

**BRIEFING PAPER FOR BRENT HEALTH AND WELLBEING BOARD**  
**Like Minded – NWL Mental Health and Wellbeing Strategy – Case for Change**  
**Tuesday 10<sup>th</sup> November 2015**

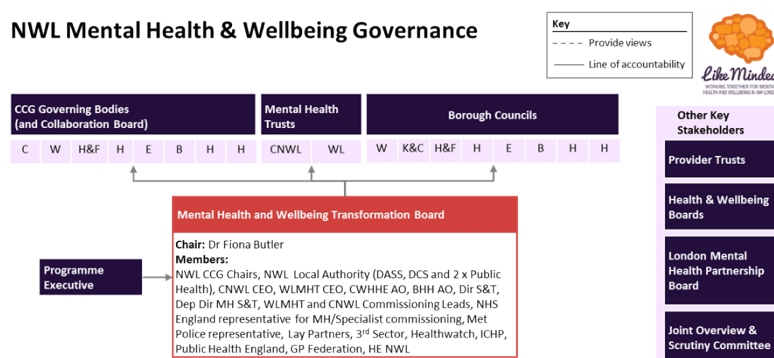
<b>Date:</b> 30 <sup>th</sup> October 2015	<b>Presenter(s):</b> Sarah Basham, GP Commissioner, Brent CCG; Jane Wheeler, Acting Deputy Director, Mental Health
<b>Author:</b> Jane Wheeler, Acting Deputy Director, Mental Health, Strategy & Transformation, NWL	
<b>Supporting Documents:</b> Improving mental health and wellbeing in North West London Case for Change – a summary	

<b>Purpose:</b>	<b>Action Required:</b>
<p>This report sets out the background to the development of the North West London Mental Health and Wellbeing Strategy Case for Change, as part of the Like Minded Programme. The Case for Change describes a shared understanding of the issues the sector faces in relation to Mental Health and Wellbeing and the shared ambitions for change.</p> <p>The Case for Change is included as an appendix to this report – ‘Improving mental health and wellbeing in North West London Case for Change – a summary’.</p>	<p>The Health and Wellbeing Board is requested to endorse the Like Minded Case for Change</p> <p>The HWBB is asked to provide feedback on how the Like Minded team can work locally to build on local efforts to transform mental health and wellbeing</p>

<b>Report</b>
<p>The Like Minded programme was set up to take a Whole Systems approach to improving the outcomes for our population and patients. Whole systems means a number of things:</p> <ul style="list-style-type: none"> <li>- Considering all our population – those who are mostly healthy to those who are most unwell, as well as all ages</li> <li>- Considering the services and funding across health, social care, voluntary sector and wider statutory services (employment, housing, leisure and education for example)</li> <li>- Considering the specific local needs of each of the NWL boroughs – but also where working at scale across NWL can add benefit</li> </ul> <p>We are presenting the Like Minded Case for Change for endorsement today to trigger a discussion on how we deliver on these whole systems aims – how the local teams and HWBB members can remain sighted on the NWL work –and how we can work fruitfully to deliver on shared ambitions .</p> <p>The Case for Change highlights a number of priorities for North West London and we know we need to work closely with you and your teams to translate these priorities into changes which can be implemented locally for Brent residents.</p> <p><b>1. Background</b></p> <p>In June 2014 the NWL Collaboration Board (across the 8 CCGs) agreed to build on the previous mental health strategy (called ‘Shaping Healthier Lives’, 2012-15) and initiate the North West London-wide mental health and wellbeing programme, called ‘Like Minded’ (2015-2020).</p> <p>The governance of the programme is through the NWL Mental Health and Wellbeing Transformation Board. The Board was formed in May 2015 and has representation from CCGs, Local Authorities, both Mental Health Trusts in</p>

NWL, other stakeholders and service users (see governance chart below). The Board oversees and supports the development and implementation of Like Minded; their role is to identify the most appropriate priorities and solutions for the programme and ensure delivery. It will manage the interdependencies with other related programmes and transformation work across the eight boroughs as well as from our service user groups.

The first phase of the Like Minded programme focused on the development of a 'Case for Change', which describes the eight major issues identified across North West London relating to mental health and wellbeing, and the ambitions to improve outcomes and experiences (see section 3 below). The Case for Change built on a wide range of data, people's experiences, best practice and a structured approach to prioritisation, to agree a number of shared priority workstreams.



## 2 Priority Areas

The Case for Change development was led by the North West London Mental Health and Wellbeing Transformation Board. It has also received input from practitioners, commissioners, voluntary sector service users and carers, some of whom are represented on the Transformation Board through the National Survivor User Network and West London Collaborative.

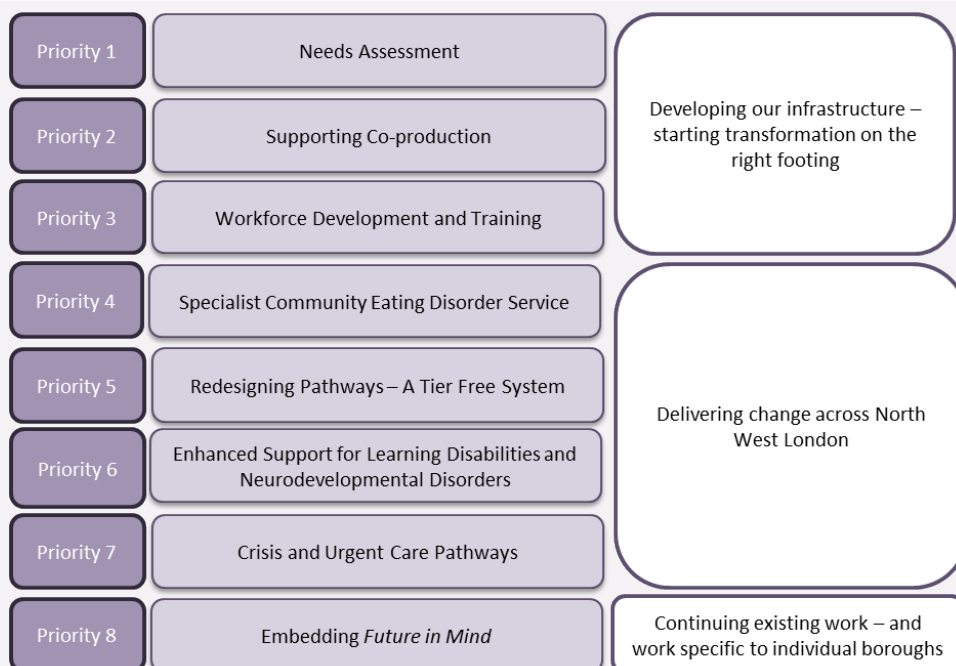
The Like Minded team have developed a longer narrative Case for Change document, with a supporting short summary. The short summary is presented today for your endorsement, and the longer document is available for download here: <http://www.healthiarnorthwestlondon.nhs.uk/mental-health>.

Mental health is a priority for all stakeholders across North West London – and Brent is no exception with Mental health highlighted as one of the HWBB's priority areas.

To address shared issues we formed a number of workstreams the next steps for each of these workstreams are set out below:

Workstream	Key update/next steps
1) Wellbeing and prevention	<p>The NHS is one of the largest employers in NWL (and with the addition of Council teams is together health and social care form the largest workforce). As we seek to focus on prevention and early intervention the evidence base is strong for the qualitative and economic drivers for addressing mental ill health in the workplace.</p> <p>In addition whilst there is good local work in some boroughs on parenting and in Brent through approaches such as <i>Strengthening Families</i>, <i>Strengthening Communities</i>, we</p>

	<p>know that there is potential scope for greater early intervention.</p> <p>Workstreams and workplans have been developed for workplace wellbeing interventions and prevention of conduct disorder, led by Public Health and with input from Frontier Economics. Draft 'Call for Action' papers will be presented to the 18 November NWL Mental Health &amp; Wellbeing Transformation Board.</p>
2) Serious and Long Term mental health needs	<p>This term was chosen by our service users who reject the 'Serious Mental Illness' classification. The term also reflects a choice to focus on needs and not diagnosis.</p> <p>This workstream builds on local work in each borough – including work in Brent between social care and CNWL teams.</p> <p>A draft Model of Care and Support was endorsed at the 23 October NWL Mental Health and Wellbeing Transformation Board to provide an overarching framework for defining how we can work locally to implement best practice. It also provides the basis for modelling the impact of change across the system. The model seeks to define the impact across the system – and make reference to new work supporting employment opportunities, coordinated approaches to housing and primary care development</p>
3) Common mental health needs	<p>This population is better defined as a number of sub-populations. National data suggests that up to 80% of people with a common mental health need (for example depression) do not access any services (and the majority do not have a diagnosis).</p> <p>However their illness can have a significant impact on their personal life, education, job and ability to live full lives in their community. We also know that for small numbers of people there are disastrous outcomes – such as self harm and suicide.</p> <p>We are at an early stage of scoping the breadth of this work. A detailed review of the data will follow to understand the current 'as is' state for people with common mental health needs.</p>
4) Children and Young people	<p>Our work on Children and Young People has focused on responding to the new national strategy Future in Mind – and submitting a Transformation Plan to secure £573,052 for Brent (as part of a NWL £3.8m).</p> <p>Whilst the new funding is a large boost for Children and Young People's mental health there is also significant learning we can take from the development of the Transformation Plans which were submitted to NHS England to access this funding.</p> <p>At Like Minded we recognise that more could have been done early on to ensure colleagues from Brent council were round the table – both inputting to the plans, but also understanding the process and opportunity.</p> <p>The priority areas which will be funded are:</p>



The Chair of Brent HWBB, Cllr Muhammed Butt, signed the plan on 14 October. Next steps are to secure NHSE sign-off (informal feedback has been positive) and develop implementation plans with the right local governance and multi-agency input.

In addition to the Like Minded workstreams described above the NWL Mental Health programme supports delivering, implementation and evaluation of a number of other cross-cutting workstreams.

- implementation of the new Urgent Care and Assessment pathway – including the CNWL SPA which goes live on 3<sup>rd</sup> November (accessible via 0800 0234 650 and [cnw-tr.SPA@nhs.net](mailto:cnw-tr.SPA@nhs.net))
- perinatal service redesign
- Learning Disabilities – focusing on response to Winterbourne View and the services at Kingswood Centre

Underpinning this work are a number of enabling workstreams which bring together some of the supporting infrastructure and other enablers of change

- Contracting and mental health tariff
- Estates
- Finance and modelling
- Communication and engagement
- Primary Care development and shifting settings of care
- Workforce

### 3. Stakeholder engagement

To date, we have presented the Like Minded programme at the following Boards in Brent:

Forum	Date	Discussion
Brent CCG	14 January 2015	Programme Initiation Document discussed at Executive Committee
	19 August 2015	Case for Change discussed at Executive Committee
	2 September 2015	Case for Change endorsed at Governing Body
Brent HWBB	19 March 2015	Presented at Brent Health and Wellbeing Board workshop on

		Improving Mental Health and Wellbeing
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In addition, we:

- Ran a workshop on the Children and Young People workstream at the Sattavis Patidar Centre in Wembley (14 May 2015);
- Held a meeting to discuss the Children and Young People workstream with the Brent Centre for Young People (20 July 2015);
- Provided a programme update at the Brent Mental Health Integration meeting (23 September 2015);
- Participated in a Brent CCG Health Debate Event on post-traumatic stress disorder (27 October 2015);
- Participated in a Brent CCG Health Debate Event on adult mental health (29 October 2015).

#### 4. What this means for Brent

The workstreams within the strategy each have a different focus, but are likely to impact on a number of services delivered within Brent:

- Primary care services;
- Community mental health services;
- Inpatient mental health services;
- Public Health services;
- Children & Young People's services (see the NWL Transformation Plan in response to Future in Mind for more information).

Over the coming months the impact will be more clearly defined, through the development of models of care and support with North West London stakeholders, including members of Brent HWBB. We will provide an update on the draft models of care and support to the Health and Wellbeing Board as they are developed.

We welcome the plans in Brent to bring together different agencies into a locally focussed forum for mental health transformation – Like Minded is committed to supporting change at a local level.

#### 5. How we can work with Brent to deliver a joint approach

Each workstream within the Like Minded strategy has the potential to impact on services delivered by Local Authorities, therefore input from Brent Council to each workstream is important now and as the programme progresses. We are keen to build on the Whole Systems Integrated Care approach, working closely with all key stakeholders across North West London to develop models of care and scope options for delivery.

#### 6. Role of the Health and Wellbeing Board in delivering this strategy

We ask for endorsement of the Case for Change at this stage. When we next present at the Health & Wellbeing Board we will have more detail on the role of stakeholders within Brent, including members of the HWBB, in delivering the strategy.

We ask the HWBB members to continue to involve our team in local work to ensure we are joined up and are clear what work happens at a local level and what happens across North West London.

### Recommendation

It is recommended that Health and Wellbeing Board members endorse the Like Minded Case for Change. We welcome and value your ongoing input into this programme of work, through future Health & Wellbeing Board meetings.

**Responsible Officers:**

**Matthew Hannant**, Interim Senior Responsible Officer, Director of Strategy & Transformation (Acting), NWL Collaboration of CCGs;

**Fiona Butler**, Clinical Responsible Officer, Chair of NWL Mental Health and Wellbeing Transformation Board, West London CCG Chair.