



Better **Health**, Better **Care**, Better **Value**  
COVENTRY AND WARWICKSHIRE



# IMPROVING MENTAL HEALTH AND EMOTIONAL WELLBEING IN COVENTRY AND WARWICKSHIRE

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# FOREWORD

As Medical Director for Coventry and Warwickshire Partnership NHS Trust (CWPT), a key provider of local mental health services, and Senior Responsible Officer (SRO) for the programme, I am pleased to be able to introduce our ambition for the future of Mental Health and Emotional Wellbeing for the people of Coventry and Warwickshire.

We want to focus on positive emotional wellbeing, preventing mental ill-health and reducing the stigma that attaches to mental health conditions. Our hope is that people in Coventry and Warwickshire will have a better understanding of what is available to them to actively manage their own emotional wellbeing and know where to find help and support if and when they need it.

By working together across primary care and specialist care, we aim to provide a more comprehensive mental health offer for all, ensuring the right care and support is available at the right time, close to home in your communities wherever possible.

We will take this opportunity to work in partnership with others in our community and build on the good work already being undertaken. We hope you will become part of this ambition to help us to create the services you and the people of Coventry and Warwickshire need. We'd love to hear your views, so please do get in touch with us: [info@bettercarecovwarks.org.uk](mailto:info@bettercarecovwarks.org.uk).

**Dr Sharon Binyon**



# BACKGROUND

## Better Health, Better Care, Better Value

Mental Health and Emotional Wellbeing is one of the nine work programmes that make up Better Health, Better Care, Better Value, which outlines our ambitions for sustainable, joined-up health and social care services in Coventry and Warwickshire.

Better Health, Better Care, Better Value's purpose is to oversee the delivery of the Five Year Forward View in Coventry and Warwickshire. The Five Year Forward View sets out an overarching vision for ensuring NHS sustainability and is built on organisations collaborating to achieve the 'triple challenge' of keeping people healthier, providing high-quality care and making services sustainable.

## Five Year View for Mental Health

In response to the needs outlined in the Five Year Forward View, and evidenced by service users' experiences of care, a national mental health task force was established with the remit of developing the Five Year Forward View for Mental Health services. This task force developed a national strategy for improving the mental health and emotional wellbeing of people of all ages and highlighted the importance of:

- Prevention
- Integration of mental and physical healthcare services
- High quality services, operating seven days a week, for people in crisis

## Future in Mind

Running alongside the Five Year View for Mental Health and aligned to it, 'Future in Mind' was published in March 2015 providing a broad set of recommendations that, if implemented, would promote positive mental health and emotional wellbeing for children and young people; facilitate greater access and improve standards for child and adolescent mental health services (CAMHS); and encourage greater system co-ordination.

## Thrive West Midlands

Regionally, the West Midlands Combined Authority set up a Mental Health Commission and published an action plan called 'Thrive West Midlands' on 31 January 2017.

The plan outlines five key themes with 19 associated actions that are designed to be the start of a process to identify areas that can have a positive impact in bringing organisations and the public together to improve mental health and emotional wellbeing in the region. The key themes are as follows:

- Supporting people into work
- Providing safe and stable places to live
- Mental health and criminal justice
- Developing approaches to healthcare
- Getting the community involved



## Coventry and Warwickshire Mental Health and Emotional Wellbeing Programme

Coventry and Warwickshire Partnership NHS Trust, local authorities and Clinical Commissioning Groups (CCGs), in collaboration with other key partners, are working to deliver our local response to the Five Year Forward View for Mental Health.

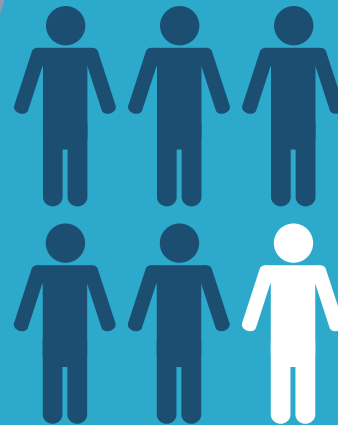
Workshops were held in November 2016 and June 2017 that brought together system leaders in mental health, third sector providers and organisations representing the views of service users and their carers. From the workshops we developed the vision for mental health and emotional wellbeing services in Coventry and Warwickshire. The programme is broadly divided into the following four themes:

- Community resilience
- Primary care
- Specialist care
- Acute and crisis care

The purpose of this programme is therefore to oversee delivery in Coventry and Warwickshire of the outcomes from the Mental Health Five Year Forward Delivery Plan, the THRIVE West Midlands Action Plan for Mental Health and Emotional Wellbeing, Future in Mind 'Stepping forward to 2020/21' and priorities identified by our local needs.



# IN THE WEST MIDLANDS



**1 in 6**

people experience symptoms of mental health problems in any given week <sup>1</sup>



**4.1**  
Million

working days per year are lost as result of mental health problems <sup>2</sup>

**477**

deaths were recorded as suicide in 2015 <sup>2</sup>



**£2.2 billion**

is the cost of mental health related economic inactivity per year <sup>2</sup>



**70,000**

people in the region cannot work due to mental ill-health <sup>2</sup>

<sup>1</sup> Mental Health Foundation. (2016). Fundamental Facts About Mental Health 2016. Mental Health Foundation: London.

<sup>2</sup> Newbigging, K. and Parsonage, M. (2017). Mental Health in the West Midlands Combined Authority. University of Birmingham: Health Services Management Centre.

# IN COVENTRY AND WARWICKSHIRE



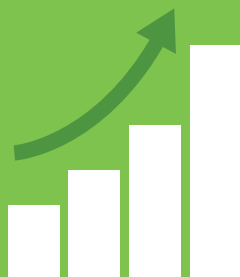
84,000

people in Coventry and Warwickshire  
have a common mental health  
disorder at any one time (estimated) <sup>1</sup>



3,000

people with a psychotic disorder <sup>1</sup>



The prevalence of  
dementia is expected to  
double by 2030 <sup>3</sup>



Over 11,000

children have mental ill-health <sup>2</sup>

60,000

people with depression (estimated) <sup>1</sup>

<sup>1</sup> Public Health England Fingertips <https://fingertips.phe.org.uk/profile-group/mental-health/profile/common-mental-disorders/data#page/1/gid/8000026/pat/15/par/E92000001/ati/120/are/E54000018>

<sup>2</sup> Public Health England Fingertips <https://fingertips.phe.org.uk/profile-group/mental-health/profile/cypmh/data#page/4/gid/1938133090/pat/6/par/E12000005/ati/102/are/E08000026/iid/91141/age/246/sex/4>

<sup>3</sup> Alzheimer's Disease International, World Alzheimer's report 2014: <http://www.alz.co.uk/research/world-report-2014>





# PROGRAMME VISION

Our vision is to deliver the right care, at the right time in the right place for people with mental health and emotional wellbeing needs, living in Coventry and Warwickshire. We seek to do this by focusing on a step change in prevention, early intervention and supporting people to actively participate in their own self-care, wellbeing and recovery.





# PROGRAMME OBJECTIVES

To deliver an all age mental health system that is underpinned by prevention, building resilience, early intervention, recovery and self-care in the places people live and work.

- To promote wellbeing among individuals and communities, building resilience to better cope with mental health challenges.
- To eliminate stigma associated with mental health challenges in order to promote early access to support.
- To focus on a multi-agency approach across all sectors, including care navigation, to develop a holistic model of care focussing on both personal and clinical outcomes.
- To increase provision of community-based services and support to enable early access, prevent avoidable admissions and support 'step-down' and ongoing recovery in the community.
- To build capacity in primary care to deliver better outcomes and support recovery for people with mental health conditions.
- To remove the artificial barriers between primary and secondary care to facilitate timely dialogue between clinicians and joined up care for patients.
- To ensure acute mental health assessment and interventions work alongside physical health care in a range of settings wherever vulnerable people in a crisis present.
- To aim for no out of area treatment for acute mental health crisis.
- To ensure a highly-skilled, confident workforce with the capacity and appropriate skill mix to support our population.
- Support a 'Zero Suicide' ambition for Coventry and Warwickshire, recognising suicides are not inevitable and we will do all we can to prevent deaths by suicide.

This work in our area is being led by Coventry and Warwickshire Partnership NHS Trust, in collaboration with voluntary sector organisations and the wider NHS and social care system.


# OUR COMMITMENTS TO THE PEOPLE OF COVENTRY AND WARWICKSHIRE



We will:

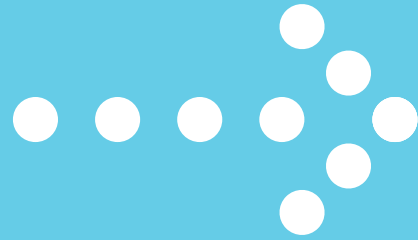
- Provide people with access to tools and resources to support positive mental health and wellbeing.
- Improve services available in communities to provide support closer to where people live when and where they need it, making maximum use of local resources.
- Deliver an all age mental health system which ensures it is easier for people of any age to access support and help.
- Improve the way mental health and wellbeing services work together with other services to provide a holistic approach to care.
- Ensure mental health assessments and interventions also consider physical health care needs.
- Involve service users, their carers and families in the design and delivery of services.
- Ensure we are at the forefront nationally for the mental health and wellbeing services we deliver.





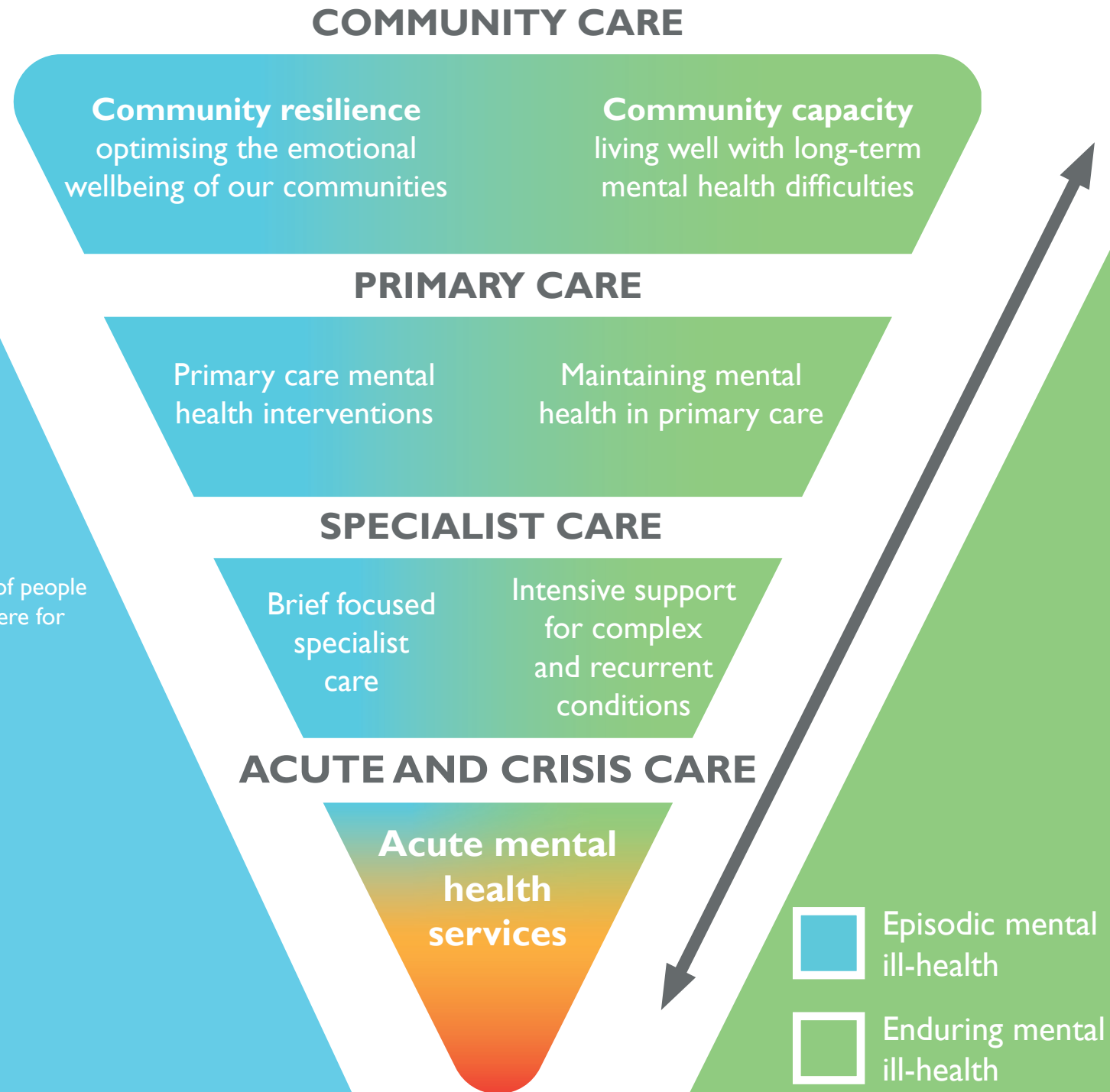
The following 'I statements' have been developed with local people; they describe how successful implementation of the programme will feel for people living in Coventry and Warwickshire:

- I have positive mental health and access to the tools and resources to optimise and manage my health and wellbeing.
- I know I can get the help I and my carers need when and where we need it, whatever my age for my mental health needs.
- There are people around me who care, and who will listen and help if I need to talk to someone about my mental health.
- Specialist professional mental health and wellbeing help is available for me when I need it.
- Mental health and wellbeing services will also take into account my physical health needs to support my whole recovery.



# OUR MODEL

Our model of care shows that the highest number of people access help in the community, while acute care is there for those who are most severely unwell.





# PARTNER ORGANISATIONS

Coventry and Rugby Clinical Commissioning Group

Warwickshire North Clinical Commissioning Group

South Warwickshire Clinical Commissioning Group

Coventry and Warwickshire Partnership NHS Trust

Coventry City Council

Warwickshire County Council

University Hospitals Coventry and Warwickshire NHS Trust

South Warwickshire NHS Foundation Trust

George Eliot Hospital NHS Trust

NHS England

NHS Improvement

Patients and user groups

Voluntary sector organisations

GPs



# COMMUNITY RESILIENCE

Community resilience is the ability of communities to be stronger and empowered to support themselves, particularly in times of pressure. This theme will focus on improving our communities understanding of mental health, wellbeing and dementia. It seeks to help people to know ways to actively manage their own mental health and wellbeing, and know where to find help and support during times of difficulty or distress from community assets and support services. It also seeks to enable people who are recovering from periods of mental ill-health, or living with severe and enduring mental illness, to maintain and build on their recovery in the community, living in communities that are free from stigma and discrimination.



## WHAT WE WILL DO

- Raise awareness and understanding of mental health and wellbeing, including dementia, within our communities.
- Work together to develop a coordinated offer of community based mental health support services to promote wellbeing, self-care, and recovery.
- Deliver education and training programmes that enable people to look after their mental health and wellbeing, and support recovery from mental ill-health.
- Work together to reduce deaths by suicide in Coventry and Warwickshire.
- Improve mental health and wellbeing support for parents, children and families, reaching people at an early stage when difficulties are first emerging.
- Promote awareness and understanding of dementia within our communities.
- Ensure carers of people with mental ill-health are aware of the support available to them look after their own mental health and Wellbeing.
- Help people with mental ill-health to gain and retain paid employment.
- Support people with severe and enduring mental ill-health to live healthier lifestyles leading to improved life expectancy.
- Recognise the role of creative arts and sports in achieving good mental health and wellbeing.
- Work in partnership with a range of organisations, particularly third sector organisations and community assets, and local, regional and national initiatives to support delivery of the programme.





## HOW WE WILL DO IT

- Deliver a coordinated campaigns plan, aligned to national and local mental health days (e.g. World Mental Health Day, World Alzheimer's Month).
- Develop a range of resources, in a variety of formats, to promote awareness of the community based mental health services available to all people in our communities, and ways to look after and achieve mental wellbeing.
- Promote uptake of the Recovery and Wellbeing Academy courses, and promote and where possible provide training programmes including Mental Health First Aid, Five Ways to Wellbeing and Suicide Prevention.
- Lead on delivery of the Suicide Prevention Strategies, to include a strong focus on reducing deaths by suicide in middle aged men through the NHS England funded programme of work for Coventry and Warwickshire.
- Develop an integrated parent infant mental health pathway, and strengthen the community based early help support from the Rise service (children's mental health service).
- Increase the number of people who are Dementia Friends in Coventry and Warwickshire, and support Dementia Action Alliances, to create dementia friendly communities.
- Deliver a 'Think Carer' campaign, and promote awareness of carers support and wellbeing services.
- Provide employment advisors in our talking therapies services, IAPT (Improving Access to Psychological Therapies), and in our specialist care mental health services.
- Further develop our public health lifestyles services offer (e.g. smoking cessation, weight management, health checks) to better meet the needs of people with severe and enduring mental ill-health, and dementia.
- Develop a creative health alliance for Coventry and Warwickshire, and build an effective partnership with Coventry, Solihull and Warwickshire (CSW) Sports.
- Build and enhance our joint work with Voluntary Action Coventry and Warwickshire Community and Voluntary Action. Support delivery of the Year of Wellbeing 2019 programme, and link effectively with other Better Health, Better Care, Better Value workstreams, particularly Proactive and Preventative. Maximise use of our links to the Thrive West Midlands programme, MERIT programme, and Public Health England.
- Support the Thrive at Work programme to improve awareness and support in the workplace.

# PRIMARY CARE

Over 90% of people with mental health problems are managed within primary care. This theme aims to make it easier for people suffering from mental health conditions to engage with services in both primary and secondary care and ensure that provision is responsive and flexible to meet their needs. By working with the whole primary care system and sharing responsibility with secondary care, we aim to provide a more comprehensive mental health service to patients within their community.

## WHAT WE WILL DO

- Expand the 'Improving Access to Psychological Therapies' (IAPT) service to ensure those with long-term mental health conditions are supported to access specialist trained therapists to provide self-help advice and therapy to build their resilience.
- Provide additional training and skills development for primary mental health care staff.
- Strengthen engagement with GPs across mental health services, including specialist and acute care provision.
- Improve training and information for GPs about services available.
- Improve access to social prescribing through primary care to help people deal with and resolve day to day issues which impact their mental health.







## HOW WE WILL DO IT

- Continue to recruit and train more therapy staff to expand the IAPT service.
- Develop digital support to clinicians and patients to access mental health and emotional wellbeing information and services faster.
- Identify GP Champions across Coventry and Warwickshire to lead on mental health and emotional wellbeing.
- Increase support and training from specialist mental health care services to the primary care workforce, working together to improve outcomes for patients. This will include areas like living well with dementia care and suicide prevention.
- Support the delivery of physical health checks for people with a mental illness to ensure a holistic approach in primary care.
- Enhance the local social prescribing offer with the aim of helping people with their social issues and needs that impact on their mental health, e.g. housing, finance, etc.
- An emphasis will be placed on providing care and support close to where people live and in primary care settings wherever possible, aligned to our place-based population approach to out of hospital services.
- Improve support for primary care comprising of a telephone advice line, training and direct access to support from specialist and acute mental health care colleagues.



# SPECIALIST CARE

Specialist Care services, such as community mental health teams, support people with severe and complex mental health conditions. This theme focuses on improving access to and strengthening services and is intended to support the work of other work streams such as primary care to enhance the relationship between primary and secondary care. This will ensure we can deliver the right care, at the right time, in the right place for people with mental health problems.





## WHAT WE WILL DO

- Improve access and treatment for children and young people with mental health problems.
- Improve access into specialist mental health services and the quality of the care they provide.
- Improve the health and life expectancy of people with severe and enduring mental illness.
- Improve training and employment prospects of those with a severe mental illness.
- Support more women with their mental health needs during and after pregnancy.
- Improve access to specialist early intervention services for people experiencing their first episode of psychosis.
- Ensure that Coventry and Warwickshire is a place where people can live well with dementia.
- Work in partnership to explore how to best support people with medically unexplained symptoms.

## HOW WE WILL DO IT

- Make it easier for young people to transition to adult specialist mental health services.
- Strengthen mental health support available in schools.
- Increase the number of annual physical health checks given to people with severe and enduring mental illness and improve support for healthy lifestyles.
- Work with and develop a multi-agency response to patients who frequently access the health care system because of their multiple complex needs.
- Expand specialist perinatal mental health community services to deliver care to more women within Coventry and Warwickshire.
- Provide a timely dementia diagnosis and access to high quality, personalised, integrated services across health and social care to ensure people live well with the condition.
- Implement individual placement support to improve access to and retention in employment.
- Implement the Access and Waiting Time Standard for early intervention in psychosis service.
- Develop and implement a pathway for people with medically unexplained symptoms.

# ACUTE AND CRISIS CARE

This theme will explore and enhance the provision of urgent care treatment for patients presenting with acute mental health problems, attempting to treat as many as possible within their community. We also want to reduce length of stay and the use of out of area placements for inpatient beds, and ensure patients are appropriately discharged from an inpatient unit.

## WHAT WE WILL DO

- Improve capacity and effectiveness of the crisis resolution/home treatment teams (CRHTT).
- Establish a shared electronic record for acute care workers across the four MERIT (Mental Health Alliance for Excellence, Resilience, Innovation and Training) Trusts\*.
- Provide better assessment of when people can be treated away from hospital, for patients not requiring urgent treatment.
- Increase alternative care options to hospital admission.
- Reduce the number of patients sent out of Coventry and Warwickshire for treatment.
- Reduce the number of delayed discharges for non-medical reasons from inpatient units.
- Achieve the Core 24 national defined standard for acute mental health liaison services.

\* The MERIT partners include Coventry and Warwickshire Partnership NHS Trust, Birmingham and Solihull Mental Health NHS Foundation Trust, Black Country Partnership NHS Foundation Trust and Dudley and Walsall Mental Health Partnership NHS Trust.







## HOW WE WILL DO IT

- Enhance and improve CRHTT treatment and response times.
- Work together to create a joined up and integrated urgent care pathway for individuals with acute mental health distress.
- The Acute Mental Health Assessment Team (AMHAT) will meet the Core 24 service standard, making mental health liaison services available 24/7 for acute hospitals in Coventry and Warwickshire.
- Enhance the street triage mental health service by possible extension of hours in Coventry and exploring and implementing an appropriate model of provision for Warwickshire.
- Reduce out of area mental health inpatient placements by enhancing the alternative urgent care provisions in the community and working with partners to reduce delayed discharges from acute units.
- Establish centres of specialised care across Coventry and Warwickshire focussing on the mental health needs of the local population.
- Introduce a psychiatric decision unit to the Caludon Centre in Coventry, providing a more appropriate environment for assessment than a busy A&E for people attending with mental health needs.
- Establish and test 'Safe Havens' with support from the third sector. The Safe Havens will support people in mental health distress before they reach a crisis point by offering them support in the community outside of business hours.
- Explore the provision of a Crisis House service across Coventry and Warwickshire.





# WORKFORCE

There has never been a more important time to work in mental health. The Five Year Forward View for Mental Health sets out the improvements we can expect in mental health services by 2021. Now we need to make sure we have the workforce to deliver them.

There is a genuine national consensus that mental health matters as much as physical health and it is one of four priority areas that will benefit from additional resources.

Nurses, occupational therapists, psychiatrists and peer support workers – to name but a few – are crucial to turn our ambitions into a reality for patients and their carers. Health Education England 'Stepping Forward to 2020/21: The Mental Health Workforce Plan for England' sets out a high level road map and reflects the additional staff required to deliver the transformation.

## WHAT WE WILL DO

- Understand where our workforce is now, where we want to be and what we need to do to get there.
- Work with other services to understand the impact of changes on the workforce.
- Influence education providers to ensure the appropriate qualifications are available to upskill staff.
- Explore new opportunities in role development, including the use of the nursing associate and peer support worker roles.

## HOW WE WILL DO IT

- Develop a system wide workforce plan that articulates the growth in our mental health workforce.
- Facilitate engagement events to ensure a mutually supportive and clear, shared purpose for mental health and emotional wellbeing services.





# SERVICE USER AND CARER ENGAGEMENT

All of our mental health and emotional wellbeing services regularly engage with their patients/ service users and their carers. We are committed to continuing this engagement so that, by developing positive relationships, we can work together to improve our services and ensure that every person's mental health and emotional wellbeing journey is right for them.

If you or anyone you know would like to be involved in engagement opportunities to develop and improve mental health and emotional wellbeing services in Coventry and Warwickshire, please email [info@bettercarecovwarks.org.uk](mailto:info@bettercarecovwarks.org.uk).

You can also follow us and get involved on social media:



@BetterCareCW



Better Health, Better Care, Better Value

Are you feeling...

# Stressed

# Anxious

Low in mood

# Depressed?



If you wish to find out more about any aspect of this programme, please contact [info@bettercarecovwarks.org.uk](mailto:info@bettercarecovwarks.org.uk)

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