

NHS North Cumbria CCG Governing Body	Agenda Item
2 August 2017	09

West, North and East Cumbria Mental Health Progress Update

Purpose of the Report							
<p>This report provides an update to the Governing Body on the progress made in West, North and East Cumbria against the 2015 - 2020 Mental Health Strategy 'Better Mental Health for All' and its subsequent alignment with the priority actions outlined within the NHS England Five Year Forward View for Mental Health.</p>							
Outcome Required:	Approve		Ratify		For Discussion		For Information
							X
Assurance Framework Reference:							
<p>Commission services that ensure the delivery of high quality and safe care for patients.</p> <p>Commission services that ensure the delivery of high quality and safe care for patients in a manner that is sustainable for the whole health economy.</p>							

Recommendation(s):
<p>The Executive Committee is asked to:</p> <p>Recommendation 1: Receive the report and note progress made in the delivery of the Cumbria wide 2015 - 2020 Mental Health Strategy 'Better Mental Health for All' and the subsequent alignment with the priority actions outlined within the NHS England Five Year Forward View for Mental Health.</p>

Executive Summary:
<p>Key Issues:</p> <p>The Cumbria wide system has successfully completed a significant amount of work in reviewing the original priority actions outlined within the 2015 – 2020 countywide five year Mental Health Strategy against the priority actions mandated within the Five Year</p>

Forward View for Mental Health. These have been highlighted within the mental health transformation plan and monitoring identified via the North Cumbria Sustainability and Transformation Mental Health Workstream and Mental Health Partnership group governance structures.

A review of progress against each of the priority actions is now required to identify potential gaps / risks to delivery to inform bids against the NHS England additional funding allocations for 2017 /18 and 2018 / 19.

Key Risks:

North Cumbria Clinical Commissioning Group continues to monitor and evaluate the risk and issues it faces through a large transformational programme and the key areas under consideration and mitigation include:

- Further implementation of the 2015- 20 MH Strategy post Clinical Commissioning Group’s reconfiguration.
- Effectiveness of transition Children and Young People to Adult services.
- Clinical leadership capacity.
- Reduction in North of England Commissioning support.
- Complexity of service delivery by Cumbria Partnership Foundation Trust across Sustainability and Transformation Partnerships / Clinical Commissioning Group areas. county wide initiatives Personality Disorders, Eating disorders
- Demand for Out of Area placements.
- Commissioning workforce requirements.

Implications/Actions for Public and Patient Engagement:

Although significant engagement was undertaken in support of the development of the five year Mental Health Strategy further consideration is required as to further engagement and possible consultation with regards to each of the priority actions set out within the Five Year Forward View for Mental Health, specifically review of inpatient bed provision.

Financial Impact on the CCG:

Clear planning is now required to identify issues relating to the need for sustainability of schemes that may be supported by additional non-recurring NHS England funding allocations.

Strategic Objective(s) supported by this paper:	Please select (X)
Support quality improvement within existing services including General Practice	X
Commission a range of health services appropriate to Cumbria’s Needs	X
Develop our system leadership role and our effectiveness as a partner	
Improve our organisation and support our staff to excel	

Impact assessment: (Including Health, Equality, Diversity and Human Rights)	Not applicable
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Conflicts of Interest Describe any possible Conflicts of interest associated with this paper, and how they will be managed	No conflicts of interest have been identified in association with this paper.
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Date Report Written	25 July 2017

West, North and East Cumbria Mental Health Progress Update.

August 2017

Introduction

This report provides an update to the Governing Body on the progress made in West, North and East Cumbria against the 2015 – 2020 Cumbria wide Mental Health Strategy 'Better Mental Health for All' and its subsequent alignment with the priority actions outlined in the NHS England Five Year Forward View for Mental Health.

Regional Background

In 2014 key stakeholders agreed the need to review and improve how mental health services were designed and delivered across Cumbria. This acknowledged the ongoing quality, safety and performance concerns relating to mental health service provision at that time.

The following system wide actions were taken:

1. A Cumbria wide multi stakeholder Mental Health Partnership Group was established to drive and monitor improvements.
2. NHS Cumbria Clinical Commissioning Group and Cumbria Partnership NHS Foundation Trust jointly commissioned the Centre for Mental Health to undertake a review of the inpatient and community mental health services provided by Cumbria Partnership NHS Foundation Trust.
3. All key stakeholders contributed to the development of the Cumbria wide five year (2015 – 2020) Mental Health Strategy 'Better Mental Health for All', clearly set out under the following three headings:
 - *The overarching vision*, providing the direction of travel for service development to test any service development proposals against.
 - *The model of care*, designed around the needs and aspirations of service users and carers, to translate the vision into a framework for service delivery which maximised innovation and strengthened the interfaces between services / agencies.
 - *The Joint Commissioning Strategy*, describing how both NHS Cumbria Clinical Commissioning Group and Cumbria County Council would bring together their commissioning resources to deliver the vision and model of care.

The Cumbria Mental Health Partnership Group identified the following four priority areas for improvement from the strategy:

- Implementation of the National Crisis Care Concordat and improvement in services to support people experiencing a mental health crisis.
- Primary care mental health provision, including the need to address health inequalities.
- Increased involvement of the third sector as providers of a wide range of services.

- A system of care that supported and actively promoted recovery.

These were incorporated into a transformation plan in March 2016, monitored within the governance structure of the North Cumbria Success Regime transformation programme.

National drivers

There were a number of significant national developments for mental health following the introduction of the Cumbria wide strategy in 2015, which included:

- The outline briefing for the Five Year Forward View for Mental Health which was produced by NHS England in October of 2015 setting out the strategic direction and highlighting key areas for prioritisation.
- The Five Year Forward View for Mental Health was then published in February 2016, setting out a clear agenda for the reform of mental health care, with 58 recommendations to be implemented by 2020/21.
- The National Commission for the Review of Psychiatric Inpatient Care for Adults 'Old problems, New solutions: Improving Acute Inpatient Psychiatric Care' was published in February 2016.

The Mental Health Partnership Group led the process for the cross referencing of the national drivers against the Cumbria strategy to ensure alignment. Therefore:

- The key areas within the outline briefing for the Five Year Forward View for Mental Health were mapped against the Cumbria Strategy.
- Priority actions were identified for Cumbria from the recommendations made within the Five Year Forward View for Mental Health. These were identified as:
 - supporting people experiencing mental health crisis to ensure that 24/7 community-based mental health crisis response is available.
 - improving responses to mental and physical health needs by ensuring access to public health prevention programmes, investment in psychological therapies and supporting people into employment.
 - transforming perinatal care.
 - development of national access standards and care pathways by 2020/21.
 - development of models of payment that incentivise swift access, high-quality care and good outcomes.
 - introduction of service user co-produced standards for acute care services, which include the prevention of avoidable admissions and provision of acute mental health care as close to home and in the least restrictive environment as possible (with closer national monitoring of the use of the Mental Health Act (1983)).
 - recognising the need for greater transparency through a 'data revolution', tackling

inequalities, supporting people into employment and within the workplace.

- The 12 recommendations made in the National Commission for the Review of Psychiatric Inpatient Care for Adults were reviewed to ensure that high quality community and inpatient service design and provision was included in the Strategy.

Taking the programme forward

The Success Regime ended in April 2017, transferring implementation of all transformation programmes into the West, North and East Cumbria Sustainability and Transformation Plan.

A Mental Health workstream has now been established, reporting into the Sustainability and Transformation governance structure clearly setting out all programmes of work to achieve the original Cumbria wide strategy priorities and the priority actions for North Cumbria identified from the Five Year Forward View for Mental Health. These include:

Primary care Integration

1. Redesigning the Improving Access to Psychological Therapies pathways to incorporate integrated management of people with long term conditions.

NHS England allocated monies through Wave 1 to sites across the UK to develop integrated Improving Access to Psychological Therapies to improve the access rates to integrated Improving Access to Psychological Therapies for Long Term Conditions to 25% over the next 5 years. Unfortunately North Cumbria Clinical Commissioning Group were unsuccessful in gaining funding in wave 1 and the focus in North Cumbria is now on supporting the development and scope for long term conditions within the integration of mental and physical health in primary care. This is evolving and will include the aspects and expectations of the Improving Access to Psychological Therapies provision in General Practice to support more common mental health issues within integrated care communities.

There has also been an allocation of monies via the Department of Work and Pensions to increase the number of employment advisors within Improving Access to Psychological Therapies services to be based within Primary Care. North Cumbria Clinical Commissioning Group has recently signed a memorandum of understanding with the Department of Work and Pensions and Cumbria Partnership Foundation NHS Trust, as the provider, to support this service development over the next three years.

2. Development of the model of care in primary care for the integration of physical and mental health.

Significant work was completed by the clinical leaders for mental health with several other English health communities and the Kings Fund Network through 2016/17 to identify national and international best practice / evidence of integrated physical and mental health models in primary care. Subsequently a mandate has been given by both the Mental Health workstream and the Integrated Care Communities Steering

Group to establish a mental health integrated care communities steering group to lead on the design and delivery of a model which will integrate physical and mental health in Primary Care.

Integrated Urgent Care

1. Redesigning a consistent 24/7 Acute liaison Service across the health economy for emergency departments and wider.

NHS England allocated monies through Wave 1 to sites across the UK to develop 24/7 Acute liaison Service across the health economy for emergency departments and wider. Unfortunately North Cumbria Clinical Commissioning Group was unsuccessful in gaining funding in wave 1. Funding has however been allocated within the North Cumbria Sustainability and Transformation plan to enhance liaison services by the introduction of an evidence based delirium pathway.

2. Development of the mental health response to support the clinical decision making in 111/999.

North Cumbria Clinical Commissioning Group and Cumbria Partnership NHS Foundation Trust are working closely together to add a comprehensive mental health service offer to the North West Ambulance Service 111 Directory of Services to ensure patients can access appropriate mental health services via 111 at all times.

3. Multi Agency Crisis Assessment Service Proof of concept.

This is an area where considerable work has been completed throughout 2016/17 supported by the Police Innovation Fund. The Multi Agency Crisis Assessment Service, consisting of a Cumbria wide single point of access, updated Section 136 facilities, a Carlisle based community crisis hub provided by Carlisle and Eden Mind and three crisis beds at the Carleton Clinic in Carlisle has been established. All stakeholders recognise this scheme as an exemplar in joint system working and as current funding expires in March 2018 further opportunities for sustainable funding are being explored via the Police and Crime Commissioner Sustainable Transformation Fund.

Collaborative supply and specialised commissioning

1. Pathway redesign (Provider Development)

Recognising that current commissioned services for eating disorders focus largely upon late stage anorexia nervosa disorders, North Cumbria Clinical Commissioning Group are currently working closely with Cumbria Partnership NHS Foundation Trust and Morecambe Bay Clinical Commissioning Group to scope a comprehensive eating disorder service which will encompass prevention, early identification and intervention as well as services for late stage complex disorders across a 12 to 24 years age range.

2. Secondary Care Mental Health Bedbase

A comprehensive bed modelling review was commissioned from Mental Health Strategies by NHS Cumbria Clinical Commissioning Group in 2016. This review identified that although there were an appropriate number of mental health beds to meet the needs of the population of Cumbria, the configuration and location of these beds needed further review. This process was suspended until the Sustainability and Transformation plans had been agreed for both the North Cumbria and Morecambe Bay footprints and is now be taken forward as part of the overarching mental health workstream plan supported and monitored by the Cumbria wide Mental Health Partnership Group.

3. Perinatal

It is expected that the Mental Health Partnership Group will support the development of an application for funding from wave 2 of the Perinatal Community Service Development Fund. There is a national programme for perinatal support and access and the establishment of Mother and Baby Units across the country with 4 areas identified for 2017 building on the 20 areas allocated funding in 2016.

Dementia

1. Dementia strategy delivery

The Cumbria wide dementia group have aligned the dementia pathway for Cumbria to both the 2014 National Dementia strategy and the Prime Ministers challenge for dementia and this is now part of the overarching Cumbria Mental Health Partnership Group agenda.

2. Primary care education and professional development

A comprehensive primary care education package in support of dementia diagnosis and support in primary care has been developed and is now available for implementation across North Cumbria.

Next Steps

North Cumbria Clinical Commissioning Group has clear line of sight to the priority actions required to deliver on the Mental Health Strategy informed and supported by the Five Year forward View. It will now continue to work with Morecambe Bay Clinical Commissioning Group to ensure that all of the key themes are aligned and replicated in both the North Cumbria and Morecambe Bay Sustainability and Transformation Partnership plans.

Whilst North Cumbria Clinical Commissioning Group has been working with other stakeholders in delivering against crisis pathway priorities and been successful in the North of Cumbria in delivering an effective crisis response pathway it now needs to work

with these agencies to identify and secure funding to continue this innovative service post March 2018.

In April 2017 NHS England gave a clear directive for further no recurrent funding allocations being made available through 2017/18 and 2018/19 to be set against the Five Year Forward View 'must do's'. The Mental Health Programme plan will therefore be reviewed and any potential gaps / risk to delivery identified so clear cases can be developed in support of bids against these non-recurrent allocations to support delivery in North Cumbria.

Risks and issues

North Cumbria Clinical Commissioning Group continues to monitor and evaluate the risk and issues it faces through a large transformational programme and the key areas under consideration and mitigation include:

- Further implementation of the 2015- 20 MH Strategy post Clinical Commissioning Group's reconfiguration.
- Effectiveness of transition Children and Young People to Adult services.
- Clinical leadership capacity.
- Reduction in North of England Commissioning support.
- Complexity of service delivery by Cumbria Partnership Foundation Trust across two Sustainability and Transformation Partnerships / Clinical Commissioning Group areas. i.e. county wide initiatives Personality Disorders, Eating disorders
- Out of Area placements.
- Commissioning workforce.