

Appendix 2 – Community mental health transformation background information

The NHS Long term Plan provides an opportunity for us to design and implement new models of integrated primary and community care for adults and older adults with severe mental illnesses, incorporating care for people with eating disorders, mental health rehabilitation needs and complex mental health difficulties associated with a diagnosis of a ‘personality disorder’, among other, and they will be built around Primary Care Networks (PCN).

- 1.1 In Cheshire and Wirral Partnership (CWP) NHS Foundation Trust, adults with a variety of differing mental health needs are managed by a variety of community mental health services. Across the Trust footprint there are several primary and secondary care mental health services, including IAPT, Primary Care Mental Health Community Services for adults and Older Adults with Serious Mental Ill-health (SMI), organic disorders and eating disorders, but there is significant variation in the service offered across the trust for people with personality disorders and a lack of a community rehabilitation service. Additionally, there is variation, in place, of the services offered by CWP due to commissioning arrangements, i.e. IAPT in Wirral is provided by one of our partners Insight Healthcare.
- 1.2 Each service has their own pathways, thresholds and entry criteria and these pathways may not always link together in a way that allows a seamless transition for the person accessing the service. Instead people are sometimes ‘handed off’ through being discharged and referred into different teams as their needs change and can end up stranded between thresholds and criteria. Services remain ‘deficit focussed’ and it is recognised that there is room for improvement in moving towards a strengths-based model focussed on interventions and outcome focussed care.
- 1.3 The community teams continue to have traditional multi-disciplinary input and there is a need to incorporate new evidence around peer support input, social prescribing and focus on improving quality of life. Transition out of services back to primary care (GPs) can seem challenging, with people accessing services and general practices reporting that they sometimes struggle to get support once a discharge from community mental health has happened.
- 1.4 As a result of this there has been some role development (Additional Role Reimbursement Scheme – ARRS) in primary care networks (PCN) in an attempt to manage this lack of support. However, the primary care workforce does not always have the level of expertise or capacity to support MH provision within communities. Because of the way services have been developed we sometimes see “silo working” across health and social care and the third sector. This can make it difficult for people to navigate and understand, particularly if they are unwell or distressed.

- 1.5 There are currently a number of challenges in the functioning of Community Mental Health Teams, based on feedback from staff; variation in assessment to treatment timeframes, people receiving multiple assessments, most stable patients being looked after by the most skilled practitioners, use of workforce skills and capacity and consistent interventions and outcomes for patients.
- 1.6 In 2018, NHS England commissioned the development of a new vision for community mental health services. This was developed by a multi-agency expert reference group working with the Royal College of Psychiatrists National Collaborative Centre for Mental Health. After a year of deliberation and research this group delivered their findings to NHS England, who identified nearly a billion pounds nationally to fund it via a four-year programme outlined in the NHS Long Term Plan.
- 1.7 The programme is now in its 3rd year of a four-year programme to transform our community mental health services in Cheshire and Wirral in line with this vision. Funding is received from NHSE and local commissioners to enable us to achieve this as indicated in section 4 below.
- 1.8 The Cheshire and Wirral Community Mental Health (CMH) Transformation Programme Team has been working to develop a new modern vision for community mental health services in the Cheshire and Wirral area.
- 1.9 The transformation work being undertaken locally uses the community mental health framework criteria developed by NHS England, including the subsequent 'Roadmap for implementation' but has been locally shaped by our Expert by Experience co-production partners, mental health professionals, local VCSE leaders and via learning from local engagement sessions.
- 1.10 In Cheshire and Wirral, the work is being led by a multi-agency Transformation Team (led by Cheshire and Wirral Partnership NHS Foundation Trust), that includes local Experts by Experience, mental health professional Clinical Leads, local VCSE organisations, Local Authorities and is supported by Rethink Mental Illness.

Co-production

One of the key principles of the new model for CMH for Cheshire and Wirral is that every aspect of it should be co-produced with people who use services and people who live locally in the community. In Cheshire and Wirral, the CMH Transformation Team have been very fortunate to be advised and supported by a group of Expert by Experience leaders and by a range of voluntary sector experts and leaders via our expanding Voluntary Sector Alliances.

Partnership working

This transformation involves a range of partners, who are working together to deliver a fully integrated community-based model of personalised care and support for people with severe mental illness:

1.11 In addition to local partners, we have also taken on learning from other areas and organisations undergoing CMH transformation

Examples of this are:

- Implementing the Dialog plus outcomes framework developed by East London Foundation Trust
- Developing a primary care mental health system with advice from Cambridge and Peterborough and Coventry and Warwickshire Transformation partnerships
- Developing a voluntary sector alliance based on advice from colleagues in Somerset, Newcastle, and Durham
- Developing our engagement project with information and ideas from Manchester, Leeds, and Newcastle transformation programmes.