

Partnership
Southwark



NHS

South London
and Maudsley
NHS Foundation Trust

Southwark Community Mental Health Transformation: Programme Update and Discussion

Southwark Council Health & Social Care Scrutiny Commission
2nd February 2023

What we will cover in this presentation

- Programme overview – vision, aims, outcomes
- Achievements to date
- Community model and workforce structure
- Current workstreams and how we are organising delivery



Strategic Context

KEY AIM:
Develop a new person-centred, integrated model of community care for people experiencing mental ill health



Outcomes framework for Southwark CMH Transformation – what do we want to achieve?

ADDRESSING INEQUALITIES

SERVICE USER EXPERIENCE

WORKFORCE AND STAFF EXPERIENCE

ANTICIPATORY

Anticipatory and preventative care from a number of settings

ACCESSIBLE

Simplified, timely access to appropriate care

CONTINUOUS

Continuous, seamless and person-centred care

HOLISTIC

Support to achieve and contribute to a wider range of goals

PARITY OF HEALTH

Improved mental and physical health and reduction in mortality



Some key achievements to date

2021/22

- SLaM Community Teams Redesign consultation and mobilisation
- Psychological Interventions work to reduce waits and implement Stepped Care model
- Model and framework developed
- VCS contracts awarded to Mind and Black Thrive
- Developed system-wide governance and decision making – Delivery Group
- PCN mental health practitioner roles created

2022/23

- SLaM community teams new structure in place
- PCN MHP team expanded – interviews currently taking place
- Wellbeing Hub Support Worker roles created. Alternative funding secured.
- Outcomes framework developed
- Partnership workshops on Neighbourhood Working and Access – working groups established
- Draft funding proposal for 2023/24 ready

Southwark Community Transformation governance

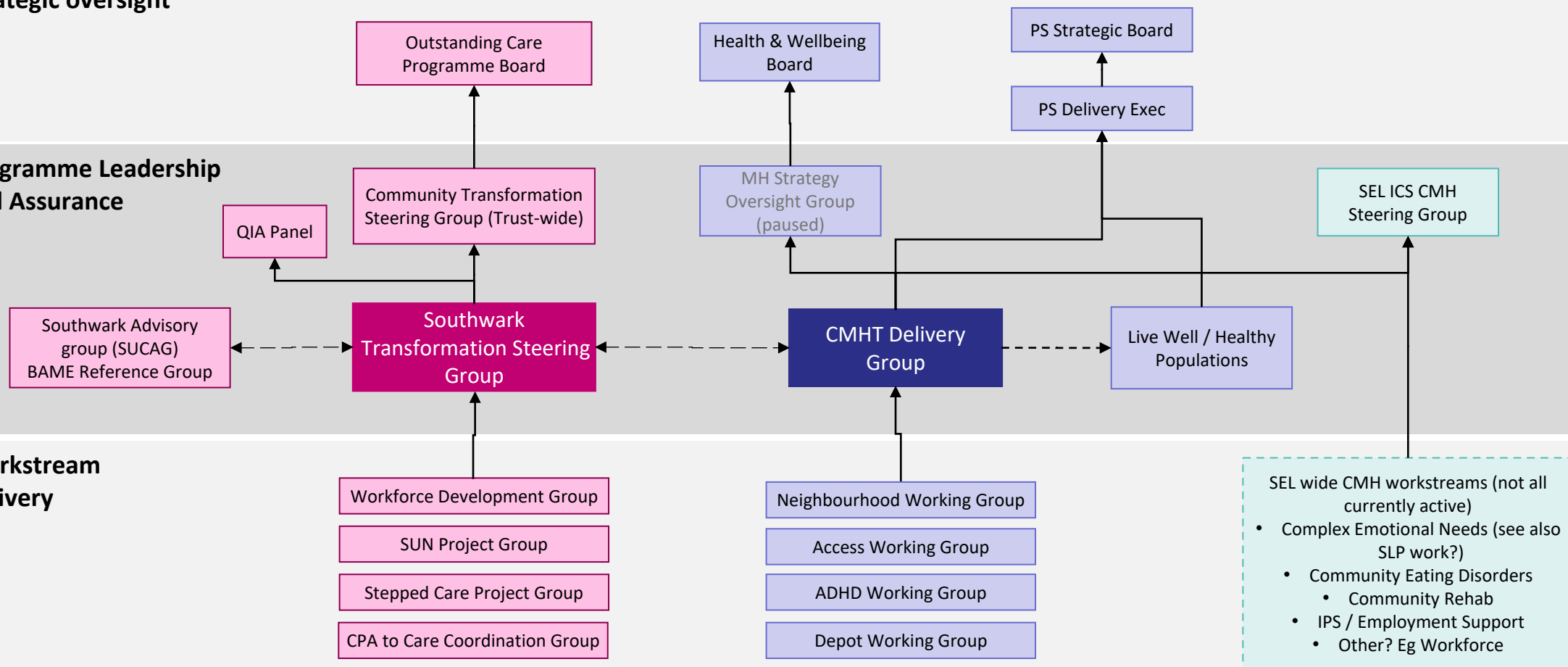
Updated: November 2022

	SLaM
	Partnership Southwark
	SEL ICS

Strategic oversight

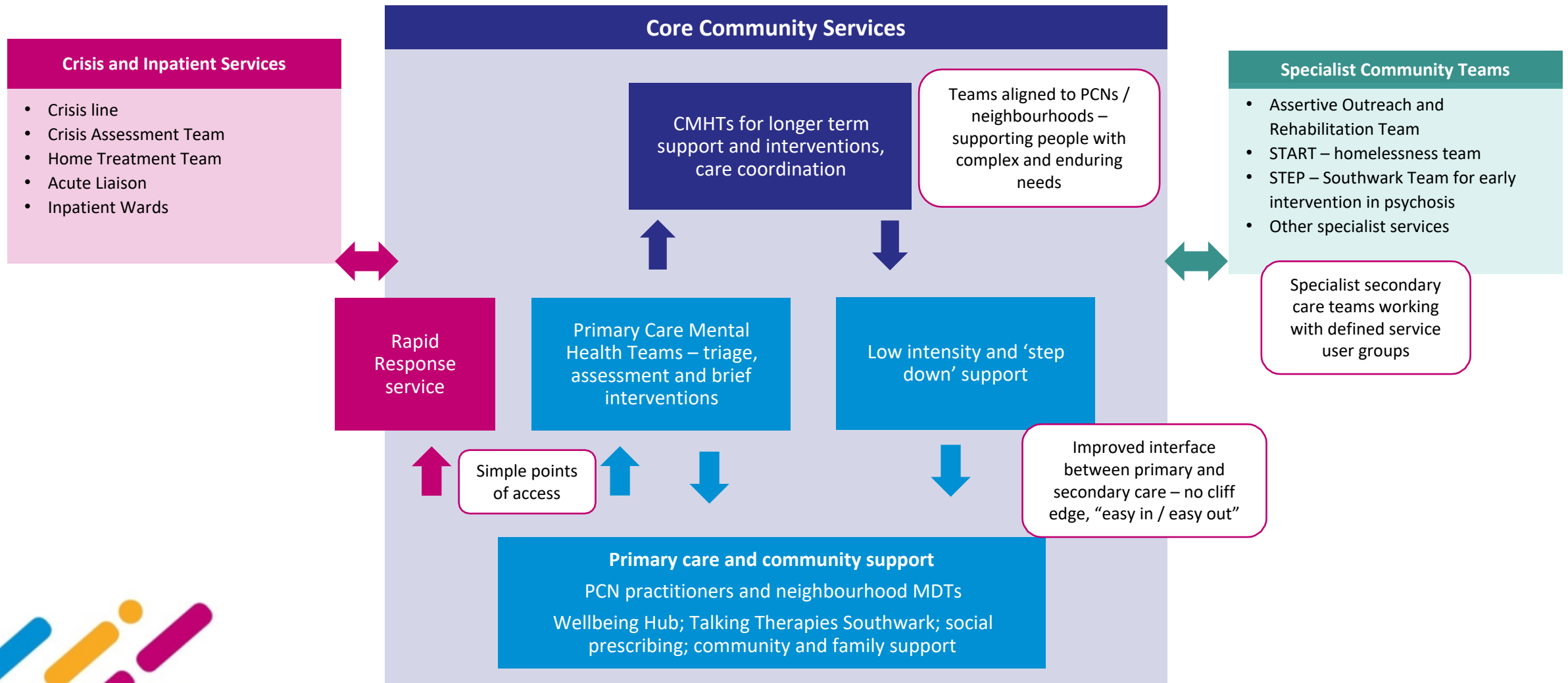
Programme Leadership and Assurance

Workstream Delivery

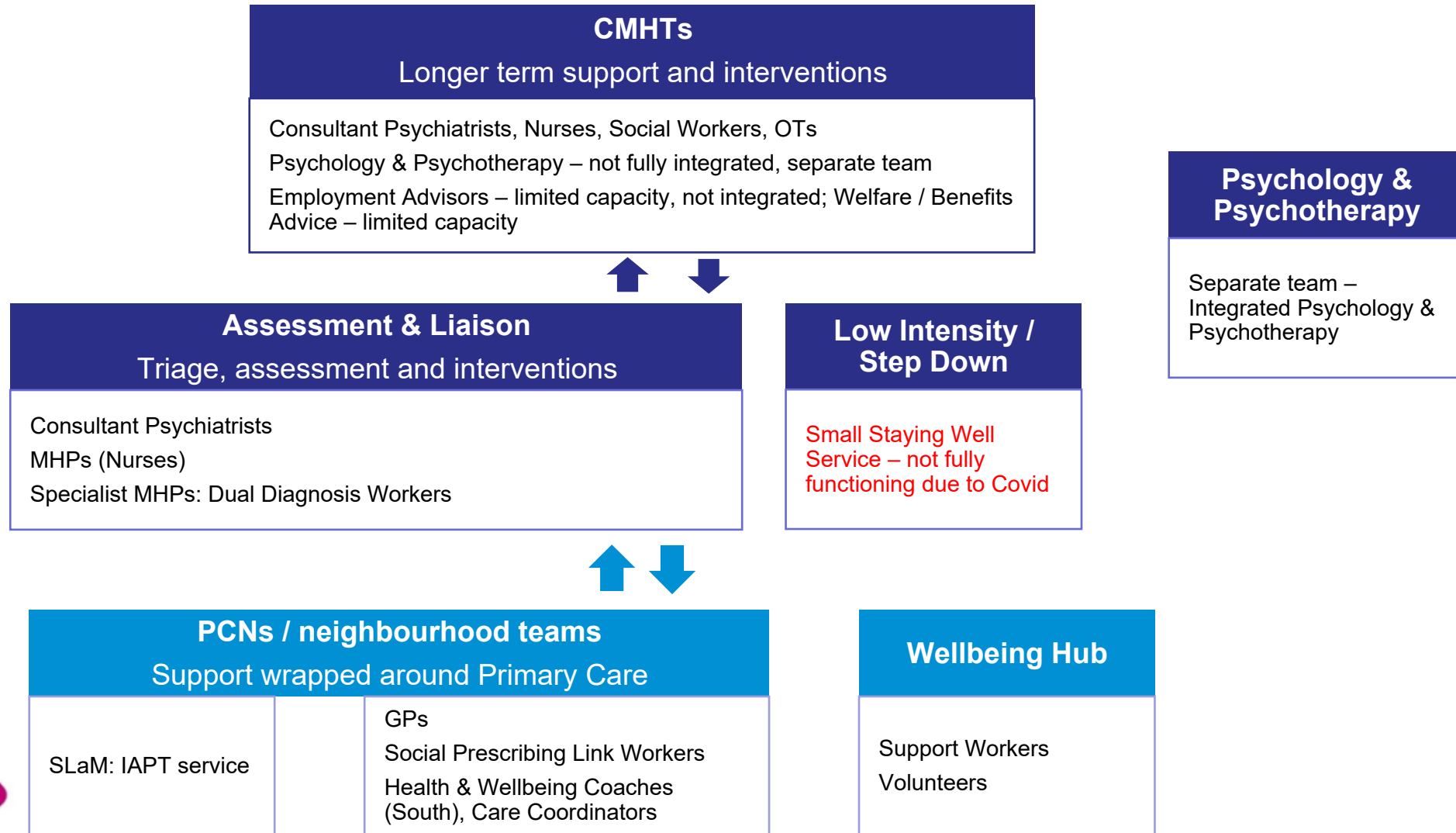


- SEL wide CMH workstreams (not all currently active)
- Complex Emotional Needs (see also SLP work?)
 - Community Eating Disorders
 - Community Rehab
 - IPS / Employment Support
 - Other? Eg Workforce

Southwark Community Mental Health Model (Adults)



Core Community Services: Workforce pre-transformation



Core services: Emerging workforce structure

Existing roles
New / increased resource: In place
New: Partial coverage or recruitment in progress

CMHTs	
Longer term support and interventions	
Consultant Psychiatrists, Nurses, Social Workers, OTs, admin Psychology & Psychotherapy – fully integrated Employment Advisors - integrated; Welfare / Benefits Advice – more capacity	VCS: Lived Experience Support Workers

Variety of new roles introduced through transformation funding + ARRS + SLaM restructure

PCMHTs / Rapid Response	
Triage, assessment and interventions; stepped care	
Consultant Psychiatrists, Physician Associates MHPs: Nurses, OTs, Rapid Response Nurses Psychology & Psychotherapy, Clinical Associate Psychologists Specialist MHPs: Dual Diagnosis, Young People, Hoarding Worker	VCS: Lived Experience Support Workers

Low Intensity Team & SUN project
LIT Consultant Psychiatrist, LIT Nurses SUN Project MHPs Support Workers

PCNs / neighbourhood teams		
Support wrapped around Primary Care		
SLaM: IAPT service PCN MHPs	GPs Social Prescribing Link Workers Health & Wellbeing Coaches (South), Care Coordinators	Wellbeing Hub: Neighbourhood Outreach & Support Workers

Wellbeing Hub
Support Workers Volunteers



CMHT Delivery Group workstreams 2022/23 and 2023/24

Workstream	Objectives	Next steps
1. Neighbourhood working	Build on new PCN roles: Develop and test model for integrated neighbourhood working	Working Group established and recruitment well underway Next: Plan and start Test and Learn – neighbourhood MDT meetings
2. Simple points of access	Streamline and simplify referral processes Tackle barriers to access and improve communication	Working Group formed – initial – scoping, review other models, develop and assess options Next: Look at referral forms, digital options, SLaM contact options
3. BME outreach and community development	Address inequalities in access Targeted work with underserved communities	Investing in VCS partnerships and projects Next: Further planning with Black Thrive; link with Healthwatch Southwark work
4. Data & Outcomes	Develop partnership approach to service evaluation and monitoring against shared outcomes	Not progressing currently: No Business Intelligence / analytics / performance support
5. New roles and services	Launch SUN project service Develop and evaluate Rapid Response service Recruit to new transformation roles	Rapid Response launched – 6 month review in Feb SUN project – mobilising for Q4 launch Most roles recruited to
6. Physical Health improvement for SMI	People with SMI are offered a comprehensive physical health check and are able to access support for physical health needs as part of a holistic offer of care.	SEL work and LCP Task and Finish group. Using 75k funding recruit 2 band practitioners to deliver SMI health checks
7. Depot service	To run a pilot with GP practices to administer depot injections.	Confirm volume of resource needed, funding sources, staffing etc.

Enablers

Work area	Objectives	Next steps
Governance	Develop plan for evolving system governance around mental health beyond current programme approach	Review overall governance structure and resourcing for system mental health work
Lived experience involvement	Establish framework and resources for involving people with lived experience in service design, delivery and evaluation	Developing plans with VCS partners to launch a regular mental health forum targeted at service users and carers
Training	Identify and address training needs to support integrated working and transformation aims	Collate ideas from engagement so far regarding training needs; Invite Training Hub lead to Delivery Group for planning discussion
VCS and community partnerships	Involve VCS sector in design and planning Establish longer term funding for VCS organisations	Invite VCS partners to be part of working groups and workshops; Commissioning review of VCS investment
Estates	Explore opportunities for colocation of services to support integrated working	Southwark Estates Strategy in place; SLAM management and Estates to work with Partnership Southwark Estates leads
Digital	Explore digital solutions to support integrated working	Simple Points of Access working group – prioritise work to improve referral processes

Programme Team: Current roles and resourcing

Role	WTE	Funding
Primary Care Clinical Lead	2 sessions	CMH Transformation Fund
Clinical & Care Professional Lead	1 session	SEL ICS
Secondary Care Clinical Lead	1 session	CMH Transformation Fund
Programme Manager (8b)	0.4 WTE	CMH Transformation Fund
Project Manager (8a)	0.4 WTE	Partnership Southwark programme team (FTC)
Assistant Project Officer (6)	0.3 WTE	Partnership Southwark programme team
Clinical Service Lead – Transformation (8a)	1.0 WTE	CMH Transformation Fund

Wider programme team / delivery group membership – input from various leads within their roles:

- Commissioning & Quality
- Finance
- Comms
- Public Health

Challenges:

- Very limited senior commissioning and programme management capacity
- Business Intelligence / Analytics / Performance support



Appendix 1: Other work areas -Targeted services / population cohorts

	Work area	Status
Focus areas in national guidance	Complex Emotional Needs (PD)	SEL workstream not currently active; some work at SLP level
	Community Eating Disorders	Service model and roles designed; need to develop in-reach from eating disorders team into PCMHTs
	Community Rehabilitation	SEL or SLP work as part of complex care? SLAM developing local proposal for 2023/24 funding
	IPS expansion (employment support)	SEL working group and Trust-wide Task and Finish group overseeing IPS expansion
	Young Adults	Meeting with CYP commissioning lead to identify any gaps / priorities not covered by existing work
	Older adults	No work currently via CMH programme
Local priorities	ADHD / neurodiversity	NEW: Forming task and finish group Nov 22 – agree scope and priorities Review current pathways and look at opportunities to improve / address gaps in provision
	Medicines / Long Acting Injections	NEW: Scoping with community pharmacy lead
	Dual Diagnosis / Substance misuse	TBC: Discussed but no specific plans being progressed via CMH programme