

## Central and North West London Update

April 2025

### Work undertaken over the last six months

#### Neighbourhood Developments

A key area of focus for CNWL is working with our partner organisations in Hillingdon to ensure we have effective and high-quality Integrated Neighbourhood Teams (INT's). We have already aligned a number of our teams and in the process of adding District Nursing, MSK Therapy and our community mental health teams.

Our older adult services are working on a strategy to be able to align with the INTs in the borough using existing provision. Borough wide we are already collaborating on the development and delivery of a Core Frailty offer. We are also collaborating with one of the three INTs for whom dementia care is a population priority need. This work is focusing on how the local dementia care pathway for assessment, diagnosis, and some aspects of treatment can be delivered with better flow using the resources available across community and place. Our aim is to reduce the length of time people are currently having to wait for a dementia diagnosis. We are also exploring an opportunity for a collaboration across community, place, and academia to pilot a 'brain health' dementia prevention initiative.

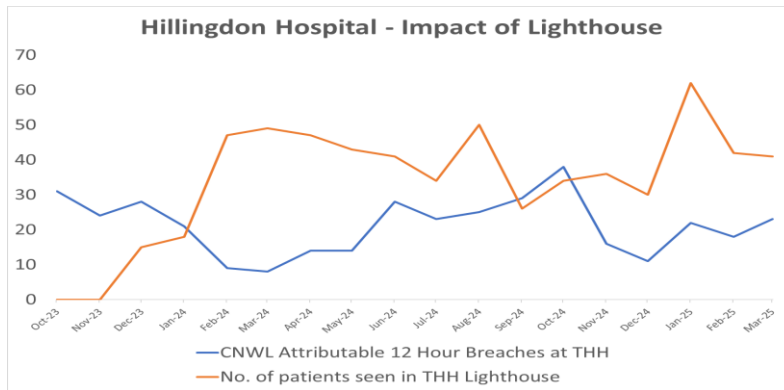
From a children's viewpoint our teams are already well integrated within the Family Hub offers and we are exploring how mental health can link with the emerging Child Health Hubs which will focus around how we better jointly manage children with physical or mental health concerns presenting to primary care.

#### Adult Mental Health

Throughout winter we have focused on maintaining good flow throughout the system and ensuring we maximise use of our crisis alternatives. One key achievement over the winter period has been that we have placed no patients out of area for an acute mental health inpatient bed, and managed all admissions within our bed base.

#### *Hillingdon Lighthouse*

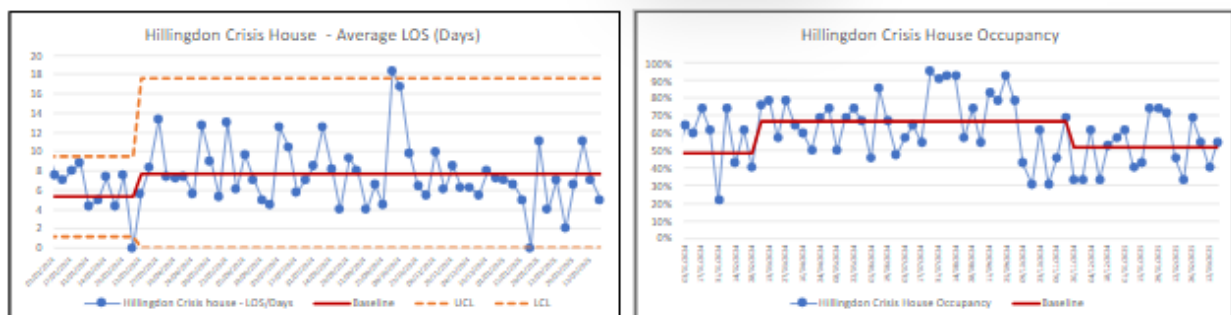
Our Lighthouse in Hillingdon is located near A&E in Hillingdon Hospital and support patients attending A&E with a mental health crisis who do not need to be in A&E in a purpose-built environment designed to meet their needs. In January we introduced a new process in A&E whereby patients are now jointly triaged by A&E staff with Psychiatric Liaison at the front door of A&E rather than waiting for a referral to be made to Psychiatric Liaison. This has meant patients have been triaged quicker, and enabled us to refer more patients into our Lighthouse, as seen by the numbers below.



Of the seven Acute A&E sites in North West London in February, Hillingdon Hospital had the second shortest mean waiting time for mental health patients in A&E. Despite these positives, we do want to maximise our usage of The Lighthouse and are working jointly with Hillingdon Hospital to identify more patients from A&E who are appropriate for referral through to The Lighthouse.

### *Crisis House*

Our Crisis House in Hillingdon is called The Retreat and is delivered by Comfort Care. A recent evaluation by NWL ICB showed the integral role in supporting patients our crisis pathway. It highlighted low readmission rates from the service either back into The Retreat or to acute mental health ward, showing the impact it was having on patient outcomes. Further it's length of stay benchmarked really favourably with other providers in NWL and nationally.



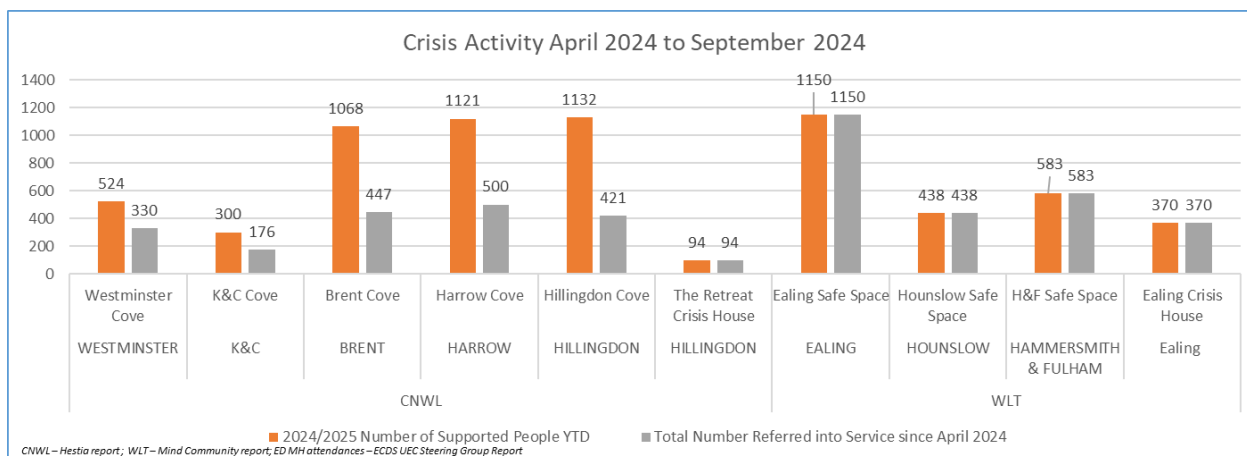
Feedback from patients include:

- “The Retreat has helped me a lot with the start of my recovery. The staff have really helped me with reassuring me and calming me and distracting me to help to cope”
- “Warm cosy atmosphere, staff visible and available”
- “Staff here are very helpful and patient. Staff encouraged me to communicate my thoughts and feelings in a safe and comfortable environment”

### *The Cove*

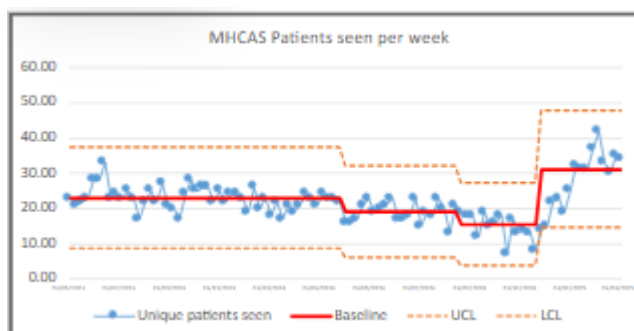
Opened in March 2023, the Cove Café is delivered by Hestia and provides a safe space for individuals to reduce their initial distress following referrals by clinical teams. It is collated with The Retreat in Ruislip. We regularly seek service user feedback and 94% of the Hillingdon Coves service users are reporting that The Cove helped support them feeling better about managing their anxiety.

Similarly to The Retreat, The Coves were included in the NWL ICB evaluation of crisis alternatives recently and this highlighted that the Hillingdon Cove was the second most well attended Cove in NWL.



### *Mental Health Crisis Assessment Centre (MHCAS)*

Based at St Charles Hospital, CNWL's MHCAS is a calm and therapeutic mental health setting to treat the majority of emergency mental health presentations. They see and assess anyone over 18 years old that would otherwise go to an emergency department for mental health reasons and does not have an urgent medical need (for example, an overdose of medication). Whilst not a Hillingdon specific resource, they take referrals from Hillingdon A&E and support our local system. Previously all referrals were made via A&E, but since February we now accept patients walking directly into MHCAS which now accounts for approximately a third of our activity. We have advertised this service offer in a number of locations including in A&E and our Community Hubs.



### Older Adults Mental Health

#### *Transformed Services*

Our older adult mental health services have transformed to delivering a pathway-based model of care, streamlining the delivery of care to be able to create capacity for developing greater integration across community and place-based services. Through this work we now have a Primary Care Network (PCN) Liaison Nurse pathway. The role of the two nurses who provide this pathway is to support primary care colleagues to meet the mental health needs of older people in their community. This is achieved through advice and support for health care

providers, and, where fitting, brief intervention with the prevention of deterioration and potential crisis the focus.

The advice and support aspect of this work is supported through the development of a dedicated advice and support pathway through which mental health questions and advice can be addressed without the need for referrals into the CMHT. This service works to a 72-hour response, with prevention and community-based care at its core.

Through transformation work, we also partner with our local Voluntary, Community, and Social Enterprise (VCSE) agencies and have workers from these sectors embedded in our mental health teams.

### *Integrated Physical and Mental Health Care*

With approximately 80% of our older adult CMHT caseload also being known to at least one community physical health service, we have been also been focussing on the integration of physical and mental health care. Hillingdon is in a good position to pilot such approaches as both services are provided by CNWL. Initiatives in this area include:

- Developing closer working relationships between mental health and physical health teams, and ensuring contact details and arrangements are known by all.
- Sharing information, knowledge, and skills across both teams to support the recognition, identification, and support of mental and physical health needs.
- Developing mental health and physical health champion roles in each service area.
- Looking at opportunities to make pathways between mental and physical health services smoother, and making change where inhibitors of flow are identified.
- We are exploring opportunities for joint recruitment across both service areas, and developing ways that we can develop service strategy together.
- Through both services' involvement in the developing Integrated Neighbourhood Teams in Hillingdon we will also be looking at the co-location of aspects of mental and physical health service delivery where appropriate.

### *Borough-wide Partnership*

Our older adult mental health service is collaborating with Public Health services to develop Hillingdon as an Age Friendly Community using the Centre for Better Ageing framework. This is an initiative that will bring partners from Local Authority, Health, Social, and VCSE organisations and groups together to develop community, service, and environmental approaches, resources, and changes to support the population in ageing well.

### Children's Mental Health

A key area for focus for CAMHS transformation is ensuring children are seen at the right time, in the right place by the right person, using a need's led approach which is Thrive informed. As part of this we have focused on developing our early intervention offer which supports people in a range of settings whether that is digitally, in Children Centres, schools or GP practices.

One of the key aspects of our early intervention offer is our Mental Health Support Team (MHST) offer into schools. In addition to developing our current offer, we are expanding our MHST offer with new Waves of funding from NHS England which is allowing us to have two new teams in Hillingdon. Recruitment has been successful with new trainees having started in

September and to date we have onboarded a further five schools in Hillingdon with a further five to be onboarded.

This new wave of funding brings Hillingdon in line with other boroughs in London with 60% coverage being offered to schools which was the NHS Long Term Plan commitment. We are awaiting confirmation from NHS England on whether the program will be further rolled out nationally to all schools.

## CAMHS Early Intervention Offer

**NHS**  
Central and  
North West London  
NHS Foundation Trust



- Free, safe and anonymous
- Available through a smartphone, tablet or computer with internet connection
- No referral needed
- Confidential 1-2-1 messaging counselling services with a team of qualified counsellors
- Open 365 days a year with counselling from 12pm weekdays until 10pm and from 6pm until 10pm on weekends
- They work alongside other mental health and local services



- Under 5 service is well established and seen as leading model for early engagement and intervention for children
- We have expanded this offer into the outer boroughs
- The team consists of Therapists who usually meet with families in children's centres
- Joint sessions with parents and their child to support positive relationships, help parents understand how the world appears from their child's perspective, or address other concerns parents may have.



- Early intervention service who work in partnership with local schools. Work with primary and secondary schools, to support young people with mild to moderate mental health difficulties.
- Teams are based in Brent, Harrow & Hillingdon, including SEN schools.

### Child Wellbeing Practitioners

Child Wellbeing Practitioners support the development and delivery of a wide range of interventions including:

- Deliver brief goal-based interventions
- Manage a small caseload of service users
- Support neurodevelopmental assessments
- Support school observations
- Supporting assessment clinics
- Supporting treatment waiting list initiatives

### Children and Young People Primary Care Mental Health Service

- Formally called ARRS, this is now live in four boroughs in North West London
- Role bridges the gap between GP practices and CAMHS, ensuring young people are navigated to timely, early support
- Support GPs to extend their capacity within the community and widens the range of offers in primary care

### SPA Advice Line

- Single Point of Access (SPA) is a mental health crisis line offering emotional support and advice, 24 hours a day, 7 days a week.
- Open to children all ages, people who haven't used mental health services, and carers and family members concerned about someone.

Phone: 0800 0234 650  
Email: [cnw-lr.spa@nhs.net](mailto:cnw-lr.spa@nhs.net)



The Best For You website has information about wellbeing and specific content on mental health topics like anxiety and self-harm. It signposts to a range of support options including a 24/7 text support line, services or safe, innovative digital apps.

Online self help, support and resources:  
[www.cnwl.nhs.uk/camhs](http://www.cnwl.nhs.uk/camhs)  
[@cnwlcams](https://twitter.com/cnwlcams)

**You can speak to a member of staff about any of these services. Contact SPA 0800 0234 650**

We have also expanded our core CAMHS offer with increases in the number of children accessing CAMHS, significantly reducing our waiting times and working with our system partners to embed Thrive across the system. We regularly meet our target of 85% of children to be seen within 18 weeks by the service.

### Addictions, Recovery, Community, Hillingdon (ARCH)

*Hospital Based Multi-disciplinary Drug and Alcohol Care Team – mobilised as part of Winter Pressures Scheme*

The mobilisation of the REST (Rapid Engagement Support Team) at Hillingdon Hospital A&E Department commenced in December 2024. Operating seven days a week, the service provides specialist addiction support during the winter pressures season, complementing the existing Addictions Nurse that is already present in Hillingdon Hospital.



The REST team have played a crucial role in managing community mental health and addictions transitions, ensuring patients experience a smooth transfer between acute wards, A&E, and community-based services. One of the primary aims of REST is to identify and engage patients on the ward who have substance use issues and facilitate their rapid referral and transition into ARCH Hillingdon and or other services for appropriate support and treatment.

REST mobilised weekly internal multi-disciplinary team meetings chaired by the Clinical Lead (Consultant Psychiatrist) and Area Manager to further enhance team communications and ensure safe & effective handovers and service continuity. Staffing was sourced from experienced members of CNWL staff on bank shifts. The service has seen over 200 patients since going live and has been well received by the hospital.

#### *ARCH – 7 day a week service*

Build on Belief (BoB) provides a 7 day a week service, offering evening and weekend social drop-ins to support individuals on their recovery journey. They play a vital role in fostering community, peer support, and recovery-focused engagement at ARCH. The BoB team consists of three dedicated staff members and seven volunteers, working together to create a welcoming and engaging environment. Attendance has steadily increased each quarter, with a total of 228 individuals participating in BoB services.



#### Weekly activities include:

- Daily Quizzes – Engaging and fun knowledge challenges
- Discussion Groups – Safe spaces for open conversations
- Board Games – Social and strategic entertainment
- Creative Thinking – Encouraging self-expression and problem-solving
- SMART Recovery – Evidence-based recovery support
- Table Tennis & Badminton – Physical activity for well-being
- Gardening – Therapeutic and relaxing outdoor activity
- Meditation – Promoting mindfulness and stress relief

#### *Professor Dame Carol Black returned to ARCH*

We were privileged to welcome Professor Dame Carol Black and our Chief Executive, Claire Murdoch back to ARCH. This was Dame Carol's second visit following her independent review of drug treatment services, which shaped the government's 'From Harm to Hope' strategy and led to vital grant funding for our services and other key roles.

Our teams are exceeding national targets and pioneering innovative approaches, from dual diagnosis workers and specialist rough sleeper services to recovery day programmes and criminal justice pathways



### *Innovation: Punjabi SMART Recovery*

Our Recovery Day Programme Manager and Consultant Psychiatrist have launched a weekly online Punjabi-language SMART Recovery meeting, held every Sunday at 8:00am. The program commenced on 15<sup>th</sup> December 2024. The aim is to expand access to the service for individuals with limited English proficiency who speak Punjabi. Participants join from around the world, including the US, India, and the UK, along with regular service users from ARCH Hillington.



**Addiction Recovery Support Group**  
ਨਸ਼ਾ ਰਿਕਵਰੀ ਮਦਦ ਸਮੂਹ



**Weekly online meeting every Sunday @ 8:00 a.m.**  
London (UK) Time / 1:30 p.m. India Standard Time.

ਹਫ਼ਤਾਵਾਰੀ ਔਨਲਾਈਨ ਮੀਟਿੰਗ ਹਰ ਐਤਵਾਰ @ 8:00 ਵਜੇ ਲੰਡਨ (ਯੂਕੇ) ਸਮਾਂ ਦੁਪਹਿਰ 1:30 ਵਜੇ ਭਾਰਤ ਦਾ ਮਿਆਰੀ ਸਮਾਂ।




Zoom Meeting ID: 821 8799 4116  
Passcode: 452367

SMART Recovery is a free mutual aid group program for those who want to abstain from any addictive behavior, whether substance or activity.  
ਸਮਾਰਟ ਰਿਕਵਰੀ ਉਹਨਾਂ ਲੋਕਾਂ ਲਈ ਇੱਕ ਮੁਫਤ ਆਪਸੀ ਸਹਾਇਤਾ ਸਮੂਹ ਪ੍ਰੋਗਰਾਮ ਹੈ ਜੋ ਕਿਸੇ ਵੀ ਨਸ਼ਾ ਕਰਨ ਵਾਲੇ ਵਿਵਹਾਰ ਤੋਂ ਪਰਹੇਜ਼ ਕਰਨਾ ਚਾਹੁੰਦੇ ਹਨ, ਭਾਵੇਂ ਉਹ ਪਦਾਰਥ ਜਾਂ ਗਤੀਵਿਧੀ ਹੋਵੇ।

You are in control of your recovery. With SMART Recovery, people find the power within themselves to change and lead a healthy and fulfilling life.  
ਤੁਸੀਂ ਆਪਣੀ ਰਿਕਵਰੀ ਦੇ ਨਿਯੰਤਰਣ ਵਿੱਚ ਹੋ। SMART ਰਿਕਵਰੀ ਦੇ ਨਾਲ, ਲੋਕ ਆਪਣੇ ਅੰਦਰ ਬਦਲਣ ਅਤੇ ਇੱਕ ਸਿਹਤਮੰਦ ਅਤੇ ਸੰਪੂਰਨ ਜੀਵਨ ਜੀਉਣ ਦੀ ਸ਼ਕਤੀ ਲੱਭਦੇ ਹਨ।

## Young Adult New Models of Care

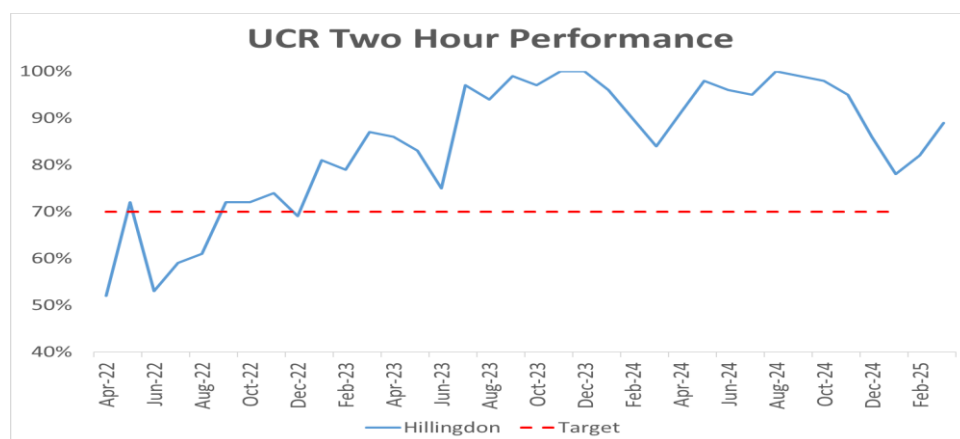
Driven by our Young Adult Forum consisting of service users, we have been radically improving our offer to young adults aged 16 to 25 years of age. Our model has made significant progress to provide a more accessible, responsive and flexible system, with personalised care planning, for young adults 16-25 years and their parents/carers. Our new Young Adults Partnership Panel in Hillingdon aims to better manage young adults' transitions from children to adult's mental health services.

Over the last six months, key areas of progress have been:

- The Discovery College launched in March 2025 with a Hillingdon specific event taking place on Monday 7<sup>th</sup> April. The College offers recovery-focused workshops designed specifically for 16-25-year-olds to support their mental wellbeing. From the very start, Discover Together was co-produced with service users. For more information please visit our website [www.cnwl.nhs.uk/discover](http://www.cnwl.nhs.uk/discover)
- Building on the support available for young adults by embedding newer offers such as peer support, the Discovery College, the Bitesize skills course and specific support for eating disorders.
- Maintaining relationships with key partners and ensuring ongoing engagement with young adults and parents/carers to inform our work.
- Gathering insights and analysing data from Young Adults Partnership forum to build a picture of impact.
- Sharing our successes internationally with planned presentations at the International Young Adults Mental Health Conference in March 2025.

## Physical Health

We also work really closely with Hillingdon Hospital on a range of areas including discharge pathways. We have been ensuring our teams, including Discharge To Assess and Home First, have clear pathways which adapt to need as required. Our Urgent Community Response team have consistently met their two-hour national waiting time target despite increasing pressures through the winter period.



We are really enthused by the new collaboration agreement for our children services which is about to be signed. This will ensure we work in a much more integrated manner to maximise resources across the two organisations and align our priorities for children in the borough. As



such we have launched a new transformation programme to develop new ways of working and better service delivery. This will include our 0-19 service and our Children's Integrated Therapy's team to review our ways of working and ensure we deliver the best possible outcomes for children in the most efficient manner.

## Targets and Performance

Within the NHS Long Term Plan there are a number of targets which NHS organisations are expected to deliver against. For children's services this predominately focuses on the number of children accessing CAMHS and CAMHS waiting times, both of which we have been achieving in Hillingdon as per the table below through the additional capacity we have put into our children mental health teams.

Metric	Category	Theme	Trust Target	Latest Nat Avg	Previous Period	Current Period	Divisions	SPC
							J G D	
MHS070/CT PR CYP Access - 1 contact (12mth Rolling All <18yrs)	NHS National Standard	Children & Young People	n/a		2,536	2,592	2,592	2,323 2,304 2,347
REF: 16 CAMHS Referral Received to Treatment within 18 weeks	Internal Priorities	Children & Young People	85%		100% 232 213	98.5% 235 249	98.5%	100 95 92

Our Talking Therapies team (IAPT) have to increase the number of people accessing their service year on year which was delivered last year, including waiting times for six- and eighteen-week targets.

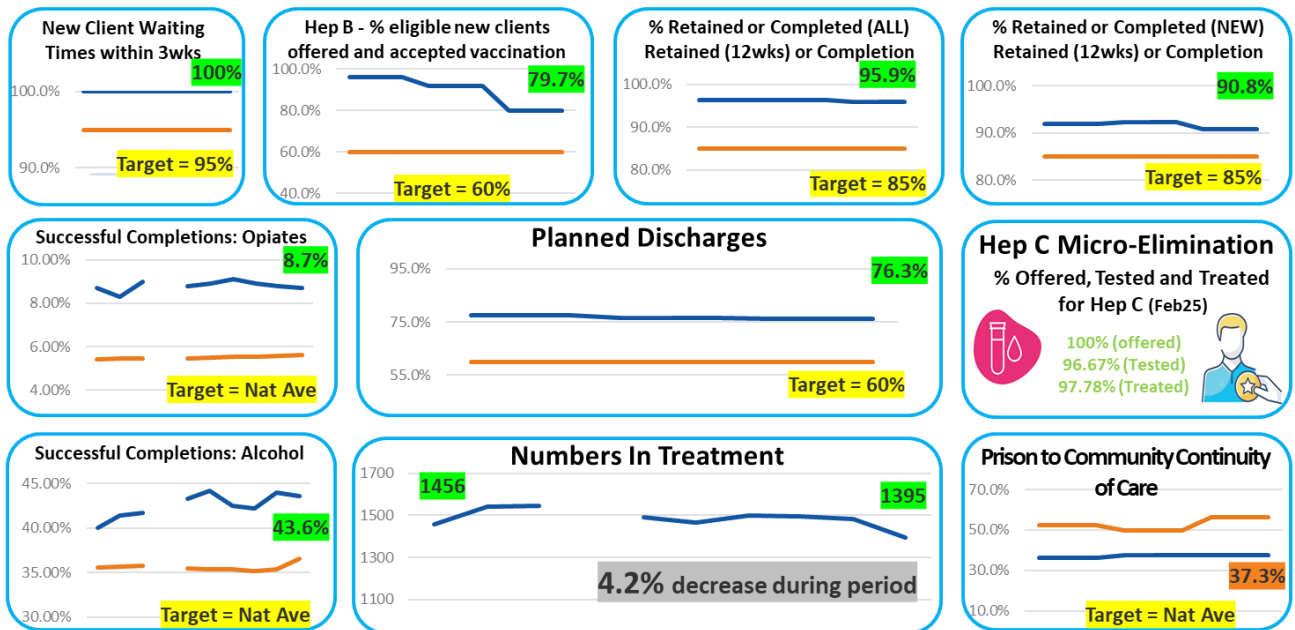
Metric	Category	Theme	Trust Target	Latest Nat Avg	Previous Period	Current Period	Divisions	SPC
							J G D	
IAPT 03 Talking Therapies: Waiting time from referral to treatment within 6 weeks (Completed Pathway)	NHS National Standard	Talking Therapies	75%	92%	99.5% 822 820	100% 846 854	100%	100 95 92
IAPT 04 Talking Therapies: Waiting time from referral to treatment within 18 weeks (Completed Pathway)	NHS National Standard	Talking Therapies	95%	99%	100% 822 820	100% 846 854	100%	100 95 92
IAPT 07a Talking Therapies: Number of patients who completed treatment (YTD)	NHS National Standard	Talking Therapies	n/a		3,641	3,950	3,950	1,823 1,804 1,847
IAPT 08 Talking Therapies: Proportion of patients who achieved reliable recovery	NHS National Standard	Talking Therapies	n/a	47.1%	46.7% 462 500	49.3% 432 500	49.3%	61 46 31
IAPT 09 Talking Therapies: Proportion of patients who achieved reliable improvement	NHS National Standard	Talking Therapies	n/a	67.4%	70.4% 231 328	66.9% 235 308	66.9%	83 64 46

Our physical health services continue to deliver well against our targets across our adult and children's community teams. A one month reduction in Health Visiting new birth performance has been recovered in February from a dip in January.

Metric	Category	Theme	Trust Target	Latest Nat Avg	Previous Period	Current Period	Divisions	SPC
							J G D	

COM.01	Community Paediatrics: 18 weeks RTT (Incomplete pathway)	NHS National Standard	Primary care and Community Services	92%	100% 265 260	99.7% 235 236	99.7%	
COM.02	District Nursing: Referral contacted within timescale	NHS/ICS Priorities	Primary care and Community Services	95%	97.5% 428 437	98.3% 422 433	98.3%	
COM.03	New mothers receiving a new birth visit (within 14 days)	Internal Priorities	Primary care and Community Services	85%	84.4% 282 347	91% 265 290	92%	
ICU.01	Intermediate Care Bed Occupancy	Internal Priorities	Primary care and Community Services	n/a	98.1% 655 652	94.5% 422 416	94.5%	

The below is a summary of our performance in ARCH:



- The service has continued to achieve a 100% success rate in meeting the target of 95% for new service users waiting times within three weeks.
- The service has achieved an “effective treatment” rate of 95.9%, exceeding both the target of 85% and National Average of 90%.
- The service has achieved successful completion rates of 8.7% for opiates and 43.6% for alcohol, exceeding the national average and comfortably within Top Quartile range for comparator partnerships.
- The service has seen a slight fall of 4.2% in the number of service users in structured treatment, from 1,456 in April 2024 to 1,395 in the most recent period. The drop can be attributed to the service's focus on achieving significantly high rates of successful completions.
- The service has increased the percentage of individuals engaging in structured treatment following release from prison from 20.8% in April 2022 to 37.3% to date. Closer partnership working, in particular with HMP Wormwood Scrubs, will see a sustained improvement in the coming months.