

Health in Hackney Scrutiny Commission Briefing

City and Hackney Integrated Mental Health Network

26th April 2023

Introduction

The service recommissioning process is now complete and, following a high quality bid, the contract has been awarded to Mind CHWF as the main contractor. The following local VCS organisations will be subcontractors:

- African Community School
- Bikur Cholim
- Centre for Better Health
- Core Arts
- Derman
- Hackney Chinese Community Services
- Immediate Theatre
- IRIE Mind CIC
- Rainbow Mind
- Shoreditch Trust

This represents both an increased number of subcontractors, as well as an increase in the share of the service that is provided by them.

The mobilisation period is underway and will run until 1st July 2023, when the new service officially commences.

Target population and support provided

- The new service will primarily support people with complex mental health needs, who do not meet the threshold for secondary care but who are also too complex for NHS Talking Therapies services (IAPT, which supports people with mild to moderate mental ill health).
 - There are also a wide range of preventative mental health resources available locally and nationally. The new service will add to this offer, help to support local initiatives and improve communications around what is available to residents.
- Complex mental health needs are where other challenges or issues intersect with a person's mental health problems. As a result, addressing their mental health condition in isolation is usually not effective. These other factors can include housing difficulties, substance misuse, low income and debt, unemployment isolation, experience of domestic violence, physical health conditions or disabilities, learning disabilities or neurodivergence, experience of discrimination or being digitally excluded.

- Over the last few years, services have reported a significant increase in the number of people with complex mental health needs, and the current cost of living crisis means that this is likely to continue for some time.
- The long-term ambition is to move towards a more preventative mental health system in Hackney and this service, while primarily supporting complex mental health needs, will prevent these clients from worsening to a point that they require secondary care and will help them to become able to lead healthy lives, independently from support services.
- By supporting people with complex mental health needs, the service will also contribute towards reducing health inequalities locally.

The new service - the Wellbeing Network

- The service will continue to be known as the Wellbeing Network. A name change was considered but after consulting on this, it was agreed that the negatives of doing so outweighed any advantages. However, engagement work will be undertaken to ensure that local partners are aware of the service and understand what it offers.
- The core service will support at least 1,800 City and Hackney residents at any one time, with more supported through its preventative initiatives.
- The support provided will be holistic, whole person mental health support. Each client will receive a care plan made up of therapeutic interventions, activities and 1:1 coordination.
- Residents can be referred into the Wellbeing Network by other local service providers and they can also self-refer.
- The service will be monitored through KPIs that assess areas such as improving the mental health and wellbeing of its clients, supporting improvements in training and employment skills, physical health and social connectedness. The service must also ensure that its clients represent the Hackney population. It will also be required to deliver this care in a joined up partnership approach with other local service providers.

Strengths retained from the original service

Stakeholder engagement made clear that the current service is widely valued in the community and therefore many aspects of it were retained in the new design:

- **Flexible offer**
 - Wide range of therapeutic interventions (beyond the IAPT offer) - both individual and group.
 - Many non-therapeutic support interventions that are just as important

for long-term good mental health e.g. learning and skills based. These interventions are also important for people who may be reluctant to access psychological therapies.

- **Holistic and person centred approach**
 - All clients will receive 1:1 coordination and support, and each client will attend the interventions that best meet their needs - there is no single standard offer.
 - Addressing underlying factors influencing mental health, such as employment, debt and isolation. These are vital for achieving long-term change.
 - Group and 1-1 peer support, to help consolidate recovery, focus on strengths and aid social connection.
- **Focus on recovery and independence from support services**
 - Many MH and wellbeing interventions result in short-term positive outcomes but these can fade once attendance ends. The aim of the service is to address underlying issues, such as trauma and external factors, and to provide clients with skills, knowledge and techniques, as well as social connections, to help to remain mentally well independently from the service.
- **Cultural / community specific offer**
 - Wide range of community based providers offering alternative ways into the service and culturally specific interventions, allowing clients to feel supported within the communities where they feel comfortable. The Network now includes 3 new providers that are Black African/ African Caribbean heritage and South East Asian led and focused.
- **Alternative to the NHS**
 - Some residents do not trust the NHS and the service provides an alternative community offer that some residents may be more comfortable attending.
 - It also is able to support residents with mental health needs who don't necessarily have a diagnosed mental health condition.

All of the above factors also help the service in addressing health inequalities.

Key changes for the new service

All the changes have been implemented following stakeholder engagement and review of the current service and local needs:

- Increased focus on complex needs.
- More support for preventive and small community initiatives
- Innovative therapeutic supports to aid engagement for people with limited time to engage with services- FORWARD model.

- Stronger emphasis on partnership working:
 - Care plans will (where appropriate) include interventions from external services
 - Formal joint care plans with other services where there is a joint need e.g. with substance misuse
 - Inclusion of IAPT preparation and increased integration with IAPT services, allowing clients to access IAPT therapies as part of their holistic offer.
 - Improved pathway from CYP services
 - Improved transfer between local services - supported by trusted referral systems.
- More integrated and efficient service
 - Greater integration within the service, increasing efficiencies and preventing silo working, while maintain benefits of having smaller providers
 - An integrated cross provider assessment and keyworking team
- More flexibility to adapt to population need and external changes
 - Some flexibility in funding is built into the contract. If changes to the population, emerging needs or potential service improvements are identified, funding can be more easily shifted towards these areas
- Better promotion of the service and making clear what the offer is