

	<h2>Health and Wellbeing Board</h2>
<p style="text-align: right;">Title</p>	<p>NCL ICB Community and Mental Health Services Review Core Offer</p>
<p style="text-align: right;">Date of meeting</p>	<p>27th July 2023</p>
<p style="text-align: right;">Report of</p>	<p>NCL ICS and NCL ICB</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Appendices</p>	<p>N/A</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Lauretta Kavanaugh Programme Director for Mental Health, Learning Disability and Autism, NCL ICB lauretta.kavanagh1@nhs.net</p> <p>Alex Smith Director of Transformation, NCL ICB alexander.smith1@nhs.net</p>
<h3>Summary</h3>	
<ul style="list-style-type: none"> • <i>Baseline review</i> • <i>Case for change</i> • <i>Ambitions</i> • <i>What this report covers</i> • <i>Highlight improvements</i> • <i>Core offer Developments that will happen in in 23/24</i> • <i>Provider led 5 year programme</i> 	
<p>Previously, North Central London (NCL) Integrated Care Board (ICB), then NCL Clinical Commissioning Group (CCG), updated the HWBB on the review of community & mental health services across the five Boroughs of</p>	

North Central London, the investment priorities for 22/23 and the plan to mobilise delivery through provider collaboration and the borough partnerships, including what this meets for Barnet.

The programmes are now in a position to further update on progress. The accompanying report focuses on: providing an overview and update on the progress of the mental health and community service reviews and delivery of the “core offer”; update on Barnet improvements and how these will benefit citizens in Barnet; and highlight actions taken to address local Barnet challenges across community and mental health services.

This report is divided into the following sections:

- Recap on the community and mental health services review
- Progress in Barnet in delivering the Adult Community Services Core Offer
- Progress in Barnet in delivering the Adult Mental Health Services Core Offer
- Progress in Barnet in delivering the Children and Young People Core Offer
- How the Core Offer is addressing local Barnet-specific challenges
- A forward look at improvement areas, including investment for Barnet in 23/24

Recap of the community & mental health services review

NHS North Central London Integrated Care Board (NCL ICB) commenced a collaborative review of NHS community and mental health services 18 months ago. Implementing the review will ensure there is an equitable service available across NCL which addresses inequalities of access and health outcomes for residents, promotes out of hospital care and prevention, improves outcomes for residents and reduces pressure on acute services. The stages of the review have included a Case for Change (previously shared with this Board) followed by the articulation of a co-produced set of “core offers” which describe the minimum offer to local residents for a range of community and mental health services. The core service offers set out the service to be delivered, workforce skillset of staff required to deliver these services, points of access and intensity of service required. The core service offer reflects clinical good practice and forms the basis of what providers will be required to provide within NCL once the multi-year programme of implementation is delivered. Whilst not service specifications, they do provide high level service descriptions and set out our requirements in terms of access, and integrated working e.g. with Local Authority, voluntary services, primary care etc.

Since the last update to the Barnet Health and Wellbeing Board, investment areas for Y1 were signed off by both the programme board and relevant system and ICB governance. Provider-led delivery plans for the first year of investments (2022-23) were mobilised from September 2022, alongside a process to track and monitor their impact. Building on this work, there have been a series of system conversations from January 2023 to agree the investment priorities for the second year of the programme (2023-24). Plans for these are being worked up by providers and are in the process of being signed off by programme and relevant system and ICB governance by the end of August 2023, with implementation expected to commence from September 2023.

Investments in the first year of the programme have enabled improvements in several service areas across community and mental health services.

Progress in Barnet in delivering the Adult Community Services Core Offer

- Community rehabilitation capacity has been expanded from five days to seven days a week. This additional capacity is allowing increased weekend activity, improving discharge rates and alleviating staff pressure. It has also boosted the skill mix of staff in community nursing.
- Investment has also been provided for the expansion of the NCL Silverline triage initiative to run a seven day service. This is a pre-hospital telephone support scheme where geriatricians support the London Ambulance Service with clinical decision-making. Recent evaluations indicate that only 20% of the patients seen this way need to be conveyed to a hospital, compared to 75% similar patients seen in 2018.

- A wound clinic was launched in February 2023 which is providing ambulatory patients with wounds a better experience and reducing pressure on other parts of the healthcare system such as A&E, walk-in centres, primary care.
- There is also significant work happening across NCL, including within Barnet to improve the utilisation of virtual wards and optimise discharges through the Urgent Care Response initiative (including our frailty car pilot with LAS), which improves patient care and reduce unnecessary hospital stays.
- A frailty Multi-Disciplinary Team (MDT) was launched in July 2022 and has received positive feedback from patients. The service allows GPs in Barnet to gain more tailored support from services if they have adults who are aged 65 and over with moderate to severe frailty and / or identified as in the last 12 months of life expectancy. A member of the frailty team conducts a holistic geriatric assessment and develops a personalised care plan for the patient.

Progress in Barnet in delivering the Adult Mental Health Services Core Offer

- 37k patients have received evidenced based psychological therapies (also called Talking Therapies or IAPT services) in 2022-23. 86% of these patients are being seen within 6 weeks, with an overall recovery rate of 53%.
- Crisis cafes that were stood up in Barnet during the pandemic have continued to be operational and have been expanded to cover the rest of NCL. These are alternatives to A&E where adults can self-present when a crisis escalates.
- Community mental health services are now achieving the maximum 4-week wait target for 85% of patients, seeing over 600 people a month and undertaking a holistic care planning using the co-created Dialog+ tool. The skill mix and remit of core community mental health teams has also broadened, including the addition of 14 integrated voluntary sector workers to support reintegration into the community.
- Mental health practitioners are now embedded in PCNs and offering quicker and more direct access to specialist MH support within primary care. These staff work collaboratively with community-based services and can refer onward to the CORE teams or other specialist support as needed, creating a smoother journey for the patient.
- Across NCL, through our investment in complex rehab repatriation and system flow initiatives, we have seen a 56% reduction in out of area bed days, from 1300 bed days in 2022-23 to 578 bed days in 2023-24.
- NCL also surpassed the Long Term Plan target for delivering physical health checks for patients with Severe Mental Illness (SMI), with over 13,000 patients receiving this service.

Progress in Barnet in delivering the Children and Young People Core Offer

- In 2022-23 the ICB invested £150k into the therapies accelerator programme to address waits in therapy services across NCL. In addition, in 2023-24 the ICB will invest a further £323k recurrently in Barnet. The therapies service was transferred to Whittington Health in February 2022, in partnership with Local Authority colleagues. Since the transfer staff vacancies have more than halved from 31% to 12% and waiting lists for first appointments have reduced by 80% (from 3964 to 761).
- In 2022-23 the ICB invested in the roll out of the CYP Home Treatment Team (HTT) model, starting with Barnet. The team saw 58 children between initiation and end of March 2023, and in the same time period there has been a reduction in inpatient admission rates for 11-17 year olds in Barnet from 43.8 to 25 (per 100k CYP population)

How the Core Offer is addressing local Barnet-specific challenges

There are stark inequalities in health needs and outcomes across NCL, and one of the core principles for prioritisation has been to address inequalities in access and outcomes across the five Boroughs. Alongside this there are ongoing schemes to address inequalities in Barnet such as providing access to Speech and Language Therapy (SLT) services via children's centres for families with high levels of need and deprivation, the Health Hearts initiative which is a community engagement programme aimed at reducing inequalities in Cardiovascular Disease (CVD) outcomes, Barnet Young Brushers project to improve dental health, and the Art Against Knives initiative to support young black males to tackle the inequalities they experience, through peer support and provision of creative spaces and activities.

Mental health services: A key area of challenge for mental health services is timely access to first treatment for Talking Therapies (IAPT services). Whilst NCL has reduced the nationally recommended recovery target for access to first treatment from 56.8k patients to 42.6k patients, there remain challenges due to staffing shortages. A key focus in 2023-24 will be to improve staffing levels within these services to treat more patients. The Barnet Enfield and Haringey mental health trust (BEH) currently has an average of 24 patients who are in Out of Area Placements. The aim is to reduce this to zero by March 2024. Once admitted, patients also stay longer than the national target of 32 days with BEH and Camden and Islington Trusts having 35 days and 46 days average LOS respectively. A series of quality improvement initiatives are underway at Trusts to improve patient flow and discharge processes. There is also a continued focus on embedding transformed adult community secondary care services in collaboration with primary care, social care and VCS organisations.

Children and Young Peoples' (CYP) Services: The CYP Therapy service in Barnet transferred to Whittington from North East London Foundation Trusts in February 2022. At the time of transfer the service had high numbers of children and young people waiting for assessment and interventions, as well as a high vacancy rate. As with other Integrated Care Systems in the London region, NCL do not currently meet the target for CYP receiving treatment. NCL and Barnet have achieved c.70% progress against the plan, however, more needs to be done to close the gap. As part of the NCL Therapies recovery work led by Whittington in 2022/23, the service received additional funding to support a reduction in waiting times. By the beginning of March 2023, the OT and Physio teams had only three Children and Young People waiting over 18 weeks to be seen and significant improvements have been made to waiting times for SLT. Waiting times for autism assessment for under 7 year olds in Barnet remain a challenge, due to challenges with Consultant capacity at RFL which we continue to work through with them. For 5+ year olds, Barnet has seen quite significant reductions in numbers of waiting lists, with reductions from 173 in September 2022 to 67 in March 2023.

A forward look at investment priorities for Barnet in 23/24:

A series of initiatives have been prioritised for investment in Barnet in 2023-24, in line with the financial principles for investment signed off by the CSR and MHR programme boards. These include a need to focus on boroughs which have experienced historic underfunding vs need; deliverability; quality and safety improvement and impact on reducing pressure at acute hospitals.

For adult community services investments will be targeted at improving the catheter pathway and increasing capacity for Speech and Language Therapy (SLT) services. There will also be funding to develop and implement an Urgent Care Response Hub across NCL for LAS, which will streamline referrals and improve access and experience for patient. This is in line with the findings of our pre-dispatch pilot with LAS, which identified significant challenges in accessing alternative community services due to the complexity of access routes, resulting in increased pressure on hospitals. We will also be providing funding to optimise intermediate care beds in Barnet (Adams) in order that the NCL P2 "core offer" can be delivered. For CYP services, there will be funding to support improvements in therapies services, Looked After Childrens services (LAC), autism diagnoses and asthma nursing.

For mental health services, investments will be targeted at improving and transforming adult community services, perinatal services and our crisis lines. For CYP services, the roll-out of Home Treatment Teams (HTTs) will be a continued focus, as well as embedding Mental Health Support Teams (MHSTs) in schools.

In order to ensure successful implementation, regular system wide reporting on benefits realisation will continue through the Community and Mental Health Review Implementation Steering Groups, chaired by provider CEO sponsors. This is underpinned through the development of our Community and Mental Health Outcomes Framework, aligned to our NCL Population Health Outcomes.

Recommendations

1. The Barnet Health & Well Being Board are asked to note and discuss the progress of the reviews to date, improvements taking place within Barnet and areas of continued focus.

1. Reasons for the Recommendations

1.1 N/A

2. Alternative Options Considered and Not Recommended

2.1 N/A

3. Post Decision Implementation

- 3.1 Providers are committed to providing regular updates about implementation of the service reviews through relevant Borough Partnership forums, including the HWBB.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 One of the aims of the Barnet Joint Health and Wellbeing Strategy is to improve the health and wellbeing of the local community and reduce health disparities for all ages which is aligned to the Council's Corporate Plan. Implementation of the "core offer" for community and mental health services will support this ambition.

Corporate Performance / Outcome Measures

- 4.2 Not applicable in the context of this report.

Sustainability

- 4.3 Not applicable in the context of this report.

Corporate Parenting

Not applicable in the context of this report

Risk Management

- 4.4 **Risk 1: Recruitment and Retention of Workforce to support delivery**

Mitigation: Recognising this is a national challenge in a number of key posts, we have agreed some actions to support workforce retention and recruitment. This includes a focus on supporting staff well-being, offering training and development in line with our core services competencies framework. Providers are reviewing opportunities such as staff rotation between different services and experiences. Some of the

plans for services which are being considered include the consolidation of smaller teams to create larger more resilient teams with a clear career progression structure. Other actions include plans to develop support roles e.g. for therapies and work by mental health providers to support the development of opportunities for local people to become peer workers or to train as social prescribers etc. However despite a number of mitigations, given challenges nationally, this remains an area of high risk which will continue to need careful oversight.

Risk 2: Delivery of Improvements to Population Health outcomes and reduction in access inequalities

Mitigation: The agreement of outcome indicators underpinning the two reviews will help to assess progress. The core service offer, if delivered in a consistent way, will help address inequalities of access by setting out the same access, criteria, staff skills etc. Delivery plans will also address issues such as differential access to services. The overall delivery of actions to improve population health outcomes e.g. our work with homeless people or our learning disability population will also help contribute to mitigating against this risk.

Risk 3: Given the NCL system financial challenges there is a risk that insufficient funding is identified to fully deliver the core service offers in an agreed time frame.

Mitigation: Alongside system funding, the expectation is that both mental health and community services funding will be identified from productivity improvements, service redesign etc. to use for re-investment in gaps. To support this work, early identification of a pipeline of services for collaborative redesign will be needed as well as work to identify opportunities linked to digitalisation.

Insight

4.5 As set out above.

Social Value

4.6 Not applicable in the context of this report.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

5.1 Not applicable in the context of this report.

5.2

5.3

6. Legal Implications and Constitution References

6.1 The terms of reference of the Health and Wellbeing Board, which is set out in the Council's Constitution Article 7, includes the following responsibilities: • To promote partnership and, as appropriate, integration, across all necessary areas, including the use of joined-up commissioning plans across the NHS, social care and public health. To explore partnership work across North Central London where appropriate • To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing. • Specific responsibilities for overseeing public health and developing further health and social care integration

7. Consultation

7.1 Engagement around the core offer took place with a wide variety of groups across Barnet. The implementation of the core offers remains a focus area regularly discussed at partnership forums.

8. Equalities and Diversity

8.1 An EQIA was completed as part of the sign off of the “core offer” which highlighted a number of positive benefits to equalities and diversities, including through the prioritisation of funding for areas which have experienced historical funding inequities and the focus on population health improvement.

9. Background Papers

9.1 Link to Baseline Reports on CCG website: [Strategic reviews of community and mental health services - North Central London CC](#)

9.2 Link to papers of previous update at Barnet Health and Wellbeing Board on 14th July 2022: [Agenda for Health & Wellbeing Board on Thursday 14th July, 2022, 9.30 am \(moderngov.co.uk\)](#)