

CNWL NHS FT Mental Health Services in Westminster – A report to the Overview and Scrutiny Committee

June 2021

INTRODUCTION

The purpose of this paper is to provide an overview of all mental health services offered in the City of Westminster by CNWL NHS FT. This paper includes all services directly commissioned through NHS and Local authority commissioners and any services subcontracted by CNWL. We work with Westminster City Council to provide integrated Adult and Older Adult Mental Health services under a Section 75 agreement which means that integration of health and social care provides the best approach to supporting service users to recovery.

CNWL Westminster have recently produced a directory of CNWL services to include referral and contact information. Many of our services are provided through close partnership working with a range of statutory and non-statutory sectors to deliver care closer to home, linked to communities, working with family and carers, reducing the stigma of mental health.

Our teams work along the principles of recovery, hope, supporting individuals to manage their own lives, always focussed on providing care in the least restrictive way. Our teams are multidisciplinary and include nurses, doctors, social workers, psychologists, psychotherapists Occupational therapists, specialist expertise in employment, forensics, and importantly lived experience.

Supported by the CNWL Recovery & Wellbeing College, a learning and development centre, we provide a range of educational courses, workshops and resources for people with mental health difficulties who are using CNWL services, or have been discharged in the past 12 months, their carers, supporters and family members and staff from all areas of the Trust.

1.0 ADULT COMMUNITY BASED SERVICES

1.1 Talking Therapy services – includes IAPT and Counselling services - talking therapies, such as cognitive behavioural therapy (CBT), counselling, other therapies, and guided self-help and support online digital treatment packages, and help for common mental health problems, like anxiety and depression. The service works with people experiencing low mood, stress, anxiety, panic, social phobia, Obsessive Compulsive Disorder (OCD) and other difficulties. The service also works with people with common mental health problems or coping difficulties associated with long term physical health problems. Done via individual and group therapy, workshops, and psycho-education groups. Referrals process: self-referrals, GP referrals, and other health, social care and voluntary sector professionals.

1.2 KCW Early Intervention Services Early Intervention in Psychosis (EIP) is a mental health service that works with young people aged between 14 - 35, experiencing a first episode of psychosis. Once referred, service users can remain with the team for three to five years. The service works in partnership with statutory and non-statutory organisations in a recovery focussed way to help service users make sense of what is happening, through individual or family therapy, psychosocial interventions, medication, support with education, employment or finances etc.

1.3 Westminster Community Mental Health Teams Divided into South and North Westminster Adult Community Mental Health Hubs, and the Queens Park and Paddington (QPP) team this is an integrated community and social care service for adult service users with mental health issues. The teams are aligned to Primary Care Networks. The North Hub comprises the St Johns Wood PCN Team and the Regents Health PCN Team. The South Hub comprises the Westend PCN Team and the Victoria PCN Team. The Queens Park and Paddington (QPP) Team is aligned to the North K&C PCN. These integrated health and social care services work to improve wellbeing, reduce the likelihood of relapse in future and to promote social inclusion for service users in the community. The teams provide specialist interventions including Assessing, Triaging, signposting, treating and reviewing symptoms, psycho-social interventions, individual and group work, assistance in reduction of risk and symptom management. Psychology and psychotherapy services are integrated in the teams. The team assesses social care needs and providing social care interventions such as personalised budgets, placements, housing support, carer support linking through to Council statutory services. Working closely with local GPs to provide joined up mental and physical healthcare.

1.4 Services for the Homeless- The Joint Homelessness Team -A multi-disciplinary integrated community mental health and care service that works with people who sleep rough in Westminster and who have a mental illness. This service works creatively to improve engagement actively focused on reducing relapse by working collaboratively with service users to provide service-user-focused packages of care which in turn reduces likelihood and duration of admission to hospital and improves social functioning. It promotes stability in the lives of service users and their families. It works in an integrated manner with other statutory and non-statutory local services. **The Joint Assessment Service (JAS)**, part of the team, is commissioned by housing option service in Westminster to help people who are under Housing legislation who are homeless, and appear to be vulnerable in terms of their mental health.

The Homelessness Prevention Initiative - This service provides a personalised recovery focused rapid response for service users admitted to hospital in Westminster, who are either homeless or at risk of losing accommodation due to complex psycho-social factors. This service provides realistic and considered housing options, which reduce the likelihood of readmission and reduce the high social and financial costs associated with homelessness. It adds value to existing acute services and reduce unnecessary inpatient bed days. It works to reduce the pressure on the community mental health services by completing complex assessments early in the admission, and providing advice and support to care coordinators. Focusing on facilitating beneficial reconnection for those with no social network in Westminster.

Great Chapel Street Medical Centre is a walk-in medical centre providing comprehensive primary care. Supported by CNWL NHST and Westminster Primary Care Trust (WPCT), it works in cooperation with the Joint Homelessness Team. Services include GPs, psychiatric services, dentistry, nursing, substance misuse & mental health nursing, counselling, podiatry, as well as advocacy and benefits / housing advice.

2. ADULT URGENT CARE SERVICES

- 2.1 Single Point of Access – SPA** provides a first point of contact for people wishing to access adult community mental health services and provide support in a mental health crisis in Brent, Harrow, Hillingdon, Kensington & Chelsea and Westminster. The service is open 24 hours a day, 365 days a year. Individuals can self-refer and also call the number out-of-hours for support, signposting and advice. The team takes referrals from GPs and statutory services such as the Police or the London Ambulance services. Non-statutory services as well as other professionals can contact SPA for advice in relation to mental health support and signposting information for people that they are concerned about. In an urgent situation, patients may refer themselves; or referrals can be made on their behalf by family members, friends, or other services such as community, faith or support groups. It is best to make such a call in the presence of the patient, so they can be put on the line if required.
- 2.2 The Central Flow Hub** The service manages daily bed calls across all boroughs, and is responsible for managing the response to all bed requests, taking full accountability for finding a bed for patients referred for admission and making all necessary arrangements to source a bed 'Out of Area' if there are no suitable beds in CNWL Pathways and contingency operation has not been successful. The service provides support and challenge to DTAs/bed requests as the only clinician to have knowledge of bed state and associated issues across the Trust. The service manages ECR (out of area placements) and to ensure patients are back to CNWL beds within 72 hours.
- 2.3 Psychiatric Liaison Services at St Mary's Hospital Emergency Department**
Liaison psychiatry Service teams provide 24/7 mental health care to patients who attend A&E. They assess, treat and manage mental health conditions of patients over 18 years. They also provide care and support for patients with physical health conditions who may be experiencing mental distress referred from inpatient wards and outpatient clinics. Ranging from abnormal illness behaviour, alcohol and substance misuse, assessment of capacity to refuse medical treatment, behavioural disturbance, deliberate self-harm, diagnostic difficulties, medically unexplained symptoms, medico-legal decisions, mental illness related to childbirth, mood disorders such as depression, mania or anxiety, organic mental disorders: delirium and dementia psychological reactions to physical illness and psychosis.
- 2.4 First Responders (FRS)** A 24-hour service for people in a mental health crisis. This service is for people over 18, living in Westminster, K&C, Brent, Harrow and Hillingdon. First Responders will respond to urgent requests for mental health assessment in the community and at A&E, to determine the next best step for someone who needs urgent mental health attention or in crisis 24/7, 365 days a year. First Responders will provide face to face gatekeeping assessment to people (including people in need of mental health act assessments) requiring emergency access to acute mental health services including Home Treatment Teams (HTT) and the Coves wherever the patient is located. They also work closely alongside the Central Flow Hub and Single Point of Access are responsible for establishing whether admission to an inpatient ward is required.

- 2.5 North and South Westminster Home Teams.** This service offers short term and intensive home treatment as an alternative to hospital admission for service users experiencing a mental health crisis in the community, as well as facilitating early hospital discharge in order to provide the least restrictive option for our service users.
The service provides a service 24 hours a day 365 days a year, offering up to three home visits per day where required to support service users in crisis. The team works closely with inpatient wards, community teams and across the urgent care pathway to ensure a smooth transition between different teams
- 2.6 Approved Mental Health Professionals (AMHPs)** AMHPs are mental health professionals who have been approved by a local social services authority to carry out certain duties under the Mental Health Act. They are responsible for coordinating patient assessment and admission to hospital once a person has been sectioned. The service provides support under the Mental Health Act to bring a social and holistic perspective to the assessment of individuals. They work to ensure service users are interviewed appropriately, involving family and carers where possible, ensuring service users are aware of their rights if detained under the Mental Health Act 1983.
- 2.7 St Charles Health Based Place of Safety (HBoS)** -A Health-Based place of safety is a space where people are detained and transported under Section 135/136 (S135/136) of the Mental Health Act 1983 (amended 2007) can be managed safely while an appropriate assessment is undertaken (by a psychiatrist and an Approved Mental Health Professional (AMHP)
- 2.8 St Charles Assessment Lounge (pilot)** Currently a pilot, this service area provides an alternative assessment space for informal patients presenting with mental health crises who might require a bed, in order to reduce the demand on the capacity of acute trust Eds. This ensures all potential admissions to acute inpatient beds meet the threshold of there being no realistic alternative, with admission preventing an imminent risk to self or others.

3.0 ADULT INPATIENT SERVICES

St Charles Adult Inpatient Unit - St Charles Hospital in Kensington & Chelsea has four adult inpatient wards, and two Psychiatric Intensive units (PICU), one male and one female. These wards provide a safe and therapeutic environment for people with acute mental health problems and admit both patients who are detained under the Mental Health Act and patients who are vulnerable, at risk of harm to self or others as a result of an acute phase of a serious mental illness and cannot be safely supported in a community setting despite increased level of support, care and treatment. Patients can have a dual diagnosis of learning disability, substance misuse etc. however the primary reason for inpatient care is an acute phase of a serious mental illness.

4.0 OLDER ADULT SERVICES

4.1 KCW Memory Service

Memory services provide assessment and diagnosis of dementia and provide ongoing support and information to people with memory problems and their carers. Adults of any

age who may be experiencing memory difficulties, which includes early onset dementia can access the service. Teams have access to medical staff, specialist dementia nurses, occupational therapists, psychologists and Admiral Nurses who specialize in providing support to family and carers.

4.2 Older Adult Community and Home Treatment Team services

is an integrated service made up of the Community Mental Health Teams and Older Adults Home Treatment Teams serving the needs of older adults within Westminster. The integrated team is multidisciplinary, including psychology, social care, psychiatry, occupational therapy, nursing and support work, as well as having regular input from arts psychotherapy and Admiral nursing. The wider team provides medical, pharmacological, psychological and social interventions and works with other agencies such as care agencies, social services, primary care, third sector services, police, housing associations and environmental health.

The Home Treatment Teams operates a personalised care planning model, which means that all new service users and carers receive personalised and recovery-focused care plans. The person's care plan is developed with the person within 48 hours of acceptance for treatment, and families and supporters are kept updated with any changes to the care plan. Visits from the Home Treatment Team are one-to-one and usually more frequently than once a day. Consultant cover is provided by the same medical team, including daily input from the Community Mental Health Teams/ Home Treatment Teams consultant. In addition, the Home Treatment Teams are now beginning to commission care packages in a case management model, reducing delays while waiting for allocation to a care coordinator in the community mental health team, and in some cases preventing the need for ongoing secondary care altogether.

4.3 Inpatient provision

Kershaw Ward and Redwood Ward - are inpatient mental health wards for older people at St Charles Hospital. These services provide a multidisciplinary assessment and treatment package involving the patient, relatives and carers from admission through to discharge. The care will consider the needs of the patient as well as the relative and/or carer and will ensure that discharge planning reflects the needs of both.

Beatrice Place provides continuing care services for older people who have advanced cognitive impairment or severe and enduring mental health needs. Continuing care means care is provided over an extended period of time to a person with physical or mental health needs which have arisen as a result of disability, an accident or illness. Patients must be assessed for their eligibility for NHS continuing care. Beatrice place comprises of a total of 24 beds for both male and female.

Care is provided by a vast range of multi- disciplinary health professionals to support the individual needs of our patients.

5.0 SPECIALIST ADULT SERVICES

5.1 Westminster Learning Disabilities Health and Social Care Teams managed through Westminster City Council and CLCH NHS Trust provide assessment and treatment to people in their homes or an alternative community setting such as a local clinic, school, college, day service, supported living, residential setting, care home or hospital.

5.2 Intensive Support Service Working across the Tri-borough the team works with the community teams to enable individuals with learning disabilities and autism who are in crisis and/or identified as being 'at risk' of placement breaking down to reside in the least restrictive setting to meet their needs.

5.3 KCW FOCUS team -A community-based service providing aftercare under Section 117 to service users who have been in secure mental health care supporting them on their ongoing recovery journey to remain safe and well. FOCUS provides consultation and advice on risk management plans working jointly with acute mental health services. The multi-disciplinary team includes Forensic psychiatrists and psychologists, AMPHs, Social Workers, Community Mental Health nurses, Recovery Support Workers and Peer Support workers. Expert Substance Misuse work is provided for service users for whom this is a factor in their mental ill health.

5.4 Dual Diagnosis and Substance Misuse Services

Westminster Dual Diagnosis Service is a service jointly funded by the local authority and CNWL for the purpose of supporting staff who care for clients who present with co-existing serious mental illness and substance misuse issues. We offer advice to staff from a variety of services but especially St Charles Hospital, Community Mental Health Hubs, CGL (alcohol service) and DAWS (drug and alcohol service) that work with clients who present with co-existing severe mental health and substance misuse issues as well as directly working with a select number of clients.

The service utilises person-centred, flexible yet assertive approaches conducting extended assessments. We use Individual keyworker sessions and social support groups to enhance wellbeing. MI principles are used to help explore and resolve ambivalence around lifestyle changes. The service also focuses on harm reduction advice for clients whose goal is safer substance use. The service provides psycho-social education for clients to reduce their substance use and provides pre and post support for clients who are working towards to detox and/or rehab. The team also signposts for and support to engage with activities in the local community.

5.5 Health Psychology in Hospital - The team provide health psychology services to patients at Imperial College Healthcare NHS Trust as well as working with IAPT services in Westminster to provide specialist input for those with physical health condition and related psychological difficulties, optimising psychological well-being. Current work is especially in the areas of sexual health, sexual function, HIV, HTLV1, oncology, sickle cell, laryngology, rhinology, termination of pregnancy, IVF, COVID and recently in ICU. The team also work with staff groups.

5.6 Waterview Personality Disorder Service - provides services for people with long-standing emotional and interpersonal problems resulting from personality disorder. The service supports people who have a formal diagnosis of a disorder or experience significant problems related to their personality. This includes people who self-harm, who may cause harm to others and display violent behavior, are in chaotic or unstable relationships, struggle to manage strong feelings and people who have a history of using A&E and inpatient mental health services at times of crisis

5.7 Woodfield Forced Migration and Trauma Service -provides treatment for refugees, asylum seekers and forced migrants suffering from Post-Traumatic Stress Disorder, assessed as having a primary diagnosis of Post-Traumatic Stress Disorder (PTSD). The service provides teaching and workshops that will help manage symptoms., weekly activity groups to help clients feel more confident with others and less lonely, support to help clients identify and take steps towards new goals, psychological therapy that focuses on talking about what happened in a way to make it feel like it is in the past. The service also provides Symptom management audio recordings provided in English, Arabic and Farsi

6.0 CHILDREN & ADOLESCENT MENTAL HEALTH SERVICES (CAMHS)

6.1 Core CAMHS Services working from Woodfield Road site, providing community-based services from children and young people aged up to 18 years. The service is multi-disciplinary providing assessment and treatment to young people referred who have mental health issues impacting on their ability to function and thrive in school, family and home lives. In addition, services are provided for CYP who are of particular at-risk groups such as Looked After Children (LAC), learning disability and Youth Offending. There is a small paediatric team supporting Imperial paediatric wards.

6.2 Urgent Care and Home Treatment provide urgent assessment, care and brief intervention services. The service is 24/7 and sees young people presenting in crisis at Imperial St Marys Hospital. Westminster young people also have access to the Adolescent Community Treatment Service (ACTS) that works across CNWL 5 boroughs and provides a 5 day per week service for young people who meet the threshold for specialist care (Tier 4) but can be managed safely at home with robust safety plans and clinical interventions such as, medication, family therapy, psychological interventions such as DBT and CBT. As well as gatekeeping referrals the service supports early discharge.

6.3 Children and Young People Eating Disorders Services This is a 5-borough service based at Vincent Square Eating Disorders Service as part of the All Age service. The team also work from Northwick Park Hospital. Westminster children and Young People are able and do access this service

6.4 Mental Health in Schools Teams These are run by MIND and work closely with CAMHS services.

6.5 Kooth is a new online mental health platform for children and young people between the ages of 11 and 25, its purpose is to provide online counselling services across NWL.

Covid-19 has had a profound effect on many people, increasing worry, anxiety, depression and even self-harming. Children and young people need help with their mental health and wellbeing, and in partnership with the NHS, Kooth is another way young people in our region can access confidential, timely advice and high-quality support.

There is no need for referral, with Kooth offering safe and secure support from an online community of peers and a team of experienced, accredited counsellors through online magazine, forums, discussions boards and live chat sessions. They work closely with existing mental health services and signpost to existing children's services such as CAMHS when needed.

The aim is to use Kooth across the county as a front door for children and young people. The advantages of this are reducing demand on CAMHS and primary care services by providing

high quality intervention in a lower cost digital setting. The service will also ensure an increase in early intervention, prevention and increase accessibility

7.0 NEW SERVICES SUPPORTED THROUGH TRANSFORMATION

- 7.1 Step-Down Beds:** The addition of a new 4-bedded house means there are now 9 beds in total within houses in the community in Westminster to provide short stays (up to 12 weeks) for medically optimised patients to “step down” from wards to the community. The service tries to place Westminster patients in these beds so residents can receive ongoing support in their borough. A video detailing the experience of patients in Westminster will be available shortly.
- 7.2 Community Access Service (CAS):** The new service continues to embed across KCW to ensure our patients do not stay longer than clinically required on wards and are supported through re-enablement to live as independently as possible. The team is comprised of an occupational therapist, a social worker and some peer support workers who will facilitate discharge at St Charles Hospital, supporting specifically Kensington, Chelsea and Westminster patients. We have also partnered with Single Homeless Project and Citizens Advice Kensington and Chelsea to provide a part time peer support worker into the CAS team, to provide floating housing support to enable service users to live independently within their own home.
- 7.3 Reablement Team:** This new service in partnership with Westminster City Council focused on support for the social care needs of service users, currently being developed for mobilisation in this year. The service will be made up of support workers, working alongside CNWL services to provide intensive support to service users for up to six months to prevent readmission so they are able to manage the transition back into the community. Conversations are currently underway to further define the model and enable recruitment of staff over the coming months.
- 7.4 High-Intensity Users:** CNWL’s commissioned British Red Cross (BRC) offer to provide bespoke high-intensity user (HIU) offer in Westminster to support people who use services repeatedly over a short period of time launched in late April. We know that frequent attendances can be an indication of unmet social needs. The team, therefore, take on a social prescribing, non-stigmatising approach, working closely with the individual and people involved in their care in ways that traditional services may not be able to. BRC has also adapted their approach in Westminster to support a range of service users, including those who are considered HIU from historical activities as well as those who are at risk of being a HIU if support is not provided quickly. This is a pilot programme which we are trialling, learning from over 130 CCGs who have successfully implemented this RightCare approach.
- 7.5 VCSE Projects:** New Westminster Partnership Forum is launching this month to support existing third sector (VCSE) partnerships and foster new opportunities for the future within the borough. The VCSE offers that recently went live provide specific support to people with coexisting MH and substance use problems, specialised Arabic outreach workers through the Oremi centre, and additional BAME support workers in the community.
- 7.6 The Coves:** Service provided through Hestia delivers 1:1 support, signposting, practical advice and coping techniques, with each Cove staffed by 1 team manager, 2 recovery workers or peer support workers, and 2 volunteers depending on the shift. The Coves

continue to see good usage levels, and feedback from Westminster service users continues to be positive.

- 7.7 Crisis Alternatives:** CNWL are undertaking a number of engagement sessions this summer to review options for future crisis alternatives. This is part of the transformation funding available from the NHS Long Term Plan with the aim to expand community alternatives for people in crisis, delivering care closer to home, in addition to the Covets.