

MUNICIPAL YEAR 2015/2016

MEETING TITLE AND DATE
Health and Wellbeing Board
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| Agenda - Part: 1 | Item: 3 |
| Subject: REVIEW OF SUSTAINABILITY OF MENTAL HEALTH SERVICES ACROSS BARNET, ENFIELD AND HARINGEY | |
| Wards: All | |
| Cabinet Member consulted: | |
| Approved by: | |

1. EXECUTIVE SUMMARY

REVIEW OF SUSTAINABILITY OF MENTAL HEALTH SERVICES ACROSS BARNET, ENFIELD AND HARINGEY **KEY MESSAGES**

1. Background

Clinical Commissioning Groups (CCGs) in Barnet, Enfield and Haringey have been working with the NHS England, the Trust Development Authority, Local Authorities and Barnet, Enfield and Haringey NHS Mental Health Trust (BEHMHT) to develop a shared assessment of the challenges in providing sustainable mental health services, and to examine the future sustainability of BEH-MHT. In parallel the five CCGs of NCL including Camden and Islington are working on a joint endeavour to plan a collaborative programme of work to address the strategic challenges facing commissioners and service providers over the next five years. Mental health has been prioritised as a key area of alliance because of the high prevalence, the resources used in response and support, and the concerns more broadly regarding the standardisation of outcomes of care for adults and children's services. This briefing summarises the key findings of local mental health services from this CCG commissioned review across Barnet, Enfield and Haringey and outlines the next steps.

2. Key findings

There is work required to secure sustainable, high-quality mental health services for the local population, with the Trust's own viability a product of that work as a key provider. The independent review commissioned with Carnall Farrar found no compelling evidence for BEH-MHT to be involved in a merger or acquisition with another organisation. The review determined that there was a strong case for the Trust's sustainability as a going concern, subject to a number of immediate and medium term actions. The range of proposed actions fall to commissioners to take forward, some to the Trust to take forward and some for the local system partners to take forward.

Achieving sustainable service delivery over the longer term will require a new model of care for a number of mental health services. The review noted that the Trust was a relatively efficient provider (with low lengths of stay, lean and productive staff teams etc). In terms of quality, it did not identify any areas of poor performance or

outliers when benchmarked against other London Trusts, although there is a recognised need for all NHS mental health providers to improve quality and adhere to NICE guidelines. The review identified a clear case for commissioners to consider the funding structure of services provided and invest in further improvements of the Trust's services, but also acknowledged that local commissioners are significantly financially challenged, therefore supporting a collaborative approach to transforming local mental health services.

3. Recommended actions

The review concluded that notwithstanding the deteriorating financial position in 2014/15, that the Trust is an efficient provider across a range of measures and that it could be viable on a standalone basis through the delivery of the following actions:

- Radical changes in models of care could cut length of stay, reduce beds and make further efficiencies over the longer term (3-5 years), supported by changes in local authorities and underpinned by the development of new payment mechanisms that support improvement of quality and productivity.
- Receiving an appropriate level of funding from local health economy commissioners for local mental health services; this is linked to addressing the balance of the wider transformation programme across north central London to rebase the funding requirement needed to deliver mental health.
- Delivering deeper and sustainable Trust efficiencies, particularly focusing on reducing the Trust's current agency spend and use of estate.
- Improving the quality of the Trust's finance, data and information in order to implement revised value based payment mechanisms and support robust planning for the future.
- A deeper review of transforming community services provided to Enfield residents, and assessing the scale of the impact which currently operate at a financial loss.

4. Next steps

The review recommends that the above actions are taken forward through a multi-partner transformation programme linked to the wider sustainability work programme across North Central London.

The review makes it clear that progress will require effective collaboration between commissioners and the provider to establish a coherent and shared vision for the future provision of mental health services. It also emphasises the need for proactive sponsorship of the transformation programme at the most senior levels in all organisations, for strong clinical leadership and for appropriate programme structures and resources to be put in place in order to drive the actions required. The Chief Officers of the Clinical Commissioning Groups and the Chief Executive of BEH-MHT have all agreed to support the direction of travel and recommendations of the Carnall Farrar review and to work together to ensure they are implemented. Over the next six months, each of the recommended actions will be scoped and a more detailed Programme Plan developed, with the programme structure and resources put in place. A full stakeholder engagement and communications plan will be developed to ensure that staff, external stakeholders and patients are engaged and kept informed as this important work progresses.

2. RECOMMENDATIONS

Over the next six months, each of the recommended actions will be scoped and a more detailed Programme Plan developed, with the programme structure and resources put in place. A full stakeholder engagement and communications plan will be developed to ensure that staff, external stakeholders and patients are engaged and kept informed as this important work progresses.

3. BACKGROUND

This report completes the Carnall-Farrar review of mental health services within BEHMHT. This work was sponsored by the Trust Development Agency as part of developing sustainable mental health services and the future of BEHMHT.

4. ALTERNATIVE OPTIONS CONSIDERED

Not applicable

5. REASONS FOR RECOMMENDATIONS

The recommendations arise from the Carnall-Farrar review and have been agreed by the Trust and commissioners.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

6.2 Legal Implications

7. KEY RISKS

Non-delivery of clinical and financially sustainable secondary care mental health services

8. IMPACT ON PRIORITIES OF THE HEALTH AND WELLBEING STRATEGY

8.1 Enabling people to be safe, independent and well and delivering high quality health and care services

8.2 Reducing health inequalities – narrowing the gap in life expectancy

8.3 Promoting healthy lifestyles

9. EQUALITIES IMPACT IMPLICATIONS

These will be completed as part of the transformation programme.