



NORTH LONDON PARTNERS
in health and care



North Central London Joint Health Overview and Scrutiny Committee
29 January 2021

Mental Health Update

Jinjer Kandola
NCL Mental Health Lead and
Chief Executive, BEH Mental Health NHS Trust



Introduction

- This morning will cover:
 - Current position on COVID-19 response
 - Transformation of services through the pandemic
 - Plans for further transformation of mental health services
 - Reducing inequalities
 - Moving to system based working in planning and delivering services
- Time for questions and discussion at the end



Current position

- Well prepared for latest wave and had all the necessary plans in place
- Priority is keeping patients and staff safe and supported
- Differences in latest wave are:
 - New variant is more transmissible – with higher prevalence
 - Major patient and staff COVID-19 vaccination programme – all Enfield care home residents and staff now vaccinated and 40% of BEH staff, increasing rapidly
- All efforts currently focused on COVID-19 response and future recovery



Current challenges

- Demand for acute mental health support has not reduced significantly in current wave, as it did in first wave
 - Mental health referrals not been materially affected by current lockdown
 - c. 20% decrease in Crisis Team face to face appointments but c. 10% increase in telephone contacts since mid Dec due to lockdown
 - Enfield Community Services referrals have reduced since mid Dec
 - 50 – 70 mental health inpatients with COVID at any one time (BEH + C&I)
- Reduced mental health bed capacity due to infection measures needed during current COVID wave
 - 25 - 40 beds closed at any one time to manage infections (BEH + C&I)
 - Resulting in 15 – 30 out of area placements at any one time (BEH + C&I)
- Staff absences due to COVID infections / self-isolation
 - Average 7% staff absences, compared to normal c. 4%, however, absences in specific teams / wards up to 11%



Transformation of services through the pandemic

Supporting service users

- Minimising spread through tight infection control and cohorting inpatients
- Vulnerable patients being supported in the community
- Single Point of Access for referrals to each Trust, inc children and young people

Supporting staff

- All Trust staff receiving COVID vaccinations ASAP
- Supporting staff through regular communications, support helplines, relaxation spaces, psychological support
- Supporting BAME staff and others at higher risk



Transformation of services through the pandemic

Innovating services

- Increased virtual consultations for patients, where clinically appropriate and possible – but face to face still important
- Using digital technology to support more flexible working for staff
- New ways of working to support social distancing

Working in partnership

- Supporting acute hospitals, including A&Es
- BEH providing increased local physical health bed capacity on Chase Farm site to support discharge of patients from acute hospitals
- Redeploying staff to areas under most pressure



Future plans

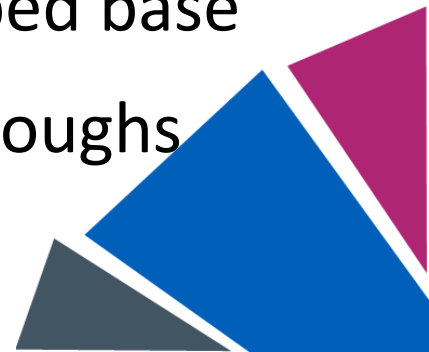
We have learnt a lot from the pandemic and are embedding positive changes to improve services:

- Continued use of virtual consultations
- Better support for staff
- More flexible workforce roles
e.g. Peer Support Workers
- More flexible staff working and use of our estate
- Working more closely across NHS, Council and voluntary sector partners



Future plans

- NHS Long Term Plan commits additional investment to mental health services
 - £18m new mental health service developments in 2020/21
- NCL following national NHS strategy to focus investment on expanding capacity of community mental health teams and Crisis Houses / Cafes
- National and NCL strategy is to reduce need for admission to a bed unless clinically necessary and ensure patients can be admitted to a bed locally
- With investment in alternatives, can manage this within current bed base
- NCL plans also seek to 'level-up' investment, so outer London boroughs receive proportionally greater share of new investments



Future plans

- Transforming community mental health services:
 - Increasing capacity of teams – e.g. 100 new community team staff at BEH
 - Voluntary sector being commissioned to provide additional support
 - Will avoid many patients going into crisis through better support earlier
- Strengthening Crisis Houses/Cafes in each borough:
 - Changing clinical model to focus on being a better alternative to admission rather than about supporting ‘step down’ from a ward
 - Increasing capacity, with more Crisis House staff, 5 more beds in Haringey and new Crisis House in Camden



Reducing inequalities

- COVID-19 has highlighted health inequalities, major aim of future plans is to reduce inequalities
 - e.g. reduced life expectancy of c. 10 – 15 years of people with serious mental health conditions
- Supported by strengthened population health management to:
 - Analyse public health data and identify specific gaps / health inequalities in provision in specific populations / communities
 - Focus investment to specific improvements in services and outcomes
- NCL Mental Health Trusts now have dedicated Equalities, Diversity and Inclusion Lead, to address inequalities in patient care and for staff



Collaboration and system based working

- Nationally, NHS is increasingly working in Integrated Care Systems (ICSs) with local Integrated Care Partnerships (ICPs) at borough level
- NHS providers across NCL are working much more collaboratively, informed by the COVID-19 response and need to deliver integrated care
- For mental health, this means plans for future developments of services are being managed at NCL level



Summary

- NCL mental health services are responding well to current wave of COVID-19, but face significant challenges
- Pandemic has led to many beneficial changes in how services are provided, which will be maintained going forward
- Future plans are well developed for strengthening local mental health services further, through additional investment over next 3 years
- Health and care services are increasingly working together to provide better, more integrated care at local level and address health inequalities

