

Mental Health Strategy

October 2019 – October 2022

Our vision

Our vision at Guys and St. Thomas' NHS Foundation Trust is to deliver person centred holistic care through an integrated approach to physical and mental health.

We have three key objectives:

1. Improve the quality of care that we deliver to our patients, carers and families who are living with serious mental illness.
2. Support patients with long term physical health conditions to identify and manage their mental health needs.
3. Ensure our workforce has the right skills, knowledge and attitudes to recognise and care for patients, carers and families with mental health needs.

Introduction

Mental health applies to a continuum from emotional wellbeing like happiness and sadness, to mental disorder such as an acute reaction to stress, to mental illness like schizophrenia. Mental health issues have impacted most people's lives, through personal experience, caring for a family member or supporting friends or colleagues.

Mental health is affected by many things; trauma and difficult life experiences, stigma and marginalisation, problems with relationships, poor physical health, social issues and the environment. Many mental health conditions will be preventable, and almost all are treatable, so people can either fully recover or manage their conditions successfully and live healthy, happy and productive lives.

It is evident in the NHS Long Term Plan that there is a national drive to improve the provision of mental health services and to ensure parity in the delivery of physical and mental health care. This will be achieved by working towards the integration of services to enable a whole person approach across the health and social care systems.

Everyone can play a role in supporting the mental health and wellbeing of others. At the Trust we are committed to supporting our patient's mental health in parallel with supporting their physical health. We want to ensure that all stigma and discrimination related to mental health is challenged, and our staff are skilled and confident to understand the mental health needs of patients and themselves.

This strategy is focussed on the mental health of our patients and how we best support this. However, we recognise that good staff mental health is a vital component to ensuring the wellbeing of our workforce. Therefore there is reference to staff mental health and wellbeing and objectives to support this. There is a significant staff support programme delivered by the Workforce and Occupational

Health teams in the Trust – ‘**Showing we care**’, which supports staff in all areas of health and wellbeing.

Through the development of this strategy we have identified strategic objectives that we will aim to deliver over the next 3 years in partnership with the wide range of organisations and groups we have the opportunity to work with.

Drivers for change

Why this work matters

There are a number of challenges affecting those with mental health conditions:

- On current estimates, only 1 in 3 people who would benefit from treatment for a mental illness currently receive it.
- People with life-long mental illness are likely to die 15-20 years prematurely, mostly because of physical ill-health.
- People with a mental health problem are more likely than others to wait significantly longer than 4 hours in an Emergency Department.
- There are high rates of mental health conditions among people with long-term physical health problems (30-50%).
- There is limited support for the wider psychological aspects of physical health and illness, to support patients to cope with their condition and adjust in a functional way.
- More than 1 in 10 women develop a mental illness during pregnancy or within the first year after having a baby. Perinatal mental health problems can often be unrecognised.
- Half of all mental health conditions start by 14 years of age but most cases are undetected and untreated.

Local drivers - Lambeth and Southwark

Guy’s and St Thomas’ provides general and specialist services to patients from across the UK and beyond, however many of our patients are local residents of Lambeth and Southwark.

Lambeth and Southwark have a population of 630,000, the boroughs are highly ethnically diverse with over 45% of residents being from Black and Asian Minority Ethnic groups. A large portion of residents are under the age of 40yrs. There are areas of significant deprivation across both boroughs.

The prevalence of mental health conditions within Lambeth and Southwark are high compared to the national average. Data for 2018-19 demonstrates that the following areas are significantly different than the national average:

Numbers of adults subject to the Mental Health Act	↑ Higher than the national average
Number of adults admitted to mental health in-patient services	↑ Higher than the national average
New cases of psychosis	↑ Higher than the national average
% of people on Care Programme Approach in employment	↓ Lower than the national average

Number of people receiving psychological therapy	↓ Lower than the national average
Number of children admitted to mental health units	↑ Higher than the national average

There are a number of positive initiatives being delivered across Lambeth and Southwark Clinical Commissioning Groups (CCGs) to support the mental health needs of the local population including the development of the Living Well Network in Lambeth which involves a number of organisations working together to deliver advice and support to people concerned about their mental health. Lambeth are working in close partnership with Black Thrive to address the inequalities experienced by the black community and to improve health outcomes for this group.

Internal drivers - Mental Health at Guy's and St Thomas'

Our Mental Health Liaison Teams have experienced an increasing demand for their services. The working age team (18-65 years old) received 197 referrals from the emergency department in June 2017, in July 2019 this has increased to 304 referrals (up by 35%). The CAMHS service has noted a 40% increase in referrals from the emergency department over the past three years, receiving 151 referrals from August 2016-Aug 2017 compared to 250 referrals from August 2018-Aug 2019.

We have seen a significant increase in patients presenting to the Emergency Department who require an admission to mental health services. Since January 2018 admissions of those awaiting a mental health placement have increased from an average of 40 per month to over 100 per month. These patients have an average length of stay of 2 days which is significantly higher than the national target of four hours. We are committed to working with system partners across health and social care to reduce length of stay and ensure patients receive the right care in the right place.

The increasing presentation of patients who require mental health support, and the commitment to better support patients with long term physical conditions is a driver to developing the skills of our staff. Our staff are motivated to provide high quality patient care at all times. They have advised us that they want to ensure that they have the right skills knowledge and attitude to enable them to care for patients who have mental health needs.

National and London wide drivers

The Five Year Forward View for Mental Health - There is good evidence that dedicated mental health and psychology provision as part of an integrated service can substantially reduce poor health outcomes. The FYFV-MH identifies a clear link between mental and physical health;

- People living with diabetes are two to three times more likely to have depression than the general population.
- Diabetes is two to three times more common in people with serious mental illness (SMI) than in the general population.
- Currently it is estimated that 30% of people with long-term physical health conditions, such as diabetes, arthritis or heart problems, also have a mental health condition, such as depression or anxiety which can limit their self-management and treatment adherence.

- Nearly half of all people with a diagnosed mental illness also have at least one, and often more, long-term physical conditions.
- People with two or more long term conditions are seven times more likely to have depression.

The NHS Long Term Plan (LTP) recognises the need to increase funding for mental health and focus on a number of specific areas which have been under resourced, leading to an increased cost for the overall health economy. Increasing the number and range of crisis services available and ensuring that those who require mental health support can access it 7 days a week is key. This includes a variety of service improvements from increasing mental health liaison capacity, to equipping ambulance staff with skills in dealing with a mental health crisis. The LTP emphasises the importance of improving access to Child and Adolescent mental health care from psychological therapies to in-patient care and to focus on prevention of mental ill-health for Children and Young people. In addition, there is a strong commitment to reducing national suicide rates, improving dementia care and recognising the support needs of carers.

Mental Health Compact - In response to the increased need for effective mental health crisis care, NHSE have developed a pan-London cross agency Compact which addresses best practice for access to Health Based Places of Safety (HBPoS) and mental health beds. The Compact outlines timeframes for key stages along the patient pathway, provides a framework for capacity management and a pan-London escalation process to support access once individuals are waiting to be admitted.

Where are we now?

In order to identify where we could make improvements in providing quality care for those with mental health conditions, the Trust commissioned two independent reviews of mental health in September 2017. These reviews were undertaken by (i) NICHE an independent consultancy group and (ii) South London and Maudsley NHS Trust. Recommendations from these reviews were assessed by the Trust Management Executive. In response to the findings, the Trust developed a mental health governance structure and recruited a Lead for Mental Health Services. Several projects of work have since commenced to improve the quality of mental health care and the experience of staff at the Trust.

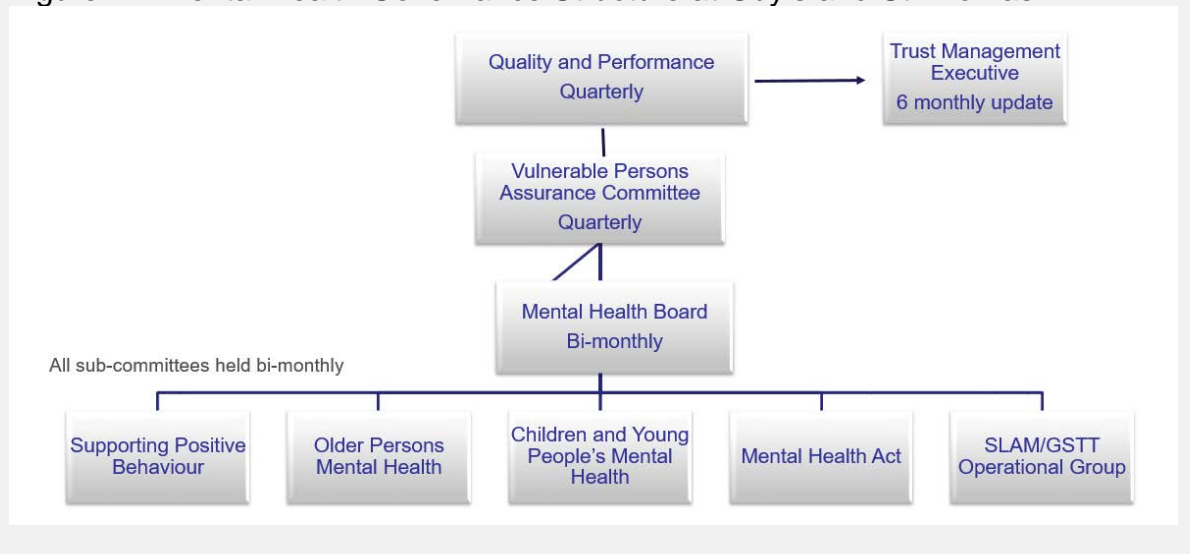
Dame Eileen Sills is the Executive lead for Mental Health at Guy's and St Thomas', ensuring strategic oversight and monitoring of mental health matters for the Trust. The Trust has a robust governance process for reporting and reviewing mental health through our Mental Health Board (MHB). The MHB reports to the Vulnerable Persons Assurance Committee (VPAC) which offers leadership, scrutiny and monitoring and provides assurance to the Trust board on all mental health related issues through the Quality and Performance committee.

There are five sub groups to the MHB which focus on specific areas of performance and practice;

- SLAM/Guy's and St Thomas' operational group
- Supporting Positive Behaviour group
- Mental Health Act Administration group

- Older Adults Mental Health group
- Children and Young People's Mental Health group

Figure 1 – Mental Health Governance Structure at Guy's and St Thomas'



Developments and good practice

The mental health governance structure has enabled areas for improvement to be identified. Some key areas that have been developed over 2018/19 include:

- Improving partnership working with services across South London and Maudsley NHS Trust
- Delivery of training across both in-patient and community services
- Development of improved assessment processes for district nursing
- Programme of work to improve the experience of patients who are receiving Enhanced Care
- Improving patient safety by undertaking ligature audits and improving physical health monitoring of those who have received sedating medications.
- The development of a primary care hub for adolescents enabling integrated Mind & Body care delivery within the community.
- The implementation of the Children and Young People Healthy Partnership (CYPHP) - an integrated team of physical and mental health specialists supporting the health needs of children and young people with ongoing conditions (eczema, constipation, asthma, epilepsy).

The Trust has been awarded a substantial charity fund to improve mental health and some key projects are being developed and will be delivered over the next two years, October 2019 – October 2021, these projects include:

- ✓ A Trust wide project to reduce stigma related to mental health and improve understanding of mental health conditions.
- ✓ Reducing the use of restrictive practices by improving collaborative working between security staff, Site Nurse Practitioners, Psychiatric Liaison Nurses and Band 6 nursing staff when responding to emergency calls.
- ✓ Developing mental health assessment tools to be implemented Trust wide.
- ✓ Improving staff support following incidents.

Integrated Psychology Services: Guy's and St Thomas' has a well-established psychology service providing psychological support and treatment to patients and staff in many areas across the Trust. There is a workforce of 130 practitioner psychologists working in adult, community, neurosciences and paediatric services focussed on delivering integrated healthcare. The psychology team work as embedded members of the multi-professional team, offering specialised care-pathways and delivering training programmes across teams.

Kings Health Partners Mind & Body Programme

Mind & Body - A key partnership for the Trust is working with the Mind & Body Programme at King's Health Partners. Mind & Body are committed to a programme of work to join up and deliver excellent mental and physical healthcare across Guy's and St Thomas', SLAM and Kings College Hospitals Trust.

Evidence shows that by joining up physical and mental healthcare, we can help someone to better manage their different conditions, improve their health outcomes, and even prevent unnecessary health problems by identifying risk early. Therefore, integrating mental and physical healthcare services has the potential to vastly improve the care that patients receive.

The Mind & Body programme is delivering multiple projects across health partners including:

- ✓ A Mind & Body Champions network.
- ✓ 3 Dimensions for Long-Term Conditions - A multi-professional service that integrates Mind & Body care for patients with heart failure, hypertension and chronic obstructive pulmonary disease.
- ✓ Compass - provides tailored digitally enabled talking therapy to people with long-term conditions (LTCs). It uses a blended model of online cognitive-behavioural therapy (CBT) and therapist telephone or online support.
- ✓ Sexual and Reproductive Health Rights, Inclusion and Empowerment (SHRINE) - a programme to deliver and evaluate sexual and reproductive healthcare for targeted communities in Lambeth and Southwark: People who use drugs problematically, people with a Serious Mental Illness (SMI), people with Intellectual Disabilities (Learning Disabilities).
- ✓ A wide range of education and training programmes are available to help our staff provide joined up and evidence-based mental and physical healthcare to our patients.
- ✓ Staff support toolkit – to support the health and wellbeing of those delivering care.
- ✓ Integrating Mental & Physical healthcare: Research, Training & Services - IMPARTS project.

IMPARTS is an initiative to integrate mental and physical healthcare in clinical services across KHP. The overall goal of IMPARTS is to improve mental healthcare provision within medical settings. IMPARTS is designed to support clinical teams in providing timely, tailored, evidence-based care to patients and includes routine screening for anxiety and depression. IMPARTS is now live in 30 clinics at the Trust with 15 additional clinics pending and a total of 35,782 screenings have been conducted across Guy's and St Thomas' and Kings College Hospital.

IMPARTS involves five key components:

1. An informatics system that facilitates routine collection of patient-reported outcomes, with real-time feedback to guide clinical care.
2. Development of mental health care pathways for patients identified via the informatics system.
3. Training in core mental health skills for physical healthcare teams, alongside ongoing support and supervision from a mental health specialist.
4. A portfolio of bespoke self-help materials tailored to specific patient groups.
5. A research database to facilitate research through the routine collection of patient reported outcomes in medical settings.

Developing the strategy – engaging with our people, patients and partners

In order to develop this mental health strategy we have strived to engage widely across our staff groups and our local community. In order to develop our strategic objectives we facilitated a number of stakeholder workshops and drop-in sessions for the public, patients, staff and external organisations. These workshops were held in Guy's and St. Thomas' hospital sites and community centres throughout March - May 2019.

External stakeholders included patients, carers, special interest groups, representative of Black and Asian Minority Ethnic groups, children and young people groups, third sector organisations, London Ambulance Service, Police, Mental Health Trust and local commissions. The workshops were consistently delivered, with attendees being asked to focus on Patients, Partnerships and People, in line with the Trust strategy – **Together we care**.

Partnership working

Mental health liaison services at the Trust are delivered by South London and Maudsley Mental Health Trust (SLAM). SLAM is a key partner for Guy's and St Thomas' and we have developed strong relationships with SLAM to improve care delivery. There is a vast range of expertise across the liaison services who work with many of our teams on a day-to-day basis. The liaison services at the Trust are:

- Working age adults mental health (18-65 years old)
- Older age adults mental health (over 65 years old)
- Children and Adolescents mental health (under 18 years of age)
- Perinatal mental health community team (working with mothers and children up to one year old)
- Neurological Psychiatry team (working across the age groups)

Continued Partnership working - we are committed to the continued development of partnership working to achieve the objectives of our mental health strategy. The Trust has been working closely with local partners over the past two years in order to work towards integrated services. Key partnerships include South London and Maudsley NHS Trust, the Lambeth Alliance, Lambeth and Southwark CCGs, Neighbourhood Development Programmes, Primary Care Networks and Kings Health Partners including the Mind & Body programme. Through the implementation of the strategy we look forward to developing a wider range of specialist mental

health and third sector partnerships that provide representation of our local community.

Our Strategic Objectives for Mental Health

Strategic objectives

Our Strategic Vision: Over the next three years, we want to achieve a culture change across our organisation. We will aim to reduce stigma surrounding mental health and enable our staff to embrace conversations about mental health and wellbeing. Mental health will be considered in all initiatives and developments Trust wide.

Our strategic objectives for mental health are aligned to the Trust strategy – ‘**Together we care**’ which identifies the Trust’s strategic priorities: **Patients, People and Partnerships**. This strategy links with a number of **Together we care** strategic objectives:

- ✓ **Involving patients as partners in their own health, wellbeing and care** and placing patient and public engagement at the heart of everything we do.
- ✓ **Investing in our staff**, securing and retaining the outstanding teams we will need for the future of our organisation and the wider system, supporting their education, development and wellbeing and improving our diversity at all levels of the organisation.
- ✓ **Delivering consistently excellent care** that is quality focused, best practice and data driven, efficient, consistent and supported by the latest digital technologies.
- ✓ Developing **integrated local services** by working together with local partners to enable people to stay well for longer, help meet growing demand and to coordinate care and prevention.

The following objectives for mental health have been identified through the workshops conducted with our stakeholders. We have aimed to identify ambitious and achievable objectives for the Trust to focus on over the next three years - October 2019 - 2022. Through the Mental Health Board the Trust will develop a detailed delivery plan to support the implementation of this strategy. Delivery and implementation will be monitored by the Vulnerable Persons Assurance Committee and the Trust board will receive assurance of achievement through the Quality and Performance committee.

Patients

What success looks like: We will provide holistic person-centred care in which patient’s mental health is always considered, including the potential impact on their physical health. Patients will be empowered to make choices regarding their care. The Trust will develop quality mental health carers’ support.

How will we deliver on this over the next three years?

Over the next 12 months:

- In order to fully understand the needs of our patients, we will conduct a scoping exercise to assess how well equipped directorates and services are to:
 1. Identify those patients who require mental health and specialised psychological support.
 2. Provide support to those patients.

- We will improve the quality of care delivered to patients receiving enhanced care to support their mental health. As part of this work we will develop individualised care planning for patients who have a mental health condition.
- We will increase opportunities and support for patients with mental health conditions to feedback about their care at the Trust.
- We will increase the level of input we receive from mental health experts by experience (patient/carer representatives) through governance forums, the delivery of education and in designing service models.
- We will ensure that patients receive the right level of care during times of crisis. To achieve this we will ensure that staff are able to therapeutically engage patients, providing effective de-escalation.
- We will develop a suicide prevention programme, in collaboration with experts by experience and local partners, which will equip teams with skills to support patients who are experiencing suicidal thoughts.
- We will work with partner organisations and experts across the system to identify the needs of specific groups, this will include Black and Asian Minority Ethnic groups and LGBT+ groups.

By October 2022:

- Evelina London Children’s Healthcare will develop mental health screening and will provide resources to support the mental health and wellbeing of Children and Young People.
- We will improve pathways to ensure patients have timely access to available community services (both mental and physical health).
- We will continually explore opportunities to increase funding for new models of care that will improve the experience of patients.
- The dementia and delirium team will identify and deliver projects to improve dementia care for patients across the Trust.
- We will ensure that there is increased dedicated advocacy for vulnerable patient groups including those with a mental health condition.
- We will work with system partners in mental health and primary care to improve the physical health of those with Serious Mental Illness.
- We will develop a programme to enable the delivery of high quality integrated care for those with persistent physical symptoms (PPS).
- We will work with the patient experience team to develop a programme that allows us to provide psychological support for carers and families.
- We will continue to develop embedded psychological support services for our patients in line with evidence based practice.

People

What success looks like: We will ensure that our workforce is skilled and compassionate in delivering care to those with mental health conditions. We will ensure that staff are supported in their day to day work and receive psychological support at times of high acuity and following incidents. We will develop effective Multi-Professional Team working, especially for patients with complex presentations.

How will we deliver on this over the next three years?

Over the next 12 months:

- Key staff groups will receive mental health awareness training focused on reducing stigma and discrimination and empowering patients. Those who have frequent contact with patients with a mental health condition and those in clinical leadership roles will receive a higher level of training focussed on improving the mental health care of our patients. Training will be co-produced with mental health experts by experience.
- We will improve Multi-professional working across the Trust to ensure that all team members are fully involved in planning care for those with complex presentations. We will support this work by developing clear pathways and protocols to ensure that patients receive the highest standard of care possible.
- We will support our staff to feel safe at work by identifying areas of high risk and providing a targeted programme to improve safety. This will include in-patient, ambulatory and community services.
- We will support the continued implementation of the Mind & Body Staff Support toolkit across teams and services.
- The Trust Workforce and Occupational Health teams will review the staff health and wellbeing strategy and continue to develop programmes of work focussed on supporting our staff's mental health.
- Front line staff in priority areas working with Children and Young People will have training and supervision on supporting people's mental health and will be able to use a library of resources for mental health promotion and signposting to services/resources.

By October 2022:

- We will train staff on the use of validated tools/screening measures to enable identification of mental health needs, and identify appropriate pathways of care to address these needs.
- To ensure that staff are supported at times of stress and potential trauma, we will develop a structured support package that enables staff to proactively look after their mental health and provides a timely reactive response following traumatic incidents.
- We will increase mental health staffing resources available to ensure responsive support for both patients and staff in providing quality holistic care.
- We will support our staff to deliver integrated physical and mental health care by becoming Mind & Body champions, developing Mind & Body initiatives and attending Mind & Body training and development events.
- The Clinical Education team will implement the Nursing and Midwifery Future Nurse Standards which involves equipping nursing staff with mental health skills.

Partnerships

What success looks like: It is vital that we work in partnership with key organisations and groups who are expert in delivering mental health care and understanding and advocating for the needs of our mental health population. We already have strong partnership working with South London and Maudsley NHS Trust and the Mind & Body programme. We aim to expand our partnership working to enable us to understand what services are currently available so that we can signpost patients to receive the right support.

How will we deliver on this over the next three years?

Over the next 12 months:

- We will continue to develop the service offered to those patients who are required to frequently attend the Emergency Department for mental health support.
- We will work closely with CCG colleagues through our governance structures to advise them of the changing needs of our patients, in order to inform quality commissioning.
- We will continue to develop excellent joint working relationships with South London and Maudsley NHS Trust and other London Mental Health Trusts including Central and North West London and Camden and Islington.
- We will work across system partners to improve the urgent and emergency pathway for patients requiring a mental health admission, focussing on reducing the length of stay in the emergency department and increasing the community offer to those in mental health crisis.
- We will work collaboratively with SLAM and the South East London STP to deliver the Mental Health Compact (NHSE).
- We will develop clear pathways for our Children and Young People from community health services into Child and Adolescent Mental Health Services.

By October 2022:

- In partnership with Kings Health Partners, South London and Maudsley NHS Trust and Kings College Hospitals we will identify and develop joint projects of work to positively impact population health.
- We will continue to work with the Mind & Body programme to drive forward the integration of physical and mental health.
- We are committed to continue to work with the IMPARTS programme to provide improved outcomes for our patients. We will increase the number of clinics delivering IMPARTS by 50%.
- We will work with the range of services that offer support to people in the community who have a mental health condition and have long term physical health conditions, to improve their quality of life.
- We will work in partnership with local Mental Health Trusts to ensure that patients have timely access to, and response from community mental health services and that our teams are supported in providing care to patients who have both physical and mental health needs.
- In collaboration with Lambeth commissioners we will work with CCG's to develop improved links to services across London and nationally to ensure that those individuals who are not from the local area receive an equitable service.
- We will improve information sharing processes internally to the Trust and across external organisations through the development of IT structures.
- We will conduct a detailed external scoping exercise with local partner organisations in order to understand service availability to support those with mental health conditions.

Future engagement and Key contacts

Engagement and key partners
<p>In order to deliver this strategy we will continue to work with a wide range of groups and organisations to ensure that we are achieving the aims and objectives as identified, and to ensure that we are informed of developments within the wider community that may impact on this strategy. Key system and local partners will include:</p> <ul style="list-style-type: none"> • Guys and St. Thomas' Charity • South London and Maudsley NHS Trust • Central and North West London NHS Trust • Kings College London NHS Trust • Black Thrive • Lambeth Living Well Network and the Lambeth Alliance • Lambeth and Southwark CCGs • Primary Care Networks • Kings Health Partners, including the Mind & Body programme • Certitude • Service user and carer groups

Key contacts	
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Abbreviations

Abbreviations	
CAMHS	Child and Adolescent Mental Health Services
CBT	Cognitive Behaviour Therapy
CCG	Clinical Commissioning Group
CYP	Children and Young People
FYFV-MH	Five Year Forward View for Mental Health
HBPoS	Health Based Place of Safety
LAS	London Ambulance Service
LTC	Long Term Conditions
LTP	Long Term Plan
MHB	Mental Health Board
MHLT	Mental Health Liaison Team
PPS	Persistent Physical Symptoms
SLAM	South London and Maudsley Mental Health Trust
SMI	Serious Mental Illness
STP	Sustainability and Transformation Partnership
VPAC	Vulnerable Persons Assurance Committee