

Strategy for meeting the mental health needs of adults in North West London

JHOSC

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Recap - Our shared aims and ambitions for adult mental health services for the future

By 2028/29 we will have:

Ambitions	Outcomes
RAISED AWARENESS AND PROMOTING WELLBEING <ul style="list-style-type: none">• Raised awareness across North West London so that every resident knows how to access mental health support both in crisis and more widely in the community.• Developed an assets-based approach to promoting mental health, wellbeing and independent living, partnering with and investing in local community organisations.	<ul style="list-style-type: none">• Services responsive to population health needs and flexibly delivering changes with no unwarranted variation in outcomes.• Locally tailored and visible, community support services; built capacity in providers to plan and develop their services for patients.• Patients and staff reporting better experiences.
INCREASED EQUITY AND EQUALITY OF ACCESS <ul style="list-style-type: none">• Increased equity and equality of service access to reflect different needs of our local and diverse communities, with greater targeted support to those with severe mental illness.• A consistent core offer for community and crisis care for adults, with a focus on severe mental illness, that also enables flexibility for local and diverse needs.• Reduced variation and increased productivity in caseloads and staffing across community services.• Improved staff recruitment and retention.• Waiting times measuring in the top quartile in England.	<ul style="list-style-type: none">• Optimal community and inpatient capacity to respond to growth in need whilst delivering our transformation goals and increasing care in a community setting.• All people known to mental health services with a crisis management plan that supports them to use crisis alternatives to A&E for de-escalating their needs, where there is no physical health need.• No person staying longer in a mental health bed than they need to.• Integrated solutions to housing pathways.• More people gaining and staying in meaningful employment.• Zero adult inappropriate acute inpatient stays outside of North West London.
CARE IN THE RIGHT PLACE <ul style="list-style-type: none">• Integrated care between primary care and mental health teams to enable more person-centred care and a greater focus on adults with severe mental illness.• High quality inpatient facilities that provide timely care, by an expert team in a therapeutic and compassionate environment.• Worked together with our Local Authority partners to develop solutions to the housing and employment pathway challenges.	<p>Enabled by:</p> <ul style="list-style-type: none">• Increased funding into mental health, benchmarked with other areas nationally, in line with the medium-term financial plan, alongside increased productivity of services• Allocated resource based on need.• Consistent suite of outcome measures to demonstrate the value delivered

Progress against plans for 2024/25 (1/2)

	Ambition	2024/25	Status
RAISED AWARENESS AND PROMOTING WELLBEING	Every resident knows how to access mental health support both in crisis and more widely in the community	<ul style="list-style-type: none">• Agree local demographic data and local insights to understand barriers to access• Identify target groups with lower access	<ul style="list-style-type: none">• Health Equity Audits underway (e.g. Brent, H&F).
	An assets-based approach to promoting mental health, wellbeing and independent living	<ul style="list-style-type: none">• Review community mental health support offer• Develop common support offer	<ul style="list-style-type: none">• Working toward a borough-level productivity dashboard.
INCREASED EQUITY AND EQUALITY	Increased equity and equality of service access to reflect different needs of our local and diverse communities, with targeted support for SMI	<ul style="list-style-type: none">• Identify target groups with largest variation• Identify actions to reduce variation	<ul style="list-style-type: none">• Completed evaluation of crisis alternatives (MHCAS, Lighthouses etc.) to reduce A&E attendances and admissions and provide equitable access to the right support
	A consistent core offer for community and crisis care for adults, with focus on SMI, that also enables flexibility for local and diverse needs	<ul style="list-style-type: none">• Review current offer(s)• Develop common community and crisis offer	<ul style="list-style-type: none">• ADHD transformation with pathway redesign and shared care protocols and e-consult triage under development. Staff training underway to support prescribing and annual reviews. EMIS templates and GP training in progress.• Established a Complex Care Board to oversee delivery of plan to repatriate inpatients in out of area placements and reduce LOS• SMI reviews highest in England
	Reduced variation and increased productivity in caseloads and staffing across community services	<ul style="list-style-type: none">• Single approach to monitoring, baselining and evaluation to identify areas for action	<ul style="list-style-type: none">• Provider productivity review undertaken, development of trust action plan. Implementation to supplement core common offer mobilisation.
	Improved staff recruitment and retention	<ul style="list-style-type: none">• Recruitment to the top five hard to fill vacancies (MH nurses)	<ul style="list-style-type: none">• Many areas are now over-recruited
	Waiting times measuring in the top quartile in England	<ul style="list-style-type: none">• Develop standard approach to waiting well information across all services	<ul style="list-style-type: none">• Waiting list management key area of focus 25/26

Progress against plans for 2024/25 (2/2)

	Ambition	2024/25	Status
CARE IN THE RIGHT PLACE	Integrated care between primary care and mental health teams, with focus on SMI	<ul style="list-style-type: none">ARRS roles recruited across North West London. Commitment to explore and consider further opportunities of Mental Health ARRS in primary care in 2025/26.	<ul style="list-style-type: none">All borough level VCSE outreach support for SMI health checks has been mobilised.
	High quality inpatient facilities	<ul style="list-style-type: none">Review inpatient facilities in line with developing plan	<ul style="list-style-type: none">Business case for Inpatient Quality Transformation Programme investment signed off and providers are implementing plans
	Develop solutions to the housing and employment pathway challenges	<ul style="list-style-type: none">Expansion in employment advisors in Talking Therapies	<ul style="list-style-type: none">Developing plans to address housing challenges for 25/26

Next steps – 2025/26 and beyond (1/2)

	Ambition	Next steps - 2025/26 and beyond
RAISED AWARENESS AND PROMOTING WELLBEING	Every resident knows how to access mental health support both in crisis and more widely in the community	<ul style="list-style-type: none">• Develop outreach models• Implement outreach models for target groups with barriers to access/ lower levels of access
	An assets-based approach to promoting mental health, wellbeing and independent living	<ul style="list-style-type: none">• Review delivery partner capacity• Build capacity in VCSE to enable greater testing/ delivery of models
INCREASED EQUITY AND EQUALITY	Increased equity and equality of service access to reflect different needs of our local and diverse communities, with targeted support for SMI	<ul style="list-style-type: none">• Take forward actions to reduce variation in outcomes and experience• Agree optimal model of care for NW London informed by evaluation of crisis alternatives. West London MHCAS to go live in December 2025 based on the St Charles model• Increased crisis alternative capacity to support patients at home
	A consistent core offer for community and crisis care for adults, with focus on SMI, that also enables flexibility for local and diverse needs	<ul style="list-style-type: none">• Develop a specification for a NWL dementia post-diagnostic services.• Move towards common offers using productivity improvements and/ or resource including assertive outreach• Borough-level outcome and productivity dashboards to be developed.
	Reduced variation and increased productivity in caseloads and staffing across community services	<ul style="list-style-type: none">• Productivity review used to inform embedding core common offer supplemented by demographic/patient needs to ensure capacity meets demand.• Embed QI approach, with initial focus on older adults• Final evaluation of ADHD, rehab, crisis pathway pilots in Q3/4 2025/26
	Improved staff recruitment and retention	<ul style="list-style-type: none">• Ensure staff wellbeing, skills development, recruitment
	Waiting times measuring in the top quartile in England	<ul style="list-style-type: none">• ADHD waiting times have been identified as a key priority

Next steps – 2025/26 and beyond (2/2)

	Ambition	Next steps - 2025/26 and beyond
CARE IN THE RIGHT PLACE	Integrated care between primary care and mental health teams, with focus on SMI	<ul style="list-style-type: none">• Consider further opportunities of Mental Health ARRS in primary care, mapped to the further development of Integrated Neighbourhood Teams
	High quality inpatient facilities	<ul style="list-style-type: none">• Implement as per Inpatient Quality Transformation Plan• Stocktake of bed base/services to adapt to meet the needs of of changing profile of patients
	Develop solutions to the housing and employment pathway challenges	<ul style="list-style-type: none">• Identify opportunities with LA on housing pathway, supported living and homeless step up/step down capacity in Westminster

Strategy refresh – in light of 10 year plan, emerging CYP Strategy, and changes to ICBs