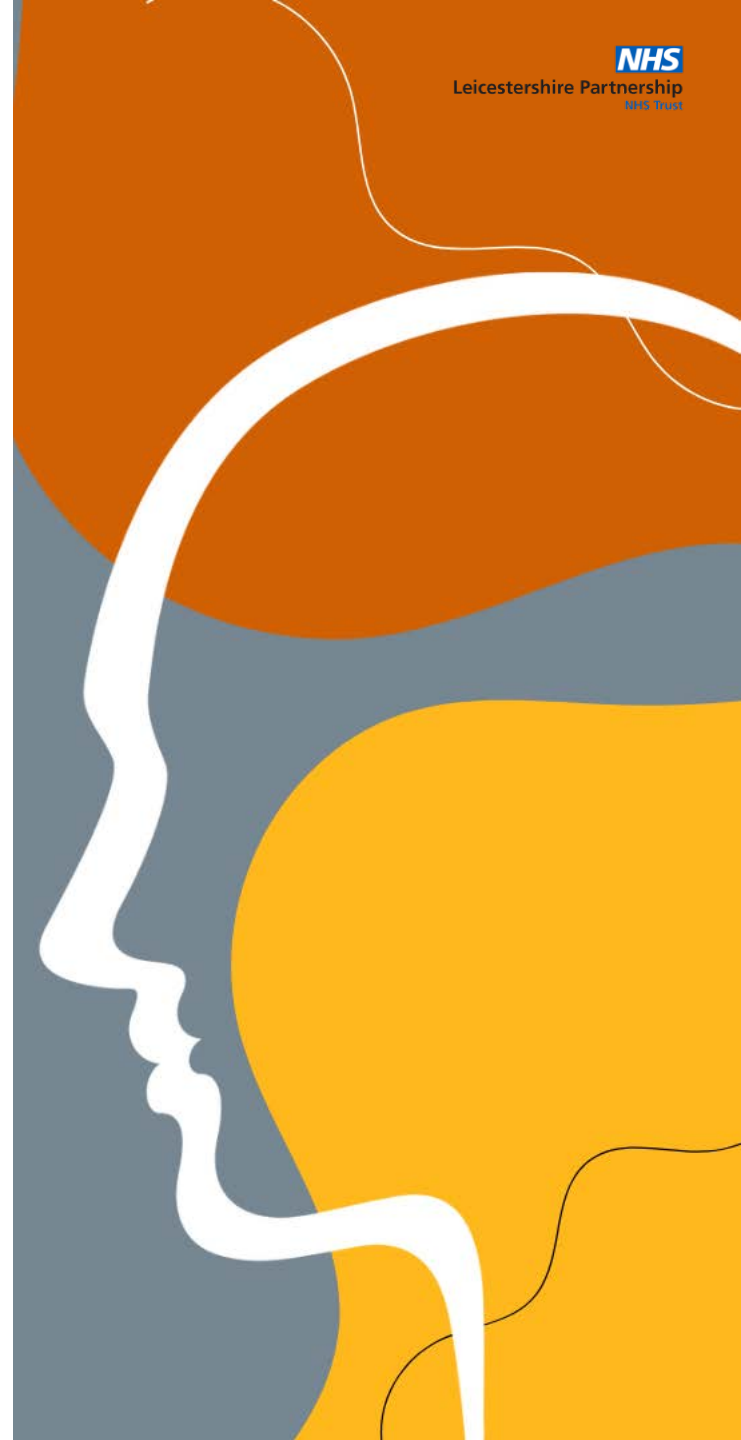


MH Transformation

Update January 2023



Drivers for Transformation

1. Delivering on the agreements from the public consultation

These were laid out in the Decision-Making Business Case which was approved in December 2021 by the CCGs Board and they focused on changes to urgent and emergency care and to planned treatment and recovery teams.

2. Continuing to address the improvements needed across our mental health services

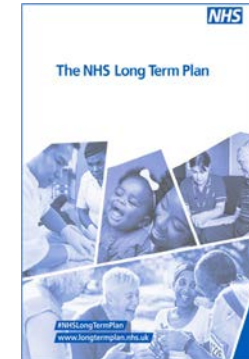
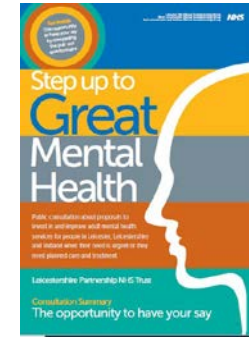
There were many areas of mental health services that need improvement, many of which were picked up in the public consultation, ongoing feedback, through CQC inspections, performance monitoring and through risk management processes.

- a. People had told us that our services were fragmented, difficult to access and not always available within the community. They told us that they wanted to receive the right support first time, move between services without starting again, and step up and down as needed.
- b. Our staff told us that they were overwhelmed by their high caseloads and wanted to eradicate the lengthy internal waits for some patients. Staff also told us that the distribution of caseloads were not always based on need and leading to inequality and sometimes wasteful resource management.
- c. We underperform against some national targets and were an outlier in terms of long access waits.
- d. We need to continue the improvement journey noted by the CQC in their 2021 inspection of mental health services to move to move from requires improvement for well-led, safe, effective and responsive to good or outstanding.
- e. There are also key risks to attend to that are described in the Organisational Risk register (ORR) these include challenges with workforce, caseload sizes, waiting times and quality concerns within community mental health teams.

3. National plans and strategies

Many of the improvements set out in our transformation plans are driven by national strategies, most notably the Long Term Plan (LTP) and its NHS Mental Health Implementation Plan 2019/20 – 2023/24 which was published in July 2019. This set out the way that mental health services would be transformed with additional ringfenced funding worth at least £2.3 billion a year in real terms by 2023/24.

The Children and Young People's agenda is informed by Future in Mind is a 2021 government report that sets out the case for change in delivery of mental health services for children and young people. It makes recommendations around improving early intervention and prevention; simplifying structures and improving access; sustaining a culture of evidence-based service improvements; and better joining up of services.



Achievements to date

Programme achievements up to October 2022

2017/18

April 2018: High Level design complete

Winter 2017 All Age Transformation starts

Jan 2018 what excellence looks like

2019

Detailed design complete and new model drafted

April: CAP starts

April: Urgent Care Hub starts

Peer Support Worker Programme starts

2020

SUTG MH programme launched

Community rehabilitation starts

Zero out of area placements

2021

Mental Health roles into GP practices

Charnwood pathfinder starts

Decider Skills Training
SUTG Public consultation findings

Dormitory eradication starts

CORE 24 commenced

2022

VCS network launched

Crisis café rollout starts

New MH collaborative arrangements

Commenced caseload reviews

Prevention and Resilience Grants launched

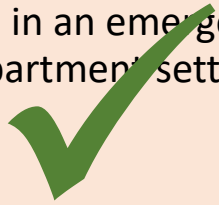
Getting help in neighbourhood grants

Progress against public consultation outcomes

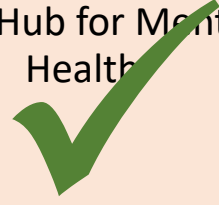
Introduction of a Central Access Point



Supporting people in a crisis in an emergency department setting



Introduction of Urgent Care Hub for Mental Health



Expanding the number of crisis cafes

↗ - 11 new

Improving and expanding crisis services



Improve services in a crisis for older people

● ● ● Plan underway

Introduction of more intensive support for vulnerable people

● ● ● Plan underway

Expanding the hours of the police triage car



Introducing more support to help people to support themselves

↗ First version of online platform in place

Create eight new Treatment and Recovery Teams based across LLR

● ● ● Plan underway

Improve service for people with Personality Disorder particularly reducing waiting times

↗ SCM started
Reduced waits

Expand perinatal services

↗ Increased recruitment

Introduce maternal outreach service



Enhance memory service

● ● ● Improvement plan in place

Introduce enhanced recovery (community rehabilitation)



Right digital offer

↗ blueprint and plan agreed

We must deliver change with and for the local communities

↗ Progressing with neighbourhood networks

We must support families and carers to be a partner in care and support their needs better

● Targeted focus built into phase 2 planning

We must make it easy for people to know what they can use to help them and to access that help

↗ Co-developed communication approach with VCS

All partners need to work as one to make this all joined up

↗ New collaborative arrangements commenced

To deliver and integrate community Mental Health services into neighbourhoods to meet the needs of local populations

Progress

Strengthening VCS offers:

- 28 additionally funded
- 17,873 visits & sessions in first 6 months
- >2000 1-2-1
- >300 active volunteers

Better Understanding and planning for need:

- Profiles for each neighbourhood
- Neighbourhood networks
- Workforce modelling

Preparing & involving staff for change:

- Workshops and OD sessions
- QI projects (consulter assessments, discharge pathways, caseload review etc.)
- New neighbourhood leads recruited

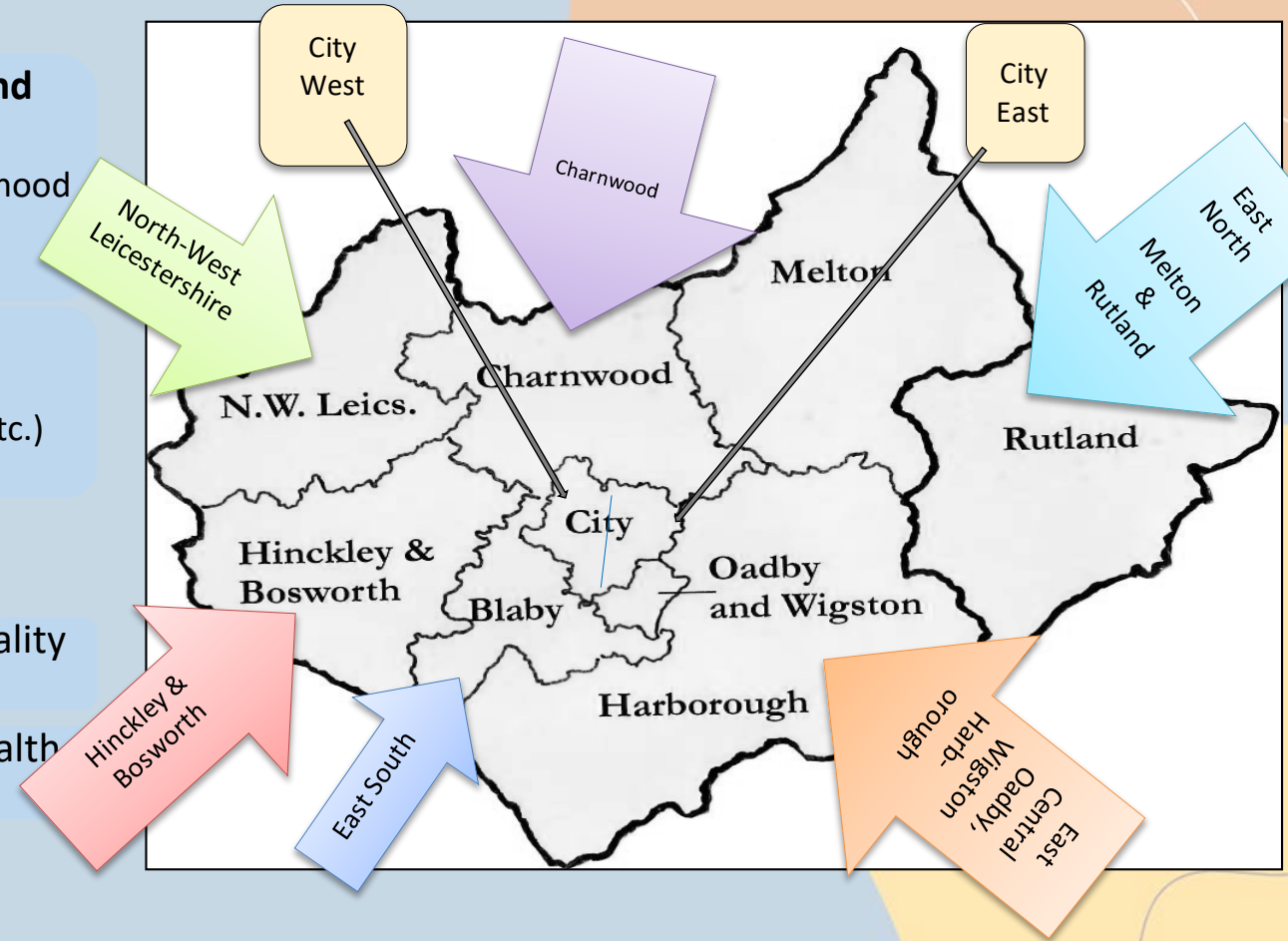
By 31st March 2023

The first Treatment and Recovery Team is started through use of quality improvement cycle

23 further VCS organisations funded to deliver improved mental health in neighbourhoods

By 31st March 2024

All Treatment and recovery teams in place and operating



To meet people's urgent mental health needs better locally through cafes

Progress

First cohort of new cafes:

- 11 additionally funded and implemented cafes across City and County and with Universities

By 31st March 2023

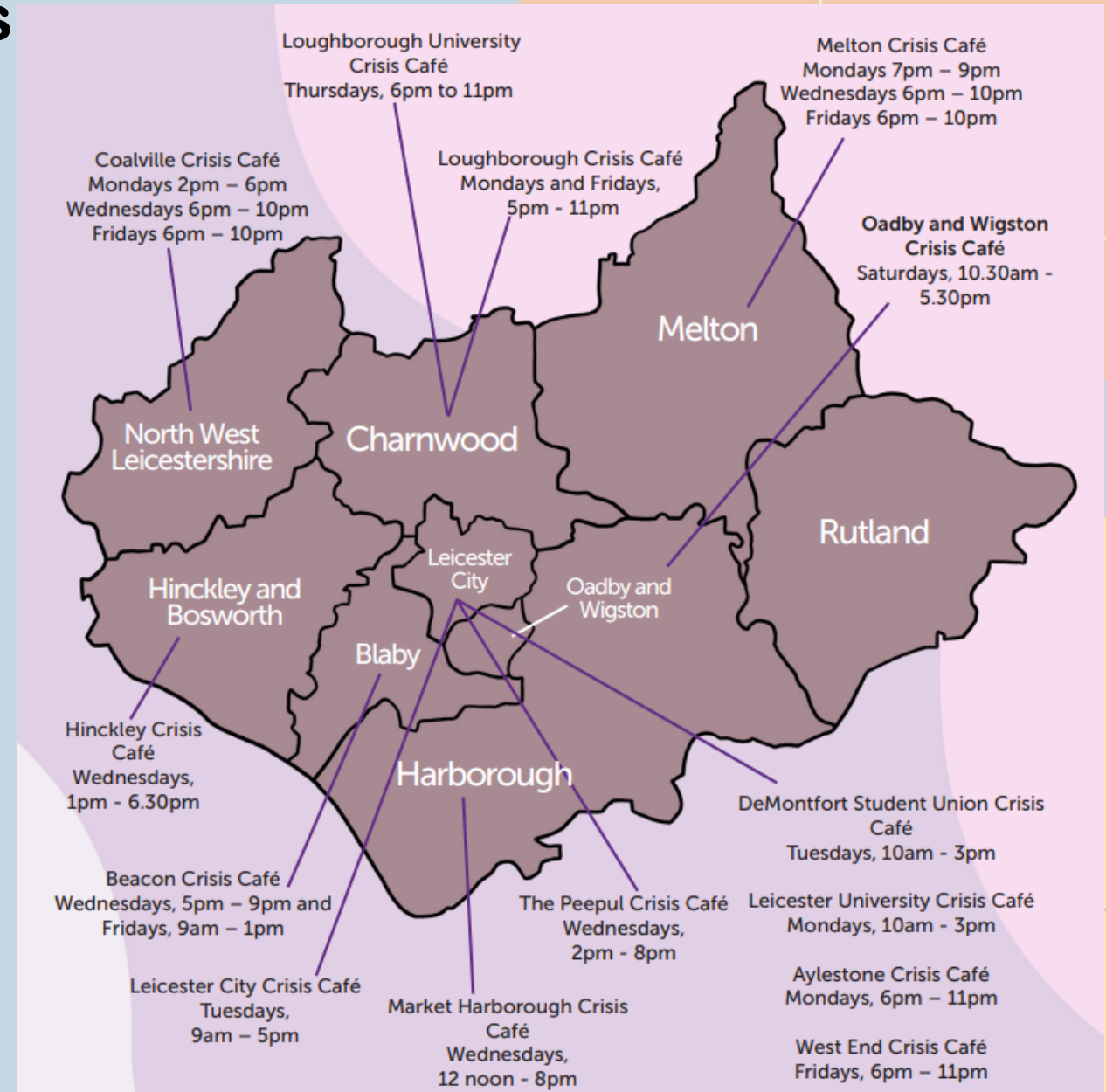
Awarded second cohort of new cafes (to get to at least 25 for Leicester, Leicestershire & Rutland)

By 31st March 2024

Implementation of second cohort of new cafes

Evaluated, refined and enhanced the offer across the neighbourhoods to:

- Ensure coverage of needs and equity of access (day, time and setting)
- Ensure reliable No Wrong Door working, integration with new neighbourhood teams and diversity of offers as needed for local population
- Ensure long-term sustainability of partners and provision



To better meet the needs of people with complex emotional needs (personality disorder)

Progress

Strengthening workforce:

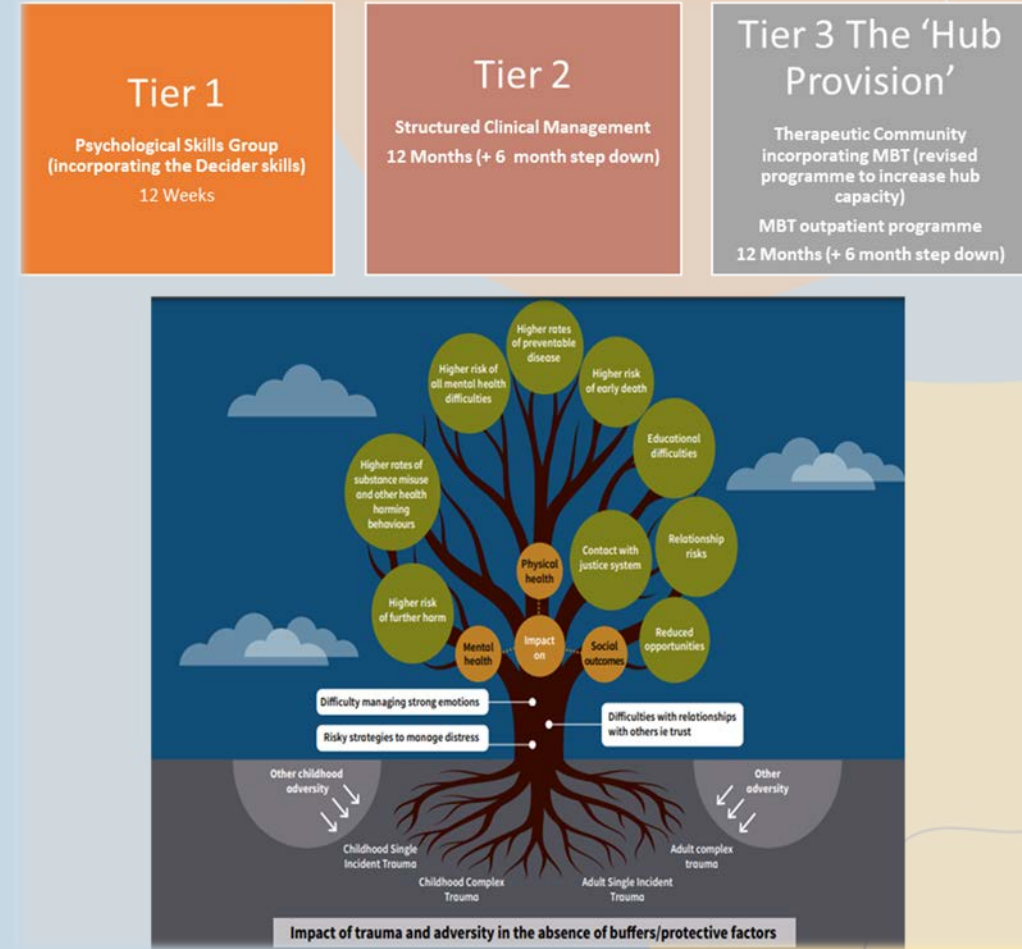
- Recruited and allocated band 7 to each neighbourhood to support delivery of Tier 1 and 2
- Dedicated staff trained with Decider skills, Structured Clinical Management (SCM) and/or Mentalisation Based Therapy (MBT)
- Training of wider staff on psychological skills (decider skills) to increase confidence and capability of wider workforce on interactions with people with complex emotional needs

Agreement on expanded Tier 1 offer

- Signed off expansion of psychological services within community (IAPT – Improving Access to Psychological Therapies - 3+) picking up

Pathway introduction wait reduction

- Introduced shortened SCM with strong evaluation of improved outcomes
- Introducing 'consulter' model of joint assessment for people with complex emotional needs in community teams and undertaken 'assessment weeks' significantly reducing the number of people waiting for initial assessment
- Increased provision and accessibility of Tier 3 therapy through introduction of MBT



By 31st March 2023

Recruited Band 6 roles across each neighbourhood team to increase capacity for Tier 1 and 2 therapies

By 31st March 2024

- Implement full SCM programme
- Fully integrate Tier 1 and 2 provision into new neighbourhood teams (including assessment needs) and joined up (hub & spoke) Tier 3 offer
- Reduce waits for Treatment by up to 50%

To put in place an approach for partners to better work in a joined-up way to best support need

Progress

Shadow arrangements in place

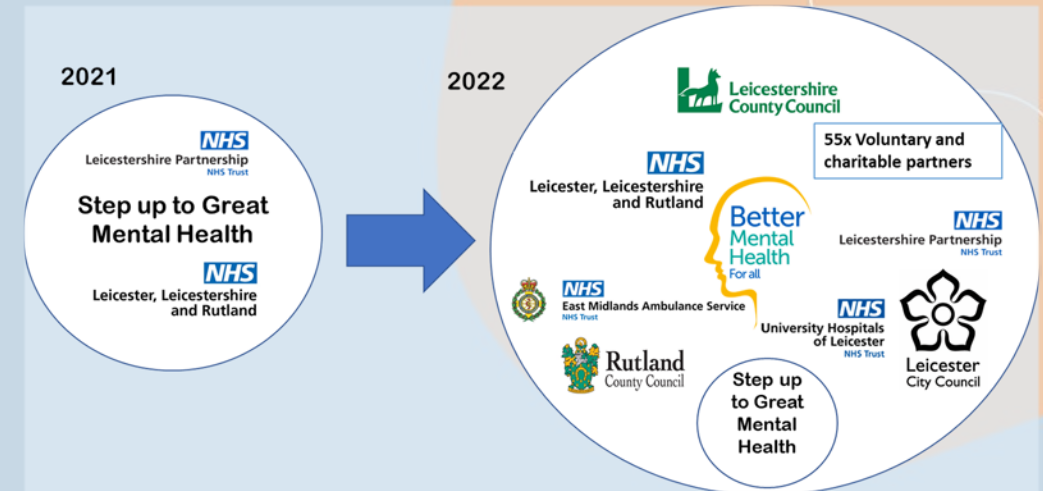
- Weekly cross agency task and finish group established and successfully supported agreement of shadow arrangements across local authorities and health
- Three development workshops took place
- Place based groups in place
- Shadow arrangements of Leicester, Leicestershire & Rutland group started in November 2022

By 31st March 2023

Agreed shared work plan for 23/24 for shadow Mental Health (MH) collaborative

By 31st March 2024

Evaluate and formalise MH collaborative arrangements



Shadow MH Collaborative

LPT & Partner boards



Improving experience and outcomes (3 areas)

Access and waiting Times

- Continue to deliver 5% growth in access to community mental health
- Reducing people waiting for community towards stretch 6 week target
- Reducing people waiting for complex emotional need support
- Reduced inequality of access (from localising in neighbourhoods)

Improved quality and reduced internal delays

- Significantly reduced caseload sizes (increasing capacity for timely treatment and support)
- Reduced 'bouncing' between services through implementation of new neighbourhood teams (TRTs) across 23/24

Reduce escalation of need

- Increased usage of 'alternative crisis' provision earlier (e.g. crisis cafes and Getting Help in Neighbourhood offers) and improved capacity in community teams
- Reduced escalation of need into Emergency department and inpatient provision (when offsetting increased need associated with post pandemic and recession)

Key for Progress against public consultation outcomes



Consultation objective is picked up under Urgent and acute care Workstream



Consultation objective is picked up under Integrated Neighbourhood Workstream



Consultation objective is picked up under Enabling Success Workstream



Consultation objective delivered



Consultation objective partially delivered



Consultation objective planning delivery stage