

## **DRAFT - Bromley Joint Mental Health and Wellbeing Strategy (2019/20-2025)**

### **Action Plan for Change**

- 1.1. The Bromley Joint Mental Health and Wellbeing Strategy (2019/20-2025) sets out a commitment between Bromley Council and NHS Bromley Clinical Commissioning Group (CCG) to work in partnership to improve the mental health and wellbeing outcomes for the residents and patients in the borough.
- 1.2. The action plan sets out details of what needs to be done in order to deliver on our strategic priorities as set out in the strategy.
- 1.3. The actions are based on the service user feedback, policy drivers and service analysis set out in the Bromley Joint Mental Health and Wellbeing Strategy.
- 1.4. The Council and CCG will work with key partners in the delivery of the action plan including service users and patients, social care, housing, Oxleas NHS Foundation Trust, Bromley Well, Bromley Y, Bromley Healthcare, other voluntary sector organisations and Bromley HealthWatch.
- 1.5. The **Directors of Commissioning for the Council and CCG** will be accountable for the delivery of the action plan as a whole, and the Director will report to the Council and CCG's Mental Health Strategic Partnership Board (MHSPB) and Integrated Commissioning and Partner Organisations Board (ICB) on progress to complete this work.
- 1.6. The timescales for implementation denote the scale of the action, ambition or challenge. Some actions may be implemented and mobilised within the 2019/20 financial year, whilst other areas may require service changes and/or development of new commissioning models requiring a longer period of implementation.

## Bromley Joint Mental Health and Wellbeing Strategy (2019/20-2025) - Action Plan for Change

	Objective	Actions	Lead	Timescale
1.	<b>PREVENTION</b>			
	<b>We will establish a strong mental health and wellbeing prevention offer across services in Bromley, placing a focus on: building resilience for individuals and communities; helping to ensure that individuals are able to access information and advice; and improve health and wellbeing outcomes for people with mental health challenges.</b>			
1.1	Continue the development of a successful community hub for mental health and wellbeing in Bromley where people can access information, advice and services; bring together health, social care and voluntary sector services in one place.	<ul style="list-style-type: none"> <li>• Develop a coproduction and user engagement policy that will enable those who have a lived experience of mental ill health are at the heart of the commissioning of the community offer – owning and shaping their own service model.</li> <li>• Consider options for the development of new community support services including peer support networks, crisis prevention services, debt and financial advice services and mutual aid schemes.</li> <li>• Review opportunities to enhance the integrated NHS/Council “Bromley Well” offer with a long-term partnership plan in place to deliver joint information, advice, prevention and wellbeing services in partnership with the voluntary sector.</li> <li>• Develop a “single point of access” for community mental health services – working with Bromley Well, NHS Oxleas NHS Foundation Trust and NHS Bromley Healthcare. Ensure ECH Early Intervention Service is integrated into “single point of access” development. Ensure that Improving Access to Psychological Therapies (IAPT) services is at the core of the “single point of access” model.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations (with partner agencies)</p>	<p>Summer 2019</p> <p>Late 2019</p> <p>End 2019</p> <p>Summer 2020</p>

	Objective	Actions	Lead	Timescale
1.2	Develop an enhanced primary care offer for mental health in Bromley - supporting GP Practices to deliver a role at the centre of mental health prevention and early intervention.	<ul style="list-style-type: none"> <li>• Deliver and review the Bromley Shared Care Pilot for mental health, supporting people with mental health challenges to get the support and help they need from their GP and not from hospital services.</li> <li>• Bring forward a long-term enhanced primary care offer for mental health in Bromley, building on the learning from the shared care pilot.</li> <li>• Develop and test a 'joint front door' for people to get advice and access to health and social care services in one place, including with Bromley Well care navigators located in GP Surgeries (see also Bromley Ageing Well Strategy).</li> </ul>	<p>Integrated Commissioning and Partner Organisations/ Primary Care Commissioning</p> <p>Integrated Commissioning and Partner Organisations/Primary Care Commissioning</p> <p>Integrated Commissioning and Partner Organisations/Primary Care Commissioning</p>	<p>Summer 2019</p> <p>By 2020/21</p> <p>By 2022</p>
1.3	Improve health and wellbeing outcomes for people with mental health challenges in Bromley through a coordinated programme of prevention and early intervention	<ul style="list-style-type: none"> <li>• Deliver a targeted health checks programme for people in Bromley with mental health challenges, including those on the severe mental illness (SMI) register.</li> <li>• Review the outcomes of the health checks programme for mental health in order to ensure improved health and wellbeing outcomes for individuals are embedded across all services.</li> <li>• Roll out the mental health first aid programme to relevant organisations including housing services, Job Centre Plus and schools.</li> <li>• Provide mental health awareness training for Adult Social staff</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p> <p>Public Health</p> <p>LBB/CCG Training and Development</p>	<p>Summer 2019</p> <p>April 2020</p> <p>April 2020</p> <p>June 2019</p>
1.4	Place prevention and early intervention at the heart of the mental health and wellbeing offer	<ul style="list-style-type: none"> <li>• Put in place a specialised offer of mental health support for children and young people in</li> </ul>	<p>Integrated Commissioning and</p>	<p>April 2019</p>

	Objective	Actions	Lead	Timescale
	for children and young people.	<p>Bromley schools, including colleges.</p> <ul style="list-style-type: none"> <li>• Pilot a local service to ensure that all children and young people in Bromley who require specialist mental health support have to wait no longer than four weeks for this help.</li> <li>• Complete co-design work on the development of a new model for mental health and wellbeing services for children and young people with these needs in Bromley.</li> <li>• Pilot an online support and advice service for children and young people with mental health challenges (working with other south-east London boroughs).</li> <li>• Review the pilot online support and advice service in order to put in place a long-term service which meets children and young people's needs in Bromley.</li> <li>• Develop a single service model across the Council and CCG for mental health and wellbeing services for children and young people in Bromley.</li> <li>• Develop a 0-25 pathway for children and young people's mental health services, ensuring that there is no "cliff edge" for service users as they move between services for children and adults.</li> </ul>	<p>Partner Organisations/ Education/ Public Health/Schools</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>Summer 2019</p> <p>Summer 2019</p> <p>Mid 2019</p> <p>Summer 2020</p> <p>Summer 2020</p> <p>Summer 2020</p>

	Objective	Actions	Lead	Timescale
		<ul style="list-style-type: none"> <li>Review the mental health support service and four week specialist support pilot for children and young people in order to put in place a long term solution in these areas.</li> </ul>	Integrated Commissioning and Partner Organisations	2021
1.5	Place prevention and early intervention at the heart of the mental health and wellbeing offer for new mothers and, in particular, new mothers who have multiple births.	<ul style="list-style-type: none"> <li>Pilot a two year community support mental wellbeing service for new mothers and new mothers who have had multiple births. This will include a core support service and befriending service.</li> <li>Review the total Bromley mental health offer to new mothers to ensure a strong holistic approach across health and other services for this group.</li> </ul>	Integrated Commissioning and Partner Organisations/ Planned Care  Integrated Commissioning and Partner Organisations/ Planned Care	2019-2022  By 2022
1.6	Deliver the outcomes set out in the Bromley Suicide Prevention Strategy.	<ul style="list-style-type: none"> <li>Implement the Bromley Suicide Prevention Strategy (see also Bromley Suicide Prevention Strategy)</li> </ul>	Public Health	By 2021
<b>2 EARLY INTERVENTION</b>				
<b>We will establish a strong mental health and wellbeing early intervention offer across services in Bromley, ensuring those in need are able to get the early help they need prior to reaching a crisis.</b>				
2.1	Provide a tailored support service for people with mental health challenges and carers, ensuring that help is available in the right place and at the right time, prior to an individual reaching a crisis point.	<ul style="list-style-type: none"> <li>Review the early intervention offer for people and carers with mental health challenges and develop a business case to increase capacity and timeliness of service and integration across primary care, health and community services.</li> <li>Ensure that a new early intervention offer for people and carers with mental health challenges, forms part of the development of a community hub for mental health and wellbeing in Bromley.</li> </ul>	Integrated Commissioning and Partner Organisations  Integrated Commissioning and Partner Organisations	Late 2019  Early 2020

	Objective	Actions	Lead	Timescale
2.2	Provide an early intervention community support service for children, young people and adults who are at risk of developing psychosis (or may have had their first experience of psychosis).	<ul style="list-style-type: none"> <li>Ensure that there is an increased offer of community and psychological interventions for people who have had their very first episode of psychosis, helping to prevent them requiring ongoing mental health complex care support after the very first point of contact.</li> <li>Embed an early intervention offer for children and young people at risk of developing psychosis as part of the wider transformation of mental health services for this group.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>April 2020</p> <p>Summer 2020</p>
2.3	Ensure that, for those young people requiring ongoing support who are transitioning between support for children and adults' services, that there is a clear approach which places individual needs at the heart of delivery.	<ul style="list-style-type: none"> <li>Ensure that all community and hospital mental health services develop transition protocols for young people who are transitioning between support for children and adults' services, enabling a seamless transition between these services.</li> <li>Develop a 0-25 pathway for children and young people with mental health challenges in conjunction with children's and adult's health and social care services.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>By end 2022</p> <p>By end 2022</p>
2.4	Improve the early identification of people with Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD), ensuring that there is a tailored approach to meet the ongoing needs of this group.	<ul style="list-style-type: none"> <li>Ensure that people with potential Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD) are identified at an early stage by mental health community and acute services.</li> <li>Improve services to diagnose people with Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD), reducing waiting times.</li> <li>Develop an all-age Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactivity</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and</p>	<p>Late 2019</p> <p>Late 2019</p> <p>By Late 2020</p>

	Objective	Actions	Lead	Timescale
		Disorder (ADHD) commissioning strategy to meet the needs of individuals with these needs – focusing not simply on identification and diagnosis but on ensuring appropriate services are commissioned to meet the needs of this group. (see also Bromley Learning Disabilities Strategy)	Partner Organisations	
2.5	Improve the early identification of people with dementia and delirium ensuring that there is a tailored approach to meet their ongoing needs, whether they are in hospital or at home.	<ul style="list-style-type: none"> <li>Continue to improve the early identification and diagnosis of people with dementia and delirium, including for people who live in residential care homes.</li> <li>Undertake detailed work with people with dementia, their families and friends to identify what more can be undertaken to support their needs – including through the provision of information and advice through the Bromley community hub, the NHS Oxleas memory service and GP surgeries.</li> <li>Review services for people who have been diagnosed with dementia and delirium in order to ensure best practice is embedded in service delivery for this group.</li> </ul>	<p>Integrated Commissioning and Partner Organisations/Primary Care Commissioning</p> <p>Integrated Commissioning and Partner Organisations/Primary Care Commissioning</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>Ongoing</p> <p>By summer 2020</p> <p>By summer 2020</p>
2.6	Develop a holistic community intervention and response service for people experiencing a crisis due to their mental health, preventing them needing to be admitted to hospital.	<ul style="list-style-type: none"> <li>Develop a community mental health crisis service which will offer interventions for people in crisis and provide support and help to reduce the need for a hospital admission, working with Bromley Well, NHS Oxleas, Bromley Healthcare, GP Practices and other partners.</li> <li>To roll out a 24-hour crisis line service for people in Bromley requiring immediate advice and help.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>By 2022</p> <p>By 2022</p>

	Objective	Actions	Lead	Timescale
		<ul style="list-style-type: none"> <li>To review the scope of mental health liaison teams in hospital emergency departments to ensure that people with mental health challenges who come to these services are able to access immediate holistic support and help.</li> </ul>	Integrated Commissioning and Partner Organisations	By 2022
<b>3</b>	<b>MULTI-DISCIPLINARY APPROACH TO TREATMENT</b>			
	<b>We will establish a strong multi-disciplinary approach to treatment for people with mental health, ensuring that those in the most urgent need are able to get the best possible treatment and care.</b>			
3.1	Improve access to psychological therapies in Bromley (including “talking therapies”) through a partnership approach across primary care, health and community services.	<ul style="list-style-type: none"> <li>Improve outcomes for adults accessing Improving Access to Psychological Therapies (IAPT) services in Bromley by targeting those with long term conditions, psychosis, bipolar disorder and personality disorder.</li> <li>Review access arrangements for children and young people’s Improving Access to Psychological Therapies (IAPT) services in Bromley.</li> <li>Expand Improving Access to Psychological Therapies (IAPT) services in Bromley in order to meet NHS England targets.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations (CCG)</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>By 2020</p> <p>By 2020</p> <p>By 2025</p>
3.2	Ensure that there is a common approach across health and care to treatment from the start of a patient’s journey in services until the point at which they no longer requiring ongoing help.	<ul style="list-style-type: none"> <li>Work with integrated care systems programme to ensure that an integrated mental health service offer in Bromley is considered in all new service developments.</li> <li>Develop protocols for joined-up working in (i) admission into treatment (including with excellent joint working with Approved Mental Health Professionals – AMPHs) and (ii) discharge from hospital – with a common assessment and care plan to meet each individuals’ ongoing needs.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>By summer 2020</p> <p>By summer 2020</p>

	Objective	Actions	Lead	Timescale
<b>4</b>	<b>COMPLEX AND LONG TERM SUPPORT</b>			
	<b>We will establish an integrated approach across health and social care for the delivery of services for people with complex needs and for people requiring longer term support – ensuring that everyone is kept safe whilst being able to live as independently as possible</b>			
4.1	Reduce the overall number of people with mental health challenges requiring a long-term placement in a hospital, residential or nursing care home setting by commissioning improved tailored community provision.	<ul style="list-style-type: none"> <li>Develop a total-system pathway across health and social care mental health provision in which people with mental health challenges are helped to “step down” to a service that best meets their needs, whilst ensuring that they are at all times safe, whilst also living as independently as possible.</li> <li>In conjunction with the South London Partnership (a partnership of the three large mental health NHS hospital Trusts in south London) review support options for individuals with complex needs with the objective of reducing the overall number in services.</li> <li>Integrate the development of a recovery and rehabilitation pathway into programme for improving community provision for mental health.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>By late 2020</p> <p>By late 2020</p> <p>Late 2019</p>
4.2	Improve support for Children looked After (CLA) with a joint approach across health and social care to ensure that children and young people, including care leavers, are able to access the right support and help.	<ul style="list-style-type: none"> <li>Commission an integrated health and care mental health assessment and review service for Bromley children looked after (CLA) and care leavers – this service would support any Bromley CLA with these needs whether they were in a service within or outside of the borough.</li> <li>Develop an integrated process for supporting Bromley children looked after (CLA) and care leavers, ensuring that their health (including mental health) and care needs are met through</li> </ul>	<p>Integrated Commissioning and Partner Organisations/ Children’s Social Care</p> <p>Integrated Commissioning and Partner Organisations/ Children’s Social Care</p>	<p>Summer 2019</p> <p>Late 2019</p>

	Objective	Actions	Lead	Timescale
		<p>joint decision-making undertaken by social workers, clinicians, educationalists and others.</p> <ul style="list-style-type: none"> <li>Develop an integrated plan for health, support and care for care leavers.</li> </ul>	<p>Integrated Commissioning and Partner Organisations/Children's Social Care</p>	<p>Late 2019</p>
<b>5</b>	<b>RECOVERY AND REHABILITATION</b>			
	<b>We will establish a strong mental health and wellbeing recovery and rehabilitation offer for people with mental health challenges, placing a focus on: helping people to overcome individual challenges, building resilience; ensuring that individuals who are able to are supported to move to independent living outside of services; and improving health and wellbeing outcomes for people with mental health challenges.</b>			
5.1	<p>Ensure that Care Act 2014 outcomes are embedded in all Bromley services for people with mental health challenges including healthcare and community support.</p>	<ul style="list-style-type: none"> <li>Review arrangements for discharge and transfer of care for people with mental health challenges in line with Care Act 2014 requirements.</li> <li>Develop a set of common recovery outcomes in line with the Care Act 2014 for delivering integrated support to people being discharged from admission for mental health care.</li> <li>Develop a training programme on the requirements Care Act 2014 for all Bromley community and acute mental health.</li> </ul>	<p>Integrated Commissioning and Partner Organisations/Adult Social Care</p> <p>Integrated Commissioning and Partner Organisations/Adult Social Care</p> <p>Integrated Commissioning and Partner Organisations/Adult Social Care</p>	<p>Late 2019</p> <p>Summer 2020</p> <p>Summer 2020</p>
5.2	<p>Develop an integrated recovery and rehabilitation pathway across all health, care and support mental health community services to ensure that those who are able to are supported to move to more independent settings, including – when ready - outside of</p>	<ul style="list-style-type: none"> <li>Review the “total system” recovery and rehabilitation pathway in Bromley across “step down” hospital provision, residential care, supported housing and floating support in order to ensure that there are the right services in place to meet the needs of Bromley residents</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p>	<p>Summer 2020</p>

	Objective	Actions	Lead	Timescale
	services altogether.	<p>who require this support.</p> <ul style="list-style-type: none"> <li>Review the approach to providing joint “aftercare” (known as section 117) to people with mental health challenges across the NHS and Council – ensuring that individuals’ needs are at the heart of the “aftercare” offer in Bromley</li> <li>Review the current approach to recovery and rehabilitation in Bromley through the integrated care system programme.</li> <li>Develop a drug and alcohol misuse framework for the mental health recovery and rehabilitation pathway.</li> <li>Review current arrangements for multi-disciplinary work to support people - who are ready to - to move safely onto more independent living through the course of the project.</li> <li>Review current arrangements for the support of people moving into their own homes.</li> <li>Develop an increased range of housing options within the mental health recovery and rehabilitation pathway.</li> </ul>	<p>Integrated Commissioning and Partner Organisations/Adult Social Care</p> <p>Integrated Commissioning and Partner Organisations/Public Health</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>End 2020</p> <p>End 2020</p> <p>End 2020</p> <p>End 2020</p> <p>End 2020</p> <p>End 2020</p>
5.3	Place accessing meaningful employment and the development of skills at the centre of an individuals’ journey to independence, ensuring that people with mental health challenges are provided with support to sustain jobs and	<ul style="list-style-type: none"> <li>Review current education, employment and training support services as a part of recovery and rehabilitation pathway.</li> <li>Increase number of people accessing</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated</p>	<p>End 2020</p> <p>End 2020</p>

	Objective	Actions	Lead	Timescale
	access education and training opportunities.	employment support schemes including the Individual Placement Support (IPS) programme.	Commissioning and Partner Organisations	
5.4	Ensure that all people with mental health challenges who would benefit from a personal budget are able to access personal health and/or care budgets, enabling them to direct or buy their own support services.	<ul style="list-style-type: none"> <li>• Increase use of personal budgets as part of development of recovery and rehabilitation pathway.</li> <li>• Ensure that, for those people with mental health challenges who would benefit from more choice and independence have access to a personal budget and direct payments.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>End 2020</p> <p>By end 2021</p>
<b>6 INTEGRATED COMMISSIONING AND PARTNER ORGANISATIONS AND SERVICES</b>				
<b>Bromley Council and NHS Bromley Clinical Commissioning Group (CCG) will work in partnership to improve the mental health and wellbeing outcomes for the residents and patients in the borough through integrated working and the joint commissioning of services.</b>				
6.1	Ensure that people with mental health challenges are able to shape and design their own service offer – placing engagement and consultation at the core of the delivery of the Bromley Joint Mental Health and Wellbeing Strategy.	<ul style="list-style-type: none"> <li>• Develop a coproduction and user engagement strategy to support the delivery of the Bromley Joint Mental Health and Wellbeing Strategy.</li> </ul>	Integrated Commissioning and Partner Organisations	2024/25
6.2	Help ensure that all children, young people and adults with mental health challenges in Bromley are kept safe from harm with an integrated approach to safeguarding across health, care and support services.	<ul style="list-style-type: none"> <li>• Ensure that all service providers are fully compliant with the London Multi-Agency Safeguarding Procedures and actively working towards adopting ‘making safeguarding personal’ as a standardised approach to service delivery.</li> <li>• Embed an integrated approach to safeguarding across all mental health services for children, young people and adults – helping to ensure this vulnerable group is kept safe from harm and exploitation.</li> </ul>	<p>Safeguarding/Children’s Social Care/Adults Social Care</p> <p>Safeguarding/Children’s Social Care/Adults Social Care</p>	<p>Summer 2019</p> <p>Summer 2019</p>

	Objective	Actions	Lead	Timescale
		<ul style="list-style-type: none"> <li>Audit safeguarding training across all mental health services.</li> </ul>		
6.3	Promote a strong mental health workforce in Bromley across health, care and support services – a skilled and sustainable workforce able to deliver the best outcomes for people with mental health challenges.	<ul style="list-style-type: none"> <li>Promote the recruitment, training and retention of local Approved Mental Health Professionals (AMPHs).</li> <li>Review training requirements for mental health staff in line with objectives of Integrated Care Networks (ICNs), “Single Point of Access”, Recovery and Rehabilitation Pathway, and Prevention and Early Intervention agenda.</li> </ul>	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>End 2020</p> <p>End 2021</p>
6.4	Establish a single mental health commissioning team across the CCG and Council to deliver the actions of the Joint Mental Health and Wellbeing Strategy.	<ul style="list-style-type: none"> <li>Set up a single commissioning team across the CCG and Council.</li> </ul>	Integrated Commissioning and Partner Organisations	Summer 2019
6.5	Underpin the joint commissioning of mental health services across the Council and CCG with a s75 “joint commissioning” agreement in place, which will be overseen by Integrated Commissioning and Partner Organisations Board (ICB).	<ul style="list-style-type: none"> <li>A refreshed mental health s75 agreement on mental health to be agreed across the Council and CCG in Bromley, underpinning the joint delivery of services.</li> </ul>	Integrated Commissioning and Partner Organisations	End 2019