

Appendix 1 - Bromley Joint Mental Health and Wellbeing Strategy Annual Action Plan (2020-22)

Action Plan for Change

- 1.1. The Bromley Joint Mental Health and Wellbeing Strategy (2020-2025) sets out a commitment between Bromley Council and NHS South-East London Clinical Commissioning Group (CCG) to work together to improve mental health and wellbeing outcomes for the residents in the borough.
- 1.2. The two lead organisations have developed an action plan with key partners which set out details of what we need to do in order to deliver on our strategic priorities as set out in the strategy. The action plan covers the period of 2020-22 after which it will be refreshed to focus on other commitments at that stage of the strategy's lifespan.
- 1.3. The covid-19 pandemic has had a seismic impact on individuals' mental health and wellbeing. The Bromley Mental Health and Wellbeing Strategy (2020-25) is at the forefront of our common response to this. The impact of the pandemic has been unequal across different ages and communities. There have been changes for children and young people who have not been at school; for adults who may have had changes to their employment or have been made redundant; we have all seen restrictions to our daily living arrangements; many people have also had to deal with sickness or bereavement. Whatever the impact of the pandemic, it is imperative that public services respond so that those in need are able to access help, including crucially at this time, mental health and wellbeing services.
- 1.4. The actions in this plan are based on service-user feedback and service analysis set out in the Bromley Joint Mental Health and Wellbeing Strategy.
- 1.5. The Council and CCG will work with key partners in the delivery of the action plan which will be coordinated and led by the Bromley Mental Health Strategic Partnership Board (MHSPB).
- 1.6. The **Assistant Director for Integrated Commissioning** 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 Board (ICB) on progress to complete this work.
- 1.7. The strategy will be subject to a refresh by the end of 2022 to consider progress against the action plan for change at this time and to set out next steps to meet the overall strategy aims.

Bromley Joint Mental Health and Wellbeing Strategy - Action Plan for Change (2020-22)

	Objective	Actions	Lead	Timescale
1.	PREVENTION	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.		
1.1	Place prevention and early intervention at the heart of the mental health and wellbeing offer for children and young people.	<ul style="list-style-type: none"> Build on the success of the mental health support team (MHST) pilot in Bromley schools, with a long-term solution that helps ensure the resilience of Bromley schools to manage mental health challenges, in partnership with other mental health and wellbeing services. Deliver an integrated children and young people's mental health and wellbeing service in Bromley, providing a long-term joint approach and "one front door" service for children and young people in the borough. Review the online support and advice service for children and young people with mental health challenges (working with other south-east London boroughs) in order to put in place a long-term solution post-2022. 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. 	<p>Bromley Wellbeing/ Education/ Public Health</p> <p>Bromley Wellbeing/ Education/ Children's Social Care</p> <p>Integrated Commissioning/ SEL CCG Boroughs</p> <p>0-25 Transformation Programme</p>	<p>April 2021</p> <p>April 2021</p> <p>By 2022</p> <p>By 2022</p>
1.2	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"> Review the community support mental wellbeing offer for new mothers and new mothers who have had multiple births. This services includes a core support service and befriending service. 	Integrated Commissioning	April 2021

	Objective	Actions	Lead	Timescale
		<ul style="list-style-type: none"> Put in place a total Bromley mental health offer to new mothers to ensure a strong holistic approach across health and other services for this group. 	Integrated Commissioning/ SEL CCG Boroughs	By 2022
1.3	Continue the development of a successful adult wellbeing hub in Bromley where people can access information, advice and services; bringing together health, social care and voluntary sector services in one place.	<ul style="list-style-type: none"> Review opportunities to enhance the integrated NHS/Council adult wellbeing hub with a long-term partnership plan in place to deliver joint information, advice, prevention and wellbeing services in partnership with the voluntary sector. Develop a “single point of access” for community mental health services – working with Bromley Well, BLG Mind, NHS Oxleas NHS Foundation Trust and NHS Bromley Healthcare. Ensure that Improving Access to Psychological Therapies (IAPT) services are at the core of the “single point of access” model. Enable those who have a lived experience with mental health challenges to be at the heart of the commissioning of the community offer – owning and shaping their own service model. Embed community support services including peer support networks, crisis prevention services, debt and financial advice services and mutual aid schemes at the heart of the wellbeing hub offer. Ensure that there is a mental health strong offer for people at risk of/or who have suffered from domestic abuse across all mental health services. 	<p>Integrated Commissioning/ Public Health/ Adult Social Care</p> <p>Bromley Well/ Recovery Works/ Oxleas NHS FT/ Bromley Healthcare/ Primary Care</p> <p>Bromley Healthcare</p> <p>Integrated Commissioning</p> <p>Bromley Well/ Recovery Works/ Oxleas NHS FT/ Bromley Healthcare/ Primary Care</p> <p>Community Safety/ Safeguarding</p>	<p>Summer 2021</p> <p>By 2022</p> <p>Summer 2021</p> <p>Summer 2021</p> <p>By 2022</p>

	Objective	Actions	Lead	Timescale
1.4	Develop an enhanced primary care offer for mental health in Bromley linking core mental health services with GP Practices and Primary Care Networks (PCNs); place community mental health at the heart of primary care services to end the artificial division between primary and secondary mental health care.	<ul style="list-style-type: none"> Bring forward a mental health primary care model in Bromley that links community mental health teams with GP Practices/Primary Care Networks (PCNs), with mental health services becoming a partner in the delivery of primary care in Bromley. Pilot the new mental health primary care model in Bromley, delivering an integrated mental health/Primary Care Network offer. Embed the role of the Bromley wellbeing hub with the new mental health/primary care model, providing a crucial link with social prescribing and wellbeing support for individuals. Review the pilot in order to determine next steps. 	<p>Bromley Well/ Recovery Works/ Oxleas NHS FT/ Primary Care</p> <p>Bromley Well/ Recovery Works/ Oxleas NHS FT/ Primary Care</p> <p>Bromley Well/ Recovery Works/ Oxleas NHS FT/ Primary Care</p> <p>Integrated Commissioning</p>	<p>March 2021</p> <p>2021/22</p> <p>2021/22</p> <p>2022</p>
1.5	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"> Deliver a targeted annual healthchecks programme for people in Bromley with mental health challenges, including those on the severe mental illness (SMI) register. Review the outcomes of the mental health healthchecks programme across GP Practices in order to ensure improved health and wellbeing outcomes for individuals are embedded across all services. 	<p>Primary Care</p> <p>Primary and Community Care Transformation</p>	<p>2020/21</p> <p>2020/21</p>
1.6	Deliver the outcomes set out in the Bromley Suicide Prevention Strategy.	<ul style="list-style-type: none"> Implement the Bromley Suicide Prevention Strategy (see also Bromley Suicide Prevention Strategy) 	Public Health	2021/22
2	EARLY INTERVENTION			

	Objective	Actions	Lead	Timescale
	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.			
2.1	Embed specialist mental health support for children and young people within the early intervention/community offer, ensuring timely delivery of services, short waiting times and an integrated mental health/wellbeing offer across different settings.	<ul style="list-style-type: none"> Review the Bromley four week waiting time pilot, which aimed to transform access to early intervention and specialist services through an integrated model across different organisations. Deliver a long-term integrated model of early intervention/embedded specialist mental health support for children and young people in Bromley, ensuring short waits and a focus on prevention and early intervention. Provide a strong mental health offer in special schools, including in a potential new school in Bromley with a focus on social, emotional and mental health (SEMH) needs. 	<p>Bromley Wellbeing/ Oxleas NHS FT (CAMHS)/ Integrated Commissioning</p> <p>Bromley Wellbeing/ Oxleas NHS FT (CAMHS)/ Integrated Commissioning</p> <p>Education/ Integrated Commissioning</p>	<p>April 2021</p> <p>By 2022</p> <p>By 2022</p>
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"> 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 from requiring ongoing mental health support at the very first point of contact. 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. 	<p>Oxleas NHS FT</p> <p>Bromley Wellbeing/ Oxleas NHS FT/ Primary Care</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"> Ensure that all community and hospital mental health services provide best practice health and care to young people (in line with NHS and social care guidance) who are transitioning between children and adults' services, enabling a seamless transition between these services. 	0-25 Transformation Programme	By end 2022

	Objective	Actions	Lead	Timescale
		<ul style="list-style-type: none"> Establish a strong 0-25 pathway for children and young people with mental health challenges; whilst ensuring that there is practice on transitional arrangements across all relevant services to prevent a “cliff edge” at age 26 for people who require ongoing healthcare, support and help. 	0-25 Transformation Programme	By end 2022
2.4	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"> Review the early intervention offer for people and carers with mental health challenges, as part of work to improve the partnership approach across primary care, health and community services. (see also 1.3) Bring forward an early intervention offer for people and carers with mental health challenges, ensuring that this is embedded as part of the community hub for mental health and wellbeing in Bromley. (see also 1.3) 	Integrated Commissioning Integrated Commissioning/ Integrated Commissioning/ Adult Social Care	Summer 2021 By 2022
2.5	Improve the early identification of people with Autistic Spectrum Disorder (ASD) at all ages, ensuring that there is a tailored approach to meet the ongoing needs of this group.	<ul style="list-style-type: none"> Ensure that people with potential Autistic Spectrum Disorder (ASD) are identified at an early stage by mental health community and acute services. Improve services to diagnose people with Autistic Spectrum Disorder (ASD), reducing waiting times. Develop an all-age Autistic Spectrum Disorder (ASD) 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. 	All-Age ASD Project All-Age ASD Project All-Age ASD Project	Summer 2021 Summer 2021 2021/22

	Objective	Actions	Lead	Timescale
		(see also Bromley Learning Disabilities Strategy)		
2.6	Improve the early identification of people with dementia ensuring that there is a tailored approach to meet their ongoing needs, with a focus on independence, wellbeing and early help.	<ul style="list-style-type: none"> Continue to improve the early identification and diagnosis of people with dementia, including for people who live in residential care homes. Undertake detailed work with people with dementia 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. Review services for people who have been diagnosed with dementia in order to ensure best practice is embedded in service delivery for this group. 	<p>Oxleas NHS FT/ Dementia Support Hubs/ Care Homes Project</p> <p>Oxleas NHS FT/ Dementia Support Hubs/ Care Homes Project</p> <p>Integrated Commissioning/ Adult Social Care</p>	<p>Ongoing</p> <p>By 2020</p> <p>By 2022</p>
3	MULTI-DISCIPLINARY APPROACH TO TREATMENT			
	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.			
3.1	Improve access to psychological therapies in Bromley (including “talking therapies”) through a partnership approach across primary care, health and community services; roll-out increased help for people with long-term conditions.	<ul style="list-style-type: none"> Improve outcomes for adults accessing Improving Access to Psychological Therapies (IAPT) services in Bromley – meeting the needs of people in need including those with long term conditions, psychosis, bipolar disorder and personality disorder. Build on the work of the children and young people’s Improving Access to Psychological Therapies (IAPT) services in Bromley, ensuring that children and young people who require this help are able to access this important service. 	<p>Bromley Healthcare/ SEL CCG IAPT Review</p> <p>Bromley Wellbeing/ SEL CCG IAPT Review</p>	<p>Summer 2021</p> <p>Summer 2021</p>

	Objective	Actions	Lead	Timescale
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"> Building on the existing integrated health and care mental health service offer in Bromley to ensure that best practice is embedded across all services – ensuring that health needs and social care needs are delivered in partnership for people with mental health challenges. Ensure a joined-up approach to (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. Review joint health and social care services for mental health to ensure that these are fit for purpose, meeting statutory requirements. 	<p>Oxleas NHST FT Adult Social Care</p> <p>Oxleas NHS FT/ Adult Social Care</p> <p>Integrated Commissioning/ Adult Social Care</p>	<p>Sumer 2021</p> <p>Summer 2021</p> <p>By 2022</p>
4	COMPLEX AND LONG TERM SUPPORT			
	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			
4.1	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"> Provide an enhanced specialist 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. Link adult mental health services with support for care leavers to ensure a strong offer for this cohort as they leave care. 	<p>Oxleas NHST FT/ Children's Social Care</p> <p>Oxleas NHS FT/ Children's Social Care</p>	<p>Summer 2021</p> <p>Summer 2021</p>
4.2	Reduce the overall number of people with mental health challenges requiring a long-term placement in a hospital, residential or nursing	<ul style="list-style-type: none"> Embed a total-system pathway across health and social care mental health provision in which people with mental health challenges are helped 	Adult Social Care/ Oxleas NHS FT	Summer 2021

	Objective	Actions	Lead	Timescale
	care home setting by commissioning improved tailored community provision.	<p>to “step down” to a service that best meets their needs, whilst ensuring that they are at all times safe and able to live as independently as possible.</p> <ul style="list-style-type: none"> • Work with the South London Partnership (a partnership of the three large mental health NHS hospital Trusts in south London) to improve support options for individuals with complex needs and to reduce the overall number in services. 	Oxleas NHS FT/ Integrated Commissioning	By 2022
5	RECOVERY AND REHABILITATION			
	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.			
5.1	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 services altogether.	<ul style="list-style-type: none"> • 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 who require this support. • 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 • Bring forward any changes to the current approach to recovery and rehabilitation in Bromley through an Integrated Commissioning and Partner Organisations approach. 	<p>Integrated Commissioning/ Adult Social Care/ Housing</p> <p>Integrated Commissioning/ Adult Social Care/ Housing</p> <p>Integrated Commissioning/ Supported Housing/ Floating Support</p>	<p>Summer 2021</p> <p>Summer 2021</p> <p>2021/22</p> <p>2021/22</p>

	Objective	Actions	Lead	Timescale
		<ul style="list-style-type: none"> • Ensure that services for people affected by drug and alcohol misuse are at the heart of the mental health recovery and rehabilitation – ensuring a common approach to people who have both mental health challenges and who misuse drug and/or alcohol. • Deliver focused multi-disciplinary work to support people - who are ready to - to move safely onto more independent living through the course of the project. • Deliver tapered support for people after they move into their own home – reducing admissions to hospital due to a crisis, and preventing homelessness. • Embed housing solutions services within the mental health recovery and rehabilitation pathway – ensuring that people with mental health challenges are able to access the right affordable housing and support for them as part of their journey to more independent living. 	<p>Integrated Commissioning/ Public Health</p> <p>Supported Housing/ Floating Support/ Housing/ Oxleas NHS FT</p> <p>Floating Support/ Housing</p> <p>Supported Housing/ Floating Support/ Housing</p>	<p>By 2022</p> <p>By 2022</p> <p>Summer 2021</p>
5.2	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 access education and training opportunities.	<ul style="list-style-type: none"> • Ensure that accessing appropriate education, employment and training is a part of every individuals' recovery and rehabilitation pathway through mental health services. • Increase access to employment schemes including the Individual Placement Support (IPS) programme – supporting people with mental health challenges to gain meaningful employment, and working with local employers and JobCentre Plus to provide sustainable employment opportunities. 	<p>Recovery Works/ Adult Social Care/ Oxleas NHS FT</p> <p>Recovery Works/ Job Centre Plus/ Oxleas NHS FT</p>	<p>End 2021</p> <p>Summer 2021</p>

	Objective	Actions	Lead	Timescale
5.3	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"> Embed the delivery of personal budgets for every individual with mental health challenges who would benefit from these as part of their recovery and rehabilitation pathway – in many cases individuals will be able to access joint health and care budgets. Ensure that, for those people with mental health challenges who would benefit from this, that their personal budget is provided as a direct payment to that individual. 	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>End 2020</p> <p>By end 2021</p>
6	INTEGRATED DELIVERY			
	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.			
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"> Ensure that, whatever action is taken to deliver the Bromley Joint Mental Health and Wellbeing Strategy, that the patients and service users of Bromley lead the design of their own service offer. Ensure that there is a cross-organisational and tailored mental health and wellbeing offer on those groups most in need of support including children looked after (CLA), black, asian and minority ethnic (BAME) groups, lesbian, gay, bisexual and transgender (LGBT) and other key groups to be determined from the Joint Strategic Needs Assessment (JSNA). 	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>Ongoing</p> <p>Ongoing</p>
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"> 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. 	Safeguarding and Partner Organisations	Ongoing

	Objective	Actions	Lead	Timescale
		<ul style="list-style-type: none"> Learn the lessons from all mental health services about how to help keep people with mental health challenges safe from harm – embedding best practice across all health, care and support services. 	Safeguarding and Partner Organisations	Ongoing
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"> Ensure the mental health workforce in Bromley are at the heart of shaping and designing future service provision. Promote the recruitment, training and retention of local Approved Mental Health Professionals (AMPHs). Develop strong and sustained networks across services in mental health as an integral part of implementing a common approach to integrated service delivery. 	<p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p> <p>Integrated Commissioning and Partner Organisations</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
6.4	Establish a single mental health commissioning resource across the CCG and Council to deliver the actions of the Joint Mental Health and Wellbeing Strategy.	<ul style="list-style-type: none"> Set up a single mental health commissioning resource across the CCG and Council. 	Integrated Commissioning	April 2021
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"> 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. 	Integrated Commissioning	By 2022