

# SCRUTINY REPORT



**MEETING: Health      Health Scrutiny Committee**

**DATE:                      16<sup>th</sup> November 2021**

**SUBJECT: Mental      Mental Health Update**

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## **1.0 SUMMARY**

This report highlights the current pressures and demands across the mental health system and also details the work that has been done over the last 10 months to support the Bury Mental Health system during the Covid Pandemic including a range of propositions for Adults and Children and Young People's services to support the current pressures, utilising investment from non-recurrent monies and future Mental Health Investment Standard funding to meet the growing demands. This is done within the backdrop of the national and Greater Manchester funding streams and maximises investments to support innovation and system working to better support the delivery of the outcomes within Mental Health long term plan and the Bury "Let's Do it Strategy".

The briefing seeks to address the step change needed to re balance the all-age Mental Health provision in Bury so that there is a wider community offer to meet the growing need. Adopting the principles of the Thrive model and building capacity highlights the need for more early intervention and prevention and the longer-term development of a strategy and investment plan.

These proposals are phased over 3 years to make use of the additional yearly investment required by the Mental Health Investment Standard national policy with ensures growth each year and is a significant contribution to Burys commitment to meeting the Mental Health Long-term Plan.

## **2.0 MATTERS FOR CONSIDERATION/DECISION**

### **3.0 BACKGROUND**

3.1 The impact of the pandemic has influenced Adult and Children and Young people's (CYP) emotional wellbeing and mental health nationally, regionally, and locally. This has brought to light system pressures that were previously being managed. This briefing is to update on the developments over the last 10 months regarding mental health provision for Adults and CYP in Bury and the proposed series of interventions that will start to address the system redesign in accordance with the Bury Mental Health Thrive framework.

### **4.0 BODY OF THE REPORT**

4.1 We want the population of Bury to have good positive mental health and we recognise that promoting and supporting positive emotional health and wellbeing is everyone's business. The aim is to move away from a system defined by services and organisations to one built around the needs and lived experience of adults, children, young people, and their families, offering increased choice and control, intervening early, and building long term resilience. In achieving this we must work differently as a system and jointly own all our Bury adults and children; to support this, we will develop a single shared vision for adults and CYP in Bury to expect and receive the very best services and support, advice and guidance from Schools and local health and care agencies including VCSE partners.

4.2 We also need to be building more capacity across other parts of the system to meet increased need and build a stronger system. The COVID 19 pandemic significantly impacted upon the delivery of acute services across the NHS.

4.3 Despite Bury having high quality health services across primary, community, secondary care and the third sector, the scale and the depth of the impact of COVID means that the current models of care can't address the problem and support the recovery required. Added to this the exacerbation of pre-existing access and waiting time pressures have caused a considerable increase in the time adults and children are waiting to receive non-urgent treatments.

4.4 Within this work we will always maintain a key focus on addressing health inequalities and inclusion at a neighbourhood level and becoming trauma informed in our approaches is needed as we progress.

4.5 There has already been significant progress made in both the Adults and CYP mental health provision in Bury over the last 10 months.

4.6 The establishment of the Children's Mental Health Charter group has reinforced a system wide approach to working to support CYP emotional health and wellbeing and mental health. This is well attended by system partners and parent forum representatives. This has supported the progress of adopting the iTHRIVE approach, which has included support for schools upon return from lock down in March. With the children going back to school there was a need to provide schools and the wider system with a range of support materials so that they could access quality assured materials that we had to reinforce our system, as well as providing support to families in managing through COVID.

4.7 Adult Mental Health commissioners have continued to work with system partners on delivering the key priorities identified through its Mental Health Thrive Programme. Acute, Community and VCFE partners have been supported through the Covid pandemic to remain operational and provide Mental health wellbeing and support to those already in the system as well as the emerging cohort of people whose mental wellbeing has been affected through the Covid pandemic.

4.8 The Adult Mental Health Programme is currently engaging with system partners in undertaking a review of its Mental Health Thrive Programme. This is to ensure that its priorities are refreshed to reflect the emerging Mental Health and Wellbeing needs post Covid and also address the significant pressures within services whilst ensuring that the programme is aligned to the local, regional and national priorities and inequalities as we build back better. The refresh of the Bury Mental Health transformation programme will be ambitious in its scope and vision in order to transform Mental Health wellbeing and clinical provision for Bury in line with the Bury “Let’s Do It” Strategy.

4.9 Other developments over the last 10 months include:

### **Children’s and Young Peoples Mental Health**

- The establishment of a digital offer for children and young people’s wellbeing (Kooth) providing online counselling provision and support
- The standing up of emotional health and wellbeing practitioners in 9 of the 13 High schools delivering in Bury. Offering 1-1 support and guidance
- Launched the Bury early attachment service
- Utilised the creative care kits from GM
- Established a waiting list initiative to support the early years neurodevelopmental pathway
- Linking into the wider Youth participation BEE Heard Children’s and Young Peoples Voice At the Circle of Influence \* session Children and Young People told us that:
- They wanted more provision
- They didn’t want long waiting lists
- They wanted more visible support, preferably in school

\*This is the annual engagement event for Children’s and young people in Bury to shape and influence the Children’s agenda

### **Adult Mental Health**

- Development of the “**Thriving In Bury**” Mental Health brand and a dedicated Mental Health and Wellbeing directory of services on the Bury Local Authority directory website along with a communications plan.
- Launch of the Bury “**Getting Help Line**” via a local VCFE provider (Early Break) which has supported over 500 people with their Mental Wellbeing and provided person centred resource packs and established pathways into universal primary, community and secondary care services.
- Development of a Mental Health education programme.
- Mobilisation of the “**Urgent Emergency Care by Appointment Service**” to support the wider urgent care pathway and is operational 7 days per week from 8am – 9pm. Based at Fairfield General Hospital and excepting direct referrals from GP’s.
- Launch of the “**Bury Peer Led Crisis Service**” in April 2021, delivered by a local VCFE provider (BIG) and is operational Monday, Thursday and Friday 6pm-11pm. The service has made a real difference to the lives of those experiencing Mental

Health Crisis and is projected to support over 200 people by the end of March 2022.

- A review of the **Community Mental Health Team** led to a number of changes to improve operations and links with wider pathways.
- The Launch of a number of Mental Health and Wellbeing digital services in partnership with Greater Manchester Health & Social Care Partnership (GMHSCP) to support vulnerable groups such as BAME, LGB. The Silver Cloud digital therapy is now offered with support from Healthy Minds therapists in Bury.
- Local VCFE partner “The Creative Living Centre” made **1424** welfare calls during lockdown.
- Launch of the Pennine Care Foundation Trust (PCFT) 24/7 Crisis Helpline to support known and unknown service users who are experiencing a crisis. Pathways have been established with emergency services via the GM Clinical & Assessment Service (CAS).

### **Ongoing Developments**

With an increase in pressures being experienced across the Adults and Children’s Mental Health pathways, Bury OCO explored the system pressure points and set out to secure additional investment to alleviate the service demands. In September 2021 additional investment was secured to provide additional capacity into the Bury Mental Health system along with further ongoing developments for both adults and CYP:

- 2 Community-based emotional health and wellbeing practitioners supporting CYP 14- 25. This will support those young people who do not have a diagnosable mental health condition, but who are at high risk of developing one. Posts have been recruited to and November start date confirmed.
- 2 Transition EHWP - serving 16-25-year old’s and specialising in community support and dual-diagnosis. Referral pathways established with Early Break Advocacy Service, PCFT Access Team, CAMHS Transition Service and wider mental health network. Individuals also able to self-refer. Special focus on transition aged young people with mental health needs and substance use who do not meet threshold for statutory service offers. Role includes broader engagement with young people’s transition services such as health, housing, finances, employment and education, relationships etc. (recruited to and November start date confirmed).
- Bereavement support – capacity within the Early Break bereavement and loss and general counselling service has been increased to accommodate demand. Capacity of existing posts has been increased to accommodate a further 50 young people this year and a further 2 part time posts are currently being recruited to. Interim support provided to the families via the Getting Help Line and provision of digital support materials. Plans to explore parental and family support in the context of bereavement, including peer-support and facilitated sessions.
- The Proud Trust - additional capacity for the delivery of youth groups (including drop-in and psychoeducation sessions), training, trans-care navigator, outreach support for children and young people who identify as LGBTQ to feel more connected and experience less isolation and loneliness. Therefore, reducing the emotional distress and mental health pressures this cohort of young people can experience. Post recruited and will be linked to the Streetwise Team and CAMHS to ensure robust pathways and appropriate accessibility for CYP and families.

- ASC Development of a pre diagnosis pathway to meet needs earlier and additional capacity to meet demand within the post diagnostic pathway. Families will be able to access support and advice and will be able to better support their children's needs. (Staff trained and the model is in development, this will be linked with a wider piece of work regarding the redesign of the Neurodevelopmental pathway).
- Physical Health and Wellbeing - Wellbeing through Sport Pilot aims to equip senior mental health leads in schools to implement a whole school approach to mental health and wellbeing through sport. Offer is currently being advertised to schools for sign up and will include provision for 48 primary schools and a secondary school pilot.
- CAMHS Additional investment of 3 staff in Pennine with 2 x Mental Health Practitioners' and 1 Psychologist post, (posts currently out to advert).
- Wider system developments include -CAMHS School Link workers are now established and up and running and a school wide training needs analysis has been initialised.
- Over the course of the last 2 months, Bury has also initialised the Greater Manchester, Trauma training offer for staff. This has so far seen nearly 100 frontline staff across the bury system engage in becoming trauma aware and informed, with more training planned. This is part of a more substantial piece of development work across Bury within the Public Service Reform Board. Plans are being developed to progress this workstream through schools looking at Trauma and Resilience.
- Investment for an additional 15 Mental Health Practitioners has been agreed in order to bolster the Community Mental Health team (CMHT) and ensure demand can be met and deliver the ability to restructure the CMHT ensuring improved links with our neighbourhood system (See further update below)
- PCFT are currently working with the Bury Primary Care Networks (PCN) to recruit 5 Mental Health Practitioners (1 per PCN) to support individuals in primary care and prevent people escalating to community and acute Mental Health needs. The plan is to increase the number of MH practitioners within PCN's to 2 per PCN in 2022/23 and to 3 per PCN by 2023/24. There is an expectation that by 2023/24 Bury will have 15 Mental Health Practitioners supporting people with serious mental illness within a PCN setting with links into Community and acute pathways.
- Evaluation of pilot services that are supporting the community, acute and crisis pathways - VCFE led "Peer Crisis Service", "Getting Help Line" and the PCFT clinical "Urgent Emergency Care by Appointment Service".
- Working with partners to mobilise an "All Age Mental Health Liaison Service" to support acute Mental Health presentations.
- Review of the IAPT pathway to provide faster access to individuals waiting for Psychological therapy and to manage future demand.
- Community Mental Health Transformation and the development of the Bury Adult Mental Health "Living Well Model". Additional funding has already been provided to PCFT to start developing and recruiting against some of the existing gaps and priorities identified such as Personality Disorder, Rehabilitation, Serious Mental Illness for those cohort of people who fall between Primary and Acute care and who's needs are not currently being met by Community Mental Health services.

This work aligns with the Bury place-based neighbourhood approach linking universal clinical services, VCFE, Physical health, Social Care, PCN's, INT's and wider public sector partners.

- Working with the Housing Learning & Improvement Network (HLIN) who are currently undertaking a review of the supporting housing accommodation for Bury and will help to inform the Bury supported housing strategy, including recommendations for accommodation needs of people with enduring mental health support needs and placements as well as step up and step-down provision from acute settings.
- Supporting system partners in ensuring that there is access to Mental Health support built into the development of the Bury Long Covid Pathway.
- Continued working to achieve the priorities in established Bury partnership groups such as Suicide Prevention, Homelessness, Drug & Alcohol, Police Partnership.

## **Adult Community Mental Health Team update**

### **Progress towards implementation**

Despite the additional investment by the Clinical Commissioning Group to fund 15 new staff to alleviate some of the service pressures, the current situation has not yet resulted in the lasting changes that are needed to make the difference to the local CMHT service.

The service is still facing high caseloads, there are too many on long waiting lists and there are a large number who are being managed via a duty system which impacts on their ability to respond to crises in a timely manner resulting in increased crises in the community which can lead to increased hospital admissions.

High caseloads have also led to an increase in the numbers on the waiting list and the length of time people are waiting to be accepted and access treatment, leading to poorer outcomes for patients. There has been a significant rise in demand for assessment, access to care coordinators and treatment and there is a limited provision to meet growing demand.

But what is now different, however, is a much greater sense of hope that the situation is now in a position to improve.

Changes, like the Trust pushing on and advertising for the first round of vacancies, developing a trajectory to see the improvements that it wants to make given the recent agreement for investment provided by the CCG and a renewed sense of purpose about the CMHT, all demonstrate how the service is much better placed to making a difference to turn around and address some of the difficulties it has faced. Likewise, using recognised techniques to better manage the improved flow of patients through the service; initiatives like caseload cleansing, providing regular supervision and regular staff supervision for its staff, are other examples where the additional investment will help the service address some of the underlying current difficulties.

Add to these, the active commitment by those who involved in the commissioning of services through their role in the monitoring of these and working together with the health and care community, to better support the needs of local people, and there is a shared determination to ensure that critical services like the CMHT will not allow it to slip back to where it once was.

## **Governance**

Governance and oversight of the CYP Mental Health work is through the Mental Health charter group which feeds directly to the newly established Children's Integrated System Board, which is a formal subgroup of the Children Strategic Partnership board (Executive level leaders).

The governance and oversight for the Adult Mental Health work is currently being reviewed as part of the Programme refresh through the Mental Health Executive Gold Meetings. The Delivery Partnership Committee is the forum for system wide partners to come together. The PCFT Contract Quality and Performance meet monthly and is the forum where scrutiny and oversight of service pressures, recruitment and service redesign is discussed.

## **5.0 CONCLUSION**

This report demonstrates a step change in how Bury will move to redesign its mental health adults and children and young people pathways moving forward as we build back better from Covid to mitigate service pressures and impact of Covid on Emotional Health and Wellbeing and Mental Health of the Bury population.

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### **List of Background Papers:-**

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