

REPORT TO:	<b>Health and Social Care – Scrutiny Sub Committee</b> 8 <sup>th</sup> March 2022
SUBJECT:	All Age Mental Health
LEAD OFFICER:	Annette McPartland
CABINET MEMBER:	Janet Campbell
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Name and position – <b>Simon Robson</b> (Director of Operations Croydon Council), <b>Rachel Flagg</b> (Director of Transformation and Commissioning at NHS South West London CCG), <b>Hilary Williams</b> (Service Director, SLaM Croydon and Behavioural & Developmental Psychiatry Operational Directorate) and <b>Harold Bennison</b> (Director of CAMHS, SLaM)

### CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

Include here a brief statement on how the recommendations address one or more of the Council's Corporate Plan priorities: Corporate Plan for Croydon 2018-2022

- We will live within our means, balance the books and provide value for money for our residents.
- We will focus on providing the best quality core service we can afford. First and foremost, providing health and social care services that keep our most vulnerable residents safe and healthy.
- People live long, healthy, happy and independent lives
- Our children and young people thrive and reach their full potential

<b>ORIGIN OF ITEM:</b>	An update on mental health provision in the borough was requested in light of concerns previously raised by the Sub-Committee about the impact of the covid-19 pandemic on mental health and wellbeing.
<b>BRIEF FOR THE COMMITTEE:</b>  Joint report produced by Croydon Council, SWL Croydon Clinical Commissioning Group and Croydon SLAM	The Health and Social Care Sub-Committee is asked to consider this presentation and accompany report which provides an overview of Mental Health provision in Croydon borough including:- <ul style="list-style-type: none"> <li>• what is available,</li> <li>• the current level of performance,</li> <li>• the impact of the pandemic</li> <li>• the future vision.</li> </ul>



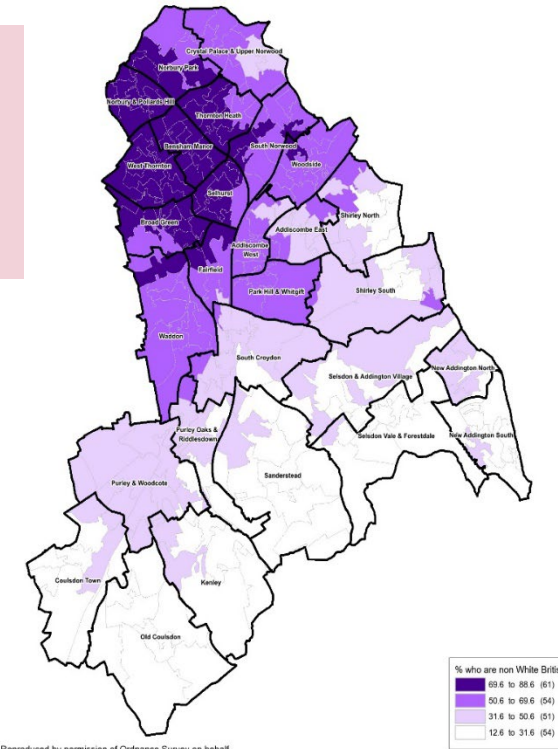
# Improving Outcomes for Ethnic Minority Communities

The Croydon transformation workstreams have initially focused on establishing the new infrastructure and roles e.g. Recovery Space, MHPICs hosted by Voluntary Sector in the Community to shift the emphasis from Acute inpatients to prevention and early intervention in the Community. This includes effective mental health service integration with physical health developments e.g. ICN+ Localities.

**Diversity has underpinned each step**, building on the engagement events. Co-production of design, recruitment of staff with Croydon BME Forum in Partnership with Mind to deliver MHPICs and Health & Wellbeing Spaces, and establishing Ethnic Minority champions to change practice, enable culturally sensitive service provision, and inform operational and commissioning decisions.

- A Recovery Space (crisis café) established with robust statutory referral links. Oct' 2020. Increasing referral sources e.g. GP's, CMHT's with a focus on diversion from the Emergency Department and to target specific under-represented communities.
- Establishing new community based Health & Wellbeing Spaces. Contract awarded to Croydon BME Forum in partnership with Mind in Croydon. Operational from 4<sup>th</sup> Jan 2022.
- New MH Personal Independence Coordinators (MHPICs) roles in place April 2021. Specifically recruited to ensure diversity, developing as Ethnic Minority champions and to target hard to reach communities.
- MH Local Voluntary Partnership Grant – the successful initiatives provide essential community development roles, as spokes to the Health & Wellbeing Space when live. Operational Mar' 2021.
- Peer Support workers in Crisis Pathway initiatives e.g. Home Treatment Team
- Right Care, Bed Flow and reshaping of SLaM MH Services enables better alignment with the Health & Wellbeing Spaces and new roles in primary care. Enabling the appropriate changes in practice to take place and creating culturally sensitive service environments.
- **Ethnicity Mental Health Improvement Programme (EMHIP)** – is a clinically-led partnership with a specific objective to reduce ethnic inequalities in access, experience and outcome of mental health care and aligns with SLaM's **Patient Carer Race Equality Framework (PCREF)** development.

% of people who are non White British  
2011 Census



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## NEXT STEPS:

- Ensure effective reporting of Ethnic Minority outcomes to further inform operational and strategic decision making across the health and care system.
- 'Test and Learn' approach to implementation allows for quick adjustments to service provision
- Robust local governance and commitment to ensuring a focus on Ethnic Minority communities at every organisational level of the decision making process.

# Integrated Adult Mental Health Joint Commissioning Framework

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## COMMISSIONING

- Integrated Adult Mental Health Review Team
- Review of the Mental Health Supported Accommodation
- Integrated Mental Health Placements and Brokerage Team
- Adult Mental Health Voluntary Care Sector Contracts
- Review of the Integrated Mental Health S75 Agreement.
- Wider Commissioning intervention re. Care Cube implementation; Use of LAS in Adult Mental Health Social Care; Provider Engagement; Fair Cost of Care Strategy.

## PLANNED PROGRAMMES/PROJECTS

- Enhanced Shared Lives Pathway
- Adult Mental Health Homelessness Pathway
- Extra Care Sheltered Accommodation Pathway
- ASD Bespoke Pathway
- Community Rehabilitation Provisions .
- Substance Misuse Bespoke Pathway/Offer -
- Forensic and Out of Area Placements Pathway/Offer
- Bespoke offer for individuals with Physical Disabilities to live independently with support
- Provider engagement timetable and Provider Forum
- AMHP Service Restructure

# SLaM Covid-19 Pandemic Response

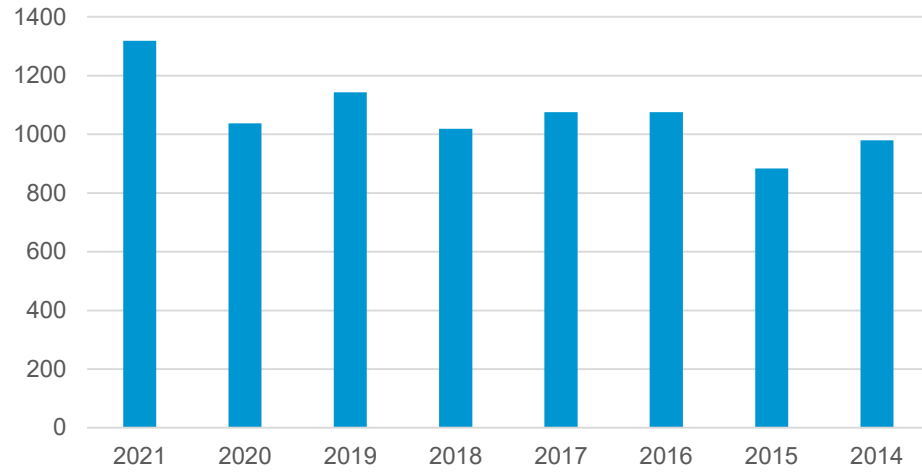
Resilient and Focussed on Delivering Outstanding Care within our Healthcare Systems

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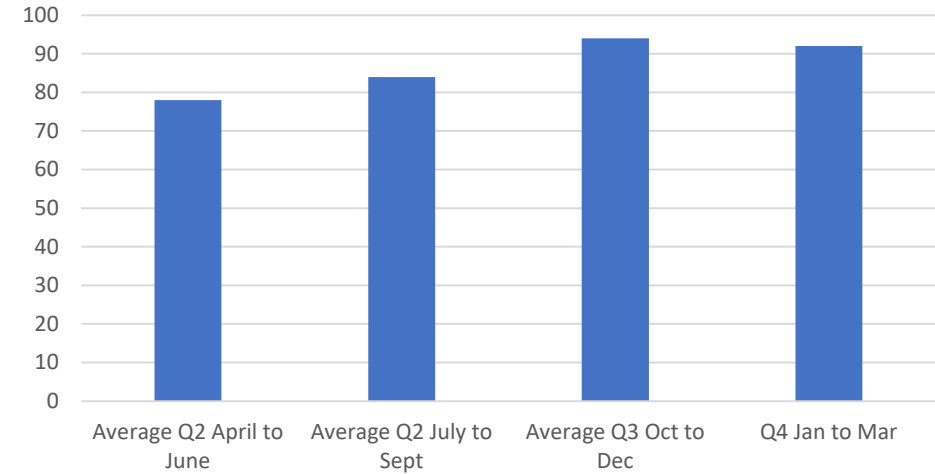
1. Maintained delivery across all services despite up to 1/3 Covid-19 related staff sickness at certain points of the pandemic
  - ✓ Despite significant estates challenges we kept service users, carers, our staff and system partner staff safe with robust infection prevention and control measures
2. We continued to work on our flow to reduce out of area placements.
  - ✓ Our Home Treatment and Community Teams delivered a robust Covid-19 response with support from redeployed staff - to support discharge into community settings and following up with patients post discharge.
3. Stepped up a trust wide vaccination programme to deliver vaccines for staff and patients
  - ✓ Delivered rapid evaluations of service changes to monitor impact on quality - e.g. remote assessments, emergency department diversion services and discharge follow-up
4. Led national guidance reviews on medication changes and Mental Health Act Assessments due to impact of Covid-19
  - ✓ We provided staff rest and recharge hubs and support pathways during Covid-19
5. Made urgent changes at height of Covid-19 to inpatient settings to support acute trust with bed capacity
  - ✓ We mobilised 24 additional step down crisis flats in Wave 2 (from 12 to 36) and are planning to open up 2 new Crisis Houses for all SLaM boroughs in 2022/23 (one for adults and one for young people)
6. Completed phase 1 of our Community Team transformation Work to move from diagnostic to 6 Locality based teams
  - ✓ Adapted offer for older adults with activity focussing on supporting staff wellbeing in care homes, offering remote intervention and advice for residents and support with training around other areas such as use of PPE
7. Continue to work in partnership with key stakeholders throughout the pandemic
  - ✓ We opened a Clinical Assessment Unit to support the Croydon University Hospital Mental Health Liaison Service with improving the urgent and emergency care pathway for those in crisis

# Approved Mental Health Practitioner (AMHP) /MH Safeguarding Referral Data

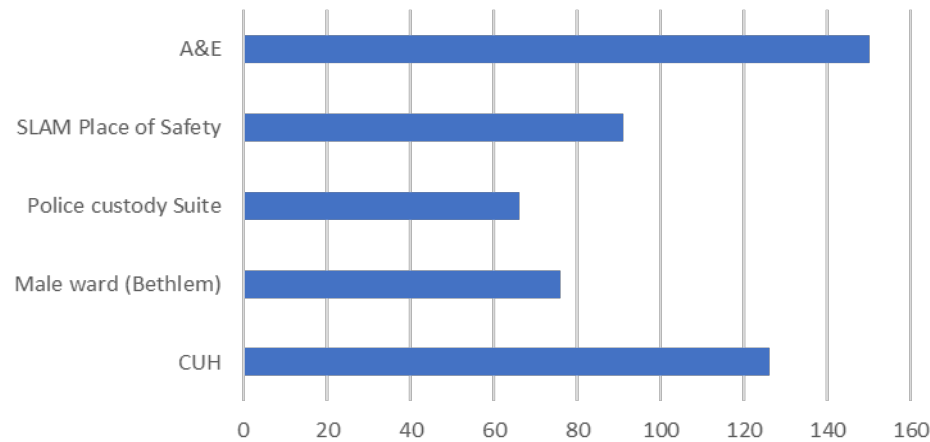
### AMHP - Total Referrals



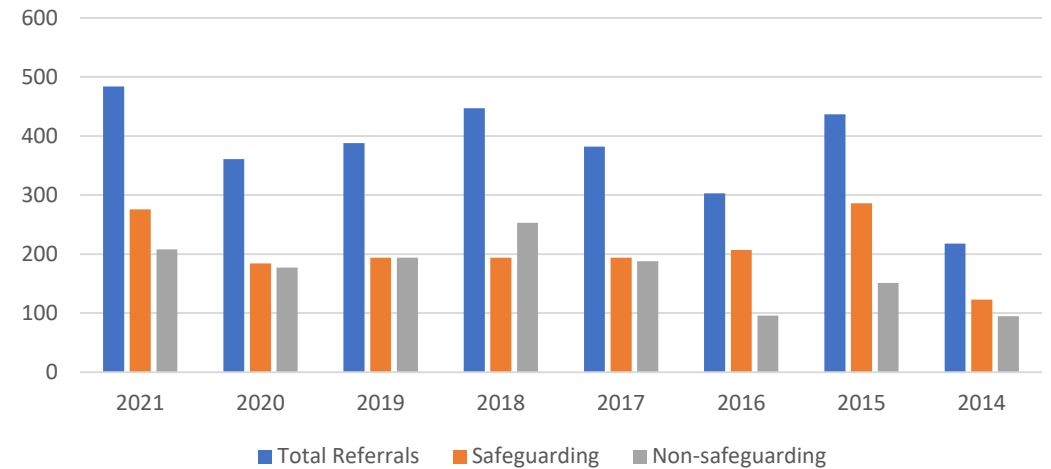
### AMHP Peak Period



### AMHP Referral/Source Chart Title



### Safeguarding Referrals



# Performance on National Standards

All National Standards are being met in M10 apart from the IAPT access target which remains below the national target. This is similar to the national picture and engagement with primary care and new wellbeing hub continues to identify opportunities to increase referrals.

National Standards	Target	M10 Performance
IAPT Access	926	838
IAPT Recovery	50%	61%
IAPT Patients waiting under 6 weeks for 1 <sup>st</sup> treatment	75%	99.5%
Dementia Diagnosis Rate	67%	71.4%
Early Intervention Psychosis 2 weeks referral to treatment	60%	64%
A&E Mental Health Liaison Patients seen within 1 Hour	70%	86%

## Changes in Demand Due to the Pandemic

	Mar-Jan 19/20	Mar-Jan 20/21	Mar-Jan 21/22
IAPT Referrals	10,984	9,769	12,774
A&L Referrals	3,054	2,771	2,820
CMHT Caseloads	834	949	858
A&E Presentations	3,140	3,102	3,106
Occupied Bed Days	36,954	25,881	28,645

- Whilst demand dipped in some areas during the pandemic and due to lockdowns, activity is returning to pre-pandemic levels
- Services are reporting that whilst activity remains similar to pre-pandemic levels, there have been post lockdown spikes in activity and generally there is a marked change in acuity and complexity in presentations
- Occupied Bed Day activity reduction reflects the concerted effort to discharge patients from acute settings and shift to community care during the pandemic and the activity is now showing an increase as restrictions get lifted

# Vision for the future – Adult MH & Social Care

- Number one priority for adult mental health social care is for every adult resident accessing secondary mental health services who relies on care to get the care they need throughout the COVID-19 pandemic and beyond
  - To ensure residents with mental health problems are supported in the most appropriate setting to increase their independence, choice and wellbeing and maximise their recovery.
  - Ensure all funded placements offers safety and maximum support
  - Support the delivery of a wide variety of step-down options and capacity within the borough
  - Support the medium-term financial savings plan for the Adult Mental Health Social Care, Croydon CCG, South London and Maudsley NHS Foundation Trust and South London Partnership, where indicated, feasible and achievable.
  - Strengthen the management and leadership of the out of hours AMHP Service to deal with the increased demand for services and the complexity of the interventions
  - Improve interagency working with system partners developing escalation protocols.
- Using shared learning from service changes in the pandemic to inform future transformation
  - Completing SLaM community transformation with an emphasis on:
    - ✓ Closer links with community and more alternatives to prevent crisis and ED presentations
    - ✓ Addressing Health inequalities via EMHIP and PCREF
  - Strengthening the system Crisis offer and embedding principles of care closer to home with an emphasis on:
    - ✓ Reducing ED presentations
    - ✓ Reducing out of area placements
    - ✓ Reducing length of stay in acute beds
  - Continue work on improving services using the dementia strategy for older adults to make sure that care for Older Adults remains high quality as well as contemporary-this specifically includes improving access for 'hard to reach' groups inclusive of those who are digitally excluded



# Future Vision - Health & Care Plan Mental Health Priorities 2021 – 2023

<p>Improve the Community Mental Health pathway – Underpinned by Prevention &amp; Early Intervention</p> <ul style="list-style-type: none"> <li>• Deliver Mental Health Wellbeing Spaces for Croydon in Central, North, South-East and South-West Localities</li> <li>• Re-establish the Dementia Action Alliance (develop a Dementia Strategy)</li> <li>• Strengthening Mental Health and Substance Misuse Pathways</li> </ul>	<p>Delivering the Long Term Plan ambitions with a focus on: Perinatal Mental Health, Maternity Mental Health Services &amp; IAPT.</p>
<p>Improve the Crisis Mental Health Pathway – Underpinned by Prevention &amp; Early Intervention</p> <ul style="list-style-type: none"> <li>• Establish a Mental Health Clinical Assessment Unit at Croydon University Hospital</li> <li>• Strengthen both the non-clinical / clinical provision and care pathways for those experiencing a mental health crisis</li> </ul>	<p>Delivering the Long Term Plan ambitions with a focus on: Mental health crisis, Therapeutic Acute and sustaining successful winter pressure initiatives.</p>
<p>Provide greater Mental Health support in primary care – Underpinned by Prevention &amp; Early Intervention</p> <ul style="list-style-type: none"> <li>• Introduce new clinical &amp; non-clinical roles focused on mental health</li> <li>• Strengthen the care pathways for mental health from secondary care to discharge to primary care</li> <li>• Agree shared care protocol between secondary care and primary care</li> </ul>	<p>Delivering new roles: MHPICs and PCN MH Practitioners for each PCN.</p>
<p>Establish a clear pathway for people with a serious mental illness to facilitate step down to more independent living</p>	<p>Deliver the Integrated MH Review Team, enhanced MH brokerage offer and enhanced services for ASD &amp; neuro developmental needs in addition to their mental illness to ensure timely assessments and appropriate care.</p>
<p>Enhance Partnership Working – Moving to an Integrated Care System (ICS)</p> <ul style="list-style-type: none"> <li>• Establish a Mental Health &amp; Learning Disability Joint Commissioning Boards to develop our commissioning plans, review current provision and market relations, and to ensure our collective resource is being used appropriately to support individuals with health and social care needs with a focus on prevention and early intervention</li> </ul>	<p>Operationalise the Joint Commissioning Boards to deliver the MH Priorities for Croydon</p>
<p>Address the Health Inequalities for Mental Health across Croydon – Underpinned by Prevention &amp; Early Intervention</p> <ul style="list-style-type: none"> <li>• Implement the Ethnicity Mental Health Improvement Programme</li> <li>• Implement phase 3 of PCREF Programme</li> </ul>	<p>Deliver a range of interventions co-produced with local communities that materially improve access, experience and outcomes.</p>

# Current Emotional wellbeing and Mental Health offer (aligned against the iThrive Model)

## Getting Advice (Tier 1)

### **Single Point of Contact:**

- SPOC offers easy access to advice and targeted support for all emotional wellbeing and mental health concerns about children and young people.

### **Off the Record**

- Advice, signposting and counselling

### **Croydon Drop In**

- is accessible, confidential, independent, safe and flexible for young people seeking free support and counselling.

### **Mental Health Schools Teams**

- available via schools can offer advice

## Getting Help Services (Tier 2)

### **Off the Record**

- Advice, signposting and counselling

### **Croydon Drop In**

- is accessible, confidential, independent, safe and flexible for young people seeking free support and counselling.

### **Mental Health Schools Teams**

- available via schools can offer Online counselling support
- Emotional Wellbeing and Mental Health practitioners provide evidence-based interventions with focus on prevention and early intervention and to increase accessibility to help for children .

### **Kooth**

- Digital counselling – 0 - 25

### **Community CAMHS**

## Getting More Help (Tier 3)

### **SLaM**

- Main service delivery is via Community Child and Adolescent Services
- Specialist Eating Disorder Service outpatients.
- Child and Adolescent Mental Health services for Children and Young People with Learning Disability.

### **Mental Health Schools Teams**

- Targeted 1:1 and Group Interventions.

## Getting Risk Support (Tier 4)

### **SLaM**

- Main service delivery is via Community Child and Adolescent Services
- The service offers interventions for those who present regularly in crisis as well as ongoing mental health specialist input .
- Early Intervention in Psychosis Pathway
- Eating Disorder Community Services.

### **South West London collaborative**

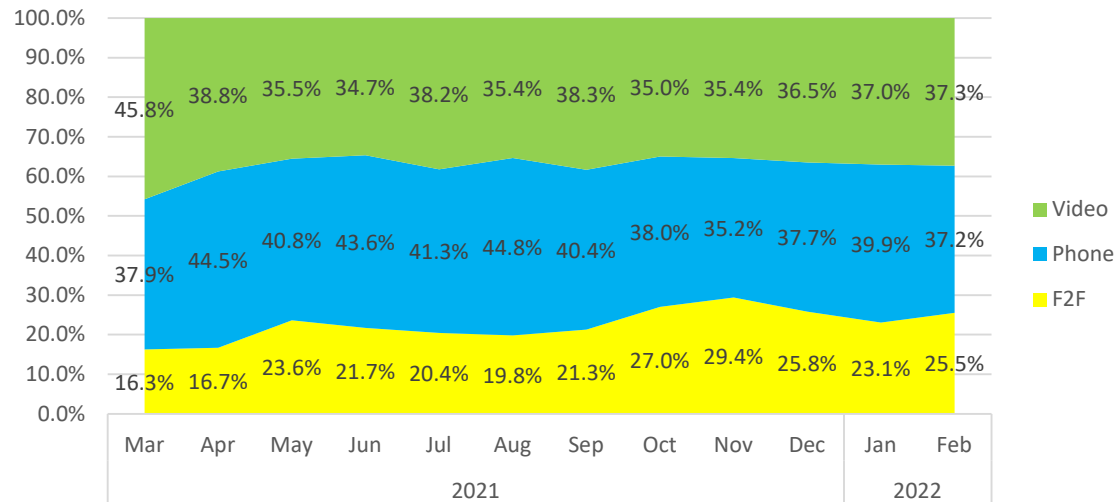
- Specialist CAMHS inpatient services and Forensic CAMHS community services

# Croydon CAMHS – Referrals & Clinical Activity

## Where we are now:-

- Remote assessment and treatment remains our primary mode of delivery, but there is a steady increase in our face to face offer for both urgent and routine appointments in line with Trust guidelines.
- Our clinic base remains open and accessible to children, young people, & families.
- All EWMH referrals for the borough continue to be triaged by SLaM CAMHS clinicians in the SPOC (joint single point of referral with social care).
- Acceptance rates for CAMHS during 21/22 average 62% (below the 77% target). This can be accounted for by SPOC; SLaM clinicians screen and triage all EWMH referrals for the Borough, including referrals which are more appropriate for our early intervention partners Croydon Drop In and Off The Record.

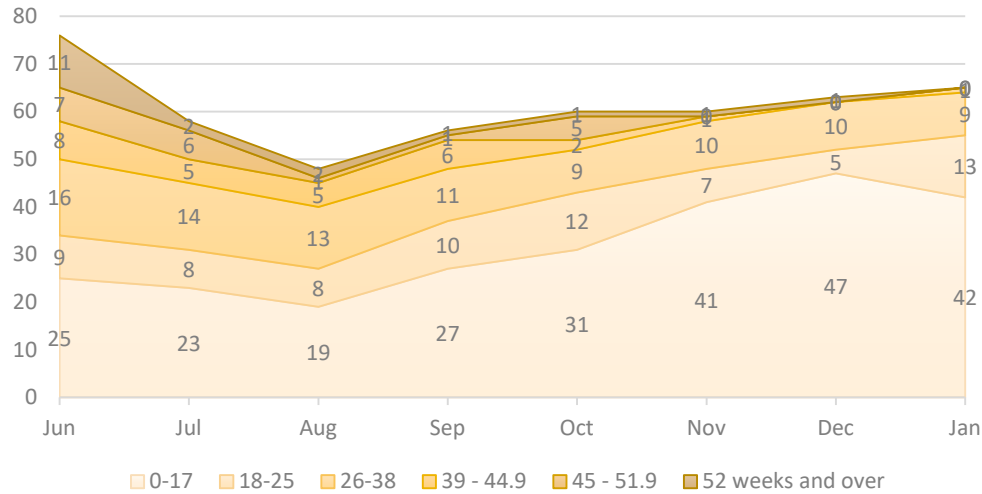
Contacts attended by patient since Mar 2021



Contacts by Outcome		
Outcome Type	Total	As %
Attended	14744	82.4%
Cancelled by patient	617	3.4%
Cancelled by Trust	214	1.2%
DNA	1889	10.6%
Other - Patient not seen	428	2.4%
<b>Grand Total</b>	<b>17892</b>	<b>100.0%</b>

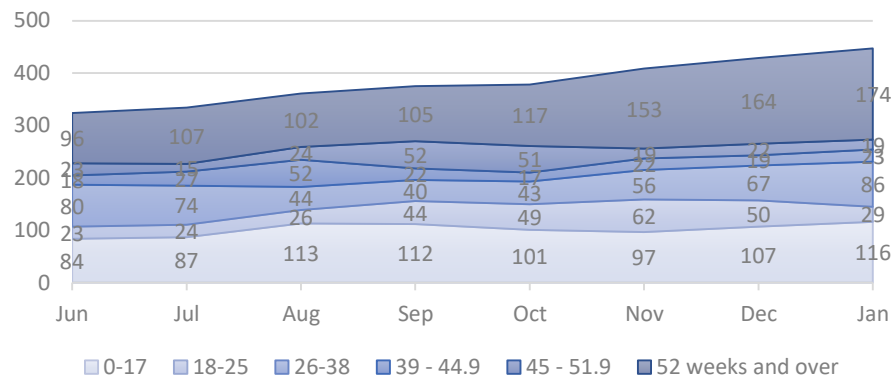
# CAMHS Waiting times

### Mental Health Service Waiting Times at end of month



Mental Health Service waiting times at end of month							
Month	0-17wks	18-25wks	26-38wks	39-44wks	45-51wks	52+wks	Total
Jun	25	9	16	8	7	11	76
Jul	23	8	14	5	6	2	58
Aug	19	8	13	5	1	2	48
Sep	27	10	11	6	1	1	56
Oct	31	12	9	2	5	1	60
Nov	41	7	10	1	0	1	60
Dec	47	5	10	0	0	1	63
Jan	42	13	9	1	0	0	65
<b>Var. at Jan, from Jun21</b>	<b>17</b>	<b>4</b>	<b>-7</b>	<b>-7</b>	<b>-7</b>	<b>-11</b>	<b>-11</b>

### Neuropsychiatry Service Waiting Times at end of month



Neuropsychiatry Service waiting times at end of month							
Month	0-17wks	18-25wks	26-38wks	39-44wks	45-51wks	52+wks	Total
Jun	84	23	80	18	23	96	324
Jul	87	24	74	27	15	107	334
Aug	113	26	44	52	24	102	361
Sep	112	44	40	22	52	105	375
Oct	101	49	43	17	51	117	378
Nov	97	62	56	22	19	153	409
Dec	107	50	67	19	22	164	429
Jan	116	29	86	23	19	174	447
<b>Var. at Jan, from Jun21</b>	<b>32</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>-4</b>	<b>78</b>	<b>123</b>

# CAMHS: Impact of COVID-19 pandemic & vision

## COVID-19

- Ability to work remotely – this will continue to remain an option for our children, young people, & families, increasing patient choice.
- Increase in waiting times, largely due to suspension of our ASD assessment waiting list for a period of 9 months at the start of the pandemic, and subsequent Infection Prevention and Control guidance which has resulted in assessment levels not returning to pre-pandemic levels.
- Staff well-being:
  - ✓ Focus on well-being including; online coffee breaks, newsletters, online social events
  - ✓ Individuals feel disconnected from team members
  - ✓ High levels of stress

## Vision & Strategy

- To deliver outstanding care:
- All children, young people, & families will experience the best standard of mental health care:
  - ✓ Workforce planning – attracting the best clinicians to work in SLAM
  - ✓ Pathway redesigns – evidenced based practice
  - ✓ 4 week referral to treatment target
- A partner in prevention:
  - ✓ Continue working in partnership with the Croydon network to ensure that children, young people, & families receive mental health support at the earliest opportunity
- Being a catalyst for change:
  - ✓ Contribute to national / global debates about how we improve mental health services and access to all children, young people, & families who need support
- Building a culture of Trust together:
  - ✓ Co-designing changes, inequalities, and supporting staff
- Becoming effective and sustainable:
  - ✓ Maximising the use of resources to deliver value for money

# Current priorities – CYP ASD pathway

- 2020 whole system review identified the current CYP ASD diagnosis and assessment pathway as sub-optimal leading to long waits for diagnosis and poor experiences
- Current pathway splits at age 5, planned re-design of pathway to develop an integrated assessment and diagnosis pathway incorporating elements of best practice from Lothian Neurodevelopmental Assessment and Diagnosis Pathway that is modified to address local needs
- Programme of work underway to deliver short term improvements to reduce wait times, and develop and implement a new pathway
- System wide transformation programme across Health, Social Care and Education working through a phased approach. Currently in phase 1: short term improvements; demand and capacity modelling; implementation of pilot projects; and detailed design of 'to-be' service pathway
- There are on-going initiatives to reduce waiting times and clear waiting list backlogs, which include the trialling of new service scenarios and delivery approaches e.g increase in staff skill mix, increased number of clinics
- These short term initiatives are generating an understanding of associated impacts on costs and workforce to gain an understanding of what is achievable in the short and longer term
- Subsequent phases will focus on the delivery and review of a new pathway

# Croydon Children and Young People Emotional Wellbeing and Mental Health 2022/23 priorities:

- Neurodevelopmental pathway transformation
- Children and Young People in crisis pilot
- Development and Delivery of a whole system Emotional Wellbeing and Mental Health Strategy and Pathway, adopting the iThrive model
- Development of an all age Health and Wellbeing Offer – Working with and building on the work already started within Adults Mental Health Commissioning
- Delivering the against Health and Care Plan (Refresh) 2022-2024