

Committee: Health and Wellbeing Board

Date: 29th January 2019

Wards: All

Subject: Mental Health and Wellbeing

Lead officer: Dr Dagmar Zeuner, Director of Public Health

Lead member: Cllr Tobin Byers, Cabinet Member for Adult Social Care & Health

Contact officer: Barry Causer, Head of Strategic Commissioning (Public Health) and Leanne Walder, Head of Integrated Commissioning and Partnerships (CSF)

Recommendations:

- A. HWB to agree to engage residents, in partnership with Thrive London, in order to understand what matters to them around mental health and wellbeing, to campaign against stigma and to identify areas of improvement in mental health and wellbeing in Merton.
 - B. HWB to commit to improving the mental health and wellbeing of the workforce across Merton, discuss approaches that would secure improvements and nominate a lead in their respective organisations to deliver programmes in partnership with Public Health.
 - C. HWB to note recent successes and to promote and champion key programmes related to mental health and wellbeing in Merton in order to secure further improvements.
 - D. HWB to note the on-going negotiations between Merton Council and South West London & St Georges Mental Health NHS Trust on the Section 75 agreement
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The Health and Wellbeing Board have asked for an overview of recent developments in mental health and wellbeing and the identification of opportunities for future action to secure improvements across Merton.
- 1.2. This paper is a response to this request and sets out some recent successes e.g. the trailblazer and identifies specific opportunities where the HWB can add value to secure improvements in mental health and wellbeing in Merton.

2 INTRODUCTION

- 2.1. The mental health 5-year forward view published in 2016 said: “Mental health services have been underfunded for decades, and too many people have received no help at all, leading to lives being put on hold or ruined, and thousands of tragic and unnecessary deaths. In recent years, the picture has started to change. Public attitudes towards mental health are improving, and there is a growing commitment among communities, workplaces, schools and within government to change thinking. There is now a cross-party, cross-society consensus on what needs to change and a real desire to shift towards prevention and to transform care.

- 2.2. The recently published NHS Long Term Plan makes a renewed commitment to mental health and wellbeing and reported that mental health services will grow faster than the NHS budget overall.
- 2.3. Children and Young People's Mental Health also features prominently in the NHS Long Term Plan, including a new approach to young adult mental health services for people aged 18-25 to support the transition to adulthood.

3 THRIVE LONDON

- 3.1. Thrive LDN is a citywide movement to improve the mental health and wellbeing of all Londoners, reporting to the London Health Board and the Mayor of London. Two million Londoners experience some form of poor mental health every year and Londoners life satisfaction and feelings are lower than the nation average. Thrive LDN was established in response to this and has a vision for London to be
 - (i) A city where individuals and communities take the lead
 - (ii) A city free from mental health stigma and discrimination
 - (iii) A city that maximises the potential of children and young people
 - (iv) A city with a happy, healthy and productive workforce
 - (v) A city with services that are there when, and where needed
 - (vi) A zero suicide city
- 3.2. As part of their approach for individuals and communities to take the lead, Thrive LDN have had conversations with over 1,000 Londoners across 17 boroughs. The 'Londoners said' report, published in December 2018 (see appendix one) had 'one stand out finding: that Londoners may want better access to services but they also want to be in a position to do more themselves'. When asked what will make a difference to them the responses, with little variation between 'lower risk' and 'higher risk' boroughs, were
 - (i) support for families, schools and communities to help ensure that children have a fair chance in life
 - (ii) training for employers to help create mentally healthy workplaces
 - (iii) support in communities to help build connections and reduce isolation and loneliness
 - (iv) more access to services that felt part of the community and could provide non-stigmatising support
- 3.3. The report makes 10 recommendations that London should work together on, including a recommendation to 'encourage the 16 London boroughs who have not yet had a community conversation to organise one'
- 3.4. We are now proposing to the HWB to engage residents, in partnership with Thrive London, to understand what matters to them around mental health and wellbeing, to campaign against stigma and to identify areas of improvement in mental health and wellbeing in Merton.
- 3.5. If supported by the HWB, this community engagement would be scoped in partnership with colleagues across the Council, MCCG and voluntary sector

partners and will be supported by the Thrive London team who have agreed to provide a facilitator, promotional support, a guest speaker from Thrive London and potentially a guest speaker from the Mental Health Foundation. Costs are expected to be kept to a minimum and would be managed through existing officer time and resources

4 MENTAL HEALTH AND WELLBEING IN THE WORKPLACE

4.1. The workplace is an excellent setting for delivering health and wellbeing programmes as there is a captive audience, they show productivity gains, show staff that their employer cares for them and many staff are also parents, guardians or carers and so therefore interventions provided to them are likely to have a positive impact on their children, families and social networks too.

4.2. Merton Public Health are developing a light touch framework that will guide the development of healthy workplace programmes across the council, which includes a systematic approach to supporting and improving the mental health of the workforce. This approach would seek to embed mental health and wellbeing in new employee inductions, the annual appraisals process and provide on-going support to staff through a tiered and targeted approach as shown below.

4.3.



This offer would build upon the foundations of a strong universal offer that promotes good mental health and wellbeing for all staff through the provision of information and the promotion of evidence based tools that are already available e.g. the www.good-thinking.uk website (see appendix two).

4.4. At the highest 'tier' the council would train its staff, initially through existing budgets, to develop a network of Mental Health First Aiders for staff working with residents with mental health issues and/or working on a day to day basis with vulnerable groups at high risk of suicide¹. This would be complimented by training of a Mental Health First Aider on every floor of Civic Centre, in a similar way to the network of first aiders. These mental

¹ These include those working with young people aged 15-25, people with mental health issues, substance misuse issues, homeless people, offenders, middle aged low income men and those working to people providing debt and welfare advice.

health first aiders would then support the workforce to access the appropriate level of support e.g. self-care, www.good-thinking.uk, the Employee Assistance Programme (EAP) or the Improving Access to Psychological Therapy (IAPT) service commissioned by Merton CCG. For additional information on the approach in development by the council, see appendix three.

- 4.5. We are asking that the HWB commits to improving the mental health and wellbeing of the workforce across Merton, by:
- (i) Discussing organisational approaches that can secure improvements in the mental health and wellbeing of the workforce
 - (ii) Exploring the potential of signing the <https://www.time-to-change.org.uk/get-involved/get-your-workplace-involved/employer-pledge> organisational pledge. This social movement is working to tackle and change how we think and act about mental health problems and asks that employers to develop an action plan to get employees talking about mental health
 - (iii) Nominating a lead person from their organisation to work in partnership with Public Health to discuss and develop approaches to healthy workplaces, including mental health and wellbeing.

5 OVERVIEW OF MERTON RECENT SUCCESSES

- 5.1. There are some recent successes relating to mental health and wellbeing in Merton which we would like to make the HWB aware of and ask that they champion within their organisations and wider afield.
- 5.2. **Trailblazer.**
- 5.2.1 It was announced in December 2018 that South West London Health and Care Partnership had been successful in securing £1.85m for children and young people's mental health, through a bid to become a Trailblazer for the transforming children and young people's mental health green paper, published last year. This funding will help to create enhanced mental health support teams in three SW London boroughs, including Merton.
- 5.2.2 The new mental health team in Merton will work with a school population of approximately 8,000 pupils and will accelerate progress on work already underway to pilot a 'whole school' approach to well-being support and early intervention. This initiative was developed from initial workshops to address the high number of admissions in the area for self-harm. Through this early work, it quickly became apparent that one root cause was the lack of *consistent* advice and support.
- 5.2.3 This programme will introduce new services, such as online peer support for young people, mental health first aid training for teachers, courses to empower parents to talk to their children about emotional wellbeing, an improved single point of access for CAMHS and a directory of support services.
- 5.2.4 For further information, contact Leanne.wallder@merton.gov.uk
- 5.3. **Merton's Dementia Action Alliance (DAA).**
- 5.3.1 The alliance continues to go from strength to strength with 67 new Member organisations joining during 2018-19. In July 2018, Merton was recognised

officially as a Dementia-Friendly Community and awarded the 'Working Towards' status. This means that key criteria have been met whilst the 'Working Towards' status means that work is an ongoing process and should continue to make improvements going forward. Key highlights this year include

- (i) Two thirds of Merton's GP surgeries have now joined Merton's Dementia Action alliance and committed to take action on dementia.
- (ii) All staff at Merton's libraries are now trained as 'dementia friends' and staff at Merton's leisure centres are in the process of becoming dementia friends.
- (iii) We increased the number of 'dementia friends' in Merton by 1,310 people between April 2017 and April 2018, with a total of 6,004 people now trained in dementia awareness.
- (iv) A number of Merton's Councillors received dementia friends training in November 2018.

5.3.2 For the remainder of 2018/19 the priorities include getting the remaining GP surgeries to join Merton's DAA, a focus on carers and dementia and inter-generational work with schools and young people.

5.3.3 For further information, contact daniel.butler@merton.gov.uk

6 OTHER PROGRAMMES RELATED TO MENTAL HEALTH AND WELLBEING

6.1. As background for the HWB and to inform discussions on how to secure further improvements in mental health and wellbeing, an overview selected programmes and services are as follows

6.2. Primary Mental Health Care Service (PMHCS).

6.2.1 MCCG are about to award a contract for a new PMHCS which will start delivery in April 2019. This contract valued at £12.19m over three years will provide mental health & well-being care to residents of Merton and those registered with a Merton GP and consists of three components; Mental Wellbeing, IAPT and Primary Care Recovery. The service model includes a common assessment framework across the three new service elements (Mental Wellbeing, IAPT and Primary Care Recovery), and incorporates

- (i) a mental wellbeing service working in partnership with non-mental health specialists in the borough, to
 - a) support local residents with self-identified, and or formally diagnosed, mental health problems
 - b) find opportunities and support services that promote social inclusion/reduce social isolation
 - c) provide social and psycho-social support to help clients to maintain their mental wellbeing, and thereby prevent progress towards the need for treatment.
- (ii) the integration of IAPT into physical health care pathways, with an initial focus on specific long term conditions (cardiac, respiratory and diabetes)

(iii) a seamless mental health care pathway, from primary care to secondary care

(iv) services that are sensitive to 'transitions' particularly from child and adolescent mental health services (CAMHS) to adult mental health services, and from adult mental health services to, mental health services for older adults

(v) primary care recovery to support people with complex and or severe mental illness, but stable presentations, who need continued support to sustain recovery outside of secondary mental health services

(vi) access to secondary mental health services.

6.2.2 For further information, contact Patrice.Beveney@swlondon.nhs.uk

6.3. **iThrive**

6.3.1 Adopted by the HWB in November 2018, the Thrive Conceptual Framework, originally co- developed in 2014, by a collaboration from the Anna Freud Centre and the Tavistock and Portman NHS Foundation Trust, provides a new integrated; person centred and needs led approach to delivering mental health services to children, young people and their families.

6.3.2 The THRIVE Framework replaces the CAMH tiers with a whole system approach which is based on the identified needs of Children and Young People and their families; advocates the effective use of data to inform delivery to meet needs; identifies groups of Children and Young People and the range of support they may benefit from and ensures Children and Young People and their families are active decision makers.

6.3.3 There are four key principles that underpin the THRIVE Framework:

(i) Shared decision making at the heart of choice

(ii) Acknowledgement of limitations to treatment

(iii) Distinction between treatment and support

(iv) Greater emphasis on how to help children and young people and communities build on their strengths

6.3.4 The Framework puts greater emphasis on prevention and early intervention, with the concept of 'thriving' and 'getting help' and introduces a multi-agency approach to risk. Adopting a whole system approach to 'risk support' will enable shared responsibility across agencies, better support for staff with complex cases, facilitate conversations with families about their needs and support when evidence-based treatment interventions may not be leading to desired changes in outcomes and help children and young people receive the right treatment at a time that is right for them.

6.3.5 The CAMH Partnership Board have identified key benefits of adopting the Thrive Framework and are now working to implement a Merton iThrive model over the next 18 months.

6.3.6 For further information, contact Leanne.wallder@merton.gov.uk

6.4. **Transition.**

6.4.1 The CAMH Partnership Board have been working to improve the experience of young people and their families in the transition from CAMHS to adult

mental health services, whether this happens at 18 or 25. This includes talking to commissioners and providers of the adult IAPT service, recognising that care leavers with mental health needs, could access this service, but may need bespoke elements that acknowledge and address the unique issues they may have that are related to their care experience.

6.4.2 For further information, contact Leanne.wallder@merton.gov.uk

6.5. **Suicide Prevention Framework 2018-2023.**

6.5.1 Approved by the HWB in November 2018, this framework aims to support the vision for London to become a zero suicide City and for Merton to be a place where our residents know where to get help when they need it, where those supporting people at greater risk of suicide are well trained and where our communities encourage people to talk about good mental health

6.5.2 Key priorities of the Framework include

- (i) Reducing risk in high-risk groups
- (ii) Reducing access to the means of suicide
- (iii) Good mental health services for at risk groups
- (iv) Suicide awareness and good mental wellbeing for all
- (v) Support for those bereaved

6.5.3 Work has started on a first tranche of suicide awareness training to deliver training to those working with at risk groups - such as young people aged 16-25, homelessness service and those working with people with mental health support needs.

6.5.4 In 219/20 we will work with partners to explore how additional roll out of suicide awareness training can be funded and made available more widely. We will also provide information to support those bereaved by suicide by promoting the '[Help is at Hand](#)' booklet and 'Z' card contact.

6.5.5 For further information, contact daniel.butler@merton.gov.uk

6.6. **Autism Strategy 2018-2023**

6.6.1 Approved by the HWB in June 2018, this 5 year strategy takes a life-course approach and sets out a vision to 'develop an autism-friendly borough in which people with autism are able to live fulfilling and rewarding lives within a society that accepts and understands them'. This is a joint strategy between the London Borough of Merton and Merton CCG and has a number of key partners.

6.6.2 The Strategy and action plan includes six themes

- (i) Awareness training and support for staff and services
- (ii) Recognition, support, referral and assessment
- (iii) Involving and supporting people with autism
- (iv) Preparing for adulthood
- (v) Think family –involving and supporting families and carers
- (vi) Access to information

6.6.3 Progress on delivering the strategy and underpinning action plan is monitored through 3 existing partnerships (CAMHS Partnership; Preparing for Adulthood Partnership and Adult Mental Health Programme Board) and a

time-limited Autism Partnership Steering Group that is meeting for the first time in February 2019.

6.6.4 Some key priorities for 19/20 include;

(i) Improving local awareness of Autism e.g. through training to CYP workforce, elected members, promoting training amongst local employers, promote autism champions

(ii) Redesigning the local referral, assessment and support services to meet the needs of CYP and their parent/carers. Publishing and promoting awareness of diagnostic pathway for adults with a learning disability and those with no prior diagnosis

(iii) Developing a plan for communication and engagement with people with autism over the life-course of the strategy to support co-production

(iv) Develop an all-services electronic information hub for information on local services

(v) Work across the partnership to identify resources/funding to e.g. increase availability of parenting programmes, educate CYP about Autism

6.6.5 For further information, contact Hilina.asrress@merton.gov.uk

6.7. **Substance Misuse Strategic Framework 2017-2021**

6.7.1 Approved by the HWB in June 2017, the Substance Misuse Framework has an aim to reduce the significant harm caused by alcohol and drug misuse to individuals, families and communities in Merton. The overall strategic objectives and actions cover the following five areas

(i) Leadership commitment through strategic governance

(ii) Increased focus on prevention and early intervention

(iii) Redesign & delivery of a recovery orientated drug & alcohol treatment service

(iv) Reducing the harm to families, children and young people

(v) Tackling crime & antisocial behaviour relating to substance misuse

6.7.2 The framework has successfully guided the re-commissioning of an integrated adult substance misuse service, delivery of training for front-line staff across Merton and has significantly improved both clinical and strategic governance of substance misuse services.

6.7.3 A review of the Substance Misuse Strategic Partnership and its annual action plan is underway and will report to the Safer Stronger Executive in February 2019. The Partnership would welcome the opportunity to report on progress and plans to the HWB soon.

6.7.4 For further information, contact keith.daley@merton.gov.uk

7 **SECTION 75 NEGOTIATIONS**

7.1. C&H are currently in discussions with South West London & St Georges Mental Health NHS Trust to renew their section 75 agreement covering integrated adult mental health services. The revised agreement will bring the

arrangement up to date, will reflect the emerging integration landscape for older people's services and needs to achieve savings in staffing budgets.

7.2. The agreement, informed by a short consultation with service users and other stakeholders in early March 2019, will be consistent with work with the trust and the South London Mental Health Partnership to review adult mental health placements across the sector to ensure that people are supported to recover independence and are in the least restrictive environment that is suitable for them. It will also support the continued and improved access to Approved Mental Health Professionals (AMHP) who coordinate the assessment of individuals under the Mental Health Act 1983.

7.3. For further information, contact Richard.ellis@merton.gov.uk

8 ALTERNATIVE OPTIONS

8.1. NA.

9 CONSULTATION UNDERTAKEN OR PROPOSED

9.1. We are proposing to engage residents, in partnership with Thrive London, in order to understand what matters to them around mental health and wellbeing, to campaign against stigma and to identify areas of improvement in mental health and wellbeing in Merton

10 TIMETABLE

10.1. NA.

11 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

11.1. NA.

12 LEGAL AND STATUTORY IMPLICATIONS

12.1. NA.

13 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

13.1. Improving mental health and wellbeing will contribute to reducing health inequalities.

14 CRIME AND DISORDER IMPLICATIONS

14.1. NA

15 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

15.1. NA

16 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix one – Londoners said. A report from Thrive London.
- Appendix two – An overview of Good Thinking.
- Appendix three - Draft mental health training and support offer.

17 BACKGROUND PAPERS

17.1. Suicide Prevention Framework 2018-2023

- 17.2. Autism Strategy 2018-2023.
- 17.3. Merton's Joint Strategic Framework for Prevention of Substance Misuse and related harm 2017-2021.