

Item No. 13.	Classification: Open	Date: 26 June 2019	Meeting Name: Health and Wellbeing Board
Report title:		Southwark Joint Mental Health and Wellbeing Strategy delivery programme annual review	
Ward(s) or groups affected:		All	
From:		Sam Hepplewhite, Director of Integrated Commissioning, Southwark CCG Genette Laws, Director of Commissioning, Southwark Council	

RECOMMENDATIONS

1. The Health and Wellbeing Board is asked to:
 - Note progress in the delivery of the Joint Mental Health and Wellbeing Strategy delivery programme to date;
 - Note developing plans for alignment with Partnership Southwark's Primary and Community Mental Health Workstream;
 - Note that a review of the workstreams is taking place so that areas are rationalised to support more effective and efficient delivery of the action plan.

BACKGROUND AND PURPOSE

2. Southwark's Joint Mental Health and Wellbeing Strategy (2018-21) is an all-age strategy which outlines our ambition to support improved mental wellbeing for local people. We wish to ensure that people receive early support to prevent mental health problems from developing wherever possible, and that where mental health issues do exist, they are treated with the same commitment as physical health problems. We also wish to ensure that people are free to live their lives free from stigma and discrimination.

The Strategy vision is to: 'improve the mental health and wellbeing outcomes of our residents in Southwark. We will improve the physical health of people living with serious mental illness and increase life expectancy for this population group. We will focus on prevention and early intervention, whilst delivering a sustainable mental health system in Southwark. This will require simplified and strengthened leadership and accountability across the whole system. It is fundamental that we unlock the potential of Southwark communities to enable active, resilient citizens and self-reliant communities in these times of quick-paced regeneration in the borough. By engaging with providers and working in partnership with the third and voluntary sector we will transform the mental health and wellbeing of Southwark residents'

3. The Strategy was finalised after extensive co-production in 2016 and again in late 2017. As plans for the delivery of the Strategy progressed during 2018 the five areas which were identified as priorities for local people were expanded into

nine workstreams with an identified lead. From October 2018 a seconded Programme Manager developed the formal programme structure and a bi-monthly Mental Health Delivery Programme Board was established in early 2019 to oversee progress.

4. The Mental Health Programme has now entered its second year and this report will review progress over the first twelve months of its delivery. Key actions which have been achieved have been highlighted, as well as the progress we expect to make over the next twelve months.

KEY ISSUES FOR CONSIDERATION

5. Each workstream lead has identified local partners and together we will be working to develop its action areas. We recognise that partnerships are critical to delivering the change and whole system improvements we wish to see in Southwark over the next two to three years. We will ensure that we further develop joint working arrangements over the course of 2019-20 through better engagement with key local providers involved in supporting Southwark residents. Key partners working to deliver the Strategy include Partnership Southwark Providers, Southwark CCG, Southwark Council, GP Federations (QHS and IHL) and SLaM with support from VCS Providers.

Key workstream highlights achieved over the past year are detailed below:

6. **Workstream 1: Wellbeing, Information, Advice and Community Support**

This workstream aims to ensure that Southwark residents are able to access good advice and community support to support prevention and early intervention, ensuring people are supported in the community rather than hospital or secondary care

Key achievements:

- review of the Wellbeing Hub completed, first draft being re-written after comments before wider circulation. Meeting to consider how to improve data and outcomes reporting by the Hub.
- mapping of peer support services in the borough currently underway.
- engagement with SLaM's Independent Advisory Group including discussions about development of a Southwark Black Thrive.
- ongoing work as part of Southwark's Civic Challenge to identify local digital offers for dementia.
- well-established links between the MH Strategy and the Council's Faith Strategy, involvement in the revision and update of Southwark's Faith Directory
- attendance at Council VCS Liaison meetings and twice-yearly attendance at Community Southwark's Provider-Led Group to give feedback about the Mental Health Strategy.
- SLaM's Mental Health Promotion Team specification re-written, agreement that mental health awareness training for VCS providers and local businesses will be provided by the Team in 2019-20.

- discussions with Public Health and SLaM's Mental Health Promotion Team around training and development of wellbeing champions from diverse communities.

Future objectives:

- work with Council nominated leads to further develop this workstream area and improve information about and networking of VCS services.
- current discussions with Partnership Southwark around aligning or joining actions in this workstream area, in recognition key areas in the Strategy around service mapping, social prescribing, Making Every Contact Count training, VCS networking and publicity will contribute to improving outcomes.
- following the Wellbeing Hub review a project group to be established to discuss future structure and possible re-procurement of a mental health hub in Southwark, including requirements of new neighbourhood models and Primary Care Networks.
- review key linked CCG and Council strategies to identify dependencies and shared action areas.
- participate in development of Southwark's multi-agency Hoarding Strategy.
- scope development of training around cultural competency for health and social care staff and make recommendations for roll out.
- review outcomes of SLaM's Mental Health Promotion Team training and community development work in 2019-20 to consider whether this needs to be developed and expanded further in 2020-21.

7. **Workstream 2: Primary Care and Improving Access to Psychological Therapies (IAPT)**

This workstream aims to work with key partners such as SLaM and Partnership Southwark to ensure people receive the optimum level of good quality, preventative support for their needs. This workstream will develop actions to ensure people can receive care and support closer to home within local Integrated Neighbourhood Networks of 30-50,000 people

Key achievements:

- successful bid made to Community Education Provider Network for GP practice staff training places on SLaM's 'Psychiatry in Primary Care'. Funding for bespoke Mental Health in Primary Care training day agreed. Event to be designed and arranged for New Year 2019-20 offering spaces for 40 Southwark practice staff.
- participation in Local Care Network (LCN) neighbourhood development and co-design workshops, working to identify the features of integrated neighbourhood networks that will deliver on the objectives of the MH Strategy.
- joint planning underway with Partnership Southwark mental health leads in connection with development of their Primary and Community Mental Health Care Workstream, mapping exercise currently underway.
- IAPT diabetes therapy pilots now established at GSTT clinic and community

- outpatients' clinic, also IAPT input into the LCN COPD pilot and GSTT COPD workshops.
- IAPT now included in the Southwark Single Point of Access Hub for health improvement interventions, this will improve therapy support available to people with long-term conditions in Southwark.
 - IAPT equalities review completed and approved by the Joint Equalities Leadership Group, actions to be implemented and monitored over 2019-20.
 - Medicines Optimisation Team (MOT) liaison with SLAM interface pharmacy. GPs encouraged to raise mental health concerns through the SLAM Medicines Information service, who will feedback to the MOT team. Also, improvements to be made in connection with the recording of clozapine on the GP prescribing system (clozapine is a drug with potentially serious side effects).

Future objectives

- GP Mental Health Protected Learning Time session planned for September 2019, event design to take place over summer 2019. Clinical Effectiveness Southwark Protected Learning Time session planned for New Year 2020 covering anxiety and depression.
- work with Partnership Southwark and Primary Care Commissioning leads to identify the general practice training needs required to better manage mental health needs in primary care.
- digital mental health group to be established including CCG, Public Health, IAPT leads.
- planning to ensure work to integrate physical and mental health within the Partnership Southwark alliance aligns with local commissioning intentions and national guidance/evidence based good practice.
- discussion to take place with Kings Health Partners Mind/Body Programme leads about a future pilot site for GP IMPARTS (Integrating Mental & Physical healthcare: Research, Training & Services).
- expansion of IAPT services following additional funding to the service from Southwark CCG, ensuring that IAPT is embedded within integrated neighbourhood networks and multi-disciplinary teams. Additional therapists to be located in primary care and community locations, and IAPT to offer therapy to more people with long-term conditions.
- work with the CCG Medicines Optimisation Team to be planned to assess variations in primary care prescribing and devise improvement recommendations.

8. **Workstream 3: Averting Crisis and Reducing Suicide**

We wish to provide services earlier in crisis situations to reduce the duration and severity of illness whilst supporting carers to access the right support. We know that all too often people present at Accident & Emergency (A&E) Departments when they are in crisis, which can result in significant delays to assessment and appropriate treatment. We also know that for some people, their first crisis contact will be through the Police

Southwark's Joint Strategic Needs Assessment for Mental Health outlines how further work is required to understand local care pathways, including current crisis care, and to identify opportunities for improvement. We will review how care pathways can encourage more referrals to community services (both clinical and non-clinical). In practice this will mean building stronger links between GPs, secondary care and professionals working in voluntary sector organisations

Key achievements:

- **South London Bed Management System:** This was created to enable a partnership wide bed management solution that would reduce the time a patient has to stay in ED. A 'system-wide' out of hours senior bed management team was successfully deployed, and is embedded within the existing operations teams, and specifically recruited to co-ordinate capacity across the trusts' operational teams. It has dedicated clinical leadership and IT support to ensure this is effective. Resources with the SEL and SWL London Surge Hubs and successful Trust models such as the SLaM Access and Referral Centre (ARC) have been considered in totality to avoid duplication and maximise resources. This proposal benefits from the existing success of integrated SLP bed management across forensic and CAMHS service lines as part of New Care Models.
- **South London Collaborative Management of Additional/Overspill bed capacity:** This delivers a single point of access into an integrated bed management hub for all acute and PICU resources across the Partnership.
- **Hospital Psychiatric Liaison Services:** Operational delivery of a Core 24 A&E Liaison Service, is striving to support acute crisis diversion and support access to the most appropriate mental health pathway. Psychiatric liaison was enhanced to give more resource for assessment and care of patients in ED.
- **Risk Management Forum – Reduce use of A&E by frequent users:** This forum identifies high frequency users of ED and support is offered to them to manage crises without unnecessary use of ED. A multi-agency Risk Management Forum reviews cases and supports teams to work to shared and consistent crisis care plans to a standard protocol.
- **Alcohol Care Team:** 6-month pilot at KCH A&E started in October 2018-Now Fully Funded as of 18th March 2019. Learning from the Guy's and St. Thomas' NHS Foundation Trust (GSTT) model, KCH is in the process of piloting a alcohol care team in A&E with toxicologist support. In November 2018, 74% of all the alcohol related frequent attenders to A&E were diverted from admission and referred to community alcohol services.
- **Multi Agency Discharge Events.:** SLaM and NHS Southwark CCG jointly hosted a Multi-Agency Discharge Event (MADE) on 25 July 2018. 32 patients received an action plan during the MADE event and 17 of them have now been discharged, this represents a MADE discharge rate of 53% with a combined length of stay of 931 days. The second wave of MADE is now complete and evidence shows a significant change in the profile of patients staying over 50 days, in all 113 patients have been discharged and 66 remain.
MADE is now being embedded as BAU into all boroughs, the solution is different in each borough depending on the existing governance structures and the relationships with external partners.
42 patients with lengths of stay over 200 days are being assessed for Chief Officer escalation
- **Code 10 pilot at KCH**
Considerable work has also been undertaken with KCH to improve the offer for patients brought to A&E in crisis. KCH are actively engaging in a pilot with the London Ambulance Service and Metropolitan Police to issue 'Code 10s' when a patient in crisis is being brought to the hospital. In Code 10, KCH are alerted that a patient is en- route so that they can ensure that a Psychiatric Liaison Nurse and Consultant are ready to meet the patient as soon as they arrive so that they can assess the patient as quickly as possible. The intention is that a mental health crisis is treated in a similar manner to an urgent physical health need, and the patient receives immediate care and attention. The pilot started is still in its

infancy, but initial reports are positive, and an evaluation will be undertaken later in the year.

- Crisis Assessment Team -Serenity Integrated Mentoring (SIM) SIM London is a new way of working with mental health service users who experience a high number of mental health crisis events. The police officer and the mental health professional work together to provide intensive support service users to reduce high frequency and high-risk crisis behaviours. This proposal uses frequent mental health attenders' data from A&E departments (collated as part of national CQUIN delivery) to put in place early interventions and focus on supporting primary care colleagues to manage known patients with a mental health condition at risk of crisis. SIM supports the small number of service users in every community struggling with complex mental health disorders who often request emergency services whilst making limited clinical progress. It is estimated that the basic cost of a single highly intensive service user of police and ambulance response, emergency department attendances and mental health beds is at least £19,800 per year (if there is no specialist intervention), and that there could be as many as 3,500 service users needing this model of care across the UK at any one time.
- Surge Hub/ Services proactively leads the local response to pressure surges by constantly monitoring pressure in the system, it ensures that all parties take appropriate action to manage surges in activity and that all stakeholders are sighted on pressures across the system so that they can respond in a timely manner.
- Managing Challenging Behavior: SLaM has procured of a set of beds for challenging behavior and are working to repurpose 8 SLaM beds for a more permanent solution.
- Medical Discharge Support: A floating junior doctor has been introduced to each Borough to support the increased discharge activity.
- Enhanced HTT: HTTs have been enhanced to support ED assessment and to provide an in-reach discharge service to wards, including within 24 hours of an ED assessment admission.
- Joint planning underway with Partnership Southwark mental health leads in connection with development of their Primary and Community Mental Health Care Workstream, mapping exercise currently underway.
- Planning Community development work with faith groups in Southwark to develop resilience within the community and knowledge of crisis management within this population.

Future objectives

- Complete a mapping exercise with SLaM considering all routes into crisis services, the Urgent Care Service and London Ambulance Service.
- Establish working group with relevant stakeholders and Partnership Southwark in Improving the support that people with mental health issues receive in a primary and community care setting.
- Conduct a review with SLAM and kings A&E staff of the specific needs of adults attending A&E in mental health crisis, including suicide attempts and self-harming.
- Support work in develop a Crisis offer – safe space out of hours – alternative to A&E as part of the work with Partnership Southwark in Improving the support that people with mental health issues receive in a primary and community care setting
- Ensure that the Mental Health and Wellbeing Strategy is closely aligned to the Southwark Suicide Prevention Strategy (2017-2022) and conduct an Annual joint review of both strategies in public.

- To support the development of the Primary Mental Health Care Pathway as part of the delivery team, working as part of the Partnership Southwark.
- Taking part in the discussions around the PHE funding bid regarding the “Rough Sleeping Grant Launch”.
- Take part in the Mental Health Warm Transferring bi-monthly task and finish group and support the use of 111 as an effective crisis pathway.

9. **Workstream 4: Children and Young People’s Services**

This workstream aims to deliver the Children and Young People (CYP) components of the Joint Mental Health and Wellbeing Strategy. This includes implementation of the Southwark CYP Mental Health and Wellbeing Review and the delivery of the local Transformation Plan for CYP Mental Health and Wellbeing

A whole-system approach to improve CYP mental health and wellbeing; to adopt co-production with all partners, providers, children and families; to have a focus on prevention; to create capacity for innovation

A key achievement in this area has been the CAMHS review and recommendations:

- children and young people’s emotional wellbeing and resilience should be supported in a wider range of settings than at present.
- universal access by children and young people and their parents / carers to accurate and up to date advice and information on what services are available in Southwark including how to access them, what eligibility criteria are where applicable, and what they can do to help themselves whilst awaiting professional support.
- access to immediate professional advice for children and young people, parents/carers and referrers; and support is available whilst awaiting specialist assessment and / or treatment and after discharge from specialist services.
- there is a need to adopt a “No Wrong Door” policy with all referrals including self-referral being considered and directed to appropriately.
- transition to adults’ services is flexible in terms of age and is sensitively managed by both children’s and adults’ services.
- pathways, access points and services within the system need to be joined up; current spend needs to be maintained to cope with rising demand; future funding, unless ring-fenced for a specific purpose, should be targeted at prevention and early intervention where appropriate.
- ensure that all stakeholders are involved in system transformation and service redesign.

Future objectives:

A strategic shift is planned to develop a more coherent collective ambition for CYP’s mental health and wellbeing is underway and this has had significant implications for the approach of the commissioning team, in particular:

- the central role of prevention and early intervention going forward; initial planning for a working group has already taken place with the Chair of this group.

- enhanced coproduction with CYP and their families to be informed by input from a programme delivery partner yet to be agreed.
- a workshop is being planned to develop a unified vision for open access provision for young people in Southwark.
- data analysis and mapping of schools' provision is currently underway which will form the basis for how we strengthen capacity in educational settings.

10. **Workstream 5: Older People and Dementia**

This workstream aims to ensure the achievement of the local ambition which is to commission dementia services based on the needs of our local population and deliver high quality outcomes; fully integrate the dementia pathway to ensure people living with dementia receive care in a coordinated way and there is connectivity across the whole system

A refreshed Older People and Dementia Workstream has been established and the project board had its first meeting on 4 April 2019. The Board recognised that a great deal of work has been achieved and the new programme of work will build on this. The group agreed to focus on five themes:

- i. Preventing well
- ii. Diagnosing well
- iii. Living well
- iv. Being supported well
- v. Dying well

Other achievements

- completion of the review of the dementia care pathway and it's links to Bridges to Health and Wellbeing.
- comprehensive mapping exercise to look for gaps so that plans and population outcomes can now be developed.
- dementia JSNA in development which will identify demographic planning of future needs and key requirements to prevent and delay the development of dementia.
- dementia diagnosis and miscoding issues addressed across the system.
- review of good practice enhanced dementia service models with recommendations about improving care planning and care co-ordination.
- identification of barriers to access to community services (housing, leisure, libraries, etc) with recommendations and proposals to mitigate impact.

Key challenges relate to contractual issues in that most of the resources in this area are tied-up within commissioned SLaM services. There are also serious provider market risks as there are issues with the availability of suitable providers, particularly those able to support people with complex needs.

11. **Workstream 6: Housing and Move-on**

This workstream aims to ensure that people are supported in their recovery to live a full, independent and enjoyable life. The working aim is that those people in funded placements and supported accommodation, when considered fit for discharge, are able to move forward and through the pathway, stepping down and staying well

Key achievements:

- Engagement workshops were held in January 2019 to explore how the pathway works. These highlighted the need to identify and articulate more clearly the project vision, aim and the specific groups of people the project would focus on.
- Move On Strategy Group, project leadership and governance were agreed as part of Partnership Southwark programme.

Future objectives:

- To complete a mapping exercise in order to understand current services and identify options- 8 June.
- Alignment and contribution to delivery of Partnership Southwark MH Community & Primary Care priority aligned to Joint Mental Health & Wellbeing Strategy (as one of the 9 priorities).
- Agree first draft of shared Vision, aim, outcomes & design principle - to be developed further through stakeholder engagement activities.
- Use outputs from mapping exercise to identify options for change and to shape stakeholder activities 30 Jun.
- Stakeholder engagement - sharing & shaping options for change.
- Agreeing options for change / pathway redesign between August 2019 and October 2019.
- Implementation plan to outline how the options will be progressed including timeframes as this will depend on the scale and extent of the changes, to be achieved by 31 October 2019.

12. **Workstream 7: Recovery, Volunteering and Employment**

The aim of this project is to support people to regain their place in the communities where they live and take part in mainstream activities and opportunities along with everyone else, by taking part in social, educational, training, volunteering and employment opportunities which can support the process of individual recovery. (Mental Health Foundation)

Key achievements:

- The Director of Integrated Commissioning and a small group of people developed on behalf of Southwark and submitted an EOI for the HLP MH and MSK pilot – which was successful. This will support people to get back into employment especially for mental health and MSK. This gives the team 100K in 2019/20 to work on a high-level idea which has been pitched which links into Southwark Works.
- Work to consider the findings of the Council's Experts by Experience peer support

review of SLaM Peer Support service; LB Southwark Peer Mentors; Wellbeing Hub Peer Support service; is underway. Regular meetings have been put in place in a task and finish format to achieve 3 objectives: Effective Working and Sharing Best Practice; Recruitment, Retention & Career Pathways and Improving Outcomes and Personal Wellbeing.

- Contributed to the wave 2 STP submission for Individual Placement Support (IPS) in a bid to Improve employment support available to people with mental health needs.
- Supported the development of the Southwark Joint Working Group in developing the Independent Advisory Group in partnership with SLaM.
- Part of the Equalities Objective Advisory Group based in SLaM which meets bi-monthly.
- Supported Nell Cooper Library Development Manager (Adults) Southwark Council with organizing workshops/sessions to during Mental Health week in May.
- Carried out a service review Solidarity in Crisis Peer support service commissioned by the MH Team.
- Agreement by Kate Wooley -Volunteer Manager Community Southwark to support volunteering objectives, with in workstream 7 of the Mental Health Strategy.
- Took part in Partnership Southwark Workforce, Training and Organizational Development Plan 19/20.
- Online promotion of volunteering opportunities through social media / do-it and Community Southwark website working successfully.
- Community Southwark successful in developing an increased awareness of the principles of good practice in Volunteer Management and in Reviving Southwark Good Practice Charter and Encouraging organizations to sign up.
- The Wellbeing Hub monthly information meetings are held at Pembroke House. The sessions are a great opportunity for statutory and non-statutory services to keep up to date with what everyone is doing and a fantastic space to showcase their work
- Community Southwark has a database of Southwark based organizations supporting local people around employability.

Future objectives:

- To support the Healthy London Fund which is a new fund that has been incubated by Healthy London Partnership. It aims to support the development of non-clinical support services that will prevent ill health and support the wellbeing of Londoners. Camden, Merton and Southwark have been selected to be part of a pilot programme to develop approaches to tackling musculo-skeletal and mental health conditions in their local areas with a focus on health and work.
- Need for more collaboration between the three projects providing peer support in Southwark.
- Need for regular ongoing and specialist training about peer support in Southwark
- Establish a career pathway for peer supporters with appropriate training to help progression to paid work.
- Consider how to expand peer support to meet increasing demand for this service across all groups.
- Improve outcomes including more peer support within primary and secondary Services.
- Support Community Southwark run Volunteering promotion stalls at public events and fairs.

13. **Workstream 8: Engagement and co-design**

A separate workstream will not be completed as engagement is an important and integral part of each workstream and a key part of action planning.

14. Workstream 9: Public Mental Health and Prevention

The aim of this project is to work closely with Southwark Council's Public Health mental health leads to develop actions which prevent or delay mental ill health and promote wellbeing. This workstream will consider resources and local data around prevalence, ensuring preventative services are well promoted to local people and providers

The theme of Public Mental Health and Prevention is the golden thread that runs throughout the Mental Health and Wellbeing Strategy. Public Health's contributions to Southwark's mental health and wellbeing agenda can be grouped into two main themes:

- supporting commissioners of mental health services: including assessing the level of need through health needs assessment and JSNAs, and providing evidence reviews and advice on targeting in order to support commissioner.
- population mental health and wellbeing: Working collaboratively with SLaM, the CCG, other council departments, VCS organisations and other stakeholders to raise awareness, promote resilience and mental wellbeing, and reduce stigma.

Workstream action updates:

High level project objectives/ambitions:	Specific Actions	Progress
1. Develop and promote public health approaches which support prevention and early intervention	Deliver the mental wellbeing JSNA, which will include a mapping of mental health resources and recommendations for future actions.	JSNA in progress – due end of June 2019
	Public Health to lead/coordinate the delivery of a Southwark Loneliness Strategy in partnership with other key stakeholders in order to deliver the Council Plan objective.	The Loneliness Strategy Steering Group met for first time in April 2019. Evidence review on health impact of loneliness and summary of relevant national guidance already completed. Next meeting is scheduled for 24 June 2019
	Support SLaM's Mental Health Promotion Team to develop the prevention and promotion agenda and work with a range of community stakeholders, including VCS organisations and businesses, to deliver a community training offer which builds local capacity and promotes mental health	SLaM's proposal for (2019/20) includes mental health awareness training to VCS staff, an offer for local businesses and faith groups; including two community development pilots looking at culture / community -based engagement and peer support groups to build community capacity

High level project objectives/ambitions:	Specific Actions	Progress
<p>2. Promote wellbeing across universal services and community resources</p>	<p>Ensure the delivery of a universal wellbeing promotion tool utilising online and digital options as appropriate</p>	<p>Thrive LDN covers all of London and additionally, Southwark CCG and other SEL CCGs have commissioned XenZone, a digital mental health and wellbeing platform offering Kooth aimed at young people and Qwell aimed at adults.</p>
	<p>To liaise with the CCG digital and mental health teams and scope out opportunities for collaboration re: digital mental health</p>	<p>A Head of Digital Programmes in the Public Health division has been recruited and has started their role in May 2019.</p>
<p>3. Work to scale-up mental health literacy and awareness training and STORM Suicide Prevention training</p>	<p>Develop an ongoing Council-wide mental health awareness and stigma programme for all staff by end FY19/20</p>	<p>PH is working with the Council Organisational Development team to support OD's procurement of mental health training offer for the next five years. Currently evaluating tender offers. Courses include MH Awareness, Stress Awareness/handling pressure, Managing MH in the workplace, Stress awareness for Managers and Positive mental wellbeing and resilience</p>
	<p>Commission and deliver Mental Health First Aid training to 100 frontline Council Staff in FY 2019/20</p>	<p>SLaM have been commissioned by Public Health to deliver the training programme, with the first session scheduled for 1st and 2nd of July 2019. This funding is non-recurrent beyond 2019/20.</p>
	<p>STORM training to be offered to staff in Southwark organisations</p>	<p>The STORM training is funded by Lambeth and administered by Southwark. Lambeth has confirmed funding for four 2-day sessions in 2019/20. The first session is scheduled for 12th and 13th of June and is fully booked.</p>

Future objectives:

The key priority for 2019/20 is to build on the work done in 2018/19 and complete the following projects:

- deliver the Southwark Loneliness Strategy (Council Plan commitment, March 2020).
- train 100 Council front line staff in Mental Health First Aid (Council Plan commitment, March 2020).
- work towards Southwark's target to reduce the local suicide rates and refresh the Suicide Prevention Action Plan (March 2020).
- contribute to the achievement of the Joint Mental Health and Wellbeing strategy's objectives and other council plan commitments, including:
- completing the mental wellbeing JSNA (July 2020).
- developing and promoting approaches which support prevention and early

- intervention, including 5 ways to wellbeing (ongoing).
- working with the Organisational Transformation team to finalize to develop an ongoing Council-wide mental health awareness and stigma programme for all staff by end FY19/20 (currently at procurement stage).
- supporting Southwark CCG to specify and commission services that deliver a community training offer which builds local capacity and promotes mental health (SLaM's Health Promotion offer).
- support the recommissioning of the Drug and Alcohol service (commissioned by the DAAT team) by producing a Drug and Alcohol JSNA (October 2019).
- develop a new overarching digital brand for Southwark's health promotion related campaigns and marketing activities leveraging Southwark's strong digital assets including Facebook, Twitter, Instagram and the Southwark website.
- develop new online and digital health resources and tools, including a digital health promotion hub to provide a one-stop digital resource for residents interested in improving their physical and mental health and wellbeing.

15. **Progress in delivery of the Mental Health Strategy delivery programme**

Although good progress has been made in establishing the programme and outlining key action areas delivery of actions in most workstreams remain at an amber RAG rating – note Public Health is rated as green. Staffing changes within the Partnership Commissioning Team and lack of programme management resource have led to some delays, although good joint working relationships have been established which will form the bedrock of progress over the remaining two years of the Strategy delivery programme.

Officers have been working to engage with partners and develop an understanding of dependencies across the wider health and social care system. As the Mental Health Strategy programme is progressed over 2019-20 and beyond, and as the programme aligns with wider strategic developments such as Partnership Southwark and the SEL Integrated Care System, there will be a greater emphasis on system-wide integration and an outcomes-based approach to commissioning and contracting.

16. **Mental Health delivery programme alignment to Partnership Southwark**

Over the next two to three years Partnership Southwark (PS) will change the way services are commissioned and delivered in the borough. PS initially includes Southwark CCG, GSTT, SLAM, Primary Care (GP Federations) and Southwark Adult Social Care. Collaboration through PS aims to reduce growth in demand through better integration, a shift of resources to invest in prevention, self-management and early intervention.

A key PS priority is to develop new neighbourhood models of 30-50,000 people which will involve primary, community and social care working with the voluntary and community sector to offer improved integrated care approaches. The neighbourhoods will be the focus for the development of new primary mental health support which will reduce the need for support through specialist mental health services.

PS leads are currently finalising the Primary and Community Mental Health Workstream, and discussions have been taking place with the joint mental health commissioning team to consider how to align this piece of work with the Strategy

delivery programme. Both programmes share many similar intentions and actions and a mapping exercise is currently underway to understand the links between the two. These discussions will culminate in an understanding about how to develop the two programmes, ensuring they are complementary and there is no duplication. Although this alignment could possibly result in some changes to the structure and progression of the Strategy programme, there is no intention to change the core delivery intentions, priorities and actions.

17. South-East London STP Programme Management Office alignment

Discussions have also recently taken place with the SEL PMO Lead to consider the requirement to align the Strategy delivery programme with SEL templates and methodology. This will result in improvements to programme highlight and risk reporting which will ensure that the Mental Health Programme Board can better monitor and track progress of the Strategy programme and the projects which develop to support delivery. Over the next few weeks workstream reporting will be transferred to SEL templates, and in future may also be aligned to the PS primary and community mental health workstream.

Policy implications

18. The Joint Mental Health and Wellbeing Strategy was developed with reference to a number of national and local strategies. These included the Five Year Forward View for Mental Health, Future in Mind, Southwark's Five Year Forward View, the Council Plan. The strategic aims and objectives within these documents informed key areas within the Strategy itself and provided a framework for developing the priority areas.
19. Some key national and local plans have or will be produced since the Strategy was completed and they will also need to be considered to inform the current delivery programme. These include the NHS Long Term Plan, the Green Paper on Social Care, Southwark's Bridges to Health and Wellbeing, SLaM's Changing Lives Strategy and Partnership Southwark. A key document which was due to be published in the New Year but which has been subject to delay is the NCCMH/NHSE Framework for Mental Health, Care and Support. This Framework will inform changes to primary and community mental health care in the future, aiming to break down boundaries between primary and secondary care services. This document will therefore play an important role in helping to shape several delivery programme workstreams, particularly those related to primary care and crisis services.

Community impact statement

20. The Joint Mental Health and Wellbeing Strategy seeks to improve the wellbeing of all Southwark citizens as well as reducing local health inequalities. It is acknowledged that some communities and individuals are less likely to access or make use of the range of wellbeing and other universal services available in the borough, which may result in less favourable opportunities and outcomes for them.
21. The CCG and Council work in accordance with the single public sector equality duty contained within the Equality Act 2010. Undertaking equality analysis helps the CCG and Council to understand the potential effects that the Strategy delivery programme may have upon different groups. A screening Equality

Impact Assessment has been completed in connection with this programme and a full EIA is currently underway. Equalities analysis will continue throughout the course of this delivery programme and its related projects.

Resource implications

22. Commissioners within the Partnership Commissioning Team will be responsible for implementation of the Strategy. As the delivery plans identify any actions which have an impact on resources these will be reported as part of the programme management structure. Resource requests will be subject to separate decision-making processes.

Legal / financial implications

23. There are no legal implications at present. However, in this delivery phase any legal implications which become apparent will be highlighted.

Financial implications arising from the implementation of the Strategy will be included in programme management templates reporting on resource implications.

Consultation

24. The strategy was extensively co-produced with local people and stakeholders through a wide range of engagement activities in winter 2016 and autumn 2017. Engagement with local people and providers has been ongoing during the first year of the Strategy delivery programme and will be continued in future, considering how alignment with Partnership Southwark will affect plans in this area. Engagement planning needs to take place as part of each workstream and action area, and a paper to summarise possible future options is currently being finalised.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Joint Mental Health and Wellbeing Strategy 2018-21	Integrated Commissioning, Southwark CCG	Karen Clarke 020 7525 2353

AUDIT TRAIL

Lead Officer	Sam Hepplewhite, Director of Integrated Commissioning, Southwark CCG Genette Laws, Director of Commissioning, Southwark Council	
Report Author	Karen Clarke, Senior Joint Commissioning Officer	
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CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
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