



Health & Wellbeing Strategy

Improve Health Improve Outcomes

2018 - 2021

“ Good health is a basic necessity that enables young people to thrive, reach their full potential and succeed in life. Our ambition is to help Centrepoint young people engage in education and training, gain skills to get into employment and leave homelessness behind. In order to achieve this we need to provide services and develop partnerships that promote health and wellbeing and encourage our young people to get healthy, stay healthy and lead fulfilling lives. This 3 year strategy marks the start of this journey ”

Seyi Obakin

Chief Executive

Martin Gill

Director of Housing & Support

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Strategic Vision

“Addressing health inequality to help drive skills, employment and homes for homeless young people”

Mission

“Every young person has a platform of good health to reach their full potential, move on positively and achieve education, employment and training outcomes”

The Centrepont Health Journey

The story so far...

The Centrepont Health and Wellbeing journey commenced in 2000 to bring an added value element to commissioned accommodation and support contracts with the introduction of a small staffing team of five based in London. Some eighteen years on we reach over 500 young people every year across five different geographical locations combining five different disciplines including mental health, Psychotherapy, dietetics, substance use and healthy relationships.

Designed by young people for young people Centrepont health programmes offer bespoke solutions that address the complexities of homelessness and empower young people to harness their full potential through good health. In order to achieve this aspiration we need to understand more around why mental health remains the number one barrier to moving on and succeeding in employment, education and training for our population. This strategy sets out an ambitious 3 year plan to achieve equality of access to a health offer (direct delivery or partnership), a leading voice in the field of youth homelessness and health and the delivery of inspiring services which make a meaningful difference to the lives and experiences of centrepont young people.

Milestone 1

Young people will have access to “talking therapies” within 2 weeks, providing immediate access to support

Milestone 2

Unique dietetics service based in a hostel environment, helping young people to feel healthy and stay healthy

Milestone 3

Appointment of a Clinical Lead to quality assure and drive excellence in our service offer to young people

Milestone 4

Creation of bespoke services and health hubs in Barnsley and Manchester to reach over 300 young people collectively

Milestone 5

Statutory investment of £400,000 secured to drive workforce development, increase access to Psychotherapy and deliver a mental health project

Centrepoint Health & Wellbeing Model

right time, right place, right offer

The Importance of Health

Good health and wellbeing are resources that enable us to thrive, engage in life and perform to the best of our ability. However good health is also shaped by the many factors that sit outside the direct influence of health care, such as work, housing, education, money and relationships. The complexity of youth homelessness means that Centrepoint young people encounter inequality in relation to their health with 50% having experienced a substance use issue but also in the wider social determinants that shape our ability to succeed in life, with 58% citing relationship breakdown as the predominant cause in homelessness. With this in mind every Centrepoint health programme will be integrated into a forthcoming single operating model that comprises health, housing and employment that will take young people from the point of crisis through to stability and positive move on.

The distinct nature of the health and wellbeing model draws on expertise from a range of clinical professionals normally separated by function, department trust and income stream. This unique ability has enabled us to combine different sources of income whilst navigating the current funding climate to prioritise future statutory investment in our work. This solid platform has enabled us to create specialist services based on the needs of our population encompassing programmes that are designed purely for centrepoint young people with no other comparable in the sector. In doing so we have crafted an offer that differs in nature and delivery to statutory mainstream services, merges five different disciplines and fast tracks young people into support.

What makes us different?

- Our Psychotherapy offer creates an access route for young people that would otherwise struggle to engage due to complex systems, long waiting times and limited appointments. Through a strengths based lens we see the potential in every young person, employ multiple therapeutic techniques and offer up to 22 sessions against a national average of 6 in recognition that rapport takes time.
- Our mental health offer provides immediate accessible crisis support in our supported accommodation environments rather than clinical settings, to generate engagement and prevent exacerbation of symptom to help young people manage their condition better.
- Our dietetic offer combines a unique understanding of homelessness with nutrition to assess, diagnose and treat dietary problems whilst helping young people to understand what constitutes a healthy diet.
- Our healthy relationships programme empowers young people to develop positive relationships based on respect, trust, honesty and equality to prevent the pattern of experiencing negative abusive relationships through into adulthood.
- Our substance use service tackles the harms associated with substance use and supports young people to develop a deeper understanding of risk and consequence whilst motivating behaviour change.

Partnerships versus Delivery

Following the findings of an extensive mapping exercise we will partner with health providers in localities where Centrepoint has housing & support contracts or employability and skills delivery. We will achieve this through formal partnerships that are set out in Service Level Agreements, with named contacts and established referral routes into support. Given demand for mental health and psychotherapy services has increased with an average national waiting time of 4 months or more, we recognise that young people's health needs will deteriorate and impact on their wider aspirations. In this instance where waiting lists are deemed to be prohibitive and provision is not aligned to young people's needs we will seek funding through statutory and fund raised sources of income to provide direct delivery.

Mental Health and talking therapies as priority

Second to housing need mental health remains the most significant priority for centrepoint young people and the largest barrier to achieving employment and skills with almost 60% having experienced an impact on their emotional, psychological and social wellbeing. This comes as no surprise as 50% of mental health problems are established by the age of 14 and 75% by the age of 24. In 2016 Public Health England revealed that 70% of children and young people had not received appropriate mental health interventions, highlighting that demand for support is at present outstripping supply.

By 2020 our ambition is to ensure that every Centrepoint young person regardless of where they live has access to a national mental health offer through direct provision. By realising this ambition we target the least likely group to engage in support, prevent further decline, broker new partnerships and give young people the best possible chance of being well and staying well as they transition into adulthood.

Mental health problems have a greater impact on the ability to work than any other group of disorders with one in six of the working age population experiencing this problem and student mental health presentations doubling since 2009. It is clear that health influences work and work influences health as Centrepoint young people are 16% more likely to achieve Education, Employment and Training having received health support. Investment in Centrepoint health services equate to investment in young people, without this our population are unable to develop the necessary life skills, confidence and resilience to overcome these problems, achieve employment and make a positive contribution to society.

The more we learn about homelessness the more we understand that trauma is prevalent in the narrative of many young people's experience due to adverse childhood circumstance. The ability to explore and understand these feelings through talking therapies helps young people to connect with negative thoughts to bring about positive change. Centrepoint psychotherapies provide a safe, confidential space in which to identify feelings, notice negative patterns that might be helpful to change and support young people to take greater control of their life to improve confidence and self-esteem.

The ability to provide this support within two weeks against a national average of 4 months initiates a unique opportunity to help young people create lasting change from the inside out and laying the foundations for the journey into training and employment.

"I found the sessions really helpful, especially at a time where all support seemed to be taken away from me"

"I never felt able to talk about my problems before without being judged or punished"

"You understand what I am feeling inside and can help me understand and say it"

"Therapy has changed me, I would be in hospital or prison without it, I know it"

"My anxiety is better, I can now go out and although it's difficult staying in college, I've continued going"

What are the health issues we are dealing with & possibilities open to us?

Homeless young people are more likely to experience poorer health on average than that of their peers with research suggesting those living in hostel accommodation are eight times more likely to have experienced poor mental health. Aside from mental health other secondary issues experienced by centrepont young people include: domestic violence, gender identity, forced marriage, physical health issues, learning disability, gang related violence, smoking, and sexual health. Our data currently does not focus on the prevalence of these needs however we do know that young people with positive mental health are much more likely to address these complaints and sustain better outcomes as a consequence.

The Health and Wellbeing Model is designed to ensure every young person receives health support either through direct delivery or partnerships. With this in mind we will prioritise our internal resources on the most significant health needs that present the biggest barrier to centrepont young people whilst recognising the limitations in being able to offer health support across all fields. As a result it is our intention to strengthen and embed relationships with health care providers that are experts in the following disciplines to help young people tackle these issues:

- Sexual Health – e.g. : Brook Advisory Service
- Domestic Violence eg: Women’s Aid and Local IDVA Services
- Learning Disability – e.g. : National Centre for Learning Disabilities
- Gang Related Issues – e.g. : London Gang Exit
- LGTBQ Issues – e.g. : Stonewall
- Physical Health – All young people registered with a GP to gain access to statutory services

Which interventions do we want to target and why those?

In doing so we target our resources on the most prevalent issues to enable young people to take control of their emotional wellbeing and diet given almost two thirds of centrepont young people have experienced food poverty. It is important to recognise that centrepont’s health offer is bespoke to the experiences of homeless young people and does not in any shape or form replace or provide an alternative to commissioned NHS services that provide psychiatric care and support, medical treatment, forensic mental health, or highly specialised interventions with regards to obsessive compulsive disorder or autism. The interventions that are available to us target moderate health conditions that are intertwined with experiencing the trauma associated with homelessness, these include:

- **Short and long term individual counselling** to address: trauma, bereavement, depression, low self-esteem, and anxiety.
- **Mental health crisis support** to address: suicidal thoughts, self-harm, symptom management, swift access and liaison to higher tiered provision.
- **Dual diagnosis support and brief interventions** to address: combined mental health and substance use issues.
- **Dietetics and nutrition programmes** to treat and diagnose a range of dietary conditions, to address the role of diet in mental health, and ensure no young person goes hungry as a consequence of food insecurity.

By addressing these 4 key strands we impact on the 4 most significant barriers to health and wellbeing reported by centrepont young people which become our strategic choices. In numbers they equate to the following:

- 66% report skipping meals and hunger
- 50% have experienced depression
- 59% report suicidal ideation
- 51% have self-harmed
- 54% have used illegal drugs or alcohol

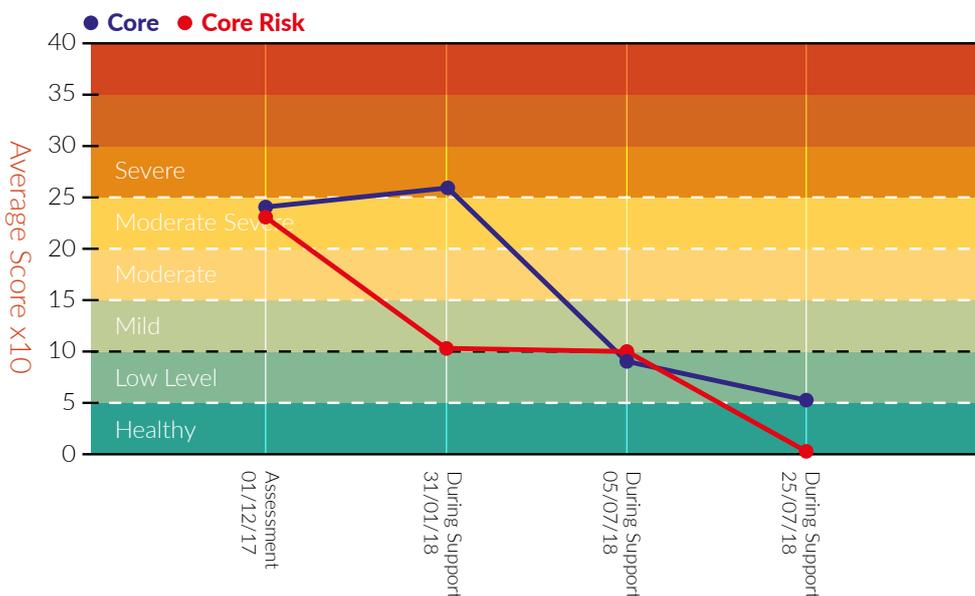
However this does not mean we will deliver in circumstances where the external service offer is strong and meets the requirements of centrepont young people, for example from a substance use perspective. There may be some instances where the model will require adaptation for example in Yorkshire where the prevalence of exploitation required a greater focus from Centrepont to align to contractual obligations.

What will success look like? How will we know we are making progress?

Through the above targeted interventions we will routinely report a reduction in the severity of young people's health needs with regards to problems/symptoms, life functioning, risk and harm. We will do this through the CORE client self-report questionnaire designed to be administered at the start of their journey and at the end of health support. The diagram opposite illustrates the CORE system we will utilise alongside our NHS partners which illustrate how severity of needs are ranked.

In addition to this system we will introduce the Work and Social Adjustment Scale to measure young people's perceptions on how their mental health or physical health problem impacts on their daily functioning with regards to work. This will give us a deeper understanding of the barriers that prevent young people from engaging in employment, education and training and how to support them better.

Through the execution of quality assured health programmes underpinned by British Association of Psychotherapy codes of ethics, standards and NICE guidelines we will support young people to make significant positive change, monitoring their progress at each stage and assisting in the next phase of their journey.



Where are we now, where do we want to be?

Over the next 3 years we will commit to the following key performance indicators;

- To improve young people's health and wellbeing
- To bring about positive change in the severity of their symptoms
- To promote progression onto independent living
- To bring young people closer to the labour market by achieving good health

Key Performance Indicators, 2018-2021

% of Young people positively moving on as a consequence of completing health support

March 2018 85% **March 2021 95%**

% of Young people leaving in Education, Employment & Training as a consequence of completing health support

March 2018 60% **March 2021 70%**

% of Young people that have completed a programme of psychological therapies and have reduced their symptoms following completion

March 2018 75% **March 2021 80%**



Strategic Objectives and Enablers

Strategic Objectives

1. Embed health as core activity that underpins every young person's home and a job journey

2. Deliver a Mental health offer in every region to reduce health inequality and improve access to support

Strategic Enablers

- Health programmes & interventions are an integral component of the single operating model
- Organisational and individual performance management frameworks reflect the strategic importance of young people's health across the business
- Internal recording systems evidence the positive impact of Health on a Home and a Job outcomes & illustrate clinical change

- Direct Centrepoint mental health programmes are established where external partnerships are unable to be formed
- Robust service level agreements with external providers are realised and evidenced in every housing service
- External referral routes and pathways are created into higher tiered clinical support
- Mental health, advice, training and consultancy is available to all frontline staff
- An organisational approach to mental health is illustrated in a distinct policy and organisational statement

Centrepoint Strategic Outcome

Ensure services are available to all our young people

Ensure services are available to all our young people

3. Champion the views and aspirations of young people within research, service delivery and design of their health offer

- Young people's voices and experiences influence organisational participation and engagement strategies
- Health programmes are co-designed and underpinned by the views of young people
- Satisfaction and feedback mechanisms drive programme review and improvement
- Research is undertaken and published to increase sector understanding of youth homelessness, health and Centrepont

Increase our influence over government policy and public awareness of youth homelessness

Ensure services are available to all our young people

4. Develop the leading voice in the field of youth homelessness and health, influencing commissioning policy and practice

- Key relationships with Public Health and NHS Clinical Commissioning Groups are generated to influence future health tendering
- All programmes are evidenced based to attract statutory interest and investment
- Workforce understanding is enhanced through training and consultancy
- Health Campaigns are designed to raise awareness, stimulate debate and effect change at local and national policy level

Increase our influence over government policy and public awareness of youth homelessness

5. Deliver excellence through services that meet the unique needs of our population

- Clinical programmes are strengthened through British Association of Psychotherapy Service Accreditation
- All programmes are clinically and quality assured through robust governance arrangements and protocols
- Health support programmes are offered within 2 weeks of presentation
- Programmes are developed and tailored based on individual need, employing a range of approved therapeutic techniques

Ensure that we have the right capabilities

Looking to the Future

Mental Health

It is reasonable to suggest that the spotlight on mental health will continue to gather pace during this strategy term and after with demand for services unlikely to decline. It is a fundamental fact that experiencing homelessness increases the likelihood of mental health with rates of depression over ten times higher which illustrates the size of the problem. On a wider scale figures have stayed relatively the same over recent years but there has been a steady increase particularly in young women, and severity of symptom appears more common. Whilst forthcoming investment in mainstream statutory services is welcome together with a national government pledge to reduce waiting times the majority of centrepont young people will continue to require bespoke services. Services that understand the correlation between homelessness and health, services that offer multiple chances for engagement and services that use a suite of techniques and programmes in recognition that every young person is unique. For that reason Centrepont's distinctive offer will continue to attract interest and recognition as a leader in the field with the ability to engage a cohort of young people that other's find challenging.

Single Operating Model

Centrepont has grown significantly over the past decade, both in terms of geographical location and the service offer to young people. With this in mind the subject of health and wellbeing will play an integral part in future business transformation over the next 18 months to ensure a home and a job is achieved for every young person. A key driver of this change process will align all frontline delivery to ensure health, housing and learning work as one to maximise positive outcomes to achieve this mission. Health's function will include advice and consultancy on theoretical evidence based approaches to underpin centrepont's work, generate improved understanding and support young people to reach their full potential.

Integrated Commissioning

The landscape of commissioning is likely to evolve further in recognition of the wider determinants that affect health and wellbeing such as housing. As a result Local Government and NHS Departments now appreciate that good health starts at home with the pooling of resources and budgets to yield better outcomes for those most vulnerable and reduce the financial cost on primary and acute services. As an integrated approach evolves Centrepont remains well placed through prevention strategies and a specialism in youth homelessness to gain future statutory business that aligns the two streams together.

Conclusion

Over the next 3 years Centrepoint will:

- 1.** Embed health as core activity that underpins every young person's home and a job journey
- 2.** Deliver a mental health offer in every region to reduce inequality and improve access to support
- 3.** Champion the views and aspiration of young people within research, service delivery and design of their health offer
- 4.** Develop the leading voice in the field of youth homelessness and health to influence commissioning policy and practice
- 5.** Deliver excellence through services that meet the unique needs of our population

Case Study - Andrea's Story

The Importance of Talking

A new beginning

I first came to Centrepont because the relationship with my mum and dad broke down and I was told to leave home with nowhere to go or no one to support me. The first few months in a strange new place were hard and I was struggling to adapt but to also come to terms with the emotional and physical abuse I suffered at the hands of a family member. My keyworker suggested getting support from the health and wellbeing team and how talking about how I was feeling might help. I was reluctant at first but felt low, overwhelmed, stressed and at times suicidal and knew I had to do something. For the most part of my life I have always been told to be strong and that emotions were a sign of weakness, I felt constantly silenced never able to talk about what I had experienced and feeling too ashamed to do so. I was referred to the psychotherapy programme to help me understand my past, myself and find a way forward.

I felt nervous on my first session but Monica put me at ease straight away, knowing this was a confidential space for me where I wouldn't be judged or had to be strong was a big relief. Monica helped me to understand over time how the abuse I had been through had impacted on my ability to ask for support and affected my feelings of self worth. She also helped me to think differently and recognise my strengths and challenge the negative self talk that went on in my head keeping me in a constant state of stress and expecting things to always go wrong.

A turning point came when we did a session on acceptance, accepting that I could not control the past but I could control what happened in the here and now. I recognised that always appearing strong and capable was fuelling my stress. Monica supported me to find solutions, reframe how I talked to myself and identify other ways of coping such as meditation and being kind to myself.

The next chapter

I have experienced therapy before but this time I felt different. I was supported in an environment where I felt comfortable rather than having to go to a clinic, I didn't have to wait months to be seen and I was offered more sessions and follow up appointments if I needed them at any point. I was also able to access gym facilities through the sports team and mentoring which also helped. I now feel less anxious, tense and stressed because I have been allowed to talk and get things off my chest. I have been believed in, listened to and understood which for the first time has helped me to see a future that I want to be a part of.



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