

## **Sheffield, Rotherham and Doncaster Perinatal Mental Health Service**

### **1. What do we provide**

The Sheffield, Rotherham and Doncaster Perinatal Mental Health Service provides specialist assessment and treatment to mums and their families living in Sheffield, Rotherham and Doncaster. We provide support before, during and after pregnancy (up to child being one year old).

The Service is run in partnership between Sheffield Health and Social Care NHSFT, Rotherham, Doncaster and South Humber NHSFT and Light, our local perinatal peer support charity.

The service is available to women who:

- Are planning to try and have a baby
- Are pregnant
- Have a child less than 12 months old

And who also:

- Have previously been diagnosed with a serious or complex mental health problem
- Might be developing a serious or complex mental health problem

Some of the services we offer include:

- Pre-conceptual advice
- Specialist mental health assessment
- One to one appointments
- Peer support
- Access to a team of specialists
- General advice and signposting

We accept referrals from any health and social care professional working in Sheffield, Rotherham or Doncaster.

The Perinatal MH Service system that is now in place across Sheffield, Rotherham and Doncaster provides the following:

- all patients now see the same named nurse throughout their care
- new pathways are in place
- a consistent service delivery based on NICE guideline pathways

## **2. Our journey so far....**

May 2018 saw the announcement that Sheffield, Rotherham and Doncaster's bid for Wave 2 Community Services Development Fund (CSDF) for Perinatal Mental Health Services was successful. Funding of £880,101 was allocated to Sheffield CCG (as host CCG for the service for 2018/19 with the lead Provider identified as SHSC) on behalf of the Sheffield, Rotherham and Doncaster Perinatal Mental Health Service. RDaSH and LIGHT being the key partners for delivery of the service.

The main aim of the bid was to:

- establish a single specialist perinatal community mental health service (PNMH) working flexibly across the geographical areas of Sheffield, Rotherham and Doncaster
- integrate specialist community expertise with local services, making effective use of technology and peer support, and promote access and wellbeing across local communities

The starting point for each of the services across Sheffield, Rotherham and Doncaster varied enormously with Sheffield having a small but well established service in place, Rotherham with one nurse in post and Doncaster had no Perinatal MH Service at all.

Working with commissioners, providers and LIGHT (our Peer Support Partner) across all 3 localities we agreed a work programme to meet the above aims, whilst building relationships and networks. The work programme consisted of 5 key workstreams:

- Recruitment, Training and Induction
- Model, Pathway, Procedures and Premises
- Systems, Information, Outcomes and Evaluation
- Communications, Engagement and User involvement
- Governance and partnership development

Implementation of the actions began with recruitment to key posts to take the project forward. Below are the key achievements against the 5 workstreams during 2018/19 and the first half of 2019/20:

## 2.1 Recruitment, Induction and Training

The Perinatal MH workforce across the three localities has come a long way in the last 12 months. The service went from a total of 6 clinicians (3 part time) serving an area with a birth rate of over 13,000 per year to over 30:

	Sheffield WTE	Rotherham WTE	Doncaster Wte	Additional detail
Practice lead role	1.00			
Admin Band 4	1.00			
Project Manager	1.00			
Consultant Psychiatrist	1.00	1.00		1.00 Consultant to start in November
Psychologist	0.70	0.70		Both employed by Sheffield
Parent Infant Psychotherapist	1.00			x2 people, both employed by Sheffield, both working across the 3 areas
Occupational Therapist	0.80	0.80		
Community Team Manager	0.80	1.00	1.00	
Specialist Community Nurses	4.00	2.80		
Social Worker	0.20	0.20	0.20	Sheffield and Rotherham S Worker still to be appointed
Community Nursery Nurses	1.60	1.80		
Team level Administrative / Secretarial	1.00	0.50	1.00	
Temporary Community Nurses	2.00	2.00		Recruited but not yet in post

We are nearly at full establishment; all staff in post have been inducted and trained. The only exception to this is the Consultant Psychiatrist who starts in November 2019 and the Social Worker post for Sheffield and Rotherham which is under discussion.

## 2.2 Model, Pathway and Procedures

National Perinatal MH Pathways have been published and are in the process of being adopted across all Perinatal MH Services including Sheffield, Rotherham and Doncaster. The pathways cover:

- Pathway 1 - Pre-conceptual advice
- Pathway 2 - Specialist assessment

- Pathway 3- Emergency (being followed but with interim arrangements of using the crisis team for Rotherham and Doncaster emergencies until the Consultant is in post)
- Pathway 4 - Psychological (our psychological offer is currently being developed)
- Pathway 5 - Inpatient care

We have developed detailed Process Maps in line with national pathway guidance for the following:

- Pre-pathway advice
- Pre-conception advice (Pathway 1)
- Patient specific enquiry
- Specialist Assessment (Pathway 2)
- Emergency Assessment (Pathway 3)
- DNA

and the service has also commenced the development of Standard Operating Procedures (SOPs).

### **2.3 Systems, Information, Outcomes and Evaluation**

We have more recently developed and agreed a Performance Framework for the Service which has been challenging. This is mainly due to the fact that the 3 localities span two individual provider Trusts working with two different clinical systems. Data reporting for one service is currently being managed manually however we are keen to address this this financial year.

We have adopted National Performance outcomes for the PNMH Service and we also have a procedure in place to obtain client feedback via LIGHT (see 2.4 below for more detail).

An evaluation of the service was undertaken at the start of 2019/20 and submitted to NHSE.

### **2.4 Communications, Engagement, User involvement (and Peer Support)**

Much work has been undertaken through the Communication workstream:

- All branding and logos of the new service agreed and materials ordered
- Open Days held for Rotherham, Doncaster and Sheffield
- Formal Launch of the Service took place on 1 May 2019
- RDASH and SHSC website developed
- Training Plan communicated for external stakeholders

Likewise, from an Engagement perspective we have Service User Events taking place bi monthly with results influencing the development of the service and we have an interview process in place which ensures all staff appointed to the service are interviewed by a Service User Panel of mums with experience.

#### Peer Support Partner

In addition to the Perinatal Specialist Team, we have contracted the services of a Peer Support charity called LIGHT. LIGHT supports the emotional wellbeing & mental health of mums and their families during pregnancy, birth and up to 2 years following birth. We are working closely with LIGHT to coproduce, develop services and provide peer support.

The partnership model with LIGHT is being held as a beacon of good practice across the Yorkshire and Humber region.

Since September 2018, LIGHT has:

- Recruited, trained, supervised and managed 5 new staff plus volunteers
- Set up and run x 2 weekly support groups in each locality and 1:1 session
- Co-run PNMH Service User engagement groups across the region to gain feedback on service design, co-production and governance
- Facilitated PNMH service user feedback
- Provided the online forum for all clients
- Undertaken research in to the level of support for dads

## **2.5 Governance and partnership development**

A full programme of governance meetings have been developed firstly during the early stages of the project (monthly Perinatal Mental Health Steering Group meetings and weekly Perinatal MH Mobilisation) and more latterly to establish a monthly Sheffield, Rotherham and Doncaster PNMH Partnership Board and Operational Group for 2019/20.

Contracts have been developed and agreed between CCGs and providers of the Sheffield, Rotherham and Doncaster PNMH Service for 2019/20 with an MOU under development to support the Contract. We have used existing contractual frameworks for this financial year, however we are in the process of developing an appropriate structure to meet the needs of an ICS/partnership model contract. Work is also underway to develop a provider to provider sub contract.

We continue to meet on a monthly basis as a formal Steering Group soon to become a Partnership Board. Membership of the Group/Board allows integration with other stakeholders across the region including ICS Maternity representatives amongst many more. Regular reports are also submitted to ICS Board (monthly) and NHS England (quarterly).

### **3. Activity/Data**

We estimate that more than 600 women in our local area will receive support from us at some point every year.

The 'newly' appointed Perinatal MH Community Nurses started to see patients from January 2019. From the same time, the newly appointed Clinical Nurse Lead and the Perinatal MH Community Nurses for Doncaster began to set up the new service in Doncaster establishing key relationships across the Doncaster locality and supporting the CMHTs in assessing and seeing women with Perinatal Mental Health problems *but not taking on caseloads* (due to the fact that there was no Consultant cover to provide the level of input and medical cover required).

Interim arrangements for the Consultant cover are now in place (April 2019) and we have recruited a Consultant Psychiatrist who is to start in November 2019.

Therefore, data is available for 2018/19, however, the numbers seen were lower than expected, due to the aforementioned reasons.

#### **Comparison of number of women seen in the Sheffield, Rotherham and Doncaster Perinatal MH Service in Quarter 4 of 2018/19**

<b>Activity</b>	<b>2017/18 Q4</b>	<b>2018/19 Q4</b>	<b>2019/20 Q1</b>
<u>Rotherham</u>			
Total number of referrals	43	48	101
Total number of people seen	41	45	57
<u>Sheffield</u>			
Total number of referrals	134	152	145
Total number of people seen	74	89	92
<u>Doncaster</u>			
Total number of referrals	-	-	90
Total number of people seen	-	-	69
<u>TOTAL</u>			
Total number of referrals	177	200	336
Total number of people seen	115	134	218

By the end of Q1 data was beginning to emerge to suggest that demand was on the increase and, due to annual and sickness levels in the service, was outstripping capacity. Decisions were taken to temporarily recruit to an additional 4 Community Nurses to ease the pressure whilst workflow and demand was analysed. The Nurses are due to commence during September 2019.

#### **4. How data is being used to inform the service developments**

We have developed a Performance Framework for the Service and this has been tested on 2019/20 Q1 data. Results are currently being analysed to gauge the usability and robustness of the Performance Framework with a view to amend if necessary.

As the Service operates across two clinical systems (SYSTM1 for Rotherham and Doncaster and INSIGHT in Sheffield) data is not easily extractable and requires manual manipulation to bring together a service wide report. This in itself is a perfect example of how data is being used to inform service developments. We are currently in the process of identifying a solution to help enable the extracting of data. This area of work is being prioritised during 2019/20 as a service development.

As mentioned above, we have analysed data relating to sickness levels, referral numbers etc and acknowledge that the service is operating over capacity. As a result, plans were developed to increase capacity levels on a short term basis.

The Performance Framework agreed in 2019/20 contains a number of data items and as more data becomes available, analysis will take place to identify trends and patterns to inform future service developments.

#### **5. Impact/outcomes**

The outcome measures we have agreed as a service cover Patients, Staff and the Service. We have used a mixed method approach to measuring each of these areas:

##### **5.1 Patients**

5.1.1 Patient Feedback – Patient related Outcome Experience Measures - (POEM) Attached below (Appendix 1..) is a copy of the above questionnaire. Arrangements are in place with LIGHT our Peer Support Partner to make contact with families that have used the service to obtain their feedback based on the questionnaire. This is a process that has received full Caldicott Guardian approval.



Appendix 1 POEM  
Community version.p

##### **5.1.2 Feedback through complaints and compliments**

Our service uses Friends and Family Test (FFT) to obtain feedback. In addition, the service receives individual feedback from patients in the form of emails, letters and cards. Below are summarised extracts from the compliments we have received over the last few months:

.....applauding our service..... .....paying thanks to (named nurse)....  
...without (named nurse) support I dread to think what the outcome might have been...  
.....owe so much to you..... .....invaluable service.....

### 5.1.3 Service User Events – Feedback

We hold regular Service User Events via LIGHT throughout the year. Key to the development of the Service was the Service User Event held in October 2018. Attached at Appendix are two of the key outputs from the day which are included as an example of how we use feedback from our Service User Events to help shape the Peer Support Groups across the area and the running of the events.



Appendix 2 (i) Post It suggestions.docx Appendix 2 (ii) 'From your perspective'.doc

### 5.1.4 Serious Untoward Incidents

Serious Untoward Incidents (SUIs) are a key factor in our Governance arrangements for the Service. Learning from all SUIs is shared across the Service. Currently any SUIs that do take place are discussed, reported on and actions taken within the relevant organisation as well as discussed at the monthly Steering Group meetings. Going forward, all SUIs will also be summarised in reports produced for the new Board.

## 5.2 Staff

### 5.2.1 Staff Survey Monkey

We have undertaken a staff survey monkey to gain feedback from staff on their experience of working in a new or expanding service. We plan to undertake Staff Surveys bi-yearly to compare results and take the appropriate action to address any areas requiring attention.

### 5.2.2 Staff supervision and Mandatory Training

We measure compliance with staff supervision and Mandatory Training requirements for the Service on a 6 monthly basis.

5.2.3 In addition, we held a specific '*What have we learnt about setting up and embedding a new service*' at our extended Steering Group Meeting in June 2019.

## 5.3 Service

We will be using the follow methods to evaluate the performance of the Service:

### 5.3.1 Service accreditation for Sheffield

The Quality Network for Perinatal Mental Health Services reviewed the *Sheffield* Perinatal Mental Health Team on the 30<sup>th</sup> of January 2019. A Summary Report of their findings is available if required. The Rotherham and Doncaster Service have yet to have a Service Accreditation.



### 5.3.2 Quantitative local KPIs

Systems and processes are being put in place to capture and report on the following

KPIs: Numbers of referrals                      Accepted cases                      Sources of referral  
Comparison of access rates against local population (eg age, ethnicity)  
Demographic data                      Waiting times                      DNAs  
Service pathways - Numbers of contacts, types of contacts, interventions offered etc

### 5.3.3 Contracted activity

The Service will be monitored and report against delivery of a target of 4.5% of the birth rate for each area which has been accepted by the 3 CCGs and the service aims to achieve a stretch target of 5%.

Time targets for each part of the care pathway have been agreed with the target being '60%':

- Routine initial assessment – referral to assessment time 10 working days.
- Urgent assessment – referral to assessment time 2 working days
- Emergency assessment – referral to assessment time 4 hours.
- Pre-conceptual Advice appointment – referral to appointment time 6 weeks.
- Psychological intervention – referral to intervention time of 6 weeks.

## **6. Future plans**

As the Service is still very much in its infancy there are still many building blocks that need to be developed and or/refined as well as new challenges to face. Our key areas of focus for 2019/20 are as follows:

- To ensure we have robust Governance arrangements firmly in place (MOU, contracts, sub contract, data reporting, standard operating procedures, Partnership Board and Operational meetings running smoothly and with clear Terms of Reference and are working towards CCQI compliance) for 2019/20
- To complete the Annual Development Plan for the Service by ensuring plans are in place to meet the expectations outlined in the Long Term Plan for Perinatal Mental Health Services whilst also ensuring integration with the Local Children's and Maternity programmes and systems
- Continue to meet our targets and reporting requirements
- To develop plans to improve the IT infrastructure, digital and reporting systems through the use of recently announced NHSE funds
- To continue to understand capacity and demand issues and work flow to optimise the efficiency of our service
- To ensure we have fully developed and agreed Pathways in place for the delivery of our service offer to women across the three localities
- Develop our approach and offer to vulnerable groups
- To support and continue to work with LIGHT to ensure there is a seamless transition from discharge, for the women we see, to peer support groups and services

- Continue to train and educate the public and health and social care services about Perinatal Mental Health

## **7. Summary**

In summary, we feel the Service has made significant progress over this last year, since the successful announcement of the bid. We have undertaken a successful recruitment plan and have welcomed over 20 new staff into the Service.

We are delighted to have interim arrangements in place to allow us to see women and their families in Doncaster and look forward to November when the new Consultant Psychiatrist commences with the service.

The relationships and cross boundary working that has been built and developed over the course of the last year can only stand us in good stead to take the Service forward. We have managed to create a true one service/team approach across all we do in the Sheffield, Rotherham and Doncaster Perinatal Mental Health Service.

Our unique work with our charity organisation partner LIGHT to provide peer support to women and families has proved very successful and has allowed service users to be fully involved in the development of the Perinatal MH Service, something we are all very proud of.

We look forward to the coming year to expand the service that has been built on a strong foundation.