

BSW Mental health Update

Introduction

This paper provides an update on mental health transformational activities including the co-production of a BaNES, Swindon and Wiltshire (BSW) all age mental health strategy, which builds on place based work undertaken to date. It also describes the commencement of an AWP Service reconfiguration, to review the inpatient AWP adult beds in the BSW footprint including those within Wiltshire.

BSW Mental Health Strategy

A draft strategy has been co-created, which builds on place based activities and developed visions across the STP footprint. The foundation of the strategy is anchored to the outputs from the initial Large Group Intervention (LGI), which was held in Dec 2018 and attended by more than 200 people. The focus of the strategy, which covers all ages and includes Learning Disability and Autism, is to transform how we deliver mental health support to better meet the needs of local people. There is a shared enthusiasm to enhance lives and wellbeing with a shared commitment that no-one should be left in need.

Regardless of personal circumstances, age or individual need, our strategic commitment is to deliver the best mental health care and support. Local people should be confident that the challenges they face will be heard and that they will be offered appropriate help and support within their local communities with timely access to more specialist provision if required.



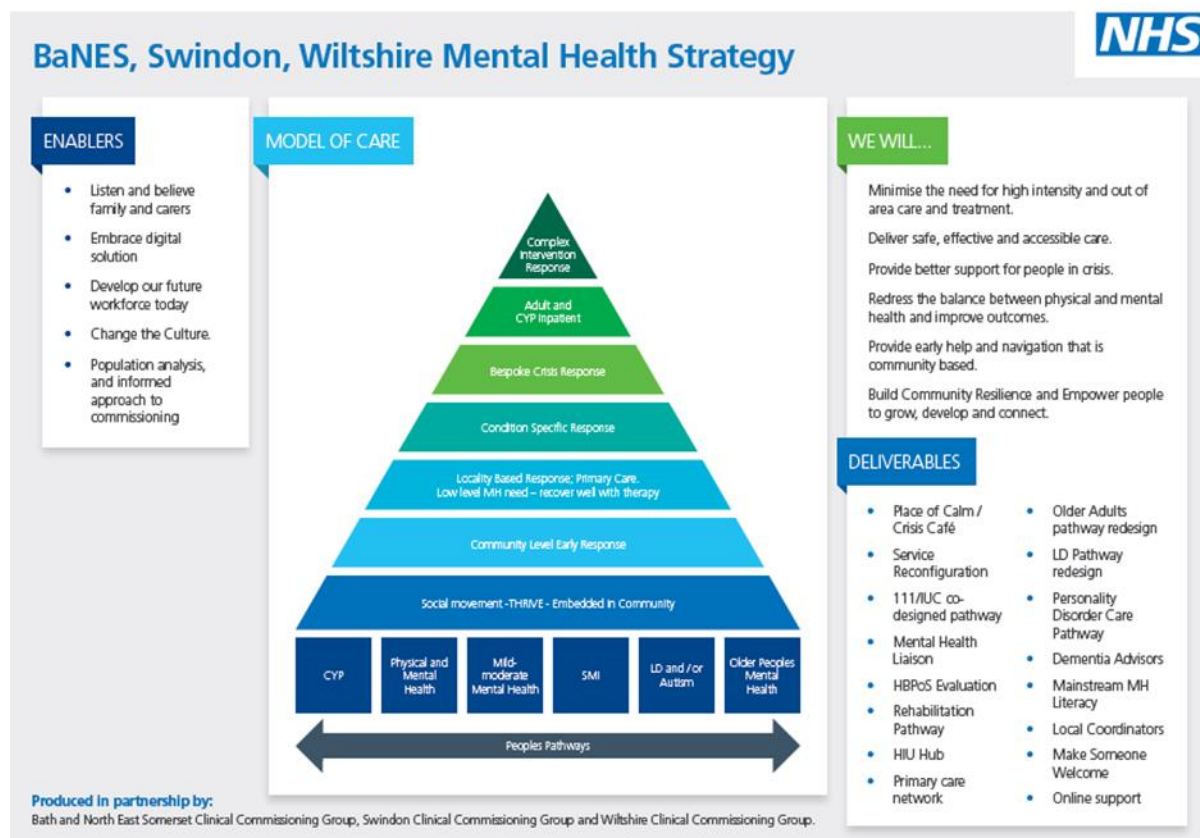
The draft strategy has been co-created with people with lived experience, their families, carers and supporters along with our partners including third sector and statutory organisations. People attending the LGI meetings were asked to bring images which depicted 'thrive' to them. These images are included on the front of the strategy along with a new logo – which was chosen at one of the LGI engagement events.

Our Thrive model will drive forward improvements to mental health and wellbeing. We will deliver outcomes that are people-centric and based on the strengths of existing relationships with staff working together to support people and their families/ supporters. Collectively, we will offer solutions from diagnosis, early prevention and proactive support and provide effective and

responsive pre-crisis and crisis care. Our model will deliver effective interventions and treatments in the right place at the right time.

The strategy also identifies areas that need more focus and areas of innovation to support a cultural change towards mental health literacy, recognition and capability across communities. Our aim is that all people should feel respected, safe, and confident and be able to develop trusted relationships with skilled and compassionate staff. We also want people to be supported to lead a life they find fulfilling with opportunities to play an active role in planning their care with access to the support they need, when they need it.

A draft conceptual model of care has been co-designed as part of the strategy development. The model is summarised below:



The next key strategic actions were to test the strategy and conceptual model of care at our second LGI event in Swindon on June 19th with partners across statutory and third sector organisations, people with lived experience, their families, supporters and carers. A further 100 people attended this event. There was a significant amount of feedback in relation to language and pictorial description therefore a second draft of this model is currently being developed for further discussion.

A focus of the strategic work has been the collaborative development of outcome measures including more holistic patient weighted outcome measures. The following are also key strategic priorities;

1. To improve provision for people in crisis and create more community support to offer early intervention and prevention
2. To improve transition from child and young people to adult services and for those discharged from adult services
3. To review and improve the pathway for LD/ ASD

Strategic work streams have been finalised and agreed. These feature in appendix A and will include local authority representatives. This strategy and the associated strategic work streams link in with place based Wiltshire activities including the FACT programme and new Whole Age Pathway. Learning from No Blame Case Reviews being carried out across system partners will also be incorporated into these work streams.

There is also a dedicated MH work force sub group in place exploring how we can co-design new roles for the future to help mitigate a known recruitment and retention risk.

BSW continue to work in parallel with AWP and BNSSG CCG in relation to the development of their strategies to ensure alignment where it makes sense for local populations.

Work has commenced on socialising the draft conceptual model of care and strategy across the BSW system. Slots have been confirmed for update presentations to BSW Governing Bodies during June/ July 2019 with dates requested for updates to AWP and Oxford Health Boards and Health and Wellbeing/ HOSC committees. Pre-briefings are also in the process of being planned.

More detailed engagement work will then be carried out via the strategic work streams and at place level. These activities will include within in Wiltshire and at scale:

- Co-design of 16-25 year old pathway
- Review of LD/ASD pathways including a review of the Daisy Unit in Wiltshire
- Co-creation of new single point of access for out of hours mental health support
- Co-creation of Personality Disorder Pathway

AWP Service Reconfiguration

This service reconfiguration features a review of the current adult bed base provided by AWP across BSW. It will take into account both future demographic need and the impact of increased community based models of care as part of strategy to reduce preventable admissions. The capital costs will be reviewed once the short list of scenarios is confirmed and the demand and capacity exercise concluded.

The reconfiguration programme will need to follow a mandated seven step NHSE process, which is led by commissioners. This process includes the development of a clinical case for change, which will be subject to approval by the South West Clinical Senate and full public consultation. Learning from the recent Maternity Service reconfiguration will be included. We remain on step one of the NHSE reconfiguration journey.

Reconfiguration journey



The next key activities feature in the table below:

| Reconfiguration activity | Timeframe |
|--|--|
| 1. Confirmation of long list to short list scenarios | End of July 2019 |
| 2. Financial scoring of scenarios | August 2019 |
| 3. Development of clinical case for change | BSW strategy – end of May 2019 COMPLETE Draft Clinical case for change – end of August 2019 |
| 4. Demand and capacity exercise to be completed for BSW AWP provided inpt services | Commenced May 2019 via dedicated Information Sub Group |
| 5. Informal clinical senate desk top review | Early Sept 2019 |
| 6. Development of Pre-consultation business case | To be commenced by end of July 2019 |
| 7. Formal Clinical Senate Panel review | End of November 2019 |
| 8. Potential public consultation | March 2020 (purdah dependent) |

Our proposals for the reconfiguration include:

- Review of current AWP bed base provision across BSW footprint
- Co-creates an environment that is tailored to needs of patients, visitors and staff
- All beds in scope
- Possible opportunities for co-location of physical and mental health services on acute hospital sites
- Aims to deliver higher intensity, therapeutic interventions in more specialised fit for purpose units
- Aligns with increasingly place-based community services, delivered in community hubs
- Espoused delivery of reduction in length of stay and improved experience and outcomes
- Clustered and strategically located units comprising of four or more wards to mitigate risk and improve resilience

- Aims to improve recruitment and retention by creating more supportive culture for staff with co-located services
- Enables new ways of working, reducing reliance on hard to recruit professions

A dedicated MH Reconfiguration Steering Group is in place to oversee this process and meets monthly. Membership includes commissioners, provider, local authority representation, people with lived experience, estates, comms and engagement and our lead BSW MH GP. A total of 18 scenarios have been developed as a long list of options, which were subject to a scoring panel on May 24th to create a short list for further engagement. The clinically led panel included clinicians from primary and MH services, person with lived experience, third sector representative, commissioners and estate team.



The outputs from the scoring panel are currently being collated to form an initial shortlist for financial scoring and further informal engagement. A final proposal for the short list will be agreed via the BSW MH Service Reconfiguration Steering Group on July 26th 2019.

A dedicated comms and engagement plan is in place, which is monitored and actioned via a monthly sub group. Once the shortlist has been confirmed, further pre-engagement work will commence at pace at place level.

Transformation Priorities

Our MH transformation priorities are based on our strategic commitments across all ages:

We will build community wellbeing and resilience

- Build model of 'hope' around mental illness and enhance mental well being

We will empower people to grow, develop and connect

- Improved coordinated work with third sector across BSW
- Integrated practice between primary and secondary care including collaborative co-creation of MH provision within Primary Care Networks

We will redress balance between physical and MH and improve outcomes

- Physical health checks for individuals with Serious Mental Illness. Wiltshire model currently being co-designed

We will listen and believe families and carers

- Dedicated comms and engagement group in place
- People with lived experience on MH programme board

We will provide better support for people in crisis

- The Junction Place of Calm Cafe to be opened in Swindon - June 2019
- Multi agency design work commenced for Salisbury and BaNES Crisis Café
- New Personality Disorder pathway to be in place during 19/20
- New pathway for mental health crisis via 111 to be co-designed
- Planned review of mental health liaison including 24/7 need assessment

In order to support our work in enhancing the wellbeing of the BSW community we will:

Provide early help and navigation that is community based

- MH provision being co-designed for new Devizes and Trowbridge potential builds
- Collaborative work with local co-ordinators, third sector provision and High Intensity User service
- Link to development of Primary Care Networks across BSW

Develop our future workforce today

- Dedicated multi agency working group in place
- New roles being designed to fill known workforce gaps
- Agreed priority areas of improving flexibility of recruitment between statutory and third sector and development of new roles to aid recruitment and retention

Mental Health training to become main stream across communities and businesses

- Roll out of connect five training across employers
- Wiltshire Public Health to lead BSW mapping of current MH literacy training
- All strategic partner organisations to confirm mental health first aiders and MH champions

Embrace digital solutions

- Planned pilot of skype consultations for BSW
- Review of all age on line counselling services to expand access. CYP review commence led by Wiltshire
- Mental health Apps being explored

Our transformation priority areas, which were developed from feedback from people with lived experience and their families/ supporters, also link to the key Long Term Plan aims:

- Early intervention and prevention – particular ask around school based service for Children and Young People
- Expansion of crisis services– roll out of crisis café, Core 24 services, home treatment models, mental health ambulance and 111
- Improvement in transitional care
- Creation of 16-25 service
- Review of community mental health model particularly around Serious Mental Illness (SMI)
- IAPT access expansion
- Reduction in suicide rates and bereavement support ending Out Of Area (OOA) placements by 2021

To support transformation, BSW have submitted or are submitting a number of local, regional and national bids. These are detailed below:

| Bid | Type | Value | Lead/ Deadline |
|---|--------------------|--|---|
| 1. Community mental health transformation including older people, SMI/ PD and 18-25 BSW passed initial sieve and are in phase two of bidding round | National | £2.5m- £4m Two years recurrent (reduced to top envelope of £3.6m for year two) | June 20 th LB/GR/AWP |
| 2. Crisis support | Regional/ national | C £700k | June 18 th LB/GR/AWP |
| 3. Wave two CAMHS trail blazer (BaNES and Wiltshire) Mental Health School Teams | National | C £1.8m | SUBMITTED JE/MF SUCCESSFUL |
| 4. New identify for MH OOH provision | Local | C £136k | SUBMITTED – awaiting update on next steps LB/GR/AWP/MEDVIVO |
| 5. Pump prime for personality disorder pathway across BSW – known commissioning gap and LTP ask | Local | C £134k | SUBMITTED Initial feedback bid unsuccessful. Looking at linking into bid 1 above. GR/NH |
| 6. Bridging Gaps – Strengthening Mental Health Support (CYP) (Comic Relief) | National | C £150k to £700k per project | IN DEVELOPMENT Wiltshire place based bid with Community First JE |
| 7. Homelessness and dual diagnosis | National | C TBC | IN DEVELOPMENT Deadline July Submitted for Swindon only |
| 8. Transforming Care Pathways Additional resource for supporting pathway reviews Additional resource to support discharges from the Daisy Unit | Regional | C TBC | SUBMITTED GR |

The national Community Bid is targeted at transforming current access and provision linking in with areas of known concern (based on feedback from primary care, MH secondary care and people with lived experience), deliverables of the long term plan and with the development of Primary Care Networks. The key elements are:

- PCN wrap around support – each PCN to have allocation of wellbeing practitioner resource (likely to be modelled on the Hampshire service).
- Community Mental Health Trust – development of the pathways for Older Adults, psychosis and Personality Disorder/Serious Mental Illness.
- Enhanced 18-25 pathway – focus on addressing the transition gap/disjoint between CAMHs and adult services.
- Personality Disorder - core area for resource provision; to include MDT & peer support workers.

Next Steps

The Board is asked to note this paper. Copies of the draft BSW strategy are available to members and feedback would be appreciated. Further briefings will be provided on the following:

- Update on development of strategy and place-based Wiltshire impact
- Update on strategic work streams and place based-Wiltshire impact
- Update on AWP formal Service Reconfiguration