Commissioning Excellent Mental Health Services

Increasing Access to Quality Mental Health Services in the UK

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3rd March 2016
The journey in North West London - What is Like Minded?

**Like Minded** is the North West London strategy for mental health and wellbeing.

It is **co-produced** with service users, carers, care professionals, third sector and user-led organisations, and other experts.

Builds on previous work and **local good practice** with strong clinical leadership and collaboration.

**What will Like Minded mean for people?**

People will be able to 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

**Like Minded aims to solve problems including...**

- One in four people will have a mental illness at some point in their life.
- In many areas people still don’t get the help they need.
- Half of all mental health needs in adults – appear before the age of 14.
- People with mental health needs on average die earlier.
The programme addresses mental health needs for people of all ages and levels of need, and also take account of work already happening locally.

<table>
<thead>
<tr>
<th>People with serious and long term mental health needs</th>
<th>People with common mental health needs</th>
<th>Mostly Healthy people</th>
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</thead>
<tbody>
<tr>
<td>Children and Young People’s mental health: NW London Transformation Plan in response to the national <em>Future in Mind</em> strategy, describing work and outcomes for the next 5 years.</td>
<td>Eating Disorders services development</td>
<td>Conduct Disorder - parenting interventions to support parents of children at risk of conduct disorder</td>
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**Developing a new model of care and support for S&LMHN** including outcomes and financial impact across the system.

- **Perinatal pathway redesign pilot**
- **Shifting Settings of Care**
  - Delivering the Crisis Care Concordat

**Identify evidence-based interventions and models of care for under-diagnosed and under-treated common mental health needs.**

**Workplace wellbeing** to promote wellbeing and prevent mental ill health.

<table>
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<tr>
<th>Children and Young People</th>
<th>Working Age Adults</th>
<th>Older People</th>
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<tbody>
<tr>
<td>Mental health of people with Learning Disabilities**</td>
<td>Delivering the <em>Transforming Care</em> agenda.</td>
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<td><strong>Dementia:</strong> local implementation of NWL recommendations and framework service specification.</td>
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<td><strong>Cross Cutting work streams:</strong> Primary Care transformation; Whole Systems Integrated Care.</td>
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<td><strong>Enablers:</strong> Workforce, Finance &amp; activity modelling, Contracting, Estates, Communications and engagement.</td>
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<td><strong>Evaluation</strong> of the Like Minded programme (at a suitable point following implementation).</td>
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Co-production is at the core of Like Minded – delivering the outcomes that matter to service user and carers

We are working with service users and carers, clinicians, professionals and experts across the system in health, social care and public health:

• 36 service users / carers from across NWL created the MAD (Making a Difference) Alliance. Their members input to all of our projects.

• We held workshop events in specific areas, including children & young people, socially excluded groups, and mental ill health prevention.

• The West London Collaborative has audited our co-production work in 2015. We are using their recommendations to further embed co-production during 2016.

• MAD alliance members are becoming more closely involved with local changes in their areas, as well as with the Programme.
Improving Access across North West London: Children and Young People’s Mental Health and Wellbeing Strategy

- Transformation Plan developed as a response to *Future in Mind* 2015
- Common priorities across North West London – all require local implementation and local schemes.
- A CCG and Local Authority led bid but our proposals for transformation span all providers – including education

| Priority 1 | Needs Assessment                      | Developing our infrastructure – starting transformation on the right footing |
| Priority 2 | Supporting Co-production               |                                                                                             |
| Priority 3 | Workforce Development and Training     |                                                                                             |
| Priority 4 | Specialist Community Eating Disorder Service |                                                                                           |
| Priority 5 | Redesigning Pathways – A Tier Free System |                                                                                           |
| Priority 6 | Enhanced Support for Learning Disabilities and Neurodevelopmental Disorders |                                                                                           |
| Priority 7 | Crisis and Urgent Care Pathways        |                                                                                             |
| Priority 8 | Embedding *Future in Mind*              | Continuing existing work – and work specific to individual boroughs                           |

- Improved out of hours CAMHS service went live February 2016
- A new Community Eating Disorder Service is a ‘must-do’ for implementation in March 2016
- Working with the Anna Freud Centre to deliver a Needs Assessment, Analysis of Workforce Development Training Needs, and redesigning our CAMHS pathways
- Together this is an exciting opportunity to carry our short term changes and plan for longer term transformation to develop a sustainable approach for children and young people.
Improving Access across North West London: Implementing the Crisis Care Concordat

The Concordat

A new single point of access (SPA) and rapid response service across NW London by April 2016.

Imperial College Health Partners working on early intervention in psychosis teams to create improved patient pathways.

How training in the Concordat has helped me

- It will help me to respond better if somebody raises mental health concerns both at work and in my personal life.
- The training has helped me to be aware of implications of not understanding mental health in adults and the effect this can have on the whole family.

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.

What we are working towards in North West London
Single Point of Access, 24/7 Rapid Response Service, patient self-referral and improved GP training (32 GPs from across North West London have attended a Mental Health Leadership Programme) with more service improvements planned.

Working together
We are working with people with ‘lived experience’ across the 8 boroughs to ensure mental health services meet the needs of the people who use them.
Improving access in Hammersmith and Fulham: Urgent Care and Assessment Pathway Redesign

**Increased access to mental health crisis care response. More focus on home based treatment**

**Single point of access (SPA) 24/7**

**Reduce Length of stay and deliver sustainable occupancy levels**

**Recovery Houses a resource to support care in the community**

**SPA Central ‘hub’**

Service user and carer support line; Signposting to appropriate service; Referral management for emergency, urgent and routine referrals; Links with GP; Access to Choose and Book and e-referral; Telephone triage by clinicians; 24 hour GP advice

**Response teams in each borough**

CRHT 24/7; emergency and urgent response to referrals 247; routine referrals 9 - 5
Improving access in Hammersmith and Fulham: Primary and Community Mental Health Services

Enhanced Primary Care Mental Health Services

Redesigned Secondary Care Mental Health Services

Triple integration of care - Physical - Mental - Social

Improved access to wellbeing services

Secondary care more specialised, focussed and responsive
Improving access in Hammersmith and Fulham: Integrated Perinatal Mental Health Services

- Ealing, Hammersmith & Fulham, Hounslow CCGs and West London Mental Health Trust commenced a programme of co-production and service review in 2014.

- Developed a new model of care which provides access to Perinatal Mental Health Services across the community spanning primary, community and specialist settings.

- Service went live 29th February 2016 and already this week there are 9 referrals.

- The remaining 5 CCGs in North West London plan to roll out the model across their areas.
Challenges and key learning

Challenges

- The breadth of stakeholders across 8 boroughs (and London wide)
- The lead in time to delivering change – nearly 18 months on we are really seeing on the ground change
- Where to start? Priorities across the whole system and pathway
- Capacity. The same people are involved in change at borough level and centrally
- Coproduction. Really listening and acting at all stages of our work
- Data. Being clear we can monitor change to access and experience

Key learning

- Managing an advice/support line alongside a triage service is challenging
- Important to get a phone referral for all urgent and emergency situations, alongside email.
- Change takes time to bed in but positive feedback from Service Users and GPs – creates confidence that patients can get back into service easily
- Develop a culture of ‘no wrong front door’
- Overnight change to referrals received by email not fax
- As expected recruitment is challenging