

Secure Mental Health Service Review

1. Situation

The independent Mental Health Taskforce published its Five Year Forward View in February 2016 which set out the current state of mental health service provision in England and made recommendations in all service areas.

In July 2016, NHS England published an Implementation Plan detailing how it will deliver the recommendations made by the Taskforce working with its partner arms-length bodies. The Plan presents the timeframes and funding for delivery of the programmes of work which will transform mental health services.

The immediate priorities for service redesign are:

- to increase access to specialist perinatal care
- to reduce the number of out of area placements for children, young people and adults through the provision of more care closer to and at home
- to increase access to crisis care liaison services in emergency departments and inpatient wards
- suicide prevention.

In support of the 5 Year Forward Plan NHS England specialised service are currently undertaking a number of service reviews within secure Mental Health.

2. The Task

Integral Health Solutions Ltd was commissioned in July 2016, to provide professional expertise, guidance and support to NHS England Specialised services. In the following areas:

1. Perinatal Mental Health service review
2. CAMHS Tier 4 service review
3. Adults (Low/Medium) secure service review
4. Data and place based budgets
5. High Secure – 5 year forward planning

The purpose of this review was to establish the 'current state' of the services and existing project plans/timescales to ensure that long term strategic goals would be delivered. Following completion of this initial objective, IHS worked alongside NHS England to prioritise key tasks/deliverables, analyse key financial information and activity-based data to establish fitness for purpose of current services. This enabled IHS to provide clear recommendations to NHS England which informed and underpinned the 'future state' and procurement requirements across the services / pathways.



3. Action

To establish the current state, we undertook a robust diagnostic assessment of each of the agreed service areas. Each assessment was tailored inline with the goals and strategic initiative of the work-stream. These assessments included reviewing:

- Financial and activity data
- Current service specifications
- Interviewed national leads for each service
- Reviewed existing plans and project scope/documents
- Attended national meetings

Based on the above diagnostics a number of key areas of support were identified. These included:-

- Improvement of data quality through robust validation
- Working with NHSE BI to develop and establish robust contract monitoring
- Financial SME support to the Wave 1 Secure MH New Care Model pilots
- Data collection exercise undertaken with NHSE Regional teams to understand current patient position (Adults)
- Working alongside the national Transforming Care and New Care Model teams to ensure the alignment across all Mental Health Services
- Review of financial impact of revised/new service specifications

4. Results – what we have achieved

Perinatal Service Review -

- Provided financial support post award, which established final contract values to be included in the contracts
- Supported DH Capital process to successfully allocate £15m capital funding
- Established funding requirements for additional beds
- Established and maintained forecast spend for all additional units / beds, shared with Medical Directorate
- Supported transition to Hub / Regional finance responsibility

CAMHS Service Review

- Support provided to NHSE national and local teams in development of implementation plans
- Establishing mechanism to identify timing of new beds / bed closures – to establish double running requirements
- Developed geographical maps of services and units to support planning
- Financial assessment of draft specifications
- Supported FCAMHS implementation – allocations and procurement
- Supported transition to Hub / Regional finance responsibility



Adult LMS Service Review

- Supported review of demand and capacity
- Established and received data collection template
- Validated returns and generated Hub feedback
- Contributed to SCOG Gateway papers

Data and place based budgets

- Established improved data flows for MH contract monitoring
- Established improved validations and feedback re data
- Delivered full CCG breakdown of spend and activity for 16/17 MH inpatient activity
- Provided recommendations for improvements in 17/18 contract monitoring to NHSE / CSU
- Delivered significant improvements in Q1 2017/18 contract monitoring
- Delivered activity and spend data to support Service Reviews

High Secure

- Supporting the update of the 5 year plan
- Follow up actions from High Secure benchmarking

Governance

- Monthly reporting to the finance boards and other finance colleagues
- Established monthly meetings for Regional MH Finance Leads
- Supported MH SR Programme Board and other meetings – including risk register
- Ensured appropriate allocations made to Regions / Hubs in line with agreed programme budgets (CAMHS, perinatal)

