We want the resources in Southwark to benefit all of our residents as a population and community, rather than as users of individual and separate services.

Investment in preventative approaches will be needed if we are to have a longer lasting impact on mental health and wellbeing in Southwark. Approaches such as this are good value for money, with some generating pay-offs of £10 or more for every £1 invested.

The costs of mental health services and the likely on-going pressure on public finances means that all service models will continue to be scrutinised for value as well as effectiveness. To commission effectively we will focus on what delivers the best outcomes, and from that make informed decisions about how best to invest the resources available.

We will work together with our partners including South London and the Maudsley (SLaM) NHS Foundation Trust to review outcomes, value and spending, but retain a focus on improving mental health services across Southwark.

System-wide responses will be developed to move away from commissioning different parts of the health and care system independently of one another.



What this means for me as a...	Traditional models [Small molecules] <i>Working as isolated units</i>	More integrated working [Small cells] <i>Working as small joined-up teams</i>	Accountable care [Living system] <i>Working as a dynamic and complex system</i>
...service user	<ul style="list-style-type: none"> <li>• Sometimes services are good, sometimes they are not, it's a bit of a lottery</li> <li>• I feel looked after in an emergency but at other times I'm left confused and disempowered</li> <li>• I have to fit around the system and it's inconvenient</li> </ul>	<ul style="list-style-type: none"> <li>• I know more about what is going on</li> <li>• Clinicians know more about what has happened in my care</li> <li>• People ask me about what I need</li> <li>• I'm feeling more confident about how to live well, and what to do when I start to feel like I'm getting unwell</li> </ul>	<ul style="list-style-type: none"> <li>• I feel in control of my life and the care I receive, and I know what's going on</li> <li>• Professionals work together to support me</li> <li>• The little but important things are thought about</li> </ul>
...staff member	<ul style="list-style-type: none"> <li>• I'm isolated with little opportunity to work in a team</li> <li>• I'm frustrated at the lack of coordination</li> <li>• There is little opportunity to sort things out creatively, at the root of the problem</li> </ul>	<ul style="list-style-type: none"> <li>• I get help from others when confronted with complex situations</li> <li>• I'm developing new relationships and connections</li> <li>• I can sort out the things that count</li> </ul>	<ul style="list-style-type: none"> <li>• I feel part of a team and I am learning new things that make me feel more confident in what I do</li> <li>• I feel I'm able focus on the things I'm good at and let others do what they are good at</li> </ul>
...commissioner	<ul style="list-style-type: none"> <li>• I try to take responsibility for detailed pathway design</li> <li>• I focus on the transactional rather than the transformational</li> </ul>	<ul style="list-style-type: none"> <li>• I can spend more time thinking about what people actually want from services (outcomes) rather than just tracking inputs, targets and expenditure</li> </ul>	<ul style="list-style-type: none"> <li>• I spend my time looking at whether we are really delivering quality outcomes for people for the funding we have. I can see the wood for the trees</li> </ul>

**Figure 3: New Models of Care - Southwark Five Year Forward View (FYFV) for health and social care 2016/17 to 2020/21**

This strategy is the start of a process of consultation and decision-making about where to direct our respective financial resources. In that context we are proposing to review the balance of spending and consider shifting our investment towards prevention and primary care, working with key stakeholders. We will pursue plans to join budgets between the council and the CCG and commission for outcomes so that we can be assured that what we spend has a direct impact on improvement and provides good value for the people of Southwark.



## MENTAL HEALTH IN SOUTHWARK

Southwark is a growing inner London borough. Approximately 310,000 residents live in the area, and this is expected to grow by 12% by 2026 [1] [3]. The borough is young and diverse, with an average age of 33 [1] and over 100 languages spoken on its streets [2]. It is also one of the most deprived Local Authorities in England, ranked 40th out of 326, with almost 40% of local residents living in areas considered the most deprived nationally.

Mental health problems account for our largest burden of ill health [4]. It is thought that £1 in every £8 spent on long term conditions in England is linked to poor mental health [6]. People can be affected by mental health problems at any point in their lives; including new mothers, children, teenagers, adults and older people. It is estimated that up to 1 in 4 adults will suffer from a mental health problem in any given year, which would equate to approximately 62,900 people in Southwark [5].

Mental illness covers a wide range of conditions such as depression, anxiety disorders and obsessive compulsive disorders, through to more severe conditions like schizophrenia.

Common mental disorders (CMD) include conditions such as depression and anxiety. In Southwark approximately 47,600 people are currently experiencing CMD. All types of CMD are more prevalent in women than among men, with estimated 26,300 women in the borough having experienced CMD in the last week, compared to 16,400 men. Young women have been shown to be at a particularly high risk, with levels of CMD more than three times that of their male counterparts [5].

Severe Mental Illness (SMI) refers to psychotic conditions including schizophrenia and bipolar affective disorder. This cohort represents significant health needs and cost. Overall prevalence of SMI for the adult population in Southwark is 1.4% (approx. 3,800 patients). People with SMI in Southwark are more likely to be male, older and from a Black ethnic background [13].

Almost 1,200 people over 65 years old in Southwark have been diagnosed with dementia. The prevalence in Southwark is below the London and National average, reflecting our younger population. However, rates are predicted to rise over the coming years as our population ages [15].

We know there are a number of population groups more at risk of mental ill-health – **Figure 4:**



Mental health disorders are particularly common among vulnerable groups of children and adolescents. An estimated 1 in 10 children and young people aged 5-16 have a clinically diagnosed mental health disorder. This is equivalent to approximately 3,800 children in Southwark [10].

Perinatal mental health problems are those which complicate pregnancy and the postpartum year. They are common complications, affecting 12-15% of all pregnancies. In Southwark, there may be up to 2,630 cases per year of mental health disorders in the perinatal period – although some people may be affected by more than one condition. [11, 12]

People with long term conditions are two to three times more likely to experience mental health problems. It is estimated that 30% of those with a physical long term condition also have a mental health problem; approximately 22,000 people in Southwark [8].

Levels of mental illness are higher among those living alone as well as those claiming Employment Support allowance (ESA). In February 2016 there were 6,000 people in Southwark claiming ESA for mental and behavioural disorders, equating to almost half of all claimants [7].

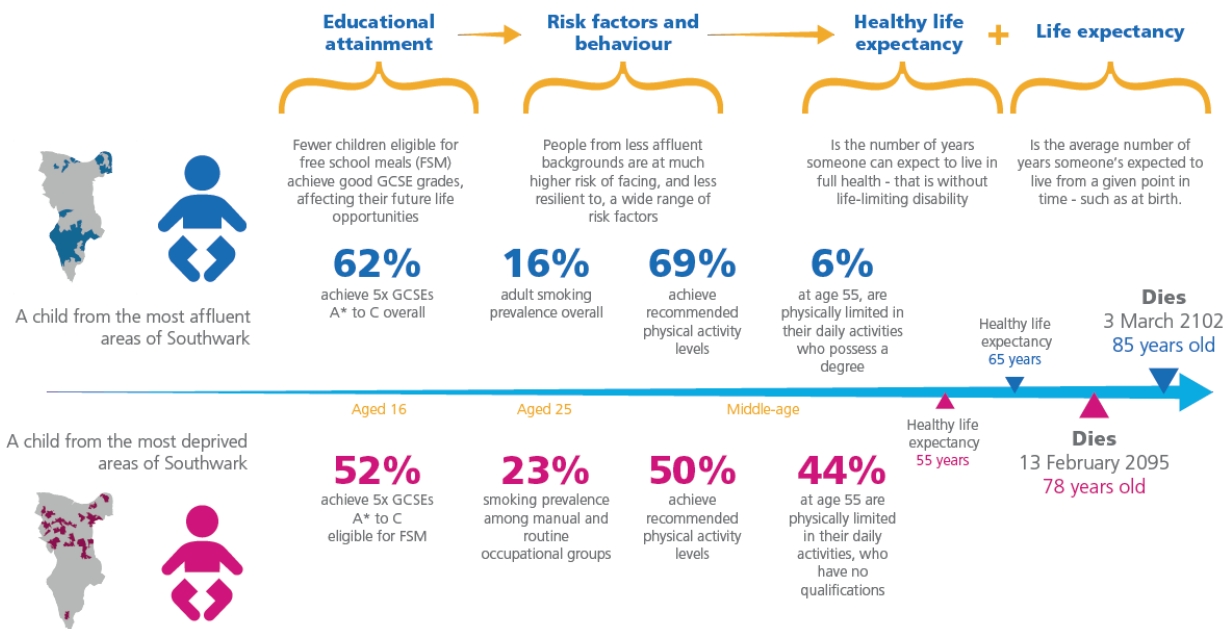
It is estimated that at least one third of people who access substance misuse services have a mental health problem [9]. Further work is needed to improve our understanding of the mental health needs across all vulnerable groups in the borough.

In 2015-16 there were 8,325 Southwark residents accessing adult secondary mental health and learning disability services, around 1 in 11 (8.7%) of whom spent time in hospital during the year, compared to around 1 in 20 nationally (5.6%).

Mirroring the trend associated with hospitalisation, Southwark’s number of adult detentions under Part II and Part III of the Mental Health Act (1983) are comparable to neighbouring boroughs but significantly higher than the national average.

Suicide is seen as a proxy of underlying rates of mental ill-health. Latest figures show that levels of suicide in Southwark are comparable to London and England. In 2013-15 there were 78 cases within the borough. The overwhelming majority occurred among men, mirroring the national picture. Deaths among those aged between 40 and 59 in Southwark account for approximately half of all suicides in the borough [14].

## This is what inequality looks like in Southwark



Only one of these children will see in the new century

[southwark.gov.uk/publichealth](http://southwark.gov.uk/publichealth)

**Figure 5: Mental health inequalities in Southwark**

# Mental ill-health in Southwark: everybody's business

**313,000**

PEOPLE LIVING IN SOUTHWARK IN 2016

**42,000**

ADULTS WITH COMMON MENTAL HEALTH DISORDERS

**3,600**

CHILDREN UNDER 16 WITH MENTAL HEALTH DISORDERS

**26**

LIVES END IN SUICIDE EACH YEAR

## FACTORS AFFECTING MENTAL HEALTH



We can improve mental health and wellbeing by tackling harmful lifestyle behaviours, addressing the wider determinants of health and by fostering the protective factors

## WHO ARE AT RISK OF MENTAL ILL-HEALTH?

**75,500**

residents estimated to have a long-term condition; they are 2 to 3 times more likely to experience mental health problems

**12,000**

unemployed residents; mental ill-health can be both a cause and consequence of unemployment

**4,600**

live births in Southwark each year; adjustment disorder and distress affect up to 3 out of 10 mothers, while postpartum depression affects approximately 1 in 10

**2,000**

residents are at risk of domestic abuse and violence, which in turn increases the risk of mild and serious mental illness

**1,900**

residents registered with specialist drug and alcohol misuse services; approximately 1 in 3 suffer from mental ill-health

Sources: Office for National Statistics mid-year population estimates for 2016; Public Health England Fingertips Mental Health Profiles; World Health Organization (2011). Impact of economic crisis on mental health; Nomis web (2017). Office for National Statistics Annual population survey; Kings Fund and Centre for Mental Health (2012) Long term conditions and mental health. The cost of co-morbidities.

@lb\_southwark facebook.com/southwarkcouncil



**Figure 6: Mental ill-health in Southwark: everybody's business**

## LIFE COURSE APPROACH

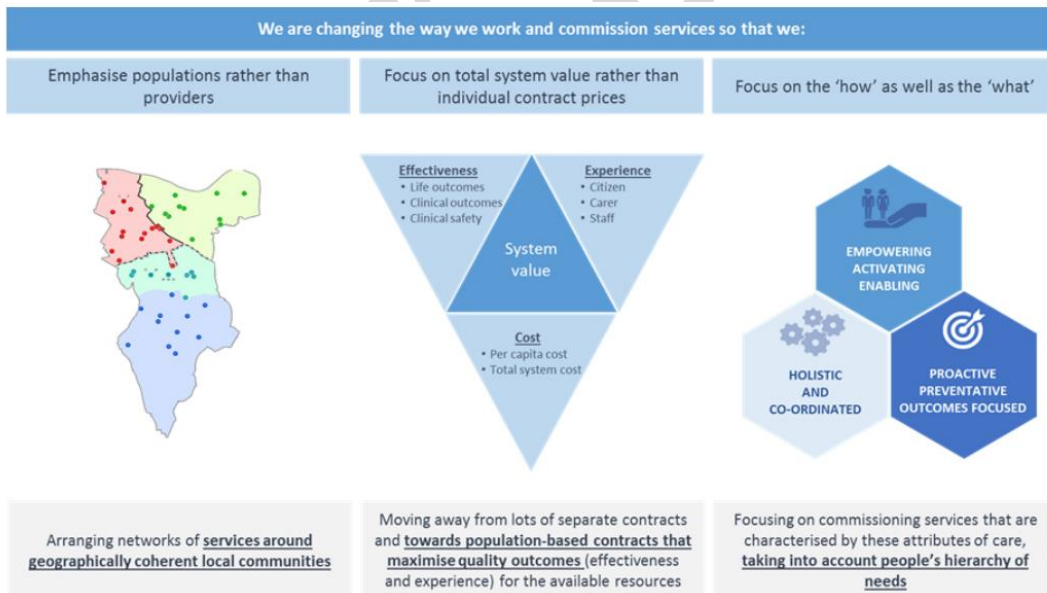
This strategy takes a life course approach to recognise the lifelong impact of poor mental health, and attempts to understand the impact of poor mental health and wellbeing from birth and through childhood, into adulthood and older age.

The approach we therefore wish to take is based on *need* rather than *age*, across the span of our populations' lives. Strategically this requires us to consider where best to focus our plans for development in each stage of the life course.

In addition, through our Commissioning Development Groups (CDGs) we have identified key population groups with mental health being a cross-cutting theme. The groups are:

1. Children and Young People (CYP);
2. Serious Mental Illness (SMI);
3. Adults.

We are working to understand the particular needs of these populations so that we can significantly improve outcomes and generate good value for our investment.



**Figure 7: Three Pillars Approach - Southwark Five Year Forward View (FYFV) for health and social care 2016/17 to 2020/21**

## OUR STRATEGIC PRIORITIES

Our strategic priorities are based on feedback from engagement with professionals, service users and carers within Southwark and reflect the main issues that people have raised in relation to improved mental health and wellbeing in Southwark.

Our five strategic priorities are:

1. Prevention and promotion of wellbeing;
2. Community based care and activating communities;
3. Improving clinical and care services;
4. Improving recovery; and
5. Improving quality and outcomes.

Each of these priorities will require a number of actions to be carried out in order to achieve improvement. Some of these actions may require investment, and others will require us to work with partners to develop new ways of working, new approaches to commissioning and to engaging with the public and partners across Southwark.

The priorities align with national, sub-regional and local policy, including:

- *Southwark Five Year Forward View of Health and Social Care (2016/17-2020/21)*;
- Southwark Voluntary and Community Strategy;
- Health and Wellbeing Strategy;
- Southwark Local Transformation Plan for Children and Young People;
- Carers Strategy;
- Suicide Prevention Strategy.

In order to deliver our strategic priorities, this chapter considers the many influences on mental health and wellbeing over the life course. The role of culture change, partnership working, and stability of finances and resources are underpinning principles behind how we will tackle poor wellbeing and mental ill health in Southwark.

## 1. PREVENTION AND PROMOTION OF WELLBEING

We will place focus on prevention of mental ill health, early intervention and resilience, ensuring more education in schools and a partnership approach across transport, education, leisure, housing, regeneration and the workplace.

### Prevention

*“Mental wellbeing means being able to function and cope with life’s everyday stresses, or being “content”.*

*“A few of the frontline staff highlighted the importance of building “resilience” in people.” (Ex-service user and peer support worker in Southwark, 36)*

Public mental health and wellbeing interventions can help deliver a range of benefits including reduced emotional and behavioural problems in children and adolescents, increased resilience in communities, reduced levels of mental disorder in adulthood, reduced suicide risk, better general health, less use of health services and reduced mortality in healthy people and in those with established illnesses.<sup>3</sup>

From a purely economic point of view, investment in effective prevention makes sense as we seek to ensure good value for the public purse. The argument is not only economic however, as effective prevention can have a can significantly improve outcomes for individuals and increase the overall resilience of the population.<sup>4</sup>

In Southwark, we recognise that some of the factors that influence wellbeing and prevent poor mental health and wellbeing lie outside mental health services and include planning, transport, education, leisure, housing and the workplace.

We are working closely across the CCG and Council departments in Housing, Regeneration, Children’s and Adult Social Care, with local residents and private and voluntary sectors to ensure a cross-cutting approach to prevention of poor mental health.

We have reviewed the provision of mental health support in our communities for vulnerable, at risk and marginalised groups including asylum seekers and residents from Black and Minority Ethnic Groups.

<sup>3</sup> Guidance for commissioning public mental health services JCP-MH 2012

<sup>4</sup> Guidance for commissioning public mental health services JCP-MH 2012



We will develop targeted interventions and support residents in Southwark across all ages, cultures and backgrounds to access support in the right place, at the right time.



**Figure 8: Annual Public Health Report, 2016.**

Further work will be done to promote public health messages around the benefits of healthy workplaces, physical activity, healthier high streets and prevention of homelessness to ensure that residents in Southwark are supported to make better lifestyle choices and take control over their mental health and wellbeing.



## Five Ways to Wellbeing

An approach to wellbeing has been developed in Southwark, providing five ways to staying mentally well. We will continue to communicate these messages to promote positive wellbeing for our residents.

### Stay mentally well in Southwark with five ways to well-being

#### Connect

- ▶ Call up a family member or a friend
- ▶ Start a new hobby or volunteer

#### Be active

- ▶ Use Southwark's free swims and gyms
- ▶ Visit the borough's parks and walk

#### Take notice

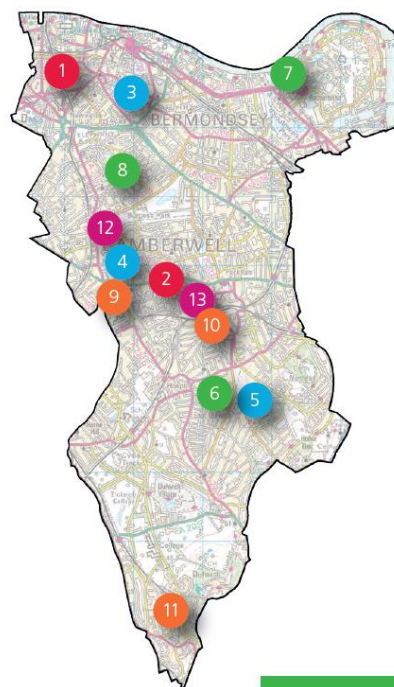
- ▶ Explore our markets and museums
- ▶ Attend local events

#### Keep learning

- ▶ Take a course such as ICT or cookery
- ▶ Rediscover your former interests

#### Give

- ▶ Help a friend or neighbour
- ▶ Join our thriving voluntary sector



- 1 Meet people: Korusol Community Choir
- 2 Learn a new skill: Blackfriars Settlement
- 3 Free Swim & Gym: The Castle Leisure Centre
- 4 Get active: Burgess Park outdoor gym
- 5 Walk: Peckham Rye & Common
- 6 Explore: North Cross Road Market
- 7 Visit: The Brunel Museum
- 8 Wander: East Street Market
- 9 Learn something new: Camberwell Library
- 10 Adult learning: Thomas Calton Centre
- 11 Discover a new interest: Kingswood House
- 12 Volunteer: Community Southwark
- 13 Help others: Southwark Foodbank

[southwark.gov.uk/publichealth](http://southwark.gov.uk/publichealth)

**Figure 9: Five ways to wellbeing in Southwark**

## Education during Early Years and in Childhood

*“Teachers and other school staff need to more consistently be able to identify these [mental health] needs and know what action to take.”  
(Education professional in Southwark)*

Prevention and promotion, understanding of mental illness, early intervention and support during early years can have a significant impact on wellbeing and mental health over the lifecourse.

In Southwark, we have good links with schools through our Early Help locality teams, which include CAMHS workers within them.

We have provided mental health training for schools using transformation funding from NHS England as part of our local transformation plan for Children and Young People's Mental Health. We will evaluate the impact of the training programme during 2017 so that we can apply the learning from this to our ongoing work with schools.

We will support families and children and young people in children's centres, libraries, primary schools, secondary schools, academies, colleges, and in apprenticeship schemes, ensuring that the mental health support available across Southwark is consistent and high quality.

We will ensure our local schools and their teachers have the tools to support children and young people effectively, to understand and recognise signs of poor mental health and wellbeing and to have access to appropriate targeted and specialist mental health services. We will review our Early Help offer to ensure it is as effective as it can be.

### **Early intervention**

Intervening early with a range of mental health problems, such as psychosis, is critical to prevent them escalating into more serious problems, then taking action to provide help for children, young people and adults to prevent future problems.

As with psychosis, intervening early with a range of mental health problems is critical to prevent them escalating and causing a range of further problems and even disability. Emerging evidence suggests that applying the principle of early intervention could benefit other disease areas alongside psychosis.

We will work with our providers to ensure that children and young people who need mental health support get the right support at the right time. Within Child and Adolescent Mental Health (CAMHS) we have the ambition to increase access to NHS funded community services to meet the needs of at least 35% of those with diagnosable mental health conditions by 2020/21. Based on our prevalence this translates into 1,860 (30%) in 2017/18 and 1,984 (32%) in 2018/19.

We will build on the work of Local early action: how to make it happen; from the Southwark and Lambeth Early Action Commission to place increasing focus on tackling preventable causes such as childhood obesity, unemployment, social isolation and violent crime.

## Stigma and Literacy

Mental health problems can be hard for anyone to cope with but it can be made worse by having to deal with stigma and discrimination, which can affect people of any age, gender, background or ethnic group.

People in Southwark have told us that that they experience a lack of understanding about mental illness, leading to stigma and discrimination. In some circumstances, this can prevent people from seeking support.

*"I don't feel like I can tell my employer about my diagnosis as I don't think they would keep me working there." (Male, 30)*

*"I am not a schizophrenic. I am a person who suffers with schizophrenia" (male, 32)*

In addition, people in Southwark have told us about the importance of getting the correct diagnosis and opening up to family and friends can help to normalise and accept the diagnosis:

*"When it was just depression my doctor wasn't interested in helping, but when I was diagnosed with bi-polar it unlocked so many doors." (Female, 52)*

*"Being able to explain your illness to your friends and family was one of the hardest things I ever had to do, for a long time I just didn't say anything and that made it worse as there was a huge undercurrent and put a massive strain on our family." (Male, 37)*

We will continue to work collaboratively across health, social care, public health and the voluntary sector, to develop approaches to tackling stigma and discrimination, promoting positive wellbeing and raising awareness of mental health across Southwark.

We will tackle stigma in the workplace through supporting and advising businesses in Southwark to engage with the [Workplace Wellbeing Charter](#).

We will also give consideration to the benefits of signing up to the ['Mindful Employer' programme](#) across the CCG and Council.

We will enable people to understand the experiences of those with mental illness and avoid the use of stigmatising or discriminatory attitudes, language and practices so that more people feel supported to recover from episodes of mental illness.

*“The support I have now helps me to forget my stress, and feel un-judged, makes me feel safe and secure and good about myself.”  
(Female, 43)*

## **Suicide prevention**

Since 2007, the national suicide rate has been rising and every day in England approximately 13 people will take their own life. Therefore, suicide is, and will increasingly be, a major public health and social concern. In Southwark there are on average, 26 deaths by suicide a year and on average, 4 deaths per year were patients who were known to mental health services. There has been a general increasing trend in the number of local suicides since 2007-9, mirroring the national picture. The overwhelming majority of suicides both nationally and in Southwark occur among men. Deaths among those aged between 40 and 59 account for approximately half of all suicides in the borough.

Many suicides are avoidable. As such we are in the process of developing a new Southwark Suicide Prevention Strategy and Action Plan by autumn 2017. It is our ambition to reduce the number of suicides across Southwark by at least 10% over the five years of this strategy as well as to reduce the burden of self-harm and attempted suicide.

## **2. COMMUNITY BASED CARE AND ACTIVATING COMMUNITIES**

**We will work towards delivering more community based care options in Southwark whilst delivering a sustainable, confident and resourceful voluntary and community sector. We will work with our communities to unlock the potential and enable greater resilience whilst building on our community based assets and plans for**

### **Community Based Care**

It is essential that the services and care delivered in Southwark is accessed in the right place and is available at the right time. In some cases, hospital is the

right place for people to be cared for but much of the time, we could provide care and treatment closer to home, in community based settings. We believe that creating more offers of community based care will deliver to best outcomes for our residents.

Southwark CCG is working together with Southwark Council, SLAM and the Voluntary Sector to develop a new model of enhanced primary mental health care. This will ensure that people who have recovered from mental illness are supported to live well in the community. We will create stronger partnerships across General Practice, voluntary sector services and specialist mental health care services.

The Five Year Forward View for General Practice, published in April 2016 set out plans to invest in an additional 3,000 mental health workers to work in primary care by 2020.<sup>5</sup> In Southwark, we will seek to deliver our enhanced primary mental health offer in line with this guidance.

### **Activating Communities**

*“A lot of people...they isolate themselves..., because we live in a society where if you find out the housing structure, the economy, everything is not designed for the single person or single family, so it’s isolating people and as a result it’s reducing them to loneliness.” (Southwark resident, 41)*

There are a number of community level factors including social isolation, lack of cohesion and poverty, which can have a profound impact on poor wellbeing and mental ill health. In Southwark, we are lucky to have a vibrant voluntary sector which ensures that people stay connected are supported to access care and support. We want to protect and build on the already extensive resources, assets, skills and expertise within our voluntary sector to create even stronger and empowered communities.

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<sup>5</sup> Five Year Forward View for General Practice NHS England April 2016



## Building on Success

### You said, we did – Case Study Example

*“There are a lot of brilliant services however it is not always clear which ones people should access, there is a need for better sign posting and clearer access points so people have a single place to go and then everything falls into place based on their needs from there.” (Carer and Southwark resident, 56)*

In 2015, we opened the Council and the CCG Southwark Wellbeing Hub which is the ‘front door’ access to social care. The hub is a community based service offering information, advice and signposting across all wellbeing and mental health services in Southwark. Local residents who have themselves been supported by the hub during a period of mental illness are now supporting others through the peer support scheme. The CCG showcased the work of the hub at the Annual General Meeting in 2016:

## Bringing together support and advice through Southwark Wellbeing Hub

Over an 18 month period, we talked to hundreds of local people affected by mental illness and mental health professionals about how to improve local services. People told us they wanted one clear route to good information and advice to find other local services that are tailored to their individual needs and are focused on their recovery and continued wellbeing.

Southwark Wellbeing Hub launched in April 2015 to provide a first point of access for people worried about their mental wellbeing and wondering where to go for support and advice.

The Wellbeing Hub team offers:

- information about organisations, services and activities available in your community
- someone to talk to you, understand your needs and help you get the best from local services
- support if you are struggling with day-to-day things
- a programme of wellbeing workshops
- peer support from supporters who use their own experiences of mental distress to support others towards better wellbeing on a one-to-one basis.

**NHS**  
Southwark  
Clinical Commissioning Group



*“I find Katie easy to get along with, friendly, understanding and she is also very helpful. She has helped me to get my discretionary housing payment and helped me to make phone calls to other services. Since working with Katie I don’t feel so anxious to go out. I feel good when we meet, and I feel good afterwards. I have someone to talk to. I would recommend this service to others; I can see that the person I worked with was well suited to my own mental health issues as she had experienced similar issues in the past so really understood the processes I go through.”*

### What it means for patients

In its first year:

- 980 people used the service
- 485 people had one to one support
- 21,780 visits to the website directory



### Who was involved?

- Local people and mental health service users
- Mental health professionals
- Southwark Council

*“As a result of my time with the Hub, I’m not isolated indoors now. I always have somebody to call, somebody to contact, and the Copleston Centre has been a lifeline. I do counselling there and have also done art, cookery and music there. The Hub helps people to get to the right place, pushes and rings on their behalf to get things done, saving stress and worry. I can’t find fault with the service and would recommend it to anyone struggling with their mental health.”*

Working in partnership to make a difference

We will continue to deliver community based services that are demonstrating good outcomes, such as the Southwark Wellbeing Hub and we will continue to engage and activate communities and those with lived experience, our staff and others to be part of a bigger movement for mental health and wellbeing.

We will build upon models of care in the community that work together to deliver better outcomes across a range of population needs including physical and mental health and wellbeing, social, educational, housing, financial, emotional and spiritual support.

*“Having someone there for you, from as early as possible to go through your journey with you and keep you on track...someone who has been there and walked in your shoes.” (female, 58)*

### **3. IMPROVING CLINICAL AND CARE SERVICES**

**We seek to build a sustainable mental health system in Southwark focussing on models of care that generate better outcomes, focussing on where care is delivered and how it is delivered. This will require simplified and strengthened leadership and accountability across the whole system.**

*“Everyone who comes into contact with services should be made to feel like they are the best person in the world and not just another person to walk through the door.” (Female Service User aged 46)*

Whilst we are working towards developing new models of care that will change the way we contract and commission health and social care services over the next few years, it is important that we make steps towards achieving changes to improve outcomes at pace.

This strategic priority focuses on the principles of prevention; community based care, better recovery and improved outcomes to deliver a sustainable mental health system in Southwark.

#### **Crisis services**

*“When in crisis don’t always know what I need, I need some level of guidance of what is available and what may help so I can make a decision.” (Female, 37)*

We want to provide services earlier in crisis situations to reduce the duration and severity of relapse whilst supporting carers to access the right support. We know that currently many people present at Accident & Emergency when they are in crisis. Too often this results in significant delays to assessment and appropriate treatment. We also know that for some people, their first crisis contact will be through the police.

*“Carers need to know what is available in crisis and they need to trust it will work.” (Female caring for her husband, 84)*

Working with SLAM, we have implemented the Core 24 model for our psychiatric liaison services at Both Kings College Hospital and GSTT. This bolsters the service both in A&E and on the wards and has more access to expert advice about managing patients. We also plan to improve the Acute/Mental health secondary care interface to improve the offer to all our population.

Southwark CCG and Council have been part of the implementation of a centralised ‘Place of safety’ on the Maudsley Hospital site at Denmark Hill. The new service ensures that residents who are detained by the police who also have mental health issues are supported and are provided with expert care.

Considerable work has also been undertaken with King’s College Hospital to improve the offer for patients brought to A&E in crisis. KCH are actively engaging in a pilot with the London Ambulance Service and Metropolitan Police to issue ‘Code 10s’ when a patient in crisis is being brought to the hospital. In Code 10, KCH are alerted that a patient is en-route so that they can ensure that a Psychiatric Liaison Nurse and Consultant are ready to meet the patient as soon as they arrive so that they can assess the patient as quickly as possible. The intention is that a mental health crisis is treated in a similar manner to a urgent physical health need, and the patient receives immediate care and attention. The pilot started six weeks ago so is still in its infancy, but initial reports are positive, and an evaluation will be undertaken later in the year.

In addition two cubicles within the majors area of the emergency department are ring-fenced for mental health patients to ensure that appropriate facilities are available. These bays are used for patients who have both mental health needs but may also require physical health support (e.g. for patients who have overdosed). Finally, in the next two weeks, 3 mental health suites will open within the Urgent Care Centre development at King’s. These are specially designed rooms for mental health patients which are fitted out with



appropriate furniture (such as comfortable chairs, tables and soft furnishings) to ensure that they are as welcoming and as calming as possible.

We will provide more effective services for mental health crisis in the community. For example, the development of a crisis card will support the individual to plan what works for them in a crisis and would help services to know how to respond.

Southwark CCG and Council are signatories to the Pan-London declaration as part of the Crisis Care Concordat and we will continue to implement our local plans to deliver the principles of the Crisis Care Concordat.

### **Transitions between services**

Poor transitions between services can contribute to poor outcomes in the short, medium and long term. For instance, this could mean a child transitioning to adult services when they turn 18 or an adult reaching the age of 65 and requiring services for older people. Poor transition planning can impact upon a person's chance of achieving employment, accessing education, maintaining independence, moving on from services or accessing services in the future. Conversely, effective transition can have a positive effect on people's life chances and their future mental health and wellbeing.

Transition for young adults is particularly important. Its aim should be to help to improve the chances of recovery and independence through the provision of high-quality, effective health and social care services that continue seamlessly as the individual moves from adolescence to adulthood.

### **Information Technology (IT)**

To enable seamless transitions and a coordinated care approach, which puts patients at the heart of all decisions about their care, development of a shared IT infrastructure is crucial.

We will develop a system wide digital assessment tool in alignment with universal services. This will place a stronger emphasis on online options and delivery through the third and voluntary sector. We will achieve this in collaboration with acute care hospital providers, general practice, community based navigation and mental health service providers. This will link to the [digital roadmap](#).

## **Older people**

Although age-related decline in mental wellbeing should not be seen as inevitable, older people form the majority of people using health and social care services. Mental health of older people is not just about dementia but also about, depression, schizophrenia, suicide, substance and alcohol misuse. We know that nationally, people with dementia over 65 years of age are currently using up to one quarter of hospital beds at any one time (31b).

We will support older people living with functional and organic mental health conditions in Southwark to experience the best possible health and care outcomes through delivery of more integrated, personalised and coordinated care in the community with a range of suitable options for accommodation and care that are flexible in nature and that are centred around 'need'. Residents and their carers will be treated with compassion, dignity and respect, will be supported in times of crisis, and will have timely access to high quality support that is safe, sustainable and fit for purpose.

We will support older people to be cared for in their own homes where appropriate. We are also working with SLAM to provide the best possible inpatient care with separate wards for the treatment of mental ill health and dementia with community based pathway support.

We will also create a community based accommodation service with medium-term, specialist support for people experiencing challenging behaviours associated with complex mental health, physical health and dementia related needs.

## **Dementia**

The prevalence of dementia in Southwark is below the London and national average, reflecting our younger population. However, rates are predicted to rise over the coming years as our population ages.<sup>6</sup>

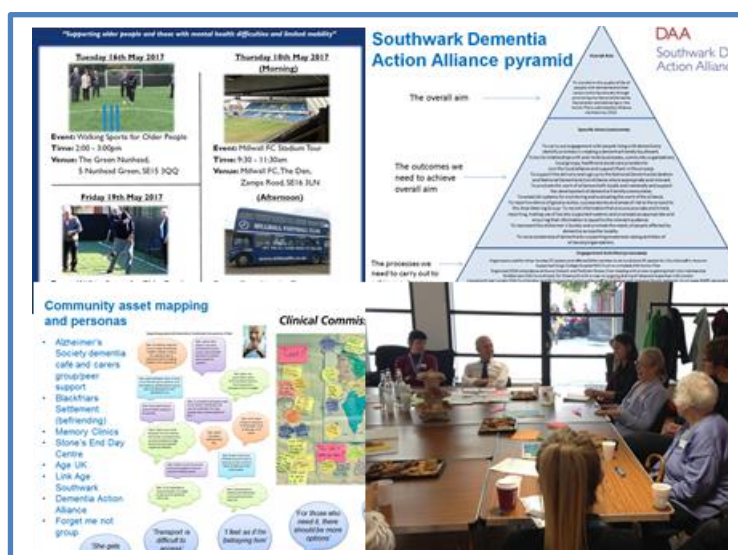
In 2017, NHS England rated Southwark CCG as 'outstanding' for dementia. We have placed a strong emphasis upon early detection and support as reflected in the national Living Well with Dementia strategy 2009. Currently, almost 1,200 people in Southwark have been diagnosed with dementia and we are consistently meeting the national two-thirds diagnosis target.

In 2014/15, Southwark developed a local Southwark Dementia Action Alliance (DAA). We hosted a Dementia Tea Party to hear the experiences of local residents living with dementia or caring for someone with dementia and to develop a range of local outcomes. In 2016 Southwark DAA was allocated the

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<sup>6</sup> NHS Digital. Quality Outcomes Framework, 2015-15

Dementia Communities Kitemark in recognition of progress made. Further, Southwark Council has been given Age Friendly Borough status by the World Health Organisation in 2015.



**Figure 11: Southwark Dementia Action Alliance (SDAA)**

We will build on the work of the Dementia Action Alliance to ensure that everyone receives a good quality dementia diagnosis and support by developing a streamlined dementia pathway across the CCG, Council and Adult Social Care.

We are committed to supporting our younger (under 65) residents who are experiencing symptoms or early signs of dementia to access support for themselves and their families and to enable them to remain in employment and live independent lives.

We will work with our local hospital providers to improve the physical health outcomes for our dementia population, building on pioneering work in dementia at King’s College Hospital (KCH) NHS Foundation Trust and Guy’s and St Thomas’ (GSTT) NHS Foundation Trust’s Award Winning ‘Barbara’s Story’.

### **Perinatal mental health**

Up to one in five women and one in ten men are affected by mental health problems during pregnancy and the first year after birth. Unfortunately, only 50% of these are diagnosed. Without appropriate treatment, the negative impact of mental health problems during the perinatal period is enormous and can have long-lasting consequences on not only women, but their partners and children too. When problems are diagnosed early and treatment offered promptly, these effects can be mitigated.

In Southwark we aim to ensure a continued focus on perinatal mental health to ensure both parents, infants and children have the support they need to prosper and enjoy good mental health and wellbeing.

We have increased the capacity of this service through Transformation funding as part of the Five Year forward view. We will review this model during the next two years. We aim to have a service that deals with patients who need expert care, but also to provide a consultancy service to other clinicians on how to support existing patients during pregnancy and beyond. Training for voluntary and statutory organisations which deal with mothers and babies will also be part of the model so that cases are picked up at an early stage.

### **Children and Young People**

There are many factors contributing towards poor wellbeing and mental ill health in children and young people. The stresses of modern life include exams, bullying and cyber bullying, social media, and peer pressure around unhealthy lifestyle choices and risky behaviours. The impact of family conflict and/or domestic abuse on both parents and children is well documented.

In Southwark's child and adolescent mental health services (CAMHS), we have put more resources into early intervention, as well as into specialist mental health. We need to review our CAMHS provision to ensure that the model is achieving the best possible outcomes for our children and young people and that it is financially sustainable.

### **Talking therapies**

*"Some talking therapy I feel could/ would have helped instead of taking medication." (Female patient, 53)*

Talking Therapies Southwark is a service which is part of the national Improving Access to Psychological Therapies (IAPT) programme. The rationale for improving access to psychological therapies is to ensure that as many people as possible receive the treatment and support they need not only to address the immediate problems of anxiety and or depression but to also offset and prevent more complex and or chronic mental health issues at a later date. Psychological therapies also improve emotional wellbeing, quality of life and increase social inclusion.

*"Not everyone wants to sit and talk, most people are now doing things on line and this is a good way to engage people like me. (Male, 24)"*

NHS England has set a national ambition to increase access so that by 2021 at least 25% of those with anxiety or depression have access to a clinically proven talking therapy service. There is also a commitment to improving access to services for people with long-term conditions, people from Black and Minority Ethnic communities, and to embed psychological support in pathways across health care so mental and physical healthcare is as joined-up as possible.

We will continue to support the development and expansion of talking therapies including online options, and ensure that these services are accessible to all Southwark citizens.

#### 4. IMPROVING RECOVERY

**We will place the principles of recovery at the heart of our approach to commissioning and will work across housing and homeless teams to support people to live independent lives in their own homes. We will create opportunities for employment, volunteering and training and ensure meaningful activities to promote social and community connectedness.**

'Recovery' varies from person to person and it should be defined based on a personal goals and aspirations. Recovery is defined as 'an individual's feeling of empowerment and hope for the future. It is about creating opportunity and choice whilst contributing to and being a valued member of the community. Recovery is about living a meaningful and purposeful life.'

*"I feel a bit sad about my experience because staff would not listen to me, they didn't think about me as a person, who I am, what I like to do or what might be important to me." (Male, 48)*

We want everyone who receives mental health and wellbeing support in Southwark to feel in control of their care, experience good quality advice and guidance and be listened to and understood by a highly skilled workforce so that care is personalised and coordinated across different services.

#### **Employment, volunteering and training**

Research indicates that work is good for our physical and mental health.<sup>7</sup> However, nationally, less than 10% of people using secondary mental health

<sup>7</sup> Is work good for your health and wellbeing? Wadell & Burton? The Stationery Office 2006

services are in paid employment yet at least half would like the opportunity to be in work.<sup>8</sup>

On average, at any one time nearly one in six of the workforce is affected by a mental health condition such as depression or anxiety, rising to around one in five if substance problems are also included.<sup>9</sup> In February 2016 there were 6,000 people in Southwark claiming ESA for mental and behavioural disorders, equating to almost half of all claimants.<sup>10</sup>

*“Volunteering has allowed me to get to know my local community better, make new friends and have fun. We run a lot of social activities, which are volunteer-led and are always well attended.” (Southwark resident, 67)*

*“My voluntary work...it’s the first time I have felt valued and appreciated.” (Southwark resident, 34)*

Southwark has a range of services that are designed to support people with mental illness to regain employment and training, build computer literacy and time management skills, such as The Recovery College, Southside Rehabilitation Association (SRA) and the Morley College.

We will work across partnering organisations including the Job Centre, and other employment and education centres and peer support / peer mentoring schemes in Southwark and build upon the progress made by our local ‘Southwark Works’ programme.

## **Housing**

A settled home in good quality accommodation is vital for good mental health and the core recovery principles of hope, aspiration and choice.<sup>11</sup> For people with poor mental health, gaining access to general or supported housing can be particularly difficult. Support with housing can improve the health of individuals, and in many cases provide a stable base for them to recover and live independently.<sup>12</sup>

Demand for housing is likely to increase in Southwark over the coming years, given the predicted population rise of 12% by 2026, which will mean a

<sup>8</sup> Centre for Mental Health

<sup>9</sup> Employee Outlook CIPD July 2016

<sup>10</sup> NOMIS. Employment Support Allowance Claimants by Condition

<sup>11</sup> Housing & mental health Appleton, S. Molyneux, P. NHS Confederation Mental Health Network 2011

<sup>12</sup> Housing & mental health Appleton, S. Molyneux, P. NHS Confederation Mental Health Network 2011

population of approximately 347,000 people.<sup>13</sup>

In Southwark, we have reviewed our mental health supported accommodation provision across the Council and CCG. We will create an improved pathway to promote recovery and step down from high support placements. We will review expenditure on placements that are out of borough to ensure quality care is delivered in Southwark where appropriate.

We will ensure sufficiency of accommodation for our Looked after Children in Southwark including access to health assessments, education and on-going support.

We will provide support in the community based on need, including engagement in meaningful activities, medication management, good support networks, support to build stable relationships and secure housing. This will enable people to achieve recovery and independence and go on to live their lives free of mental illness whilst living a meaningful and purposeful life.

## 5. IMPROVING QUALITY AND OUTCOMES

**We will deliver improved system-wide outcomes for our residents who experience mental illness and/or long term physical health problems. We will focus on improving data and systems to evaluate our progress in patient experience, quality and efficiency of our services.**

### Physical and mental health outcomes

Poor physical health increases the risk of mental illness. Mental ill health and poor mental health are associated with increased chances of physical illness, increasing the risks of the person having conditions such as coronary heart disease, type two diabetes or respiratory disease.<sup>14</sup>

One in 5 adults (21.4%) in Southwark smoke.<sup>15</sup> People with anxiety or depression smoke one in every three cigarettes smoked by people in London. 40% of people with psychosis are smokers.<sup>16</sup>

<sup>13</sup> Greater London Authority SHLAA capped AHS 2015-based population projections

<sup>14</sup> Prevalence, incidence and mortality from cardiovascular disease in patients with pooled and specific severe mental illness: a large-scale meta-analysis of 3,211,768 patients and 113,383,368 controls Correll, C et al World Psychiatry 2017

<sup>15</sup> Southwark Health & Wellbeing Strategy 2015-2020

<sup>16</sup> The London Mental Health Fact Book Cavendish Square Group



Life expectancy at birth in Southwark is 78.6 years for males and 83.8 years for females. Life expectancy for males in Southwark is lower than in London and England with an average gap of 17 months and 10 months respectively.<sup>17</sup>

The mental health needs of a patient in a physical health care setting often remain undiagnosed and therefore untreated. To optimise the physical health care of patients, it is essential that their mental health and wellbeing be addressed at the same time.<sup>18</sup> In Southwark we have already made some progress and in particular we have established and promoted free swim and gym classes to encourage people to participate in physical exercise.

*"I do exercise a lot, three days a week, and that improves my attitude. Healthy mind, healthy body, so I do exercise a lot, a good stress relief." (Southwark resident)*

We will continue to promote improved outcomes for our mental health population and we will work to bring these outcomes in line with the total population in Southwark. We will continue to promote the principles of self-management to ensure that people feel empowered and enabled to take control of their care.

We will focus on developing new ways of working with our GP Federations in Southwark to improve outcomes for our Serious Mental Illness population through our 3+ Long Term Conditions (LTCs) work stream.

### **Qualitative data and evaluation**

Increasingly quality is measured by whether services increase the likelihood of desired mental health outcomes and are consistent with current evidence-based practice. This approach emphasises that services should produce positive outcomes for those who use them and make the best use of current knowledge.<sup>19</sup>

Nationally and in London there has been a growing focus on the use of quality management to improve the efficiency and effectiveness of services.

While adopting those nationally agreed measures, in Southwark we will explore and consider a range of system-wide, quality and patient experience outcomes to monitor and evaluate our progress.

We will focus on:

<sup>17</sup> Southwark Life Expectancy Fact Sheet June 2015

<sup>18</sup> Guidance for commissioners of liaison mental health services to acute hospitals JCP-MH 2012

<sup>19</sup> Quality Improvement in Mental Health WHO 2003



- Improving the physical health outcomes of our mental health population and similarly support the mental health of our residents who are living with long term conditions and/or dual diagnosis;
- Primary and secondary prevention outcomes such as smoking cessation, diet, exercise;
- Improve our understanding of positive wellbeing measures;
- Qualitative feedback to gain deep understanding of patient and service user experiences and satisfaction levels;
- Engagement with the public and co-production of services.

Draft

## **CONCLUSION**

This strategy has set out our vision for the mental health and wellbeing of our population in Southwark. We will achieve this vision by working together across the CCG and Council and in partnership with a range of other organisations, including colleagues in public health, primary care, the police, ambulance services, acute hospitals and the voluntary and community sector.

Mental health services in Southwark will reflect and respond to the needs of the local population through developing innovative and transformative approaches to commissioning whilst ensuring best use of the resources available in Southwark.

## **WHAT WE PLAN TO DO**

This strategy represents NHS Southwark Clinical Commissioning Group (CCG) and Southwark Council's commitment towards working in partnership to improve mental health and wellbeing outcomes for the population of Southwark.

In order to demonstrate how this strategy will be implemented, we have developed an action plan, providing details of what we need to do in order to deliver on our seven key strategic priorities.

The actions are based on a range of policy and local report recommendations and service user feedback. Implementation will be overseen by the Partnership Commissioning Team for the CCG and Council (Mental Health) and will involve on-going engagement and co-production with service users, carers and key stakeholders.

We will utilise wider engagement feedback from SLaM, Voluntary Sector Organisations (VSO) including HealthWatch, who based 2017/18 priorities on engagement with 300+ Southwark residents between Nov-March. (The themes include: Timely access to GPs, Going home (transfer of care), Nursing homes, Impact of caring on carers and MH crisis.

The timescales for implementation denote the scale of the action, ambition or challenge. Some actions may be implemented and mobilised within the 2017/18 financial year, whilst other areas may require service changes and/or development of new commissioning models requiring a 2 year period of implementation by March 2020.

Strategic Priority	Actions	Owner	Timescale	Status/ update
<p><b>Engagement and Co-production</b></p> <ul style="list-style-type: none"> <li>• Through all of our commissioning activities, we will engage with service users, carer, and people with lived experience, we will;</li> <li>• Co-produce our services including new and emerging models of mental health care in Southwark;</li> <li>• Develop more community-based models of care that are peer-led;</li> <li>• Involve the public and those with lived experiences to activate and support more collaborative and inclusive approaches to wellbeing.</li> </ul>				
<p><b>1. Prevention and promotion of wellbeing</b></p>	<p><b>We will place focus on prevention of mental ill health, early intervention and resilience, ensuring more education in schools and a partnership approach across transport, education, leisure, housing, regeneration and the workplace.</b></p> <p>Utilise the 5 ways to wellbeing across universal services and community resources</p> <p>Roll out MH First Aid training and Faith MH training to frontline staff and universal service providers across Southwark</p> <p>Expand the Health Checks programme to include questions in mental wellbeing with clear pathways into local services</p> <p>Increase partnership working with the local criminal justice system to ensure the right care and appropriate use of section 136 suites</p> <p>Increase access to a range of community based interventions (medical, social &amp; educational) earlier to reduce escalation of need.</p> <p>Increase patient choice by offering a range of therapies (e.g. group, talking therapies)</p>	<p>Public Health</p> <p>Public Health</p> <p>Public Health And General Practice</p> <p>Police, SLAM, VCS</p> <p>Wellbeing Hub, IAPT &amp; VCS</p>	<p>March 19</p> <p>March 19</p> <p>March 19</p> <p>March 19</p> <p>Q2 17/18</p>	

	<p>Build self-management frameworks to enable people to develop tools and strategies for self-help including online support options.</p> <p>Provide open access, high quality information and advice to allow service users to make informed decisions, identify symptoms, prevent escalation of need and stay well.</p> <p>Consider investment into a training programme that works with people with BME backgrounds and lived experience of mental distress, to be able to provide support and advice to people from BME backgrounds with mental health difficulties.</p> <p>Encourage and support development of well-being champions (i.e. volunteers) from diverse communities.</p> <p>We will develop targeted interventions and support residents in Southwark across all ages, cultures and backgrounds to access support in the right place, at the right time. (including Dual Diagnosis, Long Term Conditions, Black Minority &amp; Ethnic groups, Special Educational Needs, Learning Disabilities, Youth Offenders, Looked after Children, Carers, Lesbian, Gay, Bisexual &amp; Transgender, Autism).</p> <p>Develop models of care that promote family therapies.</p> <p><b>Stigma and Literacy</b></p> <p>Develop non-stigmatising language and materials to promote wellbeing services appropriate to the target group e.g. young people, BME Groups. (Build on the work of Lambeth's, Black Thrive project).</p> <p>Work toward reduction in rates of psychosis and schizophrenia (related to economic</p>	<p>Big White Wall &amp; VCS</p> <p>Wellbeing Hub, VCS &amp; GPs, ASC</p> <p>CCG &amp; ASC</p> <p>CCG, Communities &amp; GP Federations</p> <p>CCG, ASC, Children and Families (C&amp;F) and VCS</p> <p>CCG and Children and Families (C&amp;F)</p> <p>All partners inc. police, housing, schools, workplace</p> <p>SLaM, VCS,</p>	<p>Q3 17/18</p> <p>March 18</p> <p>Q3 17/18</p> <p>Q3 17/18</p> <p>Q3 17/18</p> <p>March 18</p> <p>March 18</p> <p>March 19</p>	
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	<p>deprivation, disadvantage, racism, early experience of abuse and crime, and cannabis use) in high risk population groups such as Black, African-Caribbean and Asian men.</p> <p>Raise public awareness to ensure people take action to understand and live well with a MH condition and provide appropriate support.</p> <p>We will seek to tackle stigma in the workplace through supporting and advising businesses in Southwark to engage with the Workplace Wellbeing Charter.</p> <p>We will also give consideration to the benefits of signing up to the 'Mindful Employer' programme across the CCG and Council.</p> <p><b>Suicide Prevention</b> Develop and implement the Suicide Prevention Strategy Action Plan.</p>	<p>Primary Care</p> <p>Public health, VCS, Housing teams, Reablement teams and Community Support teams</p> <p>Public Health / Economic Department</p> <p>Public Health &amp; partners.</p> <p>Public Health &amp; partners.</p>	<p>March 18</p> <p>March 18</p> <p>March 18</p> <p>End Q2 17/18</p>	
<p><b>2. Community based care and activating communities</b></p>	<p><b>We will work towards delivering more community based care options in Southwark whilst delivering a sustainable, confident and resourceful community sector. We will work with our communities to unlock the potential and enable greater resilience whilst building on our community based assets and plans for regeneration.</b></p> <p>Consider development of a 'Community Connector' role whereby people connect support services in Southwark (Building on from SAIL Navigation and the Wellbeing Hub)</p> <p>Engage and activate communities and those with lived experience, our staff and others</p>	<p>GP Federations, wellbeing hub, VCS, CCG &amp; Council</p> <p>VCS and wider</p>	<p>March 18</p> <p>Q3 2017/18</p>	

	<p>to be part of a <i>movement</i> for mental health and wellbeing</p> <p>Collaborate with Social Regeneration plans of the Council to help tackle the built environment, social cohesion and loneliness.</p> <p>Implement the Voluntary Sector Strategy including building capacity and resilience and increasing assets.</p> <p>Modernise services to be accessible in a time and place that meets the needs of the population, including exploring evening and weekend offers.</p> <p>Reduce isolation through intergenerational projects i.e. schoolchildren to teach older people to use new technology, encourage support between neighbours</p> <p>Implement the Thrive Input from Public Health, Housing ASC and partners will join. Seek opportunities for investment including funding from Guys and St Thomas', Metropolitan Housing, Lottery Fund, Charitable Funds and research. Evaluation through Warwick University and East London University.</p> <p>Review the balance of spend and consider shifting our investment towards prevention and primary care.</p> <p>Develop a new model of enhanced primary mental health care ensuring that people in Southwark receive care in the community as far as appropriate, and links with wider community groups, universal and specialist mental health care services.</p>	<p>partners</p> <p>Public health, CCG, Regen, VCS</p> <p>VCS, wider partners, residents and carers</p> <p>CCG, Modernisation, &amp; VCS</p> <p>Children's and Adults' Social Care &amp; Education</p> <p>Cllr Livingstone, public health, housing, ASC</p> <p>CCG &amp; Social Care (CDGs)</p> <p>CCG, SLaM, Wellbeing Hub, vol sector service users</p>	<p>March 19</p> <p>2017-2022</p> <p>March 18</p> <p>Q3 17/18</p> <p>Span of the project?</p> <p>March 18</p> <p>March 18</p>	
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		and carers.		
<p><b>3. Improving clinical and care services</b></p>	<p><b>We will deliver a sustainable mental health system in Southwark focussing on models of care that generate better outcomes, focussing on where care is delivered and how it is delivered. This will require simplified and strengthened leadership and accountability across the whole system.</b></p> <p>Through the SMI Commissioning Development Group (CDG) there is an opportunity to change the way we commission services:</p> <ul style="list-style-type: none"> <li>Assess options for delivery of new alliance models to generate better value and outcomes for the 1,000 core cohort of people in residential placements in the community. Including learning from Lambeth Council-CCG on the Living Well Collaborative.</li> </ul> <p>Deliver a system wide digital universal assessment tool with a stronger emphasis on online options and delivery through the third and voluntary sector. (Building on Local Care Record and Kings Health Partners (KHP) Mind and Body insights programme and in alignment with the transforming care CQUIN).</p> <p>Increase partnership working and identify further opportunities to pool budgets and share services across key partners to utilise resource and reduce duplication.</p> <p>Embed social support and physical health in mental health pathways across community and acute services to ensure a holistic response in terms of housing and management of finances.</p> <p>Increase levels of social prescribing for people with a wellbeing related or mental health condition</p>	<p>CCG, ASC, Public Health, and local HealthWatch, local residents and people with lived experience.</p> <p>CCG, Acute, General Practice, KHP, ASC</p> <p>CCG &amp; Council</p> <p>ASC, Acute, GP Federations</p> <p>GP Federations, LCNs</p>	<p>March 2020</p> <p>March 19</p> <p>March 18</p> <p>March 18</p> <p>Q3 17/18</p>	

	<p>Encourage GPs to consider mental health concerns as part of their diagnosis of unexplained symptoms, and continue to assess for it as part of the management of long-term conditions.</p> <p>Provide signposting to voluntary and charitable organisations who can offer support to those with mental health concerns.</p> <p><b>Perinatal mental health</b> Support women's and families through pregnancy, identifying mental health needs early and deliver care in line with NHSE guidelines, rolling out the new enhanced perinatal service.</p> <p><b>Children and Young People</b> Continue to deliver Southwark Council's Fairer Future promises that help children and families to live healthy active lives as part of promoting positive wellbeing and prevention of mental health problems e.g. free gym and swim.</p> <p>Carry out a joint review of current services for CYP mental health in line with the Southwark Five Year Forward View for Health and Social Care.</p> <p>Improve the way that early years education, children's centres, health, social care and the voluntary sector work together so that families are well supported within universal provision and problems with development or behaviour are identified and addressed as early as possible.</p> <p>Review our early help offer to ensure that families who are struggling get the right support at the right time to improve children's mental wellbeing and prevent more</p>	<p>CCG, General Practice, Wellbeing Hub</p> <p>Federations, LCNs</p> <p>CCG, General Practice, Wellbeing Hub</p> <p>CCGs - Lambeth, Lewisham and Southwark</p> <p>Public Health</p> <p>Partnership Commissioning Team</p> <p>Public health / Partnership Commissioning Team</p> <p>Children and families</p>	<p>Q3 17/18</p> <p>Q2 17/18 (on-going)</p> <p>March 18</p> <p>March 18</p> <p>March 18</p> <p>Q3 17 (2020)</p> <p>2018/19</p> <p>March 18</p>	
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	<p>serious problems developing.</p> <p>Build on the evaluation of our training pilots in schools and work closely with schools to support their efforts to increase mental health awareness and increase pupils' mental wellbeing (including building emotional literacy and dealing with bullying and cyber bullying).</p> <p>Review our local Healthy Schools programme to ensure that mental health and wellbeing is prioritised and consider how we can further support the workforce, including School Nurses to develop their knowledge and expertise in identifying mental health needs in children.</p> <p>Make the links with the Healthy Weight Strategy to ensure that the interdependencies between child obesity and mental wellbeing are addressed.</p> <p>Ensure that the new Integrated Wellbeing Service for Young People, bringing together sexual health and substance misuse services from December 2017, is able to improve outcomes for young people's mental health.</p> <p>Strengthen our support for vulnerable young people to help them get into work, as we know that stable and meaningful employment is a strong protective factor for mental health</p> <p>Develop peer support for vulnerable young people who may not engage with traditional mental health services, starting with young offenders and broadening out to the wider community.</p> <p>Ensure that the sufficiency strategy, supported by effective commissioning, provides a better supply of high-quality placements for children who are looked after by the Local Authority, particularly for adolescents who display challenging behaviours.</p> <p>Ensure that Southwark looked after children who are placed outside of the local</p>	<p>Education/PCT</p> <p>Public health</p> <p>Public health/PCT</p> <p>Public health/commu nity safety/PCT</p> <p>Council's Chief Execs Office</p> <p>Youth Offending Service</p> <p>PCT and Children and Families (C&amp;F)</p>	<p>2017/18</p> <p>March 18</p> <p>March 18 (on-going)</p> <p>Dec 17</p> <p>Oct 17</p> <p>2017/18</p> <p>Nov 18 (implementati on until 2020)</p> <p>2018/19</p>	
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	<p>authority area are not disadvantaged through slower access to mental health services.</p> <p>Improve transitions between children’s mental health services and adult mental health services.</p> <p>Work with other London boroughs to ensure we have the right in-patient provision for children and young people’s mental health (Collaborative Commissioning Plan).</p> <p><b>Talking therapies</b> Ensure that everyone who needs talking therapy receives it in a timely way and have good outcomes in terms of recovery.</p> <p><b>Crisis services</b> Collaborate with acute care providers to develop streamlined pathways of care across mental health services.</p> <p>Develop a robust community based crisis response diverting away from A&amp;E by enhancing the Home Treatment Teams. This should include stakeholder feedback (patients, carers, advocates).</p> <p>Offer more intensive interventions and strengthen crisis planning in the community, developing clear links with Home Treatment Teams.</p> <p>Deliver an enhanced model of Core 24 at Kings and GSTT with improved Psychiatric Liaison functions including appropriate response to detox from substance intoxication, and 4 and 12 hour breach targets.</p> <p>Promote the use of crisis cards, providing a named carer or professional and simple steps to follow to help prevent future escalation into crisis.</p>	<p>MH Team, PCT</p> <p>MH Team, PCT</p> <p>SLaM</p> <p>MH Team, (PCT)</p> <p>MH team, (PCT)</p> <p>MH Team, (PCT)</p> <p>MH Team, (PCT), Kings, GSTT</p> <p>MH Team, (PCT)</p> <p>MH Team,</p>	<p>2017/19</p> <p>April 18</p> <p>March 18</p> <p>Plan by Sept 17 / Implementation on April 18</p> <p>Review 6 monthly</p> <p>Plan by Sept 17 / Implementation on April 18</p> <p>Review Nov 17</p> <p>Plan by Sept 17 / Implementation on April 18</p>	
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	<p>Review Centralised Place of Safety</p> <p><b>Acute inpatient care for all ages</b>          Ensure rapid assessment, treatment, recovery focussed, timely discharge planning, better outcomes monitoring, coordinated care planning, support step down to community in a safe and timely way in collaboration with care homes and housing providers.</p> <p>Utilise individual and community resources to build effective support networks and connections to reduce long term dependency on statutory services.</p> <p><b>Older people and dementia</b>          Support our adult population with early onset of dementia to remain in employment, and to live independent lives in the community.</p> <p>Deliver a sustainable model of care with a highly skilled multi-disciplinary workforce to support patients with complex and challenging behaviours associated with functional (mental health), organic (dementia) and/or physical health needs.</p> <p>Deliver a simplified dementia pathway in Southwark ensuring that people receive information and support to enable them to live well in the community.</p> <p>Support the delivery of inpatient care for dementia and mental ill health on separate wards across Southwark, Lambeth and Lewisham.</p>	<p>(PCT), Police, SLaM</p> <p>MH Team, (PCT)</p> <p>MH Team, (PCT)</p> <p>PCT/ASC/commercial sector/VCS</p> <p>CCG, Independent Sector/Care homes/SLaM/community teams</p> <p>PCT/VCS/ASC</p> <p>PCT/SLaM/patients/families</p>	<p>Quarterly</p> <p>March 18</p> <p>March 18</p> <p>March 18</p> <p>March 18</p> <p>2018/19</p> <p>March 18</p>	
<b>4. Improving recovery</b>	<b>We will place the principles of recovery at the heart of our approach to commissioning and will work across housing and homeless teams to support people to live independent lives in their own homes. We will create opportunities</b>			

	<p><b>for employment, volunteering and training and ensure meaningful activities to promote social and community connectedness.</b></p> <p><b>Employment</b> Engage with employers, local NHS providers, the voluntary sectors and other partners to develop plans to ensure improved access to appropriate work for people living with mental health and poor wellbeing in Southwark.</p> <p>Enable Community Accreditation for businesses in Southwark to be well-being friendly towards customers (e.g. some employers doubling up as wellbeing champions).</p> <p>Build upon the progress made by our local programme <i>Southwark Works</i>.</p> <p><b>Housing</b> Respond to the housing crisis in Southwark, working with regeneration and housing teams to ensure people are not at risk of homelessness.</p> <p>Support people to attain and maintain assured tenancies. Stimulate the private provider market.</p> <p>Support step down from residential and supported housing placements.</p> <p>Reduce the number of spot purchased placements and leverage high quality services in borough (where appropriate) at a reduced cost.</p> <p>Increase levels of tenancy support and sustainable tenancies when in property (a sustainable tenancy is one that looks early at problems).</p>	<p>Agency Services, Economic Dept., Job Centre Plus</p> <p>PCT/Economic Dept.</p> <p>Council, VCS</p> <p>Council, ASC, Independent sector, private landlords CCG &amp; Council</p> <p>CCG &amp; Council with VCS</p> <p>CCG &amp; Council, SLaM</p> <p>CCG &amp; Council, Independent sector, private landlords</p>	<p>2017/18</p> <p>2017/19</p> <p>March 18</p> <p>2017/19</p> <p>2017/19</p> <p>2017/18</p> <p>2017/18</p> <p>2017/18</p>	
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	<p>Ensure all services are delivered in a recovery focused way moving from a culture of maintenance and dependency to reablement, recovery and staying well whilst providing access to personal budgets to enable more choice and control.</p> <p>Shift the balance of power to individuals to ensure choice and control over support and care through person centred planning, user led Recovery and Support Planning in line with LCN care coordination work</p> <p>Recognise the vital role of carers and ensure they are appropriately assessed and supported.</p>	<p>ASC &amp; C&amp;F, CCG, VCS</p> <p>LCNs, GPs, CCG, ASC, VCS</p> <p>Council, CCG, Providers, VCS</p>	<p>March 18</p> <p>Phased implementation from Oct 17</p> <p>March 18</p>	
<b>5. Improving quality and outcomes</b>	<p><b>We will deliver improved system-wide outcomes for our residents who experience mental illness and/or long term physical health problems. We will focus on improving data and systems to evaluate our progress in patient experience, quality and efficiency of our services.</b></p> <p>Commission for outcomes to be assured that every pound spent has a direct impact on improvement and provide good value for the people of Southwark.</p> <p>Deliver a strong social care offer and meet the Council's legal duties under the Care Act whilst ensuring a sustainable and safe health care model in Southwark.</p> <p>Focus on delivering good quality care, providing equal and fair access for everyone and providing targeted support for people who are most vulnerable and at risk.</p>	<p>CCG, Council, VCS</p> <p>CCG, ASC, SLaM</p> <p>CCG, ASC, SLaM</p>	<p>2017/18</p> <p>2017/18</p> <p>2017/18</p>	

## **Key**

### **Council**

- Children and Families (C&F)
- Adult Social Care (ASC)
- Children's Social Care (CSC)
- Social Regeneration (Regen)

### **Health and Social Care**

- Partnership Commissioning Team (PCT) – *where referenced, this will mean working partnership across health and social care, provider organisations and service users and carers.*

### **Other**

- Voluntary and Community Sector (VCS)
- Local Care Networks (LCNs)
- South London and the Maudsley (SLaM) NHS Foundation Trust
- Kings Health Partners (KHP)

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