

## **CUMBRIA HEALTH AND WELLBEING BOARD**

**Meeting date: 10 March 2023**

### **INITIAL RESPONSE SERVICE (IRS)**

#### **1.0 PURPOSE**

- 1.1 The purpose of this paper is to provide a progress update and next steps for the development and delivery of the Initial Response Services (IRS) across Lancashire and South Cumbria.

#### **2.0 INTRODUCTION & BACKGROUND**

- 2.1 Following the Integrated Care Board (ICB) commissioned review of the Urgent Care Pathway across Lancashire, significant opportunities for improvement in quality of services that are delivered by LSCFT were identified. These were wide-ranging across, not only Urgent Care Mental Health Services, but also in community teams and pathways, inpatient areas, A&E Departments and liaison support, and in wider primary care interfaces.
- 2.2 LSCFT entered a partnership with Cumbria Northumberland Tyne & Wear NHS Trust (CNTW) to support the Trust with the transformation required, following the ICB review.
- 2.3 The business case was subsequently approved in March 2021 for the development of an IRS for each of the four localities across Lancashire and South Cumbria for access to urgent and routine mental health support.
- 2.4 The business case had been developed following collaboration with stakeholders and engagement workshops across Pennine Lancashire and Central and West Lancashire which included staff, internal and external stakeholders, service users and carers. The groups co-produced and articulated how a single access point within each of the four Networks in Lancashire and South Cumbria would support people to receive a quick and efficient response for help, reduce clinician administration burden and improve service user outcomes. Further workshops since approval of the business case have been held across The Bay and the Fylde Coast to support the mobilisation of the services for these Networks.

- 2.5 The aim of the IRS is to provide a 24/7 responsive single point of entry across Lancashire and South Cumbria for access to urgent and routine mental health requests for help and advice through a single trusted triage. This ensures that people who contact the service can access the mental health pathway and may include triage, urgent assessment and/or signposting to relevant services within and outside of LSCFT.
- 2.6 The Pennine IRS went live on 12<sup>th</sup> January 2022; this included calls from the Police control room, NWAS cat 5 calls, urgent calls from GPs, routine email referrals and crisis line calls for the Pennine locality. The official IRS launch subsequently followed on 16<sup>th</sup> March 2022, where the service opened to calls from the public.
- 2.7 The Central and West Lancashire IRS went live on 18<sup>th</sup> May 2022 with the full launch on 6<sup>th</sup> July 2022.
- 2.8 Since both IRS services have launched, they have continued to improve on their performance in both the urgent and routine pathway, receiving positive feedback from patients, GPs and stakeholders.
- 2.9 Whilst the IRS services are being delivered across Pennine and Central and West, we are progressing with the planned launch of the Fylde IRS and The Bay IRS which will include South Cumbria.

### **3.0 MODELS OF SIMILAR IRS FUNCTIONS ACROSS MENTAL HEALTH PROVIDERS - CUMBRIA NORTHUMBERLAND TYNE & WEAR NHS TRUST (CNTW)**

- 3.1 In developing the IRS function within LSCFT, the Trust has worked closely with CNTW, learning from their experience of implementation since 2012.
- 3.2 In April 2012, CNTW launched a new service, the 'Initial Response Team' (IRT) to improve access to urgent mental health care and remove existing barriers to the service. The IRT, which complements the existing Crisis Team, has provided service users, referrers and carers with increased telephone lines into the service and more staff available to speak directly to those who make contact. The service has led to a marked improvement in response times and an increased satisfaction amongst users. By 2022, CNTW had implemented four IRS services based alongside their population, due to different commissioning arrangements in each area. The LSCFT IRS Service was modelled against the CNTW model. See table below for LSCFT and CNTW IRS comparative population:

<b>CNTW Populations by IRS Locality</b>		<b>LSCFT Populations by IRS Locality</b>	
North Tyneside & Northumberland	532691	Pennine	534192
Newcastle & Gateshead	508774	Central and West Lancs	498889
South Tyneside & Sunderland	428979	Fylde Coast	334287
North Cumbria	319669	The Bay	334287

*Table 1- IRS populations taken from Clinical Commissioning Group Population estimates (National Statistics mid 2020)*

## 4.0 SUCCESS TO DATE

The IRS model has replaced the former START (Specialist Triage, Assessment & Referral Team) model in Pennine Lancashire and Central & West Lancashire, providing a more unified entry point to the range of LSCFT mental health services and facilitating more efficient and responsive signposting of patients to the most appropriate service for their need.

In both localities, the IRS model has resulted in an increase in initial referrals into services, including self-referrals, suggesting that services are more accessible with this new model. Pennine initial referrals into service have increased by an average 17.2% per week, following the implementation of IRS and Central & West initial referrals into service have increased by an average 14.1% per week, following the implementation of IRS.

The increased accessibility of IRS appears to be reducing the level of crisis calls via Crisis Line numbers, with an increasing volume of routine calls into the IRS.

### 4.1 Pennine IRS

Pennine IRS went live on 12th January 2022 along with Street Triage and both services have received positive feedback from GPs and stakeholders including the Police.

In partnership with colleagues from the Voluntary, Community and Faith Sector (VCFSE), the service developed a Community Wellbeing Co-ordinator role in the IRS to support people receiving access to third sector activities and resources. The programme team also employed a person with lived experience who has been key in providing a sense check for our practitioners to ensure outcomes remain focussed.

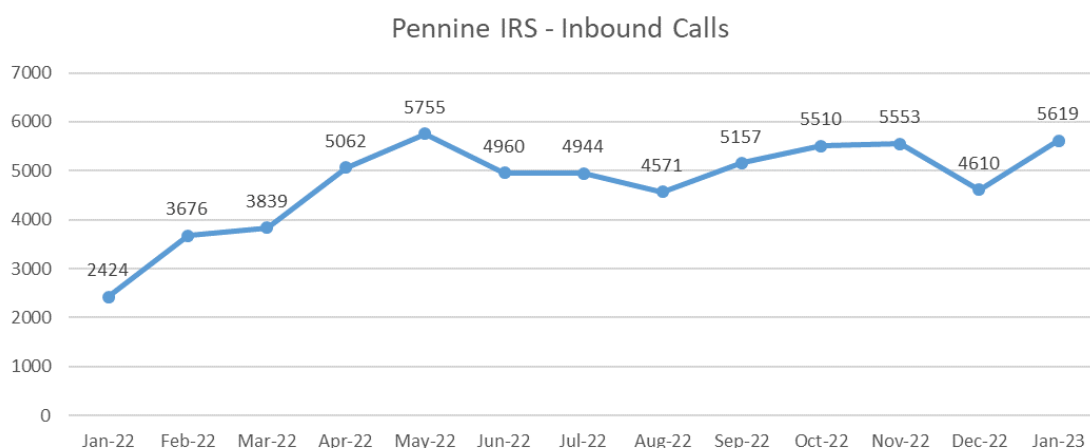


Figure 1- Pennine IRS Inbound Calls since go live

### Pennine IRS Call Performance

Average queue wait duration – 15 seconds

Abandoned call rate – 1.7%

Average calls received per day – 208

Average 4745 calls per month

The service has received over 16000 referrals to date (56% routine and 44% urgent) and almost half of all routine referrals are screened and signposted. Urgent referrals are triaged within an average of 4 hours (minimum referral to triage 2 minutes). Routine referrals are triaged within an average of 2 working days (minimum referral to triage 1 working day).

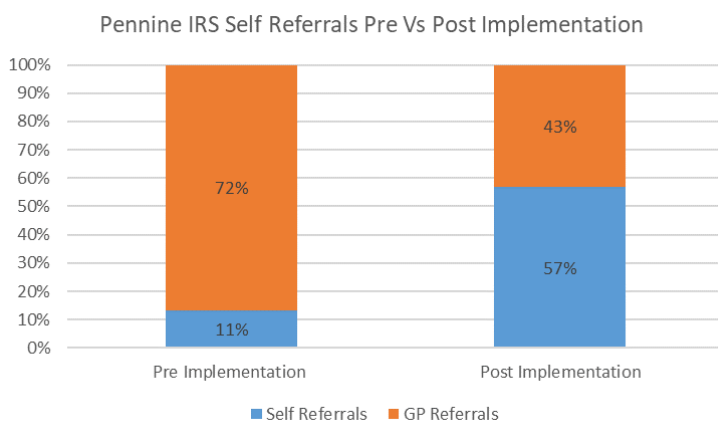


Figure 2 - Pennine IRS Self Referrals Pre Vs Post Implementation

Pre IRS implementation, 11% of referrals received were self-referrals. We have seen this increase to 57% over the last 12 months.

### Impact on other Services

Pennine has seen a 13.0% reduction in referral to Mental Health Liaison Team and a 14.1% reduction in average weekly referrals to Home Treatment Team following the go-live of IRS:

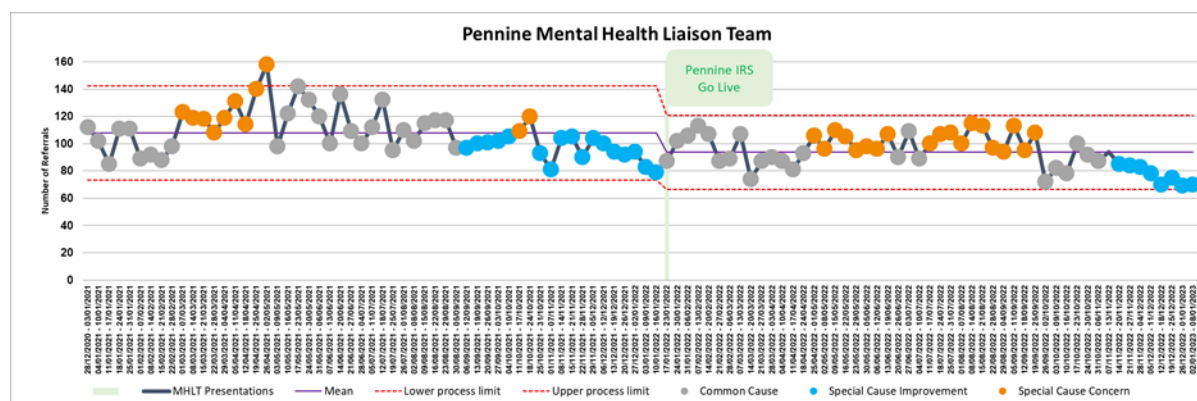


Figure 3 - Pennine Mental Health Liaison Team Referrals

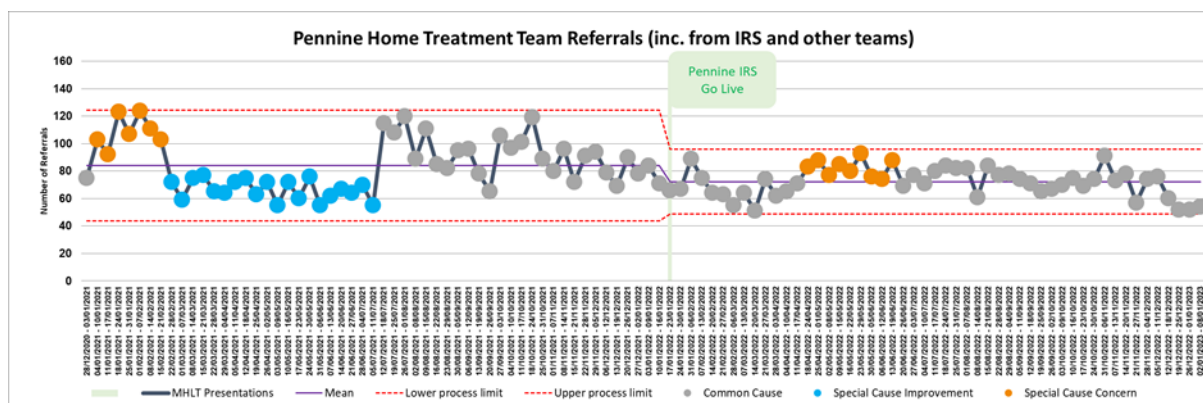


Figure 4 - Pennine HTT Referrals

## 4.2 Central & West IRS

Central & West IRS went live on 18th May 2022 and fully launched on 6th July 2022 with referrals open to the public. Street Triage launched with our colleagues in Lancashire Constabulary on 9<sup>th</sup> January 2023. The service is also developing drop in sessions at The Haven (Crisis Café) for IRS triage. The service has received positive feedback from all stakeholders.

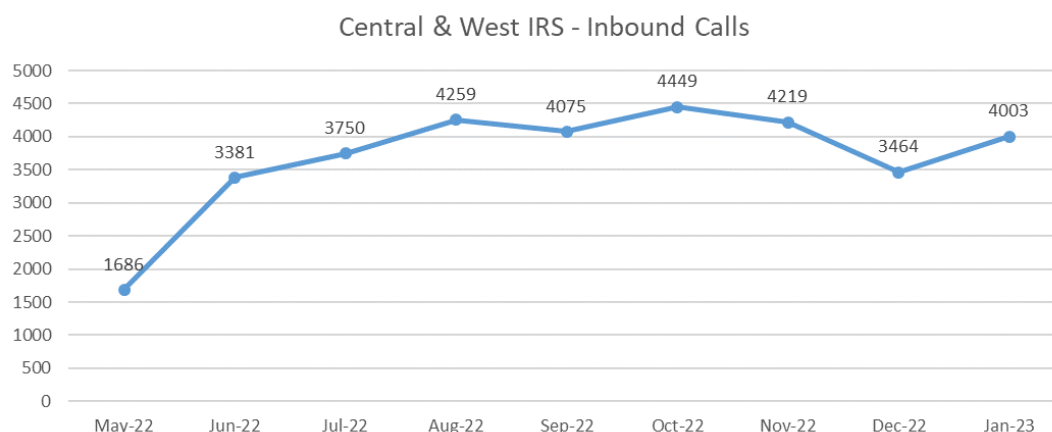


Figure 5 - Central & West IRS Inbound Calls since go live

### Central & West IRS Call Performance

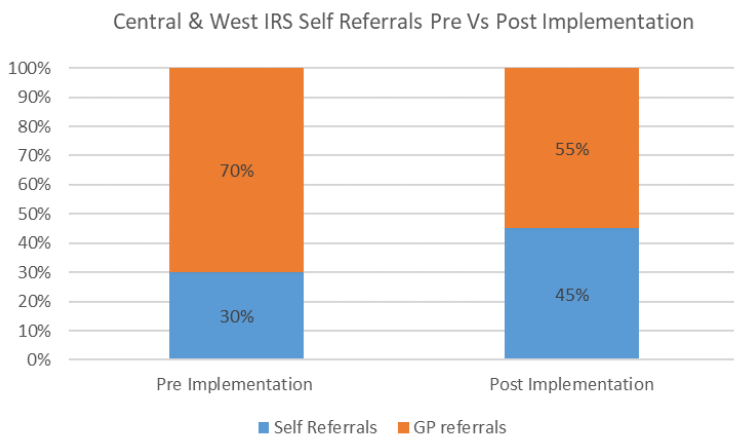
Average queue wait duration – 23 seconds

Abandoned call rate – 2.5%

Average calls received per day – 157

Average 3698 calls per month

The service has received nearly 12000 referrals to date (30% routine and 70% urgent) and over half of all routine referrals are screened and signposted. Urgent referrals are triaged within an average of 8 hours (minimum referral to triage 2 minutes). Routine referrals are triaged within an average of 2 working days (minimum referral to triage 1 working day).



Pre IRS implementation, 30% of referrals received were self-referrals. We have seen this increase to 45% over the last 8 months.

### Impact on other Services

While more referrals are coming into the mental health service as a whole, there has increasingly been a reduction (11.4% reduction in weekly attendances) in referrals to Central Mental Health Liaison Team and a more notable reduction (34.7%) in all referrals, including onward referral from IRS, into Central & West Home Treatment.

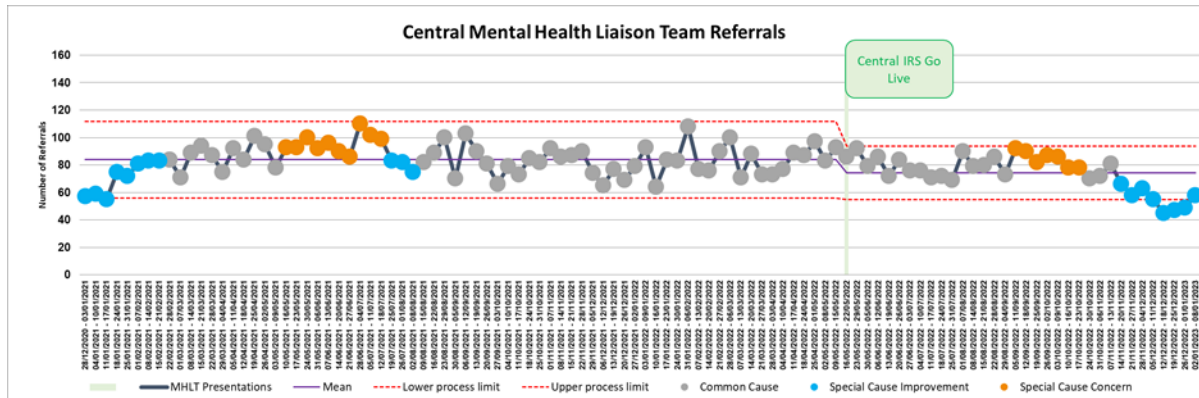


Figure 6 - Central Mental Health Liaison Team Referrals

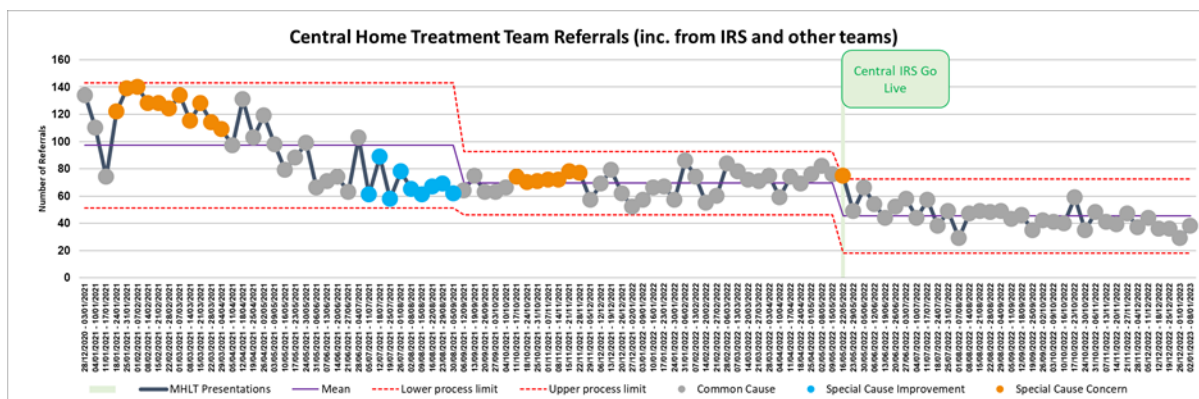


Figure 7 - Central & West HTT Referrals



## **5.0 FYLDE COAST & THE BAY IRS IMPLEMENTATION PROGRESS UPDATE**

### **5.1 The Bay IRS**

The team are continuing to progress with their recruitment plan and expect to be fully recruited for the planned launch for Band 6 Practitioners. They are fully recruited for Band 3 Call Handlers who are undertaking some shadowing opportunities in Central & West IRS prior to the launch.

The Estates works are underway and progress has been made on the identified space at East Barn, Lancaster. It is expected that the estates will be ready by the end of February 2023. Whilst the Call Handling element of IRS will be delivered from Lancaster, to enable the ability to provide urgent face to face assessments across The Bay, there will be Practitioners based in Kendal, Barrow and Lancaster.

A full digital training programme is in place for Practitioners and Call Handlers. The Power BI performance dashboards and RiO stacking system have been developed and are ready to be switched on for the launch.

### **5.2 Fylde Coast IRS**

The Call Handling element for Fylde IRS is going to be delivered from the Central & West IRS where recruitment and training has already been completed. The team are continuing to progress with their recruitment plan for band 6 Practitioners and expect to be fully recruited for the Go Live date.

The Practitioners for the Fylde IRS will be based at The Harbour which will require minimal estates work to be undertaken to support the team. This will be completed by the end of February 2023.

A full digital training programme is in place for Practitioners. The Power BI performance dashboards and RiO stacking system have been developed and are ready to be switched on for the launch.

## **6.0 FURTHER DEVELOPMENTS & TIMESCALES FOR DELIVERY**

### **6.1 Digital Dictation**

A modelling exercise has been undertaken using the CNTW digital dictation solution. CNTW utilise a digital transcription and proofing team who provide a 24/7 end to end service. Implementation of a similar model alongside robust triage would yield potential clinical workforce savings of approx. 20%. The Trust is now undertaking a procurement process to implement Digital Dictation across all IRS Services by Summer 2023.

## **6.2 Timescales for Delivery**

Whilst the Trust is aiming to launch the remaining IRS' across The Bay and Fylde Coast ideally in Quarter One of 2023/24, gateway reviews are in place pre launch, to ensure that the services are ready, particularly drawing on learning from the IRS launches in Pennine and Central and West. These gateway reviews are chaired by the Trust Chief Operating Officer and are attended by senior clinical and operational staff.