

## **Update report for Merton Health Committee - Older People and Healthier Communities Overview and Scrutiny Committee, 7 February 2023**

*Prepared for committee deadline of end January 2023 by South West London and St George's Mental Health NHS Trust in response to committee request for an update on 'the impact of the pandemic on mental health'.*

### **Executive Summary**

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*Appendix: Additional service performance metrics and detailed narrative on issues and mitigations across Merton mental health services.*

## 1. Services provided and pandemic impacts

### 1.1. Overview of the Trust

South West London and St George's Mental Health NHS Trust (SWLSTG) serves more than 1.2 million people across the London boroughs of Kingston, Merton, Richmond, Sutton and Wandsworth. The Trust employs nearly 2,500 staff who provide care and treatment to more than 20,000 people from South West London and beyond at any given moment.

A leading provider of mental health services across South West London, and a beacon of excellence for many national mental health services, the Trust has a long history of innovation that has helped to redefine the mental health landscape in the UK.

Mental health services have been provided from the main Trust Headquarters site – Springfield University Hospital in Wandsworth – for more than 160 years. In addition, the Trust provides major inpatient services from Tolworth Hospital in Kingston, and Queen Mary's Hospital in Roehampton. The Trust also operates in many other community locations in the region including The Wilson Hospital in Merton.

The Trust is currently going through an exciting period of investment and regeneration through our 'Integrated Programme' as new mental health facilities are developed across Wandsworth, Richmond and Kingston, which will serve people across South West London. In December the brand new [Trinity building](#) opened to patients at Springfield and the new Shaftesbury building is due to follow later in 2023. In both cases their development has been self-funded through the sales of surplus parts of the Trust's estate, with further estate developments planned up to 2026.

Our new buildings will form one part of a new 'Springfield Village' as the Trust's headquarters is transformed into a new stigma-breaking community with over 800 homes, a public square, shops, and a new 32-acre park – the largest built in London since the 2012 Olympics.

Over the years, mental health services, philosophies, understanding and treatment have radically changed and today we are a modern and forward-thinking mental health provider, now delivering services across four service lines:

- Acute and Urgent Care Services;
- Community Services (for adults largely of working age);
- Child and Adolescent Mental Health Services (CAMHS); and
- Specialist Service Line: which will include Forensics, Deaf services, Obsessive-Compulsive Disorder (OCD) and Body Dysmorphic Disorder (BDD), Neuropsychiatry, our Rehab wards, Cognition and Mental Health in Ageing and Neurodevelopmental services

As a teaching Trust, we also provide education, training and research in partnership with a number of universities including St George's University of London, Kingston University London, London South Bank University, King's College London, University of Surrey, The Tavistock Institute of Medical Psychology and Brunel University London. We also work closely with educational partners to drive research, education and training. Our affiliated university is St George's, University London who nominate a Non-Executive Director onto our Board.

Our mission is 'Making Life Better Together' and we have [a five year Trust Strategy](#) with four strategic ambitions:

- Increasing quality years
- Reducing inequalities
- Making the Trust a great place to work
- Ensuring sustainability



**1.2. Services provided in Merton and how to access these**

The Trust provides a range of services in Merton. These are listed below with a description of the mental health conditions which are supported, and access/ referral information.

Service	Merton
<b>Merton ADHD/ASD Diagnostic</b>	<p>The Merton Adult ADHD/ASD Service is based at Jubilee Health Centre and is a service for adults aged eighteen or over, who are registered with a Merton GP and who do not have a learning disability. It is an ADHD and ASD specific, non-urgent, part time service offering specialist ADHD and ASD assessment and diagnosis as well as ADHD medication initiation and titration.</p> <p>The service operates on a shared care basis with Primary Care, such that medication monitoring and prescribing takes place in Primary Care (by GP) with annual specialist review in the Merton Adult ADHD Clinic.</p> <p><b>Referral</b>                      Referrals are accepted from GP or other health care professionals via email: <a href="mailto:suttonmertonadhdasdexternal@swlstg.nhs.uk">suttonmertonadhdasdexternal@swlstg.nhs.uk</a></p>
<b>Merton Early Intervention in Psychosis</b>	<p>This Early Intervention Service is a community based service for people aged 17 to 65 years, who have experienced symptoms of psychosis for the first time.</p> <p><b>Referral</b>                      Referrals are taken from: GPs, other mental health teams, social services. Referrals are made through the Assessment Teams: Merton Borough - Merton Assessment Team 0203 458 5596.</p>
<b>Merton Assessment Team</b>	<p>The Merton Assessment Team is the single point of access for all new referrals for service users who live in Merton borough.</p> <p><b>Referral</b>                      Referrals are taken from GPs via the Electronic Referral Service (e-RS).</p>

<b>Merton Child and Adolescent Mental Health Service (CAMHS)</b>	<p>The Merton Child and Adolescent Service (CAMHS) provide mental health assessment and treatment for children, young people (aged 5-18) and their families living in the London Borough of Merton; Promoting emotional wellbeing.</p> <p>The CAMHS team offers a range of assessments and treatments for children and young people presenting with enduring and moderate to severe mental health disorders which impact significantly on daily functioning.</p> <p><b>Referral</b>          Professional referrals are made via the CAMHS Single Point of Access (SPA) by using the E-Referrals System (GPs only) or by completing the referral form and sending it to <a href="mailto:MertonSPAreferrals@swlstg.nhs.uk">MertonSPAreferrals@swlstg.nhs.uk</a>.</p> <p>Professional referrals are accepted by GP's, schools, and other healthcare professionals. The team currently accept self-referrals for 16 and 17 years olds via our self-referral form.</p>
<b>Merton Home Treatment Team</b>	<p>The Merton Home Treatment Team is a Community Based Mental Health Service providing crisis and home treatment support to Adults aged 18 - 75 years of age who live in Merton and are experiencing a Mental Health Crisis and have increased risks.</p> <p>The team aim to provide assessment and treatment in the community as an alternative to hospital admission, so people can receive the care they need in their own home setting.</p> <p><b>Referral</b>          Referrals can be made by different agencies, namely a G.P (if out of hours), Merton Adult Assessment Team, Accident &amp; Emergency Departments, Mental Health Community Teams and other emergency services. <a href="mailto:MertonHomeTreatmentGroup@swlstg.nhs.uk">MertonHomeTreatmentGroup@swlstg.nhs.uk</a></p>
<b>Merton Memory Assessment</b>	<p>This team assesses adults of any age with memory problems after physical cause was excluded. to detect if they have the symptoms of dementia. Early diagnosis enables people to take advantage of new treatments to slow the onset of the condition, to plan their care and maintain a higher quality of life. The service also offers post diagnostic support.</p> <p><b>Referral</b>          Referrals should come from GPs Electronic Referral system (ERs). The team's email address is <a href="mailto:MertonOPAdminTeam@swlstg.nhs.uk">MertonOPAdminTeam@swlstg.nhs.uk</a></p>
<b>Merton Mental Health Learning Disability</b>	<p>This is a service for residents living in Merton who are aged 18 years old or over and have formal diagnosis of Learning Disability or Intellectual Disability who need support with their mental health.</p> <p><b>Referral</b>          Electronic Referral Service (e-RS) submitted by GP Practice Referral forms can also be obtained by emailing <a href="mailto:MHLAdmin@swlstg.nhs.uk">MHLAdmin@swlstg.nhs.uk</a>.</p>

<b>Merton Older People's Community Mental Health (CMHT)</b>	<p>This service is for people with dementia and over the age of 75 with functional mental illness such as depression or psychosis.</p> <p><b>Referral</b>          Referrals can be made from GPs, health practitioners, Liaison Psychiatry Department, Duty Psychiatrist and Duty Psychiatrist for A&amp;E, Adult Social Care, Emergency Duty Social Work Team, Local Adult CMHT via electronic referral system (ERs). The team's email address is: <a href="mailto:MertonOPAdminTeam@swlstg.nhs.uk">MertonOPAdminTeam@swlstg.nhs.uk</a>.</p>
<b>Merton Uplift</b>	<p>Also known as Talking Therapies (formerly called IAPT), Merton Uplift is a free integrated Primary Care Mental Health service accessible to anyone aged 18 years or older living in Merton or registered with a Merton GP.</p> <p>The team support's anyone who has a mental health or wellbeing need, whether this is due to emotional difficulties or life stress. A service for people with a stable mental health diagnosis such as psychosis and Bipolar Affective disorder is also offered.</p> <p><b>Referral</b>          People can call 020 3513 5888 or visit <a href="http://www.mertonuplift.nhs.uk">www.mertonuplift.nhs.uk</a> to complete an online self-referral form. Residents can also ask GPs for referral.</p>
<b>Wimbledon Recovery and Support</b>	<p>This team provide services for adults aged between 18 - 75 who are experiencing severe and enduring mental health conditions. We offer evidence-based treatments and support interventions to encourage recovery.</p> <p>Conditions which this team treat include Anxiety disorders in adults, bipolar disorder, depression, psychotic episodes, social anxiety disorder (social phobia).</p> <p><b>Referral</b>          Referrals are made by service user agreement, through Adult Mental Health Assessment Team which is based with the team at The Wilson Hospital. <a href="mailto:wimbledonrst@swlstg.nhs.uk">wimbledonrst@swlstg.nhs.uk</a></p>
<b>Mitcham Recovery and Support</b>	<p>This team provide services for adults aged between 18 - 75 who are experiencing severe and enduring mental health conditions. We offer evidence-based treatments and support interventions to encourage recovery.</p> <p>Conditions which this team treat include Anxiety disorders in adults, bipolar disorder, depression, psychotic episodes, social anxiety disorder (social phobia).</p> <p><b>Referral</b>          Referrals are made by service user agreement, through Adult Mental Health Assessment Team which is based with the team at The Wilson Hospital. <a href="mailto:MitchamRST@swlstg.nhs.uk">MitchamRST@swlstg.nhs.uk</a></p>

<b>Morden Recovery and Support</b>	<p>This team provide services for adults aged between 18 - 75 who are experiencing severe and enduring mental health conditions. We offer evidence-based treatments and support interventions to encourage recovery.</p> <p>Conditions which this team treat include Anxiety-disorders in adults, bipolar disorder, depression, psychotic episodes, social anxiety disorder (social phobia).</p> <p><b>Referral</b></p> <p>Referrals are made by service user agreement, through Adult Mental Health Assessment Team which is based with the team at The Wilson Hospital. <a href="mailto:MordenRST@swlstg.nhs.uk">MordenRST@swlstg.nhs.uk</a></p>
<b>Merton Multi-systemic Therapy Team</b>	<p>Multi-systemic Therapy (MST) is an intensive family and community-based treatment helping high-risk young people (aged 11-17 years old) with complex clinical, social and educational problems. This includes violent behaviour, drug abuse and school expulsion and who are at high risk of falling into care or the criminal justice system. To service supports them in modifying their conduct, managing emotional problems and improves long-term outcomes.</p> <p>MST Intervention is research-proven and internationally has been shown to be a very effective way of reducing the need for out of home placements.</p> <p><b>Referral</b></p> <p>Referrals are accepted on a spot purchase basis. Referral form can be requested from: <a href="mailto:ssg-tr.mstreferral@nhs.net">ssg-tr.mstreferral@nhs.net</a> Referrers will need to get written approval for funding from SWL ICS Commissioner or relevant Social Care management team.</p>

People in Merton can also access the Trust's specialist service provision for example Eating Disorders, Deaf services etc. (via referral from the appropriate mental health professional) which cover multiple boroughs, and also inpatient beds for children and young people, adults and older people.

The following Trust services, including crisis pathway provision, are services also available to people in Merton:

Service	Provision
<b>Mental Health Crisis Line</b>	For anyone experiencing a mental health crisis or supporting someone in distress, the Trust's <b>Mental Health Crisis Line (0800 028 8000)</b> is available to call 24/7 and can provide support and referral to the Trust's crisis pathway through the Coral Crisis Assessment Hub.
<b>CAMHS Crisis Line</b>	The <b>South London Partnership CAMHS Crisis Line (0203 228 5980)</b> is also available to support children and young people and is open Monday to Friday 5pm – 11pm, and Saturday, Sunday, and Bank Holidays 9am – 11pm.

<b>Recovery College</b>	<b>Recovery College</b> (0203 513 5000) courses are available for Service Users or their Carers who are using a Trust service or have done within the last 12 months. More information on the Recovery College can be found here: <a href="https://www.swlstg.nhs.uk/south-west-london-recovery-college">https://www.swlstg.nhs.uk/south-west-london-recovery-college</a>
<b>Service User Network (SUN)</b>	Our Service User Network (SUN) can offer help and support to people who have longstanding emotional and behavioural problems (personality disorders). <b>Referral:</b> This is accessed via self-referral only by calling 0203 513 5558 or emailing <a href="mailto:sunservice@swlstg.nhs.uk">sunservice@swlstg.nhs.uk</a> . Professionals are recommended to advise their clients to call us.

### 1.3. Trust wide challenges

- Increased demand: We continue to see significant increase in demand across our services following the pandemic including a 20% increase in activity across our Adult and CAMHS Services.
- Increased acuity: Our clinicians are also reporting increased acuity (severity of illness), which is particularly prevalent in urgent and acute services.
- Workforce challenges: we are experiencing challenges with recruitment and retention. Our overall vacancy rate is 17%.

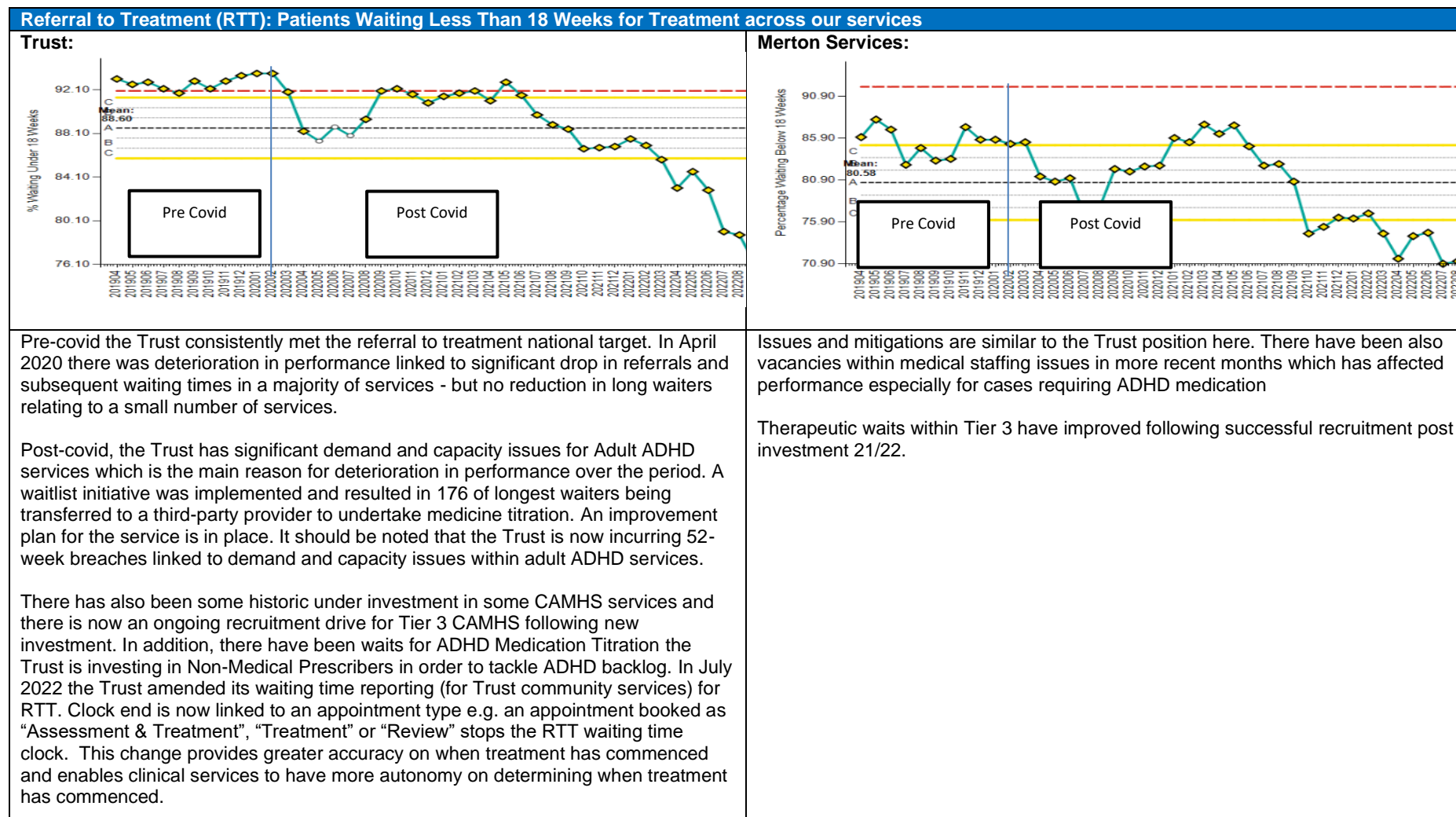
In combination, these challenges are causing bed pressures and increased waits and impacting on the experience of patients and staff. Service users and families tell us that services can be difficult to access, waiting times are too long and pathways can be confusing.

We are working in partnership using the opportunities we have at place, ICS and South London Partnership (SLP) level to transform mental health services to tackle these very significant challenges.

Our Integrated Programme, which will see clinical services and our [estate transformed](#) over the next three years will also be an important part of the answer to these challenges as we invest in making sure that our communities are seen earlier, with the most effective treatments, in the best place for them. See section four on Transformation for further information.

### 1.4 Merton waiting times and referral rates pre- and post-pandemic

Waiting times (referral to treatment) across Trust services, 2019-22





Referral levels to Merton Talking Therapy Services (formerly IAPT), 2019-2022

Merton Talking Therapy Referrals	Merton IAPT Contacts
<p>There was a significant drop off in referrals at the start of the pandemic March/April 2020. Since September 2020 referral numbers have recovered and it should be noted that post pandemic mean is higher than the pre covid period. IAPT services continually strive to increase referral in order to meet their annual access requirements.</p> <p>Referrals for Merton Uplift have not been at required level to meet access target demands for FY22/23. Deliberate strategies have been placed to pull back on marketing to tackle rising long waiters, which have grown due to insufficient staffing capacity to meet demand.</p> <p>To ensure patients who are referred to Merton Uplift are able to access the service, a number of initiatives have been placed through the year to increase conversion of referrals to Access.</p>	<p>A notable shift occurs at the beginning of the pandemic's first lockdown in April 2020 whereby number of F2F diminished in favour of either telephone appointments or e-consultation. These preferred and safer options for IAPT patients continued over the next 12-18months.</p> <p>Post covid discoveries found that e-Consultation as a medium was seen to an effective and successful method of delivering therapy to IAPT patients and continue to be quite popular to this day. The proportion of F2F requirement is growing, now that services are able to match increasing demand with agile IAPT clinicians returning into IAPT clinics and locations.</p> <p>As a final note, the level of therapy performed by our digital partners – IESO – is expected as our IAPT's services were obliged to hand across a specific number of referrals in accordance with the contract agreed.</p>

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Child and Adolescent Mental Health Services (CAMHS), percentage of patients seen within 8 weeks, 2019-22

Access to Tier 3 CAMHS Within 8 Weeks	
<p><b>Trust:</b></p>	<p><b>Merton Services:</b></p>
<p>Performance in the Trust was maintained during the immediate pre and post COVID period.</p> <p>There has been deterioration in performance which linked to waits for ADHD medication and historic under investment in Tier 3 services and an increase in overall referrals.</p> <p>There has been subsequent investment within Tier 3 and there is ongoing recruitment.</p> <p>In addition 22/23 non medical prescribers have been recruited to address backlog in ADHD medication titration.</p>	<p>There has been variation in performance over the period. Pre COVID performance was above target but deteriorating.</p> <p>Post COVID period there is variation in performance this primarily linked to increase in demand alongside waits for ADHD medication titration.</p> <p>There have also been vacancies in medication staffing in recent months. A non-medical prescriber has been recruited in order to tackle ADHD medication cases and there has been successful recruitment into Tier 3 following additional investment in 21/22.</p>

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**NB: See [the appendix](#) for further metrics and narrative on mental health services in Merton including:**

- *Appendix 1: Detailed narrative of current issues and mitigations for key services in Merton*
- *Appendix 2: Additional 2019-2022 performance data covering psychosis treatment, Child and Adolescent Mental Health Services (CAMHS), Community Mental Health Teams (CMHTs), Older People's Services and inpatient admissions*

## 2. Living with Covid-19 and post-pandemic pressures

### 2.1. Infection Prevention and Control

Like all NHS organisations, we have continued to adapt to managing Covid-19 as part of our day-to-day work, and in line with the easing of restrictions over 2021/22.

The Trust's approach continues to be managed through a dedicated Infection Prevention and Control Lead and through regular communications to staff, service users and visitors on the relevant protocols.

At the time of writing, infection prevention and control is managed across the Trust in line with Government and National NHS guidance as follows:

#### *Face masks*

Face masks are no longer required in patient facing areas (including community settings) except in certain circumstances: if a service user presents with respiratory symptoms, has a [pre-existing condition](#) conferring higher risk, is admitted as positive or tests positive for Covid-19 or any other respiratory illness, or an outbreak of a respiratory infection such as Covid-19 is declared or a group of positive service users are cohorted.

#### *Testing*

- Staff: NHS patient facing staff continue to test twice weekly using Lateral Flow Tests (LFTs) which are available through the gov.uk portal for NHS staff. Staff who test positive do not attend work until they have had two negative LFT test results taken 24 hours apart.
- Patients: Are tested using LFTs on admission (day 0) and days 3 and 7 of their stay and if they show any symptoms of Covid-19.

#### *Visitors*

Throughout the pandemic the Trust has allowed visitors, unless the ward was in an active outbreak, recognising the importance of visiting for our patients. Visitors to the Trust are no longer required to wear masks. They may still be instructed on whether a mask is needed on entry to a particular ward or clinic and can continue to wear a mask in line with personal preference.

The requirement to telephone our wards to pre-arrange visits has also been removed. Visitors are no longer required to confirm a negative lateral flow test on the day of visiting.

### 2.2. Changes to the acute and crisis pathway

Measures we are working on to tackle the surge in demand include:

- Working with neighbouring mental health Trusts to review data on patients attending A&E with mental health issues to understand the proportion of those patients who are already known to our services. The intention is to understand if more could be done in the community to prevent A&E attendances. This uses recently agreed parameters developed through the Cavendish Square Group (a group of all mental health trusts in London) to define known patients as those who have or have had an open mental health record within the previous six months. Further work is needed on the data which is being supported by regional colleagues.
- Similarly, a review of S136 (Health-based Place of Safety) capacity is being undertaken with the support of the London MH Urgent and Emergency Care (UEC) Board to understand whether there is sufficient capacity to meet demand and the impact this is having on A&E departments. This includes reviewing pathways with the Metropolitan Police and how these are currently used to identify potential improvements to flow, as well as developing real-time visibility of London wide S136 capacity through IT systems.

- We continue to integrate local mental health crisis services with the London Ambulance Service's mental health services more effectively to reduce conveyances to hospital with good alternatives and clear pathways in place to support this.
- Our Trust continues to offer the '111 Press 2 pilot' model enabling patients to directly access mental health support instead of completing the full Pathways assessment, though this is dependent on call answering times (patients are placed back in the general queue if waits are longer than 20 seconds). The learning from the pilot is being used to support the design and scoping of our NHS '111 Press 2' longer term solution.
- Community Providers are also working towards setting up an Urgent Community Response (UCR) Car service across South West London, staffed by a paramedic and a community clinician (nurse or therapist) to increase use of the UCR services, reduce conveyances to hospital and keep patients at home where possible.
- 12 hour waits for mental health patients in A&E remain a significant concern across the system. The common theme for long waits is the lack of inpatient capacity and there is ongoing work to review and improve the crisis and acute mental health pathways in collaboration with partners in addition to the actions outlined above.
- Our Coral Mental Health Crisis Hub is changing how it works by now also seeing patients at our Springfield site at booked appointments, 10am-10pm, seven days a week. The hub provides a single 24/7 point of access for local people in mental health crisis. These changes aim to make our service work more efficiently for our patients. Access to the service remains the same.

### 2.3. Improvements to recruitment and retention

Recruitment challenges are impacting on the experience of both our patients and our colleagues, and we are working through our Human Resource (HR) and clinical teams to address recruitment and retention as a priority, in particular within our CAMHS and Adult Community Services.

As a local anchor institution employing thousands of people we know our Trust has a key role to play in supporting our economy in South West London and providing high quality jobs for local people.

Actions include:

- Reviewing advertising and marketing approaches to ensure greater number and diversity of applicants to the Trust
- Greater use of apprenticeships
- Working with other partners to provide more rotation roles
- Providing improved career plans for individuals
- Improved talent approaches to ensure we identify and support talent within the organisation
- Review of our recruitment processes and ways that we promote the benefits of working at our Trust as we go through an exciting period of transformation
- For retention, focusing on our strategic priority of Making Life Better Together (MLBT) and recognition appreciation, psychological safety, health and wellbeing, Equality Diversity and Inclusion (EDI) and healthy job design.

## 3. Transformation

### 3.1. New mental health facilities for South West London

Mental health services in South West London have an exciting future ahead. In December 2022 and into January 2023 our teams moved into the brand new [Trinity building](#) at Springfield University Hospital in Tooting, with the new Shaftesbury building following later this year.

Trinity is home to a range of inpatient and outpatient services that will serve people across Merton, Sutton, Kingston, Richmond and Wandsworth for generations to come. Its completion follows 10 years' hard work from our teams, communities and partners.

Trinity is part of the Trust's wider '[Integrated Programme](#)' which aims to transform the way we provide care by [redeveloping our buildings](#) to create spaces in which patients will receive safe and effective treatment and recovery support, and our teams will develop and grow. Designed in partnership with our communities: staff, carers, partners and patients and service users, our new facilities will provide outstanding environments to support care and recovery for people across South West London.

We have also worked with Arts and Mental Health Charity 'Hospital Rooms', which we commissioned to develop 20 professional artworks [to help create warm and vibrant environments that support care and recovery](#). This is the largest project of its kind ever undertaken in the NHS. These works have now been installed in the new facilities and were informed by over 80 art workshops with patients, staff and the wider community conducted between January and June 2022.



Our new buildings at Springfield will become part of a new [Springfield Village development](#) as we work to create a bold new landscape that breaks stigma and brings our services closer to the communities we serve. We now look ahead to beginning works on further inpatient facilities at Tolworth Hospital in Kingston which will also serve people across South West London including in the borough of Merton.

As part of wider estate developments, Merton Older People's Services will soon consolidate within The Wilson Hospital where the Trust leases space. This means the following teams will be based here from later in 2023, with exact timings still to be confirmed:

- Merton Memory Assessment
- Merton Older Persons Intensive Community Support Team
- Merton Older Persons Community Mental Health Team
- Merton Older Adults Team

*Find more information about our work to transform mental health services [here](#).*

### 3.2. Community Transformation

We embarked on a transformation programme for adult community mental health services in September 2019; recognising that a new integrated and flexible delivery model is required to help meet current and future service user needs. For a number of years, services have

struggled with high caseloads and staffing pressures and at times service users, carers and their families have experienced fragmented pathways.

The NHS Long Term Plan (LTP) prioritises community-based care and recently transformation funding was announced to support the transformation of adult community mental health services over three years (2021/22 – 2023/24) and specific investment has been made available to our Integrated Care System to support this work.

The proposed new model of community adult mental health delivery will:

- Focus on supporting individuals with serious mental illness and within this group specifically also strengthen support and care for individuals (1) with an eating disorder, (2) with a diagnosis of personality disorder or (3) requiring mental health rehabilitation.
- Be organised around and/or integrated with wider partners including Primary Care Networks and Primary Care, voluntary and community sector provision and local authority provision.
- Be co-produced and include both clinical delivery and provision by voluntary and community sector organisations.
- Remove barriers between primary and secondary care.
- Optimise data sharing.
- Recognise and impact on the social determinants of health and non-clinical needs.
- Reduce waiting times, addresses inequalities and support transition.

Place-based multi-agency, Community Partnership Groups are being put in place across all boroughs served by the Trust to ensure new models of care are both co-produced with our partners and meet the needs of our local populations.

- 2021/22: The new model's roll out began in Sutton in January 2021 following collaborative work with partners which finished in 2020. The new ways of working will be embedded as business as usual by the end of October 2022.
- 2022/23: The work of the partnership groups in Kingston and Richmond is progressing well with new models of care to be implemented by March 2023
- 2023/24: Roll out of the new model to the boroughs of Merton and Wandsworth will follow next year. Pre-mobilisation preparations are progressing with partners in both boroughs.

#### **4. Place and collaborative working**

##### **4.1. ICS development and joint working**

On 1 July 2022, the South West London Integrated Care System (ICS) was formally implemented with the South West London Integrated Care Board (ICB) taking on statutory health and care responsibilities. We are an active partner in the continued development of our ICS, working with providers and commissioners across the system.

Our ICS has six 'places' – Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth.

From a governance point of view, the ICS is made up of two parts:

- Integrated Care Board: will decide how the NHS budget for our area is spent and develop a plan to improve people's health, deliver higher quality care, and better value for money.
- Integrated Care Partnership: will bring the NHS together with other key partners to develop a strategy to enable the Integrated Care System to improve health and wellbeing in its area.

The Trust holds leadership roles at Place and across the ICS:

- Following the official launch, our Chief Executive Vanessa Ford now sits on the Integrated Care Board as the representative for Mental Health, 'place' convener for Merton and Trust Executive Lead and mental health place lead for Merton
- Our Trust Chair Ann Beasley is a member of the Integrated Care Partnership
- Medical Director, Dr Billy Boland is Vice Chair of the ICS Clinical Summit
- Director of Finance and Performance Philip Murray is the Trust Executive Lead and mental health place lead for Wandsworth
- Chief Operating Officer Jen Allan is the Trust Executive Lead and mental health place lead for Kingston and Richmond
- Director of Strategy, Transformation and Commercial Development Amy Scammell is the Trust Executive Lead and mental health place lead for Sutton

*More information about the South West London ICS can be found [here](#).*

#### **4.2. South West London Mental Health Strategy**

The South West London Integrated Care System (ICS) has commissioned a new mental health strategy which will:

- Confirm and refresh mental health priorities
- Respond to current challenges and drive forward service transformation
- Focus on addressing population and community needs with a strong emphasis on prevention
- Support delivery of the broader aspirations of the ICS to improve outcomes, address inequalities and enhance collaboration, productivity, and value for money.

This strategy is being developed through:

- Assessment of population health need and the strategic landscape
- Identification of innovation and best practice
- Engagement with our local population (including service users and carers) and professional stakeholders – surveys and virtual/ face to face discussions
- Synthesis of data and information.

The strategy is being developed in collaboration with the ICS Place based leaders, NHS mental health providers, Local Authority leads, VCSE stakeholders, Primary Care.

It will aim to:

- Raise the profile of mental health and support the continued de-stigmatisation of mental illness
- Ensure commitment across the SWL ICS partners to enable transformation and change in agreed areas
- Support changes to service delivery with a focus on prevention and earlier intervention
- Ensure that co-production and involvement are at the heart of the work we deliver
- Identify how improvements in mental health provision can support wider system goals and population health ambitions
- Support collaborative working between mental health organisations and wider stakeholders – with agreement about resource prioritisation

The strategy development and reflective sessions were completed in September/October 2022 and publication is due later in 2023.

### **4.3. Place-based structures**

The Trust is part of the Merton health and care landscape and has been represented at the Merton Health and Care Together Committee by senior leaders. Our current senior leader is the Head of Service Delivery - Specialist Service Line (Forensic, Adult Neuro, CMHA, Complex Care and National Specialists services).

The Trust Chief Executive is the Merton place convenor playing an active role across the borough. We will continue to work with colleagues from across health and care sectors to move forward population health approaches and joint working, including developing Merton based approaches with the Merton's mental health Clinical Lead Dr Andrew Otley and neighbourhood approaches with Primary Care Networks (PCNs).

The community transformation programme outlined above aims to develop closer and stronger relationships with PCNs. Our adult community mental health teams will be realigned to face PCNs, which will be the building block around which resources and workforce will be organised.

In addition, through the national Additional Roles Reimbursement Scheme (ARRS), the Trust has worked with PCNs to jointly recruit Primary Care Mental Health Workers. These roles complement existing Primary Care mental health support and ensure practices have dedicated input to support patients with a range of mental health issues.

### **4.4. The South London Mental Health and Community Partnership**

We continue to play our part as one pillar of our local provider collaborative, the South London Mental Health and Community Partnership. This has been operating for five years and is an innovative collaboration between our Trust, Oxleas NHS Foundation Trust and South London and Maudsley NHS Foundation Trust (SLaM).

By working at scale across the population of South London, we bring together an exceptional standard of clinical expertise and a greater understanding of people's experience of care. We apply this knowledge for the benefit of service users, carers and their families, with these benefits extending out into the community to reduce stigma, increase early intervention and improve the overall mental health of the people of South London, including in Merton.

During 2022 and into the new year the Trust has continued to play an active leadership role in South London.

The South London Mental Health Partnership is moving forward the following programmes:

- Forensic (Adult Secure) Provider Collaborative
- CAMHS (Tier 4) Provider Collaborative
- Adult Eating Disorders Provider Collaborative
- Nursing Development Programme
- Complex Care Programme
- Acute Care projects including NHS111
- Corporate Services Programme

In 2022 we worked to review and refresh the South London Partnership's strategic direction with strategic commissioning, workforce planning and research and innovation identified as priority work. We are now working to apply our learning to locally commissioned mental health services.

Current projects include the development of initial proposals for a full pathway perinatal provider collaborative and re-energising of our collective work on acute and urgent care.



We are planning a leadership event in February 2023 to bring clinical and operational leads together to consider wider areas such as population health management and workforce.

#### 4.5. Targeted support for Galpin's Road residents

Following the gas explosion on Galpin's Road in July 2022 the Trust worked to provide targeted support and signposting to local mental health services.

Our Talking Therapies Service, Merton Uplift, worked with local organisations on the ground including Pollard's Hill Baptists Church and Wimbledon Guild to provide appropriate support and signposting to Trust services. Leaflets signposting to Trust services were shared with staff and carers for onwards distribution in Merton. This included materials with information on our local Recovery Café, mental health crisis line, guidance on supporting young people following trauma and signposting to local services in Merton that provide bereavement support.

The team and partners were recognised for their outstanding contributions at a time of crisis at the Trust's annual Quality Awards in November 2022, winning the Partnership and Co-production award.

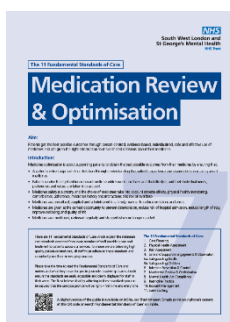
We continue to work closely with local organisations, building relationships that help us respond effectively to local incidents.

### 5. Delivering quality care

#### 5.1. Fundamental Standards of Care

In 2022, we launched the Fundamental Standards of Care, 11 key principles and practical points defining how we care for our patients, covering everything from medication review to safeguarding and care planning to safer staffing.

To support the launch of these Fundamental Standards of Care, we have written, designed and printed a card for each standard to form a pack which will be held in each clinical area as a quick reference guide for teams caring for patients. These packs have been distributed at staff learning workshops. In addition to these packs, pocket-sized versions have also been designed and printed for each member of clinical staff to act as a handy checklist when working with service users. A series of weekly webinars on each of these topics, hosted by our Trust experts, have also been held for staff to find out more and ask questions.



An associated dashboard has also been created for each of the Fundamental Standards to measure improvements through the South West London Health and Care Partnership. Progress will be monitored and supported through the work of the Suicide Prevention and Mortality Committee.

## 5.2. Suicide Prevention Strategy

Our new Suicide Prevention Strategy was promoted across the Trust throughout 2022. We continue with our zero-suicide ambition, which carries a foundation belief that deaths of individuals within mental health services are preventable. It presents a bold goal and aspirational challenge, and this strategy continues to build on the progress made since the suicide prevention strategy was first launched in 2018.

This strategy is aimed at all staff employed by the Trust and all its key stakeholders involved in the work of suicide prevention. Service users and carers have contributed to the development of the strategy and will remain involved in its implementation. It builds on the suicide prevention strategies developed at both place-based and system-based levels.

## 5.3. CAMHS collaborations and transformation

The Trust has improved the care its Children and Adolescent Mental Health Services (CAMHS) provides by collaborating with St George's University Hospitals NHS Foundation Trust on a disordered eating pathway which successfully supported a reduction in the need for CAMHS patients to be cared for within paediatric wards.

This partnership project has been rolled out to other acute trusts in South West London. Furthermore, we have worked with partners in the boroughs of Kingston and Richmond to develop better interfaces between different CAMHS services.

The Trust is also reviewing our CAMHS pathway and have launched a CAMHS transformation programme looking at pathways and flow between services and outcomes we want to achieve. Stakeholder and service user and family involvement in this work is critical and there will be opportunities for partners to join us on this journey this year.

In addition, The Trust has recently launched a specific CAMHS section on our website describing our service provision more consistently, providing information on our waiting times and providing resources. This information can be found [here](#).

## 5.4. Supporting physical health care

Supporting the physical needs of our patients has been a focus for our clinical teams this year:

- **The Fundamental Standards of Care:** Physical Care element was launched in March 2022 with a webinar and information pack.
- **Launch of Kinesis support for our clinicians:** Knowing when to ask for help is vital when providing care and earlier this year we rolled out a collaborative system called 'Kinesis' in which our doctors can request advice on physical healthcare for our patients by contacting the relevant team for advice at St George's Hospital. This allows our colleagues to get the best advice possible from the experts and ensure our patients get the highest quality of care.
- **Physical health booklet:** All service users discharged from inpatient wards are issued a Physical Health booklet and have started to develop an on-going physical health plan for their community care.
- **Physical health checks for people with serious mental illness:** The Community Service Line is working with SWL ICS mental health leads around increasing physical health checks for people with serious mental illness (SMI) specifically sharing data and also employing bank staff to assist with health checks. PCN mental health workers and Nursing Associates funded via the Spending Review and Community Transformation programme are also working with Primary Care to support the delivery of physical health care checks for people with SMI in the community.

**5.5. Co-production and involvement**

A new model of co-production was rolled out within the Acute and Urgent Care service line. Based on feedback, the coproduction model has been further adapted and remodelled with users in mind. In addition, terms of reference for a Trust-wide Lived Experience Forum have been developed with the first session in April 2022. The co-production model will be embedded into all service lines in 2023-24.

Over 2022 we also recruited and trained 17 Peer Engagement Facilitators who joined the Involvement Team in January 2021 for a 12-month period as part of the Peer Support Trailblazers project, which was funded by Health Education England. The 17 Peer Engagement Facilitators were offered placements across our four service lines and collected the stories and experiences of 350 patients. This feedback will be used to improve patient experience.

We place a high value on actively seeking feedback, analysing what patients tell us, learning lessons and acting on this feedback. Our principles include acting swiftly on issues that may need immediate action, and quickly escalating potential risks identified through patient experience and feedback mechanisms.

Our FeedbackLive! System captured 43,515 specific survey questions from 6,091 surveys completed, and 77.4% of people were generally satisfied with the care we provided. We also measure satisfaction through the Friends and Family Test (FFT). On average the score of people who would score 'Likely' or 'Extremely Likely' to recommend the Trust is 85.5%, which is an improvement on last year.

**5.6. CQC inspections**

Our latest ratings by the NHS regulator the Care Quality Commission (CQC) are shown [here](#) and in the table to the right.

Following these, the CQC conducted an unannounced focused inspection to our Acute and Urgent Care wards in August 2021.

The service remains 'good' overall and the CQC cited many examples of good practice with members of staff describing an open, compassionate, and responsive culture, however the CQC changed the rating of 'Safe' to 'Requires Improvement'.

Inspectors spoke to patients who said the people looking after them were caring and treated them with respect and kindness.

They also identified areas where improvements were needed. The Trust put active plans in place to address these. These areas include improvements to the documentation of care planning, managing patients' physical health and risks and supportive observations.

The CQC conducted an inspection of our Eating Disorder Services wards at Springfield, Avalon and Wisteria, in March 2022 rating them as 'Good' in all domains - Safe, Caring, Responsive, Effective and Well-led. In October 2022, Burntwood Villas, which is a step-down mental health rehabilitation unit for up to 12 patients, and Phoenix Ward which is an 18 bedded rehabilitation ward, were also rated as "Good".

Domain	Rating
Safe	Good
Effective	Good
Caring	Good
Responsive	Good
Well-led	Good

Service	Inspection Date	Rating
Wards for people with learning disabilities or autism	15 June 2022	Good
Specialist eating disorders service	15 June 2018	Good
Child and adolescent mental health wards	12 June 2018	Good
Specialist community mental health services for children and young people	12 June 2018	Good
Community mental health services with learning disabilities or autism	16 June 2018	Good
Community-based mental health services for older people	2 December 2016	Good
Mental health crisis services and health-based places of safety	20 December 2019	Good
Forensic inpatient or secure wards	20 December 2019	Good
Long stay or rehabilitation mental health wards for working age adults	18 January 2020	Good
Wards for older people with mental health problems	20 December 2019	Good
Acute wards for adults of working age and psychiatric intensive care units	20 October 2021	Good
Substance misuse services	12 June 2018	Good
Community-based mental health services for adults of working age	12 June 2018	Good

## 6. South London Listens

In collaboration with the two other Trusts which make up the South London Mental Health and Community Partnership, Oxleas and South London and Maudsley; The Trust is partnering and working on a long-term programme called [South London Listens](#) that aims to respond to the psychological fall out from Covid-19.

As part of this, NHS Trusts, commissioners, Local Authorities, and community partners across South London have come together to build a long term action plan to help to meet the needs of people who may be at risk of becoming mentally unwell due to the impact of Covid-19.

In its first phase, a listening campaign was conducted across South London between November 2020 and April 2021. Led by charity 'Citizens UK', South London Listens encouraged people to hold listening workshops in their communities to discuss and share feedback on the mental health impacts of Covid-19. Nearly 6,000 testimonies were shared in total.

Following this, we launched our two-year plan in October 2021 which is being delivered in partnership by healthcare partners, community organisations and all those who pledged support. [Our Action Plan](#) contains four priorities: work and wages, loneliness, isolation, and digital exclusion, CYP and access to services. In South West London, we are now London Living Wage accredited and continue to champion the London Living Wage to other stakeholders within SWL.

During 2022, we worked in partnership with Citizens UK and local organisations across south London to set up and launch our Be Well programme. Be Well hubs are safe spaces for local people to turn to when they feel their mental health is low or simply when they need to feel more connected to their local community.

To accredit as a Be Well Hub, mental health champions are upskilled in both mental health awareness and community organising to help leaders listen and act on the barriers and systemic problems impacting mental health. Since our first Be Well Hubs training last year, over 140 mental health champions have completed the mental health training. We have also adapted our training in Spanish so that twenty-six PACT and Empoderando Familias parents could become champions.

In June 2022, we launched the first of our hubs through in-person events in Kingston, Southwark, Lambeth, and an information event in Croydon. We also held a virtual event celebrating the hubs launching there. Champions have taken the lead to host events and activities in their organisations from coffee mornings to craft sessions, offering a safe space to talk about their mental health and wellbeing. We also hold six-weekly supervision to guide champions in their work and provide tailored support and resources.

Overall, in SWL we have established the following Be Well Hubs:

- Merton: A total of 10 active Hubs in the borough - the YMCA, Wimbledon College, Mitcham Parish Church, all of the 7 Merton libraries; and another 3 in development
- Sutton: Work is being planned to establish hubs in Sutton during 2023
- Wandsworth: three active hubs (Free2b, St Michaels and St Mary's Battersea) with two libraries in the training process and another two churches approached
- Kingston: Six fully trained up hubs (Kings Carers Network, Kingston Methodists, Islamic Resource Centre, St Andrews and St Marks, Kingston Vale, Christ Church Surbiton Hill), a further two in the training process
- Richmond: Richmond Mind have received training with interest from other charities and community groups including Richmond Mencap, Vineyard Community, All Saints Hampton, and the Castelnau Centre in setting up hubs

A Be Well Hubs Celebration took place in January 2023 to recognise the amazing work of the Hubs and mental health champions thus far and encourage others to become Hubs as well and participate in the training. Over the coming months, we will continue to build on our work to further connect existing Hubs together to discuss lessons learned and share best practices.

In November 2022 we held our [Accountability Assembly](#) where communities, local authorities, mental health trusts and NHS Integrated Care Systems pledged further action to drive the mental ill-health prevention agenda through South London Listens. Following on from this Assembly, we have published our [Impact Report](#) which sets out the significant progress that has been made by all partners in delivering on the pledges that we made to our communities.

## 7. Cost of Living support

As a local anchor institution, the Trust has an important role to play in supporting the health and wellbeing of patients, staff and our wider communities in the current economic climate.

### *Supporting patients and communities*

- Important sources of support are available through our IAPT (Talking Therapies) Services across South West London including:
  - [Employment courses](#) with advice on Job retention, CV writing, Job-searching, applications, interview preparation and employer engagement
  - Courses, in [Mindfulness](#), [Stress Management](#), [Overcoming Worry](#), [Mood Management](#), and [Cognitive Behavioural Therapy](#)
- Our [Welfare Benefits Team](#) offer expert advice to service users who require information, guidance, practical assistance with benefits claims queries, challenges and appeals.
- Information on key sources of support such as local food banks, charities and other local counselling and support services is promoted to staff to share with patients.
- We work closely with our local councils and charity and voluntary sectors partners to offer information about mental health and wellbeing locally
- Commitments through the [South London Listens](#) programme includes: creation of local mental health support hubs based in our local communities; commitment to the London Living Wage; and recruitment and job opportunities.

### *Supporting our staff*

We have a robust wellbeing offer for our staff which includes:

- Employee support provided through Care First, giving staff access to a range of professional counselling and advice in a range of practical and emotional issues such as wellbeing, family matters, relationships, and debt management
- Regular staff seminars focusing on the cost of living, mindfulness, and stress management, including advice for staff who are supporting patients experiencing hardship and staff who may need support with the cost of living themselves
- Dedicated information with advice and signposting to further support locally and nationally around cost of living and wellbeing resources, including [key support](#) recommended by NHS England

Other recent financial support includes:

- 'Hastee Pay' - early pay drawdown facility provided to help avoid the need for payday loans at very high interest rates
- Travel support - for staff claiming transport expenses, mileage rate increase of 5p per mile, above nationally determined rates
- Car parking - rates reduced for part-time staff and prices maintained at pre-pandemic rates
- Season ticket loans and cycle to work scheme and a range of staff discounts

## Appendix 1

### Merton specific issues

The following summarises key elements of performance and delivery related to Merton mental health services.

#### 1. Merton Older Age Adult Services

- Acuity on both Crocus and Jasmine older adult wards, which serve people in Merton and across Sutton, Richmond, Kingston and Wandsworth, remain high as the high patient flow is compounded by the teams experiencing high level of sickness and vacancies
- We currently do not have any Delayed Transfer of Care (DToC) within the service. The team has worked hard with Local Authority and ICS colleagues to achieve this position. In December 2022 we had four DToC cases
- Sutton & Merton Challenging Behaviour Service continues to support our care homes staff and residents; the caseload was initially high but is beginning to stabilise
- Referrals to Merton Memory Assessment Team remains consistently high and the team continues to manage to meet the 6 weeks dementia diagnosis target. The team last missed the target in September 2022 when it was amber on 84.6%, against national target of 85%, but recovered to 100% in October and November 2022 and 92.9% in December 2022
- Merton residents take full advantage of the Cognitive Stimulation Therapy (CST) programme as the uptake is high. This is an evidenced based cognitive treatment for service users with mild to moderate dementia
- Referrals to the older persons Community Mental Health Team remains average of 30 patients per month, there are no emergency readmissions, and no internal waits for treatment for over 30 weeks
- 90.9% of patients' care plans have been reviewed as part of the annual process in December 2022 and since then the level has been brought up to 100%
- 28-day non-urgent referrals were at 93.8% in November 2022 and 83.3% in December 2022, which are all within target.

#### 2. Merton Child and Adolescent Mental Health Services (CAMHS)

##### *Single Point of Access*

- Since the development of Merton Single Point of Access (SPA) in 2014, the service has experienced a 90% increase in referrals with a total year referral figure of 1220 in 2015/16, compared to the total year referral figure in 2021/22 of 2321
- The trend of referrals increasing has continued during the first three quarters of 2022/23. The end of Q3 period 22/23 compared to 19/20 and 21/22 (excluding 20/21 re COVID impact on lowering referral trends), demonstrates a continued increase in referrals year on year to the SPA service in Merton:

Year Q1-Q3	Q1	Q2	Q3	Total
22/23	646	520	668	1834
21/22	585	544	613	1742
19/20	557	545	627	1729

- One of the key increases in referral trends, relates to Neurodevelopmental conditions (ADHD and Autism Spectrum Disorder) with a total of 684 referrals in 19/20, compared to 916 NDT related referrals in 21/22
- The increase in NDT presentations has placed pressure on the SPA in terms of screening demand for the NDT pathway, as NDT referrals require a series of screening tool processes (school reports, SDQ forms, Conners forms etc), which is a highly time-consuming process within the SPA
- Alongside the increase there also appears to have been an increase in the acuity/ risk levels of children with emotional and mental health needs within schools and the community. There has been a corresponding increase in referrals to the SPA service with complex presentation such as Self-harm (as evidence in the quarterly SPA reporting on presenting needs)
- The CAMHS SPA teams within SWLSTG Trust have been liaising with the Trust NDT assessment service, to review the current NDT screening pathway to ensure there is more joined up working approach in terms of Neuro-developmental screening
- New investment in the SPA service 2018/19 following pilot of self-referral for 16/17-year-olds (resulting in an increase in a 22.5 hours (per week) psychology post within the SPA team)
- Further investment within the SPA teams is to be sought in 23/24 with specific focus on managing demand for NDT screening.

#### *Mental Health in Schools Teams and Tier 2 Services*

- Alongside the increases seen elsewhere, we have also seen increases in the acuity/ risk levels of children with emotional and mental health needs within schools and the community
- A new member of clinical staff started in post in September 2022 in a newly commissioned role as part of the CAMHS offer into Merton Youth Justice Service & Contextual Safeguarding team. Another newly appointed senior clinical clinician will commence in the Youth Offending Team (YOT) late January 2023
- The Contextual Safeguarding clinician has been performing well in her role and has been covering the post-court youth justice pathway. Once both staff are in post, the pathway for referrals from the contextual safeguarding arm of the team will be further developed, this will include assessment, intervention, and consultation. The Formulation Intervention Planning project developed by the previous post-holder is also planned to be re-launched following a review in Feb 2023 with both staff in post
- Mental Health Support Teams (MHSTs) in schools (also known as Trailblazers) represent a scaling up of Local CAMHS services with nearly full cover of schools. These teams include the MHSTs provided by Off the Record and the Trust. Children's Wellbeing Practitioners are also included. There is good performance across our Mental health Trailblazer schools, in terms of delivery of therapy sessions, support for parents/carers and schools
- The Merton CAMHS Targeted Mental Health service (TAMHS) is commissioned by schools, from the Pupil Premium Fund (PPF), which is allocated by the Department of Education on an annual basis to improve education outcomes for disadvantaged pupils. The service was reviewed in November 2022 with the schools involved. A newly revised delivery model will be implemented in spring
- The Merton CAMHS in Social Care team continues to strengthen the overall social care service to create additional resilience in managing mental health issues and promote robust throughput and better outcomes for young people. This service is now fully staffed with full offers to all consultation requests, offering assessments and interventions to children, young people, families, and Foster Carers virtually and face to face as appropriate. This partnership working allowed for some creative interventions that supported placement stability, smoother placement transitions and a better understanding of emotional well-being needs of children in care

- Additional in year CAMHS resource has been agreed with the CCG for two additional posts for the Melbury College. Melbury College is a partnership of Merton's specialist education support schools and services supporting primary and secondary pupils with complex behaviour needs, social, emotional and mental health issues (SEMH) etc. These 2 new posts are being recruited
- Partners are working together to understand what more can be done to support the whole system. For example, the MHSTs and Children's Emotional Wellbeing and Mental Health Partnership are now mainstreaming and building on the success of the Local Transformation Plan and moving towards delivery of the NHS Long Term Plan. The new phase will include realigning services, filling gaps and delivering some services in partnership with neighbouring boroughs through our Integrated Care System (ICS).

### *Tier 3 Services*

- In addition to the increase in referrals to the SPA service in Merton, there has also been a corresponding increase in referrals to the Merton Tier Three service. This is also an indicator of increase in complexity with more cases meeting the referral criteria for Tier Three year on year, particularly post pandemic
- Total year referrals for 19/20 were 318 compared to total year referrals of 391 in 21/22. This represents a 22% increase in referrals to the Tier 3 Merton CAMHS service
- Additional investment in the Tier 3 in Merton CAMHS service has enabled an increase in the therapeutic capacity of the team. Since this initial investment waiting times for the Tier 3 service have reduced significantly, for individual therapeutic interventions such as CBT, and for Family Therapy (with the increase in Family therapy and psychological resources within the service)
- As of 6<sup>th</sup> Jan 2023, there were 65 overall waiting patients within the Merton CAMHS Tier 3. Of these:
  - 13 are waiting for Family therapy
  - 10 are waiting for individual therapy
  - 28 are waiting for ADHD medication titration
  - 12 are waiting for psychiatry (review)
  - 2 are waiting for the Merton ADHD parenting programme
- Additional investment in the Tier 3 in Merton CAMHS service has resulted in the following changes:
  - The start of a Risk Management Nurse in April has helped there to be an additional arm for young people coming in with risky behaviours
  - This leads to increase skills building and further assessment to enable young people either to be safely discharged or to be seen by Tier 3 for more appropriate treatments
  - This has freed up staff time to increase capacity for psychological therapies and reduce waiting times. This enables staff to offer reflective practice sessions to the PRU services
  - The recruitment of two new Family Therapists (one from previous post, one from further investment) has also enabled improved treatment for families and improved waiting times
  - We have also recruited a Band 7 Clinical Psychologist that has further reduced waiting times
  - Investment has also led to recruitment of an ADHD Nurse who has been improving the treatment package for young people with ADHD. This has led to fewer appointments needed by our Psychiatrists
- In addition, the recruitment of a Transition worker (Clinical Psychologist) has helped improve the pathway for young people going from CAMHS to adult services. There will be future audits looking at the impact of this for young people. A further worker has been recruited due to start in March. They are also hoping to recruit an ASPIRE worker to support this role



- Partners are working together to understand what more can be done to support the whole system. For example, the Children's Emotional Wellbeing and Mental Health Partnership are now mainstreaming and building on the success of the Local Transformation Plan and moving towards delivery of the NHS Long Term Plan. The new phase will include realigning services, filling gaps, and delivering some services in partnership with neighbouring boroughs through our Integrated Care System (ICS). One partnership project has been the development with schools and the MSCP of a policy around supporting young people who self-harm or experience suicidal ideation. There is current work within the local partnership on emotionally based school avoidance and mapping out different agencies offers. The SPA are also offering consultation slots to schools to discuss referrals or reflect on a particular case they are struggling with
- We are currently down one Consultant Psychiatrist, which increases pressure on existing psychiatry. The funding for the vacant psychiatry role is dedicated to in-house ADHD pathway for less complex cases for easy diagnosis and treatment. This vacancy is impacting on local ADHD assessment and titration provision. As a mitigation we are advertising for this role and there is a locum covering ADHD medication titration.

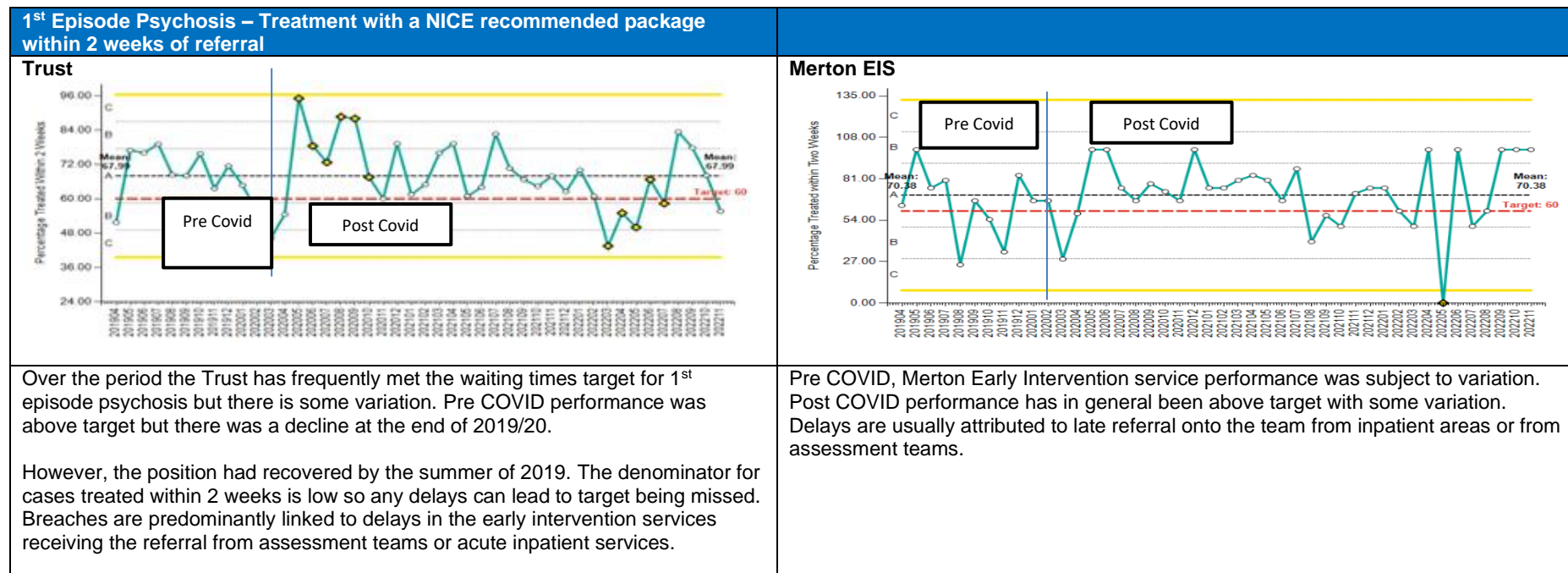
### **3. Working Age Adult Services**

- Community Mental Health Transformation represents a huge opportunity for Merton Borough to deliver the NHS England Community Mental Health Framework and ensure delivery of comprehensive mental health community services within access and waiting time standards. A Merton mental health delivery group has been established to ensure engagement with and joined up delivery across health and social care and the voluntary and community sector. A Merton Place Priorities Event Session will be taking place at the Wilson Hospital in March with all key trust staff.
- Newly funded Primary Care Network Mental Health Practitioners are now embedded into the majority of GP surgeries across the borough, supporting GPs with mental health risks and needs triage, assessment, brief interventions, advice and signposting.
- As part of our commitment for reducing health inequalities in our patient population, Advanced Clinical Practitioner for Merton Jason McNally continues to lead on enhancing physical health assessments, monitoring and advice to our patients, training and skilling up other members of staff to enable better delivery of physical health interventions as part of the Trust strategy for increasing quality years for our patients.
- The volume of referrals to our local Taking Therapies Service, Merton Uplift, have reduced over the last 3-6 months but there has been an increased focus of work, particularly by the wellbeing team to collaborate with community organisations to improve equality of access for specific groups, including the Polish and Chinese population living in Merton, Tamil women, older people, carers and isolated men. Across the Merton teams there has been an increase in people presenting with welfare and social issues sighting difficulties with cost of living across Merton.
- Demand on our secondary mental health assessment and treatment services remain significantly higher than pre-covid levels with 22-23 Quarter 3 levels 47% higher than the average quarter 3 levels pre-covid
- Workforce recruitment and retention challenges within all Trust Merton health services have remained a challenge, necessitating in the use of agency staff to ensure the safe and effective running of services across the borough. Staff vacancies in Merton Uplift have been a particular challenge but the continued use and offer of digital therapies has helped to maintain service delivery to our patients.

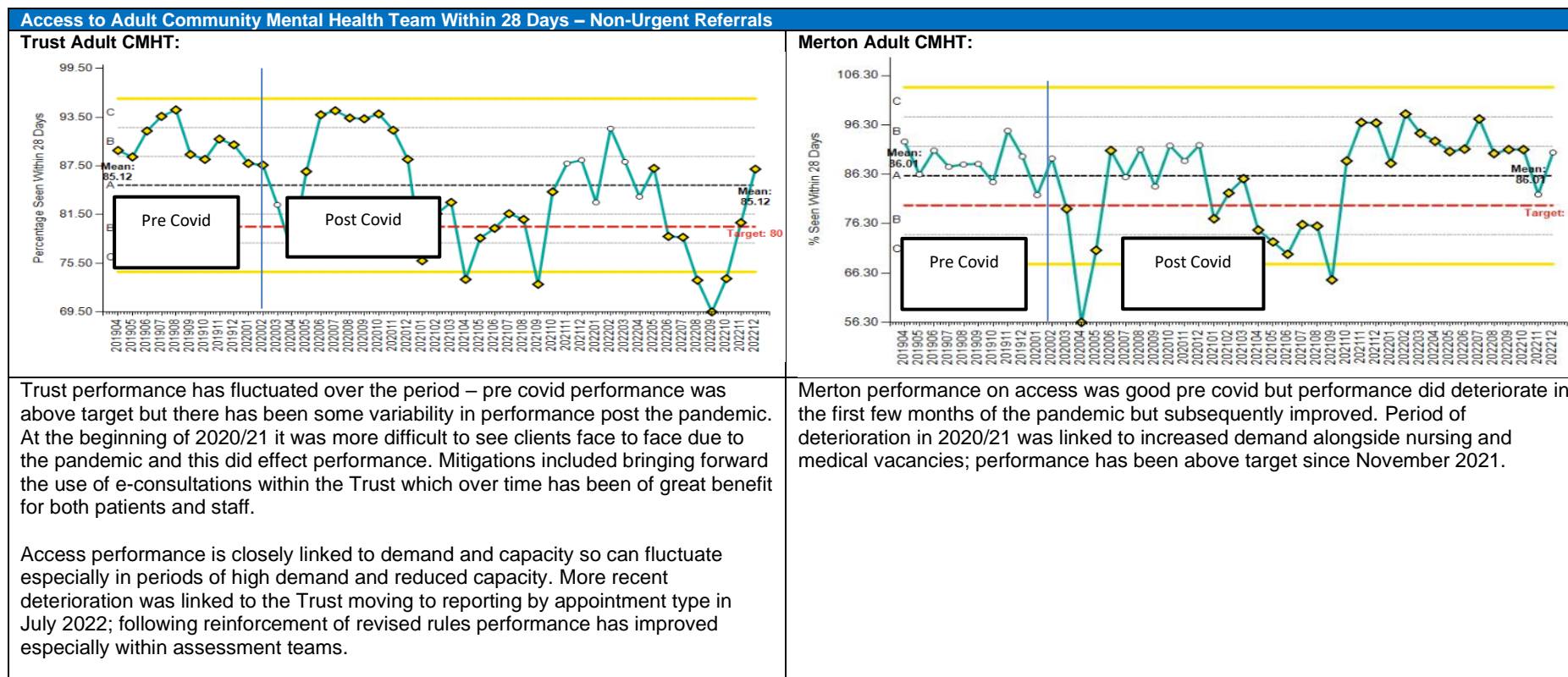
**Appendix 2**

**Merton waiting times and referral levels in key areas, pre and post pandemic**

*Waiting times for psychosis treatment, 2019-2022*



Waiting times for Adult Community Mental Health Teams, 2019-2022



Referral levels for Adult Community Mental Health Teams, 2019-2022

Adult CMHT Referral levels		Adult CMHT Contacts	
Trust CMHT Referrals	Merton CMHT Referrals	Trust CMHT Contacts by Contact Medium	Merton CMHT Contacts by Contact Medium
<p>A downturn in referrals was seen at the beginning of the pandemic March/April 2020 by June 2020 levels had recovered. It should be noted that post pandemic referral levels have increased across the Trust CMHT services.</p>	<p>A downturn in referrals was seen at the beginning of the pandemic March/April 2020 by June 2020 levels had recovered. It should be noted that post pandemic referral levels have increased in Merton Adult CMHT services.</p>	<p>Levels of contacts at the start of the pandemic February/March 2020 remained in line with previous months but there was a drop off in face to face contacts (now recovered) in this period coinciding with increase in phone contacts which in subsequent months decreased. The introduction of econsultation contacts (April 2020) has also affected face to face levels and given patients more choice in terms of accessing services.</p>	<p>Position in Merton mirrors the Trust position through pre and post pandemic period.</p>

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Referral levels for CAMHS, 2019-2022

CAMHS Referrals Trust CAMHS SPA	Merton CAMHS SPA	CAMHS Contacts Trust CAMHS Contacts	Merton CAMHS Contacts
<p>A downturn in referrals was seen at the end of 19/20 and the early part of 20/21. Since October 2020 referral levels have increased and are fairly consistently above pre covid levels. Referral to CAMHS services do have seasonal variation and levels tend to decrease in school holiday periods.</p>	<p>Similar to Trust CAMHS SPA position saw downturn in referrals at the end of 19/20 and the early part of 20/21. Since October 2020 referral levels have increased and are fairly consistently above pre covid levels.</p>	<p>Levels of contacts at the start of the pandemic February/March 2020 remained in line with previous months but there was a drop off in face to face contacts in this period. The Trust introduced e-consultation appointments within this period with use increasing in the summer period. Face to face contacts did decrease and took a little longer to recover post pandemic but have increased. The introduction of econsultation contacts have also affected face to face levels and given patients more choice in terms of accessing services. Overall successful contacts have increased post the pandemic 2019/20 average 4458 whilst average in 2022/23 YTD is 5679 a 27% increase.</p>	<p>Position in Merton mirrors the Trust position through pre and post pandemic period.</p>

Referral levels for Older People's Services, 2019-2022

Older People Referrals		Older People Contacts	
Trust OP Referrals	Merton OP Referrals	Trust OP Contacts	Merton OP Contacts
<p>Referrals to Trust Older People's services did decline significantly at the start of the pandemic. Referral levels have steadily increased post the pandemic with recent months above the revised mean and in line with pre COVID levels.</p>	<p>Referrals to Merton Older People's services did decline significantly at the start of the pandemic. Referral levels have steadily increased to levels above the revised mean (which are higher than pre COVID mean).</p>	<p>Levels of contacts at the start of the pandemic February/March 2020 remained in line with previous months but there was a drop off in face to face contacts in this period coinciding with an increase in phone contacts. Levels of face to face appointments have recovered in subsequent months although not at previous levels. Uptake on use of e-consultation has been less pronounced when compared to other services. This is likely linked to the Older People's cohort being less familiar with use of technology for accessing appointments.</p>	<p>Levels of contacts at the start of the pandemic February/March 2020 remained in line with previous months but there was a drop off in face to face contacts in this period coinciding with an increase in phone contacts. Levels of face to face appointments have recovered in subsequent months although not at previous levels. Uptake on use of e-consultation has been less pronounced. This is likely to Older People cohort being less familiar with the use of technology for accessing appointments.</p>

*Inpatient admission levels, 2019-2022*

Adult Acute Admissions	PICU Admissions	CAMHS Admissions	Older People Admissions
<p>Levels of admissions have slightly increased post COVID. There was a drop in admissions around the onset of the pandemic but this subsequently increased. The chart shows considerable variation over the period.</p>	<p>Psychiatric Intensive Care Unit (PICU) admissions have slightly decreased since the onset of the pandemic; the effect is minimal here.</p>	<p>CAMHS Aquarius Ward admissions have slightly increased since the pandemic. In the immediate months post the pandemic (March 2020 – October 2020) admissions were slightly higher but recent months admission levels have reduced.</p>	<p>Older people's admissions have decreased since the start of the pandemic. There was a steep decline in admissions although this was not significant.</p>
Adult Acute Bed Occupancy	PICU Occupancy	CAMHS Occupancy	Older People Bed Occupancy
<p>There have been significant pressures on adult acute beds over the period with Trust occupancy consistently above 90% target. A drop in occupancy was seen in the period post pandemic but occupancy levels subsequently returned to pre COVID levels. The Trust over the period has negotiated contracts for extra bed provision in private hospitals. The current contract is for 18 beds at Holybourne Hospital. In addition, the Trust has had to open surge beds in periods of peak demand and has made use of private winter surge beds.</p>	<p>There has been variance on PICU bed occupancy over the period. In the immediate Post COVID period there was reduced occupancy which has subsequently increased in 21/22 and 22/23. The data includes 5 beds purchased at East London Foundation Trust from 2018.</p>	<p>There is significant variation on CAMHS occupancy over the period, but this is not linked to COVID. There can be seasonal effects here with occupancy rates tending to be lower in summer periods.</p>	<p>Levels of occupancy have remained fairly consistent over the period. A drop is noted in the period post start of the pandemic, but levels increased in subsequent months.</p>

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