

# SERVICE CHAMPIONS

## A key to getting it right?

Pilot evaluation report



We would like to express our utmost gratitude to the Service Champions \* and the staff at Enfield's directorate of Barnet Enfield and Haringey Mental Health NHS Trust for their time, honesty and openness - none of this would be possible without your involvement.



\* For the purpose of this report the term 'Service Champions' is used to describe Enfield residents who are existing users of adult mental health services in the borough; who have worked with Healthwatch Enfield and Barnet Enfield and Haringey Mental Health NHS Trust on the service redesign initiative.

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# Executive summary

On average, **1 in 10 Enfield's residents may come to contact with adult mental health services** each year. It is estimated that there are 37,294 adults aged 18-65 years living in Enfield with a mental health disorder e.g. depression, anxiety, obsessive compulsive disorder and this is likely to rise by 3% to 38,567 (1,273 people) by 2020.

For over two years, Healthwatch Enfield sought the views of more than 220 mental health service users, professionals, and carers on their experiences of the support and services available within the borough publishing its third thematic report, *"Listening to local voices on mental health"*<sup>1</sup> in August 2016. Through sharing their stories, local people told us that *they most strongly support the need for early engagement of service users, patients, carers and the public in designing and enhancing mental health services and support.*

Since the publication of the report, Healthwatch Enfield has been working with Enfield's directorate of Barnet Enfield and Haringey Mental Health NHS Trust to develop **opportunities for mental health service users to have their voices heard in a different way:** not through complaints or surveys but through meaningful involvement in discussions.

In August 2017, thanks to commitment of staff at Barnet Enfield and Haringey Mental Health NHS Trust, Healthwatch Enfield launched its **first Service Champions pilot** involving individuals with lived-in experiences in the local adult mental health pathway redesign.

The pilot has now been evaluated with promising results whilst also highlighting several learning

points. Healthwatch Enfield will continue to work with the team at Enfield's directorate of Barnet Enfield and Haringey Mental Health NHS Trust to:

- support Service Champions as they continue their involvement with the adult mental health pathway redesign
- explore ways in which Service Champions can support the Trust once the adult mental health pathway redesign moves from planning to implementation
- develop resources that address the key learning points on involving Service Champions in mental health services for adoption within the Trust and beyond

We will also continue our journey **to embed patients at the heart of service change so that NHS providers can co-produce solutions that better meet individuals' needs; that get things right for local people.**

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<sup>1</sup> "Listening to local voices on mental health" report can be downloaded at <http://healthwatchenfield.co.uk/wp-content/uploads/2017/04/listeningtolocalvoices.pdf>

# Introduction

In February 2017, Enfield's directorate of Barnet Enfield and Haringey Mental Health NHS Trust commenced an internal consultation process on the adult mental health pathway review with a view to:

-  improve user experience through providing a service based on need not diagnosis
-  respond faster in a crisis to prevent need for admission
-  improve collaborative relationships with primary care colleagues
-  reduce costs
-  continue delivering key national and local targets, including new waiting time targets

Patient feedback has been used in shaping the new pathway, including that gathered in the *"Crisis Concordat Survey"*, undertaken with assistance from Enfield Mental Health Users Group (EMU) in 2015, and *"Listening to Local Voices on mental health"* report published by Healthwatch Enfield in 2016.

We welcomed the Trust commitment to utilising the evidence base to shape services that better meet individuals' needs as a direct response to some of the 29 recommendations of our third thematic report. However, we did not want the patient involvement to stop there.

Since May 2017, we have worked closely with the senior management team at Enfield's directorate of Barnet Enfield and Haringey Mental Health

NHS Trust to introduce Service Champions to the work undertaken on adult mental health pathway review. In August, Healthwatch Enfield's first pilot utilising mental health service users in restructuring and redesign of existing provision, commenced.

This report provides an overview of reflections from staff at Barnet Enfield and Haringey Mental Health NHS Trust and from service users taking part in the pilot.

## Methodology

Semi structured interviews were completed with senior management personnel at Barnet, Enfield and Haringey Mental Health Trust and two current mental health service users. Both the staff and experts by experience were asked similar questions about:

1. reasons for getting involved?
2. the difference of being involved?
3. what changes can be observed?
4. what the impact is?
5. what did we learn?



# Findings

## Involving Service Champions in pathway redesign

Involving mental health service users in service development has been recognised as a prime opportunity to change the standard approach to gathering feedback through surveys and complaints, to a proactive involvement that breaks the barriers between professionals and patients. If carried out in a consistent and considerate way, the pilot has demonstrated having a positive impact on service users as individuals.

**Service Champions said:** It is about *affecting change and having a voice*. We want to *share what does not work, find ways to do things better* and share our experiences to *break down barriers between senior management and patients*. We want to do this *outside of making a formal complaint* so that the Trust *can improve experience for other patients*, whilst moving away from the stigma of having a mental health difficulty. This experience *improves confidence and wellbeing*.

**Barnet Enfield and Haringey Mental Health NHS Trust's staff said:** It is about *hearing directly from a broad range of service users* about what is important and to *hear 'real' experiences*. Involving Service Champions marks a shift from hearing feedback just through complaints and serious incident reporting to *hearing directly from patients in a proactive way*. Service redesign poses a good opportunity to *get patients involved whilst the change is happening*. Working with Service Champions improves on past difficulties of *engaging with patients in a meaningful way*.

## Making a difference together

Staff at Barnet Enfield and Haringey NHS Mental Health Trust have been open to and welcomed the opportunity to work jointly with Service Champions on the adult mental health pathway re-design. Both parties recognised the value this brings and the sustained impact this approach will have.

**Service Champions said:** We *can show how services are really working* and *can 'test drive' ideas to 'get it right'*. We enable providers to *consider the impact of change on service users* and *can work to minimise the disruption to patient experience*.

**Barnet Enfield and Haringey Mental Health NHS Trust's staff said:** Service Champions *make staff stop and think*. They *challenge existing thinking and bring a different perspective*, whilst *developing relationships between staff and patients and building trust and respect*. Service Champions are *critical friends*, who *enable conversations* and *help shape changes* to make our *jobs simpler in the long-term*.





## What has changed?

Despite the pilot running for only 3 months, staff at Barnet Enfield and Haringey Mental Health NHS Trust confirmed that Service Champions are helping them to innovate, improve and think differently.

**Service Champions said:** We are changing *the perception of service user involvement* and are showing that *one size does not fit all*. It is about *working as a team to create ideas that work for all people*.

**Barnet Enfield and Haringey Mental Health NHS Trust's staff said:** Service Champions have shown us that service users *see things from a different perspective* and *give insight into patient experience*. They provide ideas *for innovation and improvement* so that *outcomes are likely to be better*.

## Impact so far

The pilot has had a significant impact on Service Champions helping to increase their self-esteem whilst also providing the individuals with an insight into the constraints faced by the local NHS. The staff at Barnet Enfield and Haringey Mental Health NHS Trust have also been positively affected with Service Champions helping professionals to re-energise their efforts for the benefit of service users.

**Service Champions said:** The pilot has had a positive impact on us as individuals; we feel *listened to and taken seriously*, whilst *using our skills and abilities* to facilitate *meaningful engagement*. We *feel valued, feel that our ideas are incorporated* and the work *helps increase our self-esteem*. Working with providers enables us to realise the *limitations of the trust* in the changes that can *realistically* be made.

**Barnet Enfield and Haringey Mental Health NHS Trust's staff said:** Service Champions help providers to *think differently, adding another dimension* to what we are doing. Their involvement puts everyone on an *equal playing field* to see what is the *best outcome for all parties*. Service Champions *refocus our work and initiate more reflection*.

## Learning from the pilot

Service Champions and staff at Barnet Enfield and Haringey Mental Health NHS Trust have positively reflected on their experiences around the adult mental health pathway redesign with all individuals involved articulating the need to involve service users from the start of the process. Practical aspects such as payments, ground rules and introductions require further consideration for future patient involvement initiatives.

**Service Champions said:** It is important to *involve service users at an early stage and fully inform us via briefing meetings*. Providers must be mindful that we *need information* to do our work and should not assume that we understand everything. Meetings should be *planned around our needs* and we should only be involved at a time when we are *mentally well*. Staff involved need to be *on board with the changes* and have the *ability to influence change*, whilst making the most out of their professional experience. *Practical aspects* such as payments need to be considered in addition to having ground rules.

**Barnet Enfield and Haringey Mental Health NHS Trust's staff said:** Service Champions provide an opportunity to *rebuild existing relationships with service users* and *move from processes to real experience*. There is a need to work with Service Champions at *an early stage to co-design service provision and develop forums for Service Champions to be involved in conversation*. It is important that Service Champions feel *supported* and that ground rules and practical aspects such as payments are developed. Service Champions need to be at the *forefront of people's minds* and there is a need to *map the best opportunities* to work alongside service users.

# Conclusions

## PATIENTS AT THE CORE

The pilot **has had a positive impact** on Service Champions and on staff at Barnet Enfield and Haringey Mental Health NHS Trust; it also has the **potential to improve service user experience** as planned pathway changes have been informed by experiences and feedback of current mental health service users.

Healthwatch Enfield will continue to work with the team at Enfield's directorate of Barnet Enfield and Haringey Mental Health NHS Trust to:

- support Service Champions** as they continue their involvement with the adult mental health pathway redesign
- explore ways** in which Service Champions can support the Trust once the adult mental health pathway redesign moves from planning to implementation
- develop resources** that address the key learning points on involving Service Champions in mental health services for adoption within the Trust and beyond

As articulated by more than 220 people within our thematic report, *"Listening to local voices on mental health"*, and as pointed out by staff currently working at Barnet Enfield and Haringey Mental Health NHS Trust, we will **continue with our efforts to put patient involvement at the forefront of professionals' minds to help NHS staff co-produce services; to get it right.**



If you would like to discuss this report or are interested in involving Service Champions in your work, please contact Healthwatch Enfield

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