

# Improving Inpatient Mental Health Services for Lambeth

*DSC Session 5: progress update – January 2021*



# Purpose of today's session

To update on the progress of the overall programme since the last JHOSC meeting in June 2020

To provide an update as requested on the progress against the action plan developed in response to the JHOSC recommendations

# The drivers for change remain compelling

The changes are driven by the critical need to improve the quality and safety of our inpatient wards to meet the most basic needs of our patients

This was reflected in the clear support for the proposed changes coming out of the public consultation

It was also strongly supported at a system level and approved in July 2020 by the SEL CCG Governing Body

Redeveloping Lambeth Hospital meets local, council and London-wide needs for more homes, with significant affordable housing, and helps fund better facilities and services for local people

An architectural rendering of a modern, multi-story building with a light-colored stone or brick facade and large glass windows. The building is situated on a hillside, and a wide, paved walkway leads up to it. Several people are walking along the path, and there are trees and greenery in the foreground. The overall scene is bright and clear, suggesting a sunny day.

# Programme update

# Programme update

## **Build**

Guaranteed Maximum Price agreed  
Stage 4 of the contract signed  
Construction of the building has started (not just ground works)  
Go live date is estimated to be the beginning of 2023

## **Operations**

Draft operational policy completed  
APSA and Culturally Appropriate Inpatient Care Model steering group commenced  
Enablers working group commenced (digital, portage, hotel services, security etc)  
Decant planning group commenced

## **Stakeholders**

Communication and engagement team appointed  
Additional governance introduced to support engagement  
Communication and engagement plans drafted and under implementation for:

- Service users and carers
- Staff
- External stakeholders

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

# Progress on JHOSC recommendations

# OSC recommendations: overview

The JHOSC meeting in June 2020 made 15 recommendations across the Themes from the public consultation feedback – these spanned actions required immediately as well as throughout the course of the programme

An action plan has been jointly developed to deliver the recommendations, with progress overseen monthly by a new Lambeth and Southwark Hospitals Oversight Group jointly chaired by SLaM and the NHS South East London CCG Southwark and Lambeth borough teams

Other governance has been put into place to strengthen engagement in both Lambeth and Southwark, and across boroughs, including: Estate Development Sub Groups for both boroughs, and a Lambeth and Southwark Communications and Engagement Steering Group

Overall good progress has been made to date across the immediate actions, and planning work is underway for those which come later in the programme

# OSC recommendations: overview

The 15 recommendations made by the JHOSC in June 2020 were:

Theme	Recommendation
<b>Interim Plans</b>	1. A clear communications plan required to allay concerns as part of the next steps in the project
<b>Level and access to Maudsley</b>	2. Further analysis should be undertaken as to the historic and projected demand relating to access to inpatient services to test the likely frequency of impact in advance of looking at remedial measures
	3. Where the issue is deemed to be significant then further actions should be taken to look at potential changes to the current transport options with providers.
<b>Reputation and Familiarity</b>	4. The Trust should develop a welcome pack for all wards offering simple induction materials
	5. As part of the transitional process from Lambeth inpatient wards to those at the Maudsley, current service users are allowed a period of familiarisation in the new environment and introduction to the local area before they move to the new accommodation
<b>At the Maudsley Hospital</b>	6. Information should continue to be provided on the green space potential during the continued process of engagement

# OSC recommendations

Name	Recommendation
Cultural Pathways	7. Mosaic and Thames Reach had been providing regular in-reach to the wards, which included meaningful activity in the care setting, supporting people with leave from the ward and connecting people with local community offers. Provide detail on progress in expanding this to the new services opened
	8. Further details on and timeframes for development and implementation of culturally appropriate inpatient care model with Black Thrive
Future of Lambeth Hospital	9. More detail required on commercial aspect
	10. SLAM should hold a detailed and robust planning consultation on the future of the site
	11. A scheme for the Trust and partners to develop approximately 575 homes, of which 50% would be classed as affordable, would have a significant benefit
	12. Clarification concerning the definition of 'affordable' and requested detailed information on the mix of affordable units with a breakdown of units subject to: Affordable rent; Shared ownership; and Discounted market sale price for those that met S106 key worker requirements.
	13. Further assurances were needed to ensure that there was an effective mix of risk and reward given that there were a number of options being evaluated

# OSC recommendations

Theme	Recommendation
<b>Clinical and non-clinical support services</b>	14. Ensure a full business case for all clinical and non-clinical support services was included as supporting information to the main investment objectives so that there was clarity as to the future position of these services
<b>Further assurance</b>	15. Additional assurance around: (i) The process of engagement in Southwark (ii) Financial implications of the changes for local authorities (iii) Inpatient capacity for Southwark residents

# Theme: Alternative plans

## **Recommendation**

A clear communications plan required to allay concerns as part of the next steps in the project

## **Progress to date**

A communications and engagement plan covering the Lambeth Hospital changes and the future of the Lambeth Hospital site, as well as capital projects on the Maudsley site has been developed, and implementation has started

The communications and engagement plan is overseen by the Lambeth and Southwark Hospital Oversight Group, which is jointly chaired by the NHS South East London CCG Southwark and Lambeth borough teams and SLaM Estates Development Sub Groups for both the Lambeth site and the Southwark site have been established.

In Lambeth this is co-chaired by the Director of Estates in SLaM and the Regeneration Director for Lambeth Council. In Southwark this is co-chaired by the Director of Estates in SLaM and the Estates Programme Director for South East London CCG, Southwark, with the Head of Regeneration for Southwark Council in attendance.

Membership for both includes local Healthwatch's and key stakeholders

SLaM have established a new communications teams for capital projects to support effective communication and engagement across its major capital projects

Communication with service users and carers is monthly through the separate Lambeth and Southwark service user and carer engagement groups. A service user and carer communications plan has been developed, and engagement opportunities around the programme (e.g. on design) will be publicized to both Southwark and Lambeth service users

# Theme: Travel and access to the Maudsley

## Recommendations

2. Further analysis should be undertaken as to the historic and projected demand relating to access to inpatient services to test the likely frequency of impact in advance of looking at remedial measures (this related to access from postcodes in Streatham and Norwood)
3. Where the issue is deemed to be significant then further actions should be taken to look at potential changes to the current transport options with providers.

## Progress to date

A demand and capacity analysis has been completed for Lambeth which has projected inpatient bed requirement across a ten year period. Remedial measures are factored into the Lambeth community transformation plans which are supported by transformation monies across 3 year period from 2021

Analysis is being undertaken to establish the level of demand for inpatient beds from Streatham and Norwood and this will be complete by March 2021

Once the analysis for R2 is complete, discussions will be undertaken with Transport for London as required to fulfil recommendation 3

As suggested by the JHOSC the welcome pack for the new Douglas Bennett House will include information on the most cost effective directions and transport options

# eme: Travel and access to the Maudsley – continued

Work on Denmark Hill station has commenced to create a second entrance / exit to address the overcrowding on the station at peak hours:

- In collaboration with Sustrans and King's, SLaM will provide an 85-space cycle public storage facility, free to use.
- Additional canopies, new customer information screens, more seating and upgraded PA systems will all encourage passengers to use the full length of platforms, easing crowding.
- When the walking route through the Maudsley Hospital reopens (in 2023), the new entrance will become the main route to King's College Hospital and our site. Local community and stakeholders have helped develop the plans.

# Theme: Reputation and familiarity

## Recommendations

The Trust should develop a welcome pack for all wards offering simple induction materials

As part of the transitional process from Lambeth inpatient wards to those at the Maudsley, current service users are given a period of familiarisation in the new environment and introduction to the local area before they move to the new accommodation

## Progress to date

Douglas Bennett House is due to open in early 2023. The operational transitional planning will be completed by March 2022, and will include both the development of the welcome pack, and a clear plan for supporting current service users to familiarize themselves with the new environment and local area before the move

We will be using a variety of established service user and carer forums to develop the welcome pack. Related learning from the work on the culturally appropriate inpatient model will be used to support the development of the induction pack

A request was made during the consultation to provide a separate and discreet entrance due to concerns regarding stigma. We have recognized this concern and designed the entire environment externally including the entrance space with the clear aim of 'mainstreaming' the building into the overall public realm and aiming to destigmatize the experience.

# Theme: The Maudsley Hospital

## **Recommendation**

Information should continue to be provided on the green space potential during the continued process of engagement

## **Progress to date**

A Southwark Estates Development Sub Group has been established to ensure effective engagement with stakeholders and local residents around the developments on the Maudsley Hospital site

This group meets bi-monthly and is jointly chaired by the Director of Estates and Facilities, SLaM and the Estates Programme Director for the NHS South East London Southwark borough team, and is attended by the Director of Regeneration for Southwark Council

Information provided to the meeting for discussion has included the overall master plan for the site which includes green space potential, and covers the three main developments on site: Douglas Bennett House, the Pears Maudsley Centre for Children and Young People and the redevelopment of the Michael Rutter Centre and Mapother House

Plans have also been presented to children and young people and their families/carers in a service user group with the architect and SLaM staff outlining plans and taking questions on a range of issues including including green spaces on the site

# Theme: Clinical pathways

## Recommendations

Mosaic and Thames Reach had been providing regular in-reach to the wards, which included meaningful activity in the care setting, supporting people with leave from the ward and connecting people with local community offers. Provide detail on progress in expanding this to the new services opened

Further details on and timeframes for development and implementation of culturally appropriate inpatient care model with Black Thrive

## Progress to date

Recommendation 7:

The pilot project has been reviewed and agreement made, by the Alliance Management Team, to mainstream within the CLaSS team.

This means that the peer support roles that are part of the CLaSS team will be made substantive and permanent recruitment to the posts has begun

As part of the Lambeth adult community MH services transformation, over the next three years, there will be an increase in the peer workforce. These roles will play a pivotal role in supporting people to stay well within the community, reduce the need for inpatient admission and make a meaningful link back into the community for those who do require an inpatient stay.

# Theme: Clinical pathways – continued

## Recommendation 8:

SLaM and Black Thrive have agreed a Memorandum of Understanding to support the development and implementation of the culturally appropriate inpatient care model, and funding has been provided by SLaM. A Steering Group has been established to oversee the project, which is jointly chaired by the Director of Black Thrive and the Interim Chief Operating Officer for SLaM, and includes community membership. The goal is for the new model to have been tested and measured for a year before it is implemented in the new Douglas Bennett House. It will also then be rolled out as a Trust-wide approach.

The key phases of the project are as follows:

Phase	Timing	What	Lead
	Sept 20 to June 21	Engagement and co-design	Black Thrive
	June 21 to June 22	Testing, review, measurement of impact	Black Thrive and SLaM
	June 22 to Jan 23	Model refinement and Implementation	SLaM

# Theme: Future of Lambeth Hospital

## Recommendations

More detail required on commercial aspect

0: SLaM should hold a detailed and robust planning consultation on the future of the site

1: A scheme for the Trust and partners to develop approximately 575 homes, of which 50% would be classed as affordable, would have a significant benefit

2: Clarification concerning the definition of 'affordable' and requested detailed information on the mix of affordable units with a breakdown of units subject to: Affordable rent; Shared ownership; and Discounted market sale price for those that met S106 key worker requirements.

3: Further assurances were needed to ensure that there was an effective mix of risk and reward given that there were a number of options being evaluated

## Progress to date

The Trust has undertaken an option appraisal of commercial approaches that would support its aim of taking a proactive role in the development and delivery of the housing developments to maximise value and control for the public good:

The assessment assessed a number of risk and control factors, including Trust risk exposure, implementation complexity, retained control and residual interest.

The preferred commercial arrangement is likely to be in the form of a partnership involving a developer and other partner/s through a Special Purpose Vehicle (SPV).

# eme: Future of Lambeth Hospital – continued

the due diligence work that will clarify and apportion risk and finalise the detailed approach is being undertaken and is due to complete April 2021.

Formal market engagement will then be undertaken that may include a limited number of options with different risk and reward structures

0:

Planning application submitted in November 2020 to Lambeth Council following extensive pre-application planning consultations and public engagement events, including one led by Black Thrive. Stakeholders informed by email including all residents and community groups previously registering from the previous events, submitting responses to SLaM consultation and who have corresponded with SLaM, plus community groups, VCSE, MP, elected members and officers. Statutory consultation starts when live on Council website. Offer of meetings/responses to queries etc. to a Engagement with stakeholders continues.

11 to 13:

The proposed masterplan delivers 558 units, 305 will be private units and 253 will be affordable units, representing 50% affordable housing provision (in accordance with policy is by habitable rooms), with a 70:30 split of low-cost rent to intermediate tenure housing.

The affordable units are located in individual blocks but are spread across the scheme to promote cohesion between the various tenures. In response to feedback during preapplication consultation the family unit provision has been increased in the affordable units.

We have increased the number of three-bedroom properties to meet local families' needs. 77.5% of affordable homes will now comprise 2, 3 and 4-bed units. See table on next slide.

# Theme: Future of Lambeth Hospital – continued

Private Housing					
Studio	1-bed	2-bed	3-bed	4-bed	Townhouse
19	129	152	2	-	3
6.2%	42.3%	49.8%	0.7%	-	1.0%

Affordable Housing					
Studio	1-bed	2-bed	3-bed	4-bed	Townhouse
6	51	149	37	6	4
2.4%	20.1%	58.9%	14.6%	2.4%	1.6%

Low Cost Rented					
Studio	1-bed	2-bed	3-bed	4-bed	Townhouse
0	23	102	36	6	3
0.0%	13.5%	60.0%	21.2%	3.5%	1.8%

Intermediate					
Studio	1-bed	2-bed	3-bed	4-bed	Townhouse
6	28	47	1	0	1
7.2%	33.7%	56.6%	1.2%	0.0%	1.2%

Table 1: Proposed Private and Affordable Unit Mix

Table 2: Proposed Low-Cost Rented Unit Mix

Table 3: Proposed Intermediate Unit Mix

# Theme: Clinical and non—clinical support services

## Recommendation

4: Ensure a full business case for all clinical and non-clinical support services was included as supporting information to the main investment objectives so that there was clarity as to the future position of these services

## Progress to date

Enablers workstream has been set up and is meeting every fortnight with representatives from admin, hotel services, security, portering etc

All clinical and non clinical support services currently on the Lambeth Hospital site will continue and their future location is being mapped at present.

A digital workstream has been set up to begin planning and procuring digital systems to support the clinical systems for staff, service users and carers as well as the actual building

# eme: Further assurance

## Recommendations

5. Additional assurance around:

- The process of engagement in Southwark
- Financial implications of the changes for local authorities
- Inpatient capacity for Southwark residents

## Progress to date

### *The process of engagement in Southwark*

Governance fora have been established to strengthen engagement including the Lambeth and Southwark Hospital Oversight Group; Southwark Estates Development Sub Group; Lambeth and Southwark Communications and Engagement Steering Group to ensure ongoing communication with all partners.

Engagement with service users about the programme will be conducted primarily through existing structures with other engagement processes added as and when needed i.e. the Maudsley site meeting with the architects.

A briefing being arranged with Southwark Leader and Deputy and SLaM Chief Executive which will also consider how engagement can be best taken forward

Ongoing communication between SLaM Chief Executive and Council Chief Executive, as well as engagement with the Director of Regeneration at Southwark Council.

Southwark Estates Development Sub Group supports ongoing engagement on the development of the site as a whole

# eme: Further assurance

## *Financial implications of the changes for local authorities*

The development of a memorandum of understanding around Section 117 responsibility has moved at pace, led by the Director of Social Care for SLaM.

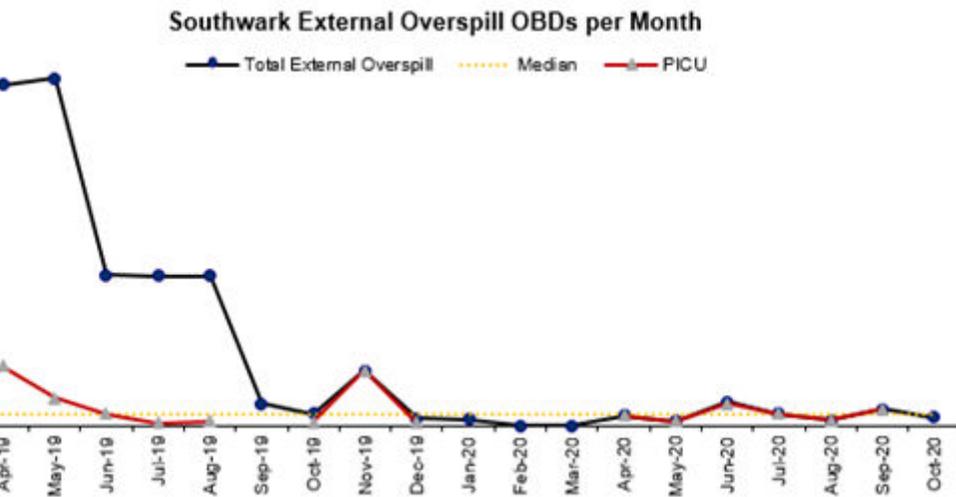
A draft S117 dashboard and register has been developed and implemented

Engagement has taken place with Heads of Social Care and Directors of Adult Social Care (DASS's) across SLaM boroughs. The draft MOU was presented at the SEL and South west DASS's meeting on 10th November for their input and discussion

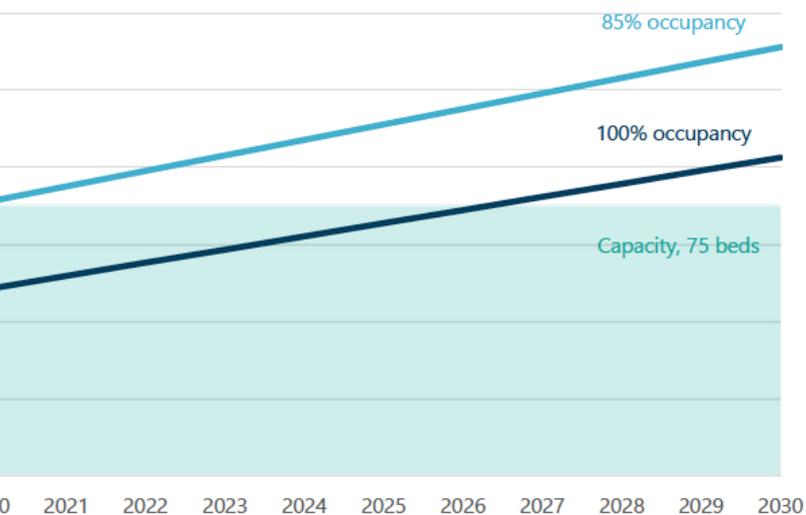
### Next steps:

- Joint review and quality improvements on the implementation of jointly agreed SLAM and 4 Borough Section 117 Policy, and S117 register.
- Further engagement is being facilitated with Lambeth and Southwark Councils.

# Theme: Further assurance



## Future demand for inpatient capacity



- The SLAM Right Care, Right Time programme has reduced the Trust’s reliance on external capacity to meet the needs of Southwark residents for inpatient care
- The Trust still uses a limited amount of independent sector capacity for psychiatric intensive care unit (PICU) beds for a small number of people with very complex needs although the use of this provision has reduced throughout 2019/20
- We are currently confident that we have sufficient inpatient capacity for Southwark residents in all but exceptional cases.
- The Trust’s modelling of future demand for inpatient capacity indicates that the existing Southwark capacity of 75 beds will continue to meet local needs until 2027
- However, increasing population pressures will mean that these beds will be above the occupancy rate of 85% that is considered optimal for managing peaks in demand
- We have a number of initiatives in place to manage demand in line with projected growth through to 2020. This includes working more closely with Primary Care Networks with partners to prevent inpatient admissions, strengthening our Home Treatment Team services and developing a range of step down and crisis housing options.

# Summary

Since the last JHOSC in June 2020, significant progress has been made on the programme, including governance approval, financial sign off and the start of construction

The Trust and CCG/Local Authority welcomed the recommendations from the last JHOSC and an action plan has been developed and implemented to take these forward. This is jointly owned and overseen by SLaM and NHS South East London CCG Southwark and Lambeth borough teams.

Good initial progress has been made against the recommendations, particularly around the completion of the planning consultation; set up of the culturally appropriate inpatient care model project with Black Thrive; strengthening engagement; and work on the MOU for S117. Planning work is underway for the longer term actions. However we are continuing to manage the effect of COVID and additional surges, which means timing within the plan may need to flex accordingly for some actions, though stay within the overall timing of the programme