

# Agenda Item 7

 Working for a better future		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of Lincolnshire Sustainability and Transformation Partnership (STP)  
and  
Lincolnshire Partnership NHS Foundation Trust (LPFT)

Report to	<b>Health Scrutiny Committee for Lincolnshire</b>
Date:	<b>21 February 2018</b>
Subject:	<b>Lincolnshire Sustainability and Transformation Partnership: Mental Health Priority</b>

## **Summary:**

The Health Scrutiny Committee is focusing on four of the seven priorities being delivered as part of the Lincolnshire Sustainability and Transformation Partnership (STP). One of the four selected priorities is mental health and this item is focusing on recent progress and strategic activity in relation to the NHS direction for delivery of Mental Health Services in Lincolnshire.

## **Actions Required:**

To consider and comment on the content of the report.

*"Mental health accounts for almost a quarter of NHS activity but only around 11% of the total expenditure. Poor mental health is known to contribute to existing inequalities and can result in negative outcomes for those in need, particularly in relation to education, employment, housing, substance and alcohol dependence and the criminal justice system. The cost to the economy is estimated at £105 billion a year. This demonstrates the financial implications of not taking mental ill-health seriously."*

*Lincolnshire JSNA, 2017*

## **1. Background**

### Lincolnshire Partnership NHS Foundation Trust

Lincolnshire Partnership NHS Foundation Trust (LPFT) is the specialist, regulated NHS Mental Health Care Provider for Lincolnshire providing a range of mental health crisis, inpatient and community services across a range of services in over 56 locations in Lincolnshire, to over 65,000 patients per year.

### Implementing the Mental Health Forward View

The Government published "*Implementing the Mental Health Forward View*" in July 2016 to set out clear deliverables for putting the recommendations of the independent Mental Health Taskforce Report into action by 2020/21. NHS Operational planning guidance for 2018/19 makes clear a continued drive to meet those ambitions. The ambitions are underpinned by significant additional funding for mental health care from NHS England, which is provided to Mental Health Commissioners with the stipulation that this funding should not be used to supplant existing spend or balance reductions elsewhere.

### Mental Health Investment Standard

Each Clinical Commissioning Group (CCG) must meet the Mental Health Investment Standard (MHIS) by which their 2018/19 investment in mental health rises at a faster rate than their overall programme funding. CCG auditors will be required to validate the 2018/19 year-end position on meeting the MHIS. There are 18 months remaining to deliver the unprecedented programme of change required to ensure that Lincolnshire meets national expectations. This is in the context of a system wide financial deficit in Lincolnshire. This paper explains some of the progress to date and the future proposals.

## **2. Successes to date through the Sustainability and Transformation Partnership**

LPFT is a partner in the STP and has been successful in delivering/planning the following service improvements for Lincolnshire patients: -

- Learning Disability service transformation (currently subject to targeted engagement as advised by the Lincolnshire Health Scrutiny Committee)
- Older adult transformation plans (stakeholder engagement being undertaken)
- Investment in Early Intervention Services (funding confirmed)
- Community Mental Health service redesign is underway and the service has eradicated historical lengthy waits for psychology
- Acute inpatient pathway developments (as referenced in the table below)
- Community CAMHS redesign and development of the Healthy Minds emotional well-being service

### **3. Aligning National Priorities (NHS Operational Plan 2018/19) with Local Mental Health Sustainability and Transformation Planning**

As a member of the Lincolnshire Sustainability and Transformation Partnership (STP), LPFT is in the process of negotiating health system priorities for transforming NHS delivery, to make the best use of public resources for maximum impact on our population; including mental health services. This paper has been submitted prior to those local priorities (for 2018/19) being finalised. As the work programme for mental health is aligned with the National Key Deliverables for Mental Health, the priorities for LPFT as a regulated NHS provider organisation will not change.

STP local priorities for 2018/19 will be weighted through a “confirm and challenge” process by System Leads against a system agreed scoring matrix. This has been devised to support investment decisions; fast tracking those with the biggest system impact on finance, quality, performance and access; subsequently enabling savings to be re-invested in other work programmes.

Lincolnshire’s position against future Mental Health and Learning Disability Service ambitions for 2018/19 is set out in Appendix A.

### **4. Conclusion**

The Lincolnshire Sustainability and Transformation Partnership is facing the challenge of finding investment for purposes of nationally directed mental health development and transformation of new services, within a system with collective forecast deficit of circa £110m.

These are examples of the difficult choices that have to be made by Lincolnshire NHS colleagues. These programmes are clearly the right things to do, but may have to be deferred or delayed. It is therefore imperative that one of the key priorities within the STP, the Acute Services Review, is completed and implemented to help create the financial environment for these and other out of hospital programmes.

An additional pressure for LPFT funding comes from regulators, regarding the standard of existing mental health estate. The Care Quality Commission has recommended that the Trust replaces any inpatient facilities still providing dormitory bedroom accommodation. The cost of meeting this recommendation is estimated to be up to £30m. Capital monies were spent on the introduction of the Psychiatric Intensive Care Unit, which resulted in significant system financial savings as well as a quality benefit to patients, carers and families. It allowed Lincolnshire to develop a new service.

The current national profile of Mental Health and Learning Disability services is unparalleled. The national strategic vision for better accessibility and improved quality is founded on good evidence. The Lincolnshire system has a great opportunity to implement these proposals, but at a time of considerable financial challenge. The recent NHS Planning Guidance for 2018/19 has re-emphasised the need for systems to ensure these services are in place in the timescales described. The STP is working hard at identifying how this can be achieved given the challenges identified above.

## **5. Consultation**

The Health Scrutiny Committee is asked to consider its role in relation to the Government's commitments to Mental Health as a strategic oversight committee of the Lincolnshire System.

## **6. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire's Position Against Future Mental Health and Learning Disability Service Ambitions for 2018/19

## **5. Background Papers**

The following background papers were used in the preparation of this report:

NHS England Five Year Forward View for Mental Health [available here: <https://www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final.pdf>]

Lincolnshire Joint Strategic Needs Assessment 2017 [available here: [http://www.research-lincs.org.uk/UI/Documents/JSPA%20Summary%20Report\\_Final\\_v1.5\\_070817.pdf](http://www.research-lincs.org.uk/UI/Documents/JSPA%20Summary%20Report_Final_v1.5_070817.pdf)]

NHS Planning Guidance 2018/19 [available here: <https://www.england.nhs.uk/wp-content/uploads/2016/09/NHS-operational-planning-guidance-201617-201819.pdf>]

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Lincolnshire's position against future Mental Health and Learning Disability service ambitions for 2018/19 is detailed in the table below.

<b>National Priority</b> (NHS Operational Plan 2018/19 - 2021)	<b>Local Initiative</b>	<b>Local Status</b>	<b>Workforce (WTE)</b>	<b>Quality Impact</b>	<b>Financial Impact</b>
<p>Reduce all inappropriate adult acute out of area placements by 2020/21, including increasing investment for Crisis Resolution Home</p> <p>Treatment Teams (CRHTTs) to meet the ambition of all areas providing CRHTTs resourced to operate in line with recognised best practice by 2020/21.</p> <p>Review all patients who are placed out of area to ensure that have appropriate packages of care. Keep patients and families close to home and keep Lincolnshire funding in the county.</p>	<i>Psychiatric Intensive Care Unit (Males)</i>	Complete	41.05	<i>Opened in August, bring patients back from out of area as part of a staggered plan.</i> <i>0 out of area male placements consistently since October 2017</i>	Realised significant cost savings to the system
	Bed Managers 7 day working to ensure best use of bed based service	Commenced. Recurrent funding under negotiation	2.00	<b>Prospective</b> <ul style="list-style-type: none"> <li>➤ Alignment with national quality standards (year one)</li> <li>➤ Alignment with best practice (Year one)</li> <li>➤ Regulatory alignment</li> <li>➤ Patient experience: co-produced and evaluated improvement for Lincolnshire Patients</li> </ul>	Under review
	Psychiatric Clinical Decisions Unit to prevent admissions	Commenced. Recurrent funding under negotiation	31.50		
	Crisis Resolution and Home Treatment (24/7 Lincoln & Boston)	Commenced. Recurrent funding under negotiation	13.84		

<b>National Priority</b> (NHS Operational Plan 2018/19 - 2021)	<b>Local Initiative</b>	<b>Local Status</b>	<b>Workforce (WTE)</b>	<b>Quality Impact</b>	<b>Financial Impact</b>
	Community Rehabilitation pathways to bring patients back to Lincolnshire currently travelling out of county for their care	Under negotiation	c80.0		
	Revision of female service model to provide service in county for females	Under negotiation	c 40.0		
Ensure evidence of local progress to transform children and young people's mental health services is shared to inform refreshed joint agency Local Transformation Plans.	Underway in collaboration with Lincolnshire County Council	Underway	tbc	tbc	tbc

<b>National Priority (NHS Operational Plan 2018/19 - 2021)</b>	<b>Local Initiative</b>	<b>Local Status</b>	<b>Workforce (WTE)</b>	<b>Quality Impact</b>	<b>Financial Impact</b>
Make further progress towards delivering the 2020/21 waiting time standards for children and young people's eating disorder services of 95% of patient receiving first definitive treatment within four weeks for routine cases and within one week for urgent cases.	CAMHS inpatient service under review in Lincolnshire, with Specialist Commissioners	Under discussion	tbc	tbc	tbc
Deliver against regional implementation plans to ensure that by 2020/21, inpatient stays for children and young people will only take place where clinically appropriate, will have the minimum possible length of stay, and will be as close to home as possible to avoid inappropriate out of area placements, within a context of 150-180 additional beds.	CAMHS service under review in Lincolnshire	Under discussion	tbc	tbc	tbc

<b>National Priority</b> (NHS Operational Plan 2018/19 - 2021)	<b>Local Initiative</b>	<b>Local Status</b>	<b>Workforce (WTE)</b>	<b>Quality Impact</b>	<b>Financial Impact</b>
Continue to increase access to specialist perinatal mental health services, ensuring that 9,000 more women access specialist perinatal mental health services and boost bed numbers in the 19 units that will be open by the end of 2018/19 so that overall capacity is increased by 49%.	Redesign of existing small service to meet National Scale (National Transformation Funds available from NHSE)	Under discussion	12.5	<b>Prospective</b> <ul style="list-style-type: none"> <li>➤ Alignment with national quality standards (year one)</li> <li>➤ Alignment with best practice (Year one)</li> <li>➤ Regulatory alignment</li> <li>➤ Patient experience: co-produced and evaluated improvement</li> </ul>	<b>National:</b> £784,041 (Yr1) <b>NHSE fund through CCG Baseline:</b> £792,505 (Yr2) £801,064 (Yr3) £809,717 (Yr4)
Continue to improve access to psychology therapies (IAPT) services to a minimum of 19% (2018) for people with common mental health conditions.  Approximately two-thirds of the increase to psychological therapies should be in new integrated services focused on people with co-morbid long term physical health conditions and/or medically unexplained symptoms, delivered in primary care.	IAPT service expansion within Long Term Conditions services	Under discussion	38.0	Current service achieving some of the highest outcomes in UK Achieving target of 15% access (current local contractual obligation) <b>Prospective</b> <ul style="list-style-type: none"> <li>➤ Alignment with national quality standards (year two)</li> <li>➤ Alignment with best practice (Year one)</li> <li>➤ Regulatory alignment</li> <li>➤ Patient experience: co-produced and evaluated improvement for Lincolnshire Patients</li> </ul>	<i>Refresh business case underway</i> <b>Cost pressure c.</b> £3.8 p.a <b>Cost savings (from year 2)</b> £6.4m

<b>National Priority</b> (NHS Operational Plan 2018/19 - 2021)	<b>Local Initiative</b>	<b>Local Status</b>	<b>Workforce (WTE)</b>	<b>Quality Impact</b>	<b>Financial Impact</b>
Deliver mental health crisis and liaison services by 2021 that can meet the specific needs of people of all ages including children and young people and older adults; Deliver Core 24 mental health liaison standards for adults in 50% of acute hospitals.	Increase current service to align with National Requirement	Under discussion	24.0	<b>Prospective</b> <ul style="list-style-type: none"> <li>➤ Alignment with national quality standards (year one)</li> <li>➤ Alignment with best practice (Year one)</li> <li>➤ Regulatory alignment</li> <li>➤ Patient experience: co-produced and evaluated improvement for Lincolnshire Patients</li> <li>➤ Will contribute significantly to the diversion and de-escalation of patients from A&amp;E and crisis management</li> </ul>	<b>Cost pressure</b> c£1.3m p.a
Ensure that 50% of patients requiring early intervention for psychosis receive NICE concordant care within two weeks.	Early Intervention in Psychosis Team	Investment secured	6.2	Service currently achieving early intervention within 2 weeks in 78.0% of cases (ytd)	£762,000 per annum

<b>Additional Sustainable Transformation Partnership Priorities</b>	<b>Local Initiative</b>	<b>Local Status</b>	<b>Workforce (WTE)</b>	<b>Quality Impact</b>	<b>Financial Impact</b>
Increase dementia diagnosis rates in primary care	Component of primary Care Liaison Worker Project	Review / options in development	c.50	Key NHS primary care deliverable	tbc
Increase employment support services by 100%	IPS project with Lincolnshire County Council	options in development	c9.0	Macroeconomic gain through reduction of reliance on welfare and reduced dependency on publically funded services	tbc
Increase mental health self-care and prevention offer by 100%	Aligned with STP Self Care & Prevention Strategy	options in development alongside STP prioritisation programme	-	Longitudinal impact – decrease in reactive care costs Reduced dependency on professional health services	tbc