



**Report for: Health and Social Care  
Scrutiny  
Sub-Committee**

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**Date of Meeting:** 12 December 2023

**Subject:** CNWL Mental Health Update

**Responsible Officer:** Gail Burrell, Borough Director Mental Health Services and Director of Perinatal Services Trust

**Scrutiny Lead  
Member area:** Councillor Chetna Halai

**Exempt:** No

**Wards affected:** CNWL provides mental health services to all wards in harrow

**Enclosures:** No documents attached

1. Executive Summary

# Section 1 – Summary and Recommendations

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This report summarises mental health services available in Harrow to explain the pathway for service users. There have been a number of additions to the service user pathway since the launch of the NHS Long Term Plan (LTP) in 2019/20. Services available in Harrow can be found on the Hub of Hope, our official signposting partner on the CNWL website (<https://www.cnwl.nhs.uk/services/mental-health-services/adult-and-older-adult/single-point-access>).

This report is an information update only, no decision is needed.

## Section 2 – Report

### Introductory paragraph

#### 2. Background

The last few years have seen major investment and changes in CNWL's mental health provision within Harrow.

In early 2019, CNWL launched its urgent and acute care transformation to respond to local needs, listening to feedback from our service users and communities to deliver against the requirements of the LTP. This included, ensuring appropriate community-based crisis care (clinical and non-clinical alternatives) alongside a therapeutic inpatient offer.

Over 2019 and 2020, CNWL reached major milestones in delivery across Harrow supported by new NHS England bid monies from the LTP, including launching a new model of community mental health care as an early implementer site, a revised Home Treatment Team offer, the procurement of new third sector-provided crisis havens (The Coves) providing non-clinical alternatives, and the design of a 24/7 bed management hub.

Details about the full mental health pathway in CNWL can be found below.

#### 3.1 Harrow Talking Therapies

Those experiencing anxiety or depression can self-refer or be referred to our Talking Therapies service where they will receive up to 6 sessions with a trained therapist. Harrow has recently extended this offer to people 16-18 to support young adults in the area.

Across NWL residents aged 11-25 are also able to access Kooth, which are digital support tools for those with low level stress and anxiety. (<https://www.cnwl.nhs.uk/services/mental-health-services/online-mental-health-services>).

CNWL currently contracts Harrow MIND to recruit and manage the psychological well being practitioners (PWP) aspect of this service. However, following discussion with MIND it has been agreed to end this contract. This

means, from January, current PWP MIND employed staff will be TUPE'd to CNWL Harrow Talking Therapies.

### **3.2 Community Mental Health offer**

Harrow was an early implementor site for the National Community Mental Health Framework, so developed and implemented the new Community Hub Model in September 2020.

The hub offers integrated care to Harrow residents and investment bringing recruitment of new staff:

- Community Navigators,
- Family therapists,
- A Lived Experienced Complex Emotional Needs pathway specialist and
- A Complex Emotional Needs Clinical Psychologist
- Newly developed graduate mental health worker roles and
- A social Prescriber through the voluntary sector.

Referrals should come directly to the hub from a patient's GP, or from another CNWL service, for example the Single Point of Access (SPA).

There is also a mental health link worker in each Primary Care Network (PCN) in Harrow (5 in total) to support GPs providing care for people with mental health needs and improving the link between primary and secondary care mental health services. In 2024/25 CNWL will be working with PCNs to expand this workforce.

In order to support Young adults aged 16 to 25, we have introduced a Young Adult Pathway in Harrow. The service holds a regular Young Adult Pathway Forum to support referrals for this age group. Young people also have access to community navigators to support them accessing support across the borough.

Over the last few years we have been building relationships with the local VCSE and community organisations. This means referrals into the community mental health hub may be redirected to another community organisation if they are able to provide more appropriate support to someone to meet their needs. Over last 12 months, Harrow has piloted a successful voluntary sector alliance with Hestia as the lead provider to support users with benefits support, befriending and a reablement programme.

Since the decommissioning of s75 the community mental health hub in Harrow has redesigned the service. This means, we now have one Triage team to screen and review all referrals to enable signposting to the service best placed to provide care. The Triage team operates the policy of 'no wrong front door', meaning referred patients who do not meet criteria for secondary mental health services will be referred to the services considered to meet their needs. This includes, Adult Social Care, VIA drug and alcohol services and Talking Therapies. Further redesign is also underway in the community mental health team; this includes the depo and clozapine clinic and psychology, occupational therapy and psychotherapy (POP). The service has

also been working on a new Recovery pathway to be launched in January 2024.

### 3.3 Perinatal mental health services

There has been significant investment through the NHS Long Term Plan in mental health services for women in the perinatal period and their partners. CNWL has a community Perinatal Mental Health Service for residents of Harrow that provides care for women with mental health needs around the perinatal period which will continue for up to two years after birth.

The service has also commenced providing care for partners to ensure the whole family is supported through this period.

NWL's Maternity Trauma and Loss Care Service provides support for women who have had a traumatic birth experience and can be accessed via self-referral or referral by another health professional. This service was Highly Commended in the Positive Practice in Mental Health National Mental Health Awards in 2022.

When women need an inpatient admission, we have a bespoke mother and baby Unit ward based at Park Royal in Brent which has been designed to provide a warm and therapeutic environment.

### 3.4 Crisis care

In the last few years there have been a number of changes and improvements in access to crisis care, see table 1 below. However, we know that we are still in a challenging position where we have people waiting for too long in A&E., We continue to work as a system to meet the needs of people in Harrow experiencing a mental health crisis.

Further CNWL developments to the crisis pathway include expansion of the Harrow Mental Health Emergency Centre (MHEC) at Northwick Park Hospital and opening of the Mental Health Crisis Assessment Service (MHCAS) in November 2022. These services provide an alternative location to A&E for people experiencing a mental health crisis.

The MHCAS is located at St Charles hospital and people can access it through the SPA or be redirected from A&E, once medically optimised.

The MHCAS and MHEC provide a calmer more therapeutic space than A&E and allow treatment to start as well as de-escalating crisis.

*Table 1 – Transformation to the crisis care pathway, previously reported to the Committee.*

| Areas                      | Planned Impact  | Current Position   |
|----------------------------|---|--|
| <b>Home Treatment Team</b> | Increased capacity, meeting fidelity including intensive home treatment and in-reach to wards to facilitate early discharge | <ul style="list-style-type: none"> <li>Teams supporting Harrow have increased capacity.</li> </ul>   |
| <b>The Coves</b>           | Offer crisis alternative, upstream avoid escalating acuity (face to   | <ul style="list-style-type: none"> <li>Services live with four locations serving Brent, Harrow, Kensington Chelsea and Westminster,</li> </ul> |

|   |   |  |
|---|---|--|
|   | face and digital offers covering all five CNWL London boroughs)   | and Hillingdon – further detail available at <a href="https://www.cnwl.nhs.uk/services/coves">https://www.cnwl.nhs.uk/services/coves</a>   |
| <b>Step Down Beds</b>                               | Provide alternative to inpatient ward for patients who are medically optimised to facilitate shorter length of stay and support transition back to receiving care in the community  | <ul style="list-style-type: none"> <li>• Ten total beds within houses in the community in Harrow to provide short stays (up to 12 weeks) for medically optimised patients to ‘step down’ from wards into the community</li> </ul>  |
| <b>High Intensity User Programme</b>                | We know that frequent attendances can be an indication of unmet social needs. The team, therefore, take on a social prescribing and a non-stigmatising approach, working closely with the individual and people involved in their care in ways that traditional services may not be able  | <ul style="list-style-type: none"> <li>• CNWL has commissioned the British Red Cross (BRC) offer to provide bespoke high-intensity user (HIU) services in Harrow, launched in late April 2021 to support people who use services repeatedly over a short period of time</li> </ul>   |
| <b>Harrow Mental health emergency centre (MHEC)</b> | There are a number of people who are presenting to A&E in crisis and end up staying the department for long periods of time while they are assessed and moved on to the appropriate service to provide care. This can be a stressful environment and does not support someone with their mental health. By opening an alternative space near the A&E we can move people to a more therapeutic location and provide more intensive care. | <ul style="list-style-type: none"> <li>• 4 spaces are available at Northwick Park for people to move to when they have been medically optimised in the A&amp;E and no longer have any physical health needs.</li> </ul>  |
| <b>Inpatient Care</b>                               | Ensure purposeful admissions, reduce 30+ day Length of Stay (LoS) and embed clear therapeutic interventions   | <ul style="list-style-type: none"> <li>• ‘Community Access Service’ (team which focuses on enabling movement of 30+ LoS) staff in place in part. Voluntary, community and social enterprise (VCSE) organisations offer being mobilised for additional support as recruitment completes</li> <li>• Managing Director chaired LoS group to drive progress in long stayers</li> <li>• Trauma Informed Approach (TIA) tailored plans in boroughs for full roll out underway</li> </ul> |
| <b>Enhanced SPA-NHS 111 link</b>                    | Increase numbers of people calling SPA before/ instead of A&E; provision of enhanced phone and virtual support  | <ul style="list-style-type: none"> <li>• Hestia ‘The Coves’ digital offer in place accessible through the Single Point of Access</li> <li>• Users can also access the Single Point of Access via phoning 111 and selecting the mental health option, which is 2 in London.</li> </ul>  |

### 3.5 Inpatient Services

Inpatient admissions should be a last resort as, where possible, we should be providing care in the community and keeping people in their own homes and support networks. We know, from service user feedback, that inpatient stays can be re-traumatising. There is now a consensus across service users and mental health professionals that wherever possible we should be seeking to work more preventatively, proactively into our communities with more flexible models of care based on service user needs. Evidence shows that these approaches lead to better recovery rates.

In line with the recommendation in LTP that all mental health services must be trauma informed, Harrow has been the lead borough implementing Trauma

Informed Approaches (TIA) on inpatient wards and has successfully embedded this model in all acute services. TIA ensures that staff are considering individuals' previous trauma/adversity in their life; how this might contribute to the needs and guide treatment decisions. Harrow has supported implementation in the other CNWL boroughs and started to roll out TIA in community mental health teams as well.

### **3.6 Older Adult Mental Health Services**

The older adult mental health services comprise community mental health team, memory service, inpatient older adult ward at NPH and Home Treatment Team (HTT). HTT was launched in 2022 and in line with LTP, aim to support and older adults in their homes to avoid inpatient admission, which can be extremely destabilising for this group. This team also helps facilitate early discharge. The memory service is commissioned to assess and diagnose people in Harrow referred by their GP or SPA. As CNWL is not commissioned to deliver post diagnostic support, CNWL submitted a bid to Dementia UK for funding to employ 2 Admiral nurses (this role supports carers and people diagnosed with dementia). The bid was successful and provides 50% of the funding. CNWL submitted a business case to NWL for the remaining funding and is awaiting the outcome.

### **3.7 Community learning disability services (LD)**

In line with the national agenda, community LD services moved to placed based management this year. As a result, in May this year, this service management was transferred to Harrow Borough. This service is currently being redesigned to ensure the treatment and care needs of people with moderate to severe LD are being delivered in line with national guidance and to a high standard.

## **Section 3 - Statutory Officer Clearance**

**Below is N/A as report is for information only.**

## **Section 4 - Contact Details and Background Papers**

**Contact:** Gail Burrell, Borough Director Harrow Mental Health Services and Director for Perinatal services Trust, 07825450371

**Background Papers:** N/A

If appropriate, does the report include the following considerations?

1. Consultation
2. Priorities

NO  
NO