

## **Improving Inpatient Mental Health Services for Lambeth**

**Lambeth and Southwark JHOSC - Session 5 – 28 January 2021**

### **Programme update and six-month progress with JHOSC recommendations**

#### **SUMMARY FOR MEMBERS**

##### **Strategic overview**

- Redeveloping Lambeth Hospital is a significant part of SLaM's £140 million programme to modernise facilities, improving care and experience for local patients
- Douglas Bennett House at the Maudsley Hospital site is being redeveloped with eight purpose-designed, modern adult inpatient wards. Opening in 2023, it will house inpatient services previously delivered at Lambeth Hospital
- More than 550 new homes are planned for the Lambeth site, meeting the need for more local homes, with significant affordable housing, This will also help fund better mental healthcare facilities and services for local people
- We will build the new Pears Maudsley Centre for Children and Young People (PMCYP) at the Maudsley site, with improved facilities for local service users including inpatient, outpatient and crisis care. This world-leading facility will also bring clinicians and academics together to research and implement new treatments, interventions and targeted prevention approaches faster than ever before. Redeveloping outdated buildings on the site for new, with significant affordable, housing, helps fund new clinical facilities
- The Lambeth and Southwark JHOSC meeting in June 2020 approved proposals to move SLaM services from Lambeth Hospital to new purpose-designed facilities at the Maudsley Hospital site. It set out various actions required to address issues raised by specific stakeholder groups. A detailed Action Plan was developed and is being implemented covering themes arising from the original service move consultation. SLaM and SEL CCG are reporting progress to the January 2021 JHOSC meeting

##### **Programme Update**

- Building work is now under way to redevelop Douglas Bennett House
- Following further consultations and meetings (including online public events) a full planning application was submitted for Lambeth Hospital in November 2020, which:
  - Reflects, where possible, views of residents, community organisations, elected representatives and service users; and fully complies with planning policy
  - Meets need for more homes: 50% affordable of which 70% available at social rent
  - Following feedback from residents, includes more three-bedroom properties. 77.5% of the affordable homes will now comprise 2, 3 and 4-bed units
- We continue to engage with local politicians, residents, staff and stakeholders including: Direct communication to highlight application submitted (Nov 21), Meeting with MP (Nov 21), Ward councillor meeting to cover many specific issues (Jan 21), Public Q&A meetings online open to all residents (Feb 21), Update newsletter to residents (Feb 21)
- Monthly senior stakeholder groups set up for: each development, communications and engagement, oversight/strategy - including VCSE, Local Authorities, CCGs, SLaM – to oversee implementation of JHOSC recommendations Action Plan
- Lambeth planning committee is expected to consider the application in March 2021
- Planning permission was given by Southwark Council for the Pears Maudsley Centre for Children and Young People in November 2020. We anticipate Southwark planning committee will consider the housing development application in March 2021

## Progress towards delivering the 15 June 2020 JHOSC Action Plan requirements

An action plan was developed and is being implemented involving all partners. Below provides a short overview of work undertaken to implement each action.

Theme	Recommendation (summary)	Action/status at January 2021
Alternate Plans	<ul style="list-style-type: none"> <li>• Clear communication plan to be produced</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Engagement strategy developed and being implemented for Lambeth Hospital (LH) and Douglas Bennett House (DBH) with segmented plans for:</li> <li>• External stakeholders including residents, elected representatives, VCSE</li> <li>• SLaM staff currently working at LH, all SLaM staff</li> <li>• Current / future service users (inc Adult Acute inpatients at time of move)</li> </ul>
Travel and access to Maudsley	<ul style="list-style-type: none"> <li>• Undertake future demand modelling and impact</li> <li>• Consider further transport options as required</li> </ul>	<ul style="list-style-type: none"> <li>• 10-year Lambeth inpatient demand modelling complete; Streatham/Norwood by March 21</li> <li>• Transformation funding budget allocated to support moves and additional transport</li> <li>• TfL discussions ongoing to ensure public transport provision meets requirements</li> <li>• £7.5m upgrade of Denmark Hill station and further green/public transport initiatives</li> </ul>
Reputation and familiarity	<ul style="list-style-type: none"> <li>• Welcome Pack for new wards</li> <li>• Familiarisation process for service users pre-move</li> </ul>	<ul style="list-style-type: none"> <li>• Operational planning under way involving service user groups/forum and staff and including information, processes and co-designed welcome/induction packs</li> <li>• DBH access designed for mainstreaming/destigmatising of mental healthcare</li> </ul>
Maudsley Hospital	<ul style="list-style-type: none"> <li>• Highlight green space potential throughout engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement with Southwark Council, CCG partners, elected members, residents, community groups, service users, staff emphasises green spaces and benefits</li> </ul>
.	<ul style="list-style-type: none"> <li>• Maintain and develop Mosaic and Thames Reach ward in-reach work to support care, leave and discharge</li> <li>• Detailed development and implementation plans for culturally appropriate inpatient care model with Black Thrive</li> </ul>	<ul style="list-style-type: none"> <li>• In-reach Peer Support work mainstreamed into Community Living and Support Service (CLaSS) team</li> <li>• Increased number of permanent Peer Worker roles agreed and funded as key part of Lambeth Adult CMHT transformation and improvement programme</li> <li>• Formal partnership between SLaM and Black Thrive is developing a new model of culturally-appropriate inpatient care, working with the community and funded by SLaM</li> <li>• The new model will be piloted in 2022 and implemented at DBH and across SLaM</li> </ul>
Future of Lambeth Hospital	<ul style="list-style-type: none"> <li>• Commercial arrangements detail required including 'risk and reward' balance</li> <li>• Full planning consultation recommended</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed evaluation of commercial options undertaken; partnership between SLaM and developer via Special Purpose Vehicle (SPV) may be preferred option</li> <li>• Further due diligence work due to be completed by April 2021</li> <li>• Market engagement planned for later 2021 including different risk and reward structures</li> </ul>

	<ul style="list-style-type: none"> <li>• Benefits of affordable homes to be highlighted; detail required</li> </ul>	<ul style="list-style-type: none"> <li>• Planning consultation including wide-ranging communication and engagement with residents, members, community groups and other stakeholders during 2020</li> <li>• Final planning application submitted included adaptation to reflect listening to local people with increase in affordable family (including 3-bed) homes. It incorporates: <ul style="list-style-type: none"> <li>• 558 units - 305 private units and 253 affordable units</li> <li>• 50% affordable housing provision (habitable rooms)</li> <li>• 70:30 split of low-cost rent to intermediate tenure housing</li> <li>• 77.5% of affordable homes are 2, 3 and 4-bed units</li> </ul> </li> </ul>
Clinical and non-clinical support services	<ul style="list-style-type: none"> <li>• Include business case and details on plans for all relevant services</li> </ul>	<ul style="list-style-type: none"> <li>• All these services on LH site will continue and are represented in a dedicated workstream which covers areas including future location options, transition planning and staff impact</li> <li>• Digital workstream is already developing strategy for systems needed for DBH</li> </ul>
Further assurance	<p>Provide ongoing reassurance on:</p> <ul style="list-style-type: none"> <li>• Engagement in Southwark</li> <li>• Financial implications of the changes for local authorities</li> <li>• Inpatient capacity for Southwark residents</li> </ul>	<ul style="list-style-type: none"> <li>• Full communications and engagement plan in place and delivery ongoing including public meeting events pre planning application submission, ward cllr letters, CEO communications to senior Southwark Council officers/members, Southwark Estates Group meeting monthly in partnership with CCG and attended by senior council officers</li> <li>• Engagement regarding a MoU for the PMCYC is under way with the Director of Commissioning, Children and Adults Services, Southwark Council</li> <li>• New S117 dashboard developed and implemented</li> <li>• Joint review and quality improvements on the implementation of jointly agreed SLAM and 4 Borough Section 117 Policy, and S117 register</li> <li>• Demand modelling undertaken – shows capacity met until at least 2027</li> <li>• Initiatives under way to manage variance and future demand (eg potential population) growth with the partners in the health and care system, including Primary Care Networks, and through enhanced SLaM Home Treatment Team community services</li> </ul>