

TRAFFORD COUNCIL

Report to: HEALTH SCRUTINY COMMITTEE

Date: 13 September 2023

Report for:

Report of: Ric Taylor - Head of Service Delivery and Transformation
Adult Mental Health & Learning Disability (Trafford) NHS
Greater Manchester Integrated Care

Report Title

TRAFFORD LOCALITY MENTAL HEALTH UPDATE:

PAPER 1

Greater Manchester Mental Health and Wellbeing Strategy Refresh

PAPER 2

Trafford Locality Mental Health & Wellbeing Strategy: Progress and Refresh

PAPER 3

Trafford Living Well – Service Development and Implementation Update

Summary

Greater Manchester's Integrated Care Partnerships Strategy¹ was published in March 2013 and explains how, through working together, health and care services can help to make Greater Manchester a place where all can live a good life; grow up, get on and grow old in a greener, fairer more prosperous city-region.

On 01 July 2022, the way in which health and care services are organised changed when the Health and Care Act 2022 came into force, splitting England into 42 area-based Integrated Care Systems (ICS), covering populations of around 500,000 to 3 million people.

Greater Manchester – made up of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan – is one of the largest ICS in England. This reform gives greater control over how the region's health and care budget is spent and more freedom to shape services around the needs of the region's citizens. With it has come a shift from authority and finance being devolved to localities to more centralised planning, delivery and control.

This reorganisation presents fundamental challenges: not least how best to understand and shape the relationships between nation, city region, locality and neighbourhood and where

¹ <https://gmintegratedcare.org.uk/wp-content/uploads/2023/06/gm-icp-s-strategy-summary.pdf>

responsibilities sit to ensure services are co-produced, citizen-focussed, able to reduce inequality whilst also maximising the benefits of delivery at scale.

This paper is in three parts:

The Greater Manchester Mental Health & Wellbeing Strategy (Refresh)

This is an all-age, system wide strategy currently being refreshed to make it fit for purpose through until 2029. This paper describes how the strategy has been developed and what data and other information has been employed in its creation.

The Greater Manchester strategy is built around 5 'missions':

1. People will be part of mentally healthy, safe and supportive families, workplaces and communities
2. People's quality of life will be improved by inclusive, timely access to appropriate high-quality mental health information, support and services
3. People with long-term mental health conditions will live longer and lead fulfilling and healthy lives
4. People will be comfortable talking about their mental health and wellbeing and will be actively involved in any support and care that they receive
5. The mental health and wellbeing system recognises the inequality, discrimination and structural inequity people experience and are committed to developing more inclusive services and opportunities that people identify with and can access and benefit from.

Trafford's Locality Mental Health & Wellbeing Strategy: Progress, Achievements and Review

Trafford's Locality Mental Health & Wellbeing Strategy has been in place since 2021 and is currently under review so that it becomes truly all-age and aligned to the Greater Manchester Strategy with its 5 missions.

This paper outlines to the committee some of the achievements aligned to the strategy and its delivery group, the Trafford Integrated Mental Health Transformation Group (TIMHTG), explains how we understand the relationship between city region and locality in terms of planning and delivery responsibilities and provides examples of partnership work programmes, led by Trafford's Public Health Team, which will form a dynamic, ongoing and evolving basis for our new All Age Mental Health and Wellbeing Strategy.

Living Well in Trafford²: An update regarding the development and implementation of new community mental health services.

Finally, this paper provides the committee with a presentation outlining the development and implementation of Trafford's *Living Well* service.

The development of living well services began in Lambeth, Greater London and was adopted as a national development programme led by areas such as Edinburgh, Luton, Salford and

² <https://www.gmmh.nhs.uk/news/new-community-mental-health-service-launches-in-trafford-6306/>

Tameside and Glossop. As this work was progressing Trafford, in 2018, commissioned a *Primary Care Mental Health & Wellbeing Service* which brought together our NHS mental health provider with a VCFSE organisation (BlueSci) to support the 900 people each year experiencing mental health and wellbeing problems too complex to be managed by their GP but not reaching the criteria designed to manage access to specialist services³.

Living Well Trafford was co-designed and co-produced by the Trafford Collaborative - a multi-sector partnership including clinical and non-clinical staff from GMMH, VCFSE organisations, and most importantly people with lived experience of using community mental health services, to make sure that the service was fit for purpose for anyone who needs it. Over 200 stories were heard, and it was clear that our citizens wanted their service to be underpinned by an understanding of how trauma impacts our health and wellbeing and to simplify access to care and support including to the wide range of social support available via statutory but also, and perhaps more fundamentally, VCFSE and other community groups and resources.

The power of lived experience will continue to be a huge part of the *Living Well* Trafford offer. Peer Support Workers will act as experts by experience, able to connect with people from a place of understanding because they know what it is like to walk in their shoes.

The presentation provides the committee with a history of the Trafford service, what it provides, who the service is for, referral pathways, how outcomes are measured, the inclusion of shared care protocols⁴ and finally progress with the full roll out of *Living Well* across all 5 of Trafford's Primary Care Networks by April 2024.

Finally, please note that the redesign of community mental health services to create *Living Well* is the precursor to a wider programme of redesigning specialist mental health services including those provided in hospitals as well as in the community. We are advocating that the approach taken to the development of *Living Well* which embedded lived experience and emphasised co-production across multiple partners, should be adopted in the redesign of specialist services as well.

Recommendation

That the committee note the contents of the report

Contact person for access to background papers and further information:

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³ This figure was reached by an examination of referral patterns across our primary and specialist systems and their outcomes. Not only was the fact that people could not access appropriate care and support detrimental to their and their community's mental health and wellbeing, but it was also placing unnecessary strain and demand on crisis services such as A&E departments.

⁴ Essential Shared Care Agreements (ESCAs) are written agreements between specialist services and general practitioners and allow care, specifically prescribing, to be safely shared between them.

Background Papers:

PAPER 1

GREATER MANCHESTER MENTAL HEALTH AND WELLBEING STRATEGY

Background and Context

There are many great examples in Greater Manchester of work to respond to various mental health and wellbeing issues, but more can be done. Mental health problems affect certain groups of people disproportionately often because of socially determined factors. So, providing access to support and appropriate treatment designed for and targeted at individuals and communities is important.

No single agency, body or organisation can solve the mental health and wellbeing challenges we face as a city-region, and this is equally true of Trafford. The Greater Manchester strategy is an all-age 'system-wide' strategy, recognising that mental health is influenced by various issues from formal health services to social and economic conditions, to community, individual and family circumstances.

The strategy is about more than how NHS money is spent. A key element of the strategy is the recognition that mental health is everybody's business and good mental health should be actively promoted across a range of strategies, policies, and programmes throughout the system. We must think differently about how we work together as an integrated public service system (including the Voluntary, Community, Faith and Social Enterprise sector (VCFSE) and in partnership with residents and communities.

The development of the Greater Manchester Integrated Care Partnership has provided an opportunity to take a different approach to responding to mental ill health and mental health and wellbeing challenges as part of a whole system, whole society approach.

The GM Mental Health and Wellbeing Strategy is currently being refreshed and will sit as a subcomponent of Greater Manchester's Integrated Care Strategy.

Data, Insights and Consultation

In spring 2022 work commenced on the development of a Mental Health and Wellbeing Strategy refresh for Greater Manchester, overseen by the GM Mental Health Partnership Board. A Mental Health Strategy 'writers' group' has been meeting on a regular basis, since July 2022, to develop the strategy. The group included representatives from the VCFSE, Mental Health Trusts, Localities, and the Greater Manchester Combined Authority (GMCA).

Data and intelligence

As an Integrated Care Partnership, the GMICS collects substantial amounts of intelligence and data. The writers' group has utilised this to create its vision and shared missions. Sources of intelligence have included:

- Build Back Fairer in Greater Manchester⁵
- Health Equity and Dignified Lives, Measuring Mental Wellbeing in Greater Manchester Report 2023
- #BeeWel survey findings⁶
- Review of the 2019-2022 Greater Manchester Children and Young People's Plan⁷

Together with data resources available via NHS England and the Office for Health Improvement and Disparities these will enable progress to be measured as the strategy is implemented.

Engagement and Insights

Much of the work to assess need and engage communities and service users has already been completed, either through:

- The GM Big Conversation⁸
- Greater Manchester Residents' Surveys⁹
- The Big Mental Wellbeing Conversation¹⁰
- Mental Wellbeing and Disability report¹¹.

The writers' group has used the insights captured from GM citizen engagement work to develop the following themes:

- Our system needs to be flexible and work with people on their terms
- Our system needs to be accessible, person centred, and citizen-led
- We need to help people and communities develop resilience, so we are not simply responding after they things have got worse or have reached crisis point
- We need to support more joined-up support including our VCFSE offer, finding ways to ensure that initiatives are not siloed and short-term
- We must bring resources together and test new ways of commissioning co-produced with people and communities
- We need a shared language to help address the mental health challenges we face as city-region.

Further engagement has been undertaken with lived experience groups, both adults and young people, to sense check the development of the draft strategy.

⁵ <https://www.instituteoftheequity.org/resources-reports/build-back-fairer-in-greater-manchester-health-equity-and-dignified-lives>

⁶ <https://gmbeewell.org/research/survey/>

⁷ https://www.greatermanchester-ca.gov.uk/media/7017/24723_children-and-young-peoples-report-v6m.pdf

⁸ <https://gmintegratedcare.org.uk/big-conversation/>

⁹ <https://www.greatermanchester-ca.gov.uk/media/5917/greater-manchester-resident-survey-wave-1-march-2022.pdf>

¹⁰ <https://www.gmmoving.co.uk/media/4353/greater-manchester-big-mental-wellbeing-conversation-findings-dec-2020.pdf>

¹¹ <https://sccdempocracy.salford.gov.uk/documents/s56591/Salford%20HWB%20-%20GM%20Mental%20Wellbeing%20and%20Disability%20Report%20Presentation.pdf>

Stakeholder Consultation and Engagement

The writers' group has helped ensure engagement across the system from all stakeholders which has ensured system-wide ownership of the strategy and of the role organisations will play in the delivery of its five missions.

The strategy was discussed at an interactive event in October 2022 with over 80 stakeholders from across the system in attendance. It has also been shared at Board sessions in individual organisations across GM and other key forums in the system, including:

- Violence Reduction Health and Wellbeing Delivery Group
- GM LD & Autism Programme Board
- GM MH Blue Light Mental Health Response, GM Population Health Board
- GM VCSE leadership Group, MH Adult and Children's Commissioners Meeting
- GM Reform Board
- GM Directors of Public Health
- GM Aging Well Meeting
- GM Gambling Harms Group
- Individual locality meetings e.g. All-Age Mental Health Salford Board Meeting.

(The draft strategy forms part of the Trafford Integrated Mental Health Transformation Group agenda for September 2023)

Through the engagement and consultation process outlined above, the strategy has been modified to reflect what people said. The vision, five missions and principles that sit within each mission have been amended to be more inclusive of groups who are most at risk, and to reflect an all-age strategy.

The Vision and Five Shared Missions

The engagement work has established five missions that will drive the vision that:

“Greater Manchester will be a mentally healthy city-region where every child, adult and place matters.”

The five missions reflect our ambition for mental health and wellbeing support across GM:

1. People will be part of mentally healthy, safe and supportive families, workplaces and communities
2. People's quality of life will be improved by inclusive, timely access to appropriate high-quality mental health information, support and services
3. People with long-term mental health conditions will live longer and lead fulfilling and healthy lives
4. People will be comfortable talking about their mental health and wellbeing and will be actively involved in any support and care that they receive
5. The mental health and wellbeing system recognises the inequality, discrimination and structural inequity people experience and are committed to developing more inclusive services and opportunities that people identify with and can access and benefit from.

We all have a part to play in Greater Manchester becoming a mentally healthy city region but, achieving our vision will be dependent upon a strong partnership approach across the five missions. Because the Mental Health and Wellbeing Strategy has been coproduced it will provide the framework needed to develop a shared culture and commitment across the GM footprint.

Action Plan Development

A comprehensive two-year action plan will also be coproduced following strategy sign off. The action plan will galvanise the support offers already in place across the system (from prevention right through to treatment) and identify any modifications necessary to enable full implementation of the strategy. The action plan will also identify any gaps and areas for immediate action. Through engagement with the writers' group and at board meetings the need to build enough flexibility into action planning to allow for 'course correction' was emphasised. Agreement has been reached to review the action plan after two years and produce a further iteration to enable both the strategy and action plan to stay relevant, respond to additional unknown pressures over the coming years and continue to boost momentum.

Resource

The refreshed Mental Health and Wellbeing Strategy will not have a specific budget but sets out actions already taking place across the city-region using current funding streams including (but not limited to) NHS mental health core and transformation funding allocations. It is anticipated that by agreeing shared missions across a range of partners we will enable new and innovative ways of working which will have social and wider economic benefits. These include existing funding commitments related to specific early intervention, THRIVE, mental wellbeing and trauma-responsive programmes.

The NHS Long Term Plan clearly signals the need to improve services and wider support for people with mental ill health, underpinned by a commitment to addressing mental and physical health inequalities through a focus on prevention and through integrated approaches. The NHS Long Term Plan brings funding with it, some of which will already be earmarked specifically for mental health developments over the next few years. The five missions within the Mental Health and Wellbeing Strategy will further help inform where such streams of funding could be targeted.

PAPER 2

TRAFFORD'S LOCALITY MENTAL HEALTH & WELLBEING STRATEGY: PROGRESS, ACHIEVEMENTS AND REVIEW

Trafford's 2021/2022 Mental health and Wellbeing Strategy established five broad areas of focus for:

- The development of broad underpinning 'enablers'
- Ensuring Trafford's 'core' mental health services – community and inpatient – are resilient and fit for purpose
- Beginning the reform and redesign of our mental health and wellbeing offer to Trafford's citizens
- Early intervention and preventative approaches
- Reducing mental health inequalities.

The strategy has driven significant achievements including:

Enablers

- Performance – integrated Trafford performance dashboard now in development using the Tableau system
- Finance - reconciliation work completed to support understanding of system flows and investment potential including an audit of care packages and placements noting proportion placed out of area and the impact both for costs, patient experience and accommodation challenges
- Strategic Estates - team reviewing key MH estates issues, and connecting to Living Well Locality Design Group
- Engagement and co-production:
 - Socialising the Strategy (Trafford Community Collective Mental Health Reference Group, Trafford Partnership, Health Scrutiny Committee)
 - CCG grant-funded workshops and carer engagement by Trafford Community Collective
 - Trafford Citizens Forum commissioned by Trafford CCG and now providing regular feedback and themes to TIMHTG and Living Well sub-group
 - Inclusion of broader representation of stakeholders in Living Well Locality Design Group
- Expansion of the interim strategy to include strategic priorities and plans for children's and young people's mental health services with a particular emphasis on establishing work programmes to review and improve transitional planning (March 2022)

Resilience

- Bluesci@Night Crisis Café¹²

¹² Bluesci, a VCFSE Trafford organisation operational since 2024 deliver the *Bluesci at Night Crisis Cafe* from its Old Trafford Wellbeing Centre, Seymour Grove. The service reduces footfall through the GMMH/MFT Mental Health Liaison Service and Emergency Departments. The service provides an alternative for individuals experiencing a deterioration in their mental health that requires support and engagement within a safe environment. The service began operation in August 2020, and we have seen excellent outcomes evidenced by people not attending A&E,

- ASC/ADHD Waiting List Initiative commenced across GMMH Footprint. (This now continues as a Greater Manchester led system review)
- Dementia Care Homes for people with Challenging Behaviour commissioned
- Delayed Transfer of Care (DToC) and Length Of Stay (LOS) remedial work including additional Winter resilience planning and resource allocation

Reform and Redesign

- Living Well¹³ Locality Design Group co-produced the Trafford model building on the Trafford Primary Care Mental health and Wellbeing Service. We commissioned a *Citizen's Forum* to provide ethnographic research in support of this co-design. The *Living Well* service is described in greater detail in Appendix 3
- Shared Care Prescribing working party established resulting in embedding of capacity within the *Living Well* service and continuing work to expand existing shared care across a wider range of mediations and services.

Health Inequalities¹⁴

- Severe Mental Illness (SMI) Physical Health Check Working Group meeting monthly with action plan implemented
- SMI cancer screening included in GP *Network Contract Directed Enhanced* (DES) for early cancer detection
- Trafford Council and Trafford CCG Commissioners working with Public Health colleagues on SMI specialist smoking cessation/e-cigarette service
- Public Health Project Manager recruited
- MH & Wellbeing Strategic priorities aligned with Health and Wellbeing Board priorities

Prevention and Early Intervention

- Living Well In My Community (LWIMC) MH Awareness and Training grant funding from Trafford Housing Trust Crisis Fund enabled the roll out of Making Every Contact Counts (mental health) to Adult Social Care, Library Staff, Hub leads, VCFSE leads to train frontline staff across Trafford employing a Train the Trainer model
- Menopause support group and Making Every Contact Count (MECC) Menopause training module developed by Bluesci; PCN MECC MH pilot project delivered
- Wider Living Well Locality Design Group co-production – joining up care navigation, social prescribing, community asset growth and sustainability.

improved wellbeing scores and stories gathered via Trafford's *Citizen's Forum*, showing people's happiness with the nature of the service and the way in which it sees them as individuals and links them to sustainable community resources in support of recovery.

¹³ *Living Well* began as a three-year programme creating new systems of mental health support across the UK, inspired by a model developed in Lambeth, South London. The Living Well programme was awarded £3.4 million in National Lottery funding to support new local partnerships in Edinburgh, Luton, Salford, and Tameside & Glossop to develop their own version of a Living Well system. The aim was that these new Living Well systems would become leading, internationally recognised examples of an innovative ways to help people achieve good mental health in community and primary care settings. The approach is now being scaled across the NHS in the UK, transforming current provision offered by GPs and community and mental health teams. Trafford is building upon its Primary Care Mental Health Team and extensive community assets including its excellent VCFSE partners, social prescribing networks, Primary Care Networks, COVID Hubs and libraries to develop its own programme as part of a wider programme of work to redesign primary and community mental health services.

¹⁴ Please note that the full programme of Public Health commissioned services focusses on the impact of the wider determinants of health, both physical and mental. For example, promoting physical activity and the psychological causes and impacts of being an unhealthy weight.

Two significant challenges emerged from the strategic work and remain as risks to the health and wellbeing of Greater Manchester's citizens including those living in Trafford.

- Autistic Spectrum Conditions (ASC) / attention deficit hyperactivity disorder (ADHD) demand and capacity:

There continues to be a risk that current GMMH ASC/ADHD capacity continues to be insufficient to meet the level of ongoing demand due to the increasing rate of new referrals. This issue is not unique to Trafford or to our provider GMMH. Other GM areas are experiencing even greater pressures and this workstream has now been prioritised by NHSGMICS as a priority workstream across the integrated system.

- Workforce resilience/recovery:

It is well known that significant workforce pressures continue to be experienced across our integrated systems resulting in a risk to the achievement of mental health (and many other broader health and social care) performance objectives and NHS LTP planning and implementation. Some recent recruitment initiatives in Trafford have produced some positive outcomes; for example, the recruitment of over 20 new nurses to work at the Moorside Unit on the Trafford's General Hospital site. However, it cannot be over emphasised that the inter-dependency of health and social care systems means that workforce pressures felt across the system do impact on local services and contribute to the increase in mental health acuity, social isolation, and poor physical health we have seen post COVID.

Trafford's revised All-Age Mental health & Wellbeing Strategy (provisional scope 2023 – 202) will reflect the Greater Manchester strategy by aligning with its five missions:

1. People will be part of mentally healthy, safe and supportive families, workplaces and communities
2. People's quality of life will be improved by inclusive, timely access to appropriate high-quality mental health information, support and services
3. People with long-term mental health conditions will live longer and lead fulfilling and healthy lives
4. People will be comfortable talking about their mental health and wellbeing and will be actively involved in any support and care that they receive
5. The mental health and wellbeing system recognises the inequality, discrimination and structural inequity people experience and are committed to developing more inclusive services and opportunities that people identify with and can access and benefit from.

Our all-age strategy will acknowledge that improvements can only be made once the whole system understands the problems. As such our services will need the infrastructure and flexibility to provide practical help to people experiencing mental health problems in their own lives.

To achieve this:

- We will need to be clear as to how and where services are designed and delivered. Delivering services at scale is essential if we are to maximise often-scarce resources and many services will therefore be scaled to serve significantly larger populations than just Trafford. For example, our NHS Mental Health provider works across a footprint

encompassing Trafford, Manchester, Salford Wigan and Bolton. This creates opportunities for efficiencies. Some services - and ADHD may be an example of this - might well be designed to be delivered GM wide. However, it will be equally important to understand which services need to be delivered locally, and how local initiatives, such as Trafford's Neighbourhood Programme, enable truly joined up approaches to mental health and wellbeing. Trafford's *Living Well* service is a good example of this. It will also be important to have robust local quality and performance governance so that we can understand the impact of new ways of commissioning and delivery on our citizens and feed this into GM strategic, operational and contract monitoring forums

- Systems need to be flexible to work with people on their terms and in a place, time and manner that works for them. This is a particular issue for people who are experiencing a range of issues at the same time. This has been strongly reflected in the stories we have heard from our *Citizen's Forum* with many people stressing how important it is that they are able to receive help and support in places where they feel safe and comfortable
- Staff working with people in formal mental health and broader public services want to work in a person-centred way, so we need to give staff the confidence, time, training, and freedom to do this
- We need to ensure that the responses to mental health and wellbeing issues are not simply driven by risk, remit, thresholds, or convention but by peoples' needs in the context of their own lives
- We need to make sure we can respond to people before their mental health or wellbeing worsens and before they reach a crisis point. Trafford's extended BlueSci provision demonstrates how effective co-produced, person-centred initiatives can be in this regard
- We must move away from relying solely on emergency referral routes towards proactive and open engagement. We need to respond to people in a manner, time, and place which suits them
- We must continue and if possible, expand our support for complementary offers in the Voluntary Community and Social Enterprise (VCSE) sector or within the community. We must continue to actively support and mainstream these offers. Trafford's *Living Well* service is a contractual partnership between the NHS and a local VCFSE organisation and this has revolutionised access to social prescribing for people experiencing mental health and wellbeing challenges whilst also positively developing the cultures of both organisations in support of trauma informed, truly person-centred care and support. There are many other examples in Trafford from our excellent partners in children's and young people's mental health (42nd Street and KOOTH as examples) to Age UK Trafford, the Trafford Carers Centre and Rape Crisis Trafford.

The key commissioning responsibilities in terms of mental health and wellbeing of the Trafford locality partnership and of the Greater Manchester ICS will be as follows:

- Population engagement - addressing inequalities and wider determinants of MH and wellbeing, keeping people healthy through local partnerships and multi-agency planning
- The oversight of resources at locality level, pooling or integration where appropriate by reviewing and supporting delivery plans and progress made against them
- Facilitating local integrated planning and delivery arrangements, prevention and early intervention programmes and ensuring vulnerable groups do not 'fall through the gaps'
- Establishing local governance to ensure joined up pathways of care and local partners
- The oversight of local delivery through reporting and Locality MH Delivery Board and wider local connections
- Developing and sustaining local support networks

- Local communications and supporting Greater Manchester ICB responses where issues relate to localities such as Freedom of Information Requests (FOIs).

Locality planning responsibilities:

- VCFSE delivered support services
- Primary Care Mental Health Practitioners
- Social Prescribing services
- Early Perinatal / Parent-Infant mental health support
- Mentally healthy schools/ colleges
- Counselling and bereavement support
- Dementia prevention/support
- Early intervention
- Access to support services and carers support
- Individual packages of care including Out of Area Placements

Locality delivery responsibilities include:

- Step 2 and 3 Talking Therapies¹⁵
- VCFSE delivered support services
- Primary Care Mental Health Practitioners¹⁶
- Social Prescribing services
- Early Perinatal and Parent-Infant mental health support
- Mentally healthy schools and colleges support teams
- Counselling and bereavement services
- Dementia prevention and support
- Early intervention
- Access to support services and carers' support
- Child and Adolescent Mental Health Services (CAMHS) including THRIVE¹⁷ offers
- Local Crisis Care Alternatives

¹⁵ **Step 2:** Mild to moderate depressive and anxiety disorders, sleep problems, social anxiety, generalised anxiety, panic disorders. **Step 3:** Moderate to severe depressive and anxiety disorders, OCD, social anxiety, specific phobias, generalised anxiety, panic disorders, PTSD.

¹⁶ Mental health practitioners contribute to the NHS Long Term Plan ambition to develop new and integrated models of primary and community mental health care, to support adults and older adults with severe mental illnesses to live well in their communities. Community mental health transformation defines those severely affected by mental illness, including but not limited to; psychosis, bipolar disorder, 'personality disorder' diagnosis, eating disorders, severe depression and mental health rehabilitation needs – some of which may be co-existing with other conditions such as frailty, cognitive impairment, neurodevelopmental conditions, or substance use. These roles enable professionals with mental health expertise to be based in GP surgeries or neighbourhood settings, to support people with complex mental health needs and act as a 'bridge' between primary care and specialist mental health services. These roles sit alongside NHS Talking Therapies for anxiety and depression, and a range of other roles within primary care that provide mental health support. Mental health practitioners provide GPs and other primary care staff with timely support and advice, helping to relieve pressure on workloads and build stronger relationships with mental health services.

¹⁷ The THRIVE Framework thinks about the mental health and wellbeing needs of children, young people and families through five different needs-based groupings: Getting Advice and Signposting, Getting Help, Getting More Help, and Getting Risk Support.

- Home Treatment Teams
- Community Eating Disorder services
- Memory Assessment and Treatment services
- Individual packages of care including out of area placements

As mentioned, Trafford's Mental Health & Wellbeing Strategy and associated governance arrangements will also need to provide assurance to its population and to the wider system against those areas of planning and delivery carried out at a Greater Manchester level.

Greater Manchester Integrated Care System planning responsibilities:

- Talking Therapies (16-25yrs)
- Child and Adolescent Mental Health Services (CAMHS)
- Home Based Intensive Treatment Teams
- Community Eating Disorder services
- 24/7 Crisis Care Including Rapid Response Teams
- A&E MH Liaison
- Specialist community-based Admission Avoidance Residential provision (MH, LDA & ED)
- Local delivery of support campaigns, digital intervention, advice & self help
- Neuro Diverse Diagnostic pathways and provision (LDA)
- Acute Inpatient services
- Specialist Eating Disorder services (including paediatric refeeding)
- Specialist provision for looked after children (LAC), youth offending teams (YOT) and other vulnerable cohorts
- Workforce Development (Inc. CAMHS & VCFSE)
- Autism Standards and Post Diagnostic Provision
- Dynamic support registers (DSR¹⁸) & Care, Education and Treatment Reviews (CETR^{19s})
- Trauma Aware and Informed Practice

Greater Manchester Integrated Care System delivery responsibilities:

- GM-wide delivered VCFSE support services
- 24/7 Crisis Care
- A&E MH Liaison²⁰
- Specialist community-based Admission Avoidance Residential provision (MH, LDA & ED)
- Step up/step down – Cared for and Care Leavers
- Acute CAMHS Inpatient services
- Specialist Eating Disorder services
- Local delivery of support campaigns, digital intervention, advice & self help
- Trauma Aware and Informed Services

¹⁸ The mechanism for local systems to identify children, young people and adults (with consent) with a diagnosis of a learning disability and / or autism who are at risk of admission to mental health inpatient services without access to timely dynamic support

¹⁹ A Care, Education & Treatment Review (CETR) is a meeting about a child or young person who has a learning disability and/or autism and who is either at-risk of being admitted to, or is currently detained in, an in-patient (psychiatric) service

²⁰ It has long been known that there is interaction between the body and the mind. Liaison psychiatry is the specialty of psychiatry that deals with this relationship, and the link between people's physical and mental health. Most liaison psychiatry services are based within general hospitals.

- Specialist Clinical support (i.e., LAC, LDA)

Much of Trafford’s locality mental health and wellbeing work programmes are led by our Public Health department.

The following initiatives, mapped against the 5 Greater Manchester strategic missions are included to illustrate the depth and quality of this work, the range of partnerships involved and how these form a dynamic, ongoing and evolving basis for our new All Age Mental Health and Wellbeing Strategy:

1. People will be part of mentally healthy, safe and supportive families, workplaces and communities

	Headline Activities	Next Steps
Families	Working towards developing a Start for Life offer which supports PIMH (Parent and Infant Mental Health) Headstart programme commissioned – primary to secondary school transition	Support development of PIMH pathway
Workplaces	Trafford Health and Wellbeing Board mental health deep dive has set a SMART goal for all Employers that sit on the Board to commit to becoming Living Wage accredited and that a third commit to work towards the Good Employment Charter by April 2024. Council Health & Wellbeing Programme Growth team business bulletin – article on positive mental wellbeing – reaches 775 contacts including large international businesses such as Kellogg’s and Amazon as well as sole traders	Member organisations to review existing commitment or current progress towards accreditation and sign up to the Charter and to report status back to H&WBB on a bi-monthly basis to April 2024 PH Linking with HR to support campaigns around positive mental wellbeing
Communities	Neighbourhood plans include strategic priorities on mental health	Social isolation and loneliness amongst older people have been highlighted as priority areas in the South neighbourhood. Work is underway to evaluate use of community venues to promote further engagement with older people

2. People’s quality of life will be improved by inclusive, timely access to appropriate high-quality mental health information, support and services

Headline Activities	Next Steps
PH contributing to GM development group for e-learning module around mental wellbeing (what is MH/spot the signs/how to have a	Money and Mental Health event planned to take place at Stretford Public Hall as part of Suicide prevention Month of Hope where we

<p>conversation)</p> <p>Contributing to GM campaign around mental wellbeing</p> <p>GM workforce training offer – shared widely with Trafford partners</p> <p>Improved partnership working with ICB and Trafford on health comms including from GM</p>	<p>are aiming to train up to 50 frontline staff and volunteers in the VCFSE sector</p> <p>Development of PH Padlet – mental health and wellbeing, self-care etc</p> <p>Weekly spotlight on mental health in the VCFSE bulletin.</p>
<p>Example – older adults: Partners on the Age Well Board are active in using their social media channels to promote the IAPT talking therapies service via the national NHS Better Mental Health ‘Help’ campaign, Every Mind Matters ‘Lift someone out of loneliness’ campaign and the Greater Manchester older people’s mental health campaign ‘Don’t brush it under the carpet’. Age UK Trafford are a key partner supporting the local distribution of printed campaign materials</p>	
<p>Trafford Age UK continues to provide specialist dementia day support services and respite support for carers. The African Caribbean Care Group (ACCG) and Voice of BME Trafford provide bespoke activities for those from ethnically diverse backgrounds.</p>	

3. People with long-term mental health conditions will live longer and lead fulfilling and healthy lives

Headline Activities	Next Steps
<p>Trafford Council have commissioned BlueSci community mental health and wellbeing services to deliver a new specialist stop smoking service for those on the SMI register. This service will support those on discharge from inpatient mental health support and residents already living in the community with an SMI need. This service will include behavioural support, nicotine replacement therapy and e-cigarettes</p> <p>Supported work on quality of SMI health checks by ensuring that GPs have sufficient information about services to refer into where identified need via a health check</p>	<p>Long term conditions are highlighted in the Suicide Prevention Strategy and the next steps are to understand what support is in place and identify any gaps.</p>
<p>Involvement of MH services in stakeholder groups for leisure centre investment programme. Advanced discussions on co-location of MH services (specifically Talking Therapies and Living Well) within Partington Leisure Centre</p>	

Physical activity referral scheme includes physical and mental health conditions as referral reasons and MH professionals are able to refer into programme.

4. People will be comfortable talking about their mental health and wellbeing and will be actively involved in any support and care that they receive

Headline Activities	Next Steps
PH support with selection process for allocation of MHSTs	<p>Awaiting next wave of funding to expand Mental Health Support Teams in schools (2024/25)</p> <p>Health for Teens website being implemented to provide information and advice for teenagers</p>
Trafford PH actively promotes the GM mental health and wellbeing, and suicide prevention training offers via Children’s Services, Schools, Primary Care, VCFSE sector, Suicide Prevention Board, Mental Health workforce and wider Public Health Team.	<p>PH have secured budget to commission suicide prevention training for non-MH partners. Use local intelligence to focus on specific sectors for training delivery</p> <p>Trafford Community Collective bidding for suicide prevention focused grant government grant for the VCFSE sector for targeted populations with support from PH. We will use intelligence from our RTSS Data to inform this.</p>
A refreshed Trafford Suicide Prevention Strategy (2022-2025) sets out a vision to make Trafford a place where suicide prevention is everyone’s business and where people should not feel like suicide is their only option.	We are working collaboratively with partners on the Suicide Prevention Partnership Board to take forward actions including targeting populations known to be at greater risk, to provide information, signposting and support for mental wellbeing and suicide prevention and supporting our workforce and residents to feel confident and skilled to have conversations about mental health and suicide.

5. The mental health and wellbeing system recognises the inequality, discrimination and structural inequity people experience and are committed to developing more

Headline Activities	Next Steps
There is a high prevalence of co-occurring conditions in mental health and alcohol/drug treatment populations in community settings, evidence suggests that people are frequently unable to access care from services. We have identified a priority to improve the referral pathways between healthcare settings and drug and alcohol treatment services.	Trafford mental health services and substance misuse services have planned an away day in September to come together and plan better working relationships between the two sectors.
Tackling mental health and isolation is one of four key recommendations from the Trafford	Insights from the Poverty Truth Commission and mental health inequalities work to be

Poverty Truth Commission. This has also fed into Trafford's refreshed Poverty Strategy

reflected in Trafford's all-age mental health & wellbeing strategy.

Trafford's public health team has worked with Greater Manchester Health and Social Care Partnership, the Centre for Mental Health and Trafford residents, service users, commissioners and providers to build a greater understanding of the main drivers of inequalities in mental health, and the complexity of the system that results in poor mental health amongst Trafford's residents.

Next Steps

Consultation	01.09.2023 – 01.12.2023
Finalise Strategy	01.11.2023 – 01.12.2023
Develop Delivery Plans, Reporting & Governance Structures	01.09.2023 – 01.03.24
Implementation / Launch	01.04.2024

PAPER 3

LIVING WELL IN TRAFFORD

Trafford Living Well A History

2018
1000 PEOPLE FALLING THROUGH GAPS

Between Primary Care, IAPT and Specialist Services

With complexity and shared care

GPS ASKING FOR HELP

OUR CITIZENS TELLING US ABOUT THEIR LIVES

Trauma
Too Complex
CBT not enough
We don't feel safe

2018
PCMHWS

2022
LIVING WELL PHASE 1

2023
LIVING WELL PHASE 2

What does the Living Well service provide?

- The Living Well service offers a trauma informed approach to mental health support that puts people's strengths and experiences at the heart of the service.
- The model is a national initiative that seeks to improve access to mental health support and advice, ensuring easy access to person centred support, when it is needed and with the support of the most appropriate person.
- The Living Well team focuses on supporting people to connect with their community and draw on a range of approaches to provide holistic support, which may include meaningful occupation, social, psychological and medical support, in partnership with the Trafford VCSE collective.
- The service promotes a recovery focused approach to mental health that supports people to live well as part of their community.

bluesci support

NHS
Greater Manchester
Mental Health
NHS Foundation Trust

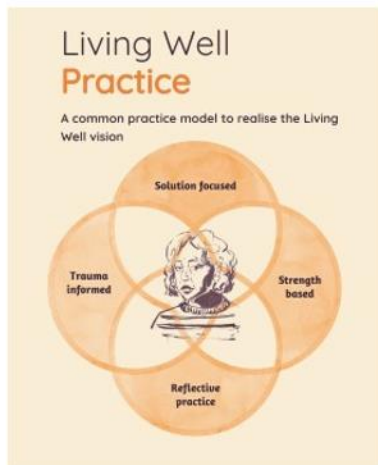
Living Well in PracticeAims

To help improve people's mental and physical health & feeling of general wellbeing. Support to include;

- Identify MH support needs
- Psychologically informed support utilising brief psychosocial interventions
- Medication Advice, a pharmacist to discuss medication & advise GP if changes are needed
- Practical help e.g advise around housing options or guidance for support in the community
- Information and access to community groups, social activities, transport help and put the individual in touch with partner organisations that can help.
- Living well is about helping people to achieve good mental health in community settings.



Living Well in Practice



Key features

- A fierce belief in people and a strengths based approach**
Support is friendly and shows on people's strengths. It is also focused on developing solutions and ensuring support to implement them.
- People are in control of their lives**
Support is led by the person and embodies the values of co-production to help people find the solutions that will work for them.
- Holistic support that embraces the whole person**
Treating people as citizens within communities, rather than patients, and looking beyond people's mental health challenges.
- Practice is responsive to people's experiences**
Ensuring practice is iterative, generalisable and responsive to local wisdom. Listening to stories and responding to local knowledge to put the voice of lived experience at the centre of services and systems.

Structures and spaces

- Living Well Care Plan**
Salford created a My Story and My Plan to keep people's stories, aspirations and needs at the heart of the support they receive and to keep the person in the driving seat.
- Initial conversation**
Lambeth created a conversational assessment to understand what brought someone to their care, what has happened to them and what would make a difference to them going forwards.

Who is the service for?

Individuals: with complex MH needs

- Aged 18 and over, registered with a Trafford GP
- Deemed too complex for IAPT & GP's and do not meet the criteria for secondary care
- MH that is affected by the wider social determinants e.g. social stressors, housing poverty, debt, isolation, substance misuse
- Experiencing emotional distress due to trauma
- Attend urgent care services including A&E where their MH needs are better met within Primary Care services
- On the Severe Mental Illness (SMI) register under GP care



Exclusion criteria:

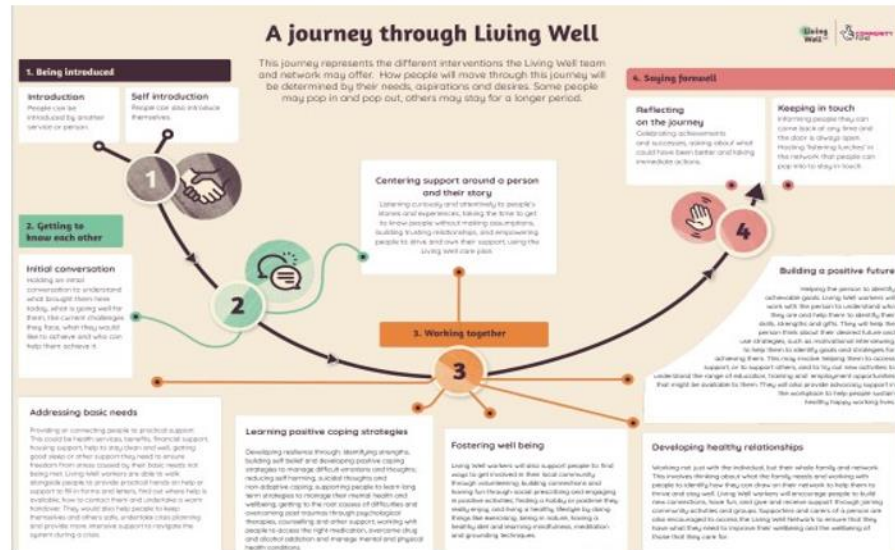
- Under 18's, Diagnosis of Dementia, Under secondary MH services

Who can refer into the service?

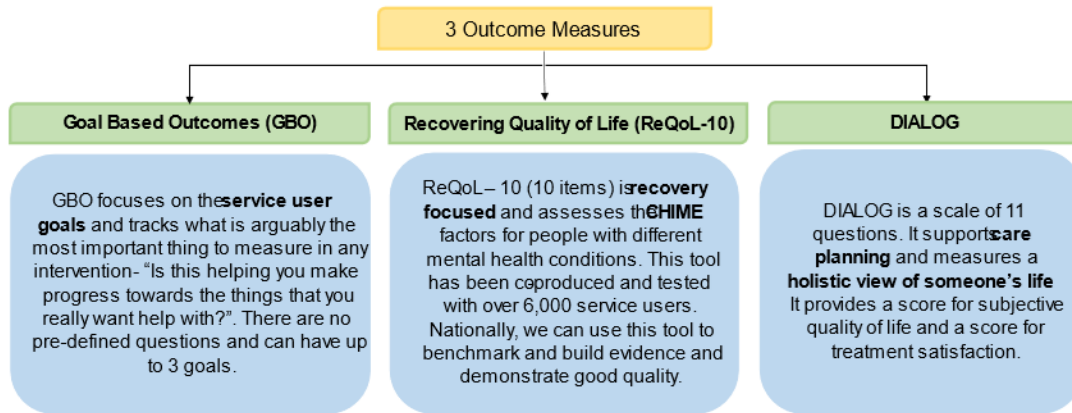
- GP's
- Community services within GMMH: HBTT, CMHT, TPT, MH liaison team
- Anyone that has engaged with the service once, discharged and requires some further support
- **We are working towards :**
 - Widening our access to VCSE's and will communicate when we are ready to manage the demand.



Journey through Living Well



Outcome Measures



Research shows that those with lived experience are strongly in favour of GBO, ReQoL10 and DIALOG.

The focus of the questions on these tools were those that service users felt were important to them.

Adapted from the NHS England and NHS Improvement PowerPoint (2022)

Shared Care Provision

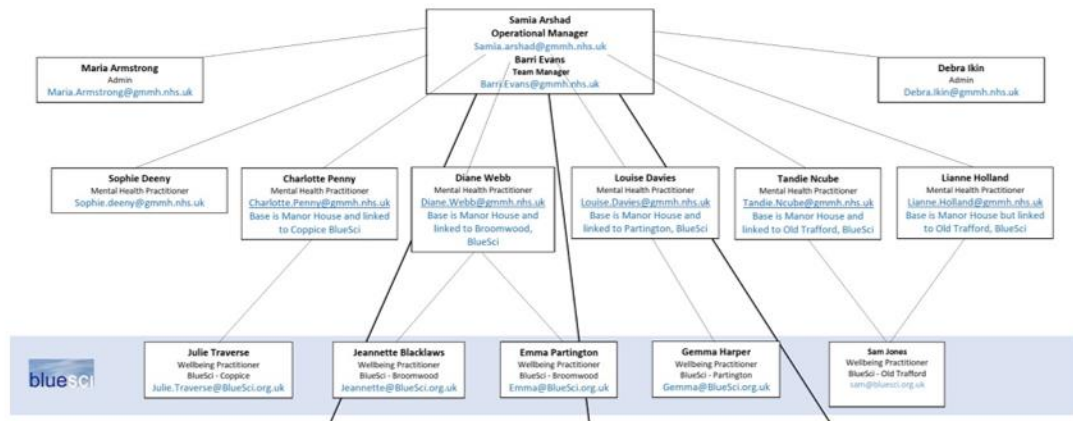
- As part of the model provided by Trafford Living Well, Shared Care Protocol as defined by GMMMG will be followed for initiation of Amber Drugs and this will include prescribing and monitoring of physical health.
- If an individual requires SCP, they will be monitored until on a stable dose or for a 2 week minimum period after which they will be discharged to GP. The Trafford Living Well service remains available for medicines advice for the individuals upon the request of the GP and such patients will be prioritised.
- For any medicines related queries, including mental health, please email mich-tr.medsop@nhs.net



Living well Team & transition updates



Primary Care Mental Health & Wellbeing Service



PCN staff and new LW staff recruited



Primary Care Network (GP Surgeries)

Advance Health Care Practitioners

Central

Senior Mental Health Practitioner – Louise Dalton

North

Senior Mental Health Practitioner – Katie EL Ouarrrat

West

Senior Mental Health Practitioner – Sarah Holton

Principle Clinical Psychologist

Rachel Wass

To cover central and North locations: HUBS

X2 Advanced MHP Appointed

Claire Hoskins

Anne Nkurunziza

Peer support workers

Gaynor mullin

Claire Cope

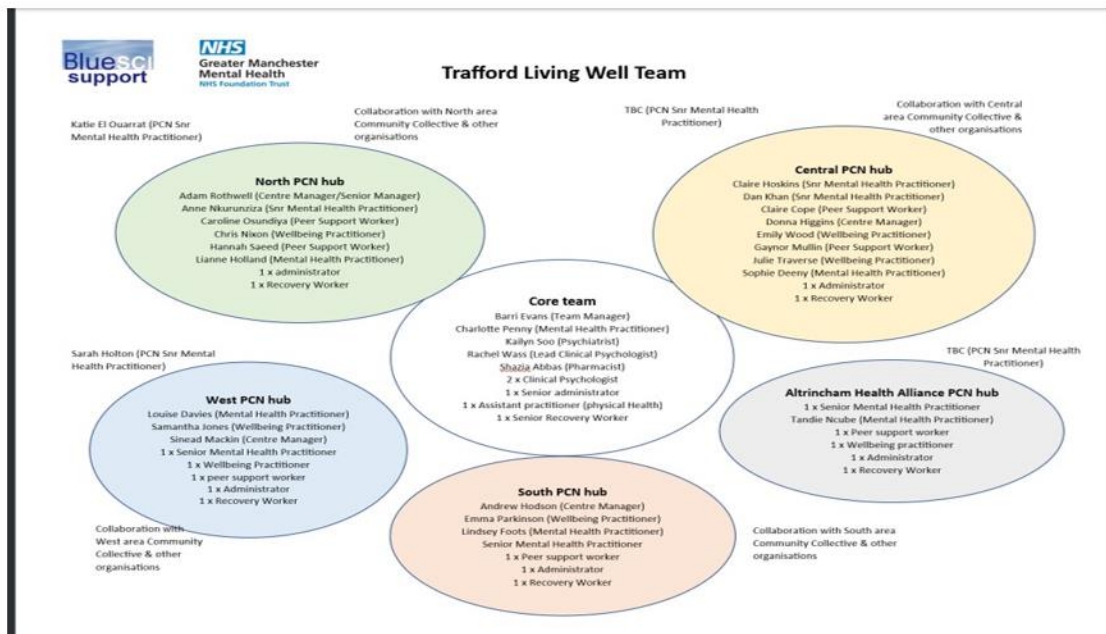
Hannah Saeed

Caroline Osundiya

To be recruited

-Recovery workers

-Assistant Practitioner- Physical Health



LIVING WELL TRAFFORD

Trafford Living Well Referral Form

Date of referral: Click or tap here to enter a date. Consent gained

THIS FORM MUST BE COMPLETED IN FULL

SPS no: Click or tap here to enter text.

Title: Choose an item.

First name: Click or tap here to enter text.

Surname: Click or tap here to enter text.

Gender: Choose an item. If other please specify.

DOB: Click or tap to enter a date.

Home tel no: Click or tap here to enter text.

Mobile no: Click or tap here to enter text.

Email: Click or tap here to enter text.

Address: Click or tap here to enter text.

Name and Address of GP: Click or tap here to enter text.

1. What has already been provided (include GP offer and any onward referrals):

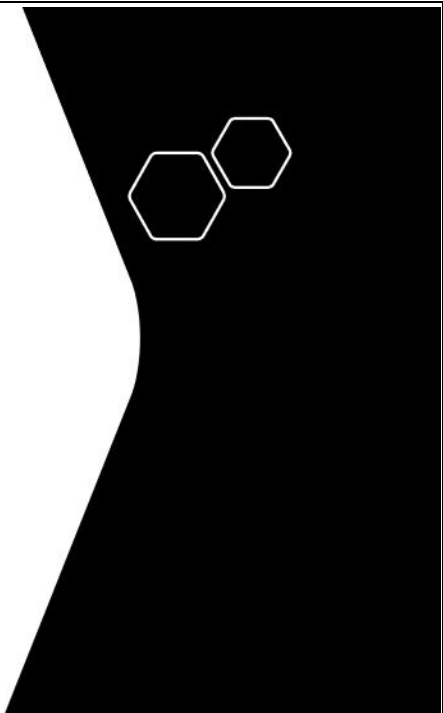
SEND input within GP Psychotropic medication OAPT TPT

Adult Social Care Local VCSE Other Click or tap here to enter text.

2. Reason(s) for referral including goals, presenting difficulties, risk considerations and psychotropic medication prescribed (please include encounter report if referral relates to medication review)

Referrer name: Click or tap here to enter text. Referrer email: Click or tap here to enter text.

Please note incomplete referral forms will be declined.



Next Steps



- Continual review of the pilot sites
- Solution focused team meeting and reflective sessions at away days what is going well, what isn't and any modifications
- Attending collective workshops, neighbourhood meeting, co occurring conditions sessions and continue to collaborate and share learning
- New collaboration opportunities to support seamless client journeys
- Regular updates provided at PCN's, secondary care and wider services
- Planning for a further 3 hubs to go live soon!

