

# York's Community Mental Health Hub Journey

ANNEX B



# York Mental Health Partnership

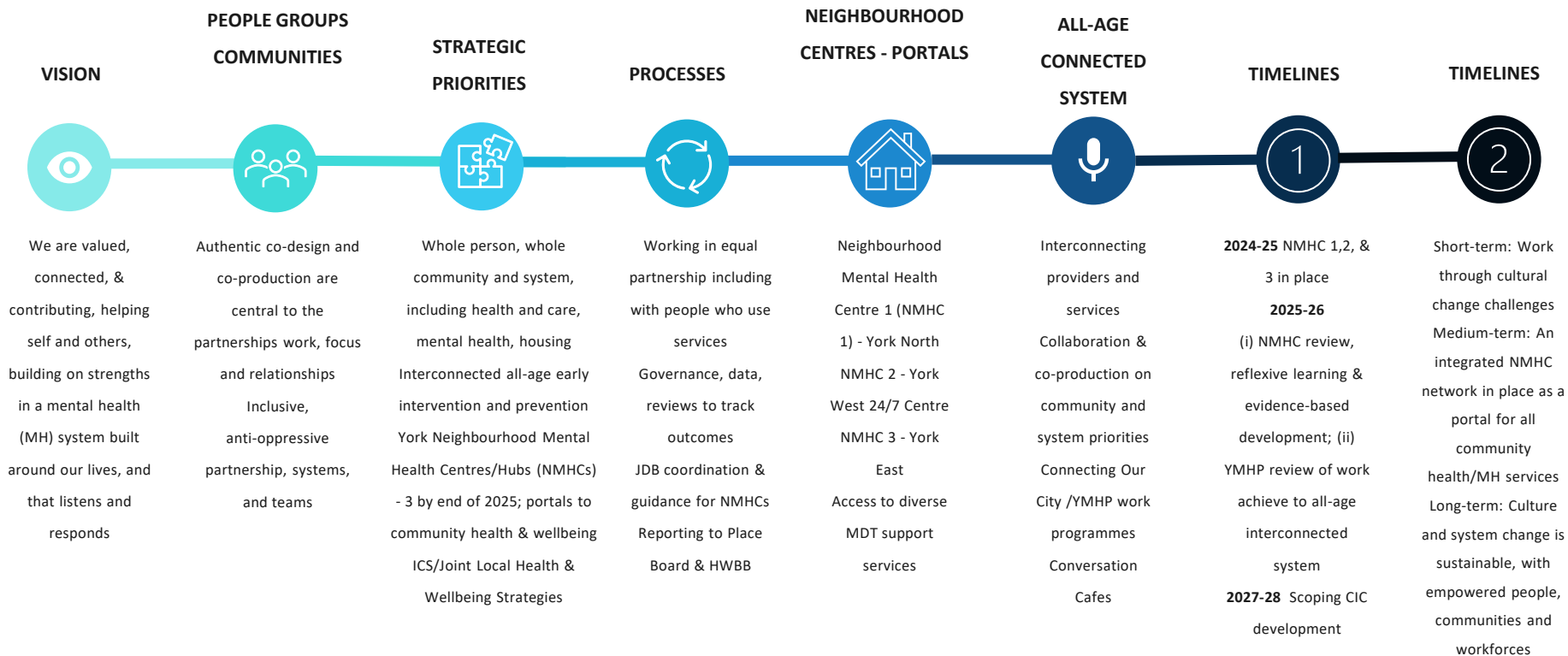
Our Vision for York is a City where:

- We all feel valued by our community, connected to it, and can help shape it.
- We are enabled to help ourselves and others, build on our strengths, and can access support with confidence.
- We are proud to have a Mental Health Service that is built around our lives, listens to us, is flexible and responds to all our needs.



# YORK MENTAL HEALTH PARTNERSHIP 2024-2028

Whole Person, Whole Life, Whole Community



# From the beginning....

## Ros Savage – Carer

The journey started in April 2016 at the first York Trieste Symposium

Our daughter had been with EIP for nearly a year. She was very distressed and totally detached from everyday life, our lives were chaotic, frightening, unpredictable.

Roberto presented a totally different way of caring for those with a serious mental illness.

- Freedom first
- An ever-open front door, no discharge and trust.
- Almost no compulsory detention.
- No locked doors
- No uniforms or lanyards.

Why am I still here?

The last 2 years have seen our daughter ricocheting round the York system . CMHT YORT, Crisis and admissions over 15 weeks (totalling over £50,000)

What if...

She had the power to make decisions and totally trusted and valued those caring for her.

Greeted by familiar staff.

All needs were understood and accommodated.

## Whole Person, Whole Life, Whole System

IMHCN vision “ A world which respects and values the differences between individuals, enabling people who experience mental health issues, with appropriate support, to lead fulfilling and productive lives using their strengths and resilience to contribute as full citizens and enrich our societies”.





# The Vision

# Every person in York should get the mental health support they need, to lead the lives they deserve

That's why our approach brings together three important elements:

## Community

The Hub is deeply connected to and supportive of the local community. This ensures that when someone needs help, there will be someone there for them no matter where they turn. The Hub is a conduit to local places, spaces, resources, offers and opportunities that enable people to be connected, find solutions, build new skills, meet new people, learn and grow.

## Team

A team of people with a range of skills and experience, including lived experience members and volunteers, who work together to provide mental health and wellbeing support that champions empowerment, inclusion and participation and addresses the range of challenges people face.

## Place

The Hub has a physical home within a community, that is accessible to those who need it. It's safe and welcoming, somewhere where people remember your name, and people want to spend time, however they are feeling. The Hub is a community space, one that is owned by those it serves and enriched by their participation.

# Co-designed Hub Principles

1

### A warm welcome

The hub feels warm, welcoming and is embedded as part of the community

2

### There in the good times and bad times

People are asked what they need when they're well in preparation for when they're not

3

### Flexible

The hub is flexible, working around people's needs and commitments to prevent further disruption to their lives



4

### Focus on strengths

A focus on what people and communities can do, not what they can't

5

### Relationships matter

Relationships are based on respect, trust and reciprocity

6

### Believing in better

Advocating to improve the conditions of people with unmet mental health needs, and influencing others in the city to do the same

7

### Understanding people

Understanding each other as individuals within our contexts rather than a set of symptoms to diagnose

9

### Dignity and Respect

Recognising people as experts in their own lives, and treating them with dignity and respect

8

### Inclusive

Accepting others without biases based on differences of any kind, and making sure everyone feels valued and accepted

10

### Accessible

Making sure that everyone can access the hub's services and community in a way that works for them

# How the journey began...

1

A group in York had a desire to do something different..

"I like the way the co-design process was set up, clear, helpful, positive, equal."

Key themes
Whole system redesign in place
Participation in work, community and social life
Service accountability to the community
Mentally different not 'mentally ill'
Exclusion of coercion, seclusion and closed doors
Embracing individual stories, freedoms and strengths

Visit to Trieste



A visit to Trieste showed York what different could look like

No lanyards!

Strengths first!

No stigma!

2

**Connecting Our City**  
A Network of Mental Health and Wellbeing Support Across York

3

Building a strong design team

A team with a mixture of expertise and experience was brought together to go on a journey to design what a Trieste inspired Hub would look like in York

Welcome to the Co-Design Team

Co-designing a community mental health hub in York

The Co-design Mindset

## Meet your facilitators

Gwenno Edwards  
Service Designer  
Innovation Unit



I have the wonderful privilege of facilitating the co-design sessions with YorkHub. It's really looking forward to meeting all of you and working together to fix our creative mindset. It's because the work we'll be working in the background to bring together the things that we discuss and make into a format that can be shared with other people outside of this group.

Ayshah Aziz  
Service Designer  
Innovation Unit



As a service designer on the project I'll be thinking 'we should have had' as a useful service, maybe we need to get to add the methodology that will help us get there. For me, it's not to get to know 'look all of you and to get stuck in to designing this hub. What will be important for me in this work will be ensuring that the needs of people who are currently underserved are considered.

You might see these two later on in the project!

Stacey Hemphill  
Senior Practitioner Lead  
Innovation Unit



Stacey is an Occupational Therapist, specialising in mental health. Stacey has a 'love' for people and is particularly interested in how lived experience can be used as an asset in co-design and co-delivery to develop solutions in practice and innovation systems for the good of the community.

Nick Webb  
Director of Mental Health  
Innovation Unit



Nick supports a number of pioneering projects in the UK to build systems of support for good mental health and wellbeing. Nick began his career in local government. He then managed the Cabinet Office Innovation in Cities fund at Leeds before joining the national office of Mind, where he led innovations in organisational development support for 100 local Mind associations.

**Innovation Unit**  
Creating impact  
Reducing inequalities  
Transforming systems

The Connecting our City Partnership identified a mental health hub and network as a priority to start realising this vision

They brought on the Innovation Unit to support the development of this work through co-design and their expertise in facilitation and system change



4

Before the co-design workshops started the team created shared commitments...



Not making assumptions about people. Some of us have really varied experiences and backgrounds

Paying attention to power imbalances that might be in the room - making sure we're not perpetrating them

Remembering that listening is a gift!



Four co-design workshops to design what better looks like...

Explored the challenge to consider what better looks like

lets explore  
What if?

let's be radical



A Hub that disrupts the system and influences meaningful, lasting systems change



Let's develop these ideas





# Prototyping the Hub

# About the prototype

Prototyping is a disciplined approach to testing and learning using a small scale model. The Hub prototype ran over three months and helped us to:

- Understand the **potential impact** of the model
- **Learn what worked well and what might need to change** when setting up a permanent Hub

*"They're trying to get me to come and use it as like a Hub, like a place to build friendships and interact with and get support from people, whether it be people in the cafe or people in the office. If you're having a bad week, you can turn up and go 'D, can I just speak to you for 10 minutes please because I'm having a bit of a bad day or a bad week,' and as long as he hasn't got appointments that happens. The relaxed nature of the place is its strength because it's not like you have to wait weeks and weeks to see someone you can literally drop in, reach out."* Hub user

*"Loads of things appeal to me about [working in the hub], but it was the opportunity to try to change systems and to be creative and have an influence in house, that something could be developed which would be different for people."*  
Member of Hub team

*"Everyone is really friendly which is better than other professionals who are really serious. It's important to laugh at things that happen. M explained what I needed, about the trauma and brain basis of mental health problems... he's down to earth and listens."* Hub user

*"A relational approach is key I think. And it's, you know, as we develop that rapport and those relationships that's a good start and it's very it's very informal as well which is works really well...we've got these comfy chairs...it seems to have worked so far with people and just keeps them relaxed. And actually I think out of all the people I've worked with so far bar one, they've all been very comfortable...Because all the team already have that approach and are very invested in what we're doing. So we we don't have someone coming in and being all very formal and clinical cause everyone's the same, you know, the same approach."* Member of Hub team

# The Impact of the Prototype

## People receiving support

- The team has been able to offer support to people who have previously struggled to access what they need
- 24 of the 33 people (72.7%) at the Hub achieved progress directly connected to their reasons for seeking support at the time.
- 11 of 13 obtained ReQol scores had improved, meaning 84.6% of those from whom data was obtained had displayed reliable improvements.
- The physical space and community acted as an important enabler and means of belonging and social support in itself.

## Hub team

- The team appreciated the permission to work flexibly and within a more flattened hierarchy.
- People have valued the team's flexible approach as well as being given options for formal or more informal support.
- The Hub team have empowered people to be able to better manage their own crisis through co-developing support.
- The team have been able to work more in alignment with their own personal values. Being a part of change was an appeal for the team.

# Key learning from the prototype

## **Collective offer**

The team were still developing their individual offers and their collective offer, which meant it wasn't always possible to describe and get the most impact out of the multi agency team

## **Location**

The Hub being located in a building with other offers led to some confusion for service users and cut into protected time for practice development and team culture

## **Community**

There was a lack of time to build connections with the community and other offers, which put more pressure on the team and made it hard to support people to move on

## **Wider System**

The role of the hub within the system and referral processes were still in development, which led the team to support a cohort of people whose needs were not appropriate for the Hub

## **Partnerships and governance**

The partners supporting the offer were still developing governance processes, this led to some conflicting approaches to operational and clinical issues and made it difficult to support non-restrictive practices around risk

## **Staffing levels**

Low staffing levels meant the team and manager were forced into firefighting mode, and lacked capacity to dedicate time to improving and iterating improving the offer



# Setting up a permanent Hub @ 30 Clarence Street

Specialist Secondary  
Care Offer

A&E  
Liaison

Crisis  
Resolution  
Home  
Treatment



A new skilled MDT to provide more care and support and hold more people and ensure they access the specialist care they need.



- Social Work
- Peer Support
- Carer Support
- Social Prescribing
- MH Practitioners
- Recovery Workers

Integrated Primary &  
Secondary Care

General  
Practice

Talking  
Therapies

Housing

Local Area  
Coordinators

VCSE offers

Welfare and  
debt advice

Education

Employment

Social Care  
First Contact

First Contact  
Workers

Pharmacy

Universal & Primary Care Offer



# York Mental Health Hub

## Support Offer

The Hub @ 30 Clarence Street is a team made up of social prescribers, peer support workers, mental health practitioners, carer support workers, social care worker, recovery workers and volunteers. The team provide mental health and wellbeing support to address the range of challenges people face, in a flexible manner to connect people with their local communities. It meets individuals in the Hub space or within their local communities to support them to achieve the goals they identify to improve their mental health.

## How is the Hub different to current mental health provision in York?

- By offering a range of support in a flexible manner the team is able to be more responsive and enable early intervention to prevent a decline in mental health.
- If we compare this to current services where there are limited alternatives to clinical input, the Hub is able to support a person to develop a network of community assets to support them to thrive in their local communities. It is a multi-faceted approach rather than a linear approach.
- The Hub has been able to see people who would normally be waiting on the Access Team waiting list for 5-6 months within a much quicker time-period with an aim to move towards open access
- The opportunities offered by partnership working mean that an individuals' social care needs can be met at the same time as a piece of anxiety management and then they can seamlessly move onto practising these skills whilst having support to access wider community activities.



# The Core Hub Team



**Hub Manager**

Full time position  
Oversight of the team, the support, and the learning.

**Lived Experience Leadership**

Shared leadership is an important integral part of the model. Embedded in the hub developments and governance structure.



**Senior Peer Supporter  
Peer Supporters**

Leadership from a Senior peer supporter and a bank of peer supporters offering one to one support as well as group work. Using their lived experience to support people.

**Carer Support**

Part time position  
Providing support for carers on a one to one and group basis.



**Social Prescribing Team Leader  
Social Prescriber**

Part time position  
Full time position



**Support & Recovery Workers**

1 full time senior recovery worker  
2 full time recovery workers



**Core mental health professionals**

2 Full time position  
Band 6 clinicians

**MH Social care worker**

Full time position

# Types of support

Phase 1 May-September

Individuals who were offered support from the Hub team had a variety of needs. The Hub team were able to respond to these needs through the varying skills present within the team



12 people have had social prescribing support to link them up with the wider community.



21 people have accessed peer support/peer support groups



27 people have had support to develop skills and an understanding of their mental health to improve their well-being



20 people have had carers in their lives who have been supported by the hub carer peer support worker




20 people have been able to identify and work towards existing goals with support from the recovery workers



5 people have had social care input



21 people have booked in for welcoming conversations



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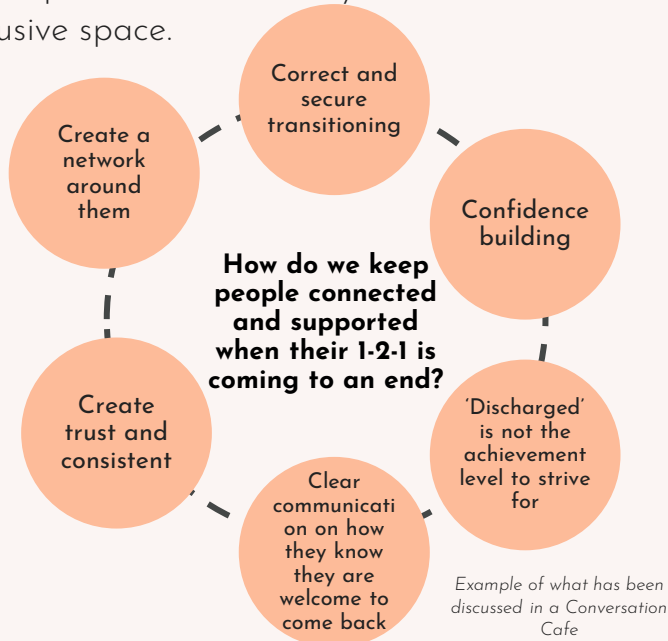
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# Co production

Co production, co delivery and co design is core to our way of doing things and in developing and delivering the Hub offer.

## Conversation Café

We host a monthly Conversation Cafe that are a mechanism for the ongoing co production of our offer. It's a way of ensuring the radical visions for the Hub and the needs of the people using it remain central to its development and as a way for decisions to be made jointly within an inclusive space.



*"You've made a huge difference to my life"*  
Hub User

*"You have opened your hands and your hearts"*  
Hub user

*"At times it is challenging working with a range of organisations and negotiating the different ways of working; but the richness of the team approach, the opportunities it offers to people accessing the hub and the positive challenge to the traditional ways of working is refreshing"* Hub Team

*"I'm enjoying the freedom and opportunity the new role has given me; I feel I have progressed further with the reduced hierarchy – it has given me the confidence to work on my own initiative..."* Hub Team

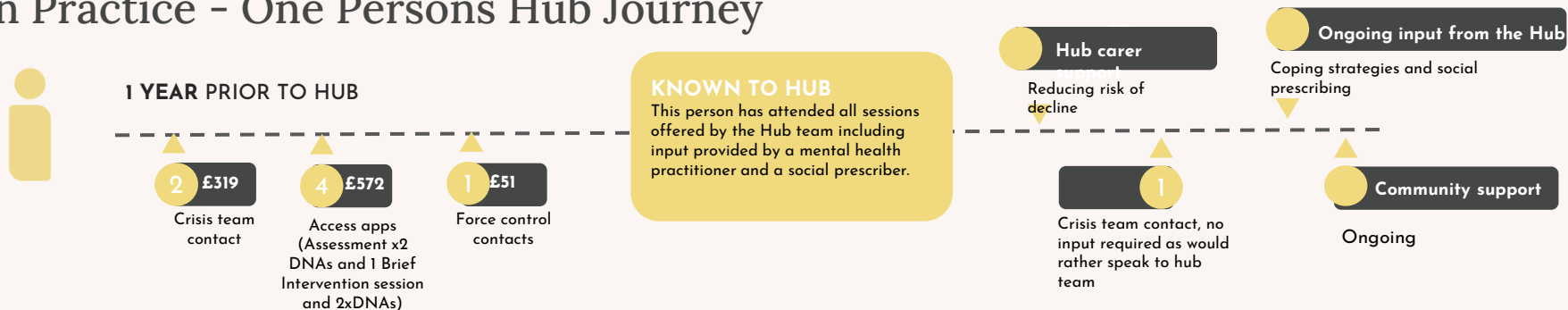
*'...everyone brings something unique to the Hub & we all are trying to enact change. We all care about the people we support & we feel so much joy when we see them improving...'* Hub Team

*"To be able to come here, it was an eye-opener. It was kind of lifesaving, that I can actually come here and be with somebody else and be able to relate to them my mental health and be able to talk it through. And to see me from what I was like to now, it's just completely different and it's mostly down to because of them."* Hub user

# Hub Vision for Positive Outcomes: Person, Staff, System

Person Level outcomes - Understand effectiveness at helping people improve lives and mental health	Staff Level outcomes - Understand how staff are experiencing delivering new practice and working together and with people	System Level outcomes - Understand any contribution to changes for the local healthcare system
People have choice and control over their own mental health	Staff are well supported in their roles and empowered to work differently	The Hub utilises and integrates with the expertise and resources of existing mental health services
People have opportunities to learn, work, volunteer and take part in leisure activities	Individuals, staff and the hub growing and strengthening their network	Mental health support is recognised as part of 'day to day' health and wellbeing <i>Proxy measure - Access from a variety of people</i> <i>People feel no apprehension in approaching the Hub - people approaching before crisis</i>
People feel connected, have positive relationships and have grown their network	Staff work together collaboratively and as a team	Integrating the expertise and resources of existing mental health services <i>Proxy measure - joint working</i> <i>Colocation of people in the Hub</i> <i>Connections made</i>
Individuals strengthening their network	Staff feel like they have agency and are able to use their own judgement	People with lived experience influence and shape service delivery
People feel supported and not judged	People value their work and feel they are making a meaningful contribution	Community assets are mapped and a wide variety of supports are available
People receive high quality support	Staff enjoy their jobs	

## In Practice - One Persons Hub Journey

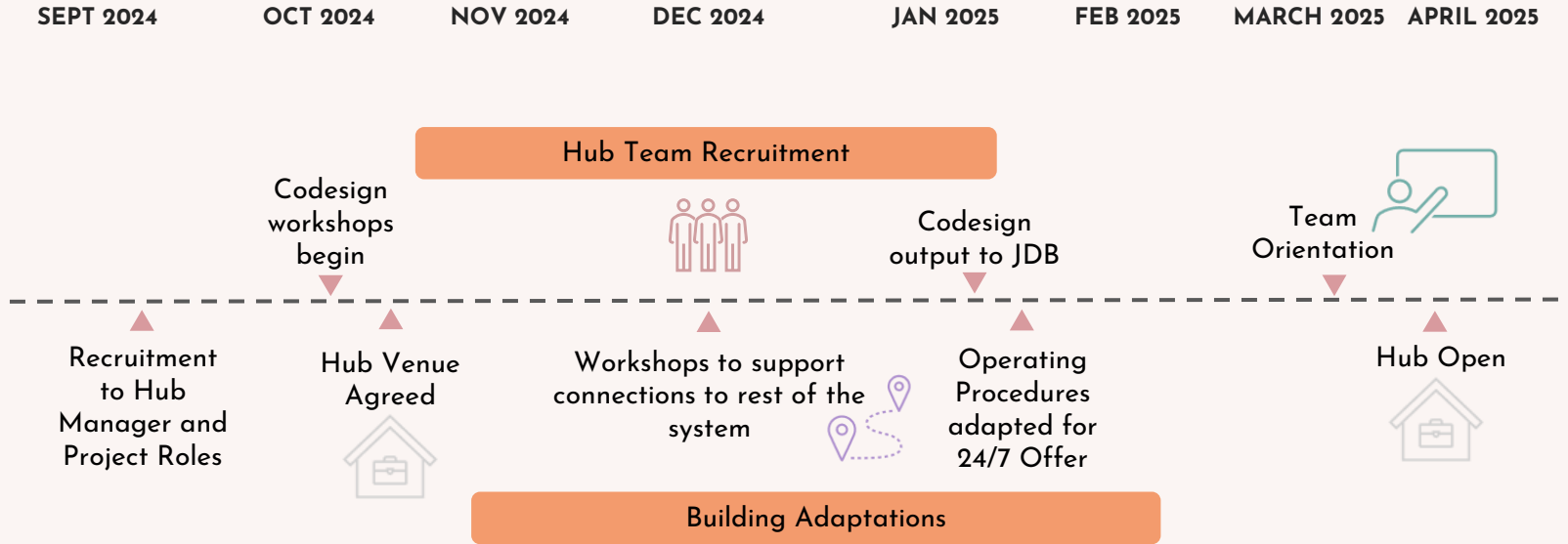




## A 24/7 Hub for York

- The 24/7 centre team will offer time, compassion, and a trauma-informed approach
- It will be based within the Acomb/Holgate/Westfield wards based on the principles, codesign and prototyping from the current hub.
- It will be an open access 24/7 neighbourhood mental health centre
- In addition to the multidisciplinary and multiagency team operating during core hours (8am-9pm), we will provide personalised support on an overnight basis, including for those in significant distress.
- We do not envisage repurposing premises for the inclusion of beds, but aim to have calm, comfortable spaces where people can be appropriately supported at all times of the day or night.
- The 24/7 centre will be codesigned and codeveloped in collaboration with people with lived experience, local residents and those with community connections.

# York 24/7 Hub Draft Timeline





## Next Steps:

- To implement the vision and model from the 24/7 CMH Neighbourhood Centre workshops, coproduced by practitioners from statutory and voluntary sectors alongside carers and individuals with lived experience.
- Central recording system (Cito) accessible to all partners that works seamlessly with Patient Knows Best.
- To develop an integrated, joint commissioning arrangement for the Hub model to ensure the voluntary and charity sector have sustainable long-term funding.
- Moving away from a risk adverse workforce and culture.
- Ensure the fidelity of the codesign vision and model is embedded in decision making and practice.
- Establish 3 Hubs across the City that are fully integrated within Mental Health support in York.

