

HEALTH AND WELLBEING BOARD

22 November 2016

Title:	Mental Health Strategy 2016 – 2018
Report of the Strategic Director, Service Development and Improvement	
Open Report	For Decision
Wards Affected: All wards	Key Decision: No
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Summary: <p>In 2015 the Health and Wellbeing Board agreed that a clearer strategy for the development of mental health support was needed, given the complex and challenging position of health and social care services and the need to respond to a range of initiatives intended to create positive change in mental health.</p> <p>This Strategy provides a focus for action on the areas that are most important in creating this positive change in the next two years. It aligns with, but provides a specific Barking and Dagenham perspective on, the wider planning processes that are underway across North East London as part of the development of the Sustainability and Transformation Plan for the area.</p> <p>The Mental Health Strategy 2016 – 2018 has been developed on the back of a wide range of stakeholder engagement activities. All of the engagement carried out identified four key priorities which are the focus for this Strategy.</p> <p>The four priorities are as follows:</p> <ul style="list-style-type: none">• Priority one: preventing ill health and promoting wellbeing• Priority two: housing and living well• Priority three: working well and accessing meaningful activities• Priority four: developing a new model of social support <p>The Strategy has been through an extensive consultation process between July and November 2016. Feedback on the Strategy from service users, providers, public and professionals has been largely positive. The apparent consensus is that the Strategy focuses on the right areas and that the key theme of prevention is a welcome focus.</p> <p>This is an evolving Strategy which will be periodically reviewed and adapted to meet the changing landscape of the local health and social care economy, within the context of the council's transformation programme and the NHS Five Year Forward View, realised</p>	

through the local Sustainability and Transformation Plan. This will be reflected through the actions and targets laid out within the Strategy.
<p>Recommendation(s)</p> <p>The Health and Wellbeing Board is recommended to note the content of this report, the Mental Health Strategy 2016 – 2018 and agree the proposed next steps</p>
<p>Reason(s)</p> <p>The Mental Health Strategy 2016 - 2018 supports and aligns with the Council vision of 'One borough; one community; London's growth opportunity' and the key priorities of the Council, including 'enabling social responsibility'. The Strategy supports the ongoing work with the local community to help create a Borough that supports wellbeing, promotes independence and encourages residents to lead active lifestyles as far as they possibly can. The Strategy shows how local services are working to improve the mental health and wellbeing of the population, and get better outcomes for people with mental health problems.</p>

1. Introduction

- 1.1 In 2015 the Health and Wellbeing Board agreed that a clearer Strategy for the development of mental health support was needed, given the complex and challenging position of health and social care services and the need to respond to a range of initiatives intended to create positive change in mental health.
- 1.2 This Strategy provides a focus for action on the areas that are most important in creating this positive change in the next two years. It aligns with, but provides a specific Barking and Dagenham perspective on, the wider planning processes that are underway across North East London as part of the development of the Sustainability and Transformation Plan for the area.

2. Background

- 2.1 The Strategy has been developed on the back of a wide range of stakeholder engagement activities.
- 2.2 A Mental Health Needs Assessment was undertaken by consultants commissioned through the Public Health service and reported to the Health and Wellbeing Board in July 2015. The needs assessment included data review, policy analysis and work with service users and carers to inform a set of recommendations for the development of future services.
- 2.3 The Mental Health Subgroup considered the needs assessment described above, together with:
- The Crisis Care Concordat;
 - The Health & Wellbeing Strategy;
 - The CCG's work on developing a framework to guide its commissioning intentions for mental health services;

- A range of national policy documents, which informed the needs assessment work;
- The Care Act 2014, in view of the effects on mental health services, particularly with regard to personal budgets

- 2.4 Following consideration of the needs assessment, it was agreed that a wider view was going to be required to support the development of a clear Strategy around mental health. A Mental Health Strategy Map was developed as a first representation of the priorities that arise from the work that the Mental Health Subgroup had considered to provide a starting point for discussion.
- 2.5 A set of three mental health engagement workshops were subsequently conducted in summer 2015. The theme for these workshops included 'My Life, My Home, My Care', with one session on each of those themes with the intention to get consensus on the principles that should underpin a local approach to mental health services.
- My Life** - Helping people stay healthy, resilient and engaged in their communities when mental health issues develop, improving awareness of mental health problems and challenging stigma associated with mental illness, supporting integration, employment and training of people with mental health problems.
- My Home** - Providing the right support to enable people to live as independently as possible and facilitating greater choice in the kinds of accommodation and support available in Barking and Dagenham.
- My Care** - Rethinking ways of organising services to become more flexible, responsive and user-led; prioritising prevention, resilience and personalisation approaches whilst ensuring that statutory duties are delivered.
- 2.6 Attendance at the engagement workshops was good and the sessions formed a good basis to develop the Strategy further. Some key themes which emerged included peer support, reducing stigma / awareness raising, prevention and employment.
- 2.7 Having collated the work from the engagement activities detailed above, a draft outline for the Mental Health Strategy 2016 – 2018 was developed in consultation with the Commissioning Director, Adults' Care and Support and the Deputy Chief Operating Officer of the Clinical Commissioning Group.
- 2.8 The outline for the Strategy was developed in alignment with the council's transformation programme and in the context of the NHS Five Year Forward View for Mental Health.
- 2.9 Further discussions were held with a number of different stakeholders that were representative of the key themes that emerged from the engagement activities. This included colleagues within Housing Strategy, Regeneration, Sports and Leisure and Community Safety.
- 2.10 This process led us to determining the overall vision and scope for the Mental Health Strategy 2016 - 2018, along with the narrative and content of the four key priorities detailed in Section 4 below to produce the first draft of the Strategy for consultation.

3. Vision and Scope of the Strategy

- 3.1 The vision for the Mental Health Strategy 2016 – 2018 is for people to be active citizens; able to live a meaningful life and make positive contributions to the community they are part of. Services and support must focus on promoting wellbeing and enabling people who have experienced a mental health problem to be independent. We would like to see more people choosing the support they want and a greater range of services to choose from. We want to support people to achieve their aspirations such as returning to work, living well in suitable accommodation and keeping active.
- 3.2 Given the fact that mental health affects everybody, this Strategy links with a range of other strategies which are monitored by other groups, including subgroups of the Health and Wellbeing Board. A number of work streams reflected in this Strategy interface with elements of the Better Care Fund programme locally, including specific schemes on Dementia and Carers.
- 3.3 The Strategy is predominately focused on adults, but highlights the significance of promoting and protecting the emotional health and wellbeing of children and young people to prevent mental health problems in adulthood. Actions to do this are being taken forward through the Barking and Dagenham Children and Young People's Mental Health Transformation Plan, which includes consideration of improved transitions to adult services.

4. Priorities

- 4.1 All of the engagement carried out identified four key priorities which are the focus for this Strategy. The four priorities are those issues that need to be addressed in a strategic way, taking both a longer-term view as well as identifying immediate actions that are needed.
- 4.2 This is an evolving Strategy which will be periodically reviewed and adapted to meet the changing landscape of the local health and social care economy, within the context of the council's transformation programme and the NHS Five Year Forward View, realised through the local Sustainability and Transformation Plan. This will be reflected through the actions and targets laid out within the Strategy, which will in turn become more specific and measurable.
- 4.3 The actions within the Strategy have been developed through the consultation process and will ultimately form part of the action plan for the Mental Health Subgroup for 2016 – 2018.
- 4.4 Each priority is structured as follows:
- Assessing the situation
 - Existing strengths
 - Actions needed
- 4.5 Priorities one to three provide a focus for strategic work that is intended to respond to the main themes that have emerged from the recent mental health needs assessment and stakeholder engagement. These priorities take account of the complex and challenging position of health and social care services and the need to respond to a range of initiatives intended to create positive change in mental health.

- 4.6 The fourth priority of developing a new model of social support has been included as it was recognised throughout the engagement process that mental health services are going to need to be delivered differently in the future. This was driven by the financial challenges facing public services and the increased focus on prevention and early intervention.
- 4.7 There is an emphasis in the Strategy on encouraging people to take responsibility for their own wellbeing. This is demonstrated by actions which focus on enabling people to access safe self-help resources which in turn promote independence. This is aligned with Community Solutions which will be an early resolution and problem-solving service to help residents to become more self-sufficient and resilient. Community Solutions will tackle the multiple needs of households in a joined-up way and at an early stage. It will comprise multi-disciplinary and multi-agency teams that will collaborate closely with partners in the voluntary and statutory sectors to deliver early intervention and preventative support.
- 4.8 The key theme of prevention runs throughout the Mental Health Strategy and the borough's Prevention Approach is an inherent aspect of our overall future ambition. The growing prevention agenda promotes the development of a more resilient community, where individuals are empowered and supported to take positive steps towards managing their own wellbeing.
- 4.9 A summary of the priorities are as follows:
- Priority one: preventing ill health and promoting wellbeing**
- 4.10 This priority recognises that mental well-being is fundamental to a good quality of life and the wellbeing of individuals, families and communities. It reflects that we need to develop resilience in our community so that people can draw on their own and their community resources in achieving positive mental health and managing the difficulties they might face in their lives. We need to ensure that everyone has timely access to all of the right care and treatment that can help them maximise their own health and wellbeing.
- Priority two: housing and living well**
- 4.11 This priority acknowledges the importance of having a stable, secure, safe and comfortable home in promoting wellbeing and protecting against mental ill health. It recognises we need to take a strategic approach to enabling people to live as independently as possible in their own accommodation, as well as providing a greater range of choice of both accommodation and support. One of the key focuses of this priority is to improve the pathways into a greater variety of accommodation for people who are discharged from hospital and other institutional settings.
- Priority three: working well and accessing meaningful activities**
- 4.12 This priority focuses on ensuring that everyone has the chance to benefit from the expected growth and increased prosperity in the borough, and to be fully engaged in, and contribute to, their local community. This includes enabling people to access employment, educational and training opportunities as well as undertaking caring roles and volunteering. One of the key actions within this priority is the re-modelling and re-tendering of our current mental health related employment and vocational support contract with an aim to increase numbers of people with mental ill health securing long term competitive employment.

Priority four: developing a new model of social support

- 4.13 This priority provides a focus on more creative, innovative ways to co-produce a new system of mental health care and support, including maximising the benefits of creating a digital front-door to advice and support. The role of social work and social care in this new model needs to be developed further, to allow the particular skills of social workers to be used to their full benefit in creating a sustainable and responsive approach in the borough. It also reflects the ambitious transformation programme taking place across BHR, supported by a bid for devolved powers from central Government, which will give us the best opportunity in a generation to tackle the significant health and wellbeing challenges that we face.
- 4.14 As part of the future design of the council, Community Solutions will take a holistic approach to providing early intervention and support and will develop responses that will incorporate links to mental health support as required. The new service will be developed to encourage self-help and where necessary provide residents with the most appropriate support based upon their circumstances.

5. Consultation

- 5.1 The first draft of the Mental Health Strategy was presented to the Mental Health Subgroup on 18 July 2016. The Strategy was well received and actions were agreed to ensure a thorough and robust consultation process.
- 5.2 Areas of consultation included the following:
- Learning Disabilities Partnership Board
 - Children and Maternity Subgroup
 - Employment and Opportunity Forum
 - NELFT MH and LD Community of Practice
 - Cllr Worby - Cabinet Member for Social Care & Health Integration and Chair of Health & Wellbeing Board
 - Cllr Fergus – Mental Health Champion
- 5.3 In addition to the above, the Strategy was consulted with the following Service User forums:
- Patient Experience Partnership
 - Richmond Fellowship - Working Together Group
 - CCG Patient Engagement Forum
- 5.4 Feedback and comments from the first phase of the consultation process were collated and reviewed. A meeting was held with the Chair of the Mental Health Subgroup on 01 September 2016 to finalise the action plan and agree any amendments following the consultation process.
- 5.5 Following the input from the areas detailed in Sections 5.2 and 5.3, an updated iteration of the Mental Health Strategy 2016 – 2018 reported to the Mental Health Subgroup on 05 September 2016.
- 5.6 The Strategy was subsequently uploaded to Barking and Dagenham's Consultation Portal with the link communicated widely, including via Barking and Dagenham

Council for Voluntary Services and also as part of the engagement activities for World Mental Health Day on 10 October 2016.

- 5.7 The public consultation closed on 31 October 2016 with four people having commented on the Strategy via this channel.

6. Feedback from consultation process

6.1 Feedback on the Strategy from service users, providers, public and professionals has been largely positive. The consensus is that the Strategy focuses on the right areas and that the key theme of prevention is a welcome focus. A summary of the feedback can be found at Appendix B.

6.2 Some feedback has queried why the Strategy does not explicitly address issues and risk factors affecting specific age groups, such as older people. A decision was taken in the development phase to ensure that the priorities within the Strategy are applicable to all adults, and include overarching principles which are applicable to everybody, irrespective of age or health conditions, e.g. self-help and self-management.

6.3 Other feedback from the consultation process commented on the benefits of having a Mental Health Strategy which strongly interfaces with a range of other areas and strategies to ensure mental health is placed high on the agenda and works towards achieving parity of esteem.

7. Next Steps

7.1 The proposed next steps for the Mental Health Strategy 2016 - 2018 are as follows:

- Deliver upon the action plan, monitored and supported through the Mental Health Subgroup
- Establish and enhance links with other strategies to support the principle of parity of esteem for mental health
- Continue to develop the Mental Health Strategy 2016 - 2018 to align with and support the implementation of the Growth Commission and Ambition 2020 along with the NHS Five Year Forward View for Mental Health.
- Completion of a suicide audit and the development of a local suicide prevention plan in line with Public Health England's ongoing programme of work to support the government's suicide prevention strategy. The local plan will link with the Mental Health Strategy 2016 – 2018.

8. Mandatory Implications

Joint Strategic Needs Assessment

8.1 This programme will further the findings of the JSNA with regards to addressing mental health needs in Barking and Dagenham.

Health and Wellbeing Strategy

8.2 This Strategy will further and support the following priorities in the Joint H&WB Strategy:

- Increase the life expectancy of people living in Barking and Dagenham
- Close the gap between the life expectancy in Barking and Dagenham with the London average.
- Improve health and social care outcomes through integrated services.

Integration

8.3 Integrated commissioning and provision within Barking and Dagenham and across the wider health and social care system is at the heart of the Mental Health Strategy 2016 – 2018. The strategy aligns with integration priorities that have been identified as part of the BHR system wide approach to Mental Health and developed through the work on devolution. It also reflects the mental health priorities identified as priorities within the work to develop the North East London Sustainability and Transformation Plan. These priorities have been developed to reflect the national Five Year Forward View for Mental Health, ensuring that there is a link through from nationally identified priorities through to borough and locality level delivery. The development of the Strategy has been supported through the Mental Health Subgroup of the Health and Wellbeing Board whose membership consists of a wide range of partner organisations from across the local health and social care economy including representatives from Service User groups.

Financial Implications

8.4 Financial implications to follow

Legal Implications

8.5 Legal implications to follow

Background Papers Used in the Preparation of the Report:

- Joint Strategic Needs Assessment 2015 - <https://www.lbbd.gov.uk/council/statistics-and-data/jsna/overview/>
- Joint Health and Wellbeing Strategy 2015 – 2018 - https://www.lbbd.gov.uk/wp-content/uploads/2014/11/JHWS_A4_30-9-15_RF.pdf
- NHS Five Year Forward View - <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

List of Appendices:

Appendix A – Mental Health Strategy 2016 – 2018

Appendix B – Consultation feedback summary