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| 1. **Commissioning to allow earlier intervention and responsive crisis services**
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| **No.** | **Action** | **Timescale** | **Led By** | **Outcomes** | **Summary progress against actions** | **RAG** |
| Matching local need with a suitable range of services |  |  |
| 1001 | Procurement of one stop shop for information, advice and guidance | April 2015 | Herefordshire Council | Accessible IAS Community Hub able to provide comprehensive and coordinated information, advice and signposting to promote choice and control.This will be part of the evolving MH Strategy that will assure prevention, early detection and intervention and targeted support. | New WISH (wellbeing information signposting in Herefordshire) developed, with provider in place. Online service available with new community hubs developed in 2015/16.**Action Complete** | Green |
| 1002 | Development of a suicide prevention strategy | April 2016 | All | Reduce risks for vulnerable patientsSuicide prevention will form a key element of the evolving Strategy allied to Mental Health and a range of services comprehensive and complementary in nature to prevent and avoid self- harming behaviour, inclusive of suicide prevention. | Mental health needs assessment with a suicide audit (over 40 years) completed and published.Emerging mental health strategy will pick up suicide prevention.The revised mental health Partnership will be the forum for this area with Public Health input. Draft strategy underway | Amber |
| 1003 | Development of a suicide template | June 2015 | Herefordshire Clinical Commissioning Group | Improved information on suicide and locations will assist suicide prevention planning. | As above. Template designed and disseminated across primary care. Follow-up by CCG to ensure completion by Primary Care.**Action Complete** | Green |
| 1004 | Continuation of the easy access to Samaritans Referral Scheme  | Ongoing | Samaritans | Improved and easy access to listening service to people to help avert MH crisis | Information about accessing Samaritans service in police custody suites.**Action complete** | Green |
| 1005 | Street pastors scheme – Lean-on-me operating:* With support from SRG
* Opening of Emelia’s Place
* Diverting from and in-reaching to A&E
 | December 2014 | Herefordshire Venture | Improved and easy access to listening and recovery service for people recovering from a night out in Hereford (to include people with substance misuse and mental health needs) | Scheme in full operation every weekend.**Action complete** | Green |
| 1006 | Make information available about local services / alternative care pathways | November 2015 | WMAS2gether NHS Foundation Trust WVT | Improved urgent care and crisis care response for people requiring support, advice, information and assistance. | Good progress with CAMHs crisis card in place with details of alternative services and adults given out of hours number. Further work on documenting local services as alternatives to be developed.Further work on crisis relapse plans to be picked up during 2016/17. Therefore completion date to be revised to recognise this new strand of work – suggest April 2017. | Green |
| 1007 | Support access for early intervention – preventing crisis:Develop a support pathway for DOS/111 provision to support patients, carers, and practitioners. | December 2015 | WMAS | Reduction in crisis managementReduce demand upon emergency services with managing MH sectionsReduce the risks to support workers, families and emergency services | Work underway / on track – need to localise. To be discussed at future interagency group. | Green |
| 1008 | To progress Troubled Families programme to becoming part of our emerging approach to early intervention and targeted support for families: * Development of CYP Partnership to include a subgroup for Families First.
* To manage Families First Programme

  | April 2015Ongoing | Herefordshire Council | Early intervention for parents or children with health problems | Programme in place. Documented in the refreshed CYP Plan. **Action complete** | Green |
| 1009 | Progression of the Transformation Programme Board (TPB) and the Project Team for the purpose of:* The construction of integrated community teams to include health and social care professionals, including Mental Health Professionals and General Practice Staff
* Integrated working relationships with voluntary/3rd sector organisations at a local level to provide formal and informal networks of support for those receiving care.
 | April 2018 | All | Improved patient access to multi-agency support, including people with MH.Reduce risks for vulnerable patients | Transformation Board and project team in place. Superseded by One Herefordshire. Public engagement planned for December 2016 onwards. | Green |
| Improving mental health crisis services |  |
| 1010 | Reconfiguration of services into a single point of access for mental health services. | April 2016 | 2gether NHS Foundation Trust | Improved access to specialist advice | Good progress - New shared duty function in mental health services in place as of November 2016**Action completed** | Green |
| 1011 | Pilot of a 24 hour helpline for advice  | August 2015 | HCCG | Improved access to information that will aid appropriate action for people in a MH crisis.Reduction in s136 detentions due to alternatives. | Plans for helpline in place. Project terminated. **Action withdrawn** | Red |
| 1012 | Explore the potential for new technologies within the 111/999 setting to enable better responses to people in crisis. | April 2016 | WMAS | Improve immediate care to patients in crisis, carers and practitioners. | DOS in place.**Action completed** | Green |
| Ensuring the right numbers of high quality staff |  |
| 1013 | Multi-agency Mental Capacity Act, and suicide prevention training: Programme agreed and in place | December 2016 | All | Frontline staff are appropriately trainedHerefordshire Council is aware and committed to further enhancement of capability and capacity allied to MCA to assure compliance. This will include rolling MCA training open to relevant staff and across sectors of the market to build the required assurance. This is already in place and consideration will be given to adding suicide prevention programme. | MCA training taking place across all organisations.Gap is suicide prevention training. New mental health partnership will pick this up. | Green |
| 1014 | Improve access to MH education within WMAS Trust:* Identify gaps in provision
* Incorporate into Trust Education Training Needs Assessment
* Suicide prevention training for 111 and 999 call handlers; and staff at point of care.
 | April 2016 | WMAS | Improve appropriate management of patients in MH crisis.Reduce risks for vulnerable patients | Update urgently required. | Red |
| 1015 | Awareness of Mental Health Crisis and care pathway / protocol:* Primary care
* A&E
* AMHPs
 | December 2016 | All | Frontline staff are appropriately trained with access to consultation and advice available | Training programme delivered to all police staff / officers and process in place to train all new staff as they are employed.GP training planned for June **Action completed (new action required once new protocol goes live)** | Green |
| 1016 | Monitoring of Safe Ward practices. | Ongoing | 2gether NHS Foundation Trust and HCCG | Reduce risks for vulnerable patients | Implemented with several initiatives running in inpatients wards. | Green |
| Improved partnership working in Herefordshire locality |  |
| 1017 | Completion of NHS IQ programme of work to develop an All-Age Mental Health Strategy  | April 2016 | All | Joint health and Social Care Commissioning Plan available. | CAMHS transformation plan in place with good cross reference to this action plan.Adult strategy in draftCAMHS strategy complete | Amber |
| 1018 | Joint operating procedures for Place of Safety, warrants and assessments on private premises, absent without leave, mentally disordered offenders, MCA, conveyance for adults and children and young people. | June 2015 | All | Shared understanding of clearly defined and consistent processes for Herefordshire. Maintenance of low use of custody suite for people with mental health needs.Low utilisation of A&E for only red flag patients only.Effective and efficient Patient care, with assessments conducted in appropriate settings.Children under 18 are not placed in Police custody as a Place of safety. | Not signed S136 protocol – albeit it is in draft. On hold until new suite readyLow volume of s136 continues  | Red |
| 1019 | Monitoring of the Crisis Care Concordat action plan by Health and Wellbeing Board | June 2015 (& ongoing) | HWBB | Quarterly progress reported with continued partner’s engagement | Interagency meeting in place with updates supplied | Green |
| 1020 | Management of the Crisis care Action Plan:* Overview of the Crisis care concordat action plan progress by Herefordshire Multi-Agency Group to include statutory and voluntary sector partners.
* Improve local data collection to inform continuous improvement and evaluation including length of detention
 | OngoingMay 2015 | PoliceHCCGWVTHerefordshire CouncilWMAS2gether NHS Trust | Regular shared information on activity and performance:* Ensure people who are detained in Police custody are for appropriate reasons
* Achieve reduction of detentions in custody by 50% compared to baseline in 2011/2012.
* Monitoring of crisis management in emergency settings
 | Police 99% reduction in custody detention for only S136 matters.All criminal detentions that involve a MH assessment are reviewed to assess suitability of arrest in first place.Police integral part of Multi agency group.Local data discussed at Interagency group | Green |
| 1021 | Development of CYP Partnership to include a subgroup for Emotional Well-being and Mental Health:* To progress multi-agency actions including a parental mental health strategy
* To manage CYP IAPT programme
* To design and implement improvements to support universal services.
 | April 2015 | Herefordshire CouncilHCCG2gether NHS TrustCLD TrustYOS | Innovation in alternatives places of safetyTo promote and enhance the health and wellbeing of children and young people through more effective multi-agency working and coordination of care and support. | CYP Partnership in place with new CYP plan. A steering group set up with good level of interagency representation. Led to the development of 5 year transformation plan. Crisis care is one of the areas.**Action complete**.Looking at paediatric liaison response services to aid the number of young people in mental health crisis. | Green |
|  **2. Access to support before crisis point** |
| **No.** | **Action**  | **Timescale**  | **Led By** | **Outcomes** | **Summary progress against actions** | **RAG** |
| Improve access to support via primary care |
| 2001 | Continuation of Primary mental health service to support early identification and brief interventions for people in primary care | April 2015 | 2gether NHS Foundation | Early intervention for people with mild mental health concerns | Service in place, with good links to secondary mental health provision and IAPT**Action complete** | Green |
| 2002 | Public campaign to support self-referrals to IAPT | April 2015 | 2gether NHS Foundation | Early intervention for people with mild mental health concerns | New campaign in place for 2015/16Action complete and likely to continue in 2016/17. | Green |
| Improve access to and experience of mental health services |
| 2003 | Continued service user engagement:* Assurance visits
* Family and Friends Test
* Experts by Experience
 | Ongoing | HCCG2gether NHS Foundation | Patients and their families have their voice heard and participate in the design and review of services that will impact on mental health crisis care | Service engagement continuing, including feedback on urgent or crisis care. | Green |
| 2004 | Access to crisis resolution and home treatment for adults 24/7 (as alternative to admission) | Ongoing | 2gether NHS Foundation | Effective and efficient Patient care, with assessments conducted in appropriate settings.Improved access to home treatment where appropriate. | Provision in place**Action complete** | Green |
| 2005 | Improvement in crisis contingency planning:* based on a self-management recovery outcome approach for Herefordshire working age adult service users with a mental health need addressing their individual needs
 | April 2016 | 2gether NHS Foundation | Prevention of relapse and encouraging >90% service users to maintain their mental health at home by having a personalised crisis contingency plan whilst under the care of the Crisis and home treatment (CRHTT), Recovery, Assertive Outreach and Early Intervention teams and at point of discharge from community mental health team to GP.  | Audit of all crisis plans completed. Second stage of work to consider adjustments to Crisis care plans template | Green |
| 2006 | Complete scoping exercise re: current liaison & diversion provision across the West Mercia and Warwickshire area.Local review of scoping exercise to identify any gaps and areas for improvement. | June 2015July 2015 | West Mercia PoliceAll | Model for alternative care pathways that can identify, assess and offer support that meet the needs of Herefordshire. | Scheme to place AMHP in police control room advancing.Police fully engaged in working groups.Local protocols to support dealing with interagency complaints about MH provision in place | Green |
| 2007 | Improve awareness of and access to crisis management plans  | Ongoing | 2gether NHS Foundation TrustWVTWMAS | Improved quality of care for people in mental health crisis.Reduce numbers of inappropriate attendance and conveyance to ED. | This links to action 2005 and individual practitioners have been putting crisis care plans in place across secondary mental health services. Further work by the Interagency group to expand the use of crisis care plans awareness to people not currently in secondary mental health services. | Green |
| **3. Urgent and emergency access to crisis care** |
| **No.** | **Action**  | **Timescale**  | **Led By** | **Outcomes** | **Summary progress against actions** | **Update** |
| Improve NHS emergency response to mental health crisis |
| 3001 | Review processes within the Trust to deliver safe, appropriate and holistic care  | May 2015 | WMAS | Delivery of high quality patient care with specific regard to a person’s dignity and respect. | Full update expected at next Interagency meeting. | Amber |
| 3002 | Improve and assure that transport arrangements are robust:* Response times are in line with national MHA section 136 protocol for ambulance trusts
 | May 2015 | WMASHCCG | Within 30 minutes or within 8 minutes for people who are being actively restrained. | Action progressing - WMAS reviewing WMAS/ National policy and Ambulance commissioning arrangements for mental health admissions. Recent incident for Interagency group to examine (low numbers so able to look at case by case lessons to be learnt). | Amber |
| 3003 | Development and publication of integrated urgent and crisis mental health care pathway:* For Adults
* For Children and young people
 | August 2015 | All | Effective and efficient Patient care, with assessments conducted in appropriate settings.Evidence of robust care pathways aligned to effective care coordination to assure positive outcomes.Recognition of vulnerable groups | West Mercia Police & WMAS pathways discussed at Interagency group. Final pathways to be developed once place of safety arrangements confirmed.Draft pathways for children ready | Red |
| 3004 | Increase section12 Doctors availability and monitor s12 timescales | April 2016 | Herefordshire Council HCCG | Ensure enough doctors available locally | Change in management of s12 doctors rota locally. Rota of section 12 doctors available but limited change in the increase of people on the rota. Availability is an issue. | Red |
| 3005 | Agreement of a protocol for CYP requiring urgent and crisis mental health care; to include s136 and 24/7 access to advice. | June 2016 | 2gether NHS Foundation TrustHCCGHerefordshire CouncilWM PoliceWMAS | Children under 18 are not placed in Police custody as a Place of safety.Experience of children is improvedAdherence to local agreed care pathways is demonstrated | Police training in pace and delivered – covered children being taken to Children’s unit at County Hospital.New model of care developed with ambition to increase care available and 7 days per week access to CAMHs assessment. Update to protocol delayed until new model agreed. Current protocol remains in place. Being picked up by CYP MH and emotional wellbeing group | Amber |
| 3006 | Provision of liaison psychiatry available in A&E. | October 2015 | WVT2gether NHS Foundation TrustHCCG | Improve appropriate management of patients in MH crisis. | **Action complete**. Links to action 4004 | Green |
| **Social services’ contribution to mental health crisis services** |
| 3007 | Development of a MH Housing Plan | April 2016 | Herefordshire Council | Housing Plan to complement and support the Mental Health Strategy. | Housing plan being developed | Green |
| 3008 | Review the availability of AMHP to undertake MHA assessments 24/7. | April 2015 | Herefordshire Council | The Social Care Mental Health Operating Model will provide assurance allied to AMHP to discharge legislative requirements. | New team of mental health social workers in place with a rota of AMHPs.**Action complete** | Green |
| 3009 | Sharing of AMHP activity with partners including response times | April 2015 | Herefordshire Council | Regular shared information on activity and performance presented to the Multi-Agency Group for the Crisis Care Concordat. | Agreement by Herefordshire Council to share activity. Reporting should follow the electronic s136 form to supply all information to the Interagency group. As an interim verbal updates given.**Action complete**  | Green |
| 3010 | Emergency specialist foster care arrangements are available when a young person is in crisis and require a placement | September 2015 | Herefordshire Council | Appropriate accommodation and care for young people in MH crisisSkilled, confident people who are able to understand and meet the needs of young people suffering MH crisis | Recruitment campaign underway for new foster carers. Herefordshire Intensive Placement service in place and operational since May 2015.**Action complete** | Green |
| 3011 | Provision of statutory advocacy for people  | September 2015 | Herefordshire Council | Review and revision of current advocacy contract will capture mental health. | Provision in place.**Action complete** | Green |
| 3012 | Provision of carers assessments and support | April 2015 | Herefordshire Council | The Adult Social Care Mental Health Operating model will address the needs of Mental Health Carers.The contract with Herefordshire Carers will also address the needs of Carers of people with mental health needs. | Provision and access to assessments in place.**Action complete** | Green |
| **Improved quality of response when people are detained under Section 135 and 136 of the Mental Health Act 1983** |
| 3013 | Re-commission Place of Safety:* For Adults
* For Children and Young People
* To include evidence-based standards
* To include training for staff working in PoS
 | September 2015 | HCCG | Sufficient provision that meets local needs.Improve appropriate management of patients in MH crisis. | Options paper developed and discussed by HCCG. Preferred model and financial resources worked up.Interagency group aware and contributed to the options appraisal. Capital bid was successful and building work expected to start early 2017. Staffing of the unit will be difficult to recruit so phased over 2017/19.  | Red |
| 3014 | Joint s136 e-learning resource available for Police, AMHPs, WMAS | December 2015 | Herefordshire CouncilWMPWMAS | Improved awareness amongst front line staffGreater understanding of roles and responsibilities and arrangements for escalation. | Training programme delivered to all police staff / officers and process in place to train all new staff as they are employed.This will need to be reviewed once changes to section 136 PoS are made. | Green |
| 3015 | Joint working practices on Positive and safe campaign on restrictive interventions implemented:Define restrictive interventionsEstablish clear reportingRestrictive interventions education for appropriate staff groups | November 2015 | 2gether NHS Foundation TrustWMASPoliceWVT | Prevent harm to patients when in crisis | Training programme delivered to all police staff / officers and process in place to train all new staff as they are employed.Interagency group discussed and ensured alignment across single agency policies around restraining people.**Action completed**Review / audit required by each agency to inform future action. | Green |
| 3016 | A&E suitably equipped to be able to assess patients detained 135/6 when necessary (red flags); and transfer to PoS when medically fit for assessment. | June 2015 | HCCGWVTPoliceWMAS | Low utilisation of A&E for only red flag patients only.Effective and efficient Patient care, with assessments conducted in appropriate settings. | Training programme delivered to all police staff / officers and process in place to train all new staff as they are employed.WVT staff received training. Limitations of physical environment recognised and plans to address this longer-term. Information for patients and access to MH assessments / mental health liaison in place.Some concerns remain so flagging this amber as an audit might be necessary to identify additional actions. New date of September 2017 for the audit. | Amber |
| 3017 | Development of a protocol for provision of a safe place for the care / containment and subsequent mental health assessment for people too intoxicated to be assessed s136 /135 without resorting to use of Police custody. | June 2015 | Local Police SPOCsHCCGHerefordshire Council | Reduction of inappropriate use of s136 suite, Emergency Departments and Police Custody.Effective and efficient patient care, with assessments conducted in appropriate settings. | Training programme delivered to all police staff / officers and process in place to train all new staff as they are employed.Links to action 3023 and new service provision. Local understanding of MH Code of Practice refreshed.Further work on this area required | Red |
| Improved information and advice available to front line staff to enable better response to individuals |
| 3018 | Review of data information sharing protocols | June 2015 | All | Greater understanding of roles and responsibilities and arrangements for escalation.Regular shared information on activity and performance presented to the Multi-Agency Group for the Crisis Care Concordat. | Data information sharing protocols updated.**Action complete** | Green |
| 3019 | Work with MH services to improve awareness of Ambulance Service ‘special notes’ (AACPs) so that they can be utilised to ensure access to crisis management plans as appropriate. | September 2015 | 2gether NHS Foundation TrustWMAS | Improved response to crisis careReduced number of inappropriate conveyance to ED | Reporting improvement. Full update at next meeting to agree that action can be closed. | Amber |
| 3020 | Progression of National fit for purpose of electronic patient records | April 2016 | WMASWVT2gether NHS Foundation Trust | Improved patient records and improved response to crisis care | All agencies updating their electronic records systems and come together as part of an Information Management and Technology Committee.Action progressing. Timescales were over ambitious – March 2018. | Green |
| 3021 | Consider models for the implementation of Street Triage.Agreement and implementation of a scheme (subject to outcome of above action). | April 2015September 2015 | West Mercia Police /HCCGWest Mercia Police / HCCG  | Alternative care pathways in place that offers support earlier to avoid inappropriate conveyance to a Place of Safety.  | Planned scheme in place to put AMHP in police control room. Pilot is place covering Worcestershire with evaluation due by March 2016 to inform possible roll-out to Herefordshire. Evaluation was late due to late start. Revised data of march 2017. | Amber |
| Improved training and guidance for police officers |
| 3022 | Make available local multi-agency training including Police officers / staff – role specific where possible (links to action 1013 and 3013) | December 2015 | West Mercia Police | Staff trained in the areas of MH awareness will provide an enhanced, informed and sensitive approach to people in mental health crisis. | Training programme delivered to all police staff / officers and process in place to train all new staff as they are employed.**Action complete** | Green |
| Improved services for those with co-existing mental health and substance misuse issues |
| 3023 | To explore improvements for people with co-existing mental health and substance misuse:* Accessing A&E.
 | September 2015 | Herefordshire CouncilHCCG | Low utilisation of A&E for only red flag patients only.Effective and efficient Patient care, with assessments conducted in appropriate settings. | Joint discussions concluded and progress moved onto new provision. New service has been commissioned by Herefordshire Council with implementation date of 1 December 2015. New action round creating new care pathways for co-morbidities.**Action complete** | Green |

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| **4. Quality of treatment and care when in crisis** |
| **No.** | **Action**  | **Timescale**  | **Led By** | **Outcomes** | **Update** |  |
| Review police use of places of safety under the Mental Health Act 1983 and results of local monitoring |
| 4001 | Frequent activity information to be shared at MAG of use of custody; PoS. | Ongoing | Police | Regular shared information on activity and performance:• Ensure people who are detained in Police custody are for appropriate reasons• Achieve reduction of detentions in custody by 50% compared to baseline in 2011/2012.• Monitoring of crisis management in emergency settings | Police 99% reduction in custody detention for only S136 matters.All criminal detentions that involve a MH assessment are reviewed to assess suitability of arrest in first place.Police integral part of Multi agency group.**Action complete** | Green |
| 4002 | Review patient pathways for frequent attenders with MH at A&E | November 2015 | WVT2gether  | Low utilisation of A&E for only red flag patients only.Effective and efficient Patient care, with assessments conducted in appropriate settings. | Improved use of A&E for red flags only. This is to be monitored as part of Interagency group.**Action complete** | Green |
| 4003 | Review of joint s135/136 patient form | September 2015 | All | Shared understanding of clearly defined and consistent processes for Herefordshire. | Updated form in use and at Pos, Custody and ED (if required). Further update expected across the region and to be available electronically by April 2016. Form available.**Action complete** | Green |
| Service User/Patient safety and safeguarding |
| 4004 | Enhancement of liaison psychiatry availability  | April 2015 | HCCG/ 2G | Improve appropriate management of patients in MH crisis. | Further investment into liaison psychiatry in 2015/16, including expansion into community hospitals. Further action to develop paediatric liaison as part of this model.**Action complete** | Green |
| 4005 | Audit of MH Clinical Records / calls and adverse incident reports:Identify appropriate learning and action plans | By exception | WMAS | Using lessons learnt to continuously improve provision.Improved quality of care for people in MH crisis. | Full report at next interagency meeting | - |
| **5. Recovery and staying well / preventing future crisis** |
| **No.** | **Action**  | **Timescale**  | **Led By** | **Outcomes** |  |  |
| Joint planning for prevention of crises |
| 5001 | Develop appropriate safety netting processes:* Self referral advice
* 999/111 advice
* VP reporting procedures
* Advice leaflets
* Referral reporting pathways
* Access to clinical records
 | April 2016 | WMAS | Improved quality of care for people in MH crisis | Full report at next interagency meeting | Red |
| 5002 | Continuation of the carers contingency card | Ongoing | Herefordshire Carers Support | Plans are in place to support carers and the person they care for in the event of an unplanned or planned event. | Carers registration has increased. Contingency cards being taken up.Action completed | Green |
| 5003 | Encourage use of advance care plans and advance decisions for people with mental health including people with dementia:* Develop EOL forum
* Refresh EOL Strategy
 | April 2015 | End of Life Forum, c/o HCCG | Individuals have the opportunity to discuss, plan and record their preferences for care (including advance decisions to refuse treatment). | Advance care plans designed and piloted. Now rolling out.EOL strategy and forum in place.**Action completed** | Green |