

## Croydon – Health & Social Care Sub-Committee 4 April 2023

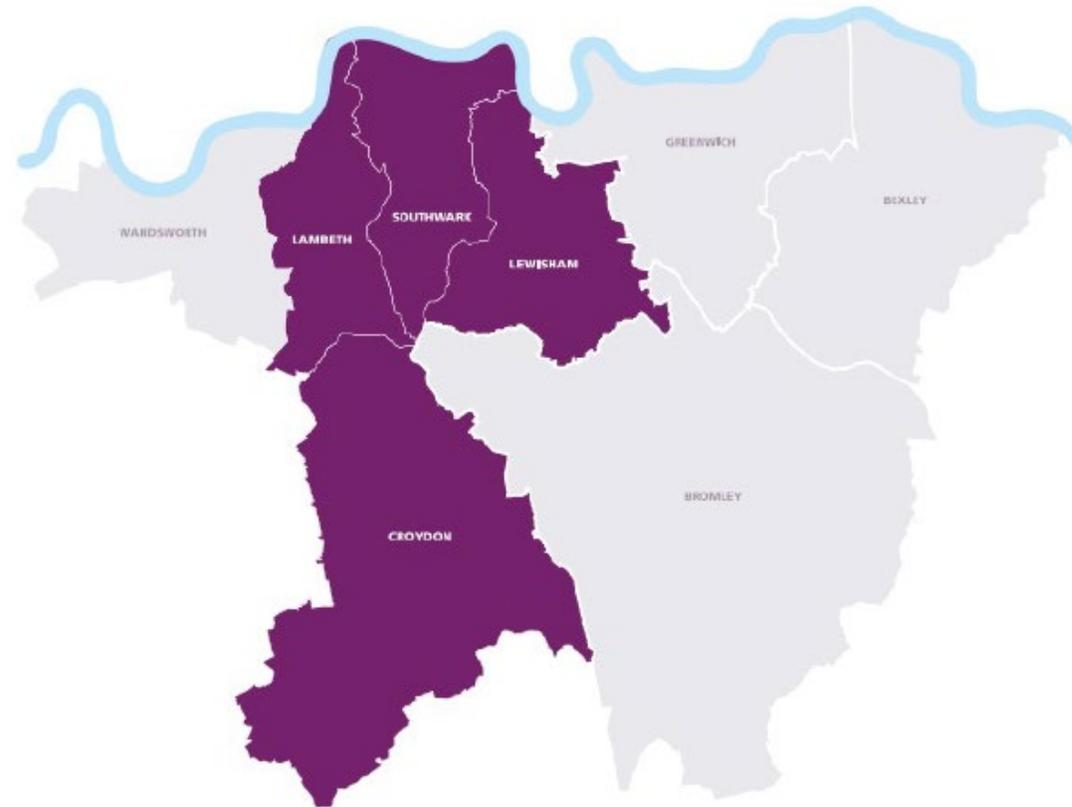


# South London & Maudsley

South London and Maudsley NHS Foundation Trust is one of the country's largest and most complex multi-site providers of mental health services.

We provide the widest range of specialist mental health services in the UK, including mother and baby services, eating disorders services and child and adolescent services.

We provide local services in four culturally diverse south London boroughs, each with high levels of deprivation and need. We pioneer better health and wellbeing, locally and globally, through integrating excellence in research, education and training, and patient care.



# Our Trust in Numbers



NUMBER OF STAFF  
**5,063**

We serve a  
population of  
**1.3 million**  
people



**716**  
BEDS ACROSS 8  
INPATIENT SITES

**24** step down  
crisis flats

**52** inpatient wards

5 initiatives shortlisted for the HSJ  
Patient Safety Awards 2021 and  
won 2 partnership awards



**RATED GOOD IN  
CQC INSPECTION**

**41,064** patients being  
cared for in the community

**54** community sites



**268**  
Community Inpatient  
and outpatient services

47 community based  
mental health teams

**50** National  
Services



**SIX**  
beehives at  
Bethlem  
Royal Hospital

30 CAMHS mentors who support  
young people in the community

One of four Patient  
and Carer Race Equality  
Framework national  
pilot sites

**£503m**  
ANNUAL TURNOVER

More than **9,000**  
Covid-19 vaccines



Over 85% of frontline staff  
have had a Covid-19 vaccine  
since January 2021



1st mental  
health  
biomedical  
research  
centre

World leading pharmacy  
in mental health medicines  
research with around 300  
scientific papers published  
and top mental health trust  
in England for number of  
research studies

**£140m**

Capital projects  
and modernisation  
programme

87% would recommend  
the Trust to friends and  
family



**250**  
telephone befrienders  
supporting service users  
during the Covid-19 pandemic

# Bethlem Royal Hospital

- We have a number of services based on the site including eating disorders, the National Autism Unit, Child and Adolescent Mental Health, as well as the Psychiatric Intensive Care Unit.
- We have an outdoor gym available for the use of patients and service users.
- Our Bethlem Occupational Therapy garden offers those using our services a chance to grow fresh organic produce which is then used in the River House café.
- The Bethlem Royal Hospital site offers a range of community focused amenities including:-
  - Bowls
  - Football Club
  - Dog walking
  - Park run
  - Museum of the Mind



# Geography

## SWL CCG



**Case: Croydon | December 2022**

- Croydon Health Services is an integrated acute and community Trust and is a provider in the Acute Provider Collaborative for South West London as well as being aligned with SWL CCG
- The Home Office – UK Visas and Immigration is based in Croydon
- Croydon has one of the largest Care Home markets with 120 Care Homes in the borough
- 54% BME, job density rate is lower than both the national and London rates
- The Local Authority footprint was co-terminus with Croydon CCG; a key driver in the decision to form a Health and Care Alliance
- There are 9 PCNs covering Croydon
- Croydon is in the **top 5% most deprived areas in the country** under the Health Deprivation and Disability
- Croydon Council provides both Adults and Children's Social Care, providing opportunities for joint-working
- The people of Croydon identify strongly with the borough and their communities; there is a powerful legacy of active citizenship
- Croydon has well-established local voluntary partnerships across the borough jointly commissioned by health and care

# What is One Croydon?

The One Croydon alliance brings together six organisations, with a single ambition to work as one and to improve health and care outcomes, through integration and removing organisational barriers

Our journey began with a focus to tackle the challenges of an ageing population. Our success led to extending the alliance ambition for the whole population. We are seeing benefits across the board

We want to share our learning from a journey that began five years ago and show that wide scale system change can happen and truly help improve outcomes



# The Croydon Context:

The Croydon population is estimated to grow by approximately 12% over the next 15 years (to 2035) and prevalence of all mental illnesses is also likely to increase due to changes in demographics. In 2020, an estimated 46.3% of Croydon residents were white and an estimated 53.7% were BAME. By 2025 it is projected that this will be 44.3% white and 55.7% BAME. An estimated 8,837 people live in areas across Croydon, considered to be within the 10% most deprived in the whole country. In 2019, Croydon had the highest number of 0-17 year olds in London. In March 2021, Croydon had the highest number of unaccompanied asylum seeking children and, therefore, the highest number of children looked after in London. 1/3 of all Croydon's children looked after were an unaccompanied asylum seeking child. 15% of all of London's unaccompanied asylum seeking children were looked after by Croydon council.

## MENTAL HEALTH

Half of all mental health problems begin by age 14 years. Again, with delayed or no diagnosis and consequently inadequate treatment or management – significant numbers of children may grow into adulthood less resilient and ill-prepared to be able to flourish.

The map shows that **10,261 people<sup>14</sup>** live in areas across Croydon, considered to be within the **10% most deprived** in the whole country (the darkest 2 shades of purple on the map)



Source: 2015 Indices of Deprivation, Department of Communities and Local Government

## MENTAL HEALTH

Just 8 per cent of people with schizophrenia are in employment, despite evidence that up to 70 percent of people with severe mental illness express a desire to work.



## CROYDON HAS A DIVERSE POPULATION

In 2017



**49.3%** of Croydon are White\*

(includes 'White British', 'Other White' and 'White Irish')



**50.7%** Black, Asian and Minority Ethnic (BAME)

### BY 2025 THIS WILL BE

**44.4%** White

**55.6%** BAME\*



Source: 2015 Round SHLAA based projections, GLA

## MENTAL HEALTH



**CHILDREN IN POVERTY**

mental health problems are **3x** more common in children in households with lowest 20% of income<sup>33</sup>.



**PARENTAL MENTAL HEALTH**

emotional and conduct disorder is **4-5x** as common in children of those with poor parental mental health<sup>34</sup>.

Roughly **1 in 3** of all London's unaccompanied asylum seeking children (UASC) **are in Croydon**



the Council has parental responsibility for them.

Source: 2015/16, looked after children statistics, www.gov.uk

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

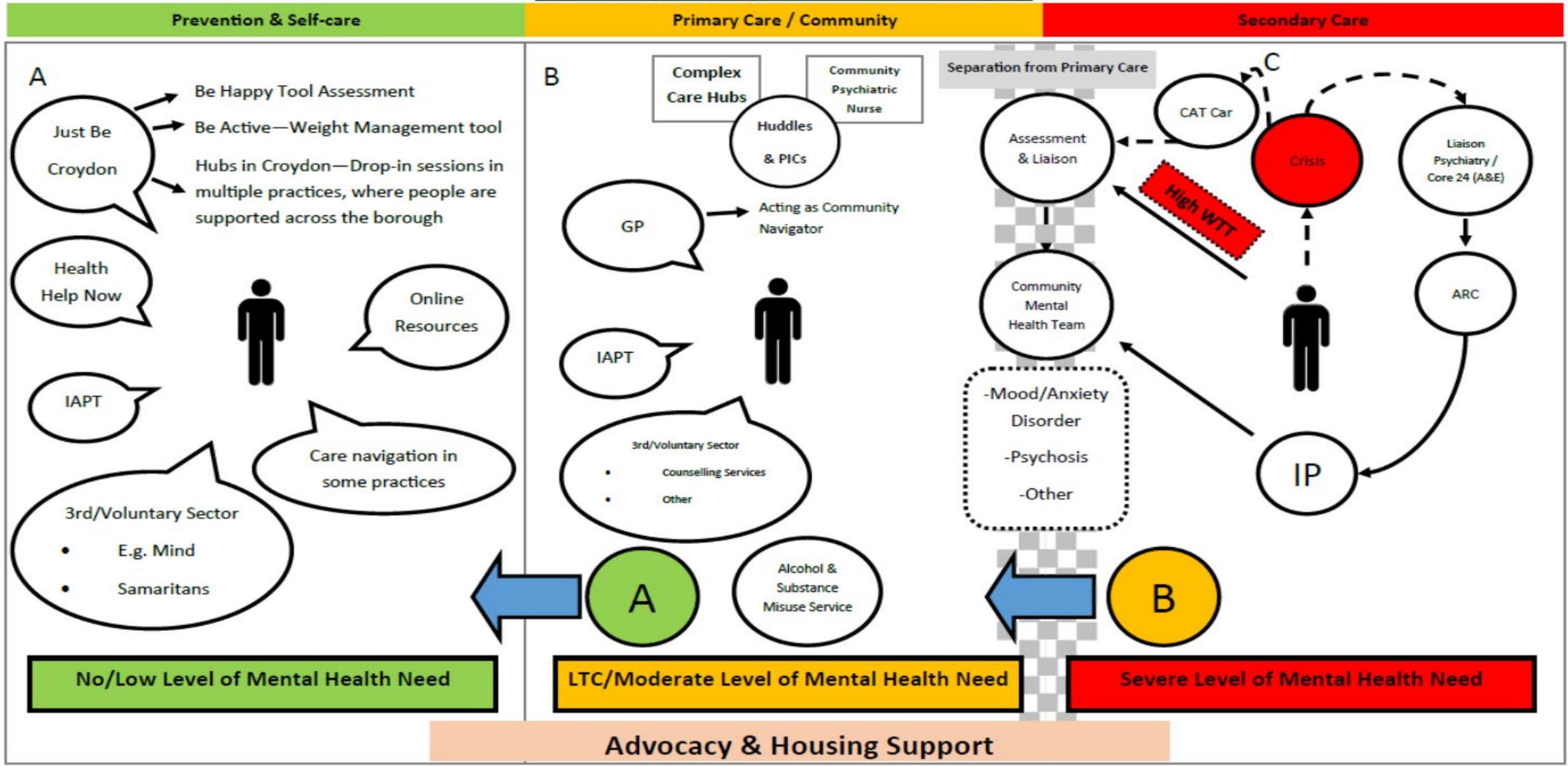
<p>Improve the Community Mental Health pathway – Underpinned by Prevention &amp; Early Intervention</p> <ul style="list-style-type: none"> <li>• Deliver Mental Health Wellbeing Spaces for Croydon in Central, North, South-East and South-West Localities</li> <li>• Re-establish the Dementia Action Alliance (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>

# Where we were...

## The 'As Is' Pathway

V1.0

### Overview System Map — Mental Health Croydon

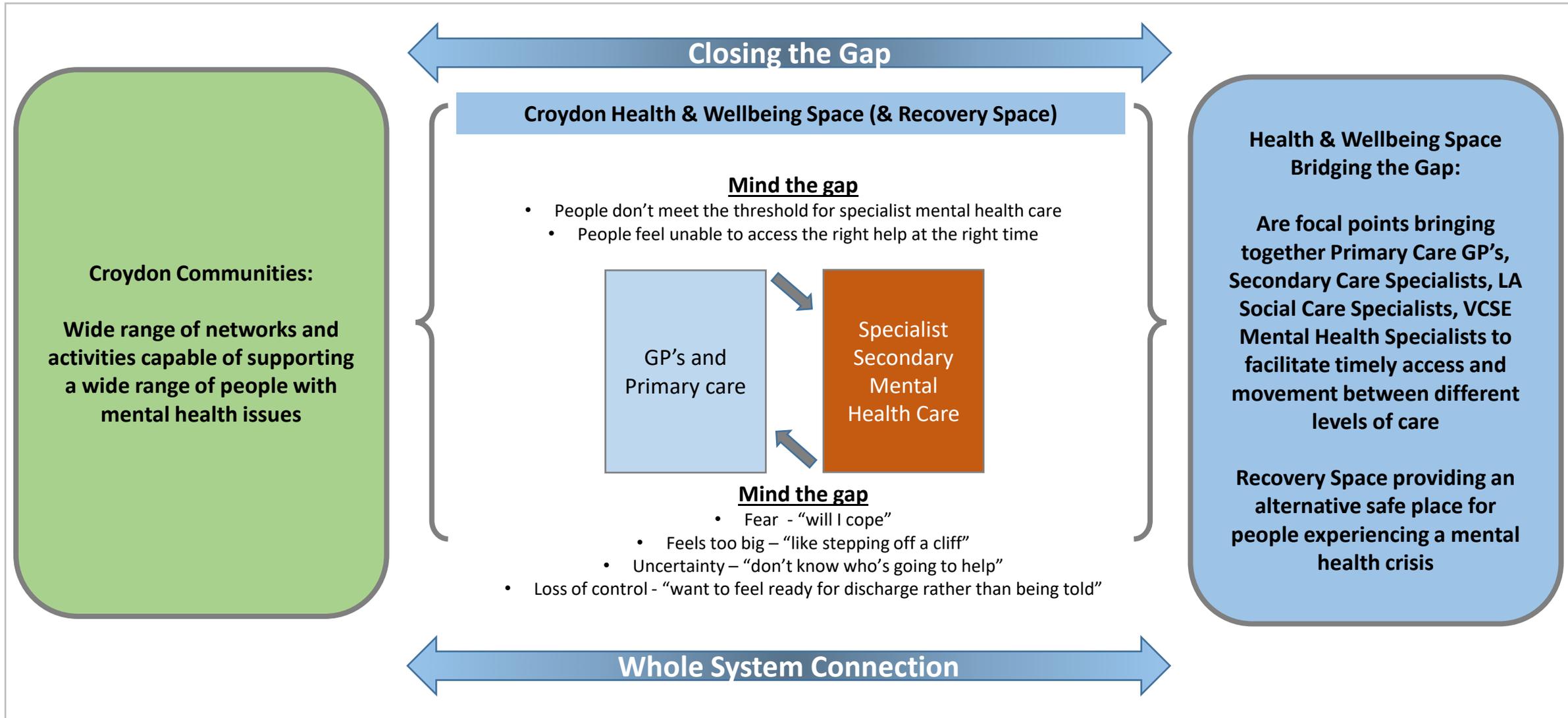


# Strategic Context – Phased Delivery of Vision

Our 'Blueprint' for delivering the 'vision': 'what good looks like'...

Phase 1: Meeting the Ambitions of the Five Year Forward View (FYFV)	Phase 2: Meeting the Ambitions of the NHS Long Term Plan	Phase 3: Shifting Settings of Care (Cultural Change; Workforce; Thresholds)
<b>2019/20 – 2020/21</b> (Covid delayed starts)	<b>2021/22 – 2022/23</b>	<b>2023/24 – 2024/25</b>
<p><b>Funding source:</b> NHSE Crisis Transformation Fund</p> <p><b>Strategic Aim:</b> Meeting the ambitions set-out in the 5yr Forward View (FYFV)</p> <ul style="list-style-type: none"> <li>• Establishment of a Recovery Space (crisis café)</li> <li>• Local Commissioned Scheme for SMI Health Checks and Longer Appointments</li> <li>• MH Advice Line for GPs</li> <li>• MH PIC workers in GP Huddles &amp; ICN+ MDT's</li> <li>• Peer Support Workers</li> <li>• CMHT Restructuring</li> <li>• Stabilising Voluntary sector – longer contracts</li> <li>• MH Local Voluntary Partnership – Grant funded initiatives</li> <li>• strong focus on improving care for people with learning disabilities and autism</li> <li>• Strong focus on carers / families</li> <li>• IPS Wave 2</li> <li>• Health Education England training for care coordinators</li> </ul>	<p><b>Funding source:</b> Mental Health Investment Standard and Spending Review Allocation</p> <p><b>Strategic Aim:</b> Meeting ambitions in NHS Long Term Plan</p> <ul style="list-style-type: none"> <li>• Establish a Pilot Health &amp; Wellbeing Space – Open Access in Central area 2021/22, 2nd Space in North area 2022/23</li> <li>• Intermediate supported accommodation for step down (Shared Lives – implementation started in 2020/21, Enhanced Crisis pathway in 2021/22)</li> <li>• Health &amp; Wellbeing Spaces and MHPICs to work closely with each of the 6 ICN+ Localities &amp; Community Hubs</li> <li>• Implementation of the Autism Strategy</li> <li>• Managing transition from CAMHs to Adult MH</li> <li>• Further support in workplace (awareness / resilience)</li> <li>• Reducing Health Inequalities - Ethnicity in Mental Health Improvement Programme (EMHIP) &amp; Patient Carer Race Equality Framework (PCREF)</li> </ul>	<p><b>Funding source:</b> Mental Health Investment Standard / Shifting Settings of Care (i.e. transferring resource and activity from secondary care to community and primary care)</p> <p><b>Strategic Aim:</b> meeting ambitions in NHS Long Term Plan / funding social care and housing</p> <ul style="list-style-type: none"> <li>• 3rd Health &amp; Wellbeing Space in South area 2023/24 (may require 2 smaller hubs to cover the geography)</li> <li>• Benefits Realisation from phases 1 &amp; 2 – Begin to see improved access, experience, and outcomes especially for Ethnic Minority Communities</li> <li>• Delivering a Modern Acute Mental Health Hospital</li> <li>• Shifting activity and resource from secondary care to primary care and communities</li> <li>• Enhancing primary care and community support further</li> <li>• Improved psychological support</li> <li>• Improved social care support</li> </ul>

# Integrated Whole System Approach



# Mental Health Transformation Programme Plan

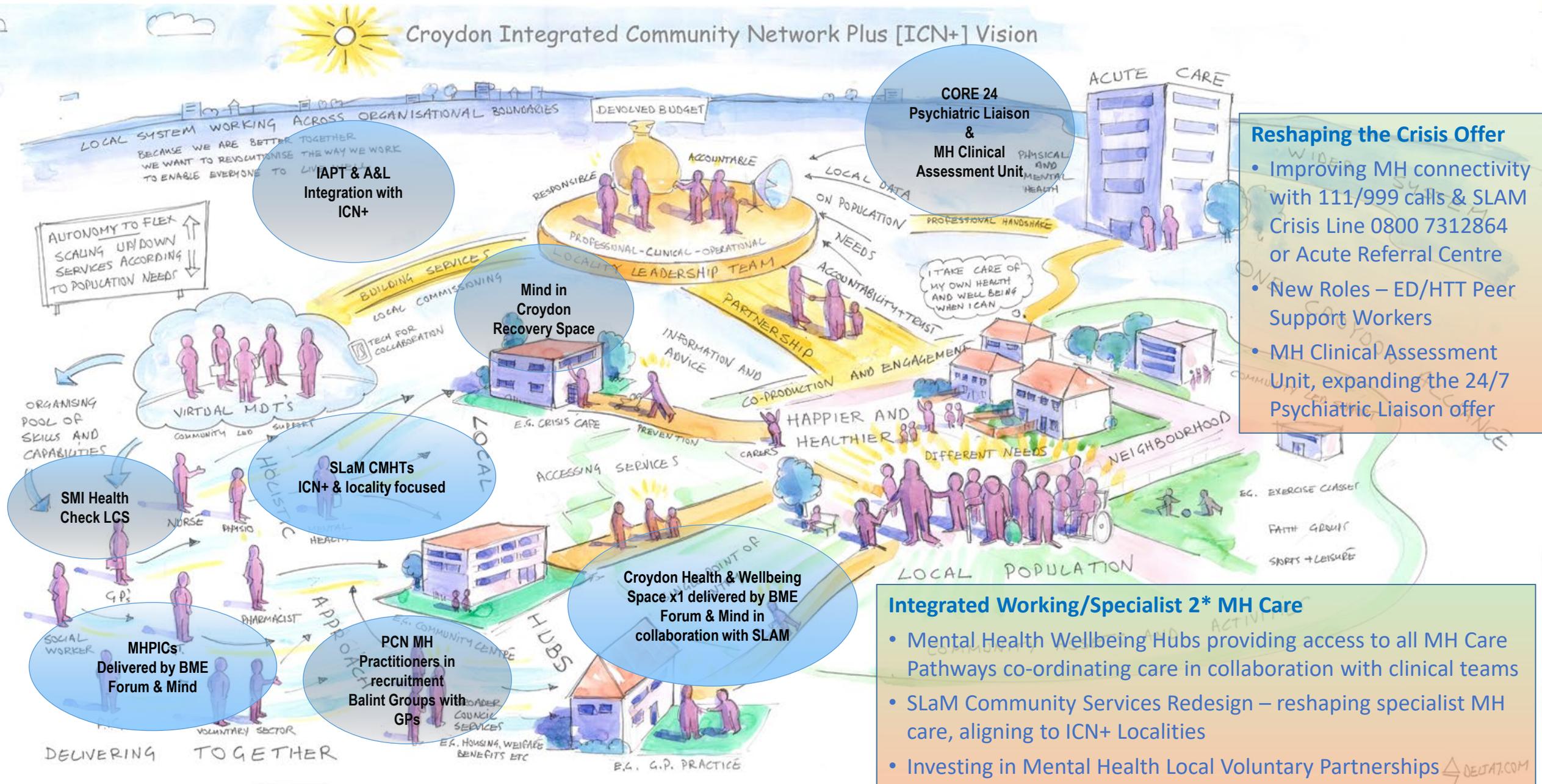
All workstreams aim to address health inequalities & monitored quarterly with 6mthly evaluations to measure impact & system benefits



Scheme	2019/2020	2020/21	2021/22	2022/23	2023/24		
<b>Mental Health Local Voluntary Partnership Initiatives:</b> (over 2yrs) <ul style="list-style-type: none"> <li>Turkish Youth &amp; Community Association – MH Community Development Worker (CDW)</li> <li>Asian Resource Centre Croydon – MH Champions</li> <li>Croydon BME Forum – Wellness Advisor in addition to CDWs</li> <li>Croydon Drop-in – Young Adult Transitions</li> <li>Body &amp; Soul – Legal, Practical Support &amp; Counselling for HIV+ sufferers</li> <li>Disability Croydon – MH Drop-in Centre &amp; Café and access to digital support</li> <li>Palace for Life Foundation – Coping through football (SMI Focus)</li> <li>Mind in Croydon – Counselling creating surge capacity</li> </ul>	One Croydon Local Voluntary Partnership Approach underway led by Council.	Mental Health Grant funding agreed with invitations to bid and 8 successful initiatives starting Mar'21	Quarterly Monitoring to evaluate impact and adjust service delivery where required	Evaluation of impact at 12-18mths to inform commissioning decisions for contracting Apr'23 onwards			
<b>Recovery Space</b> – alternative Safe Space to A&E for MH crisis. 6mths evaluation May 2021, 12mths Nov	Plans developed but delivery delayed (Covid)	Delivered Oct'20	12mth Eval decision to commission	18mth pilot ends – Commission Service			
<b>Croydon Health &amp; Wellbeing Space / ICN+ Localities</b> – “One stop” single point of access approach to delivering an integrated mental health offer.	Planning started Oct'19		Hub 1 Sept'21	Hub 2 Apr'22	Hub 3 Apr'23 – Commission Service		
<b>Reshaping Secondary Care Community MH Services</b> – simplifying the specialist mental health offer that aligns with MHW Hubs & ICN+ Localities. Phase 3 implementation to scale from Apr21	Phase - engagement, co-production & design	Phase1	Phase 2	Phase 3 implement at scale Generic Teams aligned to hubs, PCNs/ICN+			
<b>Mental Health Personal Independence Co-ordinators (MH PICs)</b> – A new Voluntary sector role to provide practical support for people experiencing MH issues across primary/secondary care. Mobilised Mar21. 6mth Evaluation by end of Q3	Planning started Oct'19	MHPICs start Apr'21	12mth Eval decision to commission	Hub 3 Apr'23 – Commission MHPIC Service			
<b>Mental Health Assessment Unit (MHAU) at CUH</b> – 4 dedicated MH bays next to the ED to assess those patients presenting with mental health symptoms to sufficiently ascertain the most appropriate onward service and package of care within a timely manner, thus leading to a smooth and efficient patient flow out of the ED. The service model will be a fully integrated model including physical health, mental health and the voluntary sector.			Phase - engagement, co-production & design	Delivered May'21	6mth Eval decision to commission	Commission Service	
<b>Ethnicity Mental Health Improvement Programme</b> – Reducing inequalities at pace & scale				Scoping & Identifying interventions Q3'21	Business case	Implementation & evaluation	Commission Service
<b>Shared Lives Enhanced Pilot</b> – to enhance the shared lives scheme and offer placements to support people to avoid crisis admissions and also to step down people from inpatient beds.	Plans developed but delivery delayed (Covid)	Delivered Jan'21		12mth Eval decision to commission	Commission Service		

# Where we are..... Mental Health Transformation – Improving Outcomes

## Croydon Integrated Community Network Plus [ICN+] Vision



### Reshaping the Crisis Offer

- Improving MH connectivity with 111/999 calls & SLAM Crisis Line 0800 7312864 or Acute Referral Centre
- New Roles – ED/HTT Peer Support Workers
- MH Clinical Assessment Unit, expanding the 24/7 Psychiatric Liaison offer

### Integrated Working/Specialist 2\* MH Care

- Mental Health Wellbeing Hubs providing access to all MH Care Pathways co-ordinating care in collaboration with clinical teams
- SLaM Community Services Redesign – reshaping specialist MH care, aligning to ICN+ Localities
- Investing in Mental Health Local Voluntary Partnerships

# Ethnicity Mental Health Improvement Programme



## 5 KEY INTERVENTIONS

The Ethnicity and Mental Health Improvement Project (EMHIP) is a system-led partnership with a specific objective to reduce ethnic inequalities in access, experience and outcome of mental health care and will link to SLaM's Patient Carer Race Equality Framework (PCREF) development.

### Aims of the project:

- Achieve a more detailed and granular understanding of the extent and nature of ethnic disparities in mental health care in Croydon
- Develop a bespoke whole-system intervention programme to reduce ethnic disparities in access, experience and outcome in mental health care in Croydon
- Implement this intervention within the local mental health systems
- Monitor and evaluate the process and outcomes



### Community at the Heart

#### Mental Health & Wellbeing Hub

- First intervention / Adaption to a mobile model
- Bid for Health Inequalities Fund
- Whole-family approach
- Non-clinical service, supported by a psychologist
- Linked to the Health and Wellbeing Spaces
- Linked in with specialist care pathways (*DASV, perinatal mental health, family hubs, mental health teams*) – priority is to **bring everything together to the community.**
- Plans to fully integrated with LTC health care pathways and physical clinics (*diabetes, respiratory and cardiovascular*) supporting communities by linking the mind and the body
- Launching 2023



#### Systemic Family Therapy Training

- Training up our local faith and community leaders
- Level 6 Accredited Course, Two Year Commitment, commenced from Sept 2022
- 19 Students Registered, range of ages
- Students from Black Caribbean, Black African and South East Asian backgrounds
- From the Christian and Muslim faiths
- Weekly sessions held at the BME Forum
- Building community champions: the aim is to provide local residents with the skills to support their own communities
- Mental Health and Wellbeing Hub Psychologist will also support these students within their communities

# Co-production

**Recurring themes:** services feel fragmented, hard to access, poorly-tailored to different Ethnic Minority communities, too focused on crisis and reactive treatment not well-being and prevention. There is a need to rebalance this and ensure there are new roles to support people, mental health 'champions' to be embedded in community groups, third sector and peer support, enabling self-care and opportunities to improve well-being through work, social activities and exercise.

A summary of the engagement that took place to support the development of the original business case for Mental Health Wellbeing Hubs:

- **Engagement and Co-production events:**
  - Transformation Workshop (MHPB) – June 2018
  - All MHPBs transformation is a standing item – monthly 2018
  - Grassroot events – July 18 & November 18
  - Community Hub Delivery Group 17 September 18
  - Enhanced Primary Care Delivery Group 14 September 18
  - Community Hub Delivery Group 1 October
  - Croydon MH Forum (Hear Us) - February 2019
  - Healthwatch Croydon. Meet the Changemakers Mental Health - July 2018
  - With Public Health - Thrive London Borough wide event - July 2018
  - Other Grass roots events
  - with South-west London Association for Pastoral Care in Mental Health - Sept 2018
  - With AGE UK & ASKI BME Elders - MH prevention - March 2017 & May 2018
  - Croydon College - LGBT group - June 2018
  - Engagement will continue with design and development based on principles of co-production

## The Woodley Review

echoed the issues raised through co-production events, emphasising:

- Long waiting times and delays in hospital admission.
- Voluntaries disenfranchised from decision making & strategic thinking with Commissioners working in silos

All the Woodley and Co-produced recommendations have informed and underpin the Croydon Mental Health Transformation Programme. Co-production has continued throughout service design, building community capacity & ensuring a focus on BAME communities at every organisational level of the decision making process

## Additional Service User, CCG, LA, Voluntary Sector engagement:

- Hear Us Presentation 7<sup>th</sup> May 2019
- Governance discussions with LA and One Croydon Apr-May 2019
- Public Health discussions with LA Mar-May 2019
- Discussions with MIND to repurpose contract Apr-May 2019
- BAME Workshop June 2019
- LMC Engagement June 2019
- Discussions with Autism Carers Group Apr 2019
- On-going discussions with CCG Clinical Lead

# Case Study – Client \*Joseph

*\* not his real name*

## Background

Joseph came to the Space looking for support around his employment, his finances and his mental health. Although he could identify a lot of the issues he is going through, he felt overwhelmed by them all and didn't know where to start in tackling them.

## Actions Taken

One of our support workers booked Joseph in for a one-to-one appointment and suggested that he make a mind map of his three main areas of support in time for the appointment in order to help him identify where he might begin. On this appointment Joseph produced the map and his support worker helped him prioritise. Cover letters in particular made J anxious. The support worker suggested to Joseph that it might be a good idea to write a cover letter bit-by-bit as to not overwhelm him and demotivate him. Joseph was encouraged by this and said that he would try it before the next appointment.

## Outcomes

Joseph was connected with an employment support service. At the next appointment, Joseph told the support worker that he had written a whole cover letter and was feeling much more positive in applying for jobs. Joseph also informed the support worker that he has been living with OCD since he was in his teens and would like some support with it, as it has been negatively affecting him for a long time. After some discussion about his feelings and mental health, Joseph was keen to be referred to the psychologist at CHWS and with the support workers support completed a questionnaire for the CBT therapist to use and was then referred to their service.

# Case Study- “Recovery Space”

(Mind in Croydon)

## Background

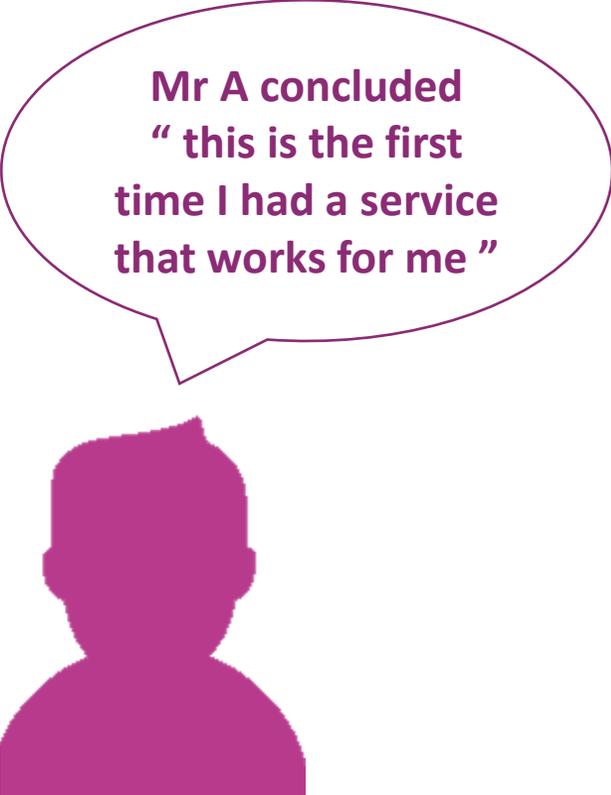
- Mr A was referred by the MH Liaison Team at CUH for Emotional Support, Psychological Intervention, Social Inclusion, Information, Activities to Assist Daily Living
- A phone call assessment by Recovery Space staff happened whilst Mr A was waiting for an ambulance to go to the Emergency Department again. The assessment resulted in Mr A cancelling the ambulance and going to the Recovery Space instead

## As a result of the Recovery Space involvement Mr A is now...

- engaged with other services.
- able to focus and feels motivated to action his personal recovery plans.
- not drinking alcohol or calling for an ambulance when anxious.
- supported to achieve & engage with services to continue to work on the reasons for referral.
- self reporting on the Recovery Star as learning or being self reliant in 9 out of the 10 areas e.g. managing his mental health, trust and hope, which is a marked difference from when he started, scoring 1 or 2 e.g. feeling stuck or struggling to accept help.

## What did we do?

- The HTT were able to provide Mr A with his medication whilst at the Recovery Space
- Checked if Mr A had been referred to Turning Point ensuring he agreed to reduce alcohol consumption
- Refer Mr A to Employment Services, Active Minds, Social Networking Service and a Carers Service



**Mr A concluded  
“ this is the first  
time I had a service  
that works for me ”**

# Recovery Space – Example Feedback

RECOVERY  
SPACE

*"I have also been undergoing support through other services offered by the NHS which has been helpful. However being able to sit down and share my story in a time of crisis and be open and vulnerable has helped me to reach out to other people within my personal and professional network. This sharing has helped me to address a number of the crisis issues head on and without fear. Something I may have avoided had I not engaged with this service"*

*"I can't thank Russ enough for his support over the last few months. I went from being in the darkest place I've ever been, terrified of talking about my feelings and struggling to come to terms with the fact that I was neurodivergent and masking it wasn't working anymore, to genuinely looking forward to my sessions with Russ at the Recovery Space. I dread to think what would have happened if the service wasn't available during my crisis moment."*

*"I would like to thank each and every member of staff for how welcome I was made to feel as well as being able to express my thoughts, feelings and views openly. I would also like to thank everyone at recovery space for enabling me to come out of my crisis and feel like the person who I was before I lost myself in depression/anxiety. I feel that without recovery space I would not be in the good place I am in now compared to before I found recovery space"*

*"The physical environment is one which is very welcoming and puts you at ease as soon as you walk in. Personally, I found where the sessions took place had a very calming aspect especially with nature being right outside the window"*

*"At first there was slight intimidation from the setting, but within a short moment I was out at huge ease and comforted very well on arrival - It has the ability to change the general perspective of mental health environments for the better."*

# Questions and Answers