

Appendix III Mental Health Strategy: Local Policy Framework

Background to the development of the Mental Health Strategy 2019-24

Background

- 1.1 As part of the development of the Mental Health Strategy 2019-24, SPP undertook a comprehensive review of the current strategic objectives of both the Council and its partners to ensure that the refresh built on current good practice as well as identifying potential system gaps.
- 1.2 This review included (but wasn't limited to) mental health commitments made in the Health and Wellbeing Strategy 2017-2020, Tower Hamlets Together, Vision Statement, The Tower Hamlets Plan 2018-2023, Aging Well Strategy, The Housing Strategy, Carer's Strategy, Children and Young People's Transformation Plan, Open Space Strategy, Voluntary and Community Sector Strategy, Suicide Prevention Strategy, Violence Against Women Strategy, Homelessness and Rough Sleeping Strategy 2018-2023, The Walking and Cycling strategies, People Strategy and Idea Store Strategy.
- 1.3 The refresh of the Strategy was also largely informed by the Joint Strategic Needs Assessment which was completed in February 2019 the main points of which are summarized below
- 1.4 Following this review, along with considerations of the wider national policy context the following, priorities emerged as the key areas that capture the work that is happening across the system. Note that while the wording of the priorities is likely to change, the below seeks to capture the intention.
- 1.5 **(1)** Promotion, Prevention and ending stigma
- 1.6 **(2)** Early intervention and Access
- 1.7 **(3)** Providing High Quality Care
- 1.8 While these don't form a neat journey through services for an individual (prevention and promotion is applicable to everyone) the above framework does roughly fit in with a public health approach (1), then moving into services and finally ensuring that the services that are accessible and provide early intervention (2) and that those services are personalised, integrated and meet individual needs in supporting recovery (3).

Local Policy Framework

- 1.9 Of the local strategies, the majority fit within the Promotion, Prevention and Ending Stigma (1) (see section below) however the system-wide strategies, for example Tower Hamlets Together priorities broadly carry across into Early Intervention and Access (2) and Providing High Quality care (3).

- 1.10 The 'Tower Hamlets Together, Vision and Priorities' document outlines the following priorities as key actions for development in 2019-20 and beyond.

THT Priorities 2019-20

1.11 Priority 1 (P1). Develop our partnership:

- Embed the integrated commissioning arrangements and develop governance options for the CCG and LBTH including pooled budgets
- Develop an aligned business planning and joint procurement process with the CCG and LBTH
- By April 2019, finalise the Outcomes Framework so it can be used as the basis for developing a practical handbook to support those using the framework
- Develop a System Accountability Framework, through which THT will have oversight over key system quality and performance priorities, enabling more coordinated approaches across the partnership where this makes sense

1.12 Priority 2 (P2). Deliver on health priorities and inequalities:

- The Tower Hamlets Health and Wellbeing Strategy and its five priorities lays out the overarching plan for improving the health of Tower Hamlets residents which will be supported by the THT workstreams.

1.13 Priority 3 (P3). Design care around people:

- Develop locality team specification, and mobilisation plan including the integration of mental health and social care into locality teams
- Work towards joint assessment and delivery processes for moderate complexity population
- Maximize the digital and technological opportunities for providing care
- Deliver the new model of Urgent Treatment Centre (UCWG)
- Deliver the High Impact Change Model for Delayed Transfer of Care (UCWG)
- Deliver the A&E improvement plan (UCWG)

1.14 Priority 4 (P4). Developing our teams and infrastructure:

- Undertake Quality Assurance process to understand gaps against Care Quality Commission system inspection (Key Lines Of Enquiries)
- Through OD work support the Locality and Health and Wellbeing Committees to increase their capacity and capability. Revise the terms of reference and broader membership
- Develop system leadership forums for team and service managers
- Develop plans for infrastructure to support delivery of the partnerships work e.g. capital, IT, estates, OD and Workforce and data developments
- Develop an integrated workforce strategy and joint training plan working with INEL

- 1.15 For THT Priority One; the key links to Mental Health are built into the Outcomes Framework, which will form the basis of the monitoring and success of the refreshed Mental Health Strategy (MH Priority 3), the development of aligned business planning and commissioning across the system (MH Priority 3) and the development of a system accountability framework (MH Priority 3).

- 1.16 THT Priority Two links back to the HWB Strategy (see link to Health and Wellbeing Strategy below)
- 1.17 THT Priority Three, the delivery of joint Health and Social Care locality teams falls within both MH Priority 2 and 3. Targets focused on the delivery High Impact Change Model and A&E improvement fall within MH Priority 3. Maximizing the digital and technological opportunities for providing care is cross cutting, including with MH Priority One, Promotion, and Prevention and ending stigma.
- 1.18 Tower Hamlets Health and Wellbeing board identifies five priorities;

Health and Wellbeing Priorities	
1.19	(1) Communities Driving Change
1.20	(2) Creating a Healthier Place
1.21	(3) Employment and Health
1.22	(4) Children’s Weight and Nutrition
1.23	(5) Developing and Integrated System

- 1.24 The majority of the Health and Wellbeing Priorities are cross cutting, particularly Health and Wellbeing Priority 3 as employment is a significant determinant of mental health. As a result the MH Strategy refresh consider employment as both a preventative factor (1) and will also support the work to establish robust routes into employment for those with significant mental health issues, including those accessing mental health services.
- 1.25 Note that the Health and Wellbeing Strategy (2017-20) is currently being refreshed and the priorities identified for the Mental Health Strategy 2019-24 will be reflected back into the development as it begins to take pace.

Local Strategy Framework and links to Mental Health Priority 1, Promotion, Prevention and ending stigma

- 1.26 A significant number of local strategies held by the Council carry across the inform Mental Health Priority 1, Promotion, Prevention and ending stigma. Largely these focus on improving the wider social determinants of mental health, particularly in supporting vulnerable members of the community into employment and recognizing the importance of community cohesion and the provision of green spaces.

Strategy	Links to Promotion, Prevention and Ending Stigma
Tower Hamlets Plan 2018-2023	<p>The four themes are:</p> <ul style="list-style-type: none"> • Strong resilient and safe communities • Better health and wellbeing • A better deal for children and young people • Good jobs and employment <p>Cross cutting priorities are:</p>

	<ul style="list-style-type: none"> • Empower residents and build resilience; • Promote healthier lives; • Increase employment. <p>The strategy includes commitments to promote mental health and wellbeing, promote healthier lives and integrate care and explore joint health and social care personal budgets also apply and the</p> <p>The Community Plan committed funding for involving excluded groups and that Councillors would be involved in championing with those groups. The coproduction project that interlinks with the Strategy development takes this forward.</p>
Ageing Well – older people	<p>Takes a holistic strategic direction for all older people – a focus on social prescribing and the Borough becoming ‘dementia friendly’ by 2020.</p> <p>This will be achieved through a variety of holistic policies:</p> <ol style="list-style-type: none"> 1) Installing safe spaces in parks & social housing 2) Encouraging voluntary community-based opportunities instead of traditional day services 3) Tackling loneliness and isolation 4) Encouraging employment opportunities for younger older people 5) Prescribing activities and exercise to extend healthy years of life <p>The holistic approach that is taken places a great deal on the mental wellbeing of older people – this can be applied to all residents.</p> <ul style="list-style-type: none"> • The goal of becoming ‘dementia friendly’ • the use of safe spaces in social housing & parks • reducing community fears • prescribing exercises and activities • investment in home care contracts • encouraging apprenticeships & career changes to maximise employment market access • simplify information access – one stop shop, digital inclusion • Encouraging voluntary community-based opportunities instead of traditional day services
Open Space Strategy	<p>The strategy details how the council and its partners plan to achieve and maintain the highest quality parks and open spaces that are safe and accessible to all of</p>

	<p>the borough's residents and visitors. Specific references are made to the link between parks and open spaces and the impacts on mental health;</p> <ul style="list-style-type: none"> - Faculty of Public Health briefing paper concluded that contact with safe, green spaces can improve a number of aspects of mental health such as reducing stress and improving mental wellbeing - Parks and open spaces play a role in bringing people together and are a place to spend time with family and friends.
<p>Voluntary and community sector strategy</p>	<p>Four key objectives of the strategy:</p> <ol style="list-style-type: none"> 1) Promoting co-production and sustainability 2) Maximising the value of resources 3) Creating a step change in volunteering 4) Bringing together businesses and the voluntary and community sector <p>Strategy aims to create resilient communities that are self-supporting to reduce demand on public services and improve the quality of life for residents which has clear read through to mental health social determinants.</p>
<p>Learning Disability Strategy</p>	<p>The strategy focuses on the four stages of social care: community, primary, secondary, & tertiary.</p> <p>The objectives of the strategy are:</p> <ol style="list-style-type: none"> 1) Reduce health inequality & length of hospital stays 2) Increase number living locally 3) Increase number involved in local activities 4) Increase number who work or volunteer 5) Increase number reporting they have choice & right support 6) Increase number reporting they feel safe <p>Another clear link is the 'Transforming Care' Programme which seeks to ensure that experiences of adults with learning disability (and autism) admitted into psychiatric units don't experience significant delays in discharge back into the community resulting from their learning disability (or autism). A significant amount of work is also being undertaken to ensure that admissions can be prevented using an 'at risk register'.</p>

<p>Substance Misuse Strategy</p>	<p>The strategy takes a three strand approach: prevention and behavior change, treatment and enforcement and regulation.</p> <ul style="list-style-type: none"> • Link is drawn between drug and alcohol misuse and mental health issues • Commitment to integrate drug and alcohol information and prevention with other services and across agencies (including mental health and wellbeing)
<p>Antisocial Behavior Blueprint</p>	<p>The ASB Blueprint has 3 priorities:</p> <ol style="list-style-type: none"> 1) Improved, victim focused response to ASB in Tower Hamlets 2) Improved understanding of the impact of ASB on local communities and associated harm 3) Reduce the damaging effects of ASB by active engagement, working with communities, businesses and co-producing solutions to problems <p>ASB is defined as ‘aggressive, intimidating or destructive activity that damages or destroys another person’s quality of life’. Examples of ASB are rowdy, noisy behaviour in otherwise quiet neighbourhoods, night time noise, threatening, drunken or intimidating behaviour, vandalism, graffiti and fly posting, litter and fly tipping, aggressive begging, drinking in the street, setting off fireworks at night, speeding and abandoned cars, prostitution and kerb crawling, rubbish in front gardens, alcohol, tobacco, nitrous oxide being sold to children.</p> <ul style="list-style-type: none"> • Priority 1 (victim focused response) includes a commitment to improve safeguarding of victims by introducing a MARAC to address complex needs involving vulnerabilities like having mental health issues • Priority 2 (improved understanding of impact of ASB) references needing to look at long term, sustainable solutions to ASB which address root causes such as mental health needs, poverty, substance misuse etc but there are no particular deliverables around this
<p>Homelessness and Rough Sleeping Strategy 2018-2023</p>	<p>The strategy is based around 2 themes with a number of objectives that fall under them.</p>

Theme 1 – Prevention of homelessness:

- Homeless prevention, tackling the causes of homelessness and implementing the homeless Reduction Act.
- Preventing homelessness by access to affordable and sustainable housing options.

Theme 2 – Response of services to homeless households and vulnerable people:

- Preventing and responding to rough sleeping.
- Supporting children, families and young people and vulnerable adults.

Poor mental health is cited as a factor that can lead a person to become homeless and a link is also drawn between prolonged homelessness and the development of poor mental health.

There are specific objectives that relate to mental health:

- Theme 1: objective 1 – provide quality, timely and accessible information and advice focused on homeless prevention and support by:
 - Ensuring there is clear and consistent information at all key points of contact
- Theme 1: objective 2 – support people to remain in their homes by:
 - Working proactively with social and private landlords to identify and support people at risk of homelessness and assist tenants to maintain their tenancies
- Theme 1: objective 3 – address the root causes of homelessness through a partnership approach to tackling worklessness and exclusion by:
 - Making better use of information and intelligence across partnerships to tackle homelessness and exclusion
- Theme 2: objective 1 – Prevent homelessness among families and young people as part of an integrated approach to youth and family services:
 - Increasing provisions and support for young people including ensuring strong links with partners including drugs and alcohol services and mental health
 - Providing services and interventions in partnership with colleagues in mental

	<p>health services</p> <ul style="list-style-type: none"> - Theme 2: objective 2 – support homeless families and young people to be safer, healthier and emotionally resilient by: <ul style="list-style-type: none"> o Improving awareness of GP registration rights among primary care staff and service users o Working towards ensuring that a persons housing issues are identified and addressed as part of the social prescribing programme in the borough o As part of the Tower Hamlets Suicide Prevention Strategy, ensure that suicide prevention and the support of service users with mental health needs are embedded with the housing options service (and other front line services) - Theme 2: objective 4 – better identify the needs of vulnerable people through a personalised, multi-agency approach by <ul style="list-style-type: none"> o Improving the assessment of vulnerable adults, particularly those with multiple needs o Ensuring structures and processes are in place to support a multi-agency approach to assessing vulnerable adults - Theme 2: objective 5 – address and reduce the support needs of vulnerable homeless people to enable them to live independently by: <ul style="list-style-type: none"> o Continuing to embed links between the homelessness and safeguarding services o Continue to employ the complex needs team o Ensuring a secure passage for homeless people following hospital discharge
Walking Plan	<p>The aim is for By 2021, Tower Hamlets will offer a high quality pedestrian environment and be a place where walking is the clear choice for all who live in, work in and visit the borough.</p> <p>This will be achieved through:</p> <ul style="list-style-type: none"> • Enhancing the Walking Network • Improving Pedestrian Safety and Security • Integrating Walking Across Policy Areas • Promoting Walking to the Community <p>There is a link between regular walking and having an improved mental health.</p>

	<p>The strategy looks at ways investing in walking services can improve mental wellbeing and, in doing so, reduce local NHS costs.</p> <p>The strategy also highlights how walking can increase social inclusion as it's a free mode of travel and increase people's accessibility to key services. This has a marked effect on mental health.</p>
Cycling Strategy	<p>The strategy sets out the council's aim to become a 'cycling borough'.</p> <p>The strategy is part of a wider aim to "get Tower Hamlets more active". This means:</p> <ul style="list-style-type: none"> • a healthier population • a less congested road network • a more prosperous place <p>This strategy forms part of the council's wider efforts to achieve these aims.</p> <p>Link made between cycling and improved mental health and well-being. This can be achieved through:</p> <ul style="list-style-type: none"> • Increase cycling uptake & general use • Encourage cycling to work • Proposal to upgrade & expand the existing cycle network • Improve road safety • Encourage young people cycling through engagement with schools • Work with local cycling groups • Offering free cycle training <p>These measures encourage a healthy lifestyle and therefore improve mental wellbeing.</p>
Growth and Economic Development Plan 2018-2023	<p>The plan aims to build an economy where local people benefit from the borough's success. The plan is aligned with the Strategic Plan priorities and based on three priorities:</p> <ol style="list-style-type: none"> 1) Preparing our young people for success 2) Helping our working age residents thrive 3) creating the conditions for business growth <p>Mental health issues are raised as an example of barriers to engaging in the economy/employment Work path is a programme that supports getting people</p>

	<p>into employment – collocated with stronger families to address barriers to employment through a holistic approach</p>
<p>Idea Store Strategy</p>	<p><i>'Medicine for the soul'</i> – The Idea Store health strategy breaks up the health offer into life stages.</p> <p>Offers that link with mental health:</p> <p>All ages:</p> <ul style="list-style-type: none"> • A shared, neutral, free community space in beautiful buildings open every day of the week throughout the year • No exclusive rules or membership requirements. • A place where people gain a sense of belonging to a wider community • A place for engagement outside home • Opportunities for active engagement and participation in a range of free activities • Support for literacy, learning skills and employability contributes to wider determinants of health and wellbeing in the community • Idea Store offer on employability includes employability skills programmes as well as business and finance courses • Idea Stores have over 2 million visits a year. Health promotions reach a wide audience. • Health promotion days at all Idea Stores <p>Age specific:</p> <p>Babies – support new parents in non-clinical setting, health promoters talk to parents after story time, parenting collections, ESOL classes where parents obtain skills enabling easier access to healthcare for the family</p> <p>Early years – support for parents in non-clinical setting, peer support and advice, health promoters available after story time</p> <p>Children and young people – safe place to meet friends, book groups (reading can reduce stress levels by 67%), reading to develop empathy, distribution of condoms in safe and non-judgmental environment, ability to borrow</p>

	<p>books anonymously</p> <p>Adults – ‘Book break’ groups (therapeutic benefits of book groups documented by University of Liverpool), free access to online information (booking appointments, finding a GP), staff to assist accessing online information, books on health conditions, range of free activities have therapeutic benefits</p> <p>Elderly – reading can prevent the onset of dementia by 35%, book groups can act as social connectors and reduce isolation, free access to online info and support to access.</p>
<p>Violence Against Women and Girls (VAWG) Strategy</p>	<p>Priority 1 - a commitment to provide free training on VAWG and trauma to agencies in Tower Hamlets and linking this in with Community Mental Health Teams</p> <p>Priority 2 - Enable front line staff to intervene, especially in relation to drug and alcohol use, mental health and VAWG (to enable early identification)</p> <p>Priority 3 - Disseminate learning from local and national Domestic Homicide Reviews which often include a mental health component and how learning could be shared across services.</p>