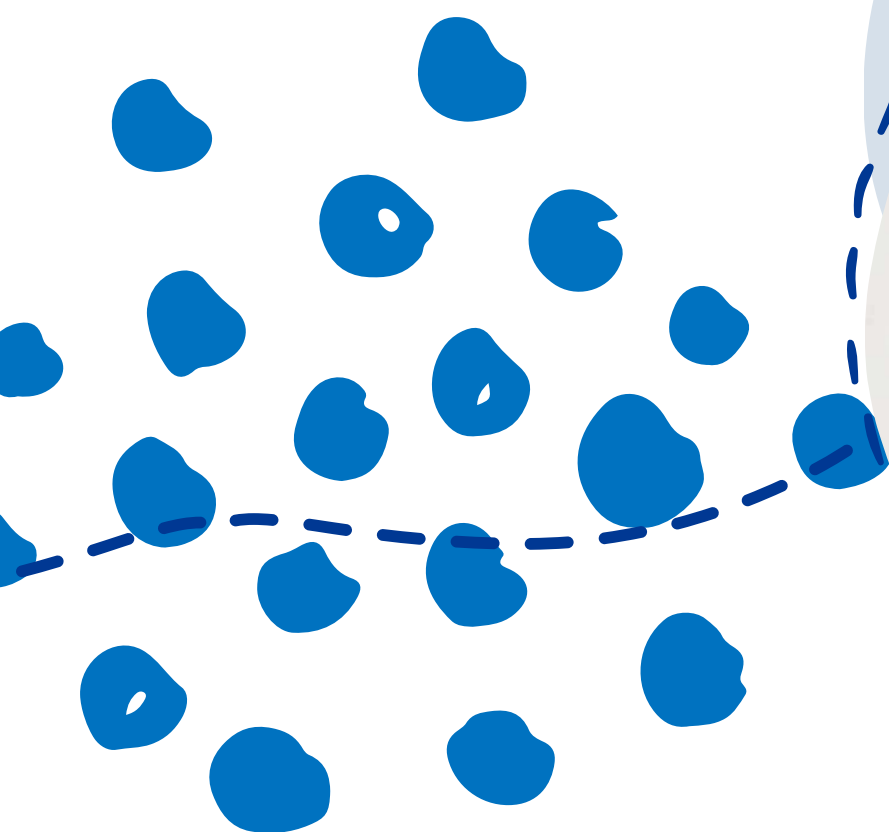


# MENTAL HEALTH AND WELLBEING STRATEGY

for Bromley

2020 to 2025



**Supporting  
communities  
and individuals  
to have good  
mental health  
and wellbeing.**



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# FOREWORD

from the Portfolio Holder of Adult Care and Health Services and the Bromley Clinical Lead of NHS South East London Clinical Commissioning Group (CCG).

Mental Health is something that affects us all. There is “no health without mental health”. Whether you are experiencing mental health issues, caring for, living with or working with someone who has mental health challenges – mental health is everyone’s business.

Nationally one in four people will experience a mental health problem at some point in their lives. Across the country we have seen an increase in the number of people accessing health and care services in order to get help for their mental health challenges - and this is no different in Bromley.

The COVID-19 pandemic has also had a seismic impact on individuals’ mental health and wellbeing. 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 mental health and wellbeing services respond so that those in need are able to access help.



This Mental Health and Wellbeing Strategy for 2020 to 2025 sets out the joint vision of Bromley Council and NHS South East London CCG (Bromley) to support communities and individuals to have good mental health and wellbeing. This strategy sets out an approach in which the Council and CCG will work together with partners to prevent children and adults reaching a crisis point through the provision of a strong prevention and early intervention offer. It also puts in place a joint plan for the provision of a number of important services for people with mental health challenges, including good advice and information, talking therapies, employment and training schemes, mental health support in schools and supported housing.

The strategy is underpinned by a detailed assessment of local need and has been developed and shaped by local partners, stakeholders and other important contributions. At the heart of the strategy though are the voices of patients and service users who rely on good mental health services in Bromley. In the coming years, as we deliver our strategy together, no matter what area of mental health is involved, we are committed to ensuring that patients and service users are at the forefront of designing their own service offer in Bromley.

This strategy is also at the forefront of our common response to the impact of the COVID-19 pandemic on mental health and wellbeing. The pandemic has been felt unequally across different groups and communities. It provides an impetus and a lesson to all of us who have a role in transforming services to make sure that those most in need are able to access help.

In Bromley, this strategy shows how we will meet these ambitions locally – bringing a partnership approach to the delivery of improved mental health and wellbeing in the borough. To deliver this we will establish an integrated mental health commissioning team resource across the Council and CCG – ensuring a single coordinated approach, delivering the best possible mental health services for the residents of Bromley.



**Cllr Diane Smith**

Portfolio Holder: Adult Care and Health  
*London Borough of Bromley*



**Dr Andrew Parson**

GP Clinical Lead: Bromley  
*NHS South East London CCG*

# EXECUTIVE SUMMARY

In Bromley, a strong culture of integrated working is being developed across Bromley Council and NHS South East London Clinical Commissioning Group (CCG). The two organisations are committed to a shared vision of better, more joined-up health and care.

To support this approach, the Council and CCG are developing a number of commissioning strategies which will set out how the two organisations will plan and provide services in an integrated way in the future.

This strategy sets out our plans to ensure that people are supported to live the lives that they wish to, with the knowledge that they can access the right community support in the right place and at the right time. People can and do recover from mental ill health; though some people require ongoing help and coping strategies to manage their own mental health challenges. The Council and CCG will work with other partners to promote prevention, early intervention, self-management and recovery – ensuring that best practice is embedded in all aspects of our different mental health and wellbeing services.

For those who have been in hospital due to their mental health, our approach will help those who are able to, to live more independently outside of services.

Bromley currently spends over £46 million on mental health services across both the Council and the NHS. The majority of this resource is spent on higher-end treatment and hospital services.

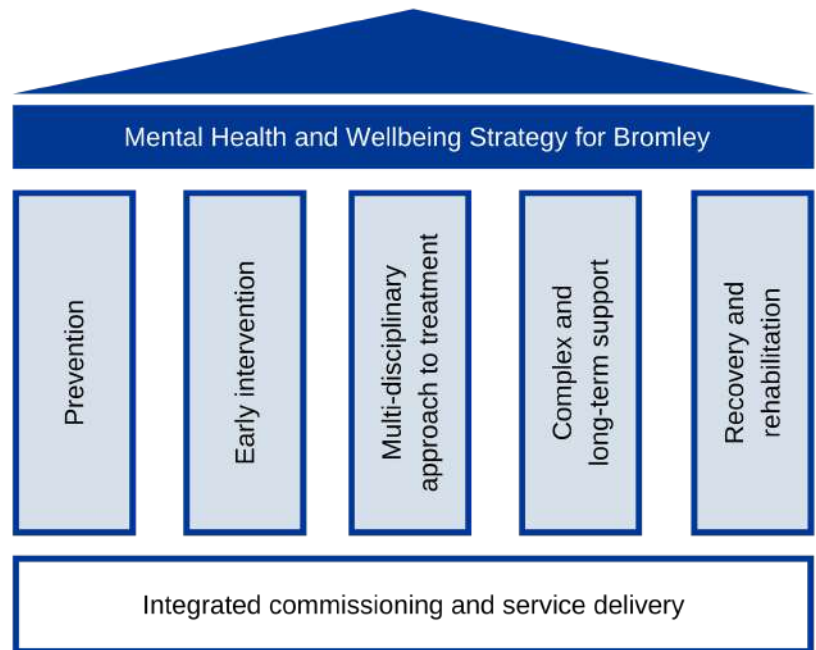
Whilst the Council and CCG will always maintain a place for people to go in crisis, in order to access the urgent and emergency help that they need, this strategy sets out a plan in which, over time, there will be a shift towards more prevention, early intervention and community services. The approach will mean less people requiring hospital stays or placements in residential care homes.



# The five pillars

Following engagement with patients, service users and key partners, this strategy has been developed around five key pillars.

These five pillars are themselves supported by a foundation of joint working between the Council and NHS.



A number of new mental health and wellbeing services have recently been developed in Bromley which will be at the core of the delivery of parts of the strategy. The Bromley Well community hub for example is helping people with mental health challenges and their carers to access advice, information and joined-up voluntary sector services.

## COVID-19

The finalisation of this strategy in early 2020 coincided with the COVID-19 pandemic. The impact of the pandemic has been felt across all parts of society, with a significant bearing on individuals' and communities mental health and wellbeing. The full picture of events is not possible to see at the time of this strategy's publication. It is clear however, that there will be a need through the life course of this strategy to meet the unprecedented mental health and wellbeing challenges that will arise due to the pandemic.

It is our belief that the principles we set out in this strategy, including a focus on early intervention and recovery, remain as true now as they did prior to the pandemic. The societal and economic upheaval that we have seen, with changes such as lockdown measures in place and schools closing, if anything, means that there is an even greater imperative on making improvements to mental health and wellbeing services. In the coming years we will adapt our action plans to meet the full impact of the pandemic, seeking to counter the unequal negative consequences of this across different groups.

## Service users and patients at the heart of the strategy

This strategy was formed out of the ideas and stories that were offered up by people in Bromley and their carers who use mental health services.

As part of work to develop the strategy there was extensive engagement with patients and service users, including a number of workshops which brought together people from across different parts of the mental health system.

Just as the development of the strategy required this input from patients and service users, so the successful delivery of its action plan will ensure that service users are at the heart of every part of this important work – enabling the people who need mental health help to design and shape their own service offer.

## National and regional policy drivers

The local strategy is aligned with the national approach set out in the NHS Long Term Plan which was published in January 2019. The long term plan has a particular focus around building on the current NHS mental health offer, with a focus on improving outcomes through a joined-up approach across primary, social care, community and secondary mental health services. The plan also sets out how the NHS will continue to invest in both children's and adults' mental health services. The NHS will ensure that there is a comprehensive offer for 0-25 year olds, whilst ensuring an overall smooth transition for those who need this help between children's and adults' mental health services. The NHS long term plan will also ensure that there is continuing progress nationally in ensuring parity between physical and mental health services, and in tackling health inequalities between different areas.

The local strategy is also aligned with the regional approach of the emerging NHS South East London Integrated Care System (ICS). It is recognised that whilst there are some challenges that can be tackled in local areas, there are others which require cross-borough or regional approaches. The ongoing work of the NHS South East London ICS to foster common approaches across borough boundaries is an important element in ensuring better outcomes for all Bromley residents. The South-London Mental Health and Community Partnership (SLP) between Oxleas NHS Foundation Trust, the South London and Maudsley (SLAM) NHS Foundation Trust and South West London and St George's Mental Health NHS Trust is another key partnership which is fostering innovation and improved outcomes through collaborative working.



# One Bromley: Integrated Care System

In Bromley itself, a partnership between NHS organisations, alongside the Council and other key groups, will see greater collective responsibility for improving the health of people in Bromley.

This is the One Bromley partnership.

Mental health is a key part of the One Bromley delivery programme and will provide a common vehicle across services to meet the ambitions of this strategy.

# Our local partnership for delivering change

This strategy sets out both how local commissioning and service delivery will meet the ambitions of national and regional plans, but also sets out the approach to delivering against local mental health and wellbeing priorities in Bromley.

In order to ensure that this strategy is delivered, it is fundamental that there is a collaborative approach across a wide range of organisations. The Council and CCG have therefore established the Bromley Mental Health Strategic Partnership. This partnership will take forward work to deliver the strategy together, bringing the total expertise and resources of all of the different services and partners to the challenge of improving mental health and wellbeing outcomes for people in Bromley.

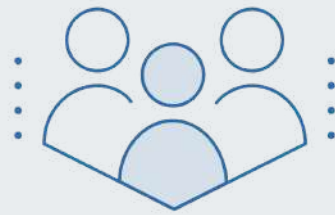


# OUR VISION

This strategy is founded on an overarching vision to provide excellent mental health and wellbeing services for people in Bromley.



**Living well  
with mental health**



**Resilient  
communities**



**Better health  
and care**

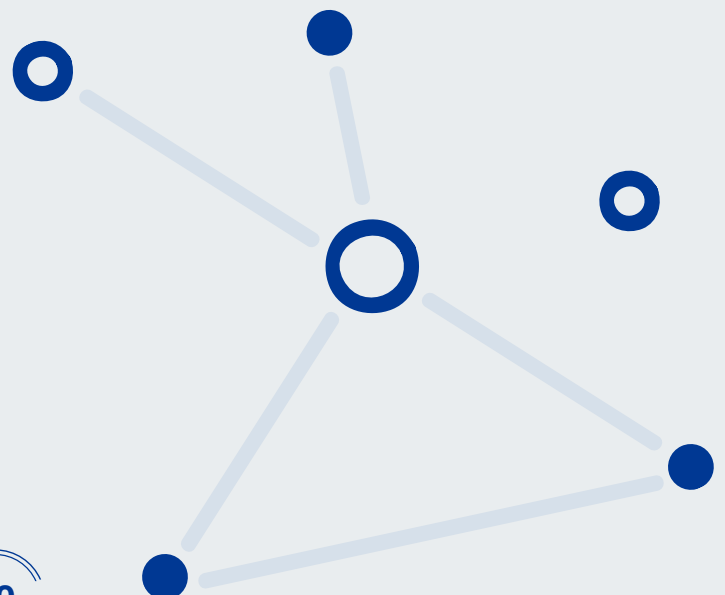


**Best use of  
resources**

Maintaining good mental health can be a delicate balance and many people require health, care and/or support to make healthy choices and to cope with stress and anxiety. Whilst access to treatment or recovery and rehabilitation is crucial, the first and foremost need for many people is to be able to get help prior to requiring these services.

The Council and the CCG will work with partners across the mental health system to develop a cohesive mental health system which ensures that people experiencing mental health challenges are able to receive the support they need to stay well and to live independently in the community.

The overarching vision for Bromley mental health and wellbeing services was developed in consultation with patients and service users. The overarching vision is set out over the next few pages.





## Living well with mental health

- People with mental health challenges will be able to live well and independently in places that they wish to live.
- People with mental health challenges will be helped to self-manage their own mental health, with a strong prevention and early intervention offer.
- For people who have required a stay in hospital due to mental ill health, there will be help for them to recover and to safely and sustainably return to independent living outside of services.
- People will be provided with help both to be healthy but also, importantly, to be able to have good wellbeing outcomes in their lives.
- For people who require medication to help manage their mental health, they will be at the heart of decision-making about their own medication needs.



## Resilient communities

- People with mental health challenges will be kept safe in the communities in which they live.
- The families, friends and carers of people with mental health challenges will be able to access information, advice and support – better enabling those who help to help others.
- People will be helped to be more aware of mental health issues and there will be access to common information, advice and help in the places that people want these to be.
- People with mental health challenges will be able to access help and support with their local GP and with community and voluntary services – they will not need to go to hospital for this help.
- Access to emergency, hospital and treatment services for mental ill health is crucial; there will however be a particular focus on creating a strong prevention and early intervention offer in the community so that people are able to get help prior to requiring these services.



## Better health and care

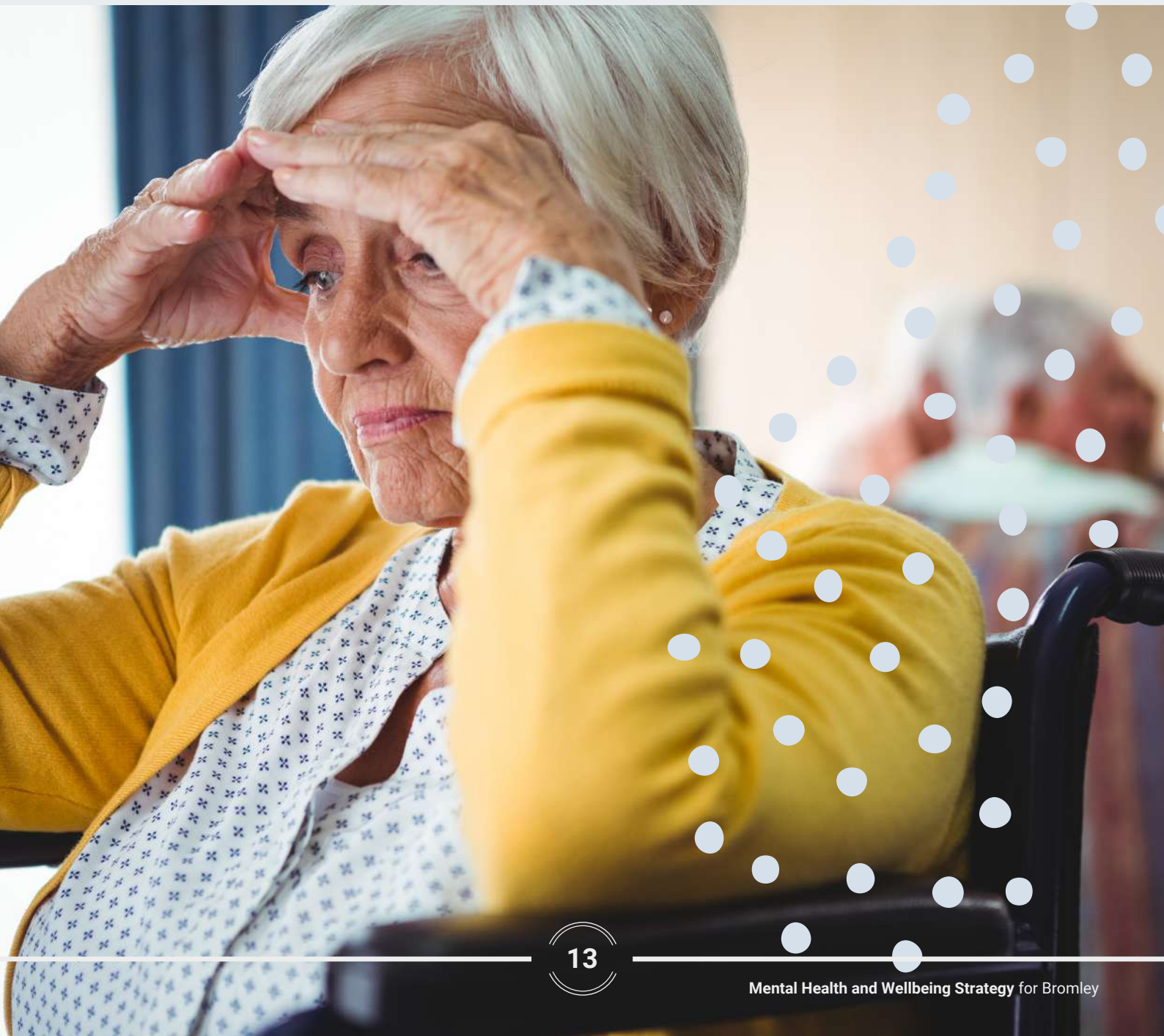
- Mental health services in Bromley will always ensure that people are safe from harm.
- People with mental health challenges are supported to manage their own mental health and to live longer healthy lives outside of services.
- There will be a focus on access to prevention and early intervention services in the community.
- People can and do recover from mental ill health; though some people require ongoing help and coping strategies to manage their own mental health challenges – there will always be the clinical expertise, care and support available to help people recover and to live as independently as possible in places that they wish to live.
- Carers will be provided with the skills and support they need to help people with mental health challenges.
- People at risk of experiencing a crisis due to mental health will be supported at the earliest point, preventing their requiring acute treatment or hospital care wherever possible.
- There will be parity between physical health and mental health, and people who have both physical health conditions and mental health challenges will be provided with joined-up health and care support.
- There will be joined up commissioning and integrated services for mental health across the Council and NHS.
- The mental health workforce in Bromley will be supported to work in a joined-up manner across health and social care boundaries – always providing compassionate, skilled and professional support and placing the patient and service user at the heart of their care.





## Best use of resources

- Commissioners will design and deliver person-centred mental health services, which are underpinned by evidence, and which support people in leading fuller and happier lives.
- There will be a single “front door” into mental health services so that anyone requiring services gets the right service at the right time every time and by the right person.
- Real innovation will be promoted by developing services that have been coproduced with patients and service users.
- The Council and CCG will work together to commission services using the total resources available for mental health in Bromley – putting in place what is needed locally together.

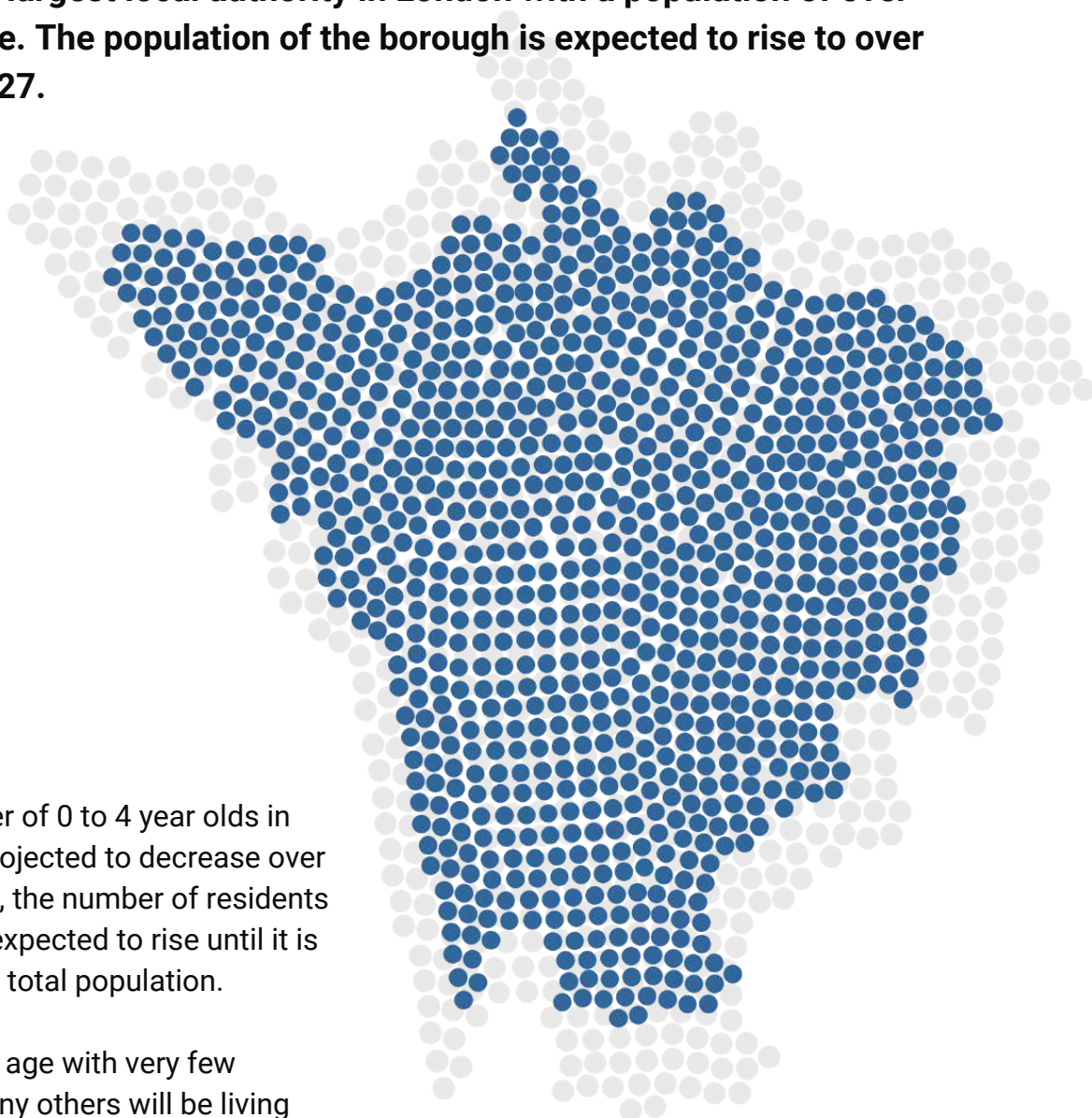


# MENTAL HEALTH AND WELLBEING IN BROMLEY

## – KEY CHALLENGES

### Overall – Bromley demographics

**Bromley is the largest local authority in London with a population of over 330,000 people. The population of the borough is expected to rise to over 350,000 by 2027.**



Whilst the number of 0 to 4 year olds in the Borough is projected to decrease over the next 10 years, the number of residents over 65 years is expected to rise until it is nearly 20% of the total population.

Some people will age with very few problems but many others will be living with long term conditions and have complex health needs.

## Some key considerations:

**These overall changes mask significant differences within and between the communities of Bromley.** For example, Darwin in the south of the borough is currently experiencing a large rise in the numbers of younger people living in the area, whilst in neighbouring Biggin Hill there has been a rise in the proportion of residents over 75 year olds.

**As well as changes to the age of the different communities in Bromley, there are also changes to the ethnic make-up of the area.** In the next ten years, for example, the proportion of people from Black, Asian and Minority Ethnic (BAME) community groups in Bromley is projected to increase to 23%, with the number of people from the Black African community experiencing the greatest increase - that is, from 4.5% of the population in 2016 to 6.6% in 2027.

**BAME community groups are over-represented across all types of severe mental health needs.** In Bromley, BAME groups account for 20% of the serious mental health cohort. In general, people from ethnic minority groups are more likely to be diagnosed with poor mental health and admitted to hospital whilst significantly less people of BAME origin access early intervention and support for more common mental disorders.

**Lesbian, Gay, Bisexual and Transgender (LGBT) people can be at a higher risk of experiencing a mental health problem than the wider population.** Mental health challenges faced by LGBT people have been linked to discrimination, bullying and homophobia, biphobia and transphobia.



# Mental health and wellbeing in Bromley

Mental health challenges affect a significant proportion of the population of Bromley:

Approx.

**64,000**

people (19%) have had problems relating to their mental health

**16%**

of people in Bromley will have a recognised mental health problem at some stage in their lives and will require some level of support from secondary healthcare service

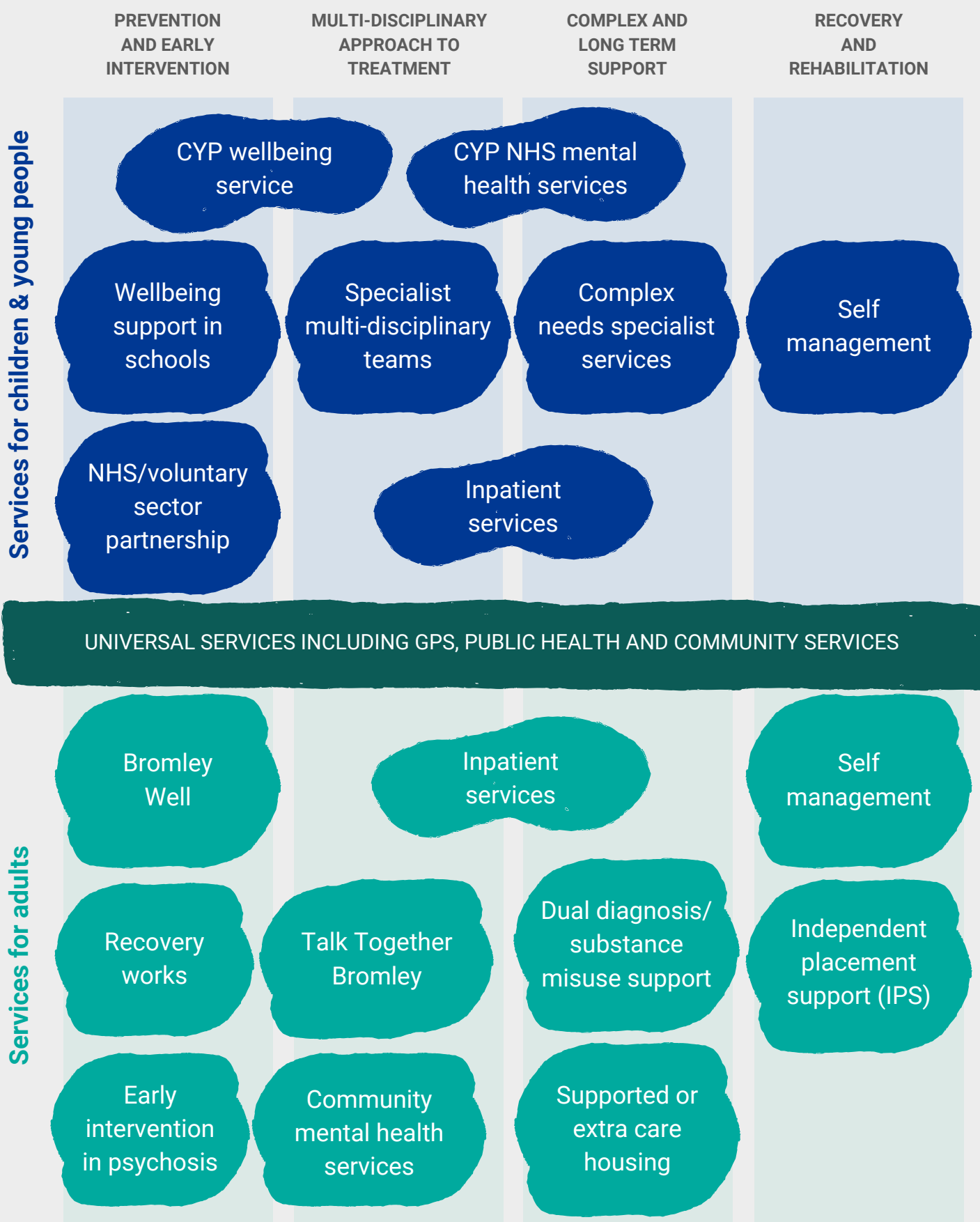
Est.

**1 in 4**

adults will experience a mental health problem each year which will remain undiagnosed



The Council and the CCG commission a wide range of services to support people with mental health challenges in the borough:



# CHILDREN AND YOUNG PEOPLE'S MENTAL HEALTH AND WELLBEING SERVICES

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Supporting good mental health and wellbeing outcomes starts with ensuring children and young people have a good start to their lives, including with good mental health. The story of the last few years however has been of increasing numbers of children and young people requiring mental health services, with more needing specialist help, and many with complex and multi-faceted challenges. The result of this has been to increase the pressure on specialist services, with more children and young people on long waiting lists awaiting treatment.



## KEY ISSUES FOR CONSIDERATION:

2,621 referrals were made to the children's and young people's mental health and wellbeing single point of access in 2018/19 of which 647 required specialist help from Oxleas NHS Foundation Trust – CAMHS.

Over the last four years there has been a 12% increase in the CAMHS caseloads held by individual practitioners at Oxleas NHS Foundation Trust – CAMHS.

The key presenting need for children and young people requiring mental health and wellbeing services in Bromley relates to issues with parental relationships and peer relationships.



# ADULTS MENTAL HEALTH AND WELLBEING SERVICES

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There have been significant improvements to adult mental health and wellbeing services in Bromley. Whilst there are key hospital and community mental health services, which provide treatment and care for those people with mental health challenges who need this support, the Council and CCG have in addition been fostering new voluntary and community services for adults, including Bromley Well, Recovery Works and Community Options. Our journey to improvement means that there is more to do however, and that there is also a need for a greater level of integration between NHS and voluntary and community services for adults.



## KEY ISSUES FOR CONSIDERATION:

### ANXIETY AND DEPRESSION

8.5% of adults in Bromley have been diagnosed with depression. This is the third highest level in London and higher than the London average (6.6%). The highest levels of depression are prevalent amongst 45-54 years olds (23.2%). A disproportionate number of people reporting depression are women (65%) and there is a further disproportionate number of people from Black, Asian and Ethnic Minority (BAME) backgrounds.

During 2018/19, there were 6,178 referrals made to Talk Together Bromley service. Whilst the majority of referrals (3,857) were self-referrals, a high proportion of those (2,640) were from GP Practices. The primary need for people accessing this service was support for depressive episodes and anxiety disorders. This mirrors the needs highlighted in the 2016 General Practice (GP) patient survey which reported that approximately 10.7% of people on the GP register said that they feel moderately or extremely anxious or depressed.

### CRISIS CARE – ADULT MENTAL HEALTH

A snapshot of data in August 2018, indicated that there were 6,515 people in contact with mental health services in Bromley. 320 people had a learning disability and may have been in contact with both a Learning Disability and Mental Health service. 5,240 people were in contact with adult mental health services and over 4,600 were over 19 years old. During the same period, 55 people were subject to the Mental Health Act including 40 people detained in hospital. 640 people were aged 18-19 years.

During 2018/19 there were significantly more people being admitted to mental health wards in Bromley and the total numbers have continued to increase during the first two quarters of 2018/19. For the same period, there were 80 open ward stays in adult acute mental health inpatient care and 60 inpatients in specialist adult mental health services.

## IMPROVING PHYSICAL HEALTH FOR PATIENTS WITH SEVERE MENTAL ILL HEALTH (SMI)

At the more severe end of the mental health needs spectrum, over 2,500 people in Bromley have been identified by GPs as experiencing a severe mental ill health (SMI). These individuals often have a diagnosis of schizophrenia, schizoaffective disorder, psychosis and/or personality disorder.

Schizophrenia is the most common form of severe mental illness in Bromley, closely followed by individuals with psychosis. More men than women are affected by schizophrenia, but there are more women with psychosis, bipolar disorder and severe depression. Nationally 1 in 5 mothers experience depression, anxiety or psychosis during pregnancy or in the first year after childbirth.

The gap between life expectancy in patients with a mental illness and the general population has widened since 1985 and people with a severe mental illness die younger than adults in the general population. When comparing the rate of premature deaths in Bromley of those with SMI to those without, the mortality rate for adults shows a 366% increased risk of premature death for people with SMI. This is higher than the average rate for London (327%) and only marginally below the national rate of 370%.

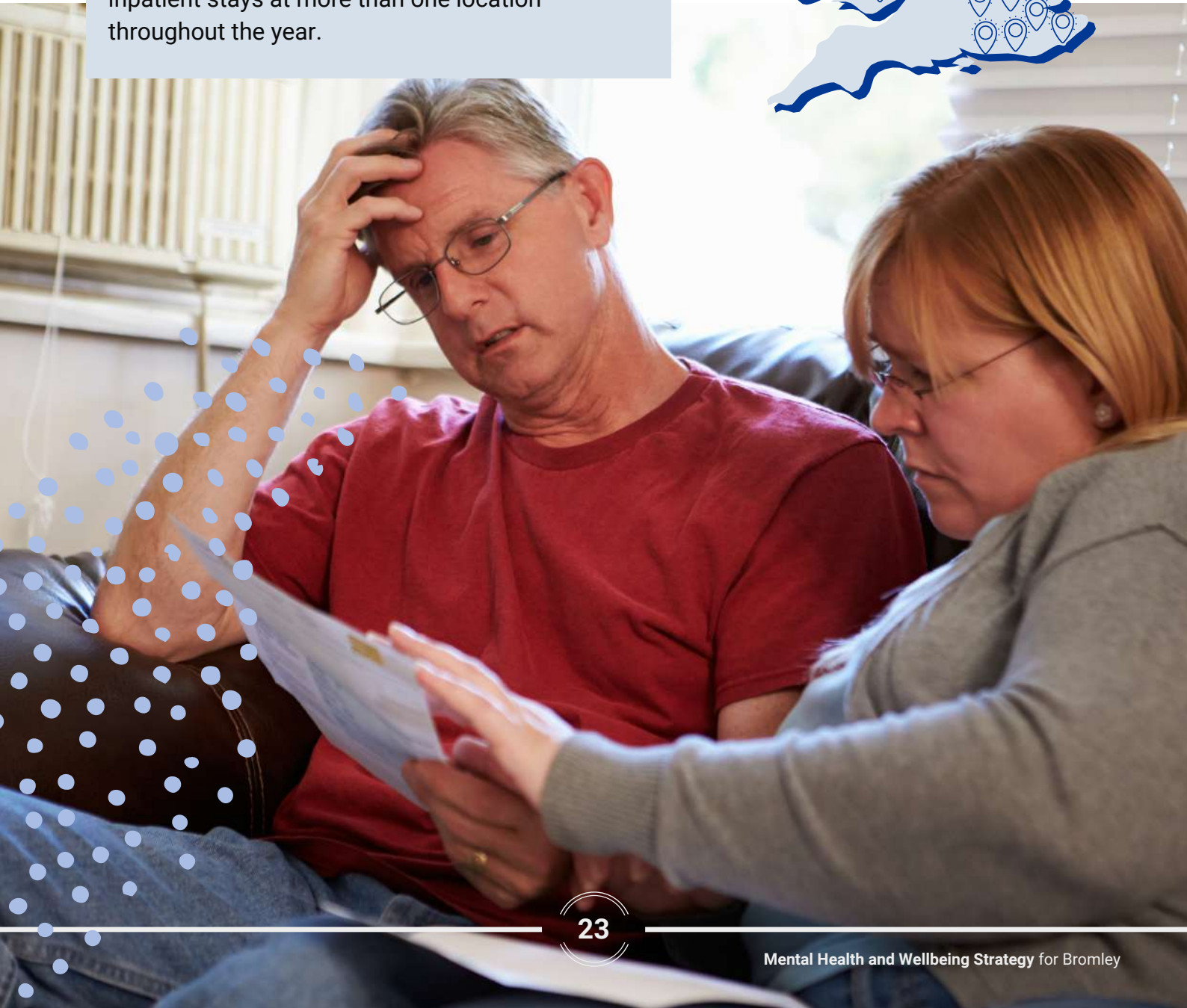
People with SMI more often than not have a recorded physical health condition. In Bromley 20% of all those on the SMI register experienced with Hypertension, 6.3% with COPD, 5.4% Diabetes, 5.4% Chronic Kidney Disease and 4.2% with Ischaemic heart disease.

## SUICIDE PREVENTION

Bromley experiences a relatively low number of deaths from suicide each year. There are approximately 20 deaths a year by suicide in the borough. Although our suicide rates are lower than in London and nationally, we have higher rates of people under 18 with depression. Death by suicides is a particular concern for men aged 15-49. The Bromley Suicide Prevention Strategy focuses on those most at risk: men, people who self-harm, young people under 18 who suffer with depression, people who misuse drugs and alcohol, people who are in the care of mental health service or who are in the criminal justice system as well as some very specific occupational groups.

# UNPLANNED EMERGENCY ADMISSIONS TO MENTAL HEALTH SERVICES

Unplanned admission to hospital is an increasing problem for the NHS and spend on this unplanned activity is increasing locally, particularly where there is insufficient local provision for people requiring acute or psychiatric intensive support. In 2017/18 there were 93 Unplanned Emergency Admissions (UEA) placed outside of Bromley to both acute and PICU provision. The cost for these placements was around estimated £903k. The map of the UK on the right highlights placement location; however, it should be noted that there may be more than one person placed at each location and some individuals may have had inpatient stays at more than one location throughout the year.



## HOUSING SUPPORT

Bromley currently has 9 community options housing schemes providing short and long term rehabilitation accommodation and support for up to 61 people with mental health challenges. The cost of the service is variable depending on the property type and classification. This provision offers short and long term rehabilitation and support to enable residents with a mental health need to live in the community by promoting recovery and opportunities for social inclusion.

The majority of referrals received to the service were for more intensive rehabilitation and supported housing. The majority of these were from acute settings with a number of referrals from other supported accommodation or residential/out of borough placements.

75% of people accessing these accommodation support services have a primary diagnosis of schizophrenia. However, during the last year the service has supported more people with substance misuse challenges, personality disorder, autism, anti-social behaviour and generally more challenging behaviours.





## DEMENTIA

In Bromley there were 2,611 patients registered with GPs who had a dementia diagnosis against an estimated population of 4,000. The prevalence of dementia is predicted to rise to 6,000 by 2030. Although the number of individuals receiving a dementia diagnosis has increased in Bromley over the last two years, there are still many people expected to have dementia who are not known to clinical services. This means that there are more individuals who could benefit from early diagnosis and through an improvement to their capacity to manage their condition through services like the Bromley Dementia Support Hub.

The Bromley Dementia Support Hub received 789 referrals for individuals cared for in 2018/19. 70% of referrals were received from the memory service in Oxleas NHS Foundation Trust. There were also 419 enquiries/referrals from carers and 113 people were re-referred to the service.

In 2015, analysis of health needs of all those residing in both private and local authority care homes who received support from a visiting medical officer, found that 117 individuals had dementia. It is expected that this number would have increased since then and many care home residents would benefit from enhanced support to manage their condition.

Of those individuals accessing the Dementia Hub Support during 2017/18 who reported having a disability or additional health need, 26% had a physical impairment, 4% reported a mental health condition and 22% of those seen reported other physical health conditions. This does not include carers or family – only those individuals with a diagnosis.



# WHAT WE NEED TO DO

## – OUR PLAN ON 2 PAGES

In Bromley there is **already a strong foundation of good mental health and wellbeing services** across the Council, NHS and voluntary sector. These services however are under pressure and a large proportion of our common resources are committed to high-end treatment and hospital services. The engagement exercise carried out with patients and service users found that **too many people are struggling to access the help that they need**. In order to meet the common challenges of mental health in Bromley, a common approach is needed across organisational boundaries and services. To meet this test, we will bring the best of the NHS together with the best of social care and the voluntary sector, creating coordinated holistic support and treatment services which meet the mental health needs of people in Bromley.

The “Five Pillars” identified have been used to structure our plan into five core priorities:

PRIORITY 1

Prevention

PRIORITY 2

Early intervention

PRIORITY 3

Multi-disciplinary approach to treatment


PRIORITY 4

Long-term conditions


PRIORITY 5

Recovery and rehabilitation


Actions, resources, integrated commissioning, targets and expectations



For children and young people this means that we will **continue to develop our joint and innovative NHS/voluntary sector partnership across Child and Adolescent Mental Health Services (CAMHS)**. Building on this foundation, we will begin to provide mental health support teams into schools and reduce waiting times into specialist services. We recognise that there is further to go with our local partnership however and we will continue to integrate these services, enabling children and young people to access the support that they need in the places they would wish to get this help. We will also embed mental health support in other areas including the youth offending service and children's social care. For children and young people making the transition to adult mental health services we will ensure that there is a tailored approach meaning that children and young people always get the right support in the right place regardless of their age.



Our strategy means that we will also need to look collectively at our prevention and early intervention offer for adults in Bromley. **We will ensure that people receive the help that they need at the earliest point so that they do not reach a point of crisis.** With a focus on our Bromley Well community hub, we will develop a partnership of services which includes a single point of access, the ability to access help, advice and therapies, and NHS clinical and professional expertise which is embedded within community services. At the heart of our new system will be an improved mental health offer from primary care – including a new offer of help for mental health in GP surgeries.



It is important that **those people who are recovering from mental health challenges or who have long term conditions will be provided with support in order to live as independently as possible.** So we will look collectively at our recovery and rehabilitation services in Bromley, ensuring that there is a joined-up approach across the NHS, Council and voluntary sector to help people to overcome challenges and, ultimately, for those who are able to, to live outside of mental health services altogether. People can and do recover from mental ill health; though some people require ongoing help and coping strategies to manage their own mental health challenges. We will put a focus on housing, employment support, financial advice, health provision, social care and other services – including drug and alcohol services. People will be supported to step down from hospital services or residential care placements into housing schemes or into a home of their own. And for those with long term conditions, we will provide the right community services to meet their needs locally.

## PRIORITY 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
- improving health and wellbeing outcomes for people with mental health challenges

## WHAT WE AIM TO DO

### For all:

- ✔ Undertake work across services and the community to reduce the stigma often associated with mental health.

### For children and young people:

- ✔ Establish tailored mental health and wellbeing support across Bromley schools, ensuring that children and young people are able to access the right mental health and wellbeing help whilst at school.
- ✔ Establish mental and health and wellbeing outreach services for children and young people in community settings, in order to reach individuals in need who would prefer to be supported in these places.
- ✔ Co-produce new ways to deliver services to children who have Autism Spectrum Disorder (ASD) and their families in order to improve outcomes for this group.

### For adults:

- ✔ Drive forward the development of a community hub and “single point of access” for mental health and wellbeing in Bromley where people can access information, advice and services; bringing together health, social care and voluntary sector services in one place.
- ✔ Improve health and wellbeing outcomes for people with mental health challenges in Bromley through a coordinated programme of healthchecks for people with mental health challenges and Mental Health First Aid (MHFA) courses.
- ✔ Deliver the Bromley Suicide Prevention Strategy.

## WHY IS THIS IMPORTANT?

People can and do recover from mental ill health; though some people require ongoing help and coping strategies to manage their own mental health challenges. The Council and CCG currently work with partners to promote prevention, providing a range of services that help people to get the help they need before they reach a point of crisis. The Council and CCG will provide services that help ensure that people are able to be born, grow up and live in an environment that fosters positive wellbeing.

## WHAT ARE SOME OF THE THINGS WE ARE ALREADY DOING?

For children and young people, mental health challenges are often at their most acute in the school environment. The time when children move from primary to secondary school can be a period of high anxiety. Exam stress and peer pressure can also be factors in mental health challenges for children and young people. It is in recognition of the role of schools in ensuring good mental health that the Council and CCG have set up the **Bromley Wellbeing in Schools** service. The service has been developed in partnership with schools and is tailored to the individual needs of each area. Trained mental health practitioners are now located in schools and provide support, training, wellbeing sessions and, in some cases, one-on-one support for pupils who would benefit from this.

The voluntary and community sector super-hub, **Bromley Well**, was jointly commissioned by the Council and CCG in 2017 with a specific aim to help people in Bromley to improve their health and wellbeing. Bromley Well is a partnership of key voluntary and community partners in the area and provides a range of services specifically aimed at people with mental health challenges. The **Bromley Well Mental Wellbeing Service** is a first port of call for many people looking for information and advice about mental health. The service runs a number of workshops and support groups where people with mental health challenges can get help outside of NHS services.

People with mental health challenges are more likely to also have physical health problems. It is for this reason that the CCG set-up **Free Healthchecks for People with Mental Ill Health** which are conducted by GPs or in a hospital. The checks cover an individuals' Body Mass Index (BMI), blood pressure and cholesterol, and can also provide help for people with alcohol or substance misuse challenges. The checks are particularly useful in identifying diabetes, hypertension and other health conditions whilst ensuring that individuals can access the right help and medical care to manage these.

The **Bromley Suicide Prevention Strategy** has been developed in parallel to this strategy as an area of specific focus to put in place measures to reduce the risk of suicide in key high risk groups and to tailor approaches to improve mental health and wellbeing in specific groups, including children and young people. In order to help prevent deaths from suicide, the plan will bring together Bromley services such as mental health and substance misuse services to help to identify and support people who are at a heightened risk of suicide.

## PRIORITY 2

# EARLY INTERVENTION

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.

## WHAT WE AIM TO DO

### For all:

- ✔ Provide tailored health and community support to key groups where there are barriers to accessing support around mental health challenges including the Black, Asian and Minority Ethnic (BAME) communities and people who are Lesbian, Gay, Bisexual and Transgender (LGBT).
- ✔ Drive forward service improvements for children and young people who have Special Educational Needs and Disabilities (SEND) as well as adults who require SEND services up to the age of 25. This includes support for children and young people with Social, Emotional and Mental Health (SEMH) difficulties and also those requiring broader mental health and wellbeing support.

### For children and young people:

- ✔ Complete the delivery of our innovative NHS/voluntary sector partnership with a “one service, many providers” mental health and wellbeing offer for children and young people in Bromley. We will put in place services which mean that children and young people in need are able to access the help they need with short waiting times. We will also put in place an online offer of support for children and young people who would benefit from accessing help in this way.
- ✔ Put in place an enhanced offer of mental health support for children looked after (CLA)/care leavers and children and young people at risk of entering the criminal justice system, as groups at particular risk of having mental health challenges.

### For adults:

- ✔ Ensure that social care (“Care Act 2014”) outcomes are embedded in all Bromley services for adults with mental health challenges, including healthcare and community support.
- ✔ Put in place an enhanced primary care offer for mental health and wellbeing in Bromley - supporting GP Practices to roll-out joint mental health prevention and early intervention services with hospital and community health services.
- ✔ Improve access to psychological therapies in Bromley (including “talking therapies”) through a partnership approach across GPs, health and community services.
- ✔ Deliver an increased offer of support for people who have had their first ever episode of psychosis, helping to prevent these individuals from requiring ongoing mental health support from the first point of contact.
- ✔ Improve the early identification of people with Autistic Spectrum Disorder (ASD), ensuring that there is a tailored approach of support in the community to meet the needs of people with this condition.
- ✔ Improve the early identification of people with dementia, ensuring that there is a tailored approach of support in the community to meet the needs of people with this condition.
- ✔ Provide tailored support for new mums and dads who are at risk of having mental health challenges.

## WHY IS THIS IMPORTANT?

Ensuring that there is early support for people with mental health challenges can prevent these from getting worse. When we engaged people about the mental health strategy, many talked about the need for help at the earliest stage, for advice and support, prior to needing higher levels of intervention.



## WHAT ARE SOME OF THE THINGS WE ARE ALREADY DOING?

In Bromley, the Council and CCG have been fostering an innovative partnership between NHS clinical expertise and the voluntary sector – with the **Bromley Wellbeing/NHS CAMHS**. The alliance between the two organisations is bringing the best parts of the NHS system together with the best parts of the voluntary sector in order to create a “one service, many providers” mental wellbeing hub for children and young people. For children and young people who require specialist help, professional expertise and care will always be available; for others who require preventative support, help and advice, they will be able to access this outside of an NHS setting.

The Council and CCG are also working together to deliver improvements to services for children and adults who have **Special Educational Needs and Disabilities (SEND)**, including pupils with Social, Emotional and Mental Health (SEMH) difficulties. The role of mental health and wellbeing services is a critical part of our broader education, health and care offer for children and adults’ with SEND. The Council and CCG lead a partnership Governance Board for SEND which includes schools, social care and NHS providers. The SEND Governance Board has an action plan to take forward improvements for SEND, including in the area of mental health and wellbeing services for this group. There have been recent improvements in the way that the Bromley Wellbeing/NHS CAMHS work with children and young people with SEND, as well as how the two organisations contribute to individual Education, Health and Care Plans (EHCPs).

For adults with mental health challenges, Bromley has an **integrated health and social care service** managed by Oxleas NHS Foundation Trust. The approach means that social workers are embedded with NHS mental health community teams. The joint health and social care teams deliver coordinated care with a focus on wellbeing, housing and employment alongside work by clinicians to ensure that individual health and mental health outcomes are reached.

**Talk Together Bromley** is part of the national Improving Access to Psychological Therapies (IAPT) programme. For people who are suffering with anxiety or depression, the service offers one-to-one counselling (talking therapies) in person, on the phone, or over the internet. People accessing the Talk Together Bromley service can have access to professionals, including psychologists, counsellors, therapists and mental health practitioners who are able to provide expertise and help. The service will help people with these conditions to understand their own thoughts and feelings, and what it is that triggers their own experiences of anxiety, depression and other conditions. Service users are also offered advice and strategies on how to deal with their own mental health challenges.



Psychosis is a mental health problem that causes people to perceive or interpret things differently to those around them. People with psychosis may experience hallucinations, changes in thinking, frightening and unusual ideas and changes in emotions. The **early intervention in psychosis team** in Oxleas NHS Foundation Trust specialises in supporting people who have had their first ever experience of psychosis, or who may be at risk of developing the problem. The multi-disciplinary team offers a range of advice, support and treatments, including therapy. Over the last year the team has been under mounting pressure from an increasing number of people who require these services. A greater focus on early intervention, with a more joined-up approach to delivering outcomes across services as set out in this strategy, is expected to improve this situation.

Dementia is a syndrome associated with a decline in brain functions. Often associated with memory loss, it can also affect how you feel, speak, think and behave. Whilst anyone can have dementia, it is more prevalent amongst people who are over 65 years old. As Bromley is an area with an older and ageing population, this is a particular challenge and it is for this reason that the Council and CCG have jointly commissioned the **Bromley Dementia Support Hub**. These important services, which are run by Bromley, Lewisham and Greenwich Mind, provide crucial information and support for people who have dementia, their friends, families and carers. The hubs run a number of services including dementia cafes, which are informal settings where people with dementia can come together and share their experiences.



## PRIORITY 3

# MULTI-DISCIPLINARY APPROACH TO TREATMENT

We will establish a strong multi-disciplinary approach to treatment for people with mental health challenges, ensuring that those in the most urgent need are able to get the best possible treatment and care.

## WHAT WE AIM TO DO

### For children and young people:

- ✔ Put in place an increased offer of specialist multi-disciplinary care for children and young people with mental health challenges who require this help.
- ✔ Deliver improved mental health care and support for children and young people up to the age of 25, ensuring that there is no “cliff edge” for those young people turning 18 who need ongoing mental health support as they move between children’s and adults’ services.

### For adults:

- ✔ In line with the findings of the Independent Review Modernising the Mental Health Act, we will put in place services which ensure people receiving help have choice and autonomy, have the least restriction possible, receive a therapeutic benefit from their services, and that people are treated at all times as individuals.
- ✔ The NHS will always maintain a safe place for people to go in a crisis, in order to access the urgent and emergency help that they need.
- ✔ Ensure that people can access mental health treatment and support in their homes and communities rather than in hospital wherever possible.
- ✔ For individuals needing hospital care, ensure that planning for the time when they leave hospital is considered at every stage of their care and treatment.

## WHY IS THIS IMPORTANT?

The NHS will always maintain a safe place for people to go in a crisis. Whilst the focus on prevention, early intervention and recovery is rightly at the forefront of this strategy, this is in no way to diminish the continued importance of emergency and hospital services for people who require this particular support. Treatment services are one of the most important parts of all mental health services in Bromley and uniquely bring together a number of different disciplines, with high levels of specialism, in order to support people who require this help in a safe environment.

In the development of this Strategy, we were informed by the independent national review of the Mental Health Act 1989: Modernising the Mental Health Act – increasing choice, reducing compulsion. Whilst the Government have not yet fully responded to the recommendations of the review, there are a number of areas which can be taken forward locally – in terms of ensuring that people in services are at all times treated as individuals, and that patients have choice and autonomy, wherever possible, to determine their own care.

## WHAT ARE SOME OF THE THINGS WE ARE ALREADY DOING?

The word “crisis” can mean different things to different people, but for many people with mental health challenges, crisis can refer to a time when they are becoming increasingly unwell and when they may not be able to cope with many of the tasks that they need to do. Oxleas NHS Foundation Trust have set up a **mental health urgent advice line** for people, their friends, families or carers, who are faced with these situations. The mental health urgent advice line is an important service that ensures that those who need this urgent help are able to access the right support, with trained practitioners available to provide this, as quickly as possible.

Bromley has a modern mental health unit at **Greenparks House**, which is run by Oxleas. The unit is located on the same site as the Princess Royal University Hospital enabling strong joint working between the hospital, including the local emergency department, and the mental health unit. Greenparks House comprises a number of wards which focus on different groups, including older people. It provides a safe, therapeutic environment where people can recover from mental health challenges with a wrap-around offer of treatment and care provided by multi-disciplinary teams. There are a wide range of dedicated services based on the site which have a focus on helping people to return home successfully after their time at the unit.

Oxleas also provide **Home Treatment Teams (HTT)** which provide healthcare and support to people in their own homes and communities as an alternative to spending time in hospital. The multi-disciplinary HTTs comprise nurses, social workers, psychiatrists and support workers. For many people with mental health challenges, a stay in hospital can be the right place to receive the healthcare they require, but for others the best place to receive this care is in their own home. Each individual is unique and support should be tailored to individual needs. The important offer made by HTTs helps to ensure that those people who do not need to receive help in a hospital setting do not have to do so.

## PRIORITY 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

## WHAT WE AIM TO DO

### For adults:

- ✔ Reduce the number of people with mental health challenges requiring a long-term placement in a hospital, residential or nursing care home setting by commissioning tailored community services that meet individual needs.
- ✔ Provide the right support for people with complex needs in the places where they would like to live.
- ✔ Ensure that people who have been discharged from mental health services but then have a relapse are able to access help quickly, and do not need to “start again” as if this was their first time requiring these services.

## WHY IS THIS IMPORTANT?

The importance of prevention, early intervention and recovery in this strategy does not and should not lessen the very real and ongoing need for healthcare and support for people with complex and long term needs. In many ways this strategy is being put in place to ensure that, over time, fewer people are in a position to require long term support. There is however a particular need to support people with long-term and complex conditions, and to help everyone with mental health challenges to achieve the absolute best that they can, no matter how long this help is required.

## WHAT ARE SOME OF THE THINGS WE ARE ALREADY DOING?

The Council and CCG commission **special placements** for people with complex and long term conditions including, in some cases, residential and nursing care. For people with particular needs, the Council and CCG will work with partners to ensure that individuals can access the right tailored package of support. It is recognised that people with complex and long-term conditions are more likely to need intermittent hospital or community mental health care, and there is a particular need in these cases to ensure a joined-up approach to the provision of support.



## PRIORITY 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.

## WHAT WE AIM TO DO

### For children and young people:

- ✔ Put in place a holistic model of “step down” support for children and young people leaving hospital or specialist services but who still require ongoing tailored support in the community.

### For adults:

- ✔ Develop an integrated recovery and rehabilitation pathway across all health, care and support mental health community services, ensuring that those who are able to, are supported to move to more independent settings including, when able, outside of services altogether.
- ✔ Ensure that the independence and wellbeing of people in mental health community services is at the forefront of provision, with services shaped and designed by the service users who use these.
- ✔ Provide good housing options for people who are at risk of homelessness due to their mental health; some people will want to stay living in Bromley whereas others may wish to move to other places – we will support people to make the right choices about where they want to live.
- ✔ Improve links between mental health services and substance misuse (including alcohol) services, ensuring that there is improved coordination between the two services to meet individual needs.
- ✔ Provide support (including valuable “peer support”) to people with mental health challenges in order to resolve problems and gain new skills; as well as to access meaningful and sustainable employment, training and volunteering opportunities.
- ✔ Ensure that everyone who would benefit from a personal health and care budget in mental health services is able to take these up.

## WHY IS THIS IMPORTANT?

People can and do recover from mental ill health. For some people, their journey to recovery can be thankfully short; for others, the period can be one of many years and involve a range of different services provided by the Council and CCG including housing, employment support, financial advice and community health and social care teams. Ensuring that there is the right support in place for people recovering from a period of mental ill health is as important as ensuring that there is the early support in place to prevent people from requiring specialist services in the first place.

## WHAT ARE SOME OF THE THINGS WE ARE ALREADY DOING?

For people who require ongoing care and who have been in hospital due to their mental ill health, the Council and CCG will put in place a package of **mental health aftercare**. These individually tailored packages of support often include housing, healthcare and community services. The aim of aftercare is to better enable people with mental health challenges to make the adjustment to living more independently after a time in hospital. The provision of aftercare prevents a “cliff-edge” where all support is removed at the point where an individual leaves hospital. Professionals from the Council and CCG sit alongside mental health workers and social workers from Oxleas NHS Foundation Trust to consider individual needs in the establishment of aftercare packages. Ongoing **care coordination** is also provided so that people’s progress can be monitored and any issues quickly rectified.

The Council and CCG have jointly commissioned **Recovery Works**, a key plank of our local mental health community offer. The service, run by Bromley, Lewisham and Greenwich (BLG) Mind, provides personalised advice and support to adults who have mental health challenges, and offers peer support for those who would benefit from help provided by people with a lived experience of mental health. For many people with mental health challenges, finding and sustaining employment can be a significant obstacle to more independent living. In consideration of this, BLG Mind have worked in partnership with Oxleas NHS Foundation Trust to put in place the **Individual Placement and Support (IPS)** service, providing help for people with mental health challenges to locate and sustain meaningful employment. The IPS service locates employers who would be willing to employ people with mental health challenges and provides a package of advice and support to ensure that every role someone is in is not simply a work placement, but is a meaningful job, with individuals rightly paid a full salary for their efforts.



The Council and CCG jointly commission a range of support and housing services through our partnership between **community options and floating support services**. These services provide a combined offer of housing and support, helping individuals as they recover from a period of mental ill health to learn skills and access employment, whilst overcoming challenges and ultimately moving to a permanent home. People with mental health challenges are more likely to be at risk of homelessness and our services will ensure that these individuals are provided with good quality housing, with support in place to help them to sustain their tenancies. There is a need however to better link-up a range of community services, including housing, to ensure that people can return to sustained independent living as rapidly as possible. The risk with services like community options and floating support is that they become the end-point for an individuals' journey to recover as opposed to a crucial way-point to independent living, and the work that we will undertake through this strategy will ensure that these services are put on the right-footing to fulfil this offer.

The CCG has recently piloted a **shared care scheme** between GP Practices and Oxleas NHS Foundation Trust. The aim of the scheme is to allow people who are supported by hospital or community mental health services to receive the same level of help from their local GP Practice. This is often an important part of an individuals' recovery journey, helping them to receive medical care outside of a more clinical setting, whilst maintaining the important links to the clinical expertise found in the mental health Trust. Whilst the pilot scheme has been an important step in fostering services between GP Practices and Oxleas NHS Foundation Trust, it is recognised that the scheme has been small in scale. The development of Primary Care Networks (partnerships of GP Practices working together in the same area) is also an opportunity to embed mental health support across a number of GP Practices at one time.







# INTEGRATED COMMISSIONING AND SERVICE DELIVERY

This strategy sets out a commitment between the Council and CCG to work in partnership to improve the mental health and wellbeing outcomes for the residents and patients in the borough.

The two lead organisations have developed an action plan 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 actions are based on the service user feedback, policy drivers and service analysis set out in this strategy.

The Council and CCG will work with key partners in the delivery of the action plan including service users and patients, social care, housing, health services and the voluntary and community sector.



# MENTAL HEALTH

## – OUR COMMON RESOURCES

The Council and NHS spent over £46 million on mental health services in Bromley in 2018/19. Local mental health services include help for children and young people, improving access to psychological therapies – including so-called “talking therapies” (IAPT), recovery and rehabilitation services and voluntary and community services.

The majority of the Bromley mental health budget however is spent on secondary care services. This is not untypical of different areas, with a high proportion of the overall mental health budget committed to higher-end treatment and hospital services.

Bromley currently spends £46.6m on mental health services across both the Council and the NHS. The vast majority of this resource is spent on higher-end treatment and hospital services. Whilst the Council and CCG will always maintain a place for people to go in crisis, in order to access the urgent and emergency help that they need, this strategy envisages a shift, over time, towards more prevention, early intervention and community services. The approach will mean less people requiring hospital stays or placements in residential care homes.



*Produced by:*

Adult Services  
**London Borough of Bromley**  
Civic Centre  
Stockwell Close  
Bromley BR1 3UH

**NHS**  
**South East London**  
Clinical Commissioning Group

