

**West Yorkshire Mental Health Services Collaborative Committees in Common (WYMHSC C-In-C)**

held Friday 28 June 2019, 12.00-14.00 in

MR 1&2, SWYPFT, Fieldhead Hospital, Ouchthorpe Lane, Wakefield, WF1 3SP.

**Present:**

Angela Monaghan (Chair) (AM) – Chair, South West Yorkshire Partnership NHS Foundation Trust  
 Sara Munro (SM) – Chief Executive Officer, Leeds & York Partnership NHS Foundation Trust  
 Brent Kilmurray (BK) – Chief Executive Officer, Bradford District Care NHS Foundation Trust  
 Rob Webster (RW) – Chief Executive Officer, South West Yorkshire Partnership NHS Foundation Trust  
 Mike Smith (MS) – Chair, Bradford District Care NHS Foundation Trust  
 Helen Grantham (HG) – Non-Executive Director, Leeds & York Partnership NHS Foundation Trust  
 Brodie Clark (BC) – Non-Executive Director, Leeds Community Healthcare NHS Trust

**In attendance:**

Keir Shillaker (KS) – Programme Director, West Yorkshire and Harrogate Health and Care Partnership  
 Lucy Quirk (notes) (LQ) – Programme Support Officer, West Yorkshire and Harrogate Health and Care Partnership

**Apologies:**

Thea Stein – Chief Executive Officer, Leeds Community Healthcare NHS Trust  
 Neil Franklin – Chair, Leeds Community Healthcare NHS Trust  
 Sue Proctor – Chair, Leeds & York Partnership NHS Foundation Trust

*Glossary of acronyms in this document can be found on page 6.*

| Item | Discussion / Actions   | By whom |
|------|--|---------|
| 1    | <b>Introductions:</b> A Monaghan welcomed the group and noted apologies as above.  |         |
| 2    | <b>Declaration of Interests Matrix / Conflict of Interest:</b> The declaration of interest was reviewed; no additional amends were required.   |         |
| 3a   | <b>Review of Previous Minutes:</b> The notes from the previous meeting held 4 March were accepted as an accurate record.   |         |
| 3b   | <p><b>Actions log and matters arising:</b></p> <p>The actions log had been updated to reflect progress with members discussing action 1/3 – <b>WYMHSC Joint NED/Governor event</b> held 24 June in more detail:</p> <ul style="list-style-type: none"> <li>• Overall event was valued with attendance growing. Future events will be arranged ensuring facilities match the growing numbers.</li> <li>• Range of topics appreciated however needed more time for thorough discussion.</li> <li>• Good CAMHS Tier 4 discussion – may be requests for more information on bed modelling; and assurance that demand and need has been fully understood to prevent continued out of area placements. Non-executive directors (NEDs) and governors not completely satisfied that bed allocation was a commissioner responsibility and questioned whether we are assured the calculations are correct. The £6M cost over the original estimate was noted. Interested in what it means in terms of access to the facilities and what sort of community services are going to be developed.</li> <li>• Future events to have a jargon/acronym check to ensure the language is accessible for all.</li> <li>• Presentation from Penny Kirk, Yorkshire &amp; Humber Dementia &amp; Older People’s Mental Health Clinical Networks raised a specific question around where dementia sits within the system after the national pilot ends in March 2020. Members discussed, raising areas of clarification.</li> <li>• Confirmed the basis for carrying out activity at a system level: Sharing of good practice, tackling wicked issues, or need for activity at scale; if sharing of good practice e.g. advance care planning, then it should be supported; the wicked issue may be the broader issue about the care sector.</li> <li>• An option to ask clinical networks to continue, with the integrated care system (ICS) sponsoring this; and questioned if there should there be a permanent clinical network for</li> </ul> |         |

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|      | <p>Dementia.</p> <ul style="list-style-type: none"> <li>Dementia leads in each place with dementia strategies, the work through the pilots covers clinical, carer and place-based perspectives.</li> </ul> <p><b>ACTION 1/6: Sara Munro (SM)</b> to speak with Penny Kirk to identify the key issues (enhance rather than duplicate).</p> <p><b>ACTION 2/6:</b> A paper to go to the System Leadership Executive Group by <b>Penny Kirk</b> and <b>Colin Sloane. Keir Shillaker (KS)</b> to liaise to establish whether the pilot work has been fully embedded, how it will be sustained, and additional issues flushed out e.g. care homes, housing that need to be considered.</p> <p><b>ACTION 3/6: Lucy Quirk (LQ)</b> to add commissioning / provision discussion and feedback forms to workplan.</p> <p><b>ACTION 4/6:</b> Ensure actions from the NED/Governor event are logged and appropriate people identified to take them forward.</p> <p><b>ACTION 5/6:</b> Company Secretaries to send a message to governors and boards regarding the release of the guidance and the opportunity to engage in the draft 5-year strategy over the coming months.</p> <p><b>ACTION 6/6:</b> The event notes including actions, presentation slides and a wider comms for all NEDs/Governors if appropriate to be circulated.</p>   | <p><b>SM</b></p> <p><b>PK, CS, KS</b></p> <p><b>LQ</b></p> <p><b>LQ, KS</b></p> <p><b>Comp Secs</b></p> <p><b>LQ</b></p> |
| 4a   | <p><b>Relationships &amp; Communication: Local issues and context – organisational check in</b></p> <p>Due to time restraints potential risks/issues were picked up throughout the remaining items. Brodie Clark (BC) added that Leeds Community Healthcare Trust (LCH) have now finished their Care Quality Commission (CQC) inspection.</p>  |  |
| 4b   | <p><b>Transforming Care Partnerships (TCPs) Update – contingency planning and response to recent events:</b></p> <p>Brent Kilmurray (BK) reiterated the purpose of the paper which provided an update to the C-In-C on the TCPs and the changes that have been made around the arrangements at West Yorkshire (WY) and Barnsley (SWYPFT footprint), which excludes Harrogate (TEWV footprint).</p> <p>The three previous TCPs have come together to form a single partnership across WY and Barnsley but will continue with local delivery arrangements in each of those areas. Two meetings have taken place with initial work identifying five key workstreams, noting that the guidance and legal workstream will be a live area and the remaining in scoping stage. The Programme Manager Mairead O'Donnell is now in place.</p> <p>BK highlighted various aspects of the paper including:</p> <ul style="list-style-type: none"> <li>Market Development workstream – previous work reached a point of stagnation.</li> <li>Case study – organisation in Barnsley has an exemplary package of care for young people coming through the transition.</li> <li>Staffing and accommodation – requires clearer definition of what we are going to do and how we can manage this.</li> <li>Complexities of funding arrangements – the different arrangements in different places to support these packages and the differing agreements between the CCGs and the councils.</li> </ul> <p>Members held a lengthy discussion with the key actions noted:</p> <p><b>ACTION 7/6:</b> A scoping exercise to be undertaken on the different approaches taken by the CCGs and Councils to provide a full understanding.</p> <p><b>ACTION 8/6:</b> A meaningful conversation to be had with Colin Martin, TEWV, about a potential franchising model from the work they have done in the North East. An option to scope out to see what this would look like.</p> | <p><b>BK</b></p> <p><b>BK</b></p>  |

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|          | <p><b>ACTION 9/6:</b> Ensure the workforce directors are fully aware of the workforce issues in learning disability services and potential plans to ensure overview ownership – avoiding missing opportunities and potential gaps.</p> <p>No easy solution has been reached to date which means a significant amount of risk. Reflecting on BK's experience and connections, it is appropriate to start to look at the longer term model from a provider collaborative point of view – coming forward with an offer to present to the system rather than individual negotiation.</p>   | <b>BK</b> |
| <b>5</b> | <p><b><u>Integrated Care System (ICS) update:</u></b></p> <p>In addition to the remaining ICS updates, Rob Webster (RW) advised that the long term plan (LTP) guidance has now been issued, reinforcing that ICSs are a priority. This was also reinforced by Simon Stevens at last week's Confed19, including the need to focus on mental health, learning disabilities &amp; autism, both from a service perspective and from a health inequalities perspective, which should prove helpful particularly when working with local government partners.</p>  |           |
| <b>6</b> | <p><b><u>ICS Check and Confirm:</u></b></p> <p>SM advised that the paper summarised the points of discussion raised at the check and confirm session held 22 May in response to the progress made, recognising the areas that are going to be taken forward in the next 12 months. An expectation that the revised finances proposal will be supported and work already underway on broadening the connectivity and communications support.</p> <p>Members highlighted the potential vastness of the scope of the programme. SM confirmed that the work being undertaken on the 5-year mental health, learning disabilities &amp; autism strategy over the next few months will tackle this, starting with connections with the other programmes and contacts to ensure the work is led in the right place in order to deliver the right outcomes. The work will provide real clarity on what we want to achieve, with focus on the LTP priorities, as the ICS will be held to account for these.</p> <p>By September 2019 there will be a much clearer sense of the priorities, the programme structure and the investments that will support this.</p> <p><b>ACTION 12/6:</b> Recommendations for the programme priorities will to be brought to the next C-In-C.</p>  | <b>KS</b> |
| <b>7</b> | <p><b><u>ICS Mental health, learning disabilities and autism strategy:</u></b></p> <p>SM advised that the programme was asked to develop an outline strategy. Jo Butterfield has undertaken a vast amount of engagement work which has led to the version presented at the check and confirm session. The NHS long term plan implementation framework has now been released and the draft strategy will be revisited, alongside the core ICS team who are key coordinators across all the programmes.</p> <p>Members discussed the outline strategy, with key recommendations captured:</p> <ul style="list-style-type: none"> <li>• A need for three separate chapters (mental health, learning disabilities and autism) to ensure focus on each of these different areas</li> <li>• Increased focus on how we will work together and outcomes that can be monitored and reported on e.g. WYATT demonstrates how the collaborative strengthens individual organisations using raising CQC ratings as a measure; may be an area to explore.</li> <li>• Cross cutting issues to be included e.g. funding, leadership, workforce</li> <li>• A more persuasive tone to be taken to gain real buy-in from the audience</li> <li>• Ensuring Medical Director engagement and manage expectations of working in new way</li> <li>• Utilise our network of LD champions and advocates</li> </ul> |           |

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|           | <ul style="list-style-type: none"> <li>• A public facing document therefore make it accessible</li> <li>• Identify drivers that have informed the priority areas in the strategy and how we will deliver things differently, enabling better outcomes to be achieved over the next 5 years.</li> <li>• Awareness and understanding are key.</li> </ul> <p><b>ACTION 13/6:</b> Strategy to be revisited, reflecting on the LTP implementation framework and brought back in September.</p>  | <b>KS</b> |
| <b>8</b>  | <p><b>Mental Health Investment Standard (MHIS):</b></p> <p>SM advised that the letter of assurance was shared for information after the West Yorkshire and Harrogate (WY&amp;H) MH, LD &amp; Autism Programme Board were asked to give assurance to the ICS and NHSE that the mental health investment standard was met by the Clinical Commissioning Groups (CCGs). Bradford CCG led a significant piece of detailed work, including mapping against provider plans and the Board were able to give assurance. Quarterly reviews at the Programme Board will ensure progress is monitored with analysis informing future investment and disinvestment. This process was recognised as a good news story with real opportunity to improve services and outcomes for the people of WY&amp;H.</p>  |           |
| <b>9</b>  | <p><b>NHSE Specialised Commissioning New Care Model (NCM) developments:</b></p> <p>SM presented the paper which provided an update to the committee on the national programme led by NHSE specialised commissioning unit which aims to devolve the commissioning and delivery of specialist services to provider collaboratives at an ICS level. The current pilots across the country are on a 2-year cycle and through the development of the LTP the decision was taken nationally that they want 100% coverage in the next few years. Existing pilots must bid and the rewritten guidance is now explicit in the following areas:</p> <ul style="list-style-type: none"> <li>• Bids must be led by an NHS provider of specialist mental health (MH) and learning disability (LD) services</li> <li>• Must include LD and autism (new addition to the pilot bids)</li> </ul> <p>There is a 5<sup>th</sup> July deadline for provider collaboratives to submit; followed by a panel mid-July to decide which track they feel is appropriate: Fast track (April 2020); Development-operational (October 2020) and development-timescales to be determined; with the aim of 100% coverage by 2023.</p> <p>First phase includes those services that have been part of the pilots; Tier 4 CAMHS, led by LCH; adult eating disorders led by LYPFT, and forensic services led by SWYPFT. Second phase yet to be determined.</p> <p>Once the track is allocated a huge amount of work is required over the next few months – what the baseline is in terms of activity, finance and workforce and what the year-on-year growth looks like.</p> <p>NHSE been clear that ultimate accountability for specialised commissioning will always remain with them, until such time that the legislation changes. With the transfer of practical responsibility to WY there is potential transfer of staff but exploratory work is required after the 5 July deadline to fully understand the current position before implications are realised. It will be important to retain talent and expertise and economies of scale that helps deliver the service. Members noted that communication, language and consistency are key to ensure clarity of these changes.</p> |           |
| <b>11</b> | <p><b>Forensics New Care Model, Provider Collaborative Application:</b></p> <p>SM advised that the waves of funding for investment have been key to pump prime the expanded community offer to unlock the forensic pathway. As a result, there are two applications, led primarily by Sean Rayner and Adrian Berry, SWYPFT, and presented to the committee for review. Members provided the following feedback which would be relayed to S Rayner by RW immediately after this meeting:</p>  |           |

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|      | <ul style="list-style-type: none"> <li>• The impact on low, medium secure capacity shifts and the opportunity to shift capacity to open up more prison transfer opportunities. An area of growth and demand and need to signal we are opening that up.</li> <li>• Understanding of and potential benefits of relationships with small units within prisons</li> <li>• The estate is critical as may be looking at a reduction in stock in low secure and focus on medium secure – requirements around that specification need to be explicit.</li> <li>• Noted that the Directors of Finance are joining up the estate strategies.</li> <li>• Partnership goes beyond the MH Trusts and there needs to be engagement with the other partners.</li> </ul> <p>Most boards had discussed previously and endorsed the approach recognising there is some risk and work to do.</p> <p>Members acknowledged that the <b>Mental Health Secure Care Specialist Community Forensic Team (SCFT) Trial Site Application (Wave 2)</b> bid was submitted at the end of June 2019.</p>  |         |
| 12   | <p><b>ATU Business Case – verbal update</b></p> <p>SM provided an update on this significant piece of work, which had hoped to be closer to completion but is a first real test for the collaborative completing reconfiguration work to achieve the best possible outcome for the people of WY.</p> <p>Three ATUs at present located in Bradford, Leeds and Wakefield (SWYPFT). A vast amount of engagement work has been undertaken, including service users and carers. An options appraisal of the current units was undertaken working with commissioners as it may require a change in how the services are commissioned.</p> <p>A collaborative assessment of the quality of the provision across WY has been carried out. This in turn has required a test of organisational estates strategy, infrastructure and priorities. This is currently underway with an expectation that the completed business case goes to the Programme Board at the end of August; then to organisational boards and the C-In-C in September to seek a recommendation.</p> <p>S Munro advised that in advance of the implementation it has been agreed to invest in a care navigator post, building on the success in Tier 4 CAMHS. The role would support teams to prevent admission and facilitate early discharge. The case for this role is so strong as an early way of changing the flow in and out of these units that it will be funded using transformation or Local Workforce Advisory Board (LWAB) monies.</p> <p>Members concluded that this is a good test of the partnership and very positive in the interest of the people we serve.</p> |         |
| 13   | <p><b>Any other business:</b></p> <p>SM shared an update on the remaining ICS bids underway all of which have been supported across the organisations and NHSE colleagues, with very tight deadlines.</p> <ul style="list-style-type: none"> <li>• Investment in Crisis and Home treatment services – allocation already known; money to go through CCGs with a compelling bid in to unlock it. Submitted Monday 24 June.</li> <li>• Shared model for WY&amp;H for investment in community MH services (over and above existing investment in crisis and home treatment services) <ul style="list-style-type: none"> <li>○ Pump priming community complex care to support and build on what already works in some places across the ICS</li> <li>○ Early intervention for psychosis – establish a service targeted at the cohort of people transitioning from children’s to adult services (trauma, emotionally unstable). Name of this service to be established in conjunction with service users.</li> </ul> </li> </ul> <p>Outcomes expected in the next few weeks.</p>   |         |

| Item          | Discussion / Actions   | By whom   |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
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|               | <b>ACTION 14/6:</b> As part of the programme review KS to capture a shared view of the benefits of working collaboratively, with the WY&H ICS branding playing a significant role in this.   | <b>KS</b> |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| 8             | <p><b>Summary (including actions) and items for escalation:</b></p> <p>Members agreed that going forward the notes of the committee go into public boards. AM summarised the meeting and acknowledged that this was Mike Smith's last meeting before he steps down from his role as Chair of Bradford Care Trust, thanking him for his valuable contributions.</p>   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
|               | <p><b>Date and Time of Next Meeting:</b><br/> Thursday 3<sup>rd</sup> October, 9.30 – 11.30am at SWYPFT, Fieldhead Hospital, Ouchthorpe Lane, Wakefield, WF1 3SP</p>   | <b>LQ</b> |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
|               | <p><b>Glossary</b></p> <table border="1" data-bbox="142 613 1442 1522"> <tbody> <tr><td>ATU</td><td>Assessment and Treatment Unit</td></tr> <tr><td>CQC</td><td>Care Quality Commission</td></tr> <tr><td>CAMHS</td><td>Child and Adolescent Mental Health Services</td></tr> <tr><td>C-In-C</td><td>Committees in Common</td></tr> <tr><td>CCG</td><td>Clinical Commissioning Group</td></tr> <tr><td>ICS</td><td>Integrated Care System</td></tr> <tr><td>LD</td><td>Learning Disabilities</td></tr> <tr><td>LCH</td><td>Leeds Community Healthcare NHS Trust</td></tr> <tr><td>LTP</td><td>Long Term Plan</td></tr> <tr><td>LYPFT</td><td>Leeds and York Partnership NHS Foundation Trust</td></tr> <tr><td>MH</td><td>Mental Health</td></tr> <tr><td>MHIS</td><td>Mental Health Investment Standard</td></tr> <tr><td>NCM</td><td>New Care Model</td></tr> <tr><td>NED</td><td>Non-Executive Director</td></tr> <tr><td>NHSE/I</td><td>National Health Service England / Improvement</td></tr> <tr><td>OOA</td><td>Out of Area placements</td></tr> <tr><td>OPMH</td><td>Older People's Mental Health (Clinical Networks)</td></tr> <tr><td>SWYPFT</td><td>South West Yorkshire Partnership NHS Foundation Trust</td></tr> <tr><td>TCPs</td><td>Transforming Care Programmes</td></tr> <tr><td>TEWV</td><td>Tees, Est and Wear Valleys Foundation NHS Trust</td></tr> <tr><td>WYATT</td><td>West Yorkshire Association of Acute Trusts</td></tr> <tr><td>WY&amp;H</td><td>West Yorkshire &amp; Harrogate</td></tr> <tr><td>WY&amp;H HCP</td><td>West Yorkshire &amp; Harrogate Health and Care Partnership</td></tr> <tr><td>WY&amp;H ICS</td><td>West Yorkshire &amp; Harrogate Integrated Care System (internal reference to WY&amp;H HCP)</td></tr> <tr><td>WYMHSC C-In-C</td><td>West Yorkshire Mental Health Services Collaborative Committees in Common</td></tr> </tbody> </table> | ATU       | Assessment and Treatment Unit | CQC | Care Quality Commission | CAMHS | Child and Adolescent Mental Health Services | C-In-C | Committees in Common | CCG | Clinical Commissioning Group | ICS | Integrated Care System | LD | Learning Disabilities | LCH | Leeds Community Healthcare NHS Trust | LTP | Long Term Plan | LYPFT | Leeds and York Partnership NHS Foundation Trust | MH | Mental Health | MHIS | Mental Health Investment Standard | NCM | New Care Model | NED | Non-Executive Director | NHSE/I | National Health Service England / Improvement | OOA | Out of Area placements | OPMH | Older People's Mental Health (Clinical Networks) | SWYPFT | South West Yorkshire Partnership NHS Foundation Trust | TCPs | Transforming Care Programmes | TEWV | Tees, Est and Wear Valleys Foundation NHS Trust | WYATT | West Yorkshire Association of Acute Trusts | WY&H | West Yorkshire & Harrogate | WY&H HCP | West Yorkshire & Harrogate Health and Care Partnership | WY&H ICS | West Yorkshire & Harrogate Integrated Care System (internal reference to WY&H HCP) | WYMHSC C-In-C | West Yorkshire Mental Health Services Collaborative Committees in Common |  |
| ATU           | Assessment and Treatment Unit  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| CQC           | Care Quality Commission  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| CAMHS         | Child and Adolescent Mental Health Services  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| C-In-C        | Committees in Common   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| CCG           | Clinical Commissioning Group   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| ICS           | Integrated Care System   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| LD            | Learning Disabilities  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| LCH           | Leeds Community Healthcare NHS Trust   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| LTP           | Long Term Plan   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| LYPFT         | Leeds and York Partnership NHS Foundation Trust  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| MH            | Mental Health  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| MHIS          | Mental Health Investment Standard  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| NCM           | New Care Model   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| NED           | Non-Executive Director   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| NHSE/I        | National Health Service England / Improvement  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| OOA           | Out of Area placements   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| OPMH          | Older People's Mental Health (Clinical Networks)   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| SWYPFT        | South West Yorkshire Partnership NHS Foundation Trust  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| TCPs          | Transforming Care Programmes   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| TEWV          | Tees, Est and Wear Valleys Foundation NHS Trust  |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| WYATT         | West Yorkshire Association of Acute Trusts   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| WY&H          | West Yorkshire & Harrogate   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| WY&H HCP      | West Yorkshire & Harrogate Health and Care Partnership   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| WY&H ICS      | West Yorkshire & Harrogate Integrated Care System (internal reference to WY&H HCP)   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |
| WYMHSC C-In-C | West Yorkshire Mental Health Services Collaborative Committees in Common   |           |                               |     |                         |       |   |        |                      |     |                              |     |                        |    |                       |     |                                      |     |                |       |   |    |               |      |                                   |     |                |     |                        |        |   |     |                        |      |  |        |   |      |                              |      |   |       |  |      |                            |          |  |          |  |               |  |  |