

Outcomes-based commissioning and public service transformation in Mosaic Clubhouse Lambeth

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Organisation: Mosaic Clubhouse

Country: United Kingdom

Level of government: Local government

Sector: Health

Type: Partnerships, Public Service

Launched in: 2010

Overall development time: 1 year(s)

Link to the innovation's website

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Description

Mosaic Clubhouse in the London Borough of Lambeth works with people with mental health issues based on co-production principles to improve their well-being and employability. Faced with a change, Mosaic Clubhouse used an outcomes-based commissioning approach of the London Borough of Lambeth and NHS Lambeth and managed to adapt its business model to provide even more co-produced services to new clients.

Why the innovation was developed

- Mosaic Clubhouse was established in Lambeth in 1994 as a partnership between the London Borough of Lambeth and the NHS Lambeth. At the time of its establishment in Lambeth, the borough was experiencing six times the national average level of psychosis.
 - In 2010 the business model of Mosaic Clubhouse was challenged when a contract with the London Borough of Lambeth came to an end and the local council asked the Clubhouse to expand its services and merge with a day-care centre for approximately 100 people with mental health issues. The new service contract was to be based on an outcomes framework.
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Objectives

Develop staff capacity, Improve access, Improve effectiveness, Improve efficiency, Improve social equity

- The Clubhouse Model seeks to address the social isolation, the loss of confidence and skills, and the educational and vocational disadvantages that accompany a diagnosis of mental illness. There is an international network of over 330 Clubhouses in 30 countries.
 - Clubhouses provide opportunities to return to paid employment and voluntary employment through a successful employment programme. Clubhouses also encourage their members to access basic, further and higher education.
 - In particular, Mosaic Clubhouse aims to bring structure to the lives of its members with an eight hour work day – paralleling typical business hours. Staff and members work side-by-side to carry out the work of Clubhouse – from administration to cooking meals in the Clubhouse kitchen. The model is deliberately understaffed which means that the work members do is genuinely needed and valued.
 - The main outcomes to be achieved included clients leading more productive lives by sharing their talents with a vibrant, inclusive community, resulting in stronger social networks, better mental health and improved skills; increased take-up of education and employment opportunities; and increased self-confidence to make informed choices about their future.
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Main beneficiaries

High-risk populations, People with disabilities

- Community members with mental health issues.
- The London Borough of Lambeth.

Results

Effectiveness

- In 2012/13 we supported 328 members and had 133 referrals to our service. 107 of these members attended board, policy or standards meeting, 15 secured paid employment, 110 attended social events, 40 achieved recovery goals, 61 secured educational opportunities. From April 2013 to March 2014 we have supported 489 members with 389 referrals.
 - 124 of these members attended board, policy or standards meeting. 30 secured paid employment, 198 attended social events, 67 achieved recovery goals, 96 secured educational opportunities.
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Service quality

Responsiveness:

- Mosaic Clubhouse now hosts the “Living Well Partnership”, a partnership of organisations that provide sessions for individuals by appointment on issues such as benefits advice, smoking cessation, Asian mental health as well as a walk-in, email, telephone information service for the residents of Lambeth who have any issue related to mental health.
- It also provides a twelve week “enablement” service to support anyone with a mental health condition to “get back on their feet” following a period of instability. All these services are integrated into the three Mosaic Clubhouse departments and run by staff and members together “side by side”: Business and administration department, Employment, education and information department, Hospitality and horticultural department.

Development

Design

In 2010 Mosaic Clubhouse began negotiations with Lambeth Council about moving to new more central premises in Brixton and running an enhanced service. The new service specification was a potential threat to the well-established co-production values and principles enshrined in the Clubhouse Model.

However, the Clubhouse managed to agree on a wider co-produced service model which meant that the Clubhouse involved members in the design and delivery of the new services. As a result, Mosaic Clubhouse agreed to deliver the information service “side by side” and to integrate the new 12 week offering into the regular Clubhouse work.

Clubhouse members were also heavily involved in the discussions at all times when a GBP 1 million refurbishment was planned on an existing council (ex-day hospital) building. The building was adapted to meet the needs of a 21st century Clubhouse. It is light and airy with open spaces in all departments to support members to see the work being done each day, thereby encouraging engagement and a recovery journey.

Implementation

Tools used:

- The expectation was that people could be fast tracked through the system in 12 weeks by identifying their own recovery goals and could be supported to meet them quickly.
- The Clubhouse was also asked to run an information service in partnership with Lambeth Mind for anyone in the borough with any queries and to form partnerships with other organisations who would use the building on a sessional basis to enable people to be seen rapidly for talking therapies, housing advice etc. Furthermore, the existing building where Mosaic Clubhouse had been based for 16 years was no longer ‘fit-for-purpose’, so a new location was needed as well.
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Resources used:

- The Clubhouse requires 428 hours per week of paid support workers’ time. This is supplemented by Clubhouse members providing 1263 hours per week, making the service affordable and effective.

Lessons Learned

Lessons Learned

- This was the most significant and fundamental change for Mosaic Clubhouse in its history. The wrench from its glorious Georgian Building with an acre of land, to a single story building in the middle of Brixton; the three year delay to the move caused firstly by squatters when the building was left unoccupied and then by the discovery of asbestos; the change from delivering one model of service governed by 36 recovery and co-production standards to a service that is now more complex and is also facing the public on a daily basis and still meets all those standards; the requirement to merge two historically hostile services - Mosaic Clubhouse and the clients of a closed social services day hospital - with very different cultures, values and expectations, were the challenges that Mosaic rose to and met magnificently.
 - Staff and member morale was low in 2012 due to constant delays and uncertainty. Constructing systems and processes to open regular communication with everyone concerned was the biggest priority. Involving everyone in the design, decoration and equipping decisions was paramount. Monthly meetings for members/clients from both services with staff and commissioners, to update information and listen to hopes, fears, dreams and aspirations ensured that people had a forum to share information and offer support.
 - Reviewing all policies, procedures, job roles, job descriptions, the staffing structure, health and safety requirements and training needs meant there was a lot of work to be done and it kept the buzz going. Whilst “mocking up” the reception, kitchen and café as much as possible to enable people to try out new ways of working, all brought back a sense of purpose, expectation and fun while everyone we waited for the date.
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Conditions for success

- The Clubhouse was up and running within two weeks of occupation of the new building. This gave members/clients the opportunity to train “in situ” and to prepare to meet for demand from the public. More training needs were identified and staff and members were trained together as always.
 - Almost one year on and the partnership between members and staff at Mosaic Clubhouse has never been stronger. The Clubhouse delivering the information service “side by side” and it has incorporated the 12 week offering into its regular Clubhouse work and discovered that it is indeed the only intervention that some people require whilst others require the support of the Clubhouse structure for slightly longer as part of their recovery journey. All members set two self-defined recovery goals (currently 76% of our membership). 292 people have joined the enablement programme (August 2013-November 2014) of those 78 joined the Clubhouse for longer term support to achieve their goals.
 - It has become clear that the Clubhouse Model is so powerful and that the co-production and recovery principles are so embedded in its DNA that it could embrace the requirements of the new service model and apply its side-by-side working and the requirements of the 36 recovery standards to deliver an exciting and enhanced service with huge success. And everyone learned this lesson (painful as it was at times) as a community together.
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Other information

Just prior to the move Mosaic achieved a three year accreditation from Clubhouse International and is once again functioning as an international training base.

Maresa Ness, the chief executive of Mosaic Clubhouse is now on the board of the Clubhouse Europe and is chair on the subcommittee responsible for supporting Clubhouse growth in Europe as well as training and accreditation.