NCL Mental Health Strategic Review: Baseline Report

July 2021



Version history

Version	Summary of amendments	Reviewed by
First drafts	 Updated executive summary (slides 3-5) Updated workforce analysis throughout to use provider workforce data submissions to NEL CSU (2021) and national benchmarking report data (2019/20) (slides 20, 31, 45, 51, 66) Updated deprivation analysis throughout (slides 13, 14, 49, 89, 90) Added finance slide (slide 21) Updated CYP analysis to include wider determinants analysis, waiting times and extend time period for inpatient admissions and length of stay analysis (slides 25, 27, 28, 29) Added notes regarding variation in models of care for CYP services based on feedback received (slide 26 and 35) Added slide to show variation in acceptances of referrals for SEMI patients (slide 53) Added slide to show co-morbidities for people with SEMI and physical health conditions (slide 58) Added note regarding differences of model of care in memory services (slide 66) Added slides to show estimated impact of Covid-19 on increasing prevalence of mental health conditions in adults and children and young people based on published research (slides 70 and 72) Added vision for mental health services based on themes from the stakeholder 1:1 interviews and outputs from the baseline workshop (slides 76-78) Added notes on inequalities based on recent analysis conducted by BEH (slides 18, 19, 54) Updated service mapping (appendix) based on feedback received 	NCL Mental Health Providers Meeting (19/05/2021) Mental Health Services review baseline workshop (24/05/2021) Mental Health Services Strategic Review Programme Board (21/07/2021)
This version 28/07/2021	Draft for approval	Mental Health Services Strategic Review Programme Board virtual sign-off

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Executive summary (1/3)

Introduction

Before the formation of the NCL CCG, services were commissioned by each of the 5 legacy CCGs in isolation, leading to **substantial variation in the way services are commissioned and delivered across NCL**. The NCL Mental Health Services Strategic Review seeks to create a **sustainable and affordable model** across NCL that **addresses inequalities**, **spreads good practice** and **improves outcomes** for residents.

This review brings together stakeholders from mental health services, primary care, acute care, social care and community health services to develop the interfaces and collaborative working across pathways. A review of community health services is running in parallel, with integrated workstreams.

The review comprises of four elements: understanding the current baseline, co-development of an outcomes framework, co-development of a 'core offer' for mental health services and co-development of a transition plan. Subsequently, further work will take place to deliver transformation over the short to medium term.

Purpose of this report

This report contains the **findings of the baseline review** of mental health services across NCL and concludes the first stage of the NCL Mental Health Services Strategic Review. The picture of mental health service provision in NCL is extremely complex and this report is not an exhaustive review of every mental health service. The purpose of this report is to highlight the **key themes in the case for change** and **align stakeholders on the key issues** we need to tackle as a system as we commission and deliver mental health services in the future. The content of this report focuses on NHS commissioned mental health services, although recognising crucial interdependencies with primary care, acute care, community health services and social care services. The analysis reflects the status of the mental health services in NCL at a point in time, based on the information available for this review.

Executive summary (2/3)

Case for change

Developing the case for change has involved analysis and synthesis of three sources of information: themes from 1:1 interviews with NCL stakeholders, outputs of an online survey conducted with wider stakeholders and analysis of national and local data. Stakeholders have aligned around the case for change to redesign mental health services reflecting that there is a clear need to tackle health inequalities, optimise use of resources and develop system working. There are four main conclusions from the baseline analysis which inform the case for change:

- There is significant demographic variation across and within NCL boroughs which is associated with different levels of need for support from mental health services.
 - 10.8% of the Enfield has a diagnosis of depression compared with 7.9% in Barnet and 8.2% London wide
- NCL STP has the highest prevalence of SEMI of STPs in England. Prevalence is particularly high in Camden and Islington where there are also high rates of A&E attendance for symptoms of psychosis
- Analysis of finance and activity show that service provision and investment do not correspond to the level of need:
- Under 5s wait on average 10 months for autism diagnosis;
 over 5s wait more than a year, rising to 2 years in Enfield.
- In Haringey CYP have higher mental health needs relative to other boroughs, with highest number of CYP presenting at A&E with mental health needs, but the spend per head is lower than NCL average
- Enfield and Islington have higher diagnosed rates of depression but spend less per head on IAPT services, potentially contributing to more presentations in A&E due to depression and self-harm

- 3. There appears to be a large focus on crisis response rather than early intervention and there is recognition that further investments are needed for more preventative offers
 - There are over 3 times as many staff in NCL in Crisis
 Response teams compared to Early Intervention in Psychosis teams
 - Rejected referrals to community mental health teams are most likely to be referred onwards to crisis teams
- 4. There are significant health inequalities including significant disparity by ethnicity.
 - The black population are higher users of acute mental health services, with 27% of admitted patients being black, compared to representing 11% of the NCL population
 - C. half of patients admitted are unknown to services; this is particularly high among black population groups
 - Rates of diagnosis of dementia vary significantly between boroughs, with 67% of the estimated population with dementia having a diagnosis in Haringey compared to 88% in Enfield

Executive summary (3/3)

Vision for mental health services

Stakeholders from across NCL have initially reflected how the 'core offer' should address the case for change. The 'core offer' itself must be equitable and based on best practice and innovation from within and outside NCL, with standardisation of access and offer for population groups with the same needs, and achievement of nationally mandated targets and standards. This should deliver patient satisfaction, a shift to prevention and early intervention, improved outcomes, improved ways of working together and a sustainable targets from national service model.

An objective of the review is the provision of mental health services that **optimise the delivery of care across the system** linking with NHS Primary, Secondary, Tertiary services and Local Authority and Voluntary & Charitable Sector partners and services. The core offer will aim to **support NCL residents to live independent and high quality lives** within their communities. The offer will also **focus more on prevention and early intervention** to enable people to live independently and in good health for as long as possible.

Next steps

The findings of this baseline report will inform the subsequent stages of the NCL Mental Health Services Strategic Review to design a **new 'core offer'** for mental health services. The aim of the review is to have a **consistent and equitable core offer** for our population that is delivered at a neighborhood/PCN level based on identified local needs and that is fully integrated into the wider health and care system ensuring outcomes are optimised as well as ensuring our services are sustainable in line with our financial strategy and workforce plans.

The purpose of the core offer is to address the inconsistency of service provision across NCL by setting out a commitment to the NCL population of the support they can expect to have access to regardless of their borough of residence.

The design of the 'core offer' will be informed by the **key themes from this baseline report** and **vision for mental health services**, as well as by development of understanding of **nationally mandated requirements** for services, of **best practice** examples from within and outside NCL, of **design principles** and of an agreed, shared **outcomes framework**.

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Background and context for the NCL Mental Health Strategic Review

- Before the formation of the NCL CCG, services were commissioned by each of the 5 legacy CCGs in isolation, leading to substantial variation in the way services are commissioned and delivered across NCL. This review presents an opportunity to work together to address inequalities, spread good practice and continue improving outcomes for NCL residents.
- This current review needs to enable us to:
 - Consider opportunities in light of the Long-Term Plan for Mental Health and new models of care
 - Gain a robust and shared understanding of current Mental Health Services (demand, spend, outcomes and variation)
 - Understand how population health needs have changed in relation to mental health and whether existing service models are effective; including interdependent service offers
 - Agree a core offer for mental health, describing 'what good looks' from a patient and clinical perspective
- A review of community health services is being run in parallel to this work, with integrated workstreams in place between the two reviews.
- We are at the start of an iterative process and seek to encourage conversations and thinking.
- It is really important that this review is not done in isolation from what is happening in primary care, acute care, community health and social care

 the interfaces and collaborative working across pathways are key.

In scope:

- NHS funded Mental Health Services (including Perinatal, Children and Young People, Adults and Older Adults and People with a Learning Disability) delivered outside hospital not as part of an acute spell) delivered by:
 - NHS Mental Health Providers
 - NHS Acute Providers
 - Private / other Providers (e.g. VCS)

Out of scope:

- Continuing Health Care
- NHS Acute Services
- Statutory Homelessness Services
- Specialist mental health services for both adults as well as children and young people
- Local Authority Commissioned Services with the NHS (except where joint funded)
- Learning Disability Services (Transforming Care cohort of people)

Although these services are out of scope, it is important that the review recognises the overlap and integration between mental and community health, primary care and social care provision. A number of residents have complex comorbidities that include physical, mental health and other needs, such as substance misuse.

The baseline report brings together qualitative and quantitative analysis from three sources to develop the case for change

1:1 and group interviews

The case for change, future desired outcomes and opportunities have been explored with key stakeholders from across mental health and acute providers, primary care, local authorities and the CCG

Organisation	Interviewees	
Mental health provider	13	
Local authority	21 in 5 group interviews	
Acute provider	7	
Commissioner	3	
Other	1	
Total interviewees	45	

Survey

An online survey of wider stakeholders has explored perceptions of current service provision, outcomes and the case for change.

Organisation	Responses
Mental Health	99
Primary care	16
Community provider	11
Local authority	27
Acute provider	39
Commissioner	14
Other	15
Total respondents	221

Data analysis

Analysis of local and national data has been conducted focusing on:

- Understanding population demographics and health needs
- Levels of mental health activity and capacity, including mapping of available service provision
- Variation in financial investment
- Levels of acute activity

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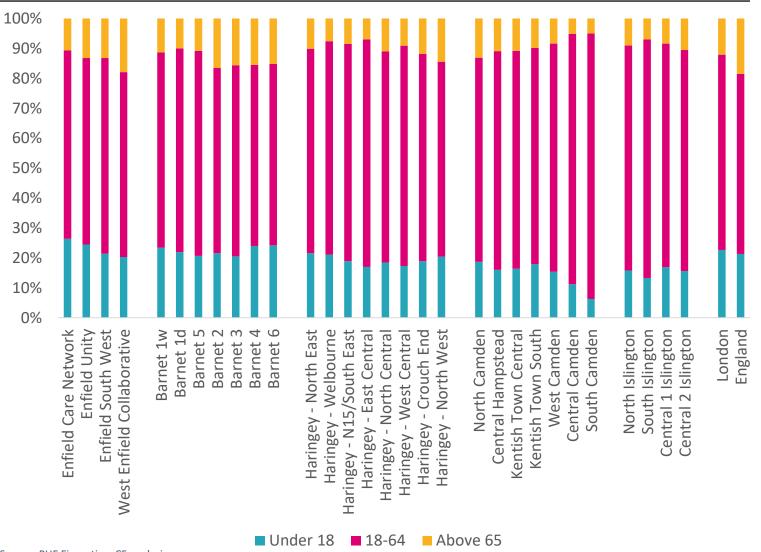
Population needs

Key messages – Population needs

- Across the board, NCL has higher need in mental health services compared to London and England, particularly in SEMI
- Diagnosed prevalence of SEMI in NCL is high compared to London and England, with particularly high need in parts of Camden and Islington
- There is higher diagnosed prevalence of dementia in Barnet and Enfield
- Overall the black population have disproportionally high contact with acute mental health services, in particular for psychosis and rehabilitation and recovery services
- National research shows that a contributing factor is late presentation, and in general black populations are less likely to access mental health support in primary care and so are more likely to require more intensive care. More culturally sensitive models of care may be needed

Age profile varies across NCL boroughs and between PCNs; Barnet and Enfield have a higher proportion of both children and older residents, compared to other boroughs

Proportion of PCN* population by age group, 2020



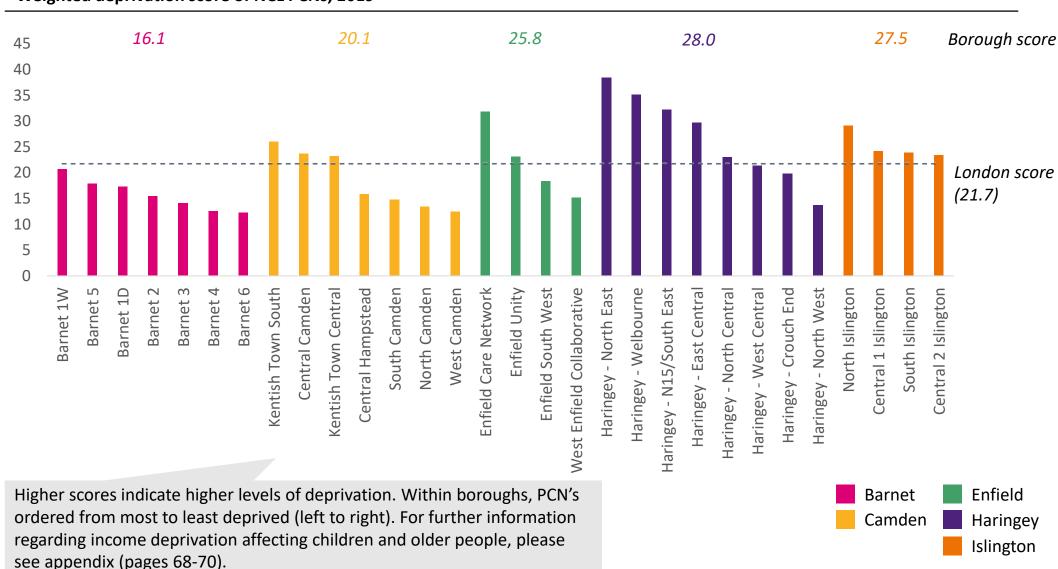
Area	<18	18-64	65+
Barnet	22%	64%	14%
Camden	15%	76%	9%
Enfield	23%	63%	14%
Haringey	19%	71%	10%
Islington	15%	76%	9%
NCL total	19%	70%	11%
London	23%	65%	12%
England	21%	60%	19%

Source: PHE Fingertips, CF analysis

^{*}See appendix slide 60 and following for maps showing PCN locations. Note that analysis contained within this document reflects configuration of PCN's at time of development.

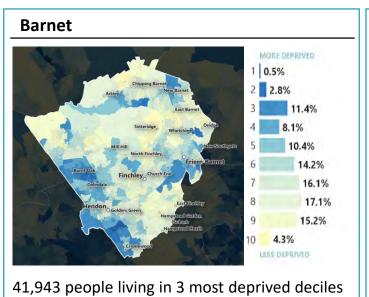
Across NCL there are high levels of deprivation although there is significant variation across and within boroughs

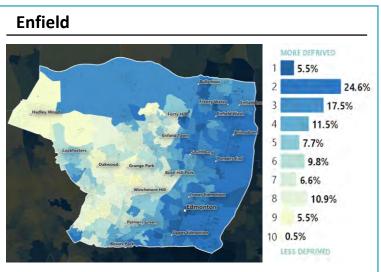
Weighted deprivation score of NCL PCNs, 2019

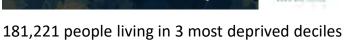


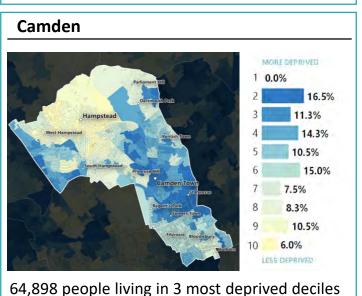
Source: Index of Multiple Deprivation (IMD), England, 2019 (ONS). PCN mapping based on 2019 groupings

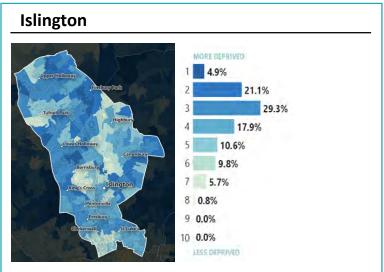
At LSOA level, we see a more detailed picture of variation within boroughs; Enfield and Haringey have the highest % of LSOAs in the 2 most deprived deciles (30% and 33%)







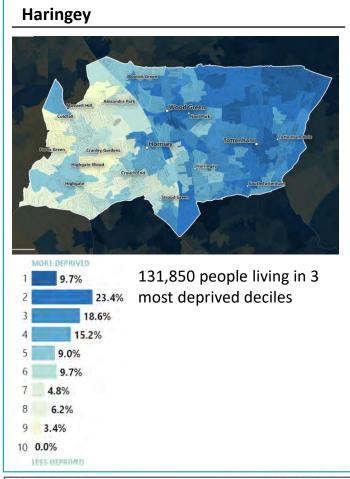


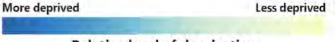


110,160 people living in 3 most deprived deciles

Source: https://imd2019.group.shef.ac.uk

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Relative level of deprivation

Colours on the maps indicate the deprivation decile of each LSOA for England as a whole.

Coloured bars and percentages indicate % of LSOAs in each national deprivation decile by borough

NCL has high mental health needs, particularly for severe mental health illnesses

Population segment		Diagnosed population in NCL in 2019/20	Diagnosed prevalence in NCL in 2019/20	Spend and activity	Diagnosed prevalence in London and England in 2019/20
	Number of C&YI in contact with MH services*	10,188	3.1%	 Average estimated spend per diagnosed population* £3,39 Average contacts* per head 2 	08 England: 2.0%
	Depression	124,829	9.2%	 Average estimated spend per diagnosed population** £26 Average contacts** per head 	0 England: 11.6%
	Severe mental illness	21,181	1.3%	 Average estimated spend per diagnosed population £5,100 Average contacts per head 12 	London: 1.1%) Fngland: 1.0%
	Dementia	9,725	0.6%	 Average estimated spend per diagnosed population £780 Average contacts per head Average contacts per head 2 	London: 0.5% England: 0.8%

^{*}Please note these numbers are based on average number of CYP in contact with MH services in 2019/20. Caveat to average contact figures that not all contacts are recorded.

^{**}Spend and contacts here refers to activity and spend clustered for common mental health disorders

Source: Provider data from BEH and C&I, QOF, PHE Fingertips, CF analysis. NOTE: % prevalence for CYP is of <18 population, % prevalence depression is over 18 GP registered population, % prevalence for SEMI and Dementia is of total GP registered population

Enfield has the highest rates of diagnosed depression and dementia; Camden and Islington have high diagnosed rates of SEMI and C&YP using mental health services

	_		Diagnosed po	pulation and pre	valence by borou	ıgh, 2019-20	
Population segment		Barnet	Camden	Enfield	Haringey	Islington	London & England
Co	umber of &YP in ontact with IH services*	2708 2.9 %	1600 3.1%	2252 2.7 %	1942 3.2 %	1687 4.0%	London: 1.6% England: 2.0%
D	epression	26,679 7.9%	24,028 <mark>9.2%</mark>	28,825 10.8%	21,772 8.3%	23525 10.4%	London: 8.2% England: 11.6%
m	evere nental Iness	4292 0.99%	4202 1.38%	4692 1.34%	4230 1.31%	3765 1.41%	London: 1.1% England: 1.0%
D	ementia	3076 0.71%	1500 0.49%	2511 0.72 %	1373 0.42%	1265 0.47%	London: 0.5% England: 0.8%

^{*}Please note these numbers are based on average number of CYP in contact with MH services in 2019/20, CYP percentage is of under 18 population Source: Provider data from BEH and C&I, QOF, PHE Fingertips, CF analysis. NOTE: % prevalence for CYP is of <18 population, % prevalence depression is over 18 GP registered population, % prevalence for SEMI and Dementia is of total GP registered population

Higher compared to London

At a PCN level, parts of Camden and Haringey have particularly high diagnosed

prevalence of SEMI		Diagnosed prevalence dementia (2019-20)		Diagnosed prevalence SEMI (2019-20)		Diagnosed prevalence adult depression (2019-20)	
		Registered	% GP population	Registered	% GP population	Registered	% GP population
	Barnet 1w PCN	129	0.4%	321	0.9%	2127	7.7%
	Barnet 1d PCN	386	0.7%	562	0.9%	3263	7.0%
	Barnet 5 PCN	308	0.5%	573	1.0%	3528	7.4%
Barnet	Barnet 2 PCN	450	0.7%	582	1.0%	4448	9.4%
	Barnet 3 PCN	1016	0.8%	1324	1.1%	7687	8.0%
	Barnet 4 PCN	342	0.7%	387	0.8%	2688	7.5%
	Barnet 6 PCN	445	0.9%	543	1.1%	2938	7.7%
	Kentish Town South PCN	151	0.5%	601	2.1%	2603	10.9%
	Central Camden PCN	160	0.2%	701	1.1%	4537	7.7%
	Kentish Town Central PCN	176	0.5%	550	1.7%	3244	12.0%
Camden	South Camden PCN	81	0.2%	391	1.1%	2557	7.5%
	West Camden PCN	148	0.3%	654	1.4%	4075	10.2%
	Central Hampstead PCN	255	0.6%	567	1.4%	3033	9.0%
	North Camden PCN	529	1.0%	738	1.4%	3979	9.2%
	Enfield Care Network PCN	411	0.4%	1143	1.1%	6451	8.4%
Enfield	Enfield Unity PCN	1449	0.9%	2589	1.6%	16126	13.4%
Lillield	Enfield South West PCN	336	0.7%	582	1.2%	3057	8.2%
	West Enfield Collaborative PCN	315	0.8%	378	0.9%	3191	10.0%
	Haringey - North East PCN	302	0.6%	814	1.5%	3473	8.4%
	Haringey - Welbourne PCN	181	0.4%	726	1.4%	3672	9.2%
	Haringey - N15/South East PCN	158	0.4%	545	1.4%	2679	8.3%
Haringey	Haringey - East Central PCN	108	0.3%	581	1.6%	2557	8.2%
Hailingey	Haringey - North Central PCN	139	0.4%	393	1.0%	1841	5.9%
	Haringey - West Central PCN	87	0.3%	329	1.2%	1739	7.8%
	Haringey - Crouch End PCN	162	0.5%	472	1.3%	3111	10.8%
	Haringey - North West PCN	236	0.6%	370	0.9%	2700	8.1%
	North Islington PCN	532	0.5%	1631	1.6%	8904	10.4%
Islington	South Islington PCN	256	0.4%	834	1.2%	5982	10.0%
isinigion	Central 1 Islington PCN	237	0.4%	761	1.4%	5333	11.8%
	Central 2 Islington PCN	240	0.6%	539	1.3%	3306	9.3%
London			0.5%		1.1%		8.3%
England			0.8%		1.0%		11.6%

Key

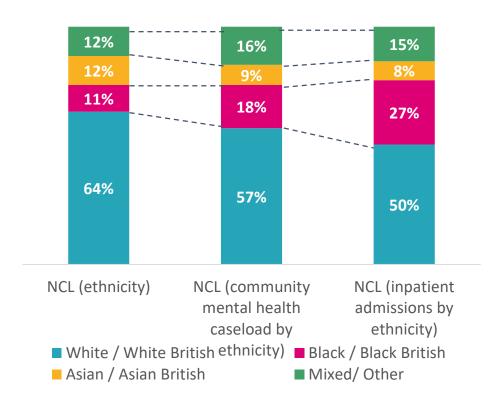
Prevalence higher than London

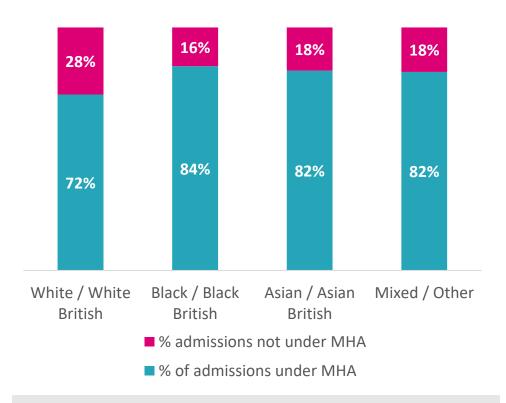
Note: Note that analysis contained within this document reflects current configuration of PCN's at time of development. Source: NHS Quality and Outcomes Framework

Black people are disproportionally admitted to mental health beds; BAME populations are more likely to be detained under the mental health act

Proportion of NCL population by ethnicity, 2018 compared to % of patients on community mental health services caseload by ethnicity and inpatient admissions* by ethnicity, 2019/20

Proportion of patients admitted who are admitted under the Mental Health Act, 2019/20





Note: number of people on caseload and number of admissions where ethnicity is unknown in the data are apportioned between the other ethnic groups

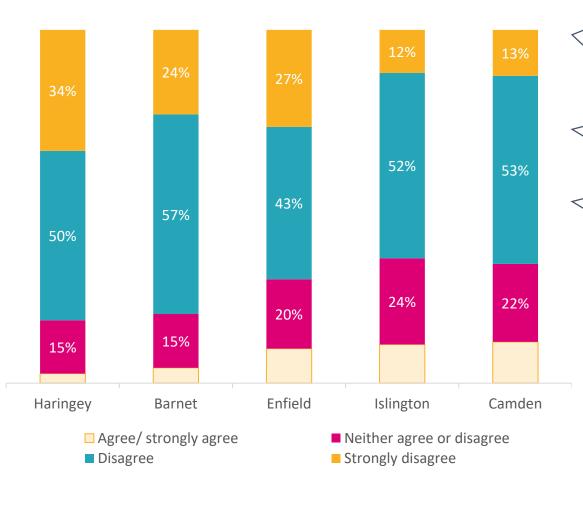
Source: National Benchmarking report data provided by C&I and BEH Trusts, ONS ethnicity data by borough

Some recent analysis completed by BEH showed that nearly half of all adult acute/assessment admissions were not under the care of any community mental health service at the point of admission. The highest cumulative incidence of previously unknown admissions was amongst black men and women.

^{*}There may be multiple admissions for the same patient

Across NCL, over 60% of survey respondents thought that access to mental health services was not equal for all people

"We have equality of access for all people", view of answers by borough, based on geography respondents primarily work in



"I think there are very good intentions about being inclusive but caseloads are so high that people struggle to achieve this" Camden

"I think there is certainly the right ambition but severe resource constraints." Enfield

"Emphasis on waiting lists results in service users being moved around." NCL wide

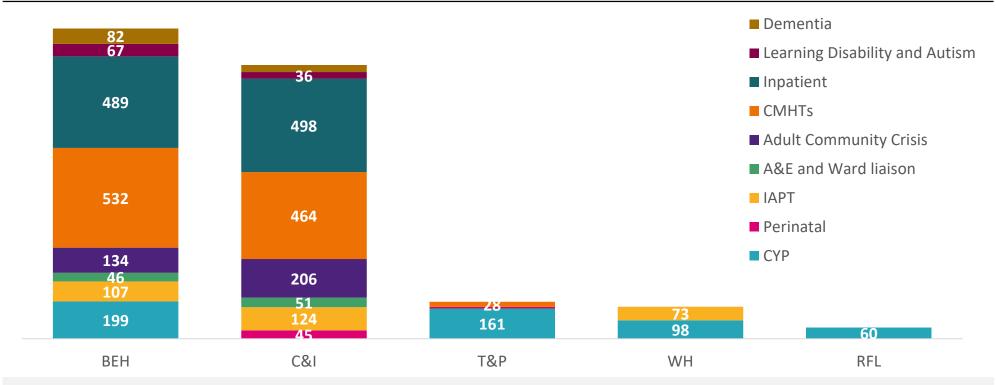
Recent analysis completed by BEH has highlighted inequalities in access to mental health services, including

- The treatment gap between those diagnosed on QOF registered and those who appear on community mental health provider caseloads, particularly in areas with higher levels of deprivation and areas with higher numbers of diagnosed patients.
- Police referrals are concentrated among certain postcodes and among black population groups.

Source: NCL Mental Health Strategic Review survey, 2021

There are 6 NHS providers of mental health services across NCL; BEH and C&I are the largest providers

Budgeted establishment FTE in mental health services, total FTE by service type and by provider, NCL, 2021



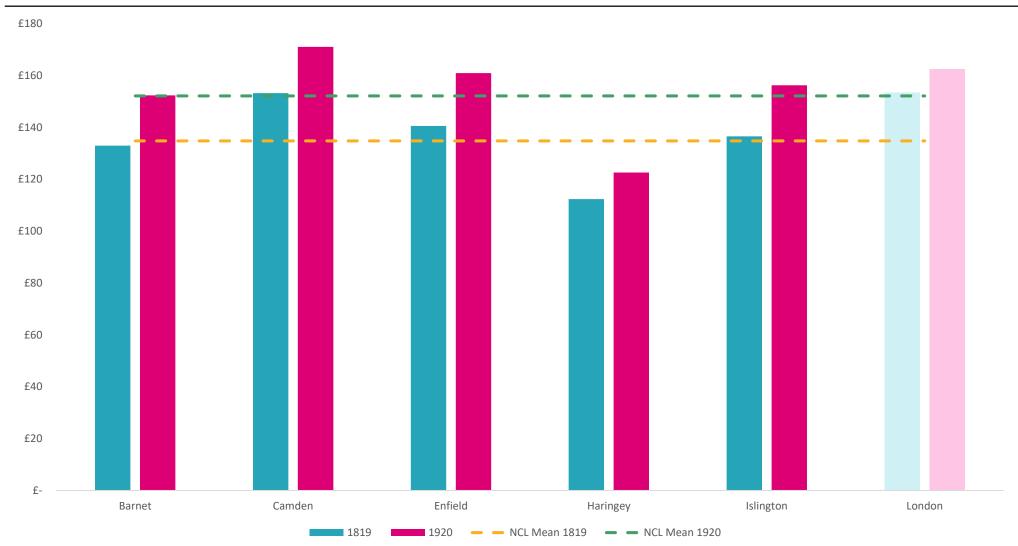
Notes:

- BEH: All staff employed by the Trust are included, including some very small block contracts with Brent, Harrow, City & Hackney and Waltham Forest CCGs. These services provided are wrapped into overall workforce numbers and not possible to disaggregate. Section 75 Pool funded staff directly employed by BEH are included. Specialist services commissioned in partnership with BTP or Metropolitan Police, inpatient Forensic services, prison services, CCG funded eating disorders services, CAMHS Tier 4, substance misuse services are excluded.
- C&I: Junior doctors and IAPT trainees commissioned by HEE are included, but TCPs are not included. Section 75 Pool funded staff directly employed by C&I are included. Tile House and Lime Tree gardens staff included. Veteran services NHSE commissioned and included. Substance misuse services are excluded.
- T&P: Workforce has been apportioned to NCL based on finances.

Source: NCL provider workforce data returns, NEL CSU, CF analysis

Camden and Enfield have the highest spend per weighted capita on mental health services

Actual mental health spend per mental health weighted capita, 2018/19-19/20



Source: CCG finance documents, CF Analysis

CAMHS

Key messages – CAMHS

- Camden, Haringey and Islington all have high C&YP mental health needs based on estimated prevalence of mental health conditions. Higher numbers of children in these boroughs have poorer life circumstances which is likely to contribute to their mental health needs.
- Islington has the highest rate of admissions to CAMHS Tier 4 beds and children tend to stay for an extremely long time (av. 142 days in Islington).
- However Camden and Islington also have a higher proportion of children and young people using mental health services, which may contribute to a lower proportion of children and young people attending A&E for mental health reasons (e.g. self harm).
- Enfield and Haringey have higher A&E attendances due to MH needs e.g. self harm, indicating that there is a potential lack of preventative and proactive care for CYP to support their needs. These high needs CYP are likely to present as high needs adults in mental health services.
- Enfield and Haringey also have lower reach to CYP for mental health services, which could be contributing to higher presentations in A&E.
- Despite higher levels of needs, Haringey spend less than the NCL average per head (under 18s) on mental health, highlighting the mismatch of demand and provision. Camden and Islington spend significantly more per head (under 18s) compared to the other boroughs
- Survey results highlight that Haringey professionals report poorer support for CYP mental health needs. Only 6% of respondents felt that CYP in Haringey had appropriate support for transitioning to adults services.

Haringey has the highest MH needs for Children and Young people overall, as well as high presentation in A&E for mental health reasons

Borough	Estimated % of 5- 17 yr olds with a Mental Health condition (2017 survey)	% secondary school pupils with social, emotional and mental health needs (2020)	Depression A&E attendances (by 10,000 <18 population, 2019-20)	Self-harm A&E attendances (by 10,000 <18 population, 2019-20)	% of CYP in contact with MH services (as % of <18 population)	Admissions to CAMHS Tier 4 wards (Q3, per 10,000 <18s, 2019/20)	Spend per head for under 18s (2019-20)
Barnet	11.3%	2.6%	6.5	3.1	2.9%	1.1	£75
Enfield	10.8%	2.75%	9.6	9.3	2.7%	0.7	£80
Camden	13.5%	3.15%	4.7	3.9	3.1%	1.4	£147
Haringey	12.3%	4.23%	14.6	9.6	3.2%	1.2	£90
Islington	11.9%	3.33%	5.4	5.0	4.0%	1.7	£208
Key							

Sources: NHS Fingertips, HES, NHS Digital, NHS Mental Health Dashboard, CF analysis

Lower needs/

spend

A&E attendances where chief complaint (main reason for attending) was 'feeling depressed' or 'self-harm / self-injurious behaviour'

Higher needs/

spend

Children in NCL have poorer life circumstances compared to London, meaning they are more likely to have mental health needs; COVID-19 has exacerbated the situation

Borough	Children in care (per 10,000 under 18, 2020)	% looked after children whose emotional wellbeing is a cause for concern (2018/19)	Children in need due to family stress, dysfunction or absent parenting (per 10,000 under 18, 2017)
Barnet	34	23.6%	85.9
Camden	37	26.3%	111.8
Enfield	45	22.9%	74.0
Haringey	71	40.3%	81.5
Islington	74	37.6%	147.5
London	49	31.8%	97.9

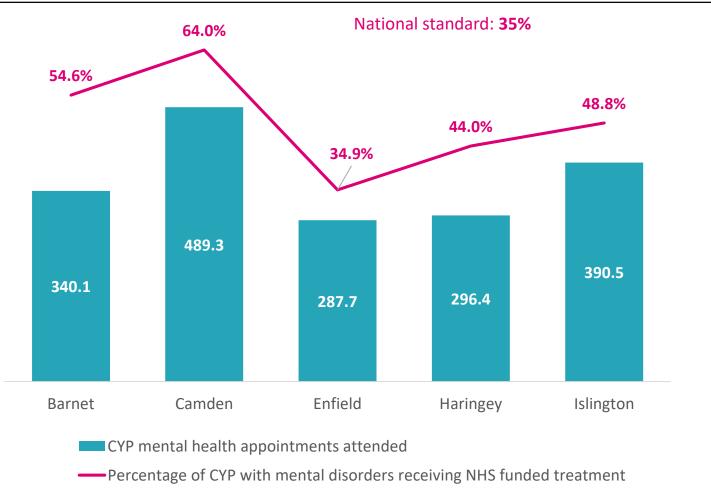
Socioeconomically disadvantaged children and adolescents are 2-3 times more likely to develop mental health problems and low socioeconomic that persists over time is strongly related to higher rates of mental health problems (literature review, published in Social Science and Medicine, 2013)

During the first wave of the COVID-19 pandemic, The Child Safeguarding Practice Review Panel received 285 serious incident notifications from April to September. That represents an increase of 27% (compared to the same period in 2018-19). These children were often hidden from view of social workers and teachers, indicating that there will be a backlog of need for Mental Health services as we exit the pandemic.

Sources: NHS Fingertips, NHS Digital, Reiss F. Socioeconomic inequalities and mental health problems in children and adolescents: A systematic review. Soc Sci Med, 2013, Serious incident notifications (https://explore-education-statistics.service.gov.uk/find-statistics/serious-incident-notifications)

Enfield and Haringey have lower reach to C&YP for mental health services compared to the rest of NCL

Number of mental health appointments attended 2019-20, per 1000 under 18s. Estimated percentage of CYP with mental disorders receiving NHS funded treatment, 2019-20



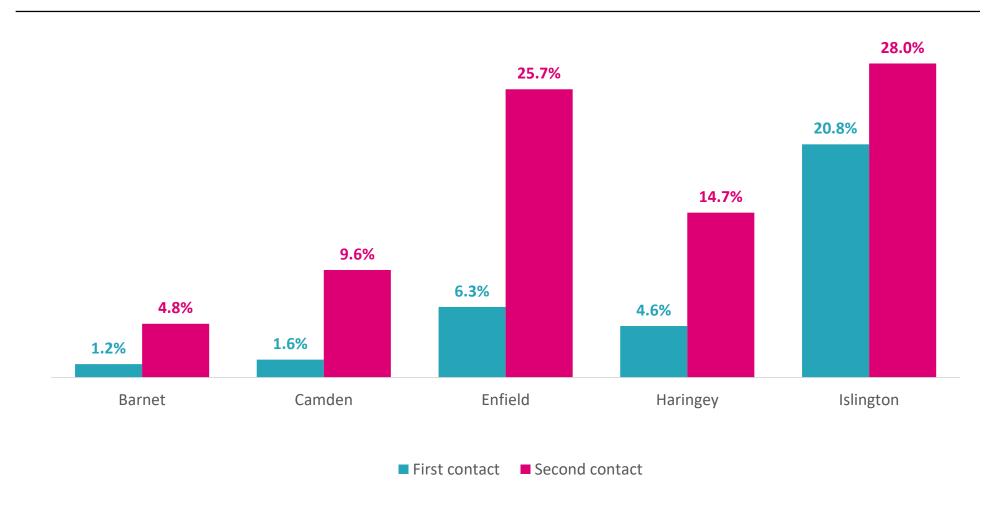
Islington & Camden have larger prevention and earlier intervention services than the other boroughs (e.g. schools provision, Kooth engagement and Helios)

Source: NHS MH Dashboard, NCL Mental Health Report Quality and Data Packs (2019-21)

Note: the estimated % of CYP with mental disorders receiving NHS funded treatment, takes into account MHMDS data and local data

Enfield and Islington had the highest percentage of CYP waiting over 18 weeks from referral to first and second contact in 2019-20

Percentage of CYP waiting over 18 weeks from referral to first contact and second contact, under 18s, 2019/20

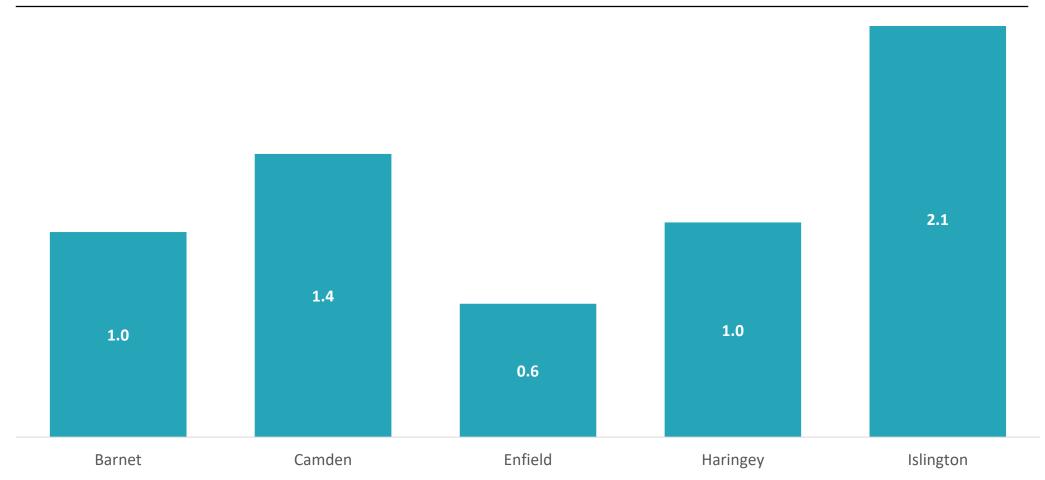


Source: NCL Attain Demand and Capacity modelling

CF

Islington, has the highest rate of admissions to CAMHS inpatients tier 4 wards

Number of CYP admissions to CAMHS (tier 4 wards), average Q1-4*, per 10,000 under 18s, 2019/20

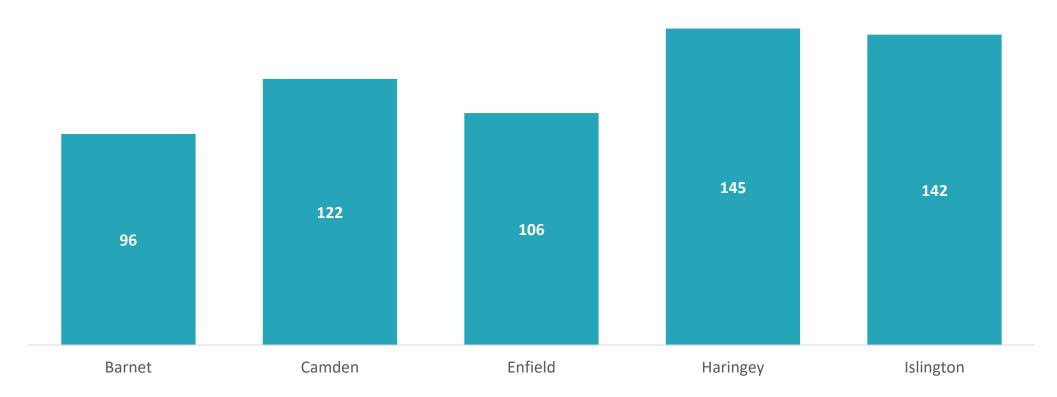


^{*}Note: data is from the Mental Health NHS national dashboard. An average of reported data from Q1-Q4 2019/20 has been used. Data points are missing from the dashboard for Enfield Q1 and Q4, Camden Q2 and Haringey Q4 Source: NHS Mental Health National Dashboard, 2019-20

CF

There is significant variation in LOS on CAMHS inpatient wards with those in Haringey and Islington tending to stay the longest

CYP average length of stay in CAMHS (tier 4 wards), average LOS in days in Q1-4*, 2019-20



Source: NHS Mental Health National Dashboard, 2019-20

Notes: average LOS = average number of bed days / average number of admissions (during Q1-Q4 2019-20). *Note: data is from the Mental Health NHS national dashboard. An average of reported data from Q1-Q4 2019/20 has been used. Data points are missing from the dashboard for Enfield Q1 and Q4, Camden Q2 and Haringey Q4

Haringey, Enfield and Barnet spend below the NCL average for CYP mental health, per head

Actual spend on C&YP mental health services per head (under 18), excluding services for eating disorders and learning disabilities, 2018/19 vs. 2019/20

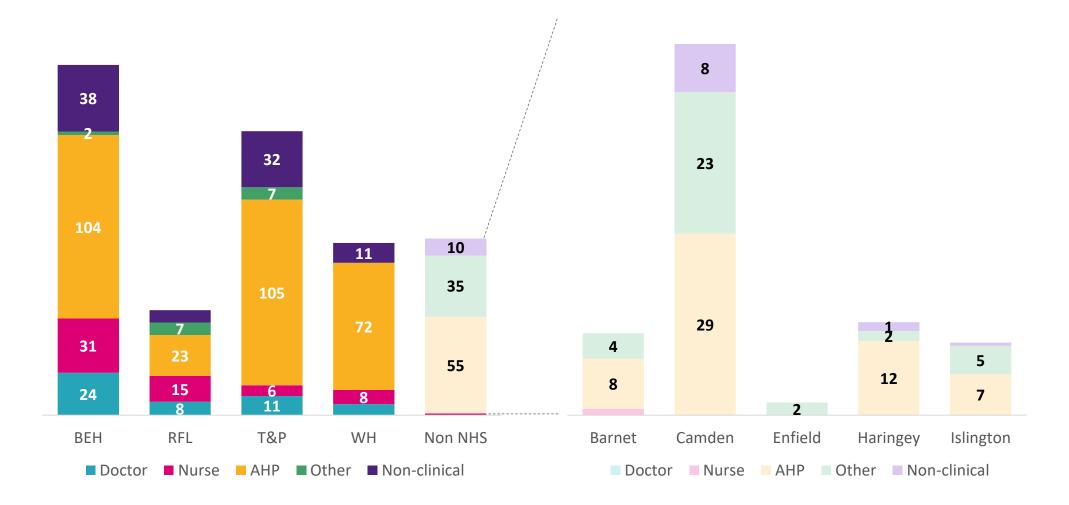


CF

On top of NHS provider CYP mental health service activity, Camden borough teams provide a significantly higher number of additional FTE than other boroughs

Budgeted establishment FTE in CYP mental health services, by role type and by provider 2021

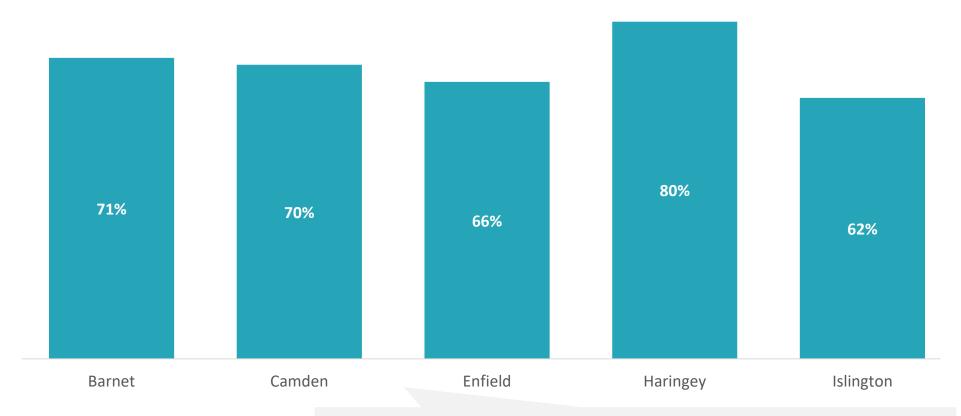
Budgeted establishment FTE in CYP mental health services, by role type and by borough, 2021



Source: NCL provider data returns, NEL CSU, CF analysis

Enfield and Islington had the lowest percentage of referrals for Eating Disorders accepted in 2019-20

Percentage of CYP Eating Disorders referrals accepted, 2019-20



Source: NCL Attain Demand and Capacity modelling

Note: eating disorders services are provided to all NCL boroughs by Royal Free. We need to understand if this difference in referral acceptance rates is driven by referral differences or service differences.

Enfield and Camden C&YP waiting time for eating disorder is longer than other boroughs and is below the expected national standard

Percentage of CYP with eating disorders seen within 1 week (emergency), average of Q2 and Q3, 2019-20

National standard: 95%

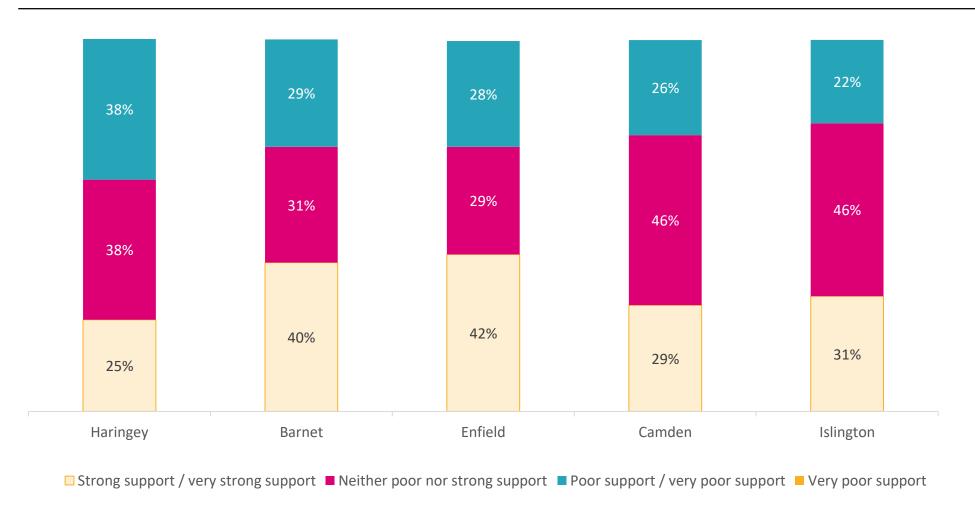


Note: eating disorders services are provided to all NCL boroughs through Royal Free. Enfield moved up to 75% in Q4 of 2019-20

Source: NHS Fingertips, NHS Mental Health National Dashboard

Less than half of survey respondents thought that C&YP with eating disorders receive the support they need, with 38% of Haringey respondents believing support is poor

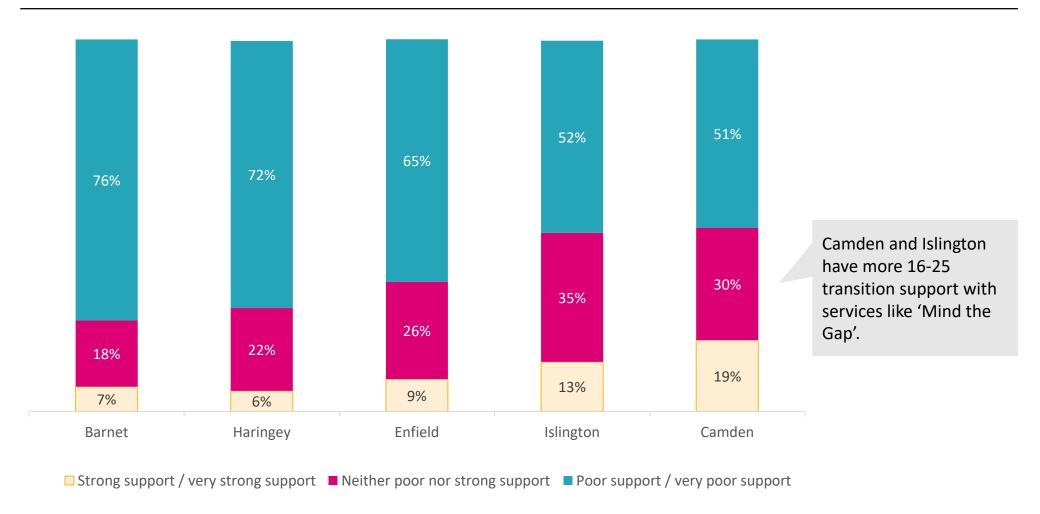
View of level of support provided to children and young people with eating disorders. View of answers by borough, based on geography respondents work in



Source: NCL MH services strategic review survey, 2021

Overall, survey respondents also felt that CYP do not have the support they need to transition to adult MH services, particularly in Barnet and Haringey

View of level of support provided to children and young people transitioning to adult MH services. View of answers by borough, based on geography respondents work in



Source: NCL MH services strategic review survey, 2021

Common mental health disorders

Key messages – Common mental health disorders

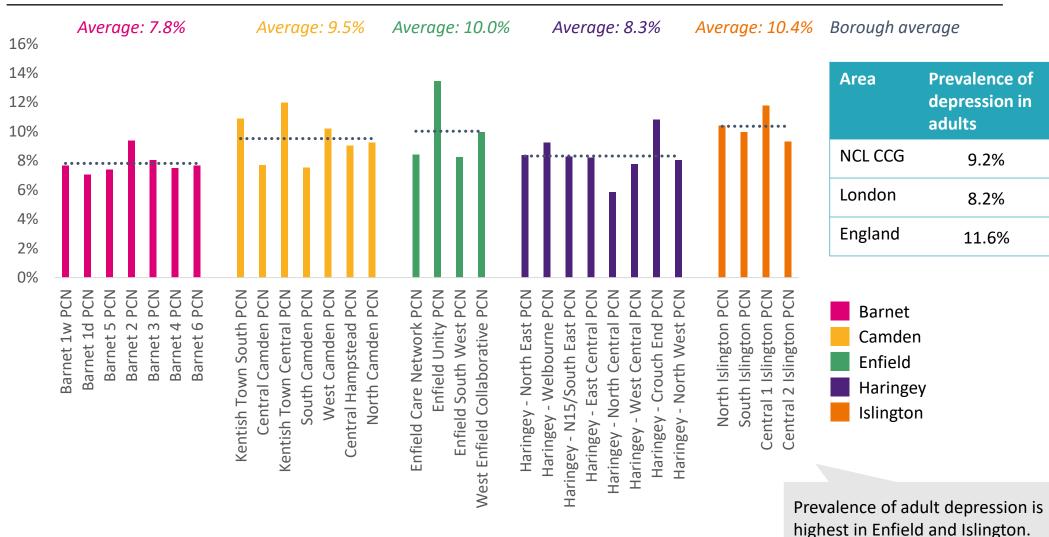
- Enfield and Islington have higher estimated prevalence of common mental health illness. There are also more people from these boroughs presenting in A&E with depression and self-harm. Enfield and Islington spend less per head on IAPT services, potentially pointing to the need for more preventative support to help avoid reaching crisis
- However underdiagnosis is likely to be masking some of the needs in the population. There is likely to be a 'prevalence gap' between diagnosed conditions and actual numbers in the population. In Haringey in particular, the diagnosed population of depression is 8.3%, whereas the estimated prevalence of common mental health disorders is 22.3%
- Haringey overall has higher IAPT access rate, lower waiting time and higher recovery rates; however there is likely to be higher needs unmet in the undiagnosed population

Higher investment in Haringey IAPT services compared to Enfield and Islington may contribute to shorter waiting times, higher recovery rates and fewer A&E attendances

Borough	Diagnosed prevalence depression (by GP registered population, 2019)	IAPT waiting times (% of people receiving treatment within 6 weeks of referral, 2019/20)	IAPT recovery rate (% of people that attended at least 2 treatment contacts and are moving to recovery, 2019/20)	Depression A&E attendances (by 1000 MH weighted population, 2019/20)	Self-harm A&E attendances (by 1000 MH weighted population, 2019/20)	Spend per head on IAPT services (per MH weighted population, 2019/20)
Enfield	10.8%	74%	48%	15.2	4.5	£6.55
Islington	10.4%	68%	51%	15.3	5.0	£7.66
Haringey	8.3%	95%	57%	12.1	3.5	£8.46
Barnet	7.9%	64%	55%	15.0	3.0	£8.68
Camden	9.2%	80%	50%	12.0	2.6	£8.87
London Sources: HES, NHS Fir	8.3% Ingertips, Quality and Outcomes F	Framework 2019 data by GP prac	rtice		Higher needs/ spend	Lower needs/ spend

Prevalence of adult depression in NCL is high compared to London; Enfield and Islington have the highest prevalence of adult depression in NCL

Prevalence of adult depression, % of patients aged 18+ with depression as recorded on GP practice registers, by PCN, 2019/20

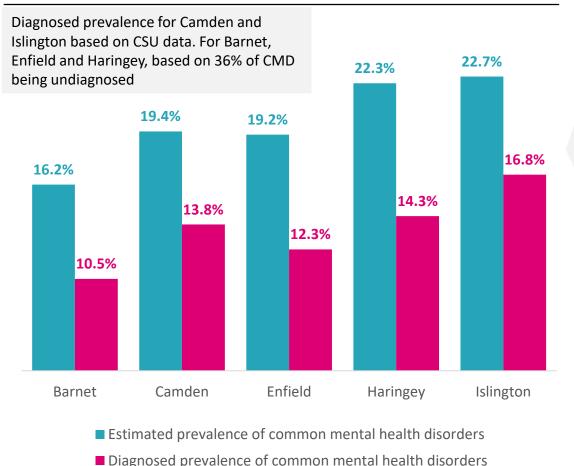


Source: Quality and Outcomes Framework 2019 data by GP practice, PHE Fingertips, CF anlaysis

CF

Estimated prevalence of common mental health disorders highlights a potential high level of underdiagnosis particularly in Haringey and Islington

Estimated % prevalence of common mental health disorders in adults, from 2014 survey, compared to % of patients aged 18+ with common mental health disorders on GP practice registers, 2019/20



- Research from the Office National Statistics in 2014 found that 36% of common mental health disorders are undiagnosed
- The 2014 Adult Psychiatric Morbidity Survey: Survey
 of Mental Health and Wellbeing in England provides
 estimates as to the prevalence of common mental
 health disorders (as shown on the left)
- The prevalence of GP registered common mental disorders for Camden and Islington is significantly below these numbers
- Registered prevalence of common mental health disorders for Barnet, Enfield and Haringey was estimated based on 36% of CMD being undiagnosed
- A report by the National Institute for Mental Health (2003), noted that people of black African Caribbean and South Asian origin are less likely to have common mental health problems detected by their GP

Sources: NHS Fingertips, Adult Psychiatric Morbidity Survey: Survey of Mental Health and Wellbeing, England, 2014, Quality and Outcomes Framework 2019 data by GP practice, ONS, National Institute for Mental Health in England. (2003). Inside Outside: Improving Mental Health Service for Black and Minority Ethnic Communities in England. London: Department of Health, Mental Health after Covid-19 Islington Final Feb 2021, Mental Health after Covid-19 Camden Final Feb 2021

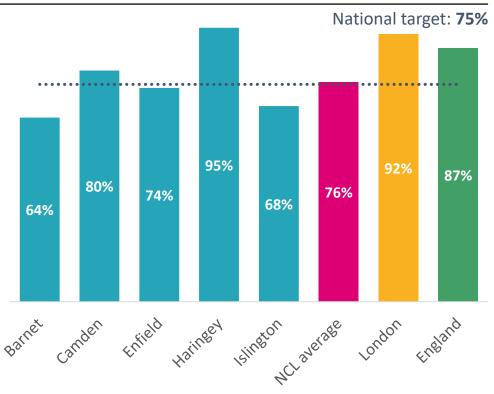
In 2019/20, NCL was 18% below the national target for access to IAPT; Haringey has the highest proportion of people receiving treatment within 6 weeks of referral

IAPT access rate, % of people with depression / anxiety entering NHS funded treatment, 2019/20



Enfield and Islington have higher rates of adult depression, however they are below target in terms of IAPT access rate and waiting times.

IAPT waiting times, % of people receiving treatment within 6 weeks of referral, 2019/20

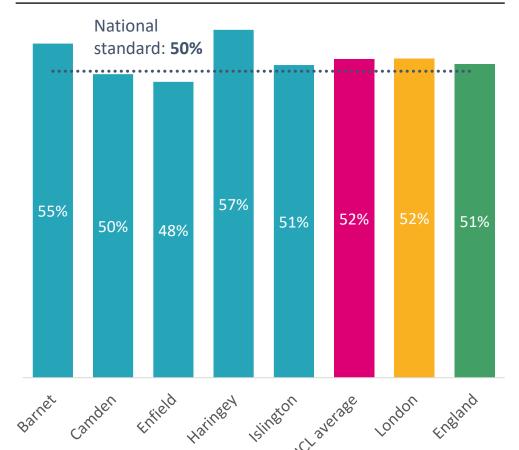


Source: NHS Mental Health Dashboard, CF analysis

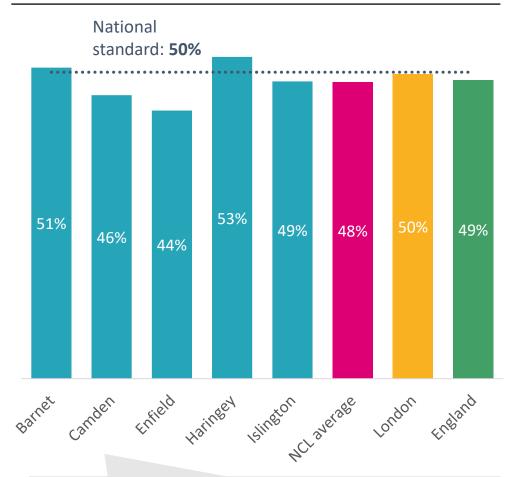
^{*} Note: RTT = referral to treatment. The national target is for 75% of patients to receive treatment within 6 weeks of referral.

NCL IAPT recovery rates are in line with London and meet national targets; however, recovery rates are poorer in Enfield and poorer for BAME group across NCL

IAPT recovery rate, % of people that attended at least 2 treatment contacts and are moving to recovery, 2019/20



IAPT recovery rate for BAME groups, % of BAME service users that attended at least 2 treatment contacts and are moving to recovery, 2019/20

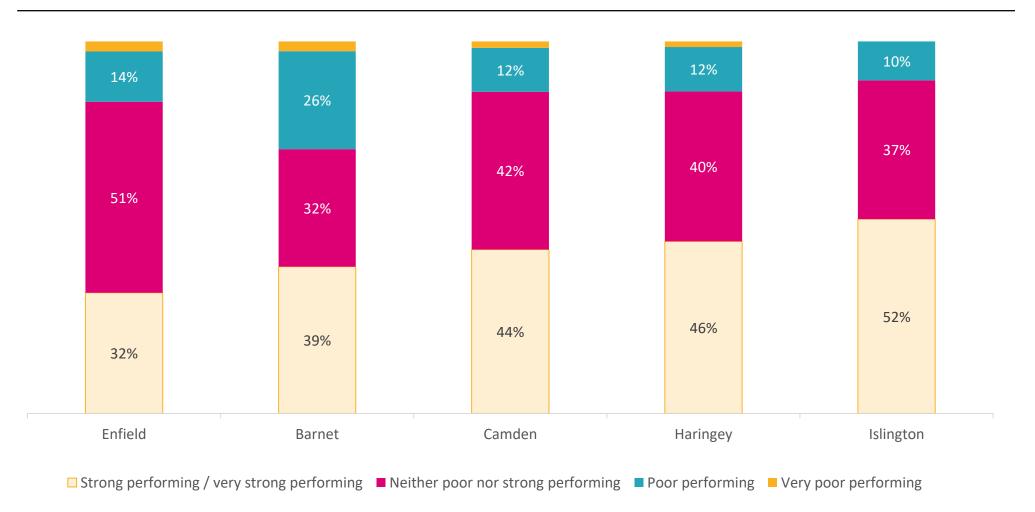


Research shows that nationally, BAME groups have lower recovery rates from IAPT services than their white counterparts. This holds true in NCL.

Source: NHS Mental Health Dashboard

Survey respondents felt that IAPT services in Enfield are not as strong performing compared to services in other boroughs

How well performing are IAPT services in your geography?, View of survey responses by borough, based on geography respondents work in

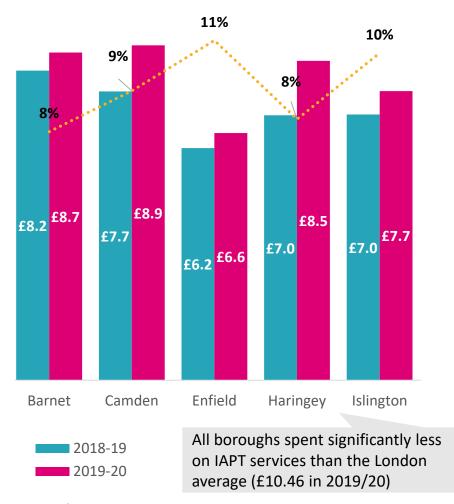


Source: NCL MH services strategic review survey, 2021

CF

Enfield has the lowest level of IAPT mental health spend per head and spend is not aligned with need; Enfield also has less preventative services through third sector

Actual IAPT spend per mental health weighted capita, by borough, 2018/19 compared to 2019/20

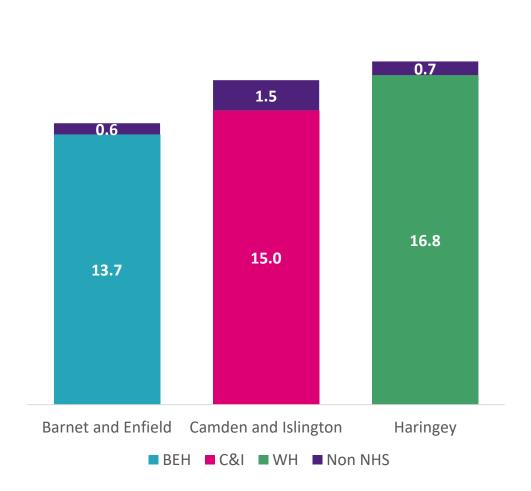


Mental health service	Barnet	Camden	Enfield	Haringey	Islington
IAPT	Mind in Barnet		Mind in Enfield		
Cultural advocacy / resilience network / Care Act Advocacy	POhWER Barnet multilingual wellbeing service	Mind in Camden, Rethink		Mind in Haringey, Bridge Renewal Trust, Tempo, POhWER	Islington Welfare Rights Service, Islington Borough User Group, POhWER
Deprivation of Liberty	Multiple provider list				
Peer Mentoring		Voiceability			Talk for Health
Social Prescribing		MIND (Social Prescribing+			
Mental Health Website		Mind in Camden			
Suicide Prevention		The Brandon Centre		Mind in Haringey, The Brandon Centre, Open Door	The Brandon Centre
Same language counselling	Barnet multilingual wellbeing service			Nafsiyat Intercultural Therapy Centre	
Mental heath promotion and wellbeing service	Barnet refugee service				Manor Gardens Welfare Trust
Music / art therapy					Key Changes, Stuart Low Trust

Sources: CCG finance documents, NHS Fingertips, CF Analysis

Camden, Islington and Haringey have higher FTE in IAPT services per weighted head of population compared to Barnet and Enfield

IAPT team workforce, AHP and other staff budgeted establishment FTE per 100,000 mental health weighted population, 2021



Borough	Provider	IAPT opening hours
Barnet	BEH	08:00-17:00
Camden	C&I and T&P	08:00-20:00
Enfield	BEH	08:00-17:00
Haringey	WH	09:00-17:00
Islington	C&I	09:00-17:00

Source: Mental health provider data returns, NHSE Mental Health weighted CCG population 2020/21, CF analysis

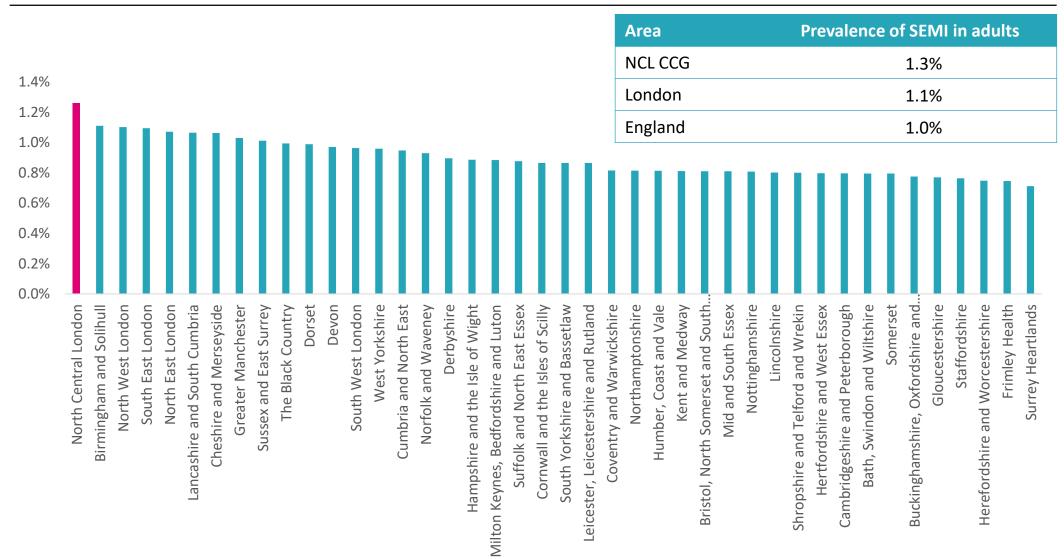
SEMI

Key messages – SEMI

- NCL STP has the highest diagnosed prevalence of NCL compared to other STPs in England; there are particularly high levels of need in parts of Camden, Islington and Haringey. This aligns with levels of deprivation in North Central London and with national findings that prevalence of SEMI is higher in people who live in more deprived areas.
- Camden and Islington have the highest rates of A&E attendances for symptoms of psychosis.
- People with SEMI in NCL receive the most input from Community Mental Health Teams. They receive a slightly more contacts with Crisis Response services compared to EIP services.
- Overall black population are higher users of mental health services. In particular 40% of the caseload for assertive outreach services are black patients (in comparison of 11% in the NCL population being black). This may be due to late presentation of needs, associated with higher deprivation, and more likely to have needs escalated to crisis.
- Holistic care for people with SEMI is poor in NCL, with particularly low rates of people on the Care Programme Approach in employment.
- All NCL boroughs fall short of the national standard that 60% of people with SEMI should have a full physical health check in primary care. 49% of people with SEMI in NCL have at least one other long-term condition

Prevalence of SEMI in NCL is 30% higher than nationally, and 18% higher than London; NCL STP has the highest prevalence of SEMI compared to other STPs in England

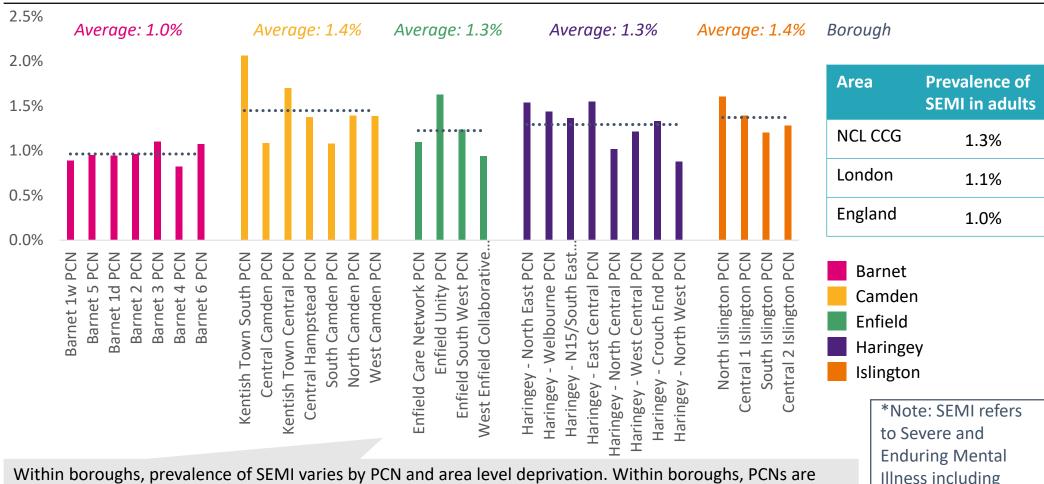
Prevalence of SEMI*, % of all patients with SEMI as recorded on GP practice registers, by STP, 2019/20



Source: PHE Fingertips, CF analysis

Within NCL, prevalence is highest in Camden, Islington and Haringey

Prevalence of SEMI*, % of all patients with SEMI as recorded on GP practice registers, by PCN, 2019/20



Within boroughs, prevalence of SEMI varies by PCN and area level deprivation. Within boroughs, PCNs are ordered from more deprived to less deprived (left to right). We know from published research, that SEMI is more prevalent in people living in the most deprived areas. Poverty is both a cause and a consequence of SEMI. Barnet is the least deprived borough in NCL, while Haringey and Islington are most deprived. Prevalence of some severe mental illnesses is also higher in younger age groups.

to Severe and
Enduring Mental
Illness including
schizophrenia,
bipolar affective
disorder and other
psychoses.

Source: Quality and Outcomes Framework 2019 data by GP practice, PHE Fingertips, CF analysis, https://www.gov.uk/government/publications/severe-mental-illness-smi-physical-health-inequalities-briefing

Prevalence of SEMI in NCL is high, particularly in Camden and Islington, where there are also high rates of presentation at A&E for psychotic symptoms

Borough	Prevalence SEMI (by GP registered population, 2019)	Psychotic symptoms A&E attendance (by 1000 MH weighted population)
Barnet	0.99%	10.0
Camden	1.38%	16
Enfield	1.34%	12.0
Haringey	1.31%	10.5
Islington	1.41%	16.3
London	1.1%	22.5

A&E attendances where the chief complaint (main reason for attendance) recorded as 'bizarre behaviour' or 'hallucinations'*

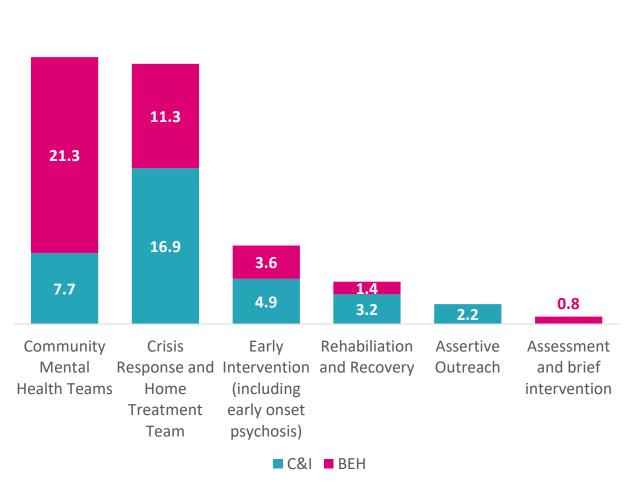
Higher needs

Lower needs

^{*}Caveat that there are other possible reasons for presentation at A&E due to these symptoms (eg. drug use) Sources: HES, NHS Fingertips, Quality and Outcomes Framework 2019 data by GP practice

C&I and BEH have higher numbers of staff per head in crisis response and home treatment teams compared to early intervention and rehabilitation and recovery

Total staff (out turn position) by service and by role type, per 100,000 mental health need weighted population, by Trust, 2019/20



Service	C&I staff	BEH staff
CMHT	64	259
CHRT	140	138
Assertive Outreach	18	0
Early Intervention	41	44
Assessment and brief intervention	0	10
Rehabiliation and Recovery	27	17

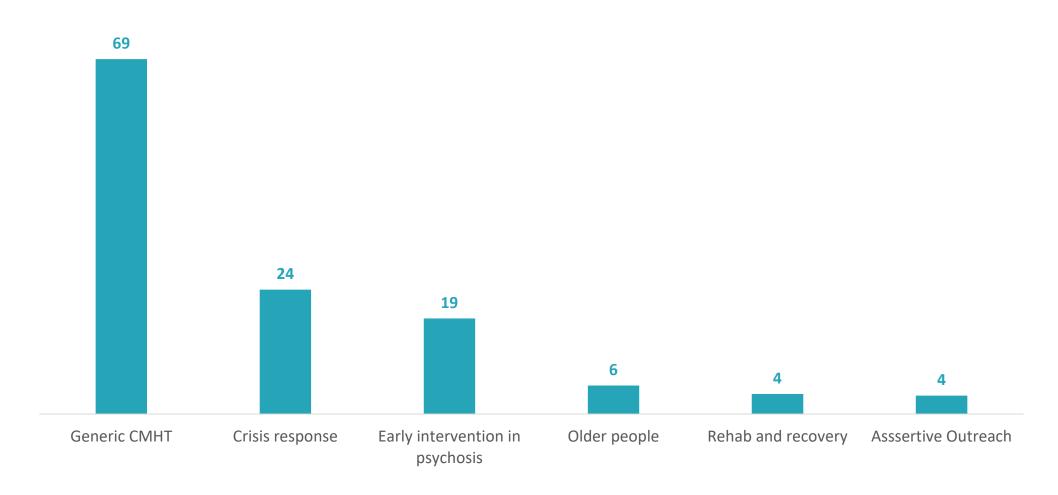
	CCG mental health	
Service	weighted population	
Barnet	397,496	
Camden	405,320	
Enfield	374,763	
Haringey	430,677	
Islington	413,590	

Populations served by Trusts BEH and C&I respectively assumed to broadly align to borough populations, although this may not always be the case.

Note: The EIP and CRHT teams do have different demands as EIP only serves people with new onset psychosis. The CRT serves anyone in a MH crisis due to mental illness. Source: BEH and C&I National benchmarking report submission data 2019/20, NHSE CCG mental health need weighted populations, 2019/20

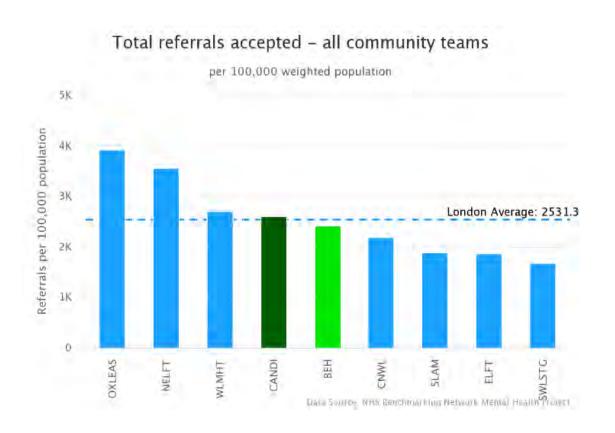
Patients with SEMI receive most contacts from CMHTs; they receive on average slightly more contacts from Crisis teams than from EIP teams

Contacts for patients with SEMI (clusters 10-17), per 1,000 mental health weighted population, 2019/20



Note: The data shown pertains only to Camden & Islington Foundation Trust and Barnet, Enfield and Haringey Mental Health Trust. People not yet clustered are apportioned to a cluster. Source: NHS Benchmarking Report data from C&I and BEH, NHSE CCG mental health needs weighted populations, CF anlaysis

CMHTs in BEH accept fewer referrals of SEMI patients than the London average and Enfield is more likely to send rejected referrals to crisis care



Analysis from BEH only:

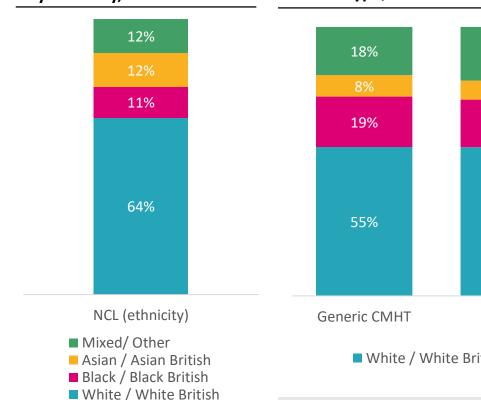
- Referrals from police and social care that are not accepted but referred onwards, are most likely to be referred to crisis care services
- The assessment service in Enfield is most likely to refer people they didn't accept onwards to Crisis Care (32% of onwards referrals)
- The proportion of accepted individuals with SEMI is lowest for Black ethnic groups

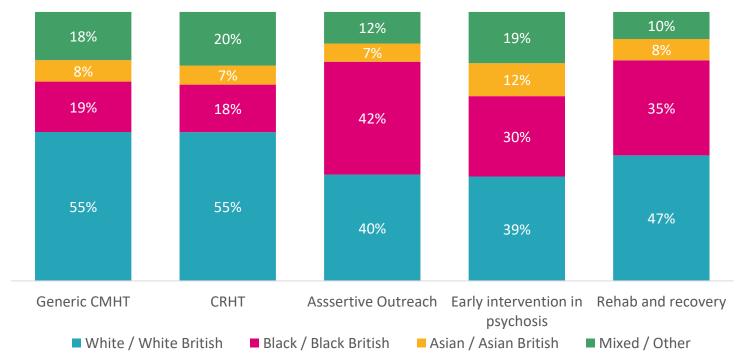
Source: CMHT analysis 090221 plus care spells (1)

The proportion of patients on community mental health services caseloads by ethnicity varies considerably by service type

Proportion of NCL population by ethnicity, 2018





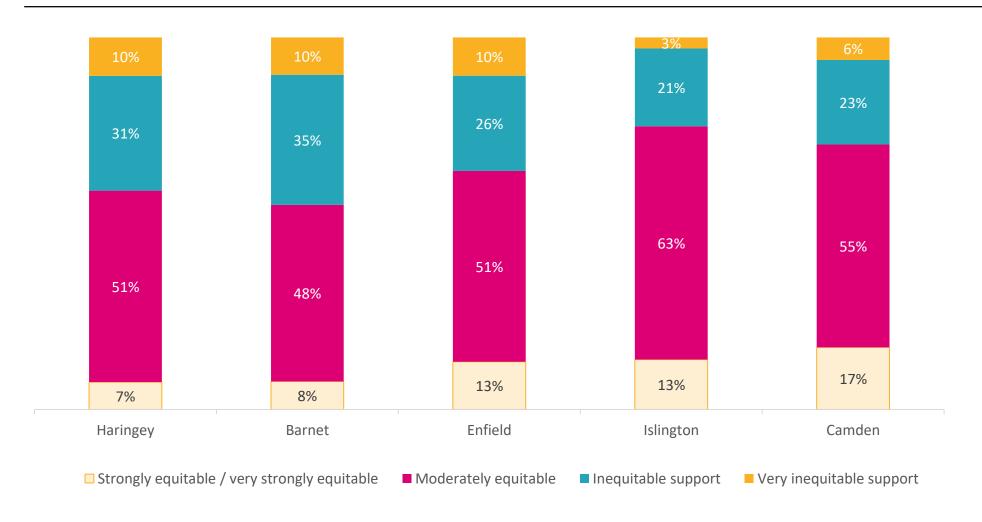


Recent analysis completed by BEH has highlighted inequalities in access to mental health services. Black population groups would be expected to form a higher % of the caseload given the evidence around increased prevalence of SEMI in these groups. However BEH's analysis suggests that these groups may still be underrepresented.

Note: This data pertains to Camden & Islington Foundation Trust and Barnet, Enfield and Haringey Mental Health Trust only. Source: National Benchmarking Report data from C&I and BEH, 2019/20, ONS Ethnicity data by borough

Over 40% survey respondents in Haringey and Barnet feel that that support is not equitable for SEMI patients from different demographic groups

View of level of equitable support for SEMI patients from different demographic groups. View of answers by borough, based on geography respondents work in



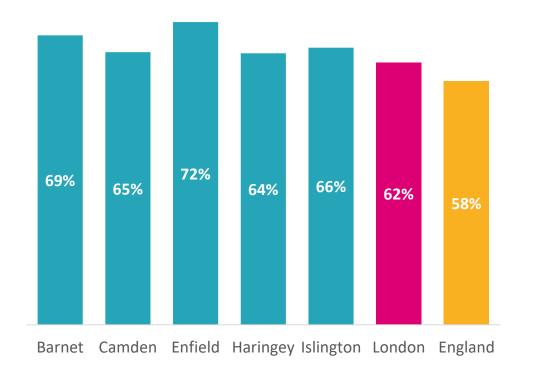
Source: NCL MH services strategic review survey, 2021

CF

NCL has higher rates of people on the CPA in settled accommodation compared to London and England; employment rates are poorer than London and more variable

People on Care Programme Approach (CPA) in settled accommodation, monthly average 2019/20

People on Care Programme Approach (CPA) in employment, monthly average 2019/20



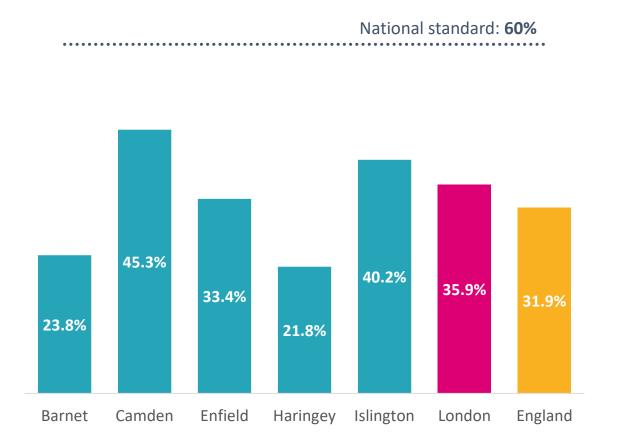


N.B. Forensic patients are counted in this data. Enfield hosts the forensic wards at Chase Farm and has the 2nd largest supported accommodation market in London

Source: NCL Quality and data packs March 2020, CF analysis

However, NCL is falling short of the national standard that 60% of people with SEMI should have a full physical health check in primary care

Percentage of people on GP SEMI register receiving full physical check in Primary Care setting, average Q1-4, 2019-20



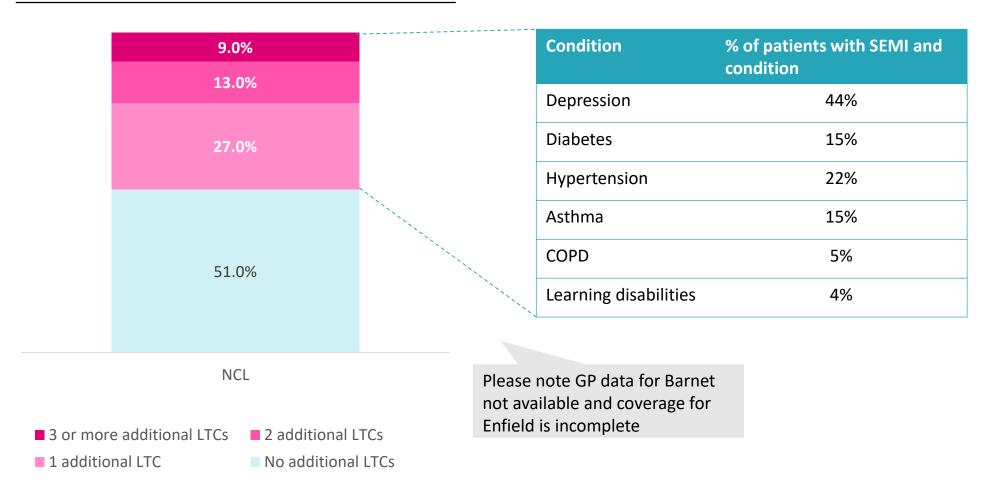
Both nationally and in London, as well as in NCL, the target for completion of physical health checks in people with SEMI is not being met.

- While improvements need to be made,
 Camden and Islington do outperform
 London and England.
- Enfield outperforms England, but underperforms compared to London.
- However, Barnet and Haringey fall below both London and England by a maximum of 14 percentage points.
- Enfield and Barnet do not have a Local Commissioned service with primary care whereas the other three boroughs do

Source: NHS Mental health dashboard, CF analysis

Half of patients diagnosed with SEMI are also comorbid with other long-term conditions; 44% of SEMI patients are also diagnosed with depression

Proportion of patients diagnosed with SEMI comorbid with other long term conditions (LTCs), 2020



Source: GP practice data, NEL CSU

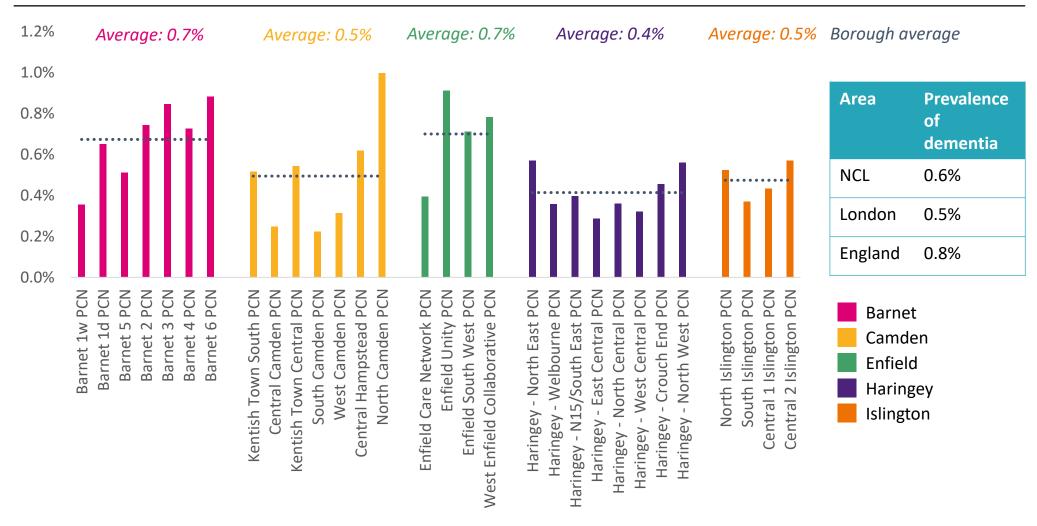
Dementia

Key messages – Dementia

- NCL dementia prevalence is higher than London and lower than nationally; Enfield and Barnet with older populations have highest diagnosed prevalence of dementia within NCL
- There is variation in referral rates between boroughs. Barnet, Enfield and Haringey have lower rates of referrals to memory services than Camden and Islington
- While NCL CCGs are meeting the national target dementia diagnosis rate, there is significant variation between highest and lowest performing CCG; Barnet and Haringey have the lowest rates of diagnosis of dementia
- Barnet and Enfield have the shortest waiting times for diagnosis with 92.8% of patients seen in 6 weeks compared to 54.3% of patients in Islington
- Camden and Islington have twice the rate of contacts compared to other boroughs, C&I operate a a whole-life model, while BEH memory services are diagnostic only and initiate medication.

NCL dementia prevalence is higher than London and lower than nationally; Enfield and Barnet with older populations have higher prevalence

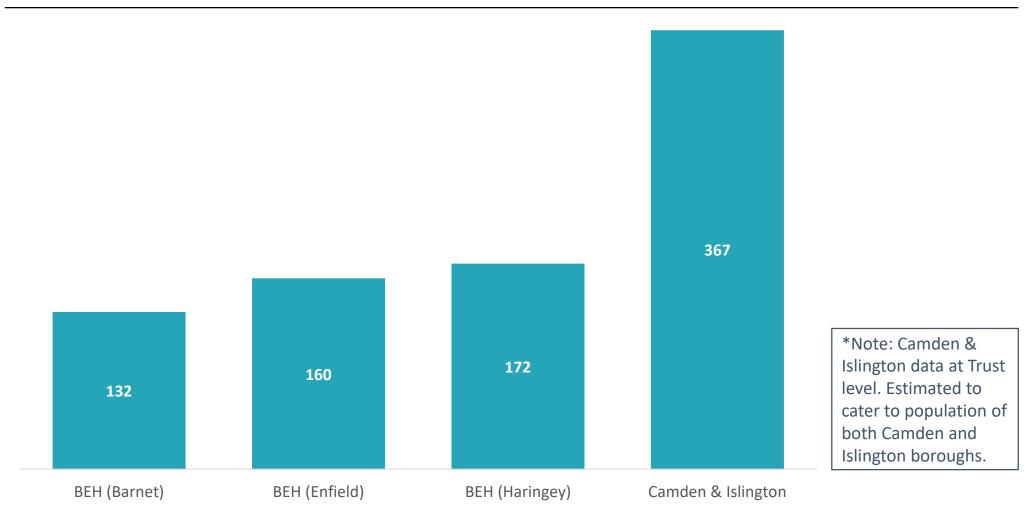
Prevalence of dementia as a % of all registered patients, by PCN, 2019/20



Source: Quality and Outcomes Framework 2019 data by GP practice. GP practices mapped to PCNs based on 2019 groupings. CF analysis, IMD Notes: prevalence is a % of patients registered with specified condition at GP practices within PCN.

Referral rates to memory services vary across boroughs, with Barnet having the lowest referral rate

Referrals to memory services, total referrals per population aged 65+, 2019/20

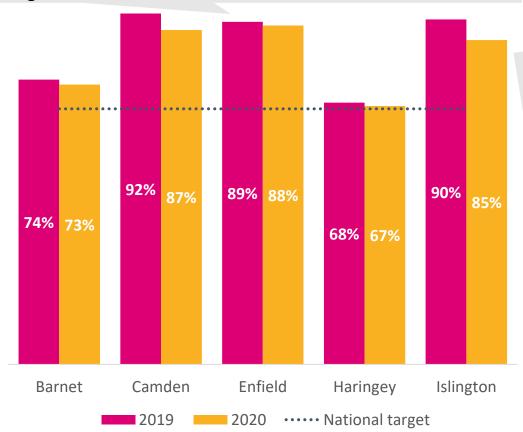


Note: Data pertains to Camden & Tislington Foundation Trust and Barnet, Enfield and Haringey Mental Health Trust only Source: National Benchmarking Report data provided by BEH and C&I, NHSE CCG mental health need weighted populations, CF analysis

NCL boroughs meet national target for dementia diagnosis rate, but there is significant variation between boroughs with Haringey and Barnet having lowest diagnosis rates

Rate of dementia diagnosis, estimated % of people aged 65+ with dementia who have a diagnosis with appropriate post-diagnostic support, NCL boroughs, 2019 and 2020

Barnet and Enfield both have higher proportions of older residents. However, Barnet has lower dementia diagnosis rates than Enfield, likely because **Enfield also has a primary care diagnostic offer**



National target: **66.7**%

All boroughs have seen diagnosis rates decrease during 2020, likely as a result of Covid-19. This means there may be additional pressure from a backlog of patients with unmet needs.

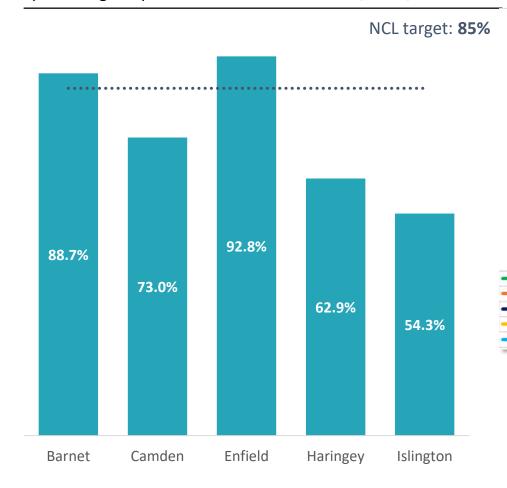
Having a formal diagnosis enables care needs to be assessed, appropriate treatment to be delivered and planning for the future (NICE).

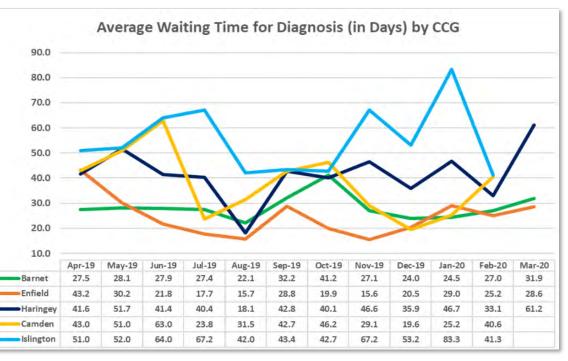
Borough	Number of people aged 65+ diagnosed with dementia (19/20)	Number of people aged 65+ un- diagnosed (estimate 2019/20)
Barnet	2,721	956
Camden	1,302	113
Enfield	1,718	212
Haringey	1,200	565
Islington	1,119	124

Source: NCL quality and data packs, PHE Fingertips, CF analysis

Although dementia diagnoses rates are above target, waiting times for memory services are long in some boroughs, particularly in Islington

Memory Services Referral to Diagnosis Waiting Time, average percentage of patients seen within 6 weeks, 2019/20

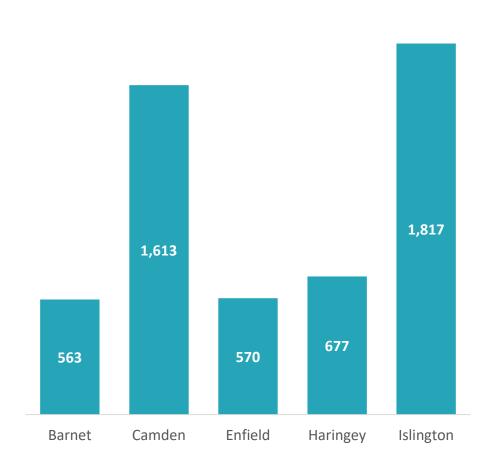




Source: NCL Mental Health Report Quality and Data Packs (2019-21

Camden and Islington residents over 65 have twice the number of memory service contacts compared to the other boroughs, suggesting offers differ by borough

Memory Services attended contacts, per 10,000 CCG population aged 65+, 2019/20



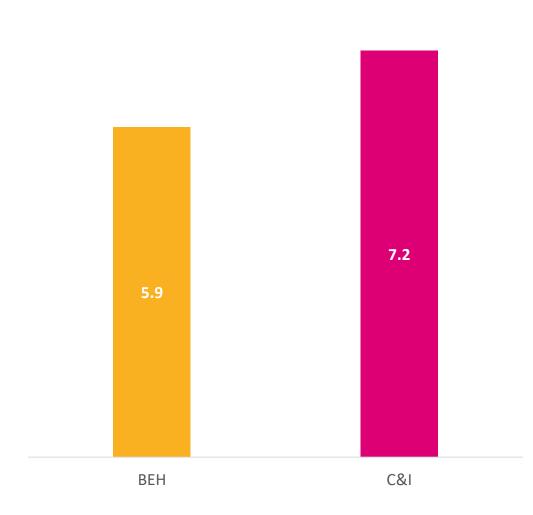
C&I do not discharge patients from their memory services once referred. There is a whole-life model, and patients are routinely followed up at 6 months. In C&I cognitive stimulation therapy and Strategies for Relatives are routinely offered

BEH memory services are diagnostic only and initiate medication. Patients are then discharged to the care of their GP. Any further referral and therefore contact are seen under care of CMHTs.

Source: NHS MHSDS monthly statistics, CF analysis

Camden and Islington have a higher number of dementia services workforce per head than Barnet, Enfield and Haringey

Dementia services workforce, budgeted establishment FTE per 10,000 population aged 65+, 2021



Trust	ВЕН	C&I
Dementia services workforce establishment	81.7 FTE	37.0 FTE
Population served over 65+	Barnet: 60,540 Enfield: 45,800 Haringey: 33,104	Camden: 26,973 Islington: 24,340
	Total: 139,444	Total: 51,313
Establishment FTE per 10,000	5.9	7.2
population aged 65+	(81.7/139,444) * 10,000)	(37.0/51,313) * 10,000)

Populations served by Trusts BEH and C&I respectively assumed to broadly align to borough populations, although this may not always be the case.

Source: NCL provider workforce returns 2021 to NEL CSU, NHSD GP practice registered population 2021

Impact of Covid-19

Key messages – Impact of Covid-19

- The Covid-19 pandemic had a short-term impact on worsening mental health and wellbeing during lockdowns, and there are also likely to be longer-term impacts
- The number of people experiencing mental health problems increased during the pandemic, particularly during April 2020
- There are also likely to be longer-term impacts on people's mental health, for example for people who have been treated in critical care, healthcare workers, people who have experienced bereavement, and people who have experienced financial difficulties.
- There is evidence that the pandemic has widened inequalities, with a greater impact on the mental health of BAME groups.
- The number of people in contact with mental health services also dropped during the pandemic, suggesting there may also be a backlog of need for support
- Children's and Young People's mental health has also been affected by the pandemic, with CYP less likely to have sought help and feeling that the pandemic is likely to have a negative effect on their mental wellbeing; for those who have been referred to services, there is evidence that in some areas (eg. eating disorder services), waiting times have increased

The Covid-19 pandemic had a short-term impact on worsening mental health and wellbeing during lockdowns, and there are also likely to be longer-term impacts

Short term impacts on mental health during the pandemic

- Average mental distress was 8.1% higher in April 2020
- The proportion of adults reporting a clinically significant level of psychological distress increased from 20.7% in 2019 to 29.5% in April 2020



- Studies have found that experiences such as Covid-19 illness, financial difficulties or difficulty accessing food and medicine had an impact on mental health and wellbeing, particularly for those in a lower socioeconomic position
- Mental health of people with LTCs may have been impacted during the pandemic due to anxiety about catching COVID-19, shielding/isolation, experience of healthcare during the pandemic and uncertainty about the future

There are also likely to be longer-term implications for mental health

- Studies of survivors of previous epidemics suggest these individuals may experience longer-term symptoms of depression, anxiety and PTSD
- A 2019 study suggested that 20% of critical care patients suffer significant symptoms of PTSD 12 months post discharge
- The circumstances of the pandemic may increase complex reactions to grief and bereavement
- Healthcare workers have experienced unprecedented strain and are likely to need increased support. A recent BMA survey of 6,000 doctors found 44% described experiencing depression, anxiety, stress and burnout relating to their work
- Financial difficulties could lead to an increase in people experiencing mental health problems; Research on the 2008-10 recession showed that each 10% increase in the number of unemployed men was associated with a 1.4% increase in male suicides.
- The pandemic has widened health inequalities; a survey of 14,000 adults conducted by Mind found that existing inequalities including housing, employment and finances have had a greater impact on the mental health of BAME groups during the pandemic
- The number of people in NCL in contact with mental health services dropped during the pandemic. This suggests there is a backlog of need

Number of adults in contact with NCL CCG Mental Health Services, monthly average, 2019/20 vs. 2020/21



Source: https://www.gov.uk/government/publications/covid-19-mental-health-and-wellbeing-surveillance-report/2-important-findings-so-far, https://www.centreformentalhealth.org.uk/sites/default/files/2020-05/CentreforMentalHealth COVID MH Forecasting May20.pdf, https://www.mentalhealth.org.uk/sites/default/files/MHF%20The%20COVID-19%20Pandemic%201.pdf

It is estimated that as a result of the pandemic there will be a 67.4% increase in moderate/severe anxiety in adults with pre-existing MH conditions

Predicted increase in adult mental health conditions, by population group based on research. Centre For Mental Health, Covid-19 Forecast Modelling Toolkit

Population group	Mental health condition	Research determined increase
General population without pre-existing mental health	Moderate severe anxiety	16.3%
conditions	Moderate severe depression	22.3%
Doomlo with mus swinting montal hoolth conditions	Moderate severe anxiety	67.4%
People with pre-existing mental health conditions	Moderate severe depression	56.3%
	Burnout	30.4%
Healthcare workers	Post traumatic distress	13.8%
	High psychological distress	44.9%
	Anxiety (38%-44%)	41.0%
People recovering from severe Covid-19	Depression (26-33%)	29.5%
	PTSD (22-24%)	23.0%
	Anxiety (15-23%)	19.5%
Adult family members of those recovering from severe Covid- 19	Depression	6.0%
19	Post traumatic stress disorder	35.0%
	Prolonged grief disorder	9.8%
Bereaved people	Post traumatic stress disorder	14.0%
	Depressive symptoms	18.4%
People economically affected by Covid-19	Major depression	8.2%

Source: https://www.centreformentalhealth.org.uk/covid-19-forecast-modelling-toolkit

National surveys show that the COVID-19 pandemic has had an overall negative impact on C&YP's mental health and access to services

Young minds COVID-19 January 2021 survey:

67% believed that the pandemic will have a long-term negative effect on their mental health

(2,438 young people aged between 13-25, who have previously looked for MH support)

England's Mental Health of Children and Young People Survey (MHCYP):

44.6% of 17–22 year olds with probable mental health problems reported not seeking help because of the pandemic.

England's Mental Health of Children and Young People Survey (MHCYP):

Probable mental health conditions increased from 10.8% in 2017 to 16% in July 2020 (across all age, sex and ethnic groups)

Royal College of Psychiatrists' briefing: analysis of second COVID-19 RCPsych member survey:

Clinicians raised concerns about timely access to Mental Health services, and a sharp decrease in Child and Adolescent Mental Health Services referrals

Sources: https://youngminds.org.uk/about-us/reports/coronavirus-impact-on-young-people-with-mental-health-needs/, NHS Digital https://files.digital.nhs.uk/CB/C41981/mhcyp_2020_rep.pdf, BMJ 2021;372:n614, Child mental health in England before and during the COVID-19 lockdown, The Lancet, Jan 2021

Estimates suggest there will be a 33.75% increase in depression in CYP experiencing quarantine and social isolation

Predicted increase in CYP mental health conditions, by population group based on research. Centre For Mental Health, Covid-19 Forecast Modelling Toolkit

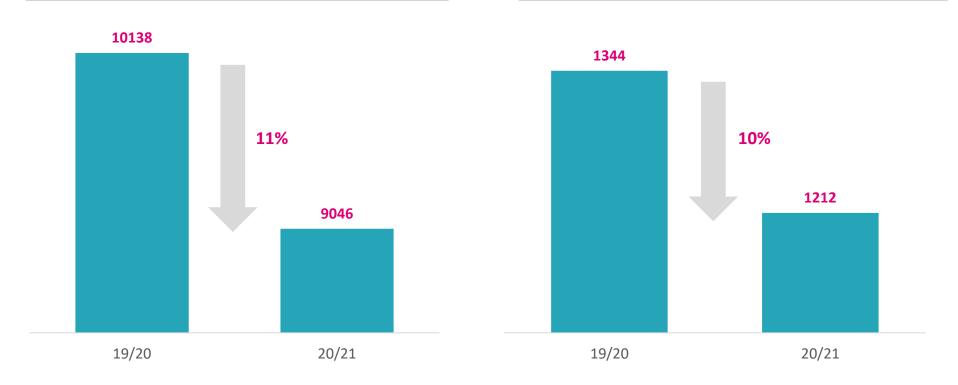
Population group	Mental health condition	Research determined increase
Children and Young People General	Post traumatic stress disorder (Range 4.7%-22.9%)	5.6%
population	Depression (1.6%-44.8%)	19.5%
	Depresssion (10.1% - 81.8%)	33.75%
Children and young people experiencing quarantine and social isolation	Anxiety (4.2%- 32.3%)	6.85%
	Post traumatic stress disorder	26.5%
Bereaved children	Internalising disorder (anxiety and depression)	14.4%
Dereaved Ciliuren	Post traumatic stress disorder	6.5%
Children who are recovering from severe Covid-19	Post traumatic stress disorder (5%-28.5%)	8.25%

Source: https://www.centreformentalhealth.org.uk/covid-19-forecast-modelling-toolkit

In NCL, there have been fewer referrals during COVID to MH services and fewer contacts for C&YP, indicating that there is a backlog of need

Number of C&YP in contact with NCL CCG Mental Health Services, monthly average, 2019-20 vs. 2020/21

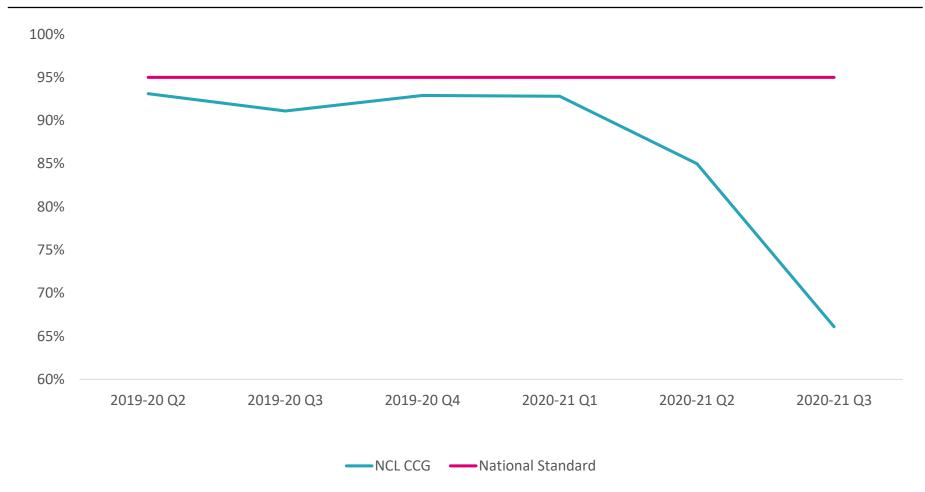
Number of referrals received by NCL CCG Mental Health Services, monthly average, 2019-20 vs. 2020/21



Source: NCL Mental Health Report Quality and Data Packs (2019-21),

There have also been increased waiting times for C&YP needing routine appointments for eating disorders, particularly during Q3 of 2020-21

Percentage of CYP with eating disorders seen within 4 weeks (routine), 2019-20 compared to 2020-21



Source: NCL Mental Health Report Quality and Data Packs (2019-21)

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During the interviews, stakeholders described their desired outcomes from the strategic review

Population health focus

Redesign the core offer around service users, and **population needs** as a method to improve outcomes

"A population health and pathway-based approach"

Target the most vulnerable

- Prioritise underserved communities (geographic, ethnicity, age) e.g. BAME, technological gaps (esp. elderly), areas with deprivation.
- CAMHS, neurodevelopmental and IAPT need more standardisation
- Consider 18-25 services learning from Camden Mind the Gap service
- Complex patients with comorbidities need to provide holistic support
- Support the sickest psychosis, severe depression, personality disorders

Transform services

- **Digital** could play a much bigger role in supporting both adults and children
- Acute SEMI services can be less bed focused desire to shorten LOS

Integrate care

- Develop integrated services in community e.g VCS, employment support, housing and specialist mental health – one stop shops
- Mental health providers to work more collaboratively with primary care to support physical health needs of SEMI patient

Reduce inequality

- Reduce unequal outcomes, access to services or experience both for different geographies and population groups
- Funding needs to be appropriately distributed across the user populations

Use expertise

- NCL has some leading **resources** in academic and third sector organisations with national/international profiles that could be engaged with as a partner
- Expertise could support to **pilot new programmes**, accelerate innovation or test and develop research

Build on work to date

 Lots of work has been put in to develop plans, using co-production, with ownership identified for specific actions. These efforts should be **built on** rather than unravelled. This review is a chance to capitalise on and accelerate that. "Mental health services need to take much more of a social approach- if we better supported social needs- employment, housing- would have less people in mental health beds- need for more focus on early intervention- need to redistribute funding"

"Massive opportunities in NCL because of the nature of the amazing institutions that should be at the forefront of driving change"

"Good track record of working together in mental health during Covid- don't want to lose this"

During the baseline workshop, attendees reflected on four key areas to tackle health inequalities, crisis presentation and develop system working

Address **health inequalities**

- Attendees recognised that there are significant health inequalities and inequities across NCL, in terms of the mental health service offer, waiting times and access to services, particularly for BAME groups
- There is a gap between need and provision, which is driven in part by fragmented services and historic underfunding in some areas
- This leads to inequalities in clinical outcomes for individuals with mental health conditions

Shift to prevention and earlier intervention

- Many expressed the view that community support and prevention should be emphasised
- There is currently too much focus on crisis response, this focus should be shifted to earlier intervention (including safeguarding), particularly for the most vulnerable communities
- There should also be a wider focus on proactive education and wider determinants (social care, housing, employment, etc.)
- VCS and grassroots organisations should be better supported to provide their communities with the support they need

Further develop relationships and integrated working

- Attendees reflected that exisiting integrated models of care should be built on and expanded
- It was recognised that there are effective relationships and partnerships with voluntary sector, acute and third sector providers, but these should be further developed
- More integrated care should be delivered through multidisciplinary teams and there should be a focus on better integration between mental and physical health
- Good relationships and integration are key to delivering both transformation and the best care and outcomes

Focus on outcomes

- Currently there is not enough focus on outcomes and there is inequity in outcomes
- Many agreed that clinical outcome measures should be defined, agreed and measured
- There should be a shift to focus on outcomes; pathways that are built around service users rather than organisations

Attendees further reflected how the design of the core offer should deliver transformation to address the case for change

Patient outcomes and quality of life

- Put patient outcomes and experience at the centre of the design
- Design an offer that focuses on service user quality of life, including; physical health and social factors (housing, employment etc.)

Delivery of service equity

- Develop a model that delivers equity of service in provision, waiting times, experience and outcomes
- Be mindful of and tailor services to the diversity of the population and the diversity of needs

Core offer development

- Best practice, innovative, pathways to equitably meet the needs of different population groups
- Build on existing work and success
- Develop a model that integrates care, particularly for mental and physical health
- Identify pathways which efficiently deliver high quality, measurable outcomes
- Identify digital enablers to better deliver the core offer

Ways of working together

- Design a model that enhances integration between MH services and that supports transition from CYP to adult's MH services
- Establish the vision for relationships between MH providers, acute care, voluntary sector and third-party providers
- Set a framework for integrated and collaborative working
- Be sustainable from a workforce perspective

Sustainability

- Develop a resourcing model where allocation is based on need
- Optimise use of system resources
- Design sustainable mental health services that can meet future demand
- Understand services that could be optimised by an NCL-wide approach

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Next steps

This report will be the basis of the case for change around which the NCL system is aligned in order to develop a new 'core offer' for mental health services and to implement transformation.

The next phase of this review will co-develop a shared outcomes framework to track performance going forwards.

Clinical and operational stakeholders from across NCL organisations will come together through a series of workshops and deep-dive sessions to co-design a new core offer for mental health services in NCL which will deliver the desired outcomes.

Finally, a transition plan will be developed to set out how the core offer will be implemented in the medium to long term.

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Service mapping

Service mapping – Services by borough and by provider

Mental health service	Baı	net	C	Camden Enfield		Haringey		Haringey Islington		gton					
CAMHS 1-3	ВЕН	T&P		T&P		ВЕН	T&P	BEI	Н	T&P	WH		T&P	Key	1
CAMHS 4		BEH (Beacon Centre – Barnet)*, WH (Simmons House - Haringey)							ВЕН						
Eating disorder outpatient (children's – 0-17)		RFL						C&I							
Eating disorder outpatient (adult)							ЗЕН								T&P
Eating disorder inpatient				BEH (St Ann'	s Iris Ward,	Beacon Cer	ntre (ste	ep down))					WH
Other CYP	BEH	T&P	RFL		T&P	BEH	T&P	BEH	Н	T&P		Т8	ιP		RFL
IAPT**	В	EH	C&I	T&P	IESO	ВЕ	Н		WH		C&I		IESO		Other / mixed
EIS	В	ΞH	C&I T&P BEH		BEH		C&I (18+) WH (14-17)		X	Not identified or not provided					
Perinatal***	C&I,	BEH RFL	C&I	RFL	T&P	C&I BEH	RFL T&P	C&,	BEH RI	L <mark>T&P</mark>	C&I	RF	L T&P		or not promacu
Crisis****	В	H		C&I		BEH BEH		C&I							
Acute liaison****	В	ΞH	C&I		ВЕН		BEH		C&I		&I				
Community support	В	H		C&I		BEH BEH			C&I						
Beds for high complexity service users	В	BEH C&I		BEH BEH		C&I		ķΙ							
Complex adults psychotherapy service		T&P													
Urgent advice line	В	BEH C&I		BEH BEH		C&I		&I							
Outreach	ВЕН		C&I BEH		ВЕН		ВЕН		C&I		BEH				
Place of safety*****	В	H		C&I		ВЕН		ВЕН		C&I		ķΙ			

^{*} wider than just NCL, but provides for NEL as well

^{**} IAPT also commissions many VCS providers as well not covered here

^{***} C&I are collaborative lead – there is a nuance between community and maternal in acutes

^{****} this is provided at trust rather than borough level. C&I CRTs are borough based. The CSPA function is cross borough.

^{*****} there are plans to make this more fluid between acutes. MHCAS & Liaison are provided as a single offer to 3 Acute Trusts across the C&I patch. NB: Ward Based Liaison continues to be provided by consistent Liaison Psychiatrists.

^{*****} there is no crosscharge for this

Service mapping – Services by borough and by provider (further detail 1/3)

Mental health service	Barnet	Camden	Enfield	Haringey	Islington	Vov
	Barnet CAMHS (BEH)	Camnden CAMHS (T&P)	Enfield CAMHS (BEH)	Haringey CAMHS (BEH)	Islington CAMHS (WH)	Key
	CAMHS Access and	Child and Young Person	n • CAMHS Access and	CAMHS Access and	 Growing together (<5s) 	ВЕН
	Generic TeamLooked after children	Mental Health ServiceCamden CAMHS Early	Generic Team Children's Centres	Generic TeamHealth and Emotional	Early Years ServiceChildren Looked after	C&I
	/adoption services • Barnet Adolescent	Intervention Services Camden MOSAIC	Therapeutic Team (<5s Looked after children) Wellbeing early intervention service	 Children's Wellbeing Practitioner team 	T&P
	service • CAMHS in specialist	 Tavistock outreach in primary schools 	services (Health, Education, Access and	 CHOICES supports CYP with issues that can 	 Priority one team (rapid response) 	WH
	schools • Schools project	 Young people's consultation service 	Resource Team) • Service for Adolescents	impact emotionally	Adolescent Outreach Team	RFL
	Service for Children and Adolescents with	Adolescent and young adult service	and Families in Enfield • Service for Children		Schools wellbeing service	Other / mixed
	Neurodevelopmental disorders • Paediatric liaison with acute hospital	 Autistic Spectrum Conditions & Learning Disabilities Team Forensic CAMHS 	and Adolescents with Neurodevelopmental disorders	Mental Health service - LD		X Not identified or not provided
	Barnet CAMHS (T&P)	Forensic Calvins	Enfield CAMHS (T&P)	Haringey CAMHS (T&P)	Islington CAMHS (T&P)	
CAMHS	 Family Mental Health Teams CAMHS Young people's consultation service Adolescent and young adult service Autistic Spectrum Conditions & Learning Disabilities Team Fostering adoption and kinship care Forensic CAMHS 		 Family Mental Health Teams CAMHS Autistic Spectrum Conditions & Learning Disabilities Team Fostering adoption and kinship care Forensic CAMHS 	 Family Mental Health Teams CAMHS First step (looked after children) Adolescent and young 	 Family Mental Health Teams CAMHS Adolescent and young adult service Autistic Spectrum Conditions & Learning Disabilities Team Fostering adoption and kinship care 	
	Eating disorder outpatient services (RFL)	Eating disorder outpatient services (RFL)	Eating disorder outpatient services (RFL)	Eating disorder outpatient services (RFL)	Eating disorder outpatient services (RFL)	
	. ,	Transition services (C&I) Camden Minding the Gap	. ,	` ,	Transition services (C&I) Islington Transitions Meeting	
	Inpatient services (BEH)	Inpatient services (BEH)	Inpatient services (BEH)	Inpatient services (BEH)	Inpatient services (BEH)	

Service mapping – Services by borough and by provider (further detail 2/3)

Mental health service	Barnet	Camden	Enfield	Haringey	Islington	Key
Eating Disorder Service	Eating Disorders Service (BEH)	Eating Disorders Service (BEH)	Eating Disorders Service (BEH)	Eating Disorders Service (BEH)	Eating Disorders Service (BEH)	_
IAPT	Barnet IAPT (BEH)	 Camden IAPT (C&I) Camden parents' wellbeing service iCope psychological therapies service Complex depression, anxiety and trauma service (CDAT) 	Enfield IAPT (BEH)	Haringey IAPT (WH)	 Islington IAPT (C&I) iCope psychological therapies service Complex depression, anxiety and trauma service (CDAT) 	BEH C&I T&P WH RFL Other / mixed
Early Intervention Services	Barnet Early Intervention Service (BEH)	Camden Early Intervention Service (C&I)	Enfield Early Intervention Service (BEH)	Haringey Early Intervention Service (BEH)	 Islington Early Intervention Service (C&I) 	X Not identified or not provided
Perinatal	North London Partners Specialist Perinatal Mental Health Service (C&I, BEH, RFL)	North London Partners Specialist Perinatal Mental Health Service (C&I, BEH, RFL)	North London Partners Specialist Perinatal Mental Health Service (C&I, BEH, RFL)	North London Partners Specialist Perinatal Mental Health Service (C&I, BEH, RFL)	North London Partners Specialist Perinatal Mental Health Service (C&I, BEH, RFL)	
Crisis	 Barnet Crisis resolution and home treatment team (BEH) Crisis telephone service Crisis prevention house Barnet 	 Crisis house Crisis team Home Treatment Team	 Enfield Crisis resolution and home treatment team Crisis telephone service Crisis prevention house Enfield 	resolution and home treatment team Crisis telephone service		
Acute liaison	Barnet Hospital liaison team (Barnet Hospital, NMUH)	Psychiatric liaison (RFL, UCLH, WH)	Barnet Hospital liaison team (Barnet Hospital, NMUH)	Psychiatric liaison (RFL, UCLH, WH)	Psychiatric liaison (RFL, UCLH, WH)	

NCL MH Strategic Review: Baseline Report

Service mapping – Services by borough and by provider (further detail 3/3)

Mental health service	Barnet	Camden	Enfield	Haringey	Islington	
The fital fied fill Sci Vice	 Adult Complex needs 	Adult Complex needs	Adult Complex needs	Adult Complex needs	Adult Complex needs	
	service	service	service	service	service	Key
	 Couple's therapy 	 Couple's therapy 	 Couple's therapy 	 Couple's therapy 	 Couple's therapy 	
	 Fitzjohn's Unit 	Fitzjohn's Unit	 Fitzjohn's Unit 	Fitzjohn's Unit	Fitzjohn's Unit	BEH
	 Trauma service 	 Trauma service 	 Trauma service 	Trauma service	Trauma service	C01
		 Family drug and alcohol 	ol	 Haringey Thinking 		C&I
		court		Space		T&P
	 Barnet Assessment 	 Primary care mental 	 Enfield Assessment 	 Locality teams 	 Primary care mental 	T CAT
	service	health teams	service	 Personality Disorder 	health teams	WH
	 Locality teams 	 Psychotherapy service 	 Locality teams 	Team	 Psychotherapy service 	
	 Barnet Psychology hub 	 Personality disorder 	 Personality Disorder 	 Community 	 Personality disorder 	RFL
	 Barnet Wellbeing 	service	Team	rehabilitation team	service	
	service	 Community Recovery 8 	§ • Community	Haringey	 Community Recovery & 	Other / mixed
	 Barnet Intensive 	Rehabilitation Teams	rehabilitation team	 Adult ADHD service 	Rehabilitation Teams	w Not identified
	Enablement Team	 Assertive Outreach 	Enfield	 Adult LD service 	 Assertive Outreach 	or not provided
	 Barnet Personality 	Team	 Community Support 	 Substance misuse 	Team	of flot provided
	Disorder Team	 Day centres and 	and recovery team	services	 Day centres and 	
	 Community Support 	support services	Enfield		support services	
Community support	and recovery team	 Intensive support 	 Adult ADHD service 	 Haringey Older 	 Intensive support 	
community support	Barnet	service	 Substance misuse 	People's CMHT's	service	
	 Barnet Link working 	 Intensive rehabilitation 	n services	 Haringey psychology 	 Intensive rehabilitation 	
	team	service		service for older people		
	 Adult ADHD service 	 Substance misuse 	 Enfield Older People's 	·	 Substance misuse 	
	 Substance misuse 	services	CMHT's	 Specialist dementia 	services	
	services	 Focus homeless 	Memory service	service	 Islington Trauma 	
		outreach	Hawthorn Recovery	Hawthorn Recovery	survivors' service	
	 Barnet Older People's 		Unit	Unit	Choice and Control	
	CMHT's	• CDAT			Peer coaching service	
	Memory service				Traumatic stress clinic	
	Barnet Older Adults	Services for Ageing and			• CDAT	
	Day care service	mental health				
		Memory service			Services for Ageing and	
		Community recovery			mental health	
		service for older peopl	e		Memory service	
					Dementia navigator	
					service	
					Community recovery	
Adult inneticat	DELL	C01	DELL	DELL	service for older people	
Adult inpatient	Access and Flow toom	C&I	BEH	Access and Flow toom	C&I	
services	Access and Flow team		Access and Flow team	Access and Flow team		

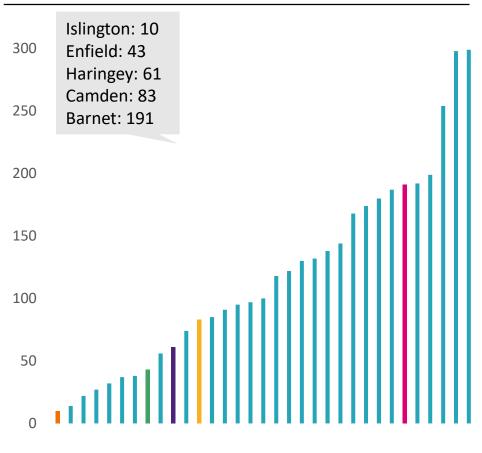
Mapping of third sector provided mental health services across NCL

Mental health service	Barnet	Camden	Enfield	Haringey	Islington
Mental Health Employment IPS (Individual placement support)	Twinning Enterprises	Hillside Clubhouse	Working Well Trust	Twinning Enterprises	Hillside CLubhouse
IAPT	Mind in Barnet	Mind in Camden iCope	Mind in Enfield	Nafsiyat Intercultural Therapy, Silver Screen	Mind in Islington, iCope, Accept Consortium (Nafsiyat, Maya Centre, CCIWBS), Talk for Health
Community Dementia	Age UK Barnet	Camden Carers Service, Alzheimer's Society, Age UK Camden	Age UK		Alzheimer's society, Age UK Islington
Residential nursing, care and supported living	Elmstead, Richmond Fellowship	One Housing Group			St Martin of Tours, Peter Bedford Housing Association, Peabody, St Mungo's, Richmond Fellowship
Cultural advocacy / resilience network / Card Act Advocacy	POhWER Barnet multilingual wellbeing service	Mind in Camden, Rethink Mental Illness	PohWer	Mind in Haringey, Bridge Renewal Trust, Tempo, POhWER	Islington Welfare Rights Service, Islington Borough User Group, POhWER
Deprivation of Liberty	Multiple provider list				
Crisis	Barnet MIND	Being procured	Mind in Enfield	Mind in Haringey	Look Ahead, Mind in Islington
Peer Mentoring		Voiceability			Talk for Health
Social Prescribing	Barnet Wellbeing Hub	MIND (Social Prescribing+			
Mental Health Website		Mind in Camden			
Suicide Prevention		The Brandon Centre		Mind in Haringey, The Brandon Centre, Open Door	The Brandon Centre
Same language counselling	Barnet multilingual wellbeing service Barnet refugee service			Nafsiyat Intercultural Therapy Centre	
Mental heath promotion and wellbeing service				Hope for the Young	Manor Gardens Welfare Trust Islington Welfare Rights Servcie
Outreach to hostels / rough sleeper		New Horizon, Homeless Health		General Practice	
Music / art therapy					Key Changes, Stuart Low Trust
Mental Health Recovery Pathway					Islington Mind
Resident group monitoring service provision					Islington borough user group
САМНЅ	Raphael House, Terapia, Young Barnet Foundation, Parenting ADDIS, Kooth, Space2Grow	Fitzrovia Youth In Action, The Brandon Centre, Kooth, Coram families, Catch-22, Strength in horses equine therapy, Anna Freud centre, Camden blossoms	The Brandon Centre Kooth, Place2Be, Mind in Enfield, Dazu Enfield	Kidstime Haringey shed, Tottenham Hotspur, Foundation, Open Door (also works with 18-25s), Hope in Tottenham, Kooth, Sliver Screen, More than Mentors, deep:black	The Brandon Centre, Barnardos, Kooth, Mind Connect, Chance UK

Income deprivation affecting children and older people

29% of LSOAs in Islington are in the most deprived 10% nationally for income deprivation affecting children

Income deprivation affecting children, rank of average national score, London Local Authority Districts shown, 2019

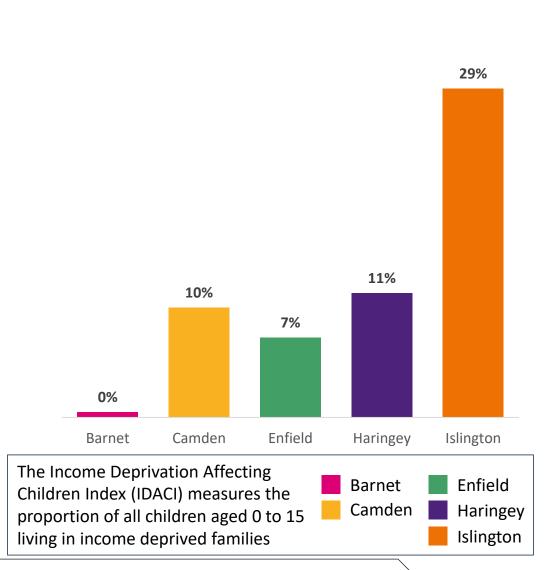


(National rank 1)

Most deprived

Source: IMD 2019

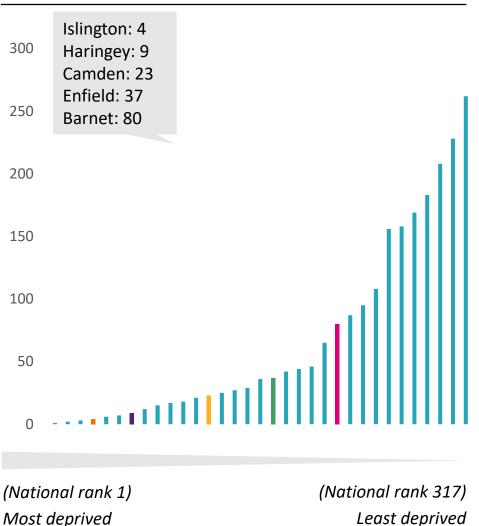
(National rank 317) Least deprived Income deprivation affecting children, % of LSOAs in most deprived 10% nationally, NCL boroughs, 2019



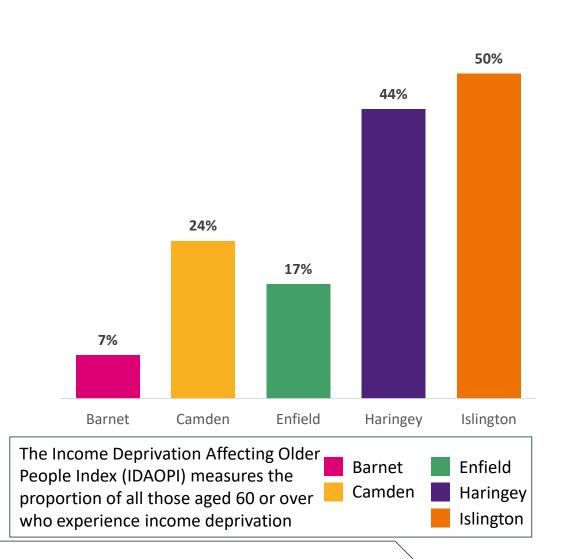
NCL MH Strategic Review: Baseline Report

44% and 50% of LSOAs in Haringey and Islington respectively are in the most deprived 10% nationally for income deprivation affecting older people

Income deprivation affecting older people, rank of average national score, London Local Authority Districts shown, 2019



Income deprivation affecting older people, % of LSOAs in most deprived 10% nationally, NCL boroughs, 2019



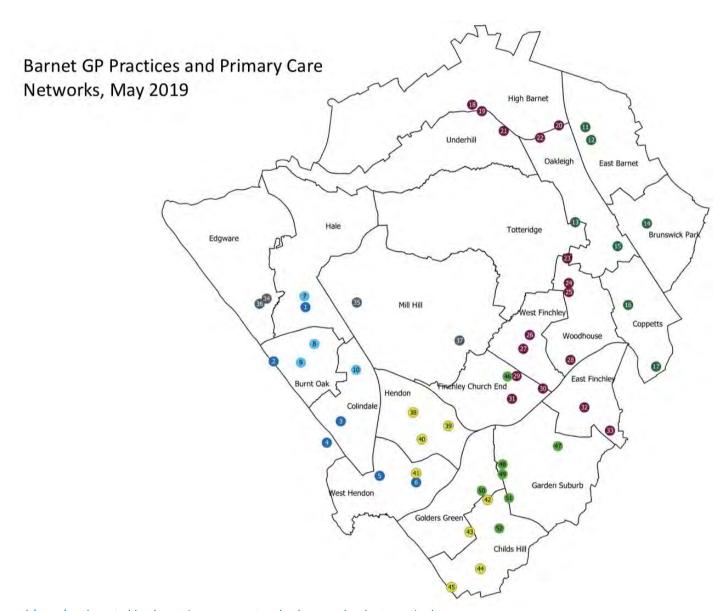
NCL MH Strategic Review: Baseline Report

Source: IMD 2019

PCN locations

NCL PCN locations (Barnet)

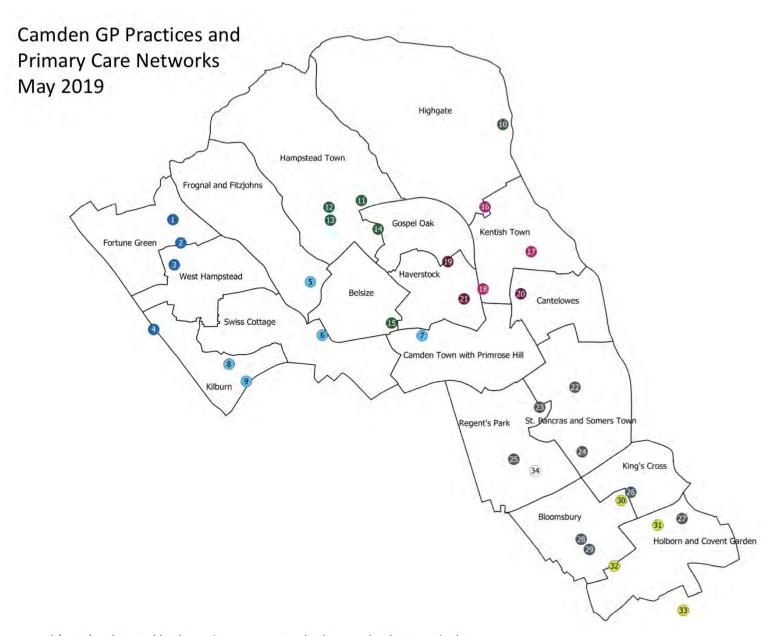




Source: NCL CCG website https://www.northlondonpartners.org.uk/news/north-central-londons-primary-care-networks-showcased-as-best-practice.htm

NCL PCN locations (Camden)

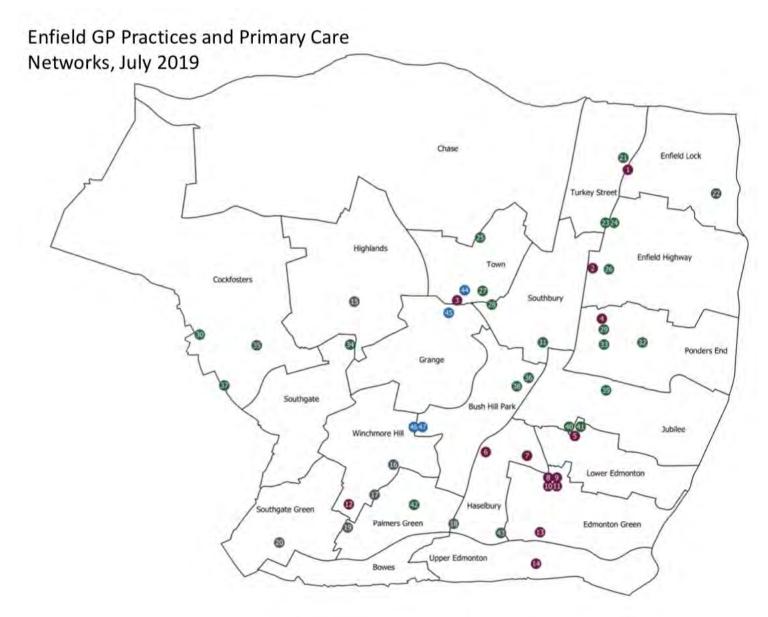
- Central Hampstead PCN
- West Camden PCN
- North Camden PCN
- Kentish Town Central PCN
- Kentish Town South PCN
- Central Camden PCN
- South Camden PCN



Source: NCL CCG website https://www.northlondonpartners.org.uk/news/north-central-londons-primary-care-networks-showcased-as-best-practice.htm

NCL PCN locations (Enfield)

- Enfield South West PCN
- West Enfield Collaborative PCN
- Enfield Unity PCN
- Enfield Care Network PCN

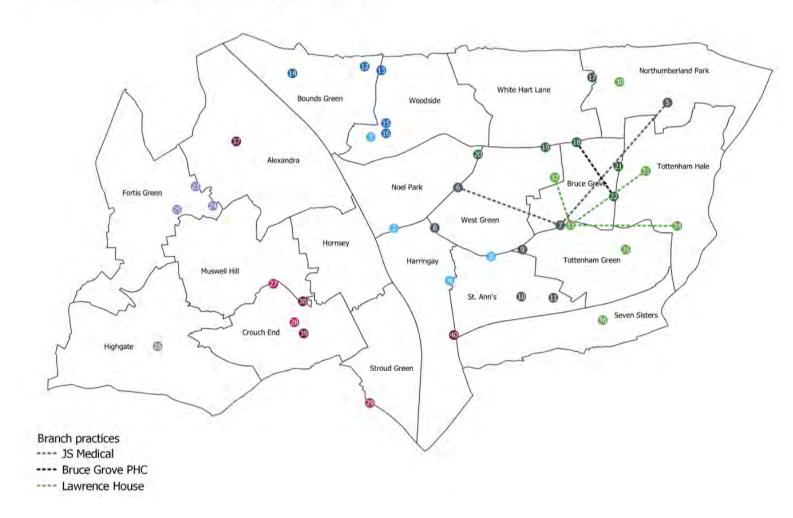


Source: NCL CCG website https://www.northlondonpartners.org.uk/news/nortni-central-rondons-printary-care-networks-snowcased-as-best-practice.num

NCL PCN locations (Haringey)

- North West PCN
- South West PCN
- West Central PCN
- East Central PCN
- North Central PCN
- N15/South East PCN
- North East PCN
- Welbourne PCN

Haringey GP Practices (with branches), Primary Care Networks, November 2019



Source: NCL CCG website https://www.northlondonpartners.org.uk/news/north-central-londons-primary-care-networks-showcased-as-best-practice.htm

NCL PCN locations (Islington)

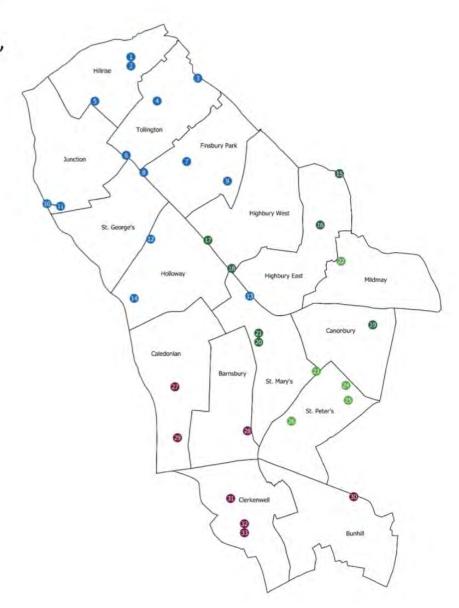
North PCN

Central 1 PCN

Central 2 PCN

South PCN

Islington GP Practices, Primary Care Networks, May 2019



Source: NCL CCG website https://www.northlondonpartners.org.uk/news/north-central-londons-primary-care-networks-showcased-as-best-practice.htm