

A decorative graphic in the bottom-left corner featuring various blue and green shapes: a large blue rounded rectangle, a green circle, a dark blue circle, a light blue rounded rectangle, a teal rounded rectangle, and a dark blue diagonal bar.

# Developing the SWL Mental Health Strategy

Mental Health (MH) is a priority for south west London and over the past year we have been developing a new mental health strategy for SW London. The strategy acts as a focus for us to identify priorities, respond to challenges, drive forward transformation and address population health needs in collaboration with service users, stakeholders and partners. We developed the strategy through a number of steps:



# Approach to the developing the strategy

The steps in Strategy development have involved:

- 1. Assessment of population health need and the strategic landscape** using local and national benchmarking data and performance, quality, finance, activity and workforce data from the SWL CCG/ ICB and NHS providers. Joint Strategic Needs Assessments and Local Health and Care Plans have been reviewed. Outputs have been tested with a wide group of stakeholders.
- 2. Identification of innovation and best practice has led to the development of a summary 'library'** to help inform future service transformation.
- 3. Engagement with our local population** (including service users and carers) and professional stakeholders using an online and hard copy survey (with c1,000 responses) and virtual and face to face discussions.
- 4. Synthesis of data and information** by a core team to identify themes, priorities and ambitions.
- 5. Testing of content through reflective sessions** with stakeholders and revision of draft material via the mental health Partnership Delivery Group.
- 6. Place review and approval** via the Place Partnership Committees and mental health programme groups as appropriate.

The strategy development has been collaborative with ICS place based leaders, NHS mental health providers, Local Authority leads, voluntary community and social enterprise stakeholders, primary care, service users and carers and wider groups.

# We have learned about our system...

### We have key challenges to address

- Demand, acuity and complexity has increased through and since the pandemic.
- We are struggling to recruit and retain our workforce.
- Spend on mental health is lower in SWL than in other areas.
- There are gaps in our pathways and our delivery models and service performance vary by borough.
- We do not have much early support in place.

### We have a diverse population with varied needs

- Ethnic diversity varies across SWL an some groups are over/ under represented in services.
- Wider determinants of health and wellbeing such as educational attainment, employment, stability of housing and income levels vary across SWL.
- Social challenges such as loneliness, isolation and alcohol misuse exist.
- Presenting needs vary across our population



## We have heard what matters to local people...

We have carried out engagement activities with service users, carers, stakeholders and partners. Our public survey received nearly 1,000 responses and we held face to face or virtual meetings with stakeholder groups. Below are some of the key reflections from this work.

Waiting times are too long.

More community support is needed as much for prevention of illness as is it for supporting post-discharge.

Services across health, social care and voluntary sector need to work better together .

We need to focus on prevention and early support and take account of wider wellbeing.

A major challenge in accessing support was stigma or shame.

People need to know what services exist and how to access them. It is confusing at present.

Many people seek support from friends & family before seeking NHS help.

Carers need more support.

## We have checked our draft thinking...

In October 2022 open reflective sessions were held with SW London stakeholders, service users and carers and those working in mental health services to consider the vision, aims and themes and offer any further elements. Key feedback from these sessions included:

- Vision was supported as including the right elements
- Aims supported as covering right areas
- Prevention, working with other services, waiting times, co-production highlighted as key elements to address
- Specific considerations were suggested around ethnic minority communities, carers (inc young carers), impact of social and wider determinants to health and wellbeing such as housing.

It was acknowledged that there is a tension being broad and inclusive and being focused to ensure delivery.

It was also agreed that terminology and language would also need careful thought as the Strategy was drafted.



## Vision

“In SWL we want everyone to have access to the right support at the right time for their emotional wellbeing and mental health. We recognise that many influences come from wider factors such as employment, education, housing, and community and we will work in partnership with local authority colleagues to address these. Our services will work effectively together and with people who use our services as early as possible to meet needs and ensure everyone receives the support they need in the most appropriate setting.”

## Aims

- Prevent mental illness and provide early support for recovery as we know this promotes good recovery and reduces the burden of ill-health.
- Increase equity of access, experience and outcomes for all SW Londoners – reducing unwarranted variation and ensuring a fair and sustainable allocation of resources.
- Better support and equip our children and young people and those that support them to manage their mental health and emotional wellbeing in the future.
- Design a new model for mental health workforce including voluntary and community sector and peer support to tackle mental health recruitment and retention issues.
- Expand bio-psycho-social care to address the mortality gap and the opportunity to increase years of quality life.
- Co-produce delivery of this strategy with service users/ residents in SW London, putting partnership with those who use services and those in our communities at the heart of everything we do.

**We have developed four themes that will run through our strategy covering key elements determined through our understanding of the strategic landscape, the data analysis and engagement work:**

**1. Prevention and early support including:**

- a) Support for children and young people and families
- b) Healthy environments
- c) Mental health literacy and reducing stigma

**2. Bio-psycho-social model including:**

- a) Physical healthcare for people with serious mental illness and mental health support for people with physical health care conditions
- b) Neighbourhood teams & integration
- c) Complex needs & co-occurring issues

**3. Inequalities including**

- a) At risk communities
- b) Unwarranted variation

**4. Timely access including:**

- a) Least restrictive care & recovery
- b) Waiting times
- c) Transitions
- d) Discharge





# Proposed 10 year outcomes



South West London

We have set ourselves ambitious goals over a ten year period:

Our 10 year aspirations By 2032/33 we will have	
Population	Services
<ul style="list-style-type: none"><li>• Increased equity of service access to reflect community demographics with no unwarranted variation in outcomes</li><li>• Improved mental and emotional wellbeing for residents in SW London</li><li>• Reduced the 'mortality gap' between those with serious mental illness and the general population</li><li>• Eliminated racial inequality around overrepresentation of black people in detention, inpatient and crisis care</li><li>• Ensured no person known to mental health services presents to A&amp;E unless for physical health issue</li><li>• Eliminated restrictive practices</li><li>• Zero suicide</li><li>• Significantly reduced self-harm</li><li>• Eliminated inpatient stays outside of SW London for SW London residents</li><li>• Closed unneeded acute inpatient beds</li></ul>	<ul style="list-style-type: none"><li>• Fully integrated mental health care in place for people with serious mental illness and physical health needs, social care needs (including supported living), learning disability and autism, homelessness and substance misuse</li><li>• Allocated resources based on need</li><li>• Redirected mental health investment with the majority of spend occurring in primary care, voluntary community and social enterprise and community settings</li><li>• Increased funding into mental health benchmarked with other areas nationally and increased the overall proportion of funding directed to children and young people's mental health specifically</li><li>• Fully staffed services with new roles in our workforce and positive staff wellbeing, satisfaction and morale</li><li>• Embedded research and evaluation of services, operational models and initiatives as standard practice using meaningful recovery and experience measures</li><li>• Services responsive to population health needs and flexibly delivering changes</li></ul>

We have included specific 5 year outcomes for each theme in the document to guide our work.

In our first year – 2023/24 – we will focus on two key areas for delivery of improvements:

1. **Going further and faster for children and young people** making improvements around support available for CYP and families whilst waiting, support available in schools and transitions to adult or wider services.
2. **Embedding transformation of community transformation for adults with serious mental illness.**

We will also set up our delivery structures and carry out a number of pieces of enabling work to help us work together across the system including:

1. Ensuring our **governance structures** are in place to support delivery.
2. Completing a **detailed strategic review of mental health investment to date and the outcomes delivered** from this to form the basis of a longer term model aimed at allocating resources based on need.
3. Agreeing **approaches to outcomes measurement and evaluation** (including setting targets for delivery with people with lived experience and understanding our baseline data) and reviewing **public mental health work** to identify future initiatives for deployment in SW London.
4. Confirming **mental health leadership and resourcing** is in place.

## Next steps

There are a number of actions and deliverables to progress:

1. Approval at SW London ICB Senior Management Team – 27 April 2023
2. Strategy production into final format – May 2023
3. SW London ICB Board meeting to approve strategy – 17 May 2023.
4. Year 1 delivery plan agreed at SW London Mental Health Partnership Delivery Group – May 2023.
5. Year 1 delivery work underway – June 2023.
6. Additional material produced and formal Strategy launch – July 2023.

