	<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>HEALTH &amp; WELLBEING BOARD</b> 23 March 2015</p>
<p><b>NWL WHOLE SYSTEMS MENTAL HEALTH &amp; WELLBEING STRATEGIC PLAN: BRIEFING PAPER</b></p>	
<p><b>REPORT BY NHS NORTH WEST LONDON (STRATEGY &amp; TRANSFORMATION TEAM)</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision and Information</b> <b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Executive Director:</b> Thirza Sawtell, Director of Strategy &amp; Transformation Team, NHS NWL</p>	
<p><b>Report Author:</b> Eleanor Wyllie, Programme Director, NW London Whole System Mental Health &amp; Wellbeing Strategic Plan</p>	<p><b>Contact Details:</b> Tel: 020 3350 4164 E-mail: eleanor.wyllie@nw.london.nhs.uk</p>

## 1. EXECUTIVE SUMMARY

- 1.1. The Collaboration Board of NWL CCGs and the NWL Mental Health Programme Board have approved the commencement of a programme to develop a NWL-wide Whole System Mental Health & Wellbeing Strategic Plan. It will build on the previous NWL Mental Health Strategy (Shaping Healthier Lives) and the Whole Systems approach to involving health and social partners in developing the plan. A launch event for the programme 'Like Minded: Working together for mental health and wellbeing in NW London' was held on 6 February 2015.
- 1.2. The programme is being mobilised, and the programme plan is to:
  - develop a case for change and agree priority strategic areas (c.4 months)
  - develop care models for those areas (c. 7 months)
  - hold a joint health & social care public consultation (if required) (c. 3 months)
  - revise the care models further to consultation feedback (c.4-5 months).
- 1.3. Local authorities play an essential role in commissioning mental health and wellbeing services, and therefore their commitment will be crucial to the success of this programme. We request Health and Wellbeing Board

members to actively seek the commitment and involvement of council members in the programme.

## 2. RECOMMENDATIONS

- 2.1. The Board is requested to review the briefing paper below, and the draft Programme Initiation Document (Appendix 1).
- 2.2. The Board is requested to use their influence to secure Council commitment and involvement in the programme.

## 3. REASONS FOR DECISION

- 3.1. Local authorities play an essential role in commissioning mental health and wellbeing services, and therefore their commitment will be crucial to the success of this programme.

## 4. INTRODUCTION AND BACKGROUND

- 4.1. The NWL Mental Health Programme Board developed a refreshed vision for mental health services:

**‘Excellent, integrated** mental health services to **improve mental and physical health**, secured through collaboration and determination to **do the best** for the population of North West London. Services that:

- Are responsive, focussed on the person, easy to access and navigate.
- Provide care as close to home as possible, with service users at the heart; where and when it is needed.
- Improve the lives of users and carers, promoting recovery and delivering excellent health and social care outcomes, including employment, housing and education.’

- 4.2. The people and the organisations of North West London have a commitment to, and a passion for, ensuring that mental health has an equal priority with physical health and that everyone who needs mental health care should get the right support at the right time.
- 4.3. Wellbeing covers both physical and mental wellbeing, and is impacted by many factors, including those within the influence of local authorities, such as public health services, housing and education.

## 5. PROPOSAL AND ISSUES

### **Need**

- 5.1. Poor wellbeing leads to low educational attainment and employment levels, anti-social and criminal behaviour. It also leads to worse mental and physical health, often resulting in increased mortality.
- 5.2. Mental health problems are common and expensive:

- At least one in four of us will experience a mental health condition at some point in our lives and one in six adults has a mental health condition at any given time.
  - One in ten children (aged 5-15) has a mental health condition and half of all people with lifelong mental health conditions have developed them by the age of 14. Therefore schools have a key role.
  - Sickness absence due to mental health problems costs the UK economy £8.4bn a year and also results in £15.1bn in reduced productivity.
  - The cost of mental health in England is estimated to be £105bn and the cost of health services to treat mental illness could double over the next 20yrs.
  - Mental illness accounts for 23% of the total burden of disease in the UK; more than cardiovascular disease or cancer.
  - One in three people over 65 will develop dementia; two-thirds of whom will be women.
- 5.3. Changing demographics, including an ageing population, mean the demand for services is increasing, creating pressure on service quality and outcomes, as well as on the sustainability of the current system over time.

### **Proposal**

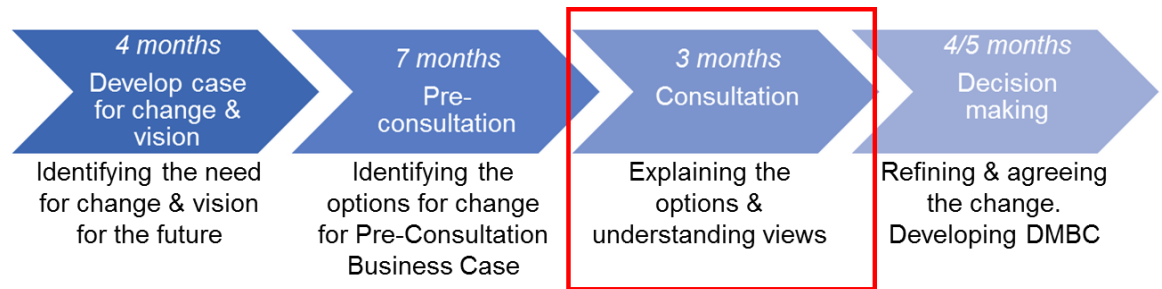
- 5.4. Through development of the NWL Whole System Mental Health and Wellbeing Strategic Plan we hope to transform both the mental health and wellbeing services in North West London, delivering real change for our population. Taking a whole system approach and working in partnership with all local stakeholders will ensure that we explore a wide range of factors affecting people's mental health and wellbeing and how it can be improved.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1. The programme is taking a 'Whole System' approach (ie looking across health and social care services) to transforming the way that mental health and wellbeing services are delivered in NWL.
- 6.2. Within our proposed governance structure we have included representation from local authorities (Directors of Adult Services, Directors of Children's Services and Public Health). We will need Local Authority representation in order to have an informed debate about the services they commission that impact on mental health and wellbeing.
- 6.3. Each Local Authority will need to sign-off any proposals to make changes to mental health and wellbeing services they commission, and in order to do so they will need to input into developing those proposals.

## **7. CONSULTATION**

7.1. The programme plan for the next 18 months is below:



7.2. If the models of care developed through the Pre-Consultation Business Case result in significant changes to the way that health and social care services are delivered, there will need to be a joint public consultation (highlighted in the figure above). This will take 3 months.

## 8. EQUALITY IMPLICATIONS

8.1. An Equality and Engagement lead will be appointed as part of the programme management office, to ensure these issues are considered and addressed throughout the programme. In addition, we propose to commission an external Integrated Impact Assessment as part of the programme.

## 9. LEGAL IMPLICATIONS

9.1. As programme is in mobilisation phase, and there are not yet any proposals that impact on services, there has not been the need to seek legal advice.

9.2. Implications verified/completed by: N/A

## 10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1. The NHS NWL Collaboration Board recommended that significant additional resource would be required to develop the Whole Systems Mental Health & Wellbeing Strategy, which has been taken into account in developing the 2015/16 budgets across NHS NWL.

10.2. Within the proposed programme governance arrangements there is a Financial and Technical Reference Group, whose role will be to scrutinise financial and activity models, and provide assurance on them to the programme Transformation Board. Representation from Local Authority Finance Departments will be required to enable sign-off of plans that might have a financial or activity impact on services they commission.

10.3. Implications verified/completed by: N/A

## 11. RISK MANAGEMENT

- 11.1. *Risk:* Lack of engagement from all partner organisations may undermine the success of this project.  
*Action taken to minimise risk:* Governance arrangements include all partner organisations. Communications with Health and Wellbeing Boards, joint commissioners and directly with Councils to increase engagement and ownership of this programme.
- 11.2. *Risk:* If the Strategic Plan is not co-designed with patients, carers, clinicians and staff, it will not have the intended impact in transforming mental health and wellbeing services for the NWL population.  
*Action taken to minimise risk:* 'Embedding partnerships' approach to ensure programme is co-designed with lay partners (patients and carers), who sit on all Boards and working groups within the governance arrangements.
- 11.3. Implications verified/completed by: Eleanor Wyllie, Programme Director for Like Minded

## 12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. N/A

### LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.			

#### LIST OF APPENDICES:

Appendix 1: Draft Programme Initiation Document