Community Mental Health Transformation

National policy

Making it a reality in Peterborough and sharing the solutions to our challenges

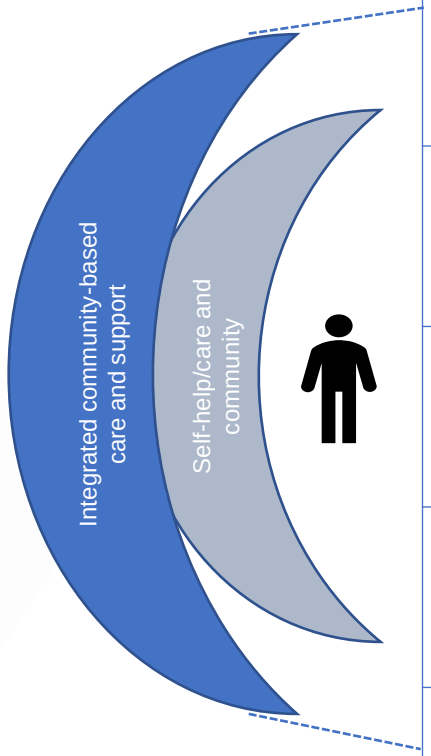
Dr Emma Tiffin: National GP Advisor Adult MH team NHSE/I, Cambridgeshire and Peterborough STP Clinical Mental Health Lead

Dr Sam Halligan: Consultant Psychiatrist, Cambridgeshire and Peterborough Foundation Trust

Trish Barker-Barrett: Digital & Community Engagement Team Manager / How Are You Project lead

Ollie Ayres: Digital & Community Engagement Coordinator & Service User Representative

Community Mental Health Transformation – national policy



Key LTP deliverables and targets by 23/24 for community mental health (CMH)			
1	**Core model**	A new, inclusive community-based offer based on redesigning mental health services around Primary Care Networks that integrates primary and secondary care, VCSE, and local authority services	Access to 370k people
2	**Dedicated focus**	Improving access and treatment for adults and older adults with a diagnosis of 'personality disorder', eating disorders, and those in need of mental health rehabilitation	
3	**Physical health**	Delivering an annual six-point comprehensive physical health check and follow up interventions as required to people with severe mental illness	390k people receiving annual physical health check
4	**Individual Placement & Support**	Providing employment support to people with severe mental illness via the Individual Placement and Support programme	55k people per year seen in IPS services
5	**Early Intervention in Psychosis**	Ensuring timely access and quality of care for people supported by Early Intervention in Psychosis	60% of people seen in 2 weeks 95% of services achieving Level 3 NICE concordance

This year, all systems are implementing new models, building on lessons from a two-year pilot phase across 12 early implementer sites

- 12 early implementer sites (with representation from each region) each received a share of £70m funding to pilot the new models of care as part of a two-year testing phase, over 2019/20 and 2020/21.
- The early implementer sites tested various models, and each has had successes as well as challenges along the way which has informed the national roll out.

Key learnings on implementation

1. Recruitment and contracting needs to happen as early as possible
2. Robust governance and joint ownership between partners
3. Integration with primary care and PCNs
4. Maximise partner expertise and skills in delivery of services
5. Co-production and equalities should be at the heart of the programme
6. Data driven services
7. Plan workforce development strategically
8. Leadership

Pandemic has had a significant impact on programme delivery but all 12 early implementer sites were able to go live with their new models from at least October 2020, showing genuine transformation possible even in challenging circumstances.

27.7k people received 2 or more contacts within the new model of care during 2021/22.

Per LTP trajectories, 126k people should be seen in 2021/22 in the new models. Scaling up the EI access data suggests this is an attainable target for the national rollout

786 new roles (clinical and non-clinical) have been recruited within the new model over 2019/20 and 2020/21.

Of the 11 sites able to report VCSE spend over 2019/20 and 2020/21, an average of **16% of their total funding envelope was spent on contracting with the VCSE**.

All **12** systems defined a **local 4 week waiting time standard** and began testing against this in order to inform the national clinical review of standards programme.

**Source: Community Mental Health evaluation return for 19/20 and 20/21 submitted by Early Implementer sites in April 2021.*

Peterborough Exemplar
Joined Up Mental Health Services

C&P exemplar journey……..

NHS Cambridgeshire and Peterborough NHS Foundation Trust

Greater Peterborough Network

mind for better mental health CPSL

PETERBOROUGH CITY COUNCIL

The sun network

NHS Cambridgeshire and Peterborough Clinical Commissioning Group

Peterborough Exemplar
Joined Up Mental Health Services

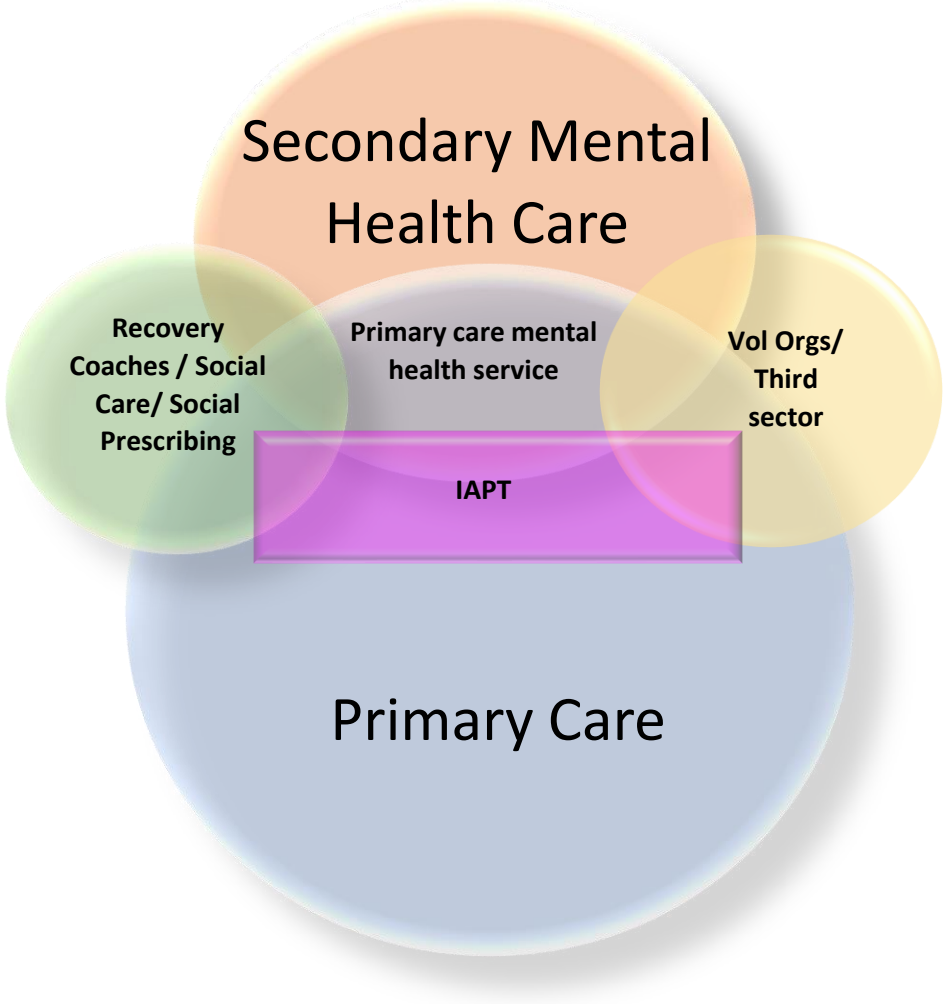
Pre-exemplar .....

Issues: intelligent healthcare delivery, integration including 3rd sector, parity of esteem

Engagement with primary (LCGs) and secondary care ++++

Peterborough Exemplar
Joined Up Mental Health Services

Agreed model - PRISM (PRImary Service Mental health)



Features of PRImary Service Mental Health (PRISM)

- Core elements – specialist MH, physical health, peer support/recovery, third sector, social care, social prescribing
- Population based service – “screen AND intervene” philosophy
- Service based on MH need, not diagnosis
- Prism supports GPs. It is not a separate service to refer into – “request for service”, not referral to PRISM. The CPFT element acts as gatekeeper.
- Informal conversations to provide GPs with advice and support
- Joint prioritisation – upskilling GPs
- GP remains responsible clinician for the patient
- Flexible – bespoke to practices where possible
- Integration with third sector services and social care – reduced story telling/trusted assessment
- Shared records
- Links to specialist services, IAPT, substance misuse

Peterborough Exemplar
Joined Up Mental Health Services

NEXT ….

Mental Health LTP – included community MH transformation

Successful early implementer CMHTF bid

PRISM revisited – system engagement +++

Peterborough Exemplar
Joined Up Mental Health Services

Working with you

Peterborough Exemplar
Joined Up Mental Health Services

Service users

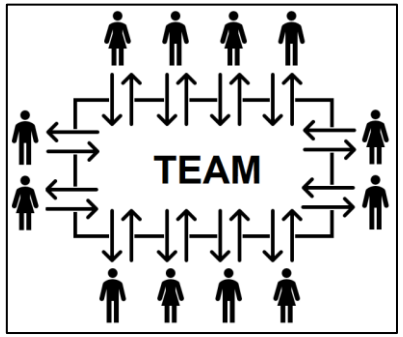
Service users say it better than we ever could:

The sun network

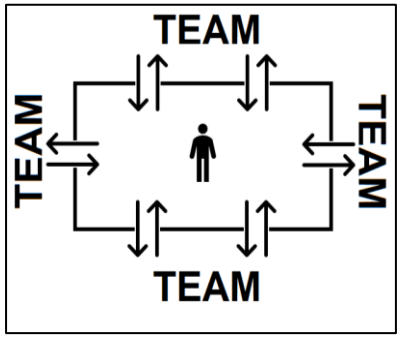
‘I feel I am being bounced around the services. I was told by my psychiatrist that I had PD and then I was discharged and told my medication would be reviewed in 4 years… I have been told by CPFT that I am not unwell enough to hit their threshold and I actually came off my medication hoping to become ill enough to get help’

Peterborough Exemplar
Joined Up Mental Health Services

Person-centred approach



Patients move in and
out of healthcare teams



Teams come and go
through a patient's journey

- Patients will be supported **before** they become significantly unwell, improving quality of care.
- We will help **fill the current gap** between what a GP can offer and what secondary care provision is available

Peterborough Exemplar
Joined Up Mental Health Services

Recognising diversity

The Peterborough population is very diverse and some community groups are under-represented in the current service structure; there are no services meeting their mental health needs.

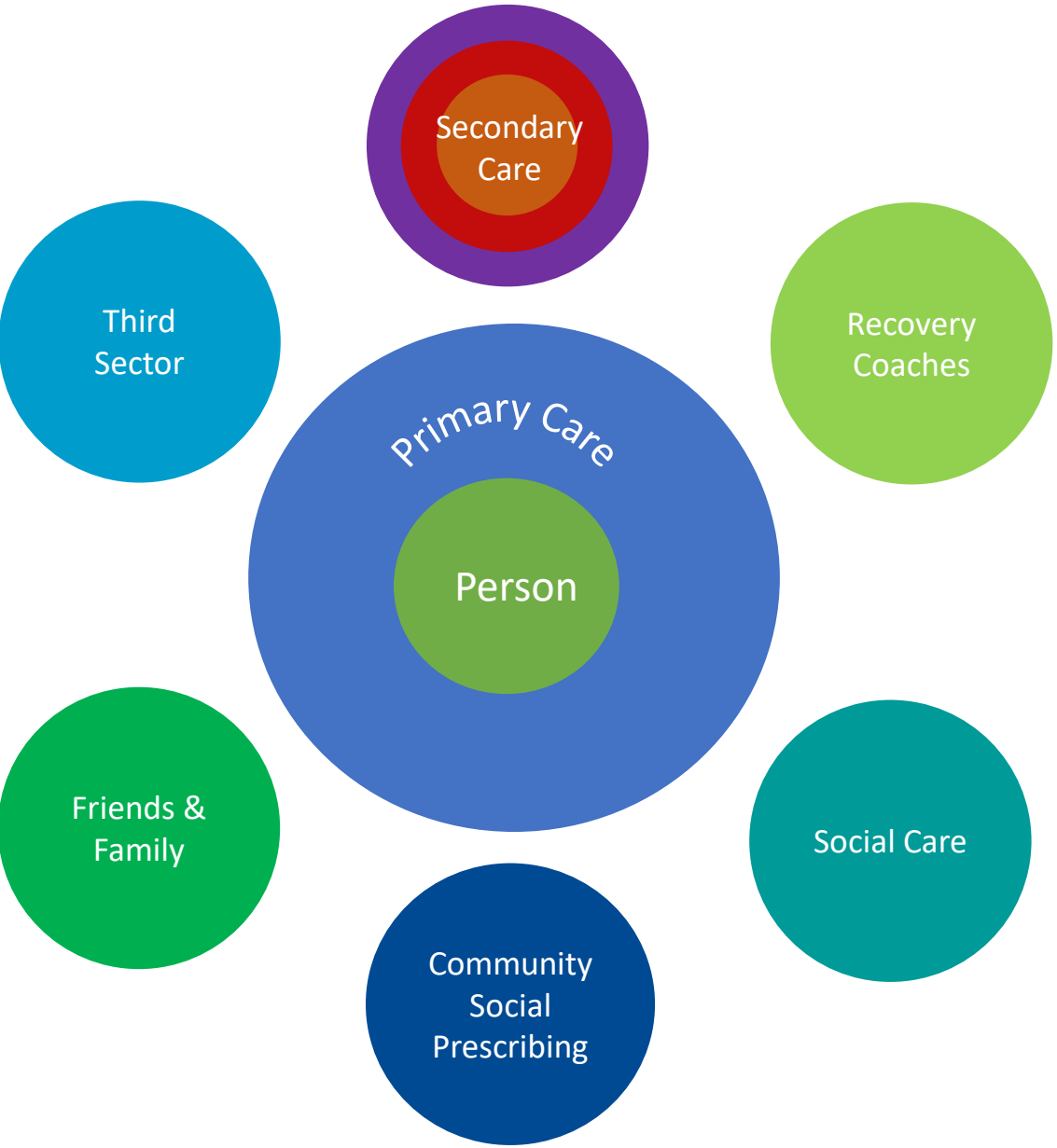
A more holistic, community-asset-based model of mental health care is essential to reaching those with both mild-moderate mental health challenges and severe mental illness in these groups.

Peterborough Exemplar

Joined Up Mental Health Services

Vision

Wherever you live in Peterborough, you will have access to the mental health support that you need when you need it



Our direction of travel

Peterborough Exemplar
Joined Up Mental Health Services

Strategy

Programme Theory Model - how an invention contributes to a set of outcomes

Why is it useful?

- Avoid the “black box”
- Distinguish implementation failure from theory failure
- Reach consensus on what we are trying to achieve and how we will get there
- Identifies critical parts of the programme for data collection.

Peterborough Exemplar
Joined Up Mental Health Services

How did we build our model?

Steps:

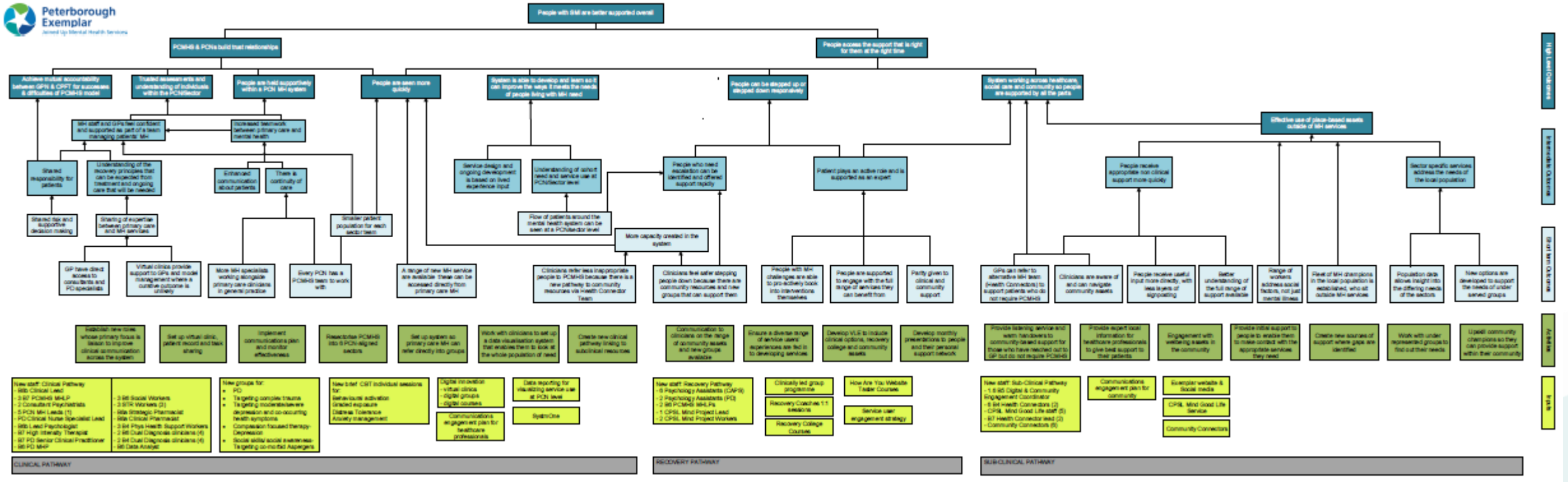
1. Situational analysis – What are the problems from the point of view of different stakeholders in the system? How good is the evidence, what are the known causes and consequences?
2. Focusing and scoping – Which aspects of the problem will we be addressing?
3. Group elements together and build an outcomes chain showing cause and effect. Add in activities.
4. Reflect on how the planned activities fit what is actually trying to be achieved

2 high level objectives:

- The Primary Care Mental Health Service (PCMHS) and Primary Care Networks (PCNs) build trusting relationships
- People access the support that is right for them at the right time – address gaps

Peterborough Exemplar
Joined Up Mental Health Services

Our Program Theory Model



Peterborough Exemplar
Joined Up Mental Health Services

Achievements ……..

Peterborough Exemplar
Joined Up Mental Health Services

Primary Care Mental Health Service (PCMHS) and Primary Care Networks (PCNs) build trusting relationships

The project team prioritised GP engagement - PCN meetings, acted on feedback:

- Virtual Clinics - GP practice level
- Contracted PCN GP MH Leads
- Regular contact with senior mental health professionals, accessed rapidly if needed

People access support that is right for them at the right time

Peterborough Exemplar
Joined Up Mental Health Services

Additional Primary Care Mental Health Service (PCMHS) resources

PCMHS - local team of mental health specialists who will become familiar to patients and provide much valued continuity of care

Increased PCMHS resource –more clinicians working with fewer, GP practices, aligned to PCNs, including:

- **Increased from 3 to 6 PCMHS sub-teams, each with a band 7 MHLP**
- **Increased consultant numbers from 4 to 5**
- **senior nursing roles - Band 8A staff including complex trauma liaison specialist**
- **severe mental illness** (SMI) **physical health workers**
- **social workers and support, time and recovery workers** – link with GP social prescribers
- **psychologists and clinical associate psychologists** –filling gaps in psychological therapy
- **pharmacist roles** (clinical and strategic)

Peterborough Exemplar
Joined Up Mental Health Services

PCMHS: A multi-disciplinary team

Role	Number	Employed by
Consultant	5 across the 6 sectors	CPFT
B8a	3 across the 6 sectors	CPFT
B7 MHLPs	6 – one per sector	CPFT
B6 MHLPs	12 – two per sector	CPFT
Pharmacists	1 clinical & 1 strategic across the 6 sectors	CCG/CPFT
B4 Physical Health Care Workers	3.7 across the 6 sectors	GP Federation
Social Workers	3 across the 6 sectors	Peterborough City Council
B4 Support, Time & Recovery Workers	3 across the 6 sectors	Peterborough City Council
B6 Dual Diagnosis Specialists	2 across the 6 sectors	CPFT
B4 Dual Diagnosis Support Workers	2 across the 6 sectors	CPFT

Peterborough Exemplar
Joined Up Mental Health Services

Clinical Pathway

Person centred care

Level 1a: Support accessed via a GP

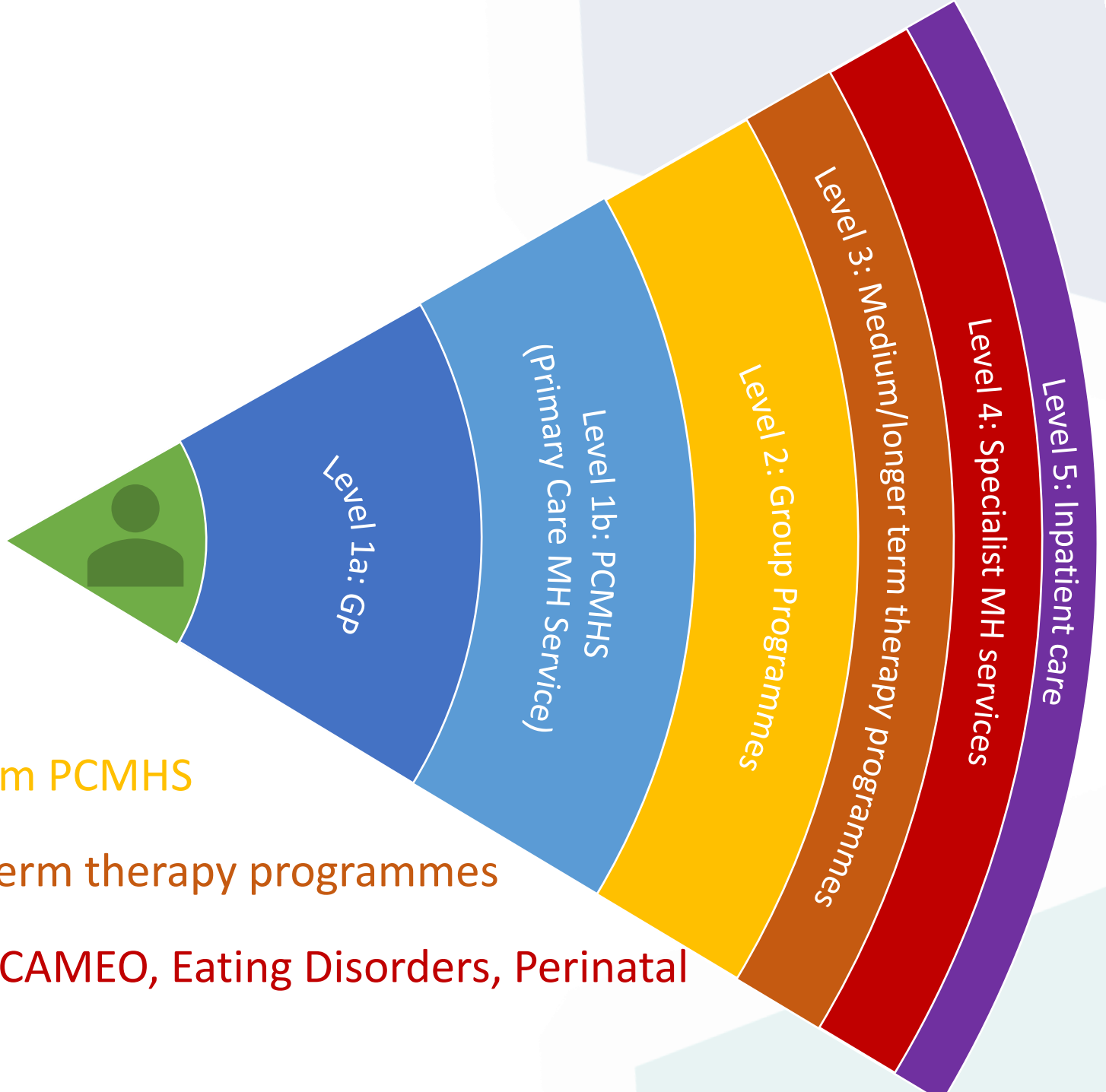
Level 1b: Supported by Primary Care Mental Health Service (PCMHS)

Level 2: Group programmes directly from PCMHS

Level 3: More intense medium-longer term therapy programmes

Level 4: Specialist services: PALT, PDCS, CAMEO, Eating Disorders, Perinatal

Level 5: Inpatient care: Oak Wards



Peterborough Exemplar
Joined Up Mental Health Services

Services, engagement & training

Additional patient services

- **Psychological skills service -** supported by the specialist teams - PD, CMHT – addresses the gap
- PD groups - co-facilitated by **third sector MIND**
- Recovery pathway to support those transitioning from secondary care back to community support.

Community engagement and training

- **Community** - increase awareness of resources available in Peterborough
- **Education/training**
  - local population via community engagement work and website development.
  - clinicians via new CPD programmes + workforce development opportunities

Peterborough Exemplar
Joined Up Mental Health Services

Wider community investment

- **Public Mental Health consultant and data analyst**
- A new **Dual Diagnosis and Outreach team:** 2 nurses and 2 support workers.
- **Health Connectors:** Care Network Project Catalyst role linking PCN directly to VCSE volunteer network
- **Digital & Community Engagement team:** celebrating local wellbeing assets & gluing parts of non-clinical system together
- **Rural communities:** extension of CPSL Mind PD support groups & Good Mood Cafes + community grant
- **Community investment for ethnic minority communities**

Peterborough Exemplar
Joined Up Mental Health Services

Digital & Community Engagement Team

Connects mental health support across primary and secondary care with the third sector and wider community.

The team collate knowledge through the How Are You Peterborough website, www.HAYPeterborough.co.uk, a digital space that brings together everything local that boost mental wellbeing, and helps people to access these resources.

Ongoing engagement work listens to needs within the community and seeks system-change to meet these needs where possible.

Coproduction Steers

super local

non-clinical

more than a directory

ELEMENTAL
The social prescribing people

Emma Hamilton
@DrEmmatheGP

An amazing service locally directing patients to a vast array of local resources to help them with their wellbeing! Please follow and check out their website!

HAYCambsPboro @HAYCambsPboro
you help us connect with primary ca
s in Cambs & Pboro? Thank y
@neilmo @DrEm

re is a central
ctice looking after
rpose-built single site.

Supporting Primary & Secondary Care

Worthwhile Waiting

NHS
Cambridgeshire and Peterborough
NHS Foundation Trust
Primary Care Mental Health Service

Peterborough Exemplar
Joined Up Mental Health Services

Supporting MH in minority ethnic groups in Peterborough; a 3 part investment

- H.A.Y. CELEBRATE Mental Health Fund

  Community Expertise Leading to Eradicating Barriers and Realising Access. Taking care of Everyone

  - £100k funding to support minority ethnic groups in Peterborough to improve access to mental health care for those experiencing severe mental illness within their community

- H.A.Y. Champions training:
  - A 2 hour training workshop covering how to support others completing self-referrals to IAPT services, introductions to the Primary Care Mental Health Service and how to use www.HAYPeterborough.co.uk

- H.A.Y. Digital & Community Engagement Specialist roles

Challenges and Solutions

Challenges

- Culture change
- System ownership - national, regional, local
- Primary care/system representation
- Contracting / commissioning
- Comms
- Workforce

Solutions

- PCMH focus/ leadership (including dedicated exemplar GP Lead), OD/QI/training
- Robust governance structure - joint PC/MH and system ownership of local MH agenda
- Primary care mental health leads, senior reps for key partners
- Integrated contract options ……..
- Identified MH comms lead
- Portfolio roles, training , flexible roles

Peterborough Exemplar

Joined Up Mental Health Services

Email: PboroMHExemplar@cpft.nhs.uk

Website: www.HAYCambsPboro.co.uk

Twitter: @HAYCambsPboro

Facebook: @HowAreYouPeterborough
@HowAreYouFenland
@HowAreYouEastCambs
@HowAreYouCambridge
@HowAreYouSouthCambs
@HowAreYouHunts