

A large, light blue sunburst graphic with multiple rays emanating from a central point, filling the upper half of the page. A thick blue curved line runs along the right edge of the page.

# mental health

creative   
service  
solutions

A logo consisting of several parallel diagonal lines in various colors (green, yellow, orange, red, purple) that fan out from the bottom left.

**Look Ahead**  
CARE, SUPPORT AND HOUSING



# supporting individuals with mental health needs

Look Ahead is one of the largest providers of integrated mental health support, care and housing services across London and the South East. We currently provide over 40 specialist mental health services for over 15 local authorities and NHS Trusts, supporting over 1200 people at all stages of the mental health pathway.

With over 40 years in social care under our belt, we have extensive experience working with individuals with mental health needs and particular expertise supporting those with high and complex needs. Our innovative service models offer alternatives to hospital admission, facilitate early discharge and support the return of individuals in out-of-borough placements. Our focus is on supporting recovery, reablement and resettlement through community-based services.

Our integrated service models have been co-designed and delivered in partnership with customers and clinicians, with a clear emphasis on **recovery, personalisation** and **positive outcomes**. This approach leads to less reliance on higher cost services including in-patient and out-of-borough provision, offering proven value for money, tangible reductions in high unit costs and ultimately significant savings for the public purse.



# our service models

We deliver a wide range of mental health provision that supports all stages of the care pathway, ranging from alternatives to inpatient care to floating and visiting support services.

Across this provision, we offer a number of distinct and innovative mental health service models that have been developed to meet commissioner and customer requirements. Each of our models can be applied flexibly and responsively to meet the needs of people both experiencing crisis and long-term mental health needs.

Service outcome data is drawn from a range of sources over the last twelve months (2016-17) including customer data, internal quality and outcomes monitoring, commissioner reporting and external evaluation.

## preventative

We are currently working with many commissioners who have been tasked with reducing hospital admissions by keeping people with mental health needs living in their local communities. Our preventative provision provides

alternatives to inpatient services, and are delivered in partnership with clinical teams. Designed to mitigate crisis, these services support individuals to stabilise their mental health and avoid acute admission to high cost psychiatric services.

### Crisis House

Look Ahead's Crisis House in Tower Hamlets, established in 2010, is delivered in partnership with East London NHS Foundation Trust (ELFT). Commissioned by Tower Hamlets Clinical Commissioning Group (CCG), the service provides an alternative to acute admission for individuals in mental health crisis. This is delivered through seven crisis beds as well as three longer-stay beds, supporting people experiencing either a relapse or a first presentation of mental health crisis. The community setting provides a safe and supportive environment for individuals who may be at too high a risk to stay at home but for whom inpatient care may not be the most appropriate option.

The service provides a fully integrated 24-hour community-based alternative to hospital admission and a step-down from inpatient wards, and is delivered in partnership with clinicians. Look Ahead subcontracts ELFT who provide clinical input to the service through their Home Treatment Team. Following a successful pilot, the service now provides a community-based alternative to admission for individuals requiring clozapine titration.

Recent **service outcomes** include:

Shorter stay

- The average length of stay in a crisis bed is **18 days** compared to a median length of stay of 23 days for people discharged from mental health inpatient services.

Reduced readmissions

- **Only 6.7% of individuals** are re-admitted to the service within three months (against CCG target of 10%).

Positive user experience

- **94% of customers** recommend the service.

Value for money

- The cost of a Crisis House bed is **£178/day** compared to an adult acute bed costing approximately £400/day based on Department of Health (DH) data.



# forensic

We know many commissioners and trusts can struggle identifying appropriate move-on options for individuals leaving secure or forensic care settings. This includes Community Forensic Teams and specialist forensic inpatient providers.

Because of our experience in supporting individuals with histories of serious and enduring mental health needs, high degrees of clinical complexity and forensic backgrounds, we can often help.

We offer provision for this client group, including those individuals who receive care co-ordination from a statutory agency and may pose significant risk to themselves or others.

We can do this in a number of ways, including through 24-hour accommodation-based care and support and/or CQC registered services.

## Forensic step-down service

Our high needs step-down service provides intensive accommodation-based support to males with offending histories and severe enduring mental health needs. This service is delivered in a refurbished property where we have created 19 new self-contained flats.

Individuals who were previously in much more expensive placements in health or social care services can now return to their home borough and take the next step towards independent living. Many of these customers have led chaotic lifestyles, experienced several hospital admissions or multiple accommodation breakdowns, and several need support with medication and building daily living skills.

Clinical input is provided by the local health trust, and the partnership between our support staff and clinical teams mean jointly we can be much more responsive to customers' varied needs.

Recent **service outcomes** include:

- **100% customers** have an action plan in place to increase autonomy with medication.
- **80% customers** are engaged with structured activity in the community.

Over the last twelve months (2016/17)

- **Eight** positive customer step-downs/move-ons.



# rehabilitation and step-down

Are you looking for provision that can support people to step down from hospital, care or residential settings?

We are experienced in working with CCGs to design and deliver these services that support individuals moving on from more institutional settings.

We tailor provision to commissioners' and customers' needs; we include a strong emphasis on building life skills, coping skills and confidence and also offer medication support.

## Rehabilitation service

Our rehabilitation service offers an innovative model, which combines the skills of our support team with the clinical expertise of the local NHS Community Rehabilitation and Recovery Team.

Working in partnership, the multi-disciplinary team offers an intensive, recovery-focused support service for individuals with long-term mental health needs, who are often stepping down from hospital or residential care services or returning from out-of-borough placements.

The service provides 11 self-contained flats, where individuals receive intensive support whilst they adapt to more independent living. Customers typically spend six to twelve months here before relocating to move-on accommodation in neighbouring buildings.

Recent **service outcomes** include:

Positive move-on

- **85% customers** positively moved on
  - **61%** onto independent accommodation
  - **24%** onto appropriate supported accommodation.

Positive user experience

- **92% customers** are satisfied with the service.



## community-based support

For those commissioners and trusts looking for provision that can support people living in their own homes, we can certainly help.

Our community-based support provision supports people with mental health needs to remain well, avoid crisis and maintain engagement with health and social care services whilst living in their own local communities.

We work with clinical teams and statutory partners to deliver these services, ensuring individuals receive appropriate levels of support and monitoring.

### Medication support service

In partnership with local CCGs, Look Ahead delivers medication support services across Southwark and Lambeth. The CQC registered services provide intensive, flexible reablement support over 12 weeks, offering medication delivery, observation and/or administration within people's own homes between 9am-9pm. This enables customers to take medication at a time which suits their lifestyle (e.g. medication which induces drowsiness can be taken in the evening rather than the daytime, which enables them to stay in work).

Our staff teams work closely with the Home Treatment Teams to ensure secure collection and storage of medication, personalised phased self-management programmes for individuals and enhanced medication awareness for customers through one-to-one support. Joint working with our clinical partners also means the service can offer a rapid identification and intervention system, enabling support to be stepped up when required.

Recent **service outcomes** include:

Reducing referrals into secondary care

- **Only one** of the sixteen individuals accessing the medication support service has been readmitted to hospital.

Positive user experience

- **86% of customers** rated the service as 'excellent' or 'good'.
- **100% of customers** would recommend the service to a friend or family member in a similar situation.



# features of our mental health service models

Each of our innovative service models share a number of key features; these are integral to our approach and our mental health offer.

### BESPOKE PROPERTY SOLUTIONS

As a housing association and registered social landlord, Look Ahead can offer commissioners bespoke property solutions alongside our care and support offer.

With over 2500 units, we have an extensive property portfolio, across almost 30 local authorities in London and the South East. This means we can offer commissioners and trusts a wide range of different property types and accommodation models, depending on their needs and requirements.

We have extensive experience and expertise in designing and remodelling both our own buildings and those of our partner organisations, to meet the needs of individuals with mental health and complex needs. We work closely with clinicians and architects to ensure our accommodation provides Psychologically Informed Environments, conducive to individual recovery, independence and effective risk management.

Our recent mental health property developments include accommodation for forensic, step-down, rehabilitation and reablement services, including properties with appropriate assistive technology to meet physical health and mobility needs.

If you are looking for a property solution that is not currently available through our existing provision, we can still help. We have both the ability to invest capital and extensive networks and experience in this area. This means we can quickly source, and develop quality accommodation, supporting you to meet local demand whilst reducing your high unit costs.



## SAFE SERVICES THAT EFFECTIVELY MANAGE RISK AND BALANCE CUSTOMER FREEDOM

We adopt a positive risk-taking approach across our services to keep customers safe whilst supporting their own independence. We work with professionals to support individuals to develop insight into their own personal risks, triggers and behaviours and use a range of tools to do so.

This includes our See Think Act approach, adapted from NHS guidelines for relational security in high-risk settings.

As part of this, we train our staff to recognise and understand the relationships an individual has with their environment and the people around them, and how this translates into appropriate support responses. Through training and resources, managers embed the See Think Act approach into local service delivery through team meetings, reflective practice, staff supervision and debriefings.

## INTEGRATED SERVICES DELIVERED IN PARTNERSHIP WITH HEALTH

Our mental health services work closely with health service partners to provide consistent, integrated support for our customers.

Our experienced and trained teams demonstrate credibility, working with clinicians to deliver responsive, coordinated support and shared interventions.

Within our high support services, we also directly sub-contract clinical input from psychologists, psychiatrists and nursing staff.

In addition, we are continually developing our range of quality management and outcomes systems to reflect regulatory guidelines of both the CQC and NICE.



## HEALTH AND WELLBEING OFFER

Mind Body Matters, our health and wellbeing programme, has been developed from official DH guidance for mental health nurses. It aims to help improve the physical health of our customers with long-term mental health needs and support positive behavioural change. We know that not only are these individuals at increased risk of developing chronic physical health conditions, but they also typically face a shorter life expectancy.

Our staff deliver the programme through an annual calendar of activities that are

evidence-based and linked to national public health programmes. Topics include tackling obesity, substance misuse, smoking cessation and improving physical activity levels.

Staff access our training, resources and action-planning tools to deliver the programme. Activities are co-produced, integrated with community services and delivered on-site or locally with partner agencies.

## EXPERIENCED AND SKILLED STAFF

We know our people can and do make all the difference so we actively recruit experienced, qualified and passionate support staff that share our values. We have built a flexible and agile workforce who work across our mental health services.

Our staff undergo continuous professional development to ensure they have the skills, knowledge and resilience to address complex care needs, whilst still delivering the open, empathetic support our customers tell us is so important to their recovery.

Staff are trained and supported to effectively engage customers through tailored recovery-based interventions including Cognitive Behavioural Therapy, motivational interviewing and reablement approaches.

In addition, staff can access specific mental health training to develop their specialist knowledge and skills and also our accredited ILM leadership and management programmes.

We also have considerable experience of quickly recruiting, developing and mobilising staff in response to emerging population and community needs or commissioner requirements.



If you would like to work with us to develop bespoke solutions specific to the particular needs and challenges you face, please do not hesitate to get in touch.



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