

Current performance updates and challenges

Mental Health: IAPT Performance: The latest published data is October 2022 and local data for November 2022. *Please note, the national system has delays in releasing published data post June 2022, therefore, until September 22, local data only was being used to monitor the performance of the system.

- **Prevalence-** October 22 published data shows performance as **1.71%**, which is below the target of 2.08%. November 22 local data shows performance as **1.9%** which is below the monthly target but is an improvement on last month. Year to date local performance is at **13.6%** which is off-track. The annual target is 25%.

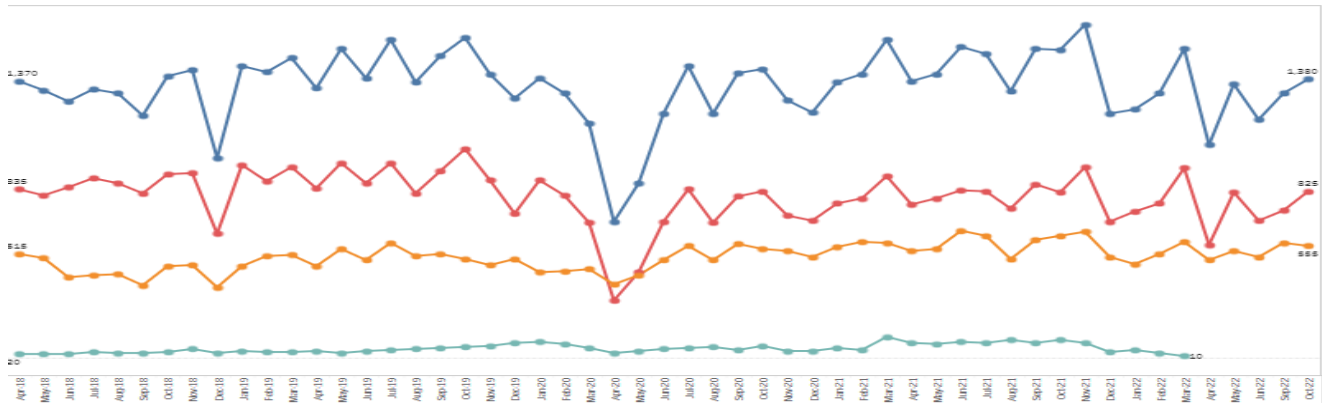
Following a short period of reduced referrals in 2020-21 due to the impact of COVID-19, referral numbers continue to have increased to pre-pandemic levels.

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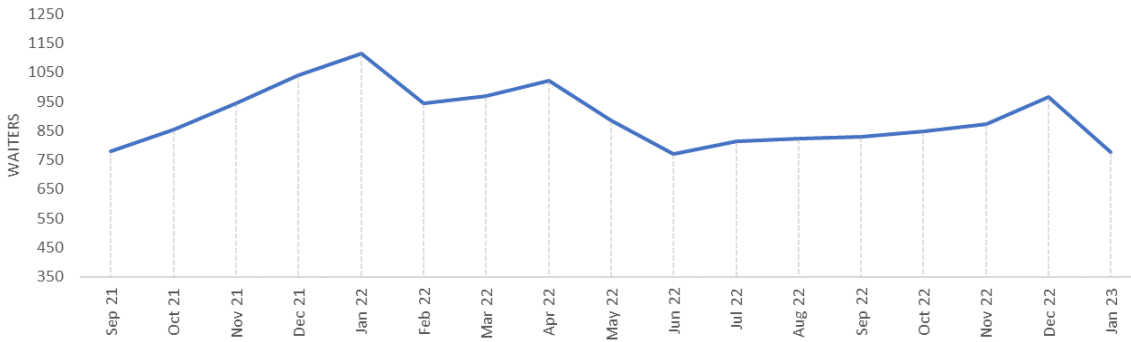


Referrals | NHS Greater Manchester ICB - Salford OIG | GMMH | Six Degrees | Self Help Services

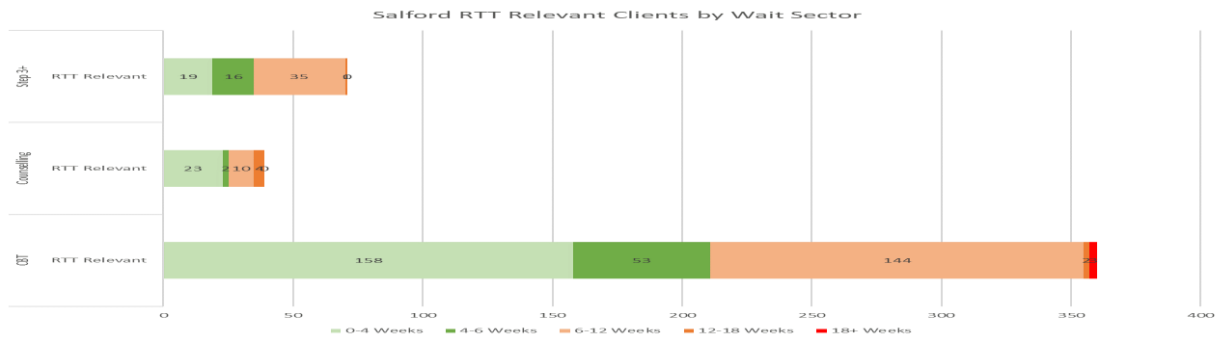


- **Recovery-** October 22 published data shows performance as **32%** against the 50% target. November 22 local data shows performance as **37.9%**. This is a slight increase on last month. Local data shows that GMMH have experienced a decline in recovery performance over the past few months. Six Degrees have exceeded the recovery target for this month, which is an improvement on last month's performance. Year to date local performance is 39.8% against the annual target of 50%, which is off-track. Recovery performance is a multi-faceted challenge, with considerations such as number of trainees in the service, complexity of presentations, recording factors etc. The service leads have been working together closely to review practice, support new trainees and address reporting / recording factors, which has impacted on the recovery rates. Work will continue to be progressed to improve performance; this is detailed in the 'actions taken' section below.
- **6 weeks** – October 22 published data shows performance as **63%** against a 75% target. November 22 local performance is **69%** which is an improvement on last month. The year-to-date local performance is **61.8%**. GMMH are meeting the six-week target. Six Degrees have struggled with pressures relating to the 6-week target. Reduced workforce due to difficulties in recruiting and retaining qualified Psychological Wellbeing Practitioners (PWPs) remains a national pressure. Recent recruitment strategies have been more promising, and interviews are underway for qualified practitioners. Clinical management and service delivery work has a focus on wait times and workshops to identify additional solutions have been conducted, with a view to implementing additional approaches in the new year. Current average waits for the step 2 service are around 9 weeks, which is an improvement on previous months.
- At the end of December 22, Salford's GMMH Step 3 service had 966 waiters, an increase of 136 clients when compared with the end of September 22, however, the recent caseload review and sharing of best practice has improved this position in January 2023, which is now reporting 777 waiters overall.

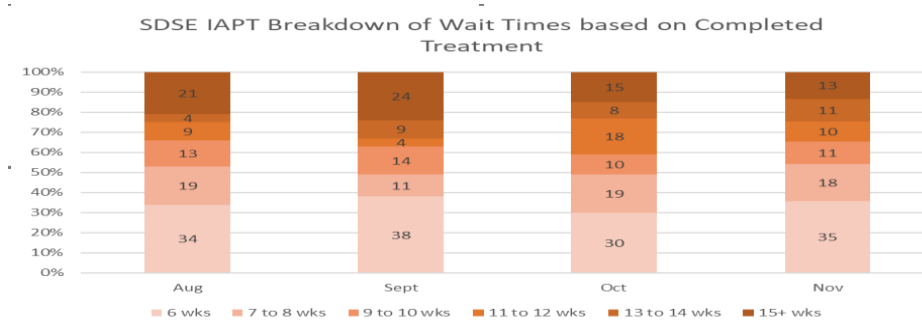
Salford Waiting Lists



- To ensure that 75% of people receive treatment in 6 weeks consistently, the RTT relevant waiting list would need to stand at 463 people. The composition of January 2023 GMMH Step 3 RTT relevant waiters (470 people) is provided in the chart below:



Challenges remaining in Six Degrees Step 2 provision against the 6-week RTT target. A breakdown of wait times (based on completed treatment data for November 22) for step 2 is provided below:

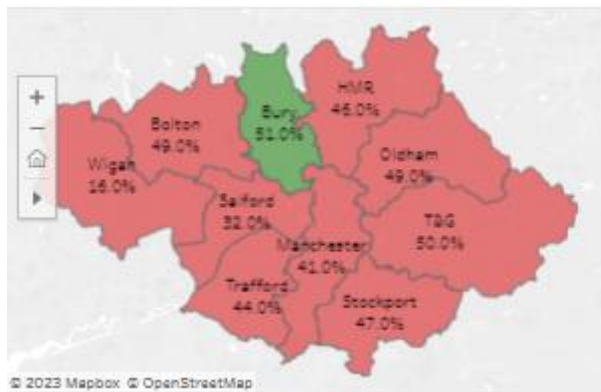


- 18 weeks-** October 22 published performance is **98%**, meeting the 95% target. November 22 local data for 18-week referral to treatment shows performance as **99.3%**. The year-to-date local performance is **98.7%**.

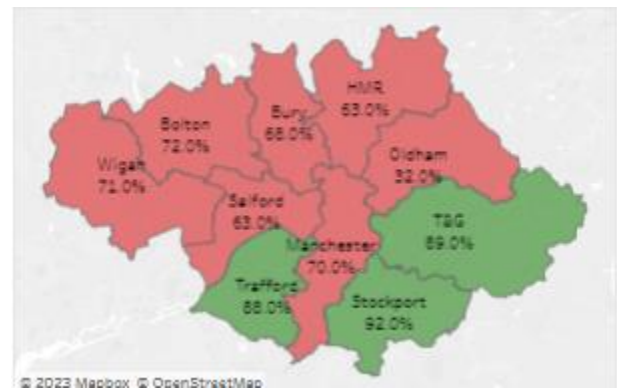
Post pandemic recovery has highlighted potential complexities relating to loss, trauma and increased concerns relating to the cost-of-living crisis. This context is being reflected in the acuity presented in some parts of the system.

How Salford fares in comparison to other GM CCGs or national picture

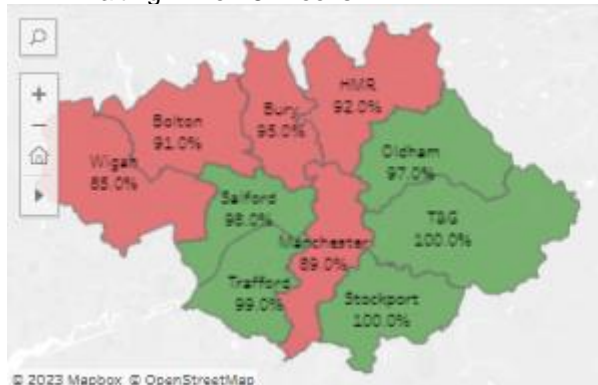
IAPT Recovery (October 2022)



IAPT Waiting Time 6 Weeks RTT



IAPT Waiting Time 18 Weeks RTT



Data taken from IAPT benchmarking on Tableau, utilising published November 22 data.

Actions being undertaken to address performance issues

Significant work has been undertaken with IAPT service leads to review the recovery performance and address challenges. In particular, the following actions have been undertaken in relation to the recovery and 6 week waiting times targets:

6 Week Waiting Target

- A 'back to basics' approach has been undertaken to clarify referral sources and review administrative processes to ensure maximum efficiency at Step 2.
- Shared approaches to managing therapy boundaries when delivering via online / telephone methods – i.e., a 'system expectation' of people being in a confidential space, able to engage fully in the session.
- Learning from the evaluation of the Pneuma work in GMMH provision in other localities. Pneuma provides qualified psychological wellbeing practitioners, working remotely, to support commissioned service provision. Consistent and reliable capacity is offered to help with periods of demand or to add additional capacity when trying to manage waiting times etc in a more reliable and cost-effective arrangement than can often be found when accessing agency support.
- Learning and development opportunities in trainee retention
- Joint consideration of 'waiting well' initiatives across step 2 and step 3 provision
- Non recurrent investment until March 23 has been allocated by GM NHS IC (Salford Locality) to support a waiting list initiative to address initial and secondary waits in the step 3 service. Close management of clinician caseloads is being undertaken to support maximum efficiency.
- There are challenges in place with the wider workforce due to the lack of high quality, reliable agency provision in the system to cover sickness and vacancies. GMMH are addressing this by trying to work with known agency workforce to support moves to GMMH contracts or bank contracts where possible.
- Six Degrees are reviewing their delivery models to explore different options which may be more feasible to support management of delivery in the context of workforce challenges.
- Six Degrees are continuing to focus on recruitment of qualified PWP's, agency staffing and temporary counsellors.
- Undertaking work to support increased understanding of potential impact of changes in the wider system on referral patterns
- Increased offers of Bereavement Counselling provision and Living Well are anticipated to reduce some pressures on the GMMH service.

Recovery Target

The service leads have been working together closely to review practice, support new trainees and address reporting / recording factors, which has impacted on the recovery rates. This has included:

- Review of local vs national recording / reporting to try to align data - Salford has experienced a historic reporting challenge whereby our recovery performance is deflated at a national level due to the national reporting tool being unable to track care pathways between the two IAPT providers. Given the increase in people being stepped up in the local pathway, this has exacerbated the national reporting challenges. A longstanding discussion with NHS Digital has been in place to try to resolve this issue, however this has not been successful. Discussions with partners in GM have requested learning from other areas to understand how this might influence local reporting.
- Step 3 lead supporting conversations in Step 2 team meetings / supervision to ensure supported step-up processes and clear rationale
- Step 2 implementing additional support / supervision and guidance for trainee workforce
- Retention of experienced step 2 workforce via a range of varied progression roles / leadership

There are remaining challenges with the complexity of those presenting into the system which will impact on recovery.

GMMH are undertaking work to develop a Recovery Analysis Tool. This is looking to provide oversight of the various factors impacting recovery, with a view to informing improvements that can be made across the multiple aspects of recovery, resulting in significant impacts in performance. This is currently being tested internally in GMMH with a view to being utilised across the service initially, with potential wider application.

Longer term approaches, including better integration of social prescribing and community support, a review of the SPA model and a 'System Maturity' toolkit for IAPT are all being utilised to improve performance.

Recent local data has shown improvements in the performance, although some of the targets are still not being achieved as outlined above. The 'back to basics' approach to support improvements in IAPT delivery is anticipated to complete phase 1 (reviewing processes and implementing improvements) by the end of January 2023.

Following this, further work is outlined with input from an external IAPT consultant to support mapping of demands and flows over time in addition to utilisation of various delivery modalities to meet demand. Whilst there will be a focus on data improvement as quickly as possible, nationally reporting / publishing processes will mean that improvements in local data will not be realised in published information until approximately 3 months later.

Service Updates

Both Six Degrees and GMMH have been delivering therapy via telephone and / or video conferencing throughout the pandemic.

GMMH continue to provide a full choice inclusive of face to face, virtual video consultations and telephone contacts. Initial evidence gathered by GMMH suggests that face to face and video facilitate improved outcomes when compared to telephone. Six Degrees are increasing the face-to-face offer, utilising community venues and working with Primary Care.

Salford business intelligence is supporting tracking of referrals (external and internal) to support system discussions for effectively managing resource. This is now available on Tableau. Further work is being undertaken to explore the impact of internal referrals in GMMH and flows of referrals to external provision in the system.

Step 3 / 3+ IAPT have increased partnership working with the emerging Living Well offer to support people who may be eligible for both services to access the right part of the pathway for their support.

Reviewing the service models for both Step 3 and Step 2 IAPT provision is underway to support exploration of alternative delivery approaches (e.g., the application of SilverCloud and the use of additional group approaches). Six Degrees are also linked into a GM SilverCloud implementation group.