

# An Overview of Adult Community Mental Health & Wellbeing Transformation

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# WHAT WE WILL TALK ABOUT

- 1. The NHS England Roadmap
- 2. What We Have Achieved
- 3. Benefits of CMH Transformation in Lincolnshire
- 4. No Wrong Door
- 5. How We Are Achieving This (H.A.Y. Profiles, Co-Prod etc.)
- 6. Together We Will
- 7. What's Next?
- 8. How we will Measure Success
- 9. Q&A's





# The NHSE Roadmap for Adult CMH Transformation





**Trauma Informed and Personalised Care Approaches** - Together we will embed a trauma-informed recovery framework.



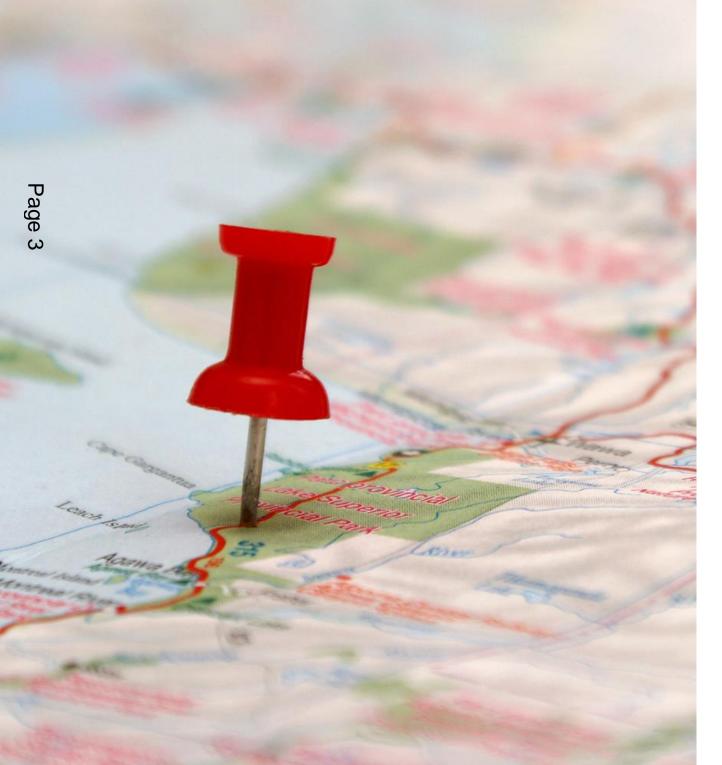
**Improved Access to Psychological Therapies** – increase access to evidence based psychological interventions such as CBT, DBT, CAT, SCM and we need to work in a person-centered way.



No wrong door approach means no rejected referrals recorded - Together we will ensure that a continuum of care is fully implemented.



**Commissioning and partnership working with VCSE services** – Invest in innovative and sustainable projects within local communities that support mental health, commissioning non-clinical staff via VCSE to create multidisciplinary teams within PCN areas.



# Roadmap Summary - Lincolnshire ICS Progress - May 23

Model development		Care provision		Workforce		Data				2 1: 1: 1	the second	IHS	4
Joint governance with ICB oversight <sup>1</sup>	In place and effective	"Must have" services <sup>3</sup> commissioned at PCN level tailored for SMI <sup>7</sup>	CMHT now all aligned to PCN footprints	Recruitment in line with indicative 22/23 MH workforce profile	Remains a challenge	Record access data from new model (inc. primary, secondary and VCS orgs)	Able to report activity	CEN / 'persona disorde	lity	Commu rehal	nity	Eating disorders <sup>6</sup>	
Model design coproduced with service users, carers & communities	Co- production evident at all levels of governance	"Additional" services <sup>4</sup> commissioned at PCN level tailored for SMI <sup>7</sup>	VCSe offer integrated with Secondary	Expand MHP ARRS roles in primary care	Yes – continuing to recruit	Interoperable standards for personalised and co- produced care	Using IROC as a mechanism, (albeit not	TANDA GOVERNO CON	onsultation, s n place –	to core model: increased access support, supervision and training to Yes  by experience in service developments		to core model  County-wide service in place	
Integration with primary care with access to the model at PCN	Roll out in line with milestones	Improved access to evidence- based psychological therapies	Utilising some of the new roles to expand	Staff accessing national training to deliver psychological	Some MHWPs being used	Routine collection of PROMs using nationally recommended tools	mandated)  Using all 3 PROMS, utilising IROC, inpatient and	CMHT role / no	PC offer bed experts b				
level <sup>2</sup> Commissioning and partnership working with range of VCSE	Strong VCSE partnership / commissioin ing	No wrong door approach means no rejected referrals recorded	MDT approach in progress	MDT approach in Multi-disciplinary place-based In place in model <sup>6</sup> in place  Waiting time measured for CMH services (core & dedicated focus  In progress In progress  In progress  In progress  Waiting time measured for CMH services (core & dedicated focus  NOSE provision	Ensure a strong MDT approach <sup>5</sup>	In place	No barriers to access e.g. BMI or weight thresholds Early intervention	Thresho lds in place					
Integration with Local Authority services	Representat	Tailored offer for young adults and older adults	Commencing PHM approach, EBE older adults, Uni	Staff retention and well-being initiatives	Well being hubs in place	Interoperability for activity from primary, secondary and VCSE services	In good progress	Co-produced model of care in place to support a diverse group of users	In place	Clear milestones are in place to reduce reliance on inpatient provision	17	model (e.g. FREED) embedded Clear arrangements in	Champ on in place
~67% PCN coverage for transformed model	All 15 PCN's flowing data	Principles for advancing equalities embedded in care	population  HI  workstream, PHM profiles - inform planning, WE	Dedicated resource to support full range of lived experience input	Co- production network in place	Impact on advancing equalities monitored in routine data collection	Trust BI dashboard, PHM approach	01 03213		Co-produced care and support planning is undertaken	EBE in team	place with primary care ts for medical monitoring Support across spectrum of severity and type	& Strateg lead In progre
Shift away from CPA towards personalised care	Implementing HOPE toolkit – launch July	Support for co- occurring physical needs & substance use	Dual Diagnosis workstream in place, embedded in	Place-based co- location approaches	Working in a co- located way			*		Supported housing strategy delivered in partnership with LAs	orking in	of ED diagnoses  Joint working with  CYP ED services including transitions	In progres
Alignment of model with IAPT, CYP & perinatal	Focusing on transitions, Peer Support and grants for VCSE	Trauma- informed & personalised care	In place				5					Accept self- referrals, VCS referrals and Primary Care referrals.	No self referral a present



# What have we achieved to date?



# Started in 2019 as an early implementer site



# **Guiding documents**:

NHS Long Term Plan for Mental Health

Mental Health Implementation Plan

The Community Mental Health Framework for Adults and Older Adults

NHSE Roadmap for community transformation





# As of November 2023, we have in place:

- A Transformation team in post including Lead roles, Programme Managers, 3 project officers, comms and engagement leads, BI and Digital leads, working with finance and LA/VCSE/PC colleagues
- Primary care strategic lead for the CMH programme and 14 PCN MH Champions in place; AED Primary Care lead role in place.
- Multi-organisational Programme Steering Group, includes members with lived experience, sub-groups and regular reporting structure up to MHDLDA Alliance
- 12 Local Project Teams and 9 Partnership Groups covering the 14 PCN areas developing locally focussed Mental Health and Wellbeing Transformation improvements
- 15 Wellbeing hubs with 19 satellite sites and 32 'roving outreach' alongside in place/being developed. 15 WTE community connectors (and a Community Connector Partnerships Lead now in place) connecting people to their communities including a range of initiatives and projects at a local level
- 23 Mental Health Social Prescribing Link Workers, working in alignment with PCN SPLWs
- 14 Peer Support Workers (12 employed by Shine Lincolnshire and 2 in the Recovery College)
- 25 Night Light Cafes across Lincolnshire working together through network arrangements led by the Acts Trust
- A Mental Health co-production network
- £1m invested per annum by the NHS plus £370k p.a. by the Local Authority working together via Shine Lincolnshire to offer the VCSE Mental Health and wellbeing community investment (which includes 3-year sustainability and 1 year innovation funding grants) to build community assets across Lincolnshire
- £152k p.a. invested in the VCSE via grants administered by Shine Lincolnshire to support Suicide Prevention Projects – linking to the suicide prevention strategy





- 22 Mental Health Practitioners in PCNs (13/14 PCNs now have at least 1 Practitioner)
- Two university night worker posts recruited to (1 at Lincoln Uni and 1 at BGU) Lincoln Uni also investing in a second post part of our 'crisis alternatives' offer
- Investment in the Homeless community in Lincoln via the HH Team and advocacy services through Development Plus
- A new suicide bereavement service run by Amparo to provide a 'listening ear' to those recently or historically bereaved by suicide, including practical support and counselling services this is also part of our suicide prevention offer.
- A new service navigation tool, co-created with people with lived experience and working with CPFT –see: <a href="https://www.haylincolnshire.co.uk">www.haylincolnshire.co.uk</a>. HAY Plus is under development which will provide a specific area for professional to gain access to resources and further information about the programmes of work.
- PCN based population mental health profiles across Lincolnshire each PCN covered.
- Each community MH Team beginning to work in 12 localities, moved away from CPA to Trauma Informed Care and embedding I-ROC across all teams
- Training offer available to all who want to access it across Lincs see <a href="www.itsallaboutpeople.info/learning-development">www.itsallaboutpeople.info/learning-development</a> Resources: 'Leave behind' and Professionals' support card available see:
- www.itsallaboutpeople.info/resources/useful-resources
   Digital Kiosks are under development within community wellbeing
   hubs
- 'Together we will' statements developed through engagement across a huge range of people including those with lived experience and workforce







No wrong door: a vision for mental health, autism and learning disability services in 2032

NHS Confederation & The Centre of Mental Health describes 10 interconnecting themes, all of which are applicable, but specifically:



**Prevention** – protecting and promoting our mental health through every stage of our lives.



**Early Intervention** - Services will meet people where they are at, including online, at school, and in community spaces where they feel comfortable.



**Access to quality, compassionate care** - People will be able to present at any point in the system – from pharmacies, advisory services and community groups to education, social services, the criminal justice system and primary care – and get the right support.



# Ten year Vision

By 2032...

... services will not wait until someone is in crisis to offer help. Instead, early intervention will be the norm, with support front-loaded at an early stage to prevent more serious difficulties developing later on.

... MHLDA services will see the big picture as they support people to live their lives. People will get support with what matters most to them and services will help people with money, work and housing – with a package of support that is not limited to 'healthcare' per se.

MHLDA services will be proactive in addressing structural inequalities and injustices. They will understand and challenge the intersecting inequalities that underpin the unequal risks of poor wellbeing and the subsequent inequities in access to support, experiences of services, and outcomes achieved.

... service users will be reaping the benefits of a major investment in community support.

... services at all levels will be holding the outcomes that matter to service users as their lodestar. They will be able to measure these outcomes and be held to account for them. The system will no longer be driven by the outputs that matter to institutions, but by the outcomes that matter to people.

Prevention

**Early Intervention** 

Access to quality, compassionate Care

Seeing the bigger picture

Whole person care

**Equality focus** 

Co-production

Autonomy, human rights
8 community support

A Stronger Workforce

Outcomes that matter

... greater effort will be made to protect and promote our mental health throughout every stage of life and to ensure autistic people and people with LD are properly supported to have fulfilling and independent lives.

Services will take a systematic 'population health' approach to reducing the social and economic risk factors for poor mental health and boosting protective factors in individuals, families and communities.

... there will be no wrong door for anyone seeking support for mental health, autism and learning disability needs.

... services will support people with their physical and mental health and social needs together. Services will treat people as a whole person, being mindful and respectful of their needs, assets, wishes and goals.

... there will have been a shift in the power imbalance between people who use mental health, autism and learning disability services and the organisations that provide them. Coproduction as an equal partnership will be the norm in the design, development and delivery of services.

... there is a thriving workforce of clinicians, mental health professionals, allied professions, multi-disciplinary teams and diverse experts.

No wrong door

A vision for mental headin, autom and learning disability services in 2002

In partnership was Control Headin Control Mental Medical Mental Me

- What does this look like for Lincolnshire?
- □ Can we challenge ourselves to see **how** we can transform services to attain the No Wrong Door vision by 2032 (or sooner)? □ How are we going to
- How are we going to measure this to know when we get there?

https://www.nhsconfed.org/publications/no-wrong-door



**Relationships** – continue to embed trusting, progressive, systemic relationships.

Investment into VCSE - more collaborative, targeted commissioning, enabling innovation and development.

**How Are You Lincolnshire?** – web-based service directory to ease access to local support and prevent isolation.

**Evidence** – utilise MH Population Health profiles to address Health Inequalities

**Training** – further develop and upskill a diverse workforce.

**Psychological Interventions** - provide the backbone to specific pathways and enable risk to be shared. Continue to develop and embed psychologically-led pathways at a locality level.

Co-Production – continue to involve Experts By Experience. Do with me, not to me.

**Trauma-Informed Practice** – evolve demonstrable outcomes aligned to TIC values.



# Partnerships and Integration

- MH and Wellbeing Partnerships Group
- MH Co-production Network
- VCFSE including Shine Lincolnshire
- Primary Care
- Other System partners e.g. ULHT, LCHS, LCC etc
- MHDLDA Alliance
- County Boundaries

# Mental Health & Wellbeing Community Investment Scheme (MHWCIF)

- Sustainable, Systemic Investment fund of c.£1.5 million for VCSE.
- Innovative and seeking to support best return on investment for all.
- Pioneering in its commitment to Support, Growth and Innovation of the Lincolnshire VCSE sector from grass roots to larger organisations.
- Acknowledges the rich tapestry of complexity within the VCSE in response to Population Health through utilisation of integrated Population Profiles.
- Ensures that funding is aligned to clear objectives, doesn't duplicate other funding streams and benefits the Lincolnshire Population which it serves.
- Able to flow data from VCSE organisations to a national database (MHSDS Data) to demonstrate impact.











Organisations are supported by Shine beyond their funded project.

Lincoln

Countywide

Full support is available including but not limited to:

- funding applications
- Policies & procedures
- project implementation
- Marketing
- reporting & data
- unexpected challenges & issues

#### To date:

- 146 Community Projects across the County have been supported via CAD & MCN funding to date.
- Working collectively to support a target of 16,276 individuals.





# **Impact**

One £10,000 Investment reported:

- An additional 437 hours of support for 49 Individuals
- 313 x 20 mins telephone calls
- 18 staff accessed training with 8 undertaking accredited modules in Mental Health, Autism & Dementia
- Enabled a flexible, person-centred approach
- Increased awareness of the organisation

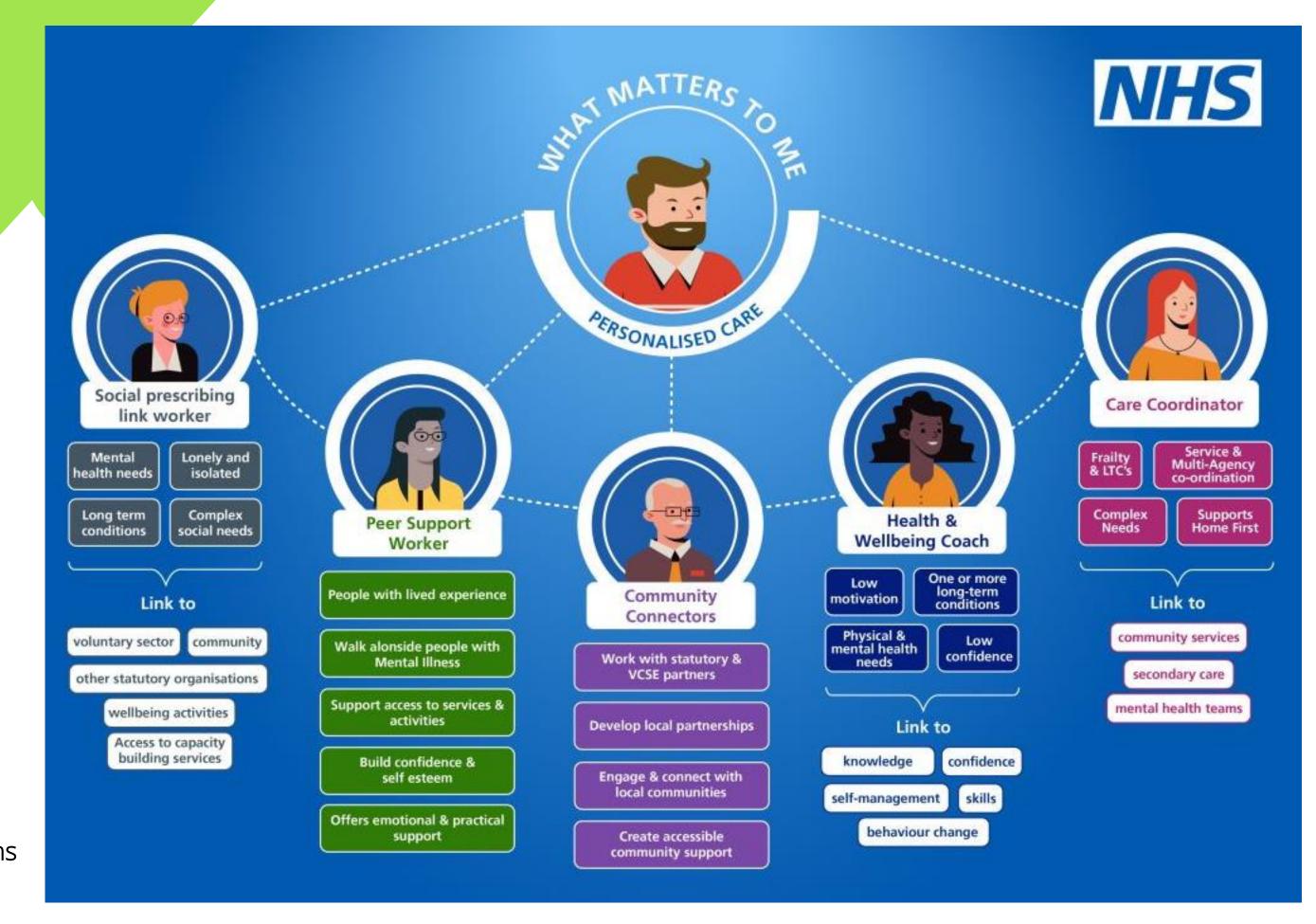
# Investment into VCSE organisations supports the individual but also:

- Increases local volunteer & employment opportunities
- Raises awareness of small grassroot organisations and their local offer
- Increasing local capacity
- Aides with growth & sustainability for the organisations
- Builds trust, working towards stronger cohesive communities



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These roles are some of those we have funded and embedded in the locality mental health teams across the county.



# Night Light Cafés



#### LINCOLN:

Alive Central, Newland, Lincoln
Bailgate Methodist Church, Bailgate, Lincoln
Boultham Breakthrough Centre, Lincoln
Bridge Central, Lincoln
Energize Youth Centre, Birchwood, Lincoln
St Giles Methodist Church, Lincoln
St John the Baptist Church, Ermine
St John the Evangelist's Church, Bracebridge Heath, Lincoln
The Salt House, Lincoln
Pilot – Twilight café for YP, Bridge Central

### COUNTYWIDE:

Day Care Centre, The Wong, Horncastle

Don't Lose Hope, Bourne

Gainsborough Trinity Foundation, Gainsborough

Mindspace, Stamford

New Life Centre, Spilsby

Overboard Church, Mablethorpe

Riverside Church, Sleaford

St Mary's Church, Long Sutton

Skegness Day Service, 40 Algitha Rd, Skegness

South Lincs Blind Society, Grantham

Tonic Health, Broadgate House, Spalding

Tonic Health, Holbeach

Trinity Centre, Louth

Centenary Church, Boston

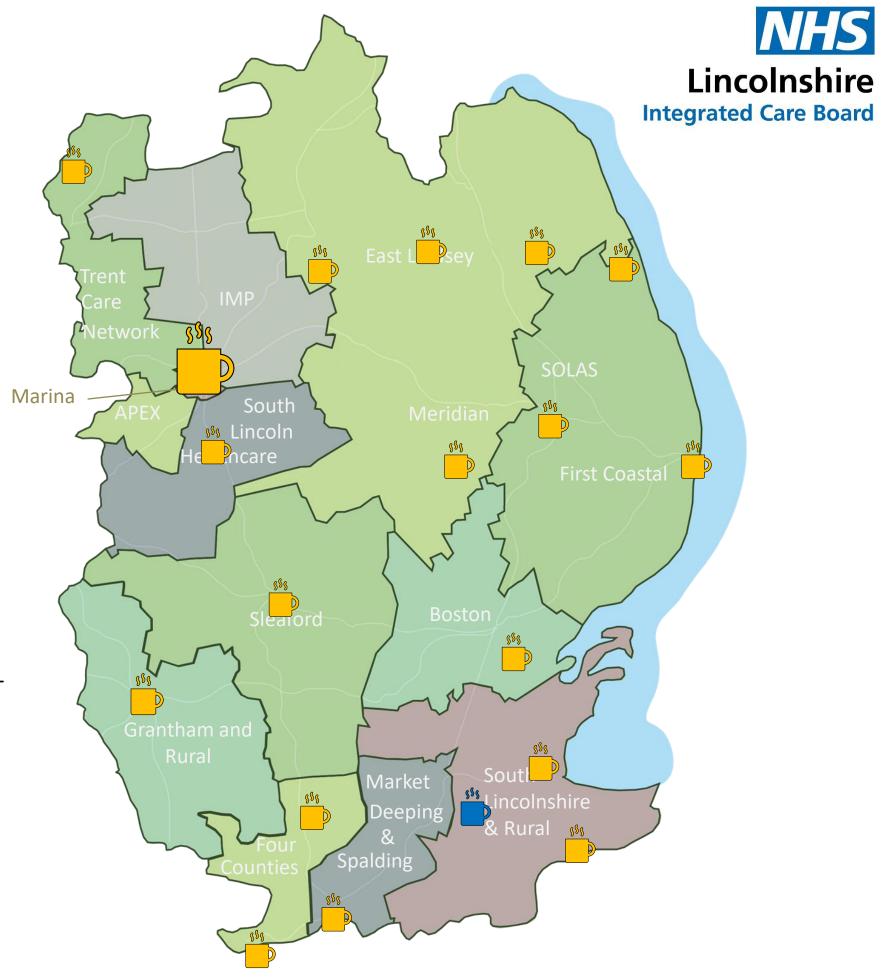
The Storehouse, Alford

New Life Church, Market Rasen



# Night Light Cafés in development

Sutton St James, TBC
Bishop Grosseteste University, Lincoln –
just opened September 2023



# Wellbeing Hub Offer - East



### Wellbeing Hubs

Boston - Centenary, Boston

First Coastal

Coast - Storehouse, Skegness/CLIP Mablethorpe

Rural – The New Life Centre, Spilsby

Meridian - Louth Trinity Centre

East Lindsey - Horncastle



### Satellites

#### Boston

Safe Spaces (Boston Community Hall)

Black Sluice, Wyberton

Kirton

#### East Lindsey

Caistor

Market Rasen

#### Meridian

Woodhall Spa



## Roving Outreach

#### Boston

Swineshead - TBC

#### First Coastal

Coast – Chapel St Leonards

Sutton on Sea

Ingoldmells

Rural - Alford

Stickney

Wainfleet

Bratoft

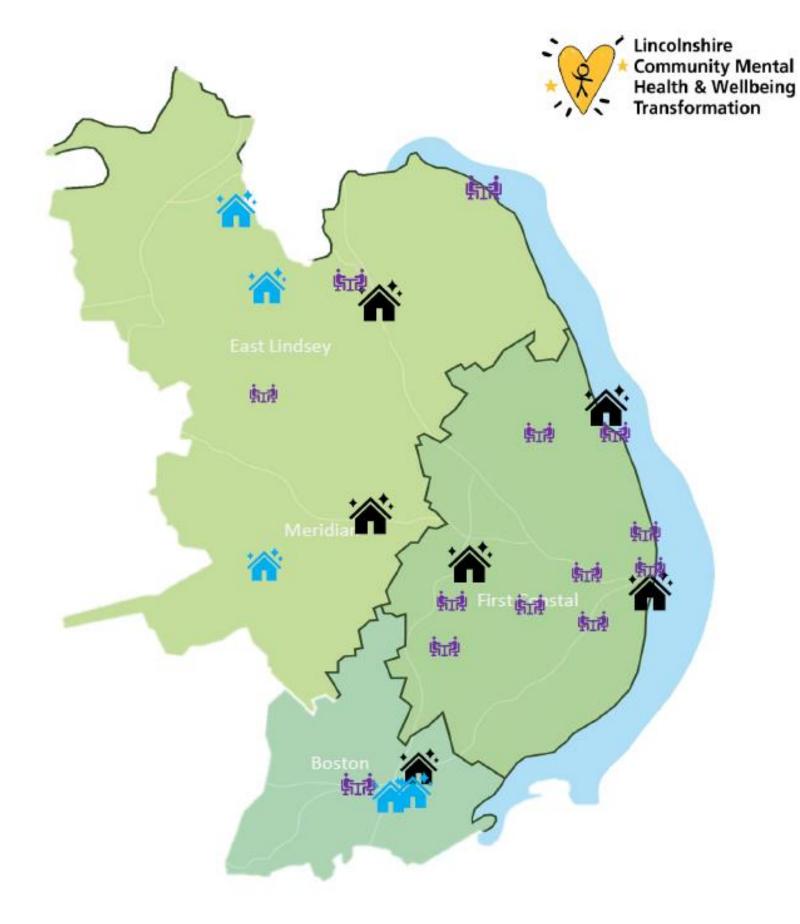
Keel

### East Lindsey

Binbrook

North Somercoates

Wragby



# Wellbeing Hub Offer - South



### Wellbeing Hubs

Grantham & Rural – Beehive Centre, Grantham

Four Counties – Mindspace, Stamford

K2 Healthcare Sleaford - South Lincs Church, Ruskington

South Lincs & Rural – Wellbeing Hub, Holbeach

Spalding – Broadgate House Wellbeing Hub, Spalding



#### Satellites

K2 Healthcare Sleaford

Sleaford

**Four Counties** 

Bourne

South Lincs & Rural

TBC



### Roving Outreach

#### Grantham & Rural

Allington Colsterworth Long Bennington

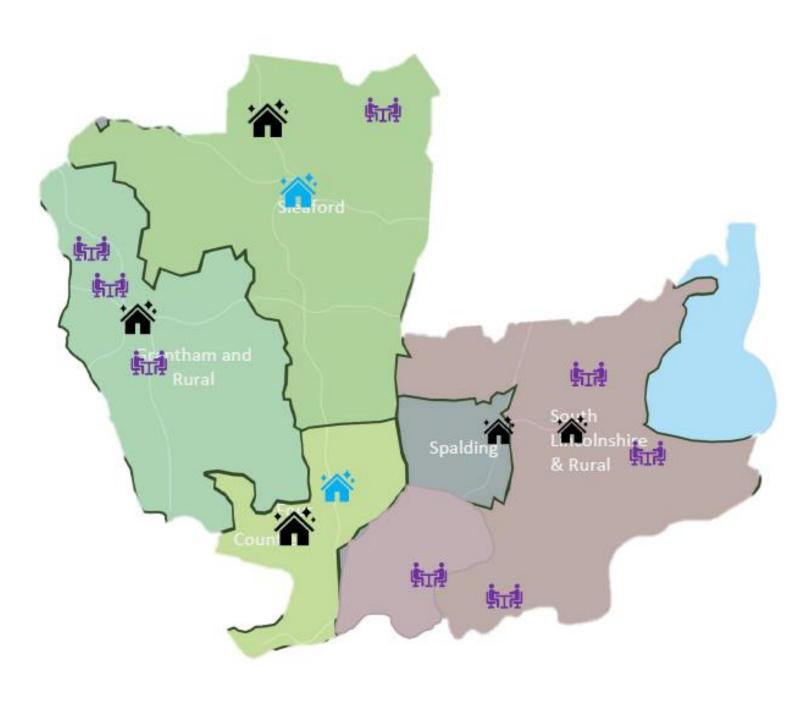
**K2 Healthcare Sleaford** 

Billinghay

#### South Lincs & Rural

Market Deeping Crowland Sutterton Long Sutton/Sutton Bridge





# Wellbeing Hub Offer - West





### Wellbeing Hubs

Trent Network – The Bridge On The Bridge
Lincoln City & North - Bridge Central
South Lincoln Healthcare - St Michael's Church
Waddington



#### Satellites:

#### Trent Network

Gainsborough Uphill Community Centre Riverside Saxilby

#### Lincoln City

Birchwood Life Church Bridge Community Hub (Newark Road)

#### IMP

Ermine Library BGU St Giles

#### South Lincoln Healthcare

Leadenham Welbourne



### **Roving Outreach**

**Trent Network** 

TBC

#### **Lincoln City**

Boultham Park Moorlands

#### IMP

Nettleham Fiskerton Welton

veiton

Ingham Cherry Willingham

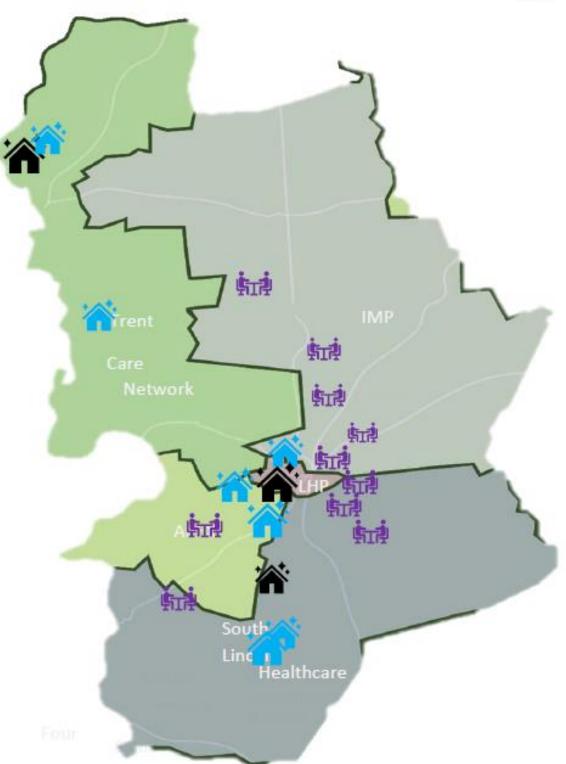
#### South Lincoln Healthcare

Witham St Hughs

Branston

Metheringham (Ex Military)

Washingborough





# How Are You Lincolnshire? www.haylincolnshire.co.uk



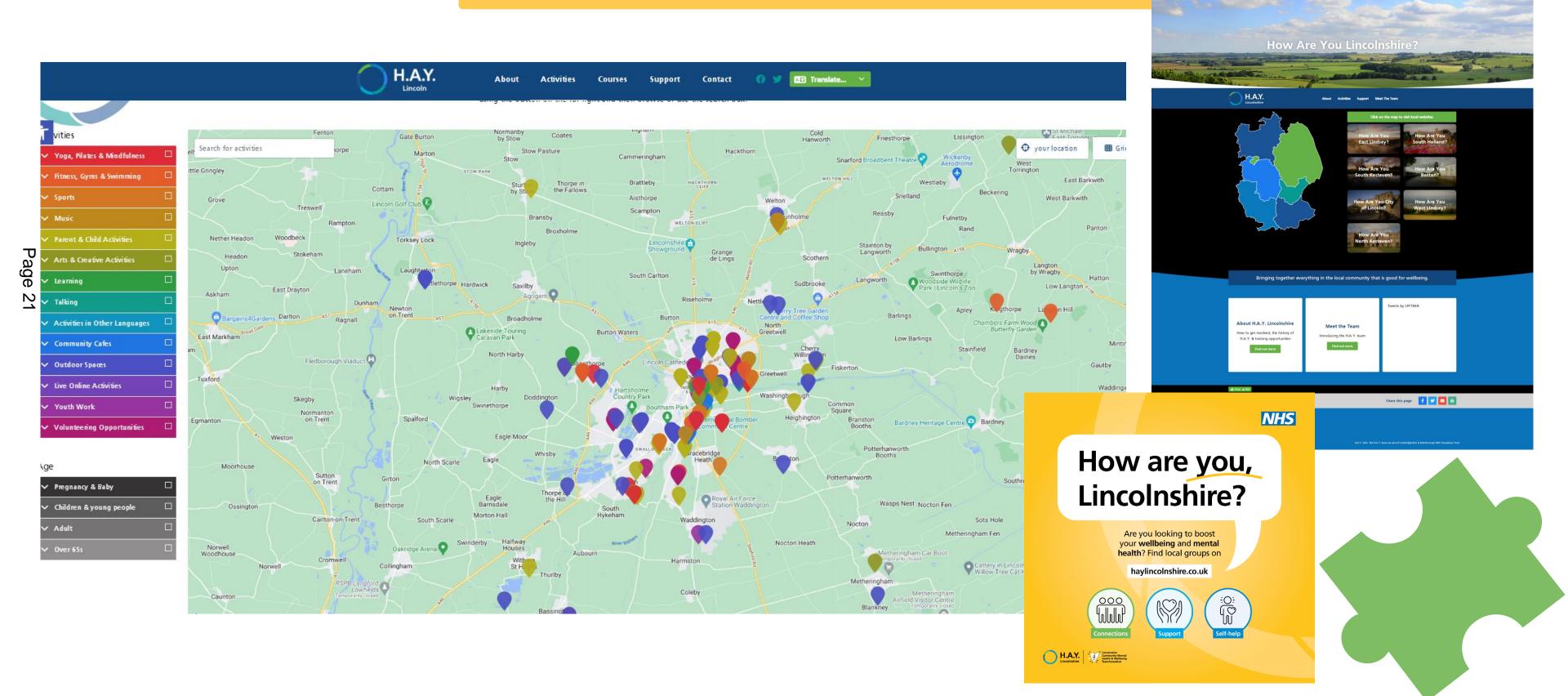
- Co-Produced, localised service navigation tool which enables easy access for all people seeking mental health and wellbeing support.
- Works in collaboration with Connect to Support Lincolnshire and other locally held VCSE directories to share information and ensure choice and empowerment for the individual at a community level.
- Supports the navigation of people back into their communities from the MH Matters Helpline and provides a valuable resource for all professionals such as GPs/MH Practitioners/Social Prescribers/Peer Support Workers.
- Maintained by our Community Connectors supporting the further development of networks and local intelligence as well as ensuring consistent messaging around prevention and self-efficacy.
- Able to analyse website traffic and help inform future decisions around need, funding and population health profiles.





# How Are You Lincolnshire? www.haylincolnshire.co.uk





# Wellbeing Hub

# NHS



haylincoln.co.uk/activities/bridgecentral-wellbeing-community-cafe/

Lincolnshire Wellbeing Service

www.lincolnshire.gov.uk/ wellbeingservice



# Talking Therapies



www.lincolnshiretalking therapies.nhs.uk

# Your Wellbeing Matters

A local guide to support your wellbeing



Recovery College

www.lpft.nhs.uk/ourservices/adults/recovery-college



# Social Prescribing



www.voluntarycentreservices .org.uk/social-prescribing

# Night Light Café



www.lpft.nhs.uk/ Night-Light-Cafes

# Mental Health Matters Helpline

0800 001 4331



# Debt Management



www.citizensadvice.org.uk /debt-and-money/

# H.A.Y. Lincolnshire

haylincolnshire.co.uk



# Your GP Practice

lincolnshire.icb.nhs.uk/aboutus/our-gp-members/



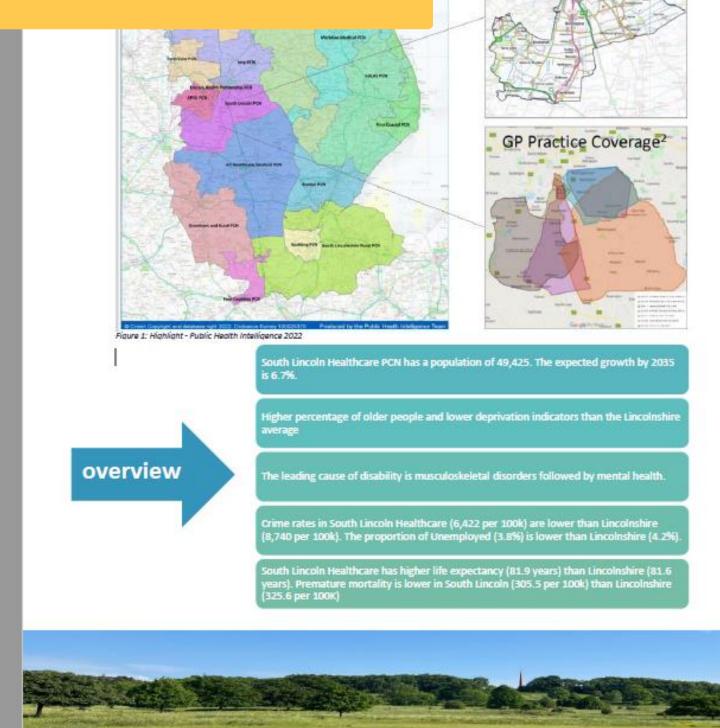


PCN Boundary<sup>1</sup>



# **Mental Health Population Profiles**

- Evidence base to ensure that we are funding in the right way
- Ensures that we address Health Inequalities at a locality level
- Developing a Health inequalities workstream using a PHM approach.
- Enables systemic working within communities
- Working with NHSE to lead and support other areas to develop



Community Mental Health Transformation Programme



# **Training**

- Responding to a need and working together to support everyone to understand more about Mental Health and Wellbeing
- Designed collaboratively by colleagues and Experts by Experience drawn from across Lincolnshire
- Ensuring that we are supporting our workforce to upskill in psychological interventions and develop both themselves and the services which they are delivering
- Easier and accessible online resources to support professionals when working with people who are experiencing mental health difficulties.

New Platform Coming Soon!

# For all professionals in Lincolnshire



#### FREE ONLINE TRAINING:

- Together We Can Working with people in distressing situations, Emotions & Boundaries
- Personalisation Training
- <u>Suicide Awareness & Prevention</u>
   <u>Training</u>

If you work with mental health clients and/or have a further interest



### **AVAILABLE FOR YOU:**

- Mental Health First Aid\* (£)
- Children's Mental Health Awareness
- Suicide Prevention Safe Talk/Assist\* (£)
- LPFT <u>Recovery College courses\*</u>

# Psychological Interventions across ALL pathways

- Work in a person-centred way and provide the backbone to everything that we deliver
- Reduce Social Isolation
- Increase Social Prescribing Opportunities at a local level
- Manage risk together safely and proactively
- Create community strength-based assets that respond to our local population
- Continue to develop Crisis Alternatives that are securely linked to psychologically informed pathways









# **Co-Production Network**

- Lincolnshire has developed a jointly facilitated Mental Health Co-Production Network that embeds Experts by Experience across everything that we do
- Experts by Experience are involved in all MHWCIF funding panels
- Experts by Experience use and volunteer in our Community Assets
- Experts by Experience make up part of our workforce through the roles of Peer Support Workers
- Experts by Experience help our wider workforce understand more about Mental Health and Wellbeing.
- Lincolnshire is referenced by NHSE as "Leading the Way" with Co-Production

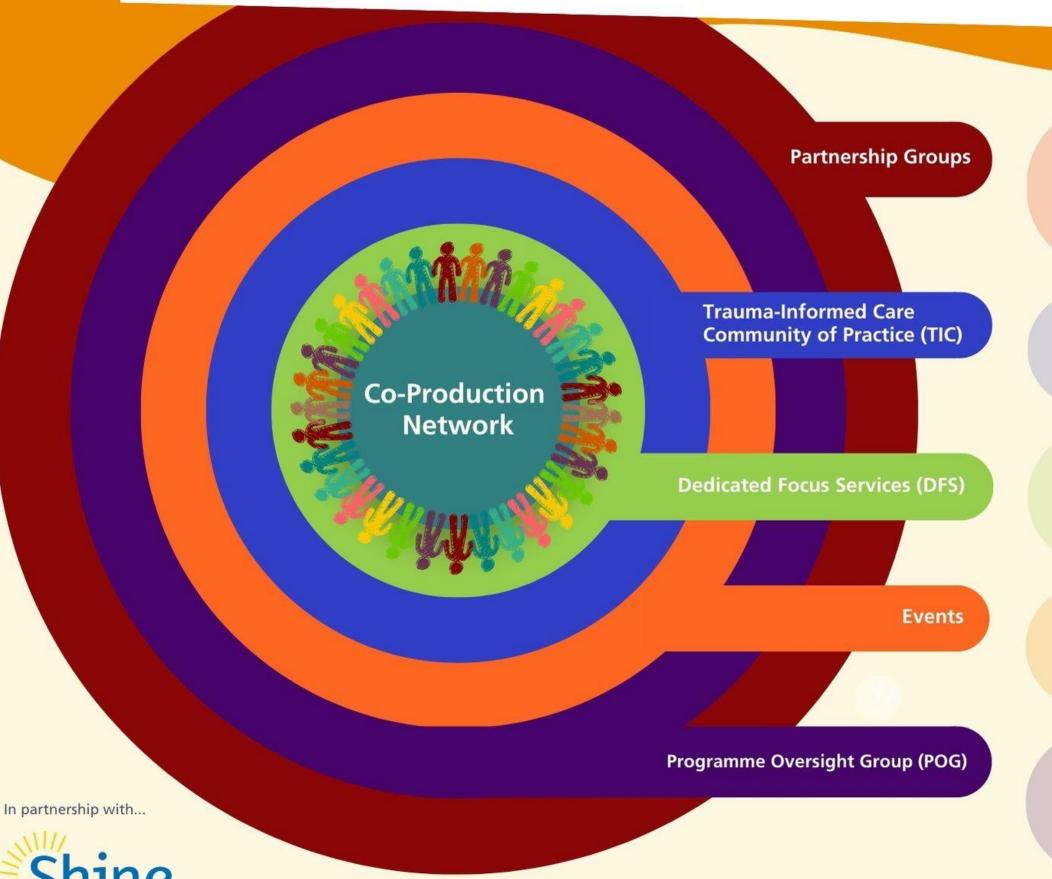








# COMMUNITY MENTAL HEALTH CO-PRODUCTION NETWORK



Grantham Lincoln North
Sleaford Lincoln City
Gainsborough/Trent South Lincoln
Stamford East Lindsey
Boston Skegness & Coast

A quarterly meeting via MS Teams to share personal experiences, reflect on practice and help to improve care.

Three groups with a specialised focus on Personality & Complex Trauma (PACT); Community Rehab Team (CRT); Eating Disorder Service (EDS).

Three groups covering Programme Events; Connected Community Events; Task & Finish Group.

POG provides direction, guidance and leadership ensuring the effective implementation of the Transformation Project and its activities.



**Trauma-informed Approach** 

# Safety

The physical, psychological and emotional safety of service users and staff is prioritised

### **Trustworthiness**

Transparency exists in an organisation's policies and procedures, with the objective of building trust among staff, service users and the wider community

### Choice

Service users are supported in shared decision-making, choice and goal setting to determine the plan of action they need to heal and move forward.

### Collaboration

The value of staff and service user experience is recognised in overcoming challenges and improving the system as a whole.

# **Empowerment**

Efforts are made to share power and give service users and staff a strong voice in decision-making, at both individual and organisational level.

# **Cultural consideration**

Move past cultural stereotypes and biases based on, for example, gender, sexual orientation, age, religion, disability, geography, race or ethnicity.





# Together We Will...

# **Overarching Statement**

Together we will value each other as the experts of our own experiences...

# Safety

 Together we will offer a safe, nonjudgemental environment to be open
 and honest and to be ourselves

# **Choices**

 Together we will recognise the importance of active listening and having time to make choices

# **Cultural Consideration**

 Together we will walk alongside you instead of leading you by asking the service users, carers and all involved with your care, what your goals are and how we will achieve them together

# Respect

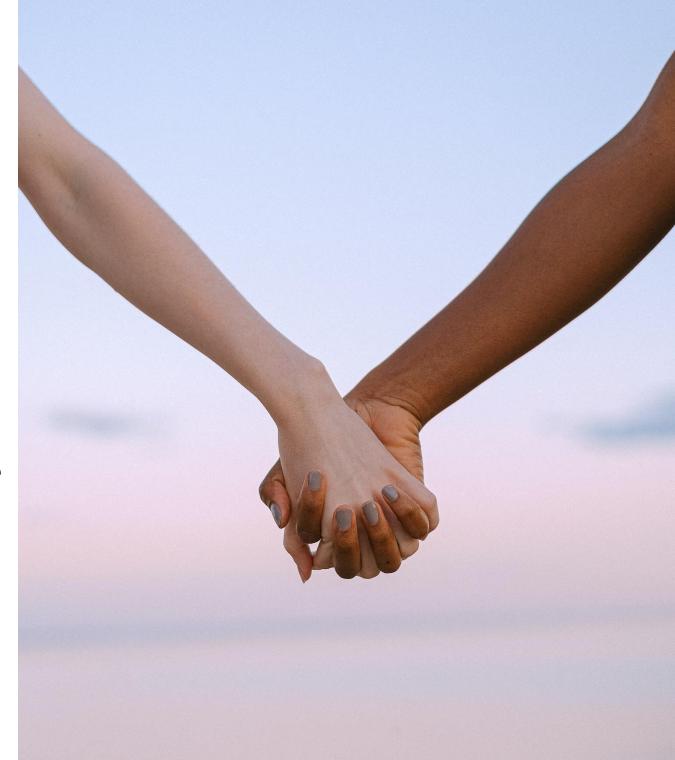
 Together we will embrace and value differences and implement this in a person-centred way

# **Trustworthiness**

 Together we will do what we say we will do, in an environment of openness and honesty.

# **Empowerment**

 Together we will make no decisions about you without you





# What's next?

- **Lincolnshire Citizen Offer** in place this will support things like hoarding and homelessness, paid people with lived experience, cultural change to self-efficacy i.e. 'Turning the Triangle'.
- Locality Mental Health teams fully operationalised across Lincolnshire
- **SMI Health Checks** embedded across Lincolnshire with access to a range of support where required.
- Implementation of the specialist services (Complex Trauma, Adult Eating
   Disorder, Community Rehabilitation) countywide.
  - **Increased Access** to Psychological Interventions and Specialist Clinical Pharmacy Resource and Provision.
- Further development of the **Digital Offer** e.g. VR, AI, digital kiosks and Apps.
- **Keeping Well Guidance** in development and expansion of training programme to include Lincolnshire Recovery College.
- Embedding the vision of 'No Wrong Door',
- Paying attention to **transitional pathways** e.g. CYP and older adults linking to the Frailty Strategy.
- Taking a **PHM approach** to enable a focus on **health and social inequalities** and ensuring the MH agenda is linked to physical health improvement e.g. Cancer, MSK.
- System interoperability in place.
- Working with Public Health to develop the Suicide Prevention Strategy and plan.





# Keeping Well

A guide to local mental health & wellbeing support

Information about services in Lincolnshire that can support your everyday wellbeing or while you wait for further treatment











# How we will Measure Success

# We will:

- Achieve the 'We' statements
- Service user feedback
- Evidence based practice and outcome measures embedded
- Be closer to the MHDLDA 'vision'
- Performance data and outcomes
- LTP Deliverables met and maintained
- See improvement against our current JSNA challenges, and
- Be closer to achieving the MHDLDA priority objectives. So, we will have:
  - Reduced the rate of suicides
  - Increased access to Community Based Provision (that reduces the need for specialist services)
  - Minimised In-patient and Residential Care Placements
  - Delivered a sustained and MHDLDA informed workforce
  - Developed a MHDLDA inclusive society and improved the promotion of mental wellbeing.



# Vision

# Together we will...

promote wellbeing for all and enable people with a mental illness, dementia, learning disability or autism to live independent, safe and fulfilled lives in their local communities.







# QUESTIONS?



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