



**West London Mental Health**  
NHS Trust

## Transformation News

As you know, we have been running our Local Services Transformation Programme for a while now. I know from the discussions we have had that many of you would find it useful to receive regular updates on the transformation work and what we are focussing on in the programme.

As well as the informal updates, I have decided to provide regular bulletins to keep you up-to-date. This is the first bulletin that I am sharing and I hope you find this information helpful.

If you have any suggestions or comments about this update, please email [communications@wlmht.nhs.uk](mailto:communications@wlmht.nhs.uk).

**Sarah Rushton, Executive Director of Local and Specialist Services**



## **New services approaching second anniversary**

Many of you reading this will be working within our recently established Single Point of Access (SPA) and Crisis Assessment and Treatment Teams (CATT). What you may not realise is that these new services form a core element of our work in transforming local mental health services.

Both SPA and CATT are approaching their second anniversary and have delivered huge benefits to patients. Developing the teams represented a significant change to how we triage patients. Since launch in early 2016, the SPA has taken around 4,000 calls each month from patients, carers, GPs, police and community organisations. A review of the service found that the SPA plays an important role in supporting patients to self-care. GPs felt that the SPA has helped to significantly improve the referral processes and access to specialist mental health support in a crisis. GPs also said that improvements were needed in the communications between the SPA and GPs regarding the outcome for their patients.

The CATT teams have had a big impact since they were established and have seen around 2,500 patients in 2016/17. The CATT teams have been successfully offering crisis assessment and treatments, including brief treatment functions, and have added value by providing coordinated, prompt support at the right time and in the right place to people who have an emerging or existing crisis presentation.

The urgent care pathway is the front end of a much wider system of change. It will take some time to see the full benefits of the new pathway; however we know it offers a more accessible service, which is largely welcomed by GPs, the police, third sector, service users and carers.

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## **Patient flow has steadily improved**

One of the key objectives of our transformation programme is to ensure that patients are looked after in a care setting that is most appropriate for their clinical needs. We know from analysing our data that patients have been staying longer than they clinically need to on our inpatient wards.

A number of non-clinical reasons have been contributing to delays in transfer of their care to other settings. With your help, we launched a series of initiatives over the last 12 months to improve flow through the system and enhance patient experience.

I know how hard everyone across the service has been working to help us improve patient flow through our wards and teams, reduce the number of delayed transfers of care and help our patients get the support they need, when they need it.

Hammersmith & Fulham Mental Health Unit has led the way in implementing the Red2Green initiative, a visual management system to reduce internal and external delays. This has enabled us to proactively plan patients' discharge from our services. It sees staff work across traditional professional group boundaries and encourages them to work in a multi-disciplinary way to get support to where it is needed.

Not only has this had a dramatic impact on our bed use, but I am told it has had a big positive impact on the culture also in the unit. Teams in Ealing and Hounslow are also implementing the initiative now.

I would like to highlight that we are one of the first mental health trusts in London to launch the Red2Green initiative and your enthusiasm has helped us to see tangible benefits in such a short space of time.

We have also seen the implementation of seven day standards across the service. These standards set out key expectations in terms of proactive discharge planning for the first seven days of a patient's stay. I know these are already enabling us to plan for discharge much more effectively and I am keen to see how this develops over the coming weeks.

We have written a case study to share our learning which is available from NHS Improvement - you can read it [here](#).

The benefits from our targeted initiatives are starting to show and we have seen the number of patients in out of area private sector beds fall dramatically. This has significant benefits for our services, staff and patients in terms of improving quality and sustainability of our services.

We also know that close working and good communication with carers is often important to a smooth patient discharge and to continuing recovery after a patient has been discharged from the inpatient unit. The Trust has made good progress towards implementation of the Carers Trust's Triangle of Care which will support better working alongside carers and including carers in the patient's recovery journey, find out more [here](#)

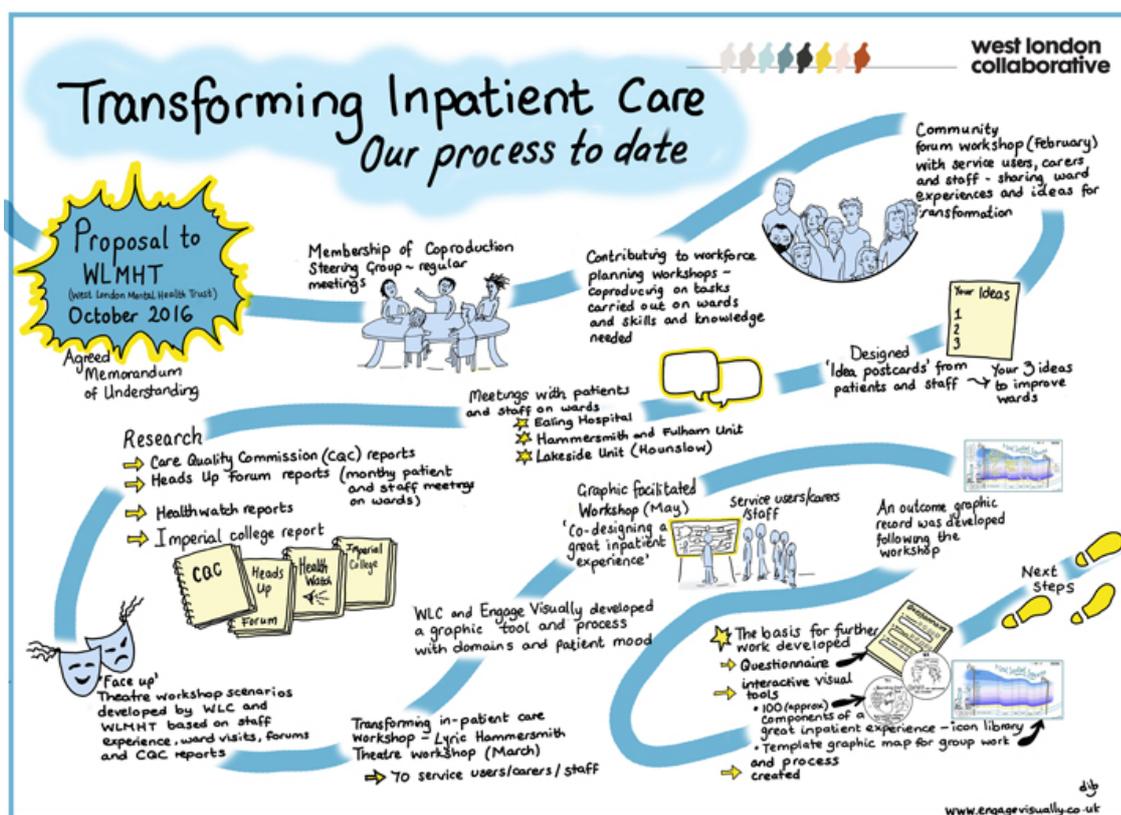
Challenges remain of course, not least joining up services across the health and social care sector to ensure care packages are in place. We managed to sustain improvements over the winter period and I would like to take this opportunity to thank everyone for their hard work. It is appreciated and has been noted by the Board of Directors and our commissioners. Well done!

## **Vision and standards of care on wards coproduced with service users, staff and wider partners**

One of the key goals of the transformation programme is to ensure that patients and carers are at the centre of everything we do and that coproduction is genuinely embedded in the fabric of the way services are provide.

Using a truly collaborative approach, West London Mental Health NHS Trust and West London Collaborative have coproduced Standards of Care to describe what excellent patient-centred care on inpatient wards looks like. The standards which were developed with patients, carers, third sector organisations, commissioners, GPs and staff from across the Trust, will be officially launched soon.

Some we are already doing well, others are aspirational and will require work over a number of months and years to achieve, but it represents a bold statement and vision that we all share and can all work together to achieve.



## Recovery teams are aligning themselves according to patient pathways

As part of the transformation work, we are also working to make our planned and primary care services more responsive to individual patient needs by organising staff and structures around each patient's care needs.

Work is being completed to increase the number of patients who have timely discharge from acute (inpatient) care into community/primary based care.

In addition, Shifting Settings of Care work has progressed the transfer of care for patients with stable long term mental health needs into primary care, when safe and appropriate to do so.

Retaining a focus on enabling people to return to primary care will ensure we

create sufficient capacity in the recovery teams to deliver the new care pathways. In redesigning the rehabilitation service pathway, we will aim to increase the community focus of the service.

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## Perinatal mental health services established



We know that mental health problems are common during pregnancy and the post-natal period.

That is why we have developed a perinatal mental health service

to provide specialist assessment, treatment and support for women with current or previous moderate to severe mental illness who are pregnant or have given birth within the last six months.

A comprehensive evaluation of the first eight months demonstrated a high quality service with very positive feedback from service users as well as from professionals in primary care, maternity services, health visitors and other secondary care mental health services.

A second Royal College of Psychiatrists' Perinatal Quality Network Peer Review took place in December 2017. The review praised the service for being accessible, responsive, cohesive, providing high quality care and having very good leadership.

It described overwhelmingly positive feedback from service users who described staff as excellent, accessible, very caring and highly knowledgeable. Professionals

from other services commented on excellent training and joint working, particularly for women with complex mental health problems.

A consistent theme from feedback is that women and other professionals are keen for the service to be extended to 12 months postnatal. Discussions are ongoing between our commissioners and service leads about how we can achieve this.

## **Crisis pathway work for children and young adults progressing**

The Trust has been working with our eight NW London Clinical Commissioning Groups, and Central and North West London NHS Foundation Trust to develop a joint children's and young people mental health and wellbeing transformation plan.

The ambition of this plan is to promote emotional wellbeing and ensure that children, young people and their families who experience mental health issues, have timely access to high quality interventions and support. This includes our enhanced eating disorder service which has been running now for almost two years.

Aligning to the new models of care (NMOC) programme, a new crisis pathway is evolving, which aims to enable children and young people who require inpatient care to access care closer to home. The new crisis pathway works in conjunction with this initiative by facilitating early discharge and preventing unnecessary admissions.

The out of hours service is now an integrated component of the pathway. Next steps involve shaping our long term vision to develop an outreach model of intensive community treatment.

# Is our service provision fit for the future?

As many of you may know, it is five years since we moved into the Wolsey Wing at St Bernard's Hospital. At the time, we were clear that the move was temporary while work to develop the St Bernard's estate got under way and our own work to transform local mental health services across Ealing, Hammersmith & Fulham and Hounslow took shape.

Much has changed on the St Bernard's estate since; including opening of the state-of-the-art Thames Lodge medium secure men's unit and the building of new homes on the old estate. We recognise that the Wolsey Wing, originally built in the 1850s, is dated and not an optimal environment to work in and deliver patient care.

One of the key aims of our transformation and estates programme is to ensure that our care pathways and physical environments enable us to provide care in the right settings. This will also enable the Trust to meet the vision set out in the [NHS's Five Year Forward View for Mental Health](#) and North West London's Sustainability and Transformation Plan.

Over the coming months, we will be undertaking work to help us understand whether our service provision is fit for the future, taking into consideration the needs of our local residents, future demands on the services, financial sustainability, physical environments, where care is provided and consistent provision of good quality of care. This work will be fundamental for us to determine the future of our service provision and clearly understand the journey we will need to undertake in order to get to the desired state.

At present, we can't put a precise timescale on how long it will take us to determine the future of our service provision. I will of course keep you all updated on developments.

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## Final thoughts

As winter comes to a close, we know that pressure on the system is likely to continue. It is reassuring to see that we are in much better shape than last year, with robust processes in place and more available bed capacity. I want to thank you all for helping us reach this position.



Over the coming months, we will work to further improve how different services within the Trust work together so that we can break down barriers between teams and further improve patient flow across service lines.

Finally, I know that many of you are keen to receive ongoing updates, so we will be producing an update similar to this one every six months.

**Sarah Rushton,**  
**Executive Director of Local and Specialist Services**