

HEALTH OVERVIEW AND SCRUTINY COMMITTEE

10 March 2016

ADULT MENTAL HEALTH TRANSFORMATION –

- a) Secondary Care Community Services**
- b) Secondary Care Inpatient Services**

Summary

1. The Health Overview and Scrutiny Committee (HOSC) is to consider information provided in relation to Adult Mental Health Transformation.
2. Members have always taken a keen interest in mental health services and have received a number of briefings. At its 9 December 2015 meeting, the HOSC looked specifically at the development of the Employment and Reablement Pathway. This meeting will provide an update on all developments and more specifically focus on those associated with Secondary Care Community Services and Inpatient Services (paragraphs 6c-12)
3. Representatives from Worcestershire Health and Care Trust and Worcestershire County Council have been invited to attend.

Background

4. Adult Mental Health Services are currently provided by Worcestershire Health and Care Trust (WHCT) and commissioned by Worcestershire County Council (WCC) and the 3 Worcestershire Clinical Commissioning Groups (CCGs).
5. In this current fiscal climate both commissioners and providers are faced with really difficult decisions around how resources are used to best effect. Combined financial pressures across the system means that there will be a reduction in how much money is spent on mental health services across Worcestershire over the next few years. However, all stakeholders are committed to offering the very best services we can and modernising these within the constraints we have.
6. There are a range of changes and developments taking place:

a) *Employment and Reablement Pathway*

The Trust currently runs three vocational centres (Link Nurseries in Powick, Orchard Place Workshop in Redditch and Shrub Hill Workshop in Worcester). The budget to run these is circa £700k and a savings target of £250k has been set by commissioners, which they expect to be released through a new delivery model of vocational support from 2016/17.

Following a period of co-production, the Trust are continuing to develop the outreach model, which will replace current vocational centres, and will include a Worcester base (initially Shrub Hill Workshop) offering some activities

alongside a range of outreach projects in community venues across Worcestershire. The Trust has made connections with a range of community based groups/venues which deliver the appropriate activities to meet the requirements set out. Over the coming weeks the Trust will formally confirm which groups/venues will be used and available as part of this new model, with initial priority being given to placements for those who are currently accessing services at Link Nurseries and Orchard Place.

The new staffing model has been finalised and is being implemented, and staff redeployment into the new model is underway. Transition plans for service users who currently attend the centres are being developed. To date, the Trust has not received a full business case for any future use of Link Nurseries.

The focus remains on mobilising the new vocational service model, as agreed with commissioners, within the planned timeframe and we have agreed to continue with the college sessions at Link Nurseries until the end of June 2016. Once this work has been finalised, a briefing will be shared with all stakeholders, including HOSC, confirming and updating on the above.

b) Primary Care Mental Health Services (PCMHS)

The new model of enhanced primary care services will support people who are recovering from a mental health crisis to be cared for in primary care and ensure they have access to services which help them live well in the community and move towards self-management of care and improving wellbeing. The new service is called "Worcestershire Healthy Minds"; the brand and website was launched in September 2015 and the service is being rolled out in staged enhancements from April 2016.

The initial phase will see the development of a Wellbeing Hub which will be accessed by all. The Hub will be co-ordinated by Community First and will manage a directory of local voluntary and community (VCS), Trust and other services and will be collocated within the Single Point of Access (SPA). The new pathway for stepping up and down of patients between Primary and Secondary Care services will be modelled with the VCS and will focus on the Peer Support and Gateway Worker liaison models, which will be rolled out consistently across the county by October 2016.

£500,000 of existing funding from Secondary Care Community Services will be reallocated to accommodate the new 'Healthy Minds' service and to support delivery of future seamless service models (see paragraphs 7-12 on co-production work).

HOSC Members previously received a briefing which provided information on the engagement activities which Commissioners undertook in summer 2015. The Single Point of Access (SPA) was implemented mid-February and is now a countywide resource to improve open door access to all Mental Health, including Primary and Secondary Community and Inpatient Services, within the Trust.

All VCS engagement events have been completed which focused on the countywide provision of MoodMaster courses and Peer Support. Expressions of interest for the provision of those services have now been advertised and the Wellbeing Hub is on track for delivery from April 2016.

NB: Proposed national cuts to the Public Health Ring-fenced Grant could significantly impact on these developments. The 16 July 2015 Cabinet paper references £960,000 of savings relating to Primary Care Mental Health services. While funding is secure until 2016/17, withdrawal of funding after then is a significant risk to this redesign and to the sustainability of mental health services for patients. The Cabinet Member in November 2015 reconfirmed that the Council would maintain funding for these services until October 2016 as a minimum and consider whether it could maintain funding until the end of 2016/17. Funding and sustainability is still unclear.

c) Secondary Care Community Services and Inpatient Provision

As stated above, £500,000 will be reallocated following the review and redesign of Secondary Care Community Services to ensure the roll out of the PCMHS and phases of development, including an Enhanced SPA model proposal. A further £410,000 of savings from the Trust's Secondary Care Community budgets is required for the County Council's Future Lives Programme.

As well as the above savings and reallocation of funds, a further £500,000 is required for the national efficiency programme, which will be met through the redesign of Secondary Care Inpatient Services.

As highlighted previously, the Trust's long-term vision for inpatient care is to move towards a more centralised (Centre of Excellence) set of services based primarily on the Newtown site in Worcester, which would mean some of the inpatient beds the Trust has in other localities move onto this site. The Trust would want to see the resources remaining diverted into more recovery-focused community based crisis step up and down care with Intensive Home Treatment co-ordination of services.

The Trust is taking a co-production approach to the redesign of these services. This means we are collaborating and working in partnership with our service users and the wider public to shape a model together for what mental health services will look like. The approach is set out below.

Co-production of Secondary Care Community Services and Inpatient Provision

7. Three co-production workshops were held, as set out below, and the presentation for the workshops is included at Appendix 1:

- 23 February, Kidderminster
- 25 February, Redditch
- 29 February, Worcester.

8. In the workshops we have been clear about the financial challenges outlined above, the 'givens' and constraints, and

- explained what services make up secondary care and which services are included in this work
- given the facts and figures around each service
- asked some patients and carers to tell the attendees what matters most to them about secondary care services
- showcased some other ways of delivering services
- considered, collectively, how services could be organised differently, and what we think is needed to make a new model work.

9. Feedback will be collated from the three workshops, analysed for key themes, and shared with workshop participants – both the raw data and the themes with an invite to offer any thoughts/challenges/deviations.

10. A final development workshop is being held on 8 March 2016 and participants from the first three will be invited to attend, as well as anyone else who has responded directly to the Trust. The themes from the first three workshops will be considered in more depth and in particular, ways to strengthen, evolve and develop them into a co-produced model.

11. The co-production workshops will be followed by a dedicated piece of consultation work that takes the model out for a wider view to ensure that wider public and other stakeholders have a final opportunity to comment and input into the co-produced model.

12. The themes and key messages emerging from this work will be shared with HOSC at this meeting. In addition, the Trust will outline the next steps and timeframe for further development and assurance of the proposed model.

Purpose of the Meeting

13. Members are asked to consider the information provided and determine whether the HOSC has any comments on the proposals. Members may wish to consider the following:

- current and future service provision and performance
- impact on service users, including numbers affected
- how service users and other stakeholders have been involved
- next steps.

14. In May 2010, the Secretary of State for Health set out four key tests for service reconfigurations, requiring them to demonstrate:

- support from clinical commissioners
- strengthened public and patient engagement
- clarity on the clinical evidence base
- consistency with current and prospective patient choice.

15. The Centre for Public Scrutiny suggests a number of questions to ask when scrutinising NHS service redesign or reconfiguration:

- what is the purpose of the proposed redesign or reconfiguration?
- how extensive, inclusive and adequate is the consultation process?
- how will access to services be affected?
- what demographic assumptions have been made in formulating the proposals?
- what provisions are being made for the effects on patient flow of initiatives around choice and commissioning?
- what is the clinical evidence on which the proposals are based?
- how will proposed reconfigurations contribute to joint working?
- how will the proposals help the NHS achieve its health improvement goals and reduce health inequalities?
- what infrastructure will be available to support redesigned or reconfigured services?

Supporting Information

- Appendix 1 – Co-Production Workshop presentation

Contact Points

Worcestershire Health and Care Trust

Susan Harris

Director of Strategy and Business Development

susan.harris2@nhs.net

County Council Contact Points

Worcestershire County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this Report

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965

Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of Cabinet on 16 July 2015 – available on the Council's website [here](#)
- Report and Decision Notice of the Cabinet Member for Health and Well-being on 20 November 2015 – available on the Council's website [here](#)
- Agenda and Minutes of the Health Overview and Scrutiny Committee's discussion of mental health services on 5 November and 9 December 2014 and the 3 March, 4 November and 9 December 2015 – available on the Council's website [here](#)