

UPDATE ON THE IMPLEMENTATION OF MENTAL HEALTH TASK GROUP RECOMMENDATIONS

Purpose of report: To provide the Adults and Health Select Committee with an update on progress in implementing the recommendations of the Mental Health Task Group, which was established to map the individual and carer's journey through adult mental health services in Surrey.

Introduction

1. On 8 March 2019, the Adults and Health Select Committee formally established the cross-party Mental Health Task Group, which would aim to map the individual and carer's journey through adult mental health services in Surrey. However, due to a combination of Select Committee restructuring and the Covid-19 pandemic, the Task Group's work was delayed until the spring of 2020.
2. Between 8 June 2020 and 1 September 2020, the Task Group conducted 13 separate evidence-gathering sessions with 40 witnesses from a wide variety of organisations.
3. The findings and recommendations of the Task Group were presented to Cabinet in October 2020 and were welcomed. This report provides a progress update on actions that have taken place to implement each of the Task Group's 20 recommendations.

Progress made on implementing the Task Group's recommendations

4. **Recommendation 1:** GPs, when referring patients, ensure that all relevant information is passed on so that patients avoid repeating their stories multiple times, and that GPs ensure they explain to patients, both those they are referring and those who are self-referring, how they can release their medical records to mental health services.
5. **Progress update:** There is now a live and operational Surrey Care Record which enables the safe sharing of data between mental health services and GPs and Surrey County Council. This is the core data sharing product for direct care and has now been in place for six months. The full patient record is shared between authorised health and social care professionals. Adult services and

SABP are both users of the platform and use will continue to widen over time. A link to a demonstration of the Surrey Care Record can be made available for the Select Committee and programme leads would be delighted to offer an introductory session to whomever would benefit from it.

We have also seen improvements in the interface between Primary & Secondary Mental Health care with the development and spread of the GP Integrated Mental Health Service (GPIMHS). GPIMHS has spearheaded the integration of adult mental health services across Primary Care Networks and specific GP practices, which greatly improves the flow of information between health and care professionals by the sharing of clinical information. The initial programme of work has been very successful, and the roll out continues across Surrey. The new model of care will facilitate wrap around care services and improve patient experience.

In Frimley, the same mental health data flows to Connected Care, which is the Frimley shared care record.

6. **Recommendation 2:** From 2021, GPs receive additional mental health top-up training on an annual basis, and that at least one GP per practice has undertaken more specialist mental health training.
7. **Progress update:** Surrey Heartlands CCG commissions the GP Advanced Diploma in Mental Health. The diploma has been recommissioned for 2021/22 and is being promoted to all Primary Care Networks (PCNs). As part of the GP Integrated Mental Health Service (GPIMHS) development, each PCN that has a GPIMHS service is required to have a GP complete the diploma.
8. **Recommendation 3:** From 2021, GPs receive regular training to ensure they understand how to use resources such as Surrey Information Point and Healthy Surrey, so that primary care partners are aware of what mental health services and third sector organisations are available in Surrey, and for these resources to be updated by Surrey County Council on a regular basis so that health partners can access all of the necessary information as easily and quickly as possible.
9. **Progress update:** The flow of new and relevant information throughout the health and social care system is becoming easier by use of technology, however there is risk of several forms of communication being used to share knowledge which becomes confusing and unwieldy. In Surrey, there is a focus on a core group of platforms to update professionals, most recently the platform of Teamsnet which is a repository of information for GPs which can be updated by various stakeholders. This reduces the volume of emails and newsletters received by GPs and facilitates a place where information can be accessed anytime and updated as required.

Via the Local Contracted Service (LCS) for the Severe Mental Illness (SMI) - Mental Health Enhanced Physical Health Checks & Suicide Prevention, primary care colleagues in Surrey Heartlands signed up to the LCS have access to a SMI physical health check and suicide prevention eLearning modules.

In addition, Surrey Public Health are working with an external agency reviewing the content of Healthy Surrey Mental Health section to most effectively and accessibly provide resources and information to residents. Cross-agency communication teams are also involved in this work.

10. **Recommendation 4:** Each primary care network in Surrey nominates a mental health champion to help strengthen partnership working across the primary care system.
11. **Progress update:** The GPIMHS model has a lead GP for the mental health development in each PCN. As the model roll outs across Surrey Heartlands these leads will increase and have full coverage across PCNs. As part of the new GP and standard NHS contract, there is an entitlement for each PCN to establish an additional Mental Health Practitioner role from 2021/22.

We are recruiting to the Mental Health Alternative Roles Reimbursement Scheme. These workers will link closely with the GPIMHS programme to ensure a fully integrated approach. This scheme has been funded through the Spending Review allocation for mental health. Given the competing recruitment challenges in our geography, identifying sufficient skilled staff is presenting a challenge but we are working with PCN Clinical Directors to develop creative solutions.

12. **Recommendation 5:** A solution is found to the problems surrounding the sharing of data and IT infrastructure between the NHS, Surrey County Council and external providers to enable third sector organisations to fully and safely support those in their care, and that Surrey County Council and Surrey Heartlands liaise as a matter of urgency.
13. **Progress update:** As stated in Recommendation 1, progress with the Surrey Care Record is supporting the sharing of data between the NHS, Surrey County Council, and external providers. Work is continuing between health, social care, and the third sector to bring together resources and data on shared IT platforms; such as the Surrey Virtual Wellbeing portal which brings together a range of courses and online support delivered by third sector providers onto a simple portal.

Further to this, one of the workstreams within the Mental Health Improvement Plan is focused on data. It intends to address the culture, behaviour and

systems to improve accurate collection and use of relevant mental health data sets. A series of workshops are being led by Public Digital to identify how we need our digital and data systems to improve to ensure the mental health system is easier to navigate and that people only have to tell their story once.

14. **Recommendation 6:** The GP-consultant text system is expanded to include questions relating to mental health concerns.
15. **Progress update:** A pilot project commenced in February 2021, which facilitates GPs receiving information from Mental Health Clinicians. The service is already in use between GPs and Medical Professionals. The service is available for GPs to access advice from Mental Health Services regarding patients who are experiencing delirium and confusion. The pilot project will be evaluated in due course with a view to being rolled out further if successful.

GP Mental Health Leads across Surrey are in the process of developing a virtual Community of Practice, which will provide an opportunity for sharing and support amongst GP leads. The plan is for the Community of Practice to be built by identifying GPs who have undertaken the Diploma of Mental Health and then expanding to try to find one GP with an interest in mental health in each practice.

Changes have been made to Footfall (the software used by the majority of GP Practices in Surrey on their websites) to include details of Mental Health Support for Adults and Children in the Wellbeing Centre. A mental health crisis is also now listed on Footfall as an example of an emergency where you are advised to dial 999.

16. **Recommendation 7:** Third sector organisations are given the ability to refer to Community Mental Health Recovery Services and Community Mental Health Teams to ensure that those with mental health issues are signposted to the services that are right for them and their needs.
17. **Progress update:** Third sector organisations can signpost clients to the Single Point of Access (SPA). If the SPA service assesses that the client would benefit from a referral to the Community Mental Health Recovery Services or Community Mental Health Teams, they will arrange for this to happen. Third sector organisations have staff embedded in the Single Point of Access as Community Connectors who are improving the management of referrals. Collaboration with the third sector has been significantly strengthened during the pandemic and work is currently underway to develop an alliance of providers, including the NHS and third sector. Collaboration with the third sector is also playing a significant part in delivering the Surrey Mental Health Improvement Plan. Work is being led by Public Health to review access points to mental health support and providers are working with the Academic Health

Science Network to innovate and develop a better solution to the access challenges of the past.

18. **Recommendation 8:** From 2021, meetings involving CCG leads and third sector organisations take place on at least an annual basis to help facilitate stronger partnership working and understanding, and that all stakeholders, including third sector organisations, are represented at all meetings and committees that impact the work of the third sector and external providers.
19. **Progress update:** Regular meetings between CCG leads and the third sector will continue as required. Third sector organisations and wider partners are currently represented throughout the Surrey mental health governance architecture, including the Mental Health Partnership Board and the Mental Health Delivery Board. Similarly, third sector organisations are involved in the fortnightly Mental Health COVID Emergency Response Group that reports into the Surrey Heartlands Incident Management infrastructure. Partnerships with the third sector are strong and there is a huge range of excellent examples of integrated working in our geography, such as the new Surrey Children's Emotional Wellbeing and Mental Health Alliance, Safe Havens, GPIMHS and Criminal Justice Liaison and Diversion Services. Third sector organisations are also playing a crucial role in delivering the Surrey Mental Health Improvement Plan and are leading in key areas such as developing the vision for early intervention and prevention.
20. **Recommendation 9:** All health providers and commissioners ensure that the use of remote meeting software remains an option for future meetings, appointments and therapy sessions to ensure that location and access issues are not a barrier to participation.
21. **Progress update:** It has been built into Surrey mental health planning that remote meeting software will remain an option for services in future to ensure accessibility for residents.

Surrey has been leading the way in providing access to digital services according to recent NHS Benchmarking. Our aim is to ensure a blending of face-to-face and digital services are available to take account of service user/carer/family choice, needs and risks.

22. **Recommendation 10:** Surrey County Council conducts a review of the nature and length of contracts currently offered to third sector providers, and that all future contracts are for a minimum of five years.
23. **Progress update:** Since the previous update, the Adult Social Care Mental Health Commissioning Team is looking to further extend the Community Connections contracts; these are our main VCFS contracted providers for adult

mental health. If approved by the Surrey-wide Commissioning Committees-in-Common, the providers will enter their sixth year of service delivery from April 2022. Where it is within the gift of the Council, any new procurement/tender exercises in this field will be for a minimum of five years.

24. **Recommendation 11:** Surrey County Council lobbies central government for more funding for mental health to enable further initiatives to achieve early intervention, and that a review is undertaken of third sector funding.
25. **Progress update:** The importance of providing longer-term funding stability for the third sector is well understood. It can support working in greater partnership and can also create opportunities for VCFS partners to attract additional external funding. In mental health specifically, community connections (third sector) contracts have proved highly effective in securing additional external funding almost doubling their funding through other projects; this contract arrangement has now entered its fifth year from April 2021. Even when longer-term contracts or funding arrangements are agreed, contracts would contain provisions to protect the Council's interests should concerns about quality of service delivery arise.

A Mental Health Partnership Board report recommended commissioning specialist health economists to analyse and better understand the funding and resourcing of emotional wellbeing and mental health services in Surrey, including the voluntary and community sector, with the purpose of creating an evidence base understanding of the sufficiency and effectiveness of mental health resourcing. This work is now being taken forward through the Improvement Plan.

26. **Recommendation 12:** Public Health undertakes an employer-focused mental health campaign in 2021 to help improve employer knowledge about mental health and ensure that Surrey employers are aware of how to access courses and training.
27. **Progress update:** The Surrey Wellbeing and Workforce Collaborative (SWWC) was formed in March 2021 and membership includes Surrey County Council, Public Health, Surrey and Borders Partnership, Woking Mind, Surrey Chambers of Commerce, and Oakleaf Enterprise. The purpose of the group is to take an evidence-based and collaborative approach to engage with and support wellbeing of those working in Surrey businesses/organisation. In June 2021 a virtual event was held, with over 80 people in attendance. There was positive feedback that the event provided a space where people could talk about real life business experience, overcome obstacles and learn from others. Work is now underway to broaden the reach.

The Collaborative is working to further engage businesses through sharing resources and virtual events. Resources to support the workplace for 2021/22 include devising a Wellbeing Champions programme and embedding Mental Health First Aid training.

28. **Recommendation 13:** From 2021, induction-level training in mental health awareness and suicide prevention is provided for all Surrey County Council members of staff and councillors, as well as all affiliated organisations.
29. **Progress update:** Surrey Public Health have organised for several Surrey County Council staff to attend a Train the Trainer course in Mental Health First Aid Training. This will allow the Council to deliver training for wider staff as a sustainable delivery method.
30. **Recommendation 14:** From 2021, frontline members of staff and decision makers from all public and health organisations in Surrey receive training so they use instructions and terminology with service users that are appropriate for those with mental health issues, learning disabilities and autism to ensure that those whose conditions are not immediately obvious are better served.
31. **Progress update:** Surrey Public Health team offer a suite of mental health training including:
 - COVID-19 related training
 - Suicide prevention training to help improve understanding and confidence to intervene with people at risk of suicide
 - Wellbeing workshops promote positive, emotional and mental wellbeing through six everyday actions
 - Connect 5 – Ways to work with Mental Wellbeing in everyday practise. This course will enable people to have conversations about mental health and offer information on local service. Connect 5 is aimed at everyone
 - SafeTALK – Half-day alertness training that prepares anyone 15 or older, regardless of prior experience or training, to become suicide-alert
 - Applied Suicide Intervention Skills Training (ASIST) is a two-day interactive workshop in suicide first aid

This training is available to staff and decision-makers from all public and health organisations in Surrey. As referenced in Recommendation 13, several Surrey County Council staff attending the Train the Trainer course in First Aid for Mental Health will also allow a wider rollout of mental health training.

Outside of the Public Health team, a range of training options and resources are available to support staff when working with people with mental health issues. For example, in East Surrey, Medical Director Des Holden has developed and released 'Don't Walk Past' – a serious game for supporting recognition and

sign-posting of mental health need in people admitted to hospital with a physical illness.

32. **Recommendation 15:** Surrey County Council and Surrey and Borders Partnership NHS Foundation Trust explore how they can work more closely together to ensure Surrey County Council social workers are involved as early as possible (including at the diagnosis stage) so that those with autism, Asperger's and/or learning disabilities – especially those with complex needs – are fully supported and potential mental health issues are identified.
33. **Progress update:** The Surrey County Council Adult Social Care mental health teams continue to work closely with Surrey and Borders Partnership colleagues to ensure that referrals are made in a timely way, and attend multi-disciplinary meetings with trust both in the community and in hospital settings.

Surrey County Council ASC has purposefully linked elements of the All-Age Autism Strategy to addressing some of the issues and challenges identified in the Mental Health Taskforce Work that was endorsed by Select Committee – research suggests that 70% of autistic people have a mental health condition, and that 40% have two or more. Autistic people are up to four times more likely to have anxiety, and twice as likely to have depression. Research has shown that autistic people are more vulnerable to negative life experiences, which may also impact mental health. Therefore, within the Health and Social Care Support work stream, both the need to improve the timeliness of assessment and diagnostics of people with Autism and providing better education and training for Mental Health professionals in autism awareness have been identified as priorities. This is to improve the ability of Mental Health services staff to recognise and respond appropriately to autistic needs and the impact on mental health and wellbeing better.

As part of the Council's Preparing for Adulthood Transformation Programme, the reach of the Transitions Service is being expanded to offer specialised Transitions Support to those young people with mental health needs who are Care Act eligible, who currently receive a relatively disjointed approach from across social care, education and health; leading to more young people than necessary being placed in institutionalised forms of care within acute inpatient units rather than being supported in their communities. This work is just commencing with colleagues from within Adult Social Care and Children's Services, identifying and agreeing numerous care pathways into adulthood from children's services. It is anticipated that this change programme will run at least over the following 12-18 months. Work is also underway to agree a pathway between the ASC Learning Disabilities and Autism team and ASC Forensics Team to ensure that individuals with complex forensic needs are supported by the right team.

The mapping of mental health care pathways from Children's Services into adulthood has been completed by Commissioners and we are now prioritising which services will most likely be those who will work with Adult Services to ensure Mental Health support is more seamless as young people approach their 18th year. This will include support by the Adult Social Care Transitions Service and Educational Support commissioned via SEND. It is anticipated this work will be implemented from early 2022, within the Preparing for Adulthood Transformation Programme.

34. **Recommendation 16:** The Surrey Heartlands mental health diploma is re-established and offered to all GPs in Surrey.
35. **Progress update:** The mental health diploma remains commissioned in Surrey Heartlands and is promoted across all practices.
36. **Recommendation 17:** Health commissioners obtain funding to undertake a modelling exercise and, if funding permits, a pilot study focusing on what patient outcomes could be achieved by extending opening hours for Safe Havens in Surrey and operating them throughout the night, to ensure that people experiencing a mental health crisis or emotional distress, and the police officers who are often relied on to support them, are no longer left without any option but to attend A&E to receive help.
37. **Progress update:** A 12-week trial of a 24/7 Safe Haven operating from the existing Woking Safe Haven site took place from February to May 2021. The pilot was carried out during a time when there were lockdown restrictions, which may have impacted on individuals seeking support and may not fully represent the need for a 24/7 service.

An evaluation of the pilot was carried out looking at service user attendances, operational challenges and feedback from staff and service users. The combination of data and feedback highlights the Safe Haven as an established part of the local mental health pathway. Further analysis is needed to understand the impact on A&E and blue light services. Future considerations also include the need for closer working relationships to be undertaken with the Police and SECamb by a dedicated manager to raise the awareness of Safe Haven as a recourse from emergency departments.

While there was limited evidence of the need for a 24/7 model, discussions are now going to take place on the potential for an extended Safe Haven provision.

Surrey and Borders Partnership are also exploring options around crisis bed provision, which could provide a meaningful alternative to admission, and plan to seek support to use discharge funding to establish this.

38. **Recommendation 18:** The General Practice Integrated Mental Health Service continues to be rolled out across Surrey and receives the funding needed to ensure its continued operation, and that a report on the progress made and future plans is presented to the Adults and Health Select Committee no later than October 2021.
39. **Progress update:** The General Practice Integrated Mental Health Service (GPIMHS) continues to be rolled out across Surrey and is strengthened with a dedicated focus on improving the pathway for people with Personality Disorder traits and their carers/families. Work is also progressing to test the next phase of maturing the system towards a single integrated, community-focused service model, with the Epsom pilot to eradicate barriers between primary and secondary care provision.

Transformation funding for expanding and improving community mental health services has been committed to by both NHSE/I and the CCG to 2023/24. Running alongside GPIMHS expansion is the investment in Mental Health Practitioner roles to build mental health capacity and expertise across the PCNs, reimbursement to SABP (50%) and PCNs (50%) is under the Additional Roles Reimbursement Scheme (ARRS).

40. **Recommendation 19:** The production of the final business case for the improvements to the Abraham Cowley Unit is progressed urgently and implemented with the utmost speed and no further delays. It also requests that a report on the progress made and future plans is presented to the Adults and Health Select Committee no later than October 2021.
41. **Progress update:** Safety works to the Abraham Cowley Unit (ACU) were completed in April 2021 and included environmental changes to the layout of the toilets and bathrooms, improving safety and privacy and dignity; installing Safehinge Primera doors that provide an alarm in the event they are used as a ligature anchor point and have an anti-barricade mechanism; installing a passive monitoring system, enabling staff to monitor the health of patients without the need to disturb them during the night; replacing furniture to a new standard approved for use in mental health inpatient environments; and, finally, replacing all sanitary wear with specialist anti-ligature products.

The total investment was in the region of £3m. The learning from the safety works at the ACU has been incorporated into the standard specification and working practices for the acute inpatient environments, including the deployment of digital technology in the form of Oxehealth. Planning is underway to incorporate this technology into other wards whilst minimising disruption to existing services.

The Outline Business Case for the redevelopment of the ACU has been approved by the Trust Board and submitted to NHS England for approval of the funding allocation under the Eliminating Dormitories scheme. Enabling projects, including the construction of a temporary older adult ward on land adjoining the St Peter's Hospital site, refurbishment works at our hospital in Guildford and the acquisition of a building in Chertsey for community services, are progressing well with planning permission and building contractors on board. The ACU will be vacated in April 2022 and all services moved within Surrey to enable demolition to commence immediately. A building contractor has been selected and building works will commence in summer 2022 and continue for two years. Services will move back into the new facility in mid-2024 as previously reported.

We have identified a site, subject to achieving planning permission, to operate temporary facilities for acute inpatient services from late 2022 near Leatherhead, which will increase SABP-operated bed capacity during the construction period.

The planning for the closure of the ACU includes provision to enhance the monitoring and oversight of the quality of the placements within the independent sector and links to the community pathways, including in-reach.

42. **Recommendation 20:** The Children, Families, Lifelong Learning and Culture Select Committee conducts a similarly broad and wide-ranging mental health journey task group concentrating on both children and those transitioning to adult mental health services.
43. **Progress update:** The Adults and Health and Children, Families, Lifelong Learning and Culture Select Committees continue to liaise regarding future scrutiny of children's mental health services and the transition to adult mental health services. The Select Committees have been jointly monitoring the commissioning of new Emotional Wellbeing and Mental Health (EWMH) services for children and proposed changes to the governance of Surrey's mental health system; the Children, Families, Lifelong Learning and Culture Select Committee, with representation from the Chairman and Vice-Chairmen of the Adults and Health Select Committee, is scheduled to scrutinise the performance of the new EWMH services at its public meeting on 18 October 2021; and conversations are taking place to enable continued joined-up scrutiny of mental health services going forward.

Mental Health Improvement Plan

44. In November 2020, Surrey County Council hosted a Mental Health Summit with the purpose of building consensus around what needed to be done to improve mental health services in Surrey.

45. Following the summit, in December 2020, the Surrey Heartlands Integrated Care System recommended the establishment of an independently chaired Mental Health Partnership Board (MHPB). The MHPB met in early 2021 and commissioned a Peer-led Review, with the objective of identifying the priority actions needed to drive the required improvements and developments across the mental health system.
46. The Review and its recommendations were presented to the MHPB in April 2021 and the MHPB produced a report and Improvement Programme.
47. The Mental Health Improvement Plan was ratified by the Health and Wellbeing Board on 2 June 2021. The Mental Health Delivery Board is now working on implementing the recommendations in the improvement plan.
48. From the 19 thematic improvement recommendations from the Independent Review, 10 Programme areas and 3 cross-cutting themes were identified:
 - Early intervention and Prevention Vision and Strategy
 - Improving access and preventing service gaps
 - How we work together
 - Resourcing
 - Training and awareness
 - Integrated system working
 - Data analytics
 - Comms and engagement
 - Mental Health system governance
 - Workforce planning and development

Cross-cutting themes which are to be considered across all workstreams are:

- Covid lessons
 - User, carer and community voice
 - Digital innovation
49. Activity has now started in each of the workstreams, and where relevant recommendations from the Mental Health Task Group are being taken forward with them and expanded upon. Please see Annex 1 for further information.

Recommendations

The Select Committee is asked to:

1. Note the significant work underway to implement the recommendations set out in the Mental Health Task Group report

2. Recognise the role of the Mental Health Improvement Plan and the Mental Health Partnership Board in continuing to progress the mental health agenda, including the Mental Health Task Group's recommendations

Next steps

The implementation of the Mental Health Task Group's recommendations will continue apace.

Report contacts

Professor Helen Rostill, Director for Mental Health Surrey Heartlands ICS and SRO for Mental Health Frimley ICS (helen.rostill@sabp.nhs.uk)

Liz Uliasz, Assistant Director of Mental Health, Surrey County Council (liz.uliasz@surreycc.gov.uk)

Kirsty Slack, Policy and Programme Manager (Health and Wellbeing), Surrey County Council (kirsty.slack@surreycc.gov.uk)

Annexes

Annex 1 – Mental Health Improvement Plan Update

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