

<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">HEALTH AND WELLBEING BOARD</p> <p align="center">13 September 2017</p>		
LIKE MINDED STRATEGY UPDATE		
Report of Janet Cree, Managing Director Hammersmith and Fulham Clinical Commissioning Group		
Open Report		
Classification: For review and comment		
Key Decision: No		
Consultation:		
Not applicable		
Wards Affected: All		
Accountable Director: Janet Cree, Managing Director Hammersmith and Fulham Clinical Commissioning Group		
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1. EXECUTIVE SUMMARY

1.1 This report provides an update to the Health and Wellbeing Board on the current position with the Like Minded strategy. The report provides both a general overview of the key elements of the strategy together with specific details of the actions that have been/are being taken within Hammersmith and Fulham.

2. RECOMMENDATIONS

2.1 The Health and Wellbeing Board is asked to reflect on how the Local Implementation Group can further support local implementation of the Like Minded strategy in Hammersmith and Fulham.

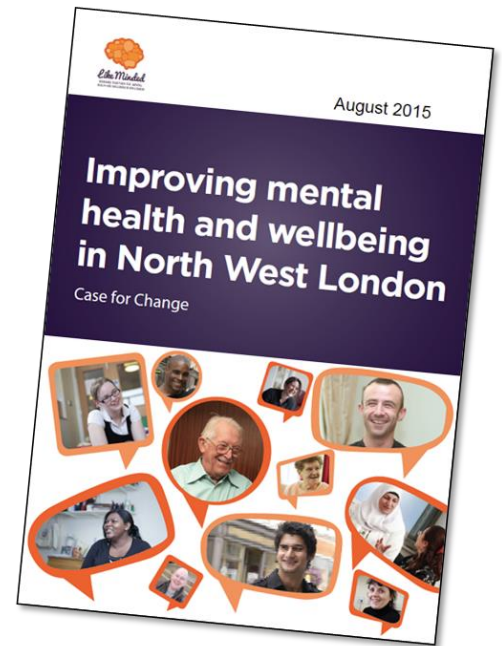
3. INTRODUCTION

3.1 Like Minded is a strategy for establishing joined up care that leads to excellent mental health and wellbeing outcomes across North West London.

3.2 Its development is led by the North West London Collaboration of CCGs and is co-produced with service users, carers, health and care professionals, third sector and user-led organisations and other experts.

3.3 Both Mental Health Trusts in North West London are actively involved in developing the strategy- as are teams from each Local Authority, service users, carers and a wider range of other partners such as the police.

3.4 In August 2015 we published a Case for Change – describing a shared picture of the issues and our shared ambitions – this was endorsed by each Health and Wellbeing Board.



4. SUSTAINABILITY AND TRANSFORMATION PLAN (STP)

4.1 The STP has 5 delivery areas, with delivery area 4 focusing on mental health. However mental health is referenced throughout the STP and threaded throughout our delivery areas – within prevention and within work on long term conditions.

4.2 One of the aims for **Delivery Area 1**, Improving Healthcare and Wellbeing, is to support people to stay healthy through targeted work with the population who need mental health support.

4.3 Common mental health needs falls under **Delivery Area 2**, eliminating unwarranted variation and improving long term condition (LTC) Management.

4.4 **Delivery Area 4**, improving mental health services, is the focus of the mental health strategy in the STP:

- Implement the new model of care for people with serious and long term mental health needs, to improve physical, mental health and increase life expectancy
- Focused interventions for target populations
- Perinatal treatment
- Transforming Care Plan for people with learning disabilities, autism and challenging behaviours
- Crisis support services delivering the 'Crisis Care Concordat'
- Implementing 'Future in Mind' to improve children's mental health and wellbeing

5. OBJECTIVES AND VISION OF LIKE MINDED

5.1 Our vision is for North West London to be a place where people say:

“My wellbeing and happiness is valued and I am supported to stay well and thrive”

“As soon as I am struggling, appropriate and timely help is available”

“The care and support I receive is joined-up, sensitive to my own needs, my personal beliefs, and delivered at the place that’s right for me and the people that matter to me”

1. Core Principles

Core principles

- My life is important, I am part of my community and I have opportunity, choice and control.
- My wellbeing and mental health is valued equally to my physical health
- I am seen as a whole person – professionals understand the impact of my housing situation, my networks, employment and income on my health and wellbeing
- My care is seamless across different services, and in the most appropriate setting
- I feel valued and supported to stay well for the whole of my life



5.2 Whilst the strategy is focused on sharing learning and raising standards across North West London, delivery is happening locally with a commitment in every borough to improving the outcomes of people with mental health needs.

Work to date

6. PREVENTION AND WELLBEING

6.1 An approach to Making Every Contact Count (MECC) for North West London is being developed within all boroughs. Training is taking place in Westminster, Kensington & Chelsea and Hammersmith & Fulham.

6.2 Training is being targeted at a broad range of frontline staff groups including non-clinical NHS staff; housing, employment and probation officers; adult social care teams; library staff, and frontline staff of voluntary sector organisations. So far, there has been good uptake of training from GP receptionists and the voluntary sector. Work will continue to recruit a range of staff groups into the training.

7. IMPROVING ACCESS TO PSYCHOLOGICAL THERAPIES FOR LONG TERM CONDITIONS (IAPT-LTC)

7.1 The IAPT-LTC Wave 2 programme is part of the North West London STP delivery area focusing on “eliminating unwarranted variation and improving long term condition management”. The overall objective of the programme is to improve outcomes for people with long term conditions and prevent the escalation of poor mental health through better management of their condition.

7.2 The service delivery model includes the placement of 21 Psychological Wellbeing Practitioners (PWP) and 26 High Intensity therapists (HIT) to provide

backfill, enabling the NWL IAPT services to accommodate additional long term condition patient contacts. All trainees were planned to be in placement by Health Education England (HEE) in October 2017, however, due to unforeseen circumstance, HEE has confirmed a phased release of trainees. The new trainee placement schedule has had a significant impact on IAPT-LTC 17/18 trajectory. Since receiving information about the delayed trainee placement, providers and commissioners have worked together to revise the programme trajectory, and this has been submitted to NHS England for approval.

7.3 Long term condition IAPT training funded by HEENWL is being delivered to low intensity IAPT therapists and practice based counsellors; 53 staff were trained in the period July – August 2017.

7.4 Next Steps:

- An online training module is in development and will be available in the autumn, to ensure training remains accessible to staff particularly with the high turnover of low intensity workers.
- Top-up long term condition training for IAPT therapists will commence this autumn, delivered by Royal Holloway University and University College London.
- Continue building strong working relationships with the 2x IAPT providers (CNWL & WLMHT) and share learning from IAPT wave 1 work in Hillingdon. The providers have a positive history of collaborative work to improve outcomes and implement change.

Local delivery in Hammersmith & Fulham

7.5 In Hammersmith and Fulham over 4,500 patients with anxiety and depression accessed psychological therapies in 2016/17, with 52% of people who completed treatment moving to recovery. Hammersmith and Fulham IAPT performance is above target at M4 2017 with access at 5.52% compared to a threshold of 5.00%. Recovery performance is at 53.5% compared to a threshold of 50%.

7.6 There is a local delivery group in place developing a new IAPT service model focusing on delivery of improved outcomes for patients with long term conditions. Initial work is focused on supporting patients with diabetes and COPD.

7.7 In addition suicide awareness training is being rolled out to 700 frontline workers across the three boroughs, with a particular focus on staff in non-mental health services. The e-learning training will enable staff to identify, approach and support a person who may be suicidal, particularly giving staff the skills and confidence to start a conversation with that person, to listen, and to know what support is available.

8. PERINATAL SERVICES

8.1 Community Perinatal Mental Health commenced in WLMHT (Ealing, Hounslow and Hammersmith & Fulham) in April 2016 and was launched in CNWL in June 2017 (Brent, Harrow, Hillingdon, Kensington & Chelsea and Westminster). The model of care is community based for women and their families with mild-to-severe mental illness and covers pre-conception, through pregnancy and up to 12 months' post-

natal support. There is a clear focus on prevention, early detection and diagnosis and prompt treatment. In addition, the service offers patent infant mental health support.

8.2 The service accepts referrals from any professional including mental health professionals, midwives, obstetricians & GPs, and offers telephone advice to professionals if they have concerns about a woman's mental health.

Local delivery in Hammersmith & Fulham

8.3 WLMHT perinatal service received excellent evaluation from the Royal College of Psychiatrists and is used as an example of good practice. The service aims to reduce unscheduled psychiatric admissions for women during the perinatal period by ensuring that all women at risk of severe mental illness during the perinatal period are identified early in pregnancy; referred to a specialist perinatal mental health service and have a clear and co-ordinated care plan. In 2016/17 over 500 women across Hammersmith and Fulham, Ealing and Hounslow were seen by the service. The service has also developed a screening tool and e-learning module to further support midwives and health visitors improve understanding and early identification of perinatal mental health issues.

9. SERIOUS AND LONG TERM MENTAL HEALTH NEEDS

9.1 The Serious and Long Term Mental Health Needs Clinical Model of Care has been endorsed by all 8 CCGs.

9.2 The Like Minded team has looked into alternative phasing options for funding and implementing the serious and long term mental health needs new model of care. Discussions are taking place with senior stakeholders regarding the viability of implementing specific elements of the model per borough and local implementation plans are starting to be explored. The intention is to support providers and CCGs with targeted pieces of work to resolve blockages in local implementation.

9.3 The revised financial model has been produced in greater detail to demonstrate savings of using a phased implementation approach and highlighting the challenges of the "invest to save" premise and the investment required to ensure a safe and sustainable system.

9.4 Next Steps

- Create local "roadmaps" for each borough to identify how to implement the model locally.
- Review resources needed to implement the elements of model of care in the boroughs
- The new model of care agreed by all CCGs is aligned to the Mental Health Five Year Forward View and modelling which reflects this will be shared with Trusts and CCGs in the coming months.

Local Delivery in Hammersmith & Fulham

9.5 Hammersmith and Fulham CCG has successfully implemented a Single Point of Access (SPA) and crisis response teams in the community. Further work is under way with partner organisations across the borough, including police and ambulance services on an integrated approach to using the SPA for clinical advice, face to face support and assessment where needed. Clearly defined pathways will speed up response and ensure that those in crisis are conveyed to the most appropriate place for their mental and physical needs. Community services which respond quickly and appropriately to crises provide better alternatives to A&E; releasing capacity for an improved service for those who do need to attend A&E.

9.6 There is strong joint working across partner organisations to review acute community and in-patient pathways to ensure they are consistently performing to the correct standards, and that they work well for referrals from across the whole system including the police, London Ambulance Service, acute Trusts, Local Authority, housing providers and the third sector, as well as for GPs, service users and their carers.

9.7 A number of work streams are being delivered via the WLMHT transformation programme including implementing the “shifting settings of care” model to assist people with on-going but stable mental illness to be supported in the community by GPs and primary care mental health workers; developing care pathways for people with psychosis, complex depression and complex trauma via the planned and primary care work stream. The primary care mental health service is reviewing delivery of social inclusion and therapy and a new service model for employment services will be developed in 17/18.

Enhancing the GP ‘offer’ for those with Serious & Long-Term Mental Health Needs

9.8 Hammersmith and Fulham together with Central and West London CCGs have designed and implemented a new enhanced GP service to enable GPs to provide the extra, proactive care required by those with on-going mental health needs but not under the care of a mental health Trust. All patients registered with practices across the CCGs’ geographic areas can benefit from extended GP appointments throughout the year, and a bio-psycho-social (holistic) ‘Recovery & Staying Well Plan’ created with the service user. Outcomes are being measured using a nationally validated health & well-being scale.

Older people’s mental health

9.9 The development of older people’s mental health services for both ‘functional’ mental illnesses such as schizophrenia and bipolar and ‘organic’ illnesses like dementia is a key priority for commissioners and West London Mental Health Trust. Work is underway to bring together key representatives from Older Peoples Community Mental Health Teams, Memory Assessment Service staff, alongside primary and community care staff, to explore:

- Current pathways and interfaces
- Opportunities for service and pathway development, including as a priority, access to Memory Assessment Services
- Current position on integration with community based services

- Identification of additional opportunities for further integration

10. TRANSFORMING CARE PARTNERSHIP (TCP)

10.1 Transforming Care Partnerships (TCP) in North West London is about making out of hospital care for people with learning disabilities (PLD) better and safe so that fewer people will need to be in specialist learning disabilities hospitals.

10.2 To deliver this the CCGs across North West London have been developing a service plan that provides an Enhanced/Intensive Community Support for PLD- particularly for those people who may have behaviours that can challenge others.

10.3 To date progress against the TCP's key outcomes continues to be strong and remains on track to deliver our discharge trajectories over the next two years.

10.4 Next Steps

- **Dynamic Risk Registers:** TCP to develop and appraise a North West London governance pathway that can be utilised across Children Young People (CYP)/Adult services, to ensure consistency in approach to understanding and supporting those most at risk
- **Service Mapping:** To systematically map the existing specialist crisis and prevention offering (incorporating local variations) across North West London CYP/Adult services. This will include; Community Learning Disability Teams, 'mainstream' mental health services, social care provision (private and voluntary sector), access to secondary care (A&E, Urgent Care Centres), services for LD/non LD autism, inpatient services and community forensic support. Utilising this information we will identify areas of under/over provision for specialist and universal services and employ existing best practice and training

Local delivery in Hammersmith & Fulham

10.5 Locally:

- Hammersmith and Fulham there is an established Community Learning Disabilities Team led by a Consultant Psychiatrist providing expert support in the community for people who display behaviour that is challenging and who may have forensic support needs. It gives them the right support to stay in the community.
- Within the last year there have been 3 discharges from long stay specialist care into community settings. Another discharge is due in October 2017
- All 10 people in hospital (9 adults and 1 child) have discharge plans and have had Care and Treatment Reviews (CTR)

10.6 Transformation funding is being utilised to:

- identify future housing and support needs (which is critical to ensure that local services are developed in response to identified needs)
- increase capacity to undertake complex case reviews
- workforce development to increase clinical capacity and expertise within the TCP.

10.7 Work continues to ensure transformation projects remain on track to develop and deliver comprehensive reviews and anticipated learning outcomes.

10.8 Stakeholder engagement is on-going with events taking place in January, March and a further event planned for September 2017. There is also a TCP workforce and learning needs workshop in November 2017. All of these initiatives will contribute towards the development of new service models and approaches to support the delivery of our service plan.

10.9 The TCP maintains effective financial oversight and leadership of the delivery of the transforming care programme, so that the best possible outcomes are achieved within the available resources.

11. CRISIS CARE CONCORDAT

11.1 Across North West London 25 partner organisations in health, policing, social care, housing, local government and the third sector came together and signed the Crisis Care Concordat, covering a population of 2 million people of which 32,000 are living with serious mental illness.

11.2 The Single Point of Access has been rolled out across North West London as a first point of contact for people needing crisis advice or referral. The Rapid Response Home Treatment Team aims to provide 24/7-365 emergency mental health care with the same urgency that people expect from the NHS in a physical health emergency. The evaluation is currently being finalised.

11.3 The quarterly Crisis Care Concordat meeting took place 13 July to oversee the programme of work for delivering priorities across North West London. A crisis care co production plan has been developed by the Making a Difference (MAD) Alliance service user and carer group to support improving crisis care across North West London.

11.4 Next Steps

- A refreshed action plan is due to be circulated which will shape national priorities in 2018/19.
- A proposal is being developed to look at how services within the scope of the crisis pathway can be better integrated to provide efficiently resourced high quality 24/7 provision (this will include current developments across London for the section 136 pathway, health based places of safety and liaison psychiatry services).
- To develop a plan for a pan-London section 136 pathway and an all age Health Based Place of Safety (HBPoS) specification.

Local delivery in Hammersmith & Fulham

11.5 Hammersmith and Fulham are optimising crisis care through on-going collaboration in the delivery of liaison psychiatry services delivered by WLMHT and CNWL across a number of acute hospital sites accessed by Hammersmith and Fulham residents including St Mary's, Charing Cross and Chelsea and Westminster Hospitals.

11.6 Transformation investment is being used to develop delivery of a 24/7; 4 hour assessment response. However, there is acknowledgement of the challenges and pressures across the system which is being addressed through clear cross-organisation senior team escalation processes.

12. CHILDREN AND YOUNG PEOPLE

12.1 West London Mental Health Trust implemented a specialist community eating disorder service for under 18's in February 2016, in line with national standards. The service accepts referrals via self, GPs, schools/colleges and other professionals across Hammersmith and Fulham, Hounslow and Ealing. Commissioners are currently reviewing the service with input from Rethink Young Champions.

12.2 An out of hours crisis service has been implemented across North West London. Additional funding has been allocated to deliver a fully integrated 24/7 crisis service for children and young people. Pathways are in development and the services are delivered by Central and North West London and West London Mental Health Trusts.

12.3 Commissioners have drafted a new 24/7 crisis care service specification that is currently out to consultation. This will integrate the in-hours, out of hours and new crisis care work currently being planned for 2018-19, making sure that the quality of provision is compliant with the new, Healthy London Partnership Crisis Care guidelines for Child and Adolescent Mental Health Services (CAMHS).

12.4 Our North West London Children and Young People's Mental Health and Wellbeing Strategy and Transformation Plan is currently being refreshed. It is due to be completed for submission on 31st of October. An agreed draft will be complete by the end of September and presented to HWBB Chair in October for sign off.

12.5 Next Stepswest

- Development of a new multi-agency service delivery model (working with West London Mental Health Trust, Central North West London Trust, the new Family Support Service, the voluntary sector and schools) which will enable children and young people to access the right intervention at the right time
- Development of a comprehensive work plan for children and young people with Learning Disability and Autistic Spectrum Disorder.

Local Delivery in Westminster; Kensington and Chelsea; and Hammersmith and Fulham.

12.6 A great deal of work is underway across the three boroughs to progress the implementation of the CAMHS Transformation Plan in 2017-2020, which is reported via the separate Health and Well-being Boards of Westminster, Kensington and Chelsea, and Hammersmith and Fulham.

12.7 Service redesign work continues with the focus of enhancing prevention and early intervention CAMHS in order to manage increasing demand on CAMHS. Enhanced training and delivery in schools is key to this aim, and the voluntary sector

provision will be expanded to include new providers, for example Mencap, Xenzone and the Octavia Foundation joining current CAMHS local providers, MIND, Rethink and West London Action for Children.

12.8 A new model of care for young people with serious mental health problems is under development with West London Mental Health and Central and North West London Trusts. This NHS England CAMHS pilot has several aims:

- to reduce the number of young people sent outside London for an inpatient bed
- to reduce the amount of time a young person is admitted
- to develop more assertive outreach community care to prevent young people needing to access an inpatient bed.

12.9 The three CCGs are investing funds in 2017-20 to assist with this project.

12.10 The sustainable training programme plans to include parents in 'train the trainers' programmes, particularly around managing adolescent and challenging behaviour from those young people with learning disabilities and autism.

12.11 The learning disabilities and autism pathways work is a focus for this year with the aim to publish agreed multi-agency pathways for learning disabilities, ADHD and Autism.

12.13 Co-production work with young champions continues to strengthen across the three boroughs. Further work this year will be to make links between Young Champions and schools, the Youth Council and other service user groups. Planning of the second Young People's mental health conference is underway and will take place in November 2017.

12.14 Digital solutions on engagement and delivery with young people are being developed nationally, regionally and locally across the three boroughs. The challenge is to avoid duplication and to map what works and is young people friendly. Young Champions and partners are working with 'Coders and Founders' to try out a range of available apps, and may take part in developing a bespoke app for local young people.

12.15 A new 12 month pilot for on-line counselling, 'Kooth' commissioned from Xenzone, will go live in local schools in September 2017. This will enable young people to book a telephone appointment or text a counsellor, take part in moderated focus groups, and access good quality information and support from their mobile phone.

Local Delivery in Hammersmith & Fulham

12.16 In addition to the reporting of CAMHS to the Hammersmith and Fulham Health and Wellbeing Board, commissioners also report to the Children and Education Policy and Accountability Committee, and the Adult Social Care and Social Inclusion Committee.

12.17 Implementing Mental Health Leads in schools is a priority for commissioners across North West London. In Hammersmith and Fulham this work is already underway with Health Education Partnership supporting schools to identify a mental health lead whom is then offered training to take up this role.

12.18 The Council is also developing an integration of their Early Help services with children's physical health and children centres staff. The CCG and the Council plan to co-locate the Primary Mental Health Community CAMHS team provided by WLMHT with the new Family Support Service (FSS) model later in the year.

13. ENABLERS AND INFRASTRUCTURE

13.1 NW London CCGs are delivering a free one day mental health training course 'Let's Talk about Mental Health' for frontline staff and carers. The first two courses have been delivered to over 50 multi-agency staff with overwhelmingly positive feedback on the quality and delivery of the training. Feedback received will help to enhance and improve future training.

13.2 Mental Health Leadership Diploma supports a cadre of GPs to broaden their mental health knowledge and take leadership roles in mental health transformation. 37 GPs across NWL have now completed the diploma; 4 from Hammersmith and Fulham.

13.3 Next steps

- Act as champions for transformation in CCGS, NW London and London work.
- Act as points of local cascade to practices and for escalation of issues
- Offer peer support across localities.

Local delivery in Hammersmith & Fulham

13.4 A number of Hammersmith and Fulham GPs have completed the North West London GP Leadership Programme; a bespoke programme, tailored to the local context of North West London and the Like-Minded Strategy delivered by University of Stafford. Many of the GPs involved are actively involved in providing clinical leadership for local mental health initiatives in Hammersmith and Fulham including working in a targeted way with individual GP practices to increase awareness and improve assessment skills. Hammersmith and Fulham CCG continue to deliver a series of GP training days under its GP education programme.

14. AREAS FOR HEALTH AND WELLBEING BOARD DISCUSSION

14.1 Hammersmith and Fulham Health and Wellbeing Board is asked to reflect on how the Local Implementation Group can further support local implementation of the Like Minded strategy in Hammersmith and Fulham.

15. CONSULTATION

15.1 This is an update report and has not required any specific consultation in its preparation.

16. EQUALITY IMPLICATIONS

16.1 There are no equality implications highlighted in the report.

17. LEGAL IMPLICATIONS

17.1 Under the Health and Social Care Act 2012 the Health and Wellbeing Board has a duty to make it easier for health and social care services to work together. Section 3 of the Care Act places the Local Authority under a duty to carry out its care and support functions in a way that promotes integrating services with those of the NHS or other health-related service. Progress on the Like Minded strategy included in this report discharges this responsibility.

18. FINANCIAL IMPLICATIONS

18.1 There are no financial implications in this report.

19. IMPLICATIONS FOR BUSINESS

19.1 There are no specific local business implications arising from this report.

20. COMMERCIAL IMPLICATIONS

20.1 There are no commercial implications arising from this report

21. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

21. 1 None.