

LONDON BOROUGH OF CROYDON

REPORT:	HEALTH & WELLBEING BOARD	
DATE OF DECISION	18 October 2023	
REPORT TITLE:	South West London Mental Health Strategic Plan	
CORPORATE DIRECTOR / DIRECTOR:	Hilary Williams Interim Joint Director of Transformation and Commissioning South West London Integrated Care Board (Croydon) and Croydon Health Services NHS Trust	
LEAD OFFICER:	Wayland Lousley Head of Mental Health Commissioning (Croydon) South West London ICB, Croydon	
KEY DECISION? [Insert Ref. Number if a Key Decision]	No	Key Decision NA
CONTAINS EXEMPT INFORMATION?	NO	Public
WARDS AFFECTED:	All	

1. SUMMARY OF REPORT

- 1.1 Mental health is a priority for south west London and the SWL Integrated Care System (SWL ICS) has developed a mental health strategy. The SWL MH strategy identifies priorities, responds to challenges (including those around access, variation and fragmentation), drives forward transformation and addresses population health needs.

2. RECOMMENDATIONS

- 2.1. The Health & Wellbeing Board is recommended:

- to note the SWL ICS Mental Health Strategy has been developed and is providing the future direction for MH transformational work across the six boroughs.

3. REASONS FOR RECOMMENDATIONS

- 3.1. The SWL ICS Mental Health Strategy has been through the required ICS governance process and is being presented to the Health & Wellbeing Board so that they can be aware of the identified themes and priorities.

4. BACKGROUND AND DETAILS

- 4.1 **Vision:** “In SWL we want everyone to have access to early support for their emotional wellbeing and mental health, recognising many influences on health and wellbeing come from outside health care, including factors such as education, employment, housing, and community. We want services to work effectively together to meet people’s needs and ensure everyone receives the support they need in the most appropriate setting.”

4.2 Aims

- Increase equity of access, experience and outcomes for all SW Londoners – reducing unwarranted variation and ensuring a fair and sustainable allocation of resources.
- Prioritise prevention and early support as we know this promotes good recovery and reduces burden of ill-health.
- We will better support and equip our CYP to manage their mental health in future given 75% of MH diagnosed by age 24.
- Design a new model for mental health workforce including voluntary and community sector and peer support to tackle mental health recruitment and retention issues.
- Expand bio-psycho-social care to address the mortality gap and the opportunity to increase years of quality life.

- Co-produce this strategy and delivery with service users/ residents in SWL, putting partnership with those who use services and those in our communities at the heart of everything we do.

4.3 Themes

- Prevention and early support
 - Children, young people and family support
 - Health environments
 - Mental health literacy and reducing stigma
- Bio-psycho-social model
 - Physical healthcare for people with mental illness
 - Neighbourhood teams and integration
 - Complex needs and co-occurring issue
- Inequalities
 - Unwarranted variation
 - At risk communities
- Timely access
 - Least restrictive care and recovery
 - Waiting times
 - Transitions
 - Discharge

5. GOVERNANCE SIGN OFF

- 5.1 The final draft of the MH Strategic Plan was presented to the Mental Health Programme Board on 14 March 2023. The Board members were happy to sign off the strategy.
- 5.2 The Strategic Plan has subsequently been approved by the Senior Executive Group on 11 April 2023, and by the Croydon Health and Care Board on 19 July 2023.

6. OWNERSHIP OF THE STRATEGY

- 6.1 Strategic ownership is with the South West London Integrated Care Board.
- 6.2 Delivery of the actions within the Strategic Plan will be owned by the Mental Health Team of the SWL ICB. For local actions, the Croydon Mental Health Programme Board will oversee the delivery of resources. This reports to the Senior Executive Group and ultimately into the Croydon Health and Care Board.

7. MONITORING & REPORTING

- 7.1 Monitoring and reporting will be co-ordinated through the Croydon Mental Health Programme Board through to the SWL MH PGD.
- 7.2 A year 1 delivery plan has been developed and will require set up and enabling actions in the main to prepare delivery shifts in year 2.
- 7.3 Year 1 delivery plan inclusions:

Year 1 of the strategy delivery will require set up and enabling actions in the main to prepare delivery shifts in year 2. Enabling actions include:

- **Funding and efficiency:** strategic financial and delivery review and model completed, return on investment (RoI) approach agreed and pathway review programme agreed.
- **Effectiveness:** Outcomes and evaluation approach agreed and outcomes measures approach implemented in initial service areas; review of public MH work to identify initiatives for development.
- **Resourcing:** Mental health leadership and resourcing in place to support system working; strategy delivery group formalised

Foundation work to identify proposals for delivery in each theme within the strategy will be progressed during year 1. However, there will also be a core delivery focus in each theme:

1. **Prevention and early support:** South London Listens – begins the focus on community action/ involvement.
2. **Bio-psycho-social model:** SMI health checks & community transformation – tackles core area and maximises investment to support MDT working.
3. **Inequalities:** EMHIP – extends and develops programme around race and ethnicity.
4. **Timely access:** Waiting list, discharge and length of stay initiatives – provides solid foundation for change.

A mental health workforce plan will also be developed to support across all areas.

Next Steps:

There have been a number of actions and deliverables to progress; we are currently at step 8:

1. Narrative elements of the Strategy were iterated and drafted via the SWL MH Partnership Delivery Group – Jan/ Feb 2023
2. Discussions of progress and inputs at the SWL place meetings – Feb 2023
3. Strategy presentation at SWL ICB Senior Management Team meeting – 23rd Feb 2023
4. Next and final versions reviewed and agreed at the SWL MH PDG – Feb and March 2023
5. SWL places and providers to agree Strategy – March/ April 2023
6. SWL ICB Board meeting to approve strategy – May 2023.
7. Year 1 work underway – May 2023.
8. **Set up SWL MH structures (including SWL MH Partnership Delivery Group) for Strategy delivery – Sept 2022**

Governance: PDG embedded, accountability agreement in place, cases for change developed and initial areas delegated.

8. OUTCOMES

5 year outcomes have been drafted for review – see below. These will further iterate:

Our 5 year outcomes. By 2027/28 we will have:	
Improvements for our population	Service improvements
<ul style="list-style-type: none"> • Improved our recovery rates for SMI and mild to moderate mental health conditions • Improved quality of life for people with SMI • Increased the number of SMI service users maintaining independence and wellbeing without regular SMI team input • Reduced rates of detention people from black ethnic backgrounds • Improved levels of access to services across different communities • Reduced restrictive practices of all types • Increased understanding of mental health issues and wellbeing amongst key communities • Reduced suicide and self-harm rates • Improved outcomes of physical health conditions for people with SMI • Improved mental health, wellbeing and support to carers of people with SMI 	<ul style="list-style-type: none"> • Reduced waiting times for services – with greater reduction for CYP • Eradicated out of area placements for acute mental health provision • Implemented mental health advice and wellbeing support across all boroughs • Implemented effective parenting programmes and education wellbeing services for all school age children • Trained residents, VCSE partners, wider health, education and care professionals and employers in mental health support • Improved positive feedback around transitions and discharges from services • Increased peer support levels available across all boroughs • Implemented pathways for those with complex needs including rough sleepers, co-occurring substance misuse, learning disabilities and autism • Integrated mental health care with primary care, social care and education partners • Improved workforce retention, wellbeing and morale • Implemented outcomes measurement and evaluation of services • Developed measurement approaches of population wellbeing • Redistributed resources across boroughs to ensure investment reflects mental health population need • Increased levels of mental health care provided within community settings • Delegated the commissioning of community mental health services to place • Improved system collaboration around population-wide prevention and early intervention

10 year outcomes have been drafted for review – see below. These will further iterate:

**Our 10 year aspirations
By 2032/33 we will have:**

Achievements for our population	Service achievements
<ul style="list-style-type: none"> • Population mental wellbeing increased • Mortality gap between those with SMI and the general population reduced • Improved mental health for people with long term physical health conditions • No person known to mental health services presents to A&E unless for physical health issue • Zero restrictive practices • Zero suicide • Self-harm significantly reduced • Zero out of area placements for SWL residents • Acute inpatient beds closed as unneeded • Service access mirrors community demographics with no unwarranted variation in outcomes 	<ul style="list-style-type: none"> • Fully integrated mental health care in place for people with SMI and physical health needs, social care needs (including supported living), LDA, homelessness and substance misuse • Allocation of resources equitably across all 6 SWL boroughs • Majority of mental health spend and provision in primary care, VCSE and community services • Funding in mental health increased • Fully staffed services with new roles in our workforce • Research and evaluation of services and initiatives standardised into practice (inc assessment of operational delivery models) • Services responsive to population health needs and flexibly delivering changes

9. ALTERNATIVE OPTIONS CONSIDERED

10. CONSULTATION

10.1 In October 2022 open reflective sessions were held with SWL stakeholders, service users and carers and those working in mental health services to consider the vision, aims and themes and offer any further elements.

11. CONTRIBUTION TO COUNCIL PRIORITIES

11. FINANCIAL IMPLICATIONS

11.1 There are no existing commitments within the Strategic Plan for the council.

This table below is a requirement unless the Head of Finance for your directorate confirms it is not needed.

	Current Year	Medium Term Financial Strategy 3 year forecast
--	--------------	---

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Revenue Budget Available				
Expenditure Income				
Effect of decision from report				
Expenditure Income				
Remaining Budget				
Capital Budget available				
Expenditure Income				
Effect of decision from report				
Expenditure Income				
Remaining Budget				

Insert at the end of the section: Comments approved by [Officer title] on behalf of the Director of Finance. (Date DD/MM/YYYY)

8.2 LEGAL IMPLICATIONS

8.2.1 Xxxx

Insert at the end of the legal section: Comments approved by the Head of [XXX] on behalf of the Director of Legal Services and Monitoring Officer. (Date DD/MM/YYYY)

8.3 EQUALITIES IMPLICATIONS

8.3.1 An Equality Analysis has been undertaken for the strategic plan.

8.3.2 The outcome of the analysis was - No major change – the Analysis shows that the policy is robust and the evidence shows no potential for discrimination and all opportunities to advance equally have been taken;

Insert at the end of the Equalities section: Comments approved by XXX, or by XXXX on behalf of the Equalities Manager or by XXX, the Equalities Manager. (Date DD/MM/YYYY)

9 APPENDICES

9.2 South West London ICS Mental Health Strategic Plan.