

North Yorkshire & York Locality

LEEDS CCG (Wetherby) MHSOP & AMH Services

OSC Report of Wetherby/Harrogate Transformation

Naomi Lonergan - Director of Operations North Yorkshire and York

making a

difference

together

1.0 Introduction

This report provides a summary update on the progress made in implementing the new enhanced community model for AMH and MHSOP as part of the Harrogate and Rural District Transformation programme with particular emphasis on Wetherby. It also presents and summarises some of the key events and actions taken over the recent months including those relating to the trusts work in delivering services through the current Covid-19 crisis.

2.0 Harrogate Transformation

2.1 MHSOP

The service has restructured its operating model in order to operate on the basis of 3 GP Aligned Care Cells which overlay the Primary Care Networks in Harrogate and Rural District. This has led to closer relationships on an operational level with partner agencies but the Covid pandemic has impacted the plans to have designated staff working to share the new operational model with partner agencies and further develop individual relationships.

The service is also operating a new initial assessment within a GP Aligned Care Cells model with a dedicated initial assessor designated for each GPACC. The next phase of the service development work, which was associated with the development of a brief interventions offer for patients, has been significantly impacted by the COVID pandemic and work to develop this model is currently being re-planned to ensure that the model can be developed and implemented with the minimal disruption to operational services.

Further to the work detailed above the service is also operating a shared caseload model within each of the GPACC which has enhanced patient experience as a number of staff are familiar with an individual patient rather than a single identified Care Co-ordinator. Patients still have a designated Care Co-ordinator but the overall care of the patient is more cohesive with a range of professionals having a clear understanding of individual patient need.

Substantial work has also been ongoing with developing the model for inpatient admissions. However, this has been significantly impacted by the need to implement a cohorting approach to admissions to minimise the risk of a covid outbreak on one of the MH wards. This has meant that all Harrogate and Wetherby patients that have required admission have, in the first instance, been admitted to Rowan Lea in Scarborough which was the designated admission and hot ward for across North Yorkshire and York MHSOP. Once identified as negative patients Harrogate and

Wetherby patients are subsequently admitted to either Moorcroft Ward (for functional patients) or Wold View Ward (for organic patients) at Foss Park Hospital.

The enhancements to the staffing in the Harrogate Older Persons Crisis Team, as well as the relocation of the team to work alongside the CMHT and the improvements in the skill mix in the team has led to the maintenance of a reduced length of stay despite the challenges associated with the movement of patients between wards as described above. Previous research has shown that movement of patients between wards leads to an increased length of stay so the maintenance of low length of stay is a strong indicator of the quality of care being provided through the new model.

Work is ongoing to further embed the service model but the Covid pandemic has impacted the ability to implement all of the plans initially envisaged as well as impacted the ability to assess the implementation of the new model.

2.2 AMH

The Transformation of adult mental health provision for Wetherby, Harrogate, Ripon and surrounding areas has been successfully implemented against the planned timescale. The following is a summary of specific transformation service area actions:

Inpatient Provision:

COVID impacted on the acute mental health bed base for NY including Cedar Ward at The Briary however from 28th April 2020 we implemented our transformation plans 1 week ahead of schedule to support the wider health and social care systems to manage COVID admissions. Wetherby and surrounding area residents who required admission have been accommodated in Foss Park Hospital as planned. COVID Cohorting plans have been implemented across the facilities in Scarborough at Cross Lane and Foss Park.

Crisis Team & 136 Suite Provision:

Following the closure of the Briary Unit the Adult Crisis Team relocated to The Orchards community hub in Ripon with no disruption to services on the 28th April. The Section 136 suite located at The Briary closed as planned with provision being facilitated primarily in Foss Park 136 Suite with additional capacity at Cross Lane Scarborough. The team were supported through organisation change procedures with Human Resources and Union support. 3 members of the team relocated to other TEWV teams based in Harrogate prior to the move and the remaining team members relocated to Ripon. Vacancies created were filled with the Cedar Ward staff who's preference was working in the Crisis Team.

Communication with West Yorkshire Police and North Yorkshire Police forces as part of transformation engagement and planning agenda supported pathways to access Crisis Team support to explore alternative options of support to reduce 136 use and access to the suites where required.

Community and Crisis Team reinvestment:

The transformation released the reinvestment of funds into the Harrogate Integrated Community Mental Health Team and Adult Crisis and Home Treatment team. Some of these posts were filled through the organisational change process supporting Cedar Ward team members effected by the wards closure. The following additional investment posts are detailed as follows including stage of being recruited into:

- Crisis Team
 - 1wte Consultant Psychologist – Recruited in post from Cedar Ward
 - 1wte Advanced Nurse Practitioner – Recruited in post from Cedar Ward
 - 4.7wte Crisis Community Support Workers – Recruited in post from Cedar Ward

There has been additional funding secured outside of the Harrogate Transformation Program that has added 5.48wte Senior Crisis Practitioners to enable provision of the All Age Crisis Helpline. This funding has been acquired in 2 phases, 2.74wte supporting the line from April 2020 in post and the additional 2.74wte posts have been recruited into and are pending start dates in November/December 2020.

- Harrogate Integrated Community Team:
 - 1wte Band 6 Community Practitioner – Recruited pending start date
 - 1wte Band 5 Higher Assistant psychologist – Recruited pending start date
 - 2wte Band 5 Community Practitioners – Vacant following unsuccessful recruitment, advertising at band 6 currently due to lack of band 5 applicants in job market across North Yorkshire & York
 - 1wte Band 3 Community Support Worker – Recruited in post
 - 1wte Band 6 Community Occupational Therapist – Unable to recruit following advertising due to lack of applicants, re-advertising currently.
 - 0.6wte Band 3 Peer Support Worker – Post due to be advertised
 - 0.4wte Band 3 Team Secretary – Complimenting additional posts and currently out to advert.

Wetherby Mental Health Provider Pathways and Local Service Delivery

TEWV will be hosting with Leeds CCG a mental health adult and older peoples service mapping event over a number of sessions using MS Teams in November and December 2020. These events are currently in set up and invites are being sent out to service providers. The intended outcomes are to establish stronger interagency pathways, explore opportunities to secure face to face mental health service offers and inform future mental health provision.

2.3 Inpatient

Transformation of the existing inpatient provision is a key element of the proposal to invest in increasing the level of community services available through a reduction in inpatient beds and re-provide inpatient care from capacity available in the new Foss Park hospital. York. In support of this in November 2018 agreement was given by Clinical Senate to progress to engagement with service users, carers and the wider community across Harrogate and Wetherby town regarding the proposal. Engagement commenced 24th June 2019 for a period of 12 weeks.

The hospital was opened in April 2020, in the height of the worldwide pandemic, one week ahead of schedule. The new purpose-designed 72 bed hospital provides two adult, single sex wards and two older people's wards - one for people with dementia and one for people with mental health conditions such as psychosis, severe depression or anxiety. All 72 bedrooms are single bedrooms with en suite facilities. All have views of garden spaces and each bedroom corridor has rooms on one side and garden views on the other so that no 2 rooms face each other.

The hospital provides 72 beds across 4 wards:

- Ebor ward – 18 female adult beds
- Minster ward – 18 male adult beds
- Moor Croft ward – 18 older person's functional beds
- Wold View ward – 18 older person's organic (dementia)beds

The beds at Foss Park hospital accommodate patients from York and Selby, and from Harrogate. Concern has previously been expressed in Harrogate and surrounding district, regarding the availability of inpatient beds going forward, specifically with regard to older person's beds, and with particular emphasis on those patients with dementia requiring an inpatient admission. However, Since the opening of Foss Park the maximum number of beds occupied on our dementia ward, Wold View, has been 10 out of 18 beds (55.5%) and on most occasions we have experienced less than 50% occupancy.

There was a reduction of 2 adult beds from Harrogate and York when Foss Park became operational in April 2020, providing 36 adult beds in total. Previously there were 38 beds available - 14 on Cedar Ward in Harrogate and 24 beds at Peppermill Court in York. In mitigating any shortfall 2 beds are available at Cross Lane Hospital in Scarborough (to ensure sufficient availability) although our operational direction is to focussed on reducing traditional over-reliance on beds and to safely support our service users at home, noting the need for good quality carer support alongside this.

The beds at Foss Park, in adult and older person's services, are identified as locality beds and not identified as belonging to Harrogate or York. This is crucial to ensuring

an equitable approach which avoids any disadvantage across all our commissioner areas. Our approach is one where clinical priority dictates need so that beds can be used efficiently and in a clinically focussed manner.

3.0 Covid Related Actions/Updates

Covid arrangements remain in place and are being stepped up quickly in areas affected by local lockdown. We are however retaining our focus on service delivery and recovery and are ensuring we implement the lessons learnt from the last 6 months.

A number of the key steps and actions taken by the trust in response to the Covid crisis that impacted on Harrogate district and Wetherby are detailed below.

- Implementation of a tiered command system (gold/silver/bronze) to coordinate the response at all levels throughout the trust
- Establishment of an NYY7 day 'virtual Control Room' providing coordination, support and governance to the locality
- Implementation of a 'Cohorting' system with dedicated areas to admit and swab new patient's and separate Covid negative and positive patients
- Key staff repositioned within the organisation to support the crisis response structure and ensure existing services remained
- Circulation of regular partner briefings across all key partners providing trust wide and locality updates
- A shift to remote working where appropriate to ensure staff safety
- Introduction of a 24/7 Freephone Crisis Line for those suffering mental distress and supporting social media pack for partners to promote (*see appendix A*). To further support this we developed a single source of information for partners that identifies the contact points for both routine referrals and crisis concerns across each of the specialities (*see appendix B*)
- Use of technology to enable continuity of engagement with service users throughout the crisis (particularly video conferencing, telephone)
- Bringing forward of work planned to re-provide inpatient care for Harrogate and Wetherby Town patients in support of Harrogate District Foundation Trust who have been working to increase their capacity to treat patients. Rowan Ward which provides inpatient care for mental health older people was returned to HDFT on 6th April 2020 and the transition of Cedar Ward patients to Foss Park was also brought forward to support HDFT
- Provision of 24/7 Crisis and Liaison services for children and young people
- The successful CQC inspection and opening of the Foss Park Hospital in York one week ahead of schedule despite the restrictions imposed as a result of Covid

- Implementation of a 'Forecasting Group' to provide guidance in relation to future service demand

Across the trust referrals are now increasing again with a number of our services having returned to pre-Covid levels. In Adult Mental Health services and Older Peoples services referrals are close to pre-Covid levels while within Children and Young Peoples services referrals are increasing but remain below pre-Covid, except in Eating Disorders here demand continues to increase.

4.0 Build Back Better

In response to the Covid crisis and the projected future operating environment, the trust has developed a 'Build Back Better' programme. The programme supports the recovery and restoration of services to re-scope actions and reprioritise work to ensure that our current and future services meet the reshaped demands they will be subject to as a result of the unprecedented changes brought about by the pandemic.

Implementation of the Build Back Better programme is focussed on delivery of individual plans and actions across 6 themes:

- **Delivery of the Long Term Plan** – to ensure existing investment commitments are delivered against in line with our Mental Health Long Term Plan
- **Embedding the Learning** – a structured approach ensuring that lessons learnt with regard to all aspects of service delivery are embedded and visible throughout the trust
- **Managing Further Waves of Covid** - have the appropriate systems, processes, infrastructure and workforce to safely manage future waves of Covid
- **Managing Increased Demand** – development of a robust demand forecasting process and capacity management response system to ensure timely provision of adequate service capacity reflective of increased demand expectations
- **Managing the Backlog – Clinical** – to ensure adequate and appropriately trained clinical provision in the changed operating environment
- **Managing the Backlog – Clinical** – to ensure adequate and appropriately trained clinical provision in the changed operating environment



At our locality level there is significant work ongoing in particular around IAPT (use of the national forecasting tool, workforce and trainee recruitment, use of digital solutions), Embedding mental health services into Primary Care developed with commissioning partners (4 pilots in our locality are already being delivered), Children and Young People (reducing waiting times and maintaining engagement) and Perinatal (recruitment to LTP funded posts)





Naomi Lonergan - Director of Operations North Yorkshire and York

Social media toolkit – For use from 7 September 2020

TEWV freephone crisis line

We have drafted the following content which we would be grateful if you could share on your social media platforms from Monday 7 September 2020. Many thanks for your continued support in helping us raise awareness of our crisis service contact information.

FACEBOOK	TWITTER	IMAGE/FILM
<p>In a mental health emergency you can contact your local crisis service on Freephone 0800 0516 171.</p> <p>The number is for people of all ages including those with learning disabilities and/or autism.</p> <p>Advice and information on what to do in a mental health crisis is available here: www.tewv.nhs.uk/crisisadvice.</p> <p>#TEWVcrisis</p>	<p>Those in mental distress, including those with a learning disability and/or autism, can contact their local @TEWV crisis service on freephone 0800 0516 171. Visit www.tewv.nhs.uk/crisisadvice for advice on what to do in a mental health emergency. #TEWVcrisis</p>	
<p>Whatever your age, if you are experiencing a mental health crisis you can call TEWV free of charge on 0800 0516 171.</p> <p>The line is available 24 hours a day, seven days a week, for those living in County Durham, Darlington, Teesside and North Yorkshire and York.</p>	<p>Whatever your age, if you're experiencing a mental health crisis call @TEWV crisis services on freephone 0800 0516 171. People with learning disabilities and/or autism can also use this number. Visit www.tewv.nhs.uk/crisisadvice for advice on what to do in an emergency. #TEWVcrisis</p>	

<p>People with learning disabilities and/or autism can also contact crisis services using this number.</p> <p>Advice and information on what to do in a mental health emergency is available at www.tewv.nhs.uk/crisisadvice. #TEWVcrisis</p>		
<p>Children, adults and older people living in the local area can contact TEWV crisis services free of charge on tel. 0800 0516 171. People with learning disabilities and/or autism can also use this number.</p> <p>The line is available 24 hours a day, seven days a week; making it easier for people to access help in a mental health emergency.</p> <p>Advice and information on what to do in a crisis situation can be found here www.tewv.nhs.uk/crisisadvice. #TEWVcrisis</p>	<p>Children, adults & older people in the area can access @TEWV crisis services on freephone 0800 0516 171. People with learning disabilities and/or autism can also use this line. Visit www.tewv.nhs.uk/crisisadvice for advice on what to do in a mental health emergency. #TEWVcrisis</p>	 <p>Call on us... in a mental health emergency.</p>  <p>Contact your local TEWV crisis service on FREEPHONE. 0800 0516 171 Advice on what to do in a mental health emergency is available on our website www.tewv.nhs.uk/crisisadvice</p>
<p>In a mental health emergency contact TEWV crisis services on freephone 0800 0516 171. The line is open 24 hours a day, seven days a week, and will direct you to your local team. The number can be used by children, adults and older people as well as those with learning</p>	<p>In a mental health emergency contact @TEWV crisis services on freephone 0800 0516 171. Open 24/7 the line can be used by children, adults, older people & those with learning disabilities and/or autism. www.tewv.nhs.uk/crisisadvice. #TEWVcrisis</p>	 <p>Call on us... in a mental health emergency.</p>  <p>Contact your local TEWV crisis service on FREEPHONE. 0800 0516 171 Advice on what to do in a mental health emergency is available on our website www.tewv.nhs.uk/crisisadvice</p>

<p>disabilities and/or autism.</p> <p>Advice and information on what to do in a mental health crisis can be found here www.tewv.nhs.uk/crisisadvice. #TEWVcrisis</p>		
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North Yorkshire & York Mental Health All Age Crisis & Support TEWV Contacts.
Patient/Public contact: 0300 0200 317

<p>Scarborough, Whitby & Ryedale</p> <p>Adult Crisis Professional Numbers: 01723 384667 or 01723 346511 Street Triage: 01723 384642 Scarborough Community : 01723 355095 email; TEWV.scarboroughcmht@nhs.net Ryedale Community : 01653 696661 email; TEWV.wricommunityteam@nhs.net Whitby Community: 01947 820294 email; TEWV.wricommunityteam@nhs.net Routine referrals email; TEWV.swr-amh@nhs.net,</p> <p>Learning Disabilities Generic: 01723 580940 email; teww.eastfield@nhs.net Routine referrals email; teww.nyldreferrals@nhs.net</p> <p>CAMHS Crisis Professional Number: 01723 346510 Generic: 01723 346000 Internal transfer: 44687 Routine referrals email; teww.northyorkshirecamhsreferrals@nhs.net</p> <p>MHSOP Acute Hospital Liaison: 01723 342663; Teww.MHLT@nhs.net Scarborough: 01723 384600 email; teww.mhsopscraporrough@nhs.net Ryedale: 01653 696661 email; teww.mhsopryedale@nhs.net Whitby: 01947 820294 email; teww.mhsopwhitby@nhs.net</p>	<p>Hambleton and Richmondshire</p> <p>Adult Crisis Professional Numbers: 01609 763784 or 01609 751182 West: 01748 907030 email; teww.amhhamrich@nhs.net East: 01609 751850 email; teww.eastcmht@nhs.net Routine referrals to all teams; teww.hr-amh@nhs.net</p> <p>Learning Disabilities Generic: 01609 751874 email; TEWV.HAMRICHCLDT@nhs.net Routine referrals email; teww.nyldreferrals@nhs.net</p> <p>CAMHS Crisis Professionals Number: 01765 632936 Generic: 01609 718810 Routine referrals email; teww.northyorkshirecamhsreferrals@nhs.net</p> <p>MHSOP Acute Hospital Liaison: 01609 762070 Generic CMHT: 01609 751201 email; teww.mhsophamrich@nhs.net Routine referrals email; teww.mhsophamrich@nhs.net</p>
<p>York and Selby</p> <p>Adult Crisis Professional Numbers: 01904 526550 or 01904 526568 Street Triage: 101 / 0771 7347965 North East Community : 01904 556 705 South Community: 01757 211 563, West community: 01904 736 100 Access & Wellbeing Team: 01904 526566 Routine referrals email; teww.yorkaccesspoint@nhs.net</p> <p>Learning Disabilities Generic: 01904 528300 email; teww.aldyorkandselby@nhs.net Routine referrals email; teww.aldyorkandselby@nhs.net Oak Rise (Inpatients) – 01904 528480 email; claire.husband1@nhs.net</p> <p>CAMHS Crisis Professional Number: 01904 615349 York: 01904 615 300, Selby: 01757 241 070 Routine referrals email; teww.camhsyorkselby@nhs.net</p> <p>MHSOP Acute Hospital Liaison: 07852 527 583 North East: 01904 556 704 email; teww.mhsopneadmin@nhs.net South-West: 01904 752 180 email; teww.mhsopswadmin@nhs.net CHAD: 01904 556748 email; teww.chad.york@nhs.net CHAD Professionals Number: 01904 461196 Routine referrals email; TEWV.YorkAccessPoint@nhs.net</p>	<p>Harrogate, Knaresborough and Ripon</p> <p>Adult Crisis Professional Numbers: 01765 632940 or 01765 632949 Harrogate & Ripon Community: 01423 852000 Harrogate Community email; teww.hictadmin@nhs.net Ripon Community email; teww.rictadmin@nhs.net Routine referrals to all teams: teww.har-d-amh@nhs.net</p> <p>Learning Disabilities Generic: 01423 795190 email; TEWV.HarrogateLD@nhs.net Routine referrals email; teww.nyldreferrals@nhs.net</p> <p>CAMHS Crisis Professional Number: 01765 632936 Generic: 01423 726900 Routine referrals email; teww.northyorkshirecamhsreferrals@nhs.net</p> <p>MHSOP Crisis Professional Numbers: 01423 795180 and 01423 799760 Acute Hospital Liaison: 01423 553734 CMHT: 01423 795150 email harroqatemsopadmin@nhs.net Routine referrals email; mhsopharroqatereerrals@nhs.net</p>