

Westminster Health & Wellbeing Board

Date:	14 th September 2017
Classification:	General Release
Title:	Mental Health and Wellbeing Programme Update
Report of:	Programme Director, Mental Health and Wellbeing, NWL Collaboration of CCGs
Wards Involved:	All
Policy Context:	Mental Health & Wellbeing
Financial Summary:	N/A – No financial implications identified
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1. Executive Summary

This report provides an update to the Health and Wellbeing Board on the current position with the Like Minded strategy. The report provides both a general overview of the key elements of the strategy together with specific details of the actions that have been/are being taken within Kensington, Chelsea & Westminster.

2. Key Matters for the Board

No key matters have been raised as this report is for information purposes only.

3. Background

No issues have been raised

4. Options / Considerations

No option to be considered as this report is for information purposes only.

5. Legal Implications

Under the Health and Social Care Act 2012 the Health and Wellbeing Board has a duty to make it easier for health and social care services to work together. Section 3 of the Care Act places the Local Authority under a duty to carry out its care and support functions in a way that promotes integrating services with those of the NHS or other health-related service. Progress on the Like Minded strategy included in this report discharges this responsibility.

6. Financial Implications

There are no financial implications in this report.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact:

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APPENDICES:

Appendix. 1 - Community Living Well Model of Care

BACKGROUND PAPERS:

None.

Mental Health and Wellbeing Board Update - Westminster

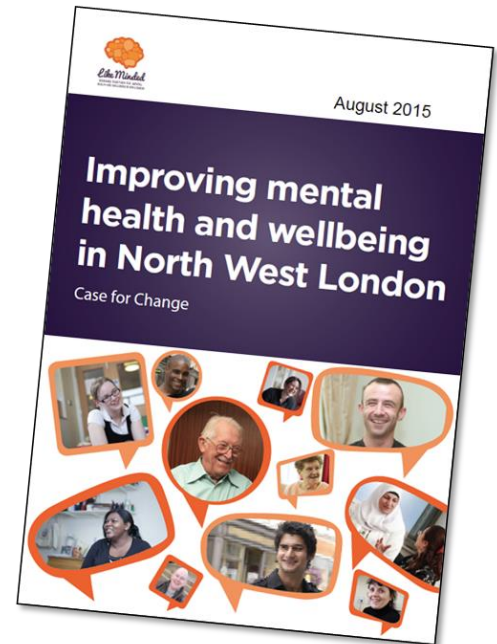
1. Introduction

Like Minded is a strategy for establishing joined up care that leads to excellent mental health and wellbeing outcomes across North West London.

Its development is led by the North West London Collaboration of CCGs and is co-produced with service users, carers, health and care professionals, third sector and user-led organisations and other experts.

Both Mental Health Trusts in North West London are actively involved in developing the strategy- as are teams from each Local Authority, Service Users, Carers and a wider range of other partners such as the police.

In August 2015 we published a Case for Change – describing a shared picture of the issues and our shared ambitions – this was endorsed by each health and Wellbeing Board.



2. Sustainability and Transformation Plan (STP)

The STP has 5 delivery areas, with delivery area 4 focusing on mental health. However Mental Health is referenced throughout the STP and threaded throughout our delivery areas – within prevention and within work on long term conditions.

One of the aims for **Delivery Area 1**, Improving Healthcare and Wellbeing, is to support people to stay healthy through targeted work with the population who need mental health support.

Common Mental Health Needs falls under **Delivery Area 2**, Eliminating Unwarranted Variation and Improving Long Term Condition (LTC) Management.

Delivery Area 4, Improving mental health services, is the focus of the Mental Health strategy in the STP:

- Implement the new model of care for people with serious and long term mental health needs, to improve physical, mental health and increase life expectancy
- Focused interventions for target populations
 - Perinatal Mental Health Care

- Transforming Care Plan for people with Learning Disabilities, Autism and challenging behaviors
- Crisis support services delivering the 'Crisis Care Concordat'
- Implementing 'Future in Mind' to improve children's mental health and wellbeing

3. Objectives and Vision of Like Minded

Our vision is for North West London to be a place where people say:

"My wellbeing and happiness is valued and I am supported to stay well and thrive"

"As soon as I am struggling, appropriate and timely help is available"

"The care and support I receive is joined-up, sensitive to my own needs, my personal beliefs, and delivered at the place that's right for me and the people that matter to me"

4. Core Principles

Core principles

- My life is important, I am part of my community and I have opportunity, choice and control.
- My wellbeing and mental health is valued equally to my physical health
- I am seen as a whole person – professionals understand the impact of my housing situation, my networks, employment and income on my health and wellbeing
- My care is seamless across different services, and in the most appropriate setting
- I feel valued and supported to stay well for the whole of my life



Whilst the Strategy is focused on sharing learning and raising standards across North West London, delivery is happening locally with a commitment in every borough to improving the outcomes of people with mental health needs.

Work to date

5. Prevention and wellbeing

An approach to Making Every Contact Count (MECC) for NWL is being developed with all boroughs: training is taking place in Westminster, Kensington & Chelsea and Hammersmith & Fulham

Local delivery in Westminster

Training is being targeted at a broad range of frontline staff groups including: non-clinical NHS staff; housing, employment and probation officers; adult social care teams;

library staff, and frontline staff of voluntary sector organisations. So far, we have received good uptake of training from GP receptionists and the voluntary sector but will continue to work to recruit a range of staff groups into the training.

6. Improving Access to Psychological Therapies for long term conditions (IAPT-LTC)

The IAPT-LTC Wave 2 programme is part of the NWL STP delivery area focusing on “Eliminating unwarranted variation and improving LTC management”. The overall objective of the programme is to improve outcomes for people with LTCs and prevent the escalation of poor mental health through better management of their condition.

The service delivery model includes the placement of 21 PWPs (Psychological Wellbeing Practitioners) and 26 HITs (High Intensity therapists) to provide backfill, enabling the NWL IAPT services to accommodate additional LTC patient contacts. All trainees were planned to be in placement by Health Education England (HEE) in October 2017, however, due to unforeseen circumstance, HEE has confirmed a phased release of trainees. The new trainee placement schedule has had a significant impact on IAPT-LTC 17/18 trajectory. Since receiving information about the delayed trainee placement, providers and commissioners have worked together to revise the programme trajectory, and this has been submitted to NHS England for approval.

LTC training funded by HEENWL is being delivered to low intensity therapists and practice based counsellors; 53 staff were trained in the period July – August 2017.

Next Steps:

- An online training module is in development and will be available in Autumn, to ensure training remains accessible to staff and because of the high turnover of low intensity workers.
- Top Up LTC training for IAPT therapists will commence this Autumn, delivered by Royal Holloway University and University College London (UCL).
- Continue building strong working relationships with the 2x IAPT providers (CNWL & WLMHT) and share learning from IAPT wave 1 work in Hillingdon. The providers have a positive history of collaborative work to improve outcomes and implement change.

Local delivery in Kensington, Chelsea & Westminster

- Over 10,000 patients with anxiety and depression across Westminster and Kensington & Chelsea accessed psychological therapies in 2016/17, and over 50% of people who completed treatment had recovered.

- Psychological therapies services in Central London are working closely with St Mary's hospital to ensure that people with long-term physical health conditions can access psychological support to help them manage their condition.
- Suicide awareness training is being rolled to 700 frontline workers across tri-borough, with a particular focus on staff in non-mental health services. The training will enable staff to identify, approach and support a person who may be suicidal, particularly giving staff the skills and confidence to start a conversation with that person, to listen, and to know what support is available.
- Central London and West London CCGs commission user-focused monitoring (UFM), an innovative approach to ensuring that the views of experts by experience are at the core of transformation and service development. UFM have recently focused on CNWL's Single Point of Access (SPA), interviewing patients and service users about their experience of using the service, and developing recommendations which are now being taken forward by the Trust. This will help to meet the Mental Health Five Year Forward View of reducing suicides by 10% by 2020/21.

7. Perinatal Services

Community Perinatal Mental Health commenced in WLMHT (Ealing, Hounslow and Hammersmith & Fulham) in April 2016 and was launched in CNWL in June 2017 (Brent, Harrow, Hillingdon, Kensington & Chelsea and Westminster). The model of care is community based for women and their families with mild-to-severe mental illness and covers pre-conception, through pregnancy and up to 12 months' post-natal support. There is a clear focus on prevention, early detection and diagnosis and prompt treatment. In addition, the service offers patent infant mental health support.

The service accepts referrals from any professional including mental health professionals, midwives, obstetricians & GPs, and offers telephone advice to professionals if they have concerns about a woman's mental health.

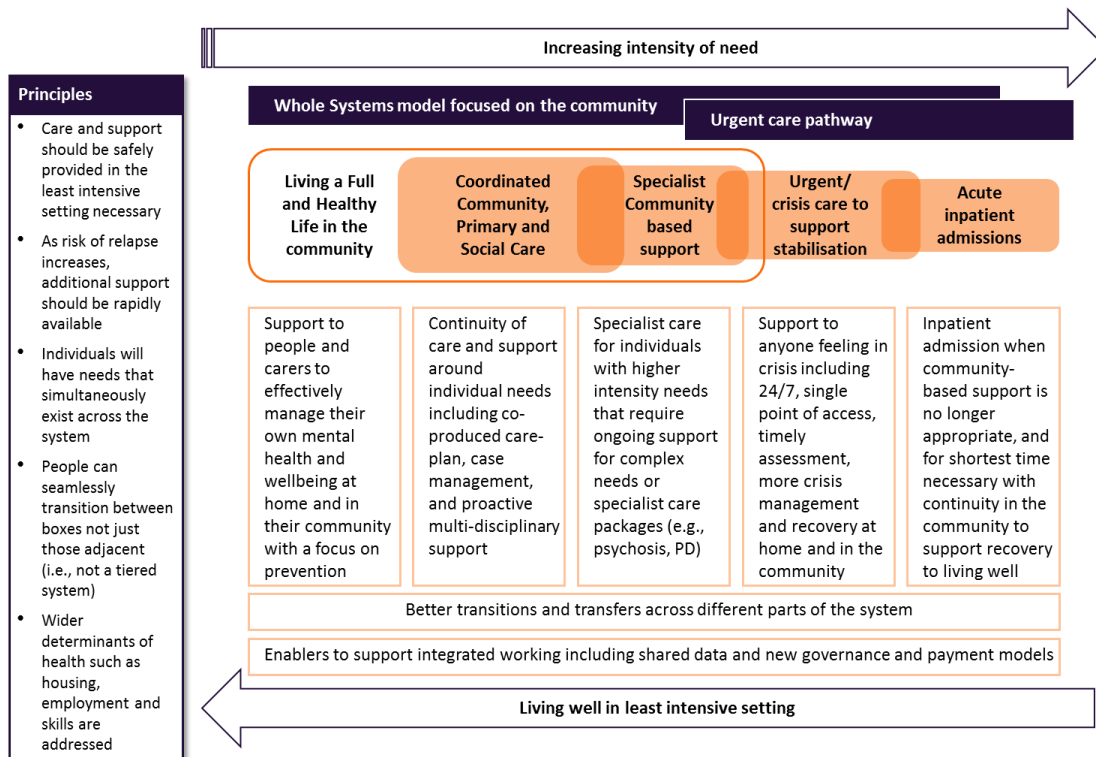
8. Serious and Long Term Mental Health Needs

The Serious and Long Term Mental Health Needs Clinical Model of Care has been endorsed by all 8 CCGs.

The team have looked into alternative phasing options for funding and implementing the Serious and long term mental health needs new model of care. Discussions are taking place with senior stakeholders regarding the viability of implementing specific elements of the model per borough and local implementation plans are starting to be explored. The intention is to support providers and CCGs with targeted pieces of work to resolve blockages in local implementation.

The revised financial model has been produced in greater detail to demonstrate savings of using a phased implementation approach and highlighting the challenges of the “invest to save” premise and the investment required to ensure a safe and sustainable system.

Model of Care



Local developments in Kensington, Chelsea & Westminster.

Urgent & Crisis Mental Health Care

Central and West London CCGs share a Single Point of Access and Crisis Response teams in the community, as well as Liaison Psychiatry Services at Chelsea and Westminster and St Mary’s Hospitals. In addition, the CCGs jointly commission and use inpatient psychiatric facilities at St Charles and The Gordon, including Health Based Places of Safety (Section 136 suites).

In this context there is strong joint working across the 2 CCGs to review acute community and in-patient pathways to ensure they are performing to the correct standards, consistently, and that they work well for referrals from across the **whole system** including the Police, London Ambulance Service, Acute Trusts, Local Authority and Housing Providers, Third Sector, as well as for GPs and critically for service users and their carers.

Following implementation of the SPA and Crisis Response Teams in 2015, with additional WL and CL CCG Transformation investment of £888K per annum to provide a 24/7 service with a guaranteed 4-hour assessment response.

The Trust has, since July 2017, been working with a broad stakeholder group across KCW, to co-produce a revised pathway and service model. Two in-depth workshops have been held to diagnose issues, define solutions and map demand across the system. These workshops, led by the CCGs, have yielded some key early results, e.g.:

- the development of 'warm transfers' from all professional groups (including NHS 111) so that people in crisis will be booked into an appointment at the point of referral, thus avoiding delays and uncertainty that has frustrated performance to date)
- the development of arrangements and protocols with Emergency Services (who make the majority of all referrals for crisis mental health support) on how the SPA will provide clinical advice, face to face support and assessment where needed
- The development of clearly defined pathways that will speed up response and ensure that those in crisis are conveyed to the most appropriate place for their mental and physical needs.

CNWL is also working with commissioners and the Metropolitan Police to co-produce a street triage pilot, which will mean that when the Police identify somebody with a mental health problem in the community (whether in a public place or at home), they can access mental health expertise to support with assessments and, it is anticipated, provide support which reduces the number of people who are formally detained under Section 136 of the Mental Health Act.

Next Steps

1. Create local Roadmaps for each borough to identify how to implement the whole SLTMHN model locally.
2. Review resources/service redesign needed to implement the elements of the model of care.

West London CCG – Community Living Well

Over the past 2 years the CCG and its partners have been developing a new model of care for health and well-being support for those with long-term mental health needs who do not need to be in secondary care. This was undertaken under the Department of Health's *Whole Systems Integrated Care Pioneer Programme*.

64% of all patients in West London registered with a serious mental illness such as Schizophrenia and Bi-Polar are under the care of their GP only. We also know that nationally people with serious and long-term mental health needs die on average 15-20 years earlier than people without an SLTMHN. Through detailed co-production with professionals and service users and carers we have designed a new model that will attend pro-actively to those patients, helping prevent avoidable crisis escalations by attending to people's mental health, their physical health (thereby addressing significant health inequalities), and their social needs. In addition to qualitative co-production with those with lived experience, the need for more support in the community for such issues as housing, employment, life skills, debt, benefits and social networks was evidenced clearly in a detailed survey of 438 people who, in a year, visited their GP 2000 times, with 46% of the attendances to do with these non-medical, but vital well-being, issues.

The Business Case for 'Community Living Well' was approved in July 2016 by West London CCG, and has been discussed previously at the RBKC Health & Well-Being Board and the Westminster Adults, Health and Public Protection Scrutiny Committee. It will operate from the Integrated Health & Well-Being Centres at St Charles and Violet Melchett, and a range of community spokes offered up by the third sector, providing a network of integrated and convenient service 'outlets' across our community.

Community Living Well covers the whole CCG catchment, including Queen's Park and Paddington. The model of care is set out as Appendix 1 to this document.

An additional £900K per annum for three years was approved by the CCG to invest in Health & Social Care Navigators, Employment Support, and Peer Support, all of which are fully funded by the CCG, and in infrastructure costs including estates. Redesign is envisaged as the service is integrated to make savings to cover on-going costs after 3 years.

Since Business Case approval, the CCG has:

- Led the formation of an alliance of six providers, bringing CNWL and a range of third sector bodies, and GPs, into a single operating model, wrapped around the service user and/or carer.
- Funded and developed a significant programme of organisational development to support the cultural and operational shift required.
- Co-produced a cross-agency branding and communications strategy, including a single Community Living Well logo and livery,

- Let over £450k of contracts for employment, navigator and self-help support, which have been secured by SMART, Jobs in Mind and Kensington and Chelsea Social Council, plus over £900K of pump-priming Grants.

Recruitment to the Navigator and Employment Services commenced last year, and each service is already carrying a significant caseload of people, with reported outcomes in excess of the available national benchmarks, and customer and referrer feedback that is exemplary.

A formal launch of the fully-integrated model, including the central role that the CNWL-provided Primary Care Mental Health and Talking Therapy Services will play, is planned for late Autumn.

Central London – Primary Care Plus

In Central London, Primary Care Plus (PCP) was established in 2013 and, like Community Living Well, supports people with significant but stable mental ill health to live well and independently, without the need for on-going secondary care. This is a key, existing building block in the SLTMHN model of care, which triages all non-urgent and emergency mental health referrals, supports people to “step down” from secondary care towards greater independence, and provides enhanced support and expertise to GPs and other primary care staff.

The service is a partnership between CNWL, CLH (Central London’s GP Federation) and Westminster & Wandsworth Mind, and provides medical, nursing and therapeutic input, as well as more practical advice, social support and signposting via the community navigators. During 2016/17, secondary care caseloads reduced – indicating that PCP is fulfilling its function as a “step-down enabler” – although further work needs to be done to improve pathways so that people who no longer require secondary care can step down safely and sustainably.

Enhancing the GP ‘offer’ for those with Serious & Long-Term Mental Health Needs

All 3 CCGs have designed and implemented a new enhanced GP service to enable GPs to provide the extra, proactive care required by those with on-going mental health needs but not under the care of a Mental Health Trust.

All patients registered with Practices in RBKC, Westminster and Hammersmith & Fulham can benefit from extended GP appointments throughout the year, and a bio-psycho-social ‘Recovery & Staying Well Plan’ that they create with the service user. Outcomes are being measured using a nationally validated Health & Well-Being Scale.

Older people's mental health

The development of older people's mental health services (for both 'functional' mental illnesses such as schizophrenia and bipolar, and 'organic' illnesses like dementia) is a key task for commissioners and CNWL to tackle, as part of its joint Strategic Development & Improvement Plan. We are now in a position to take forward agreed actions, following a review process which was undertaken last year on behalf of both West and Central London CCGs.

The next steps are to bring together key representatives from Older Peoples CMHT and Memory Assessment Service staff, alongside primary and community care staff, to explore:

- Current pathways and interfaces
- Opportunities for service and pathway development, including as a priority, access to Memory Assessment Services
- Current position on integration with community based services
- Identification of additional opportunities for further integration

9. Transforming Care Partnership (TCP)

To date progress against the TCP's key outcomes continues to be strong and remains on track to deliver our discharge trajectories over the next two years.

Transformation funding is being utilised to identify future housing and support needs (which is critical to ensure that local services are developed in response to identified needs), increase capacity to undertake complex case reviews and to develop the workforce increase clinical capacity and expertise within the services. Work continues to ensure transformation projects remain on track to develop and deliver comprehensive reviews and anticipated learning outcomes.

Stakeholder engagement is on-going with events taking place in January, March and a further event planned for September 2017, which will contribute towards the development of new service models and approaches.

The TCP maintains effective financial oversight and leadership of the delivery of the Transforming Care programme, so that the best possible outcomes are achieved within the available resources.

Next Steps:

- Dynamic Risk Registers; TCP to develop and appraise a NW London governance pathway that can be utilised across Children Young People (CYP)/Adult services,

to ensure consistency in approach to understanding and supporting those most at risk.

To systematically map the existing specialist crisis and prevention offering (incorporating local variations) across NW London CYP/Adult services. This will include; Community Learning Disability Teams, 'mainstream' MH services, social care provision (private and voluntary sector), access to secondary care (A&E, UCC'S), services for LD/non LD Autism, inpatient services and community forensic support. Utilising this information we will identify areas of under/over provision for specialist and universal services, employ existing best practice and take steps/make recommendations to enhance existing provision (staff levels, training, etc.).

Local delivery in Kensington, Chelsea & Westminster

Mapping of the CYP/Adult transition processes, across the tri-borough is currently underway to ensure;

- A standardised approach to transition across services and in different geographical areas
- consistent ages at which different services start to engage with the young person and there is no gap in services

Once mapped, it will be dry-run tested by families, to ascertain if this is the true and consistent process.

10. Crisis Care Concordat

Across North West London 25 partner organisations in health, policing, social care, housing, local government and the third sector came together and signed the *Crisis Care Concordat* in February 2014, the second area nationally to achieve this, and covering a population of 2 million people. This HM Government initiative was launched in late 2013 to ensure that the most vulnerable patients in need receive a joined up response at a local level.

Our Crisis Concordat is a key public strategic commitment and is reviewed quarterly by an NWL-wide Steering Group. The last meeting took place on the 13th July. A Crisis Care Co-Production plan has been developed by the Making a Difference (MAD) Alliance – which is the Like-Minded Service User and Carer Group.

Next Steps:

- A refreshed action plan is due to be circulated which will shape national priorities in 2018/19.
- A proposal is being developed to look at how services within the scope of the Crisis pathway can be better integrated to provide efficiently resource high quality

24/7 provision (this will include current developments across London for the section 136 pathway, health based places of safety and Liaison Psychiatry Services).

- To develop a plan for a pan-London section 136 pathway and an all-age Health Based Place of Safety (HBPOS) specification.

Local delivery in Kensington, Chelsea & Westminster

Details of local delivery against key facets of the Crisis Care Concordat that are included in the Serious & Long Term Mental Health Needs Model of Care are covered in that Section, above.

In addition, work is also taking place in both CCGs to develop the model of Liaison Psychiatry available to the two Acute Hospitals. NHSE funding has been awarded to enhance services at St Mary's up to "core24" standard, i.e. a 24 hour, 7 day a week service, with rapid response to the emergency department as well as on wards. This meets a key Mental Health Five Year Forward View requirement that 50% of acute sites have core24-compliant services by 2020/21. West London CCG is also improving the productivity and responsiveness of its liaison psychiatry services at Chelsea & Westminster, by co-commissioning a service which provides appropriate and timely support, including robust health psychology input, into a single integrated specification held jointly between the CCG and Chelsea & Westminster NHS Foundation Trust and CNWL. It is important is that we reduce the numbers of people arriving at A&E when this is not the most appropriate place for them to be, releasing capacity for an improved service for those who do need to be in A&E. The work referenced above, particularly with emergency services, should provide community services which respond quickly and appropriately to crises and thus provide better alternatives to A&E.

St Charles' Health Based Place of Safety (HBPOS)

Secured 750k to increase the number of rooms from 1 to 3, providing a high quality environment for people in mental health crisis requiring an assessment within a Health based place of safety. Due for completion by March 2018, the new site is include in Health London Partnership's proposals to be 1 of 3 HBPOS for NWL

Single Point of Access (SPA) – Supported the development of the SPA and undertook a co-produced an urgent care pathway evaluation of which SPA was central. Recommendations are now being taken forward. Both SPA's in (CNWL and WLMHT) have been awarded contracts for mental health calls under the NHS 111 service

Over 850k for 17/18 has been awarded to support our psychiatric liaison teams based in A&E departments to have dedicated staffing 24/7 and be compliant with CORE 24. By the end of March 2018, it is anticipated that 4 of the 7 Psychiatric Liaison Services

across NWL will operate 24/7, putting the STP ahead of the national targets / trajectories outlined in the Five Year Forward View for Mental Health.

Next Steps

With initial investment in many services that support the urgent and crisis pathway to deliver comprehensive 24/7 access and interventions next steps are to:

1. Undertake a review that seeks to ensure these services form part of a fully integrated pathway
2. Develop a standardised evaluation framework for measuring effectiveness and added value

11.Children and Young People

A specialist Community Eating Disorder services for Children and Young People (aged 17 and under) has been fully implemented. The service accepts referrals via Self, GPs, Schools/Colleges and other professionals across Brent, Harrow, Hillingdon, Kensington & Chelsea and Westminster. Formal evaluation of the service is underway

An out of hours Crisis Service has been implemented across North West London. Additional funding has been allocated to deliver a fully integrated 24/7 Crisis Service for CYP. Pathways are in development and the services delivered by CNWL and WLMHT.

Our North West London Children and Young People's Mental Health and Wellbeing Strategy and Transformation Plan is currently being refreshed with completion and submission on 31st of October. An agreed draft will be complete by the end of September and presented to HWBB in early October for sign off.

Next Steps

- Development of a new multi-agency service delivery model which will enable children and young people to access the right intervention at the right time
- Development of a comprehensive work plan for Children and young people with Learning Disability and Autistic Spectrum Disorder.

Local delivery in Kensington, Chelsea & Westminster

A great deal of work is underway within the 3 boroughs to progress the implementation of the CAMHS Transformation Plan in 2017-2020, which is reported via the separate Health and Well-being Boards of Westminster, Kensington and Chelsea, and Hammersmith and Fulham.

Service redesign work continues with the focus of enhancing prevention and early intervention CAMHS in order to manage increasing demand on CAMHS. Enhanced

training and delivery in schools is key to this aim, and the voluntary sector provision will be expanded to include new providers, for example Mencap, Xenzone and the Octavia Foundation joining current CAMHS local providers, MIND, Rethink and West London Action for Children.

A new model of care for young people with serious mental health problems is under development with WLMHT and CNWL. This NHS England CAMHS pilot has several aims: to reduce the number of young people sent outside London for an inpatient bed, to reduce the amount of time a young person is admitted, and to develop more assertive outreach community care to prevent young people needing to access an inpatient bed. The three CCGs are investing funds in 2017-20 to assist with this exciting project.

The sustainable training programme plans to include parents in 'train the trainers' programmes, particularly around managing adolescent and challenging behaviour from those young people with learning disabilities and autism.

The learning disabilities and autism pathways work is a focus for this year with the aim to publish agreed multi-agency pathways for learning disabilities, ADHD and Autism.

Co-production work with young champions continues to strengthen in the Inner London Tri-borough. Further work this year will be to make links between Young Champions and schools, the Youth Council and other service user groups. Planning of the second Young People's mental health conference is underway and will take place in November 2017.

Digital solutions to engagement and delivery with young people are being developed nationally, regionally and locally across the Tri-borough. The challenge is to avoid duplication and map what works and is young people friendly. Young Champions and partners are working with 'Codiers and Founders' to try out a range of available apps, and may take part in developing a bespoke app for local young people.

A new 12 month pilot for on-line counselling, 'Kooth' commissioned from Xenzone, will go live in local schools in September 2017. This will enable young people to book a telephone appointment or text a counsellor, take part in moderated focus groups, and access good quality information and support from their mobile phone.

Additional local delivery in Westminster

A CNWL pilot project based in two local children's centres in Westminster works with parents and young children (0-5 years), offering consultation, assessment and six sessions of mother and child attachment work. This early intervention pilot seeks to address attachment issues for parents which if not addressed, have been highlighted in research as possible indicators of future mental health issues for young people.

The Westminster CAMHS Alliance was launched in early 2017. This partnership brings together the young people's mental health providers, commissioners, social care, early help and the voluntary sector agencies, with young people and parents, to work together on the delivery, ambitions and challenges ahead for the transformation of child and adolescent mental health in Westminster.

The council are developing a new model of delivery for early help in Westminster: 'Family Hubs'. Commissioners and the council plan to co-locate the Primary Mental Health Community CAMHS team provided by CNWL with the new model later next year.

12. Enablers and infrastructure

'Let's Talk about Mental Health' - NW London CCGs are delivering a free one day mental health training course for frontline staff and carers. The first two courses have been delivered to over 50 multi-agency staff with overwhelmingly positive feedback on the quality and delivery of the training. Feedback received will help to enhance and improve future training.

Mental Health leadership Diploma - Support a cadre of GPs to broaden MH knowledge and take leadership roles in MH transformation, 37 GPs have now completed the diploma.

Next steps

- Re-procurement
- Act as champions for transformation in CCGS, NW London and London work.
- Act as points of local cascade to practices and for escalation of issues
- Offer peer support across localities.

Local delivery in Kensington, Chelsea & Westminster

West London CCG was at the forefront of design and delivery of the NWL GP Leadership Programme, working closely with the University of Stafford and the Course Leaders to produce a bespoke programme, tailored in the local context of North West London and the Like-Minded Strategy. This is the first such locally designed GP Clinical Leadership in Mental Health. West London CCG funded 7

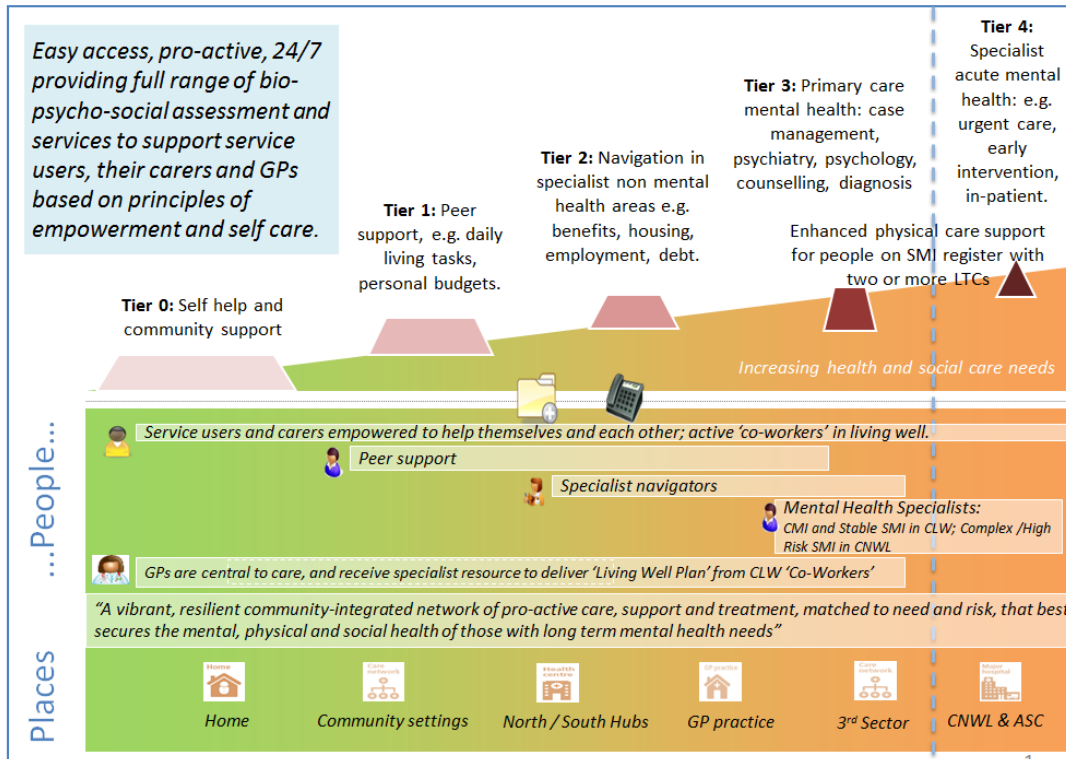
places for its GPs covering the breadth of the CCG's catchment, including QPP. Central London funded a further 3 places, making 10 in total across KCW.

All participants excelled in their University-accredited Diploma, with the University and Course Leaders commending the CCGs for what they described as the most successful set of assignments and vivas in the Diploma's history. Many of the GPs involved are actively involved in leading local mental health initiatives in West London CCG in particular.

West London CCG as now developed a series of training days under its GP education programme to cascade learning further for all staff in General Practice, which will take place in autumn and winter 2017/18.

Appendix 1: Community Living Well Model of Care

The core features of the "Community Living Well" Model Service



What this will mean for GPs and our Patients: wrap-round offer

