

**Southampton City Council  
Health Overview and Scrutiny Panel  
April 2017**

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## **Southern Health NHS Foundation Trust: Briefing on the Trust's Clinical Services Strategy**

### **Introduction**

Southern Health Foundation Trust is committed to providing the best possible care to the people of Hampshire and beyond, ranging from supporting self-help to specialised tertiary and quaternary services.

The Trust has been severely criticised over the last year, which has led it to focus on two priorities: to significantly improve its services; and to establish quickly how services need to change to be more effective for its patients and the public.

In response to the second priority, the Trust has carried out a fundamental review of its clinical strategy, with two purposes. The first is to identify how the services will be best delivered in the future and the second to look at whether the current organisational arrangements needed to change to support that clinical strategy.

This review has resulted in a new and dynamic vision for mental health and learning disability services, and an independent analysis of the development of the multispecialty community provider (MCP) model of care in Hampshire.

### **How was the review undertaken?**

The clinical strategy work has not been a theoretical exercise, but a practical one. We have looked to clinical leaders in the Trust to develop the strategy, supported by an external expert reference group and working in partnership throughout with people who use our services and their families. It has involved a lot of work in a short time, so we have engaged Deloitte LLP to support this work. We are also working with experienced clinicians from Northumberland Tyne & Wear NHSFT, one of the largest mental Health and Learning Disabilities trusts in England recently rated outstanding by CQC.

Throughout we have been working closely with commissioners and system partners through a steering group led by the Chairman of the Trust, to ensure partners are fully involved and to encourage support for the strategy by our stakeholders. We have also adopted an inclusive approach, working with service users, families and carers, as well as our own staff, to gather their views on how services should be delivered.

### **Initial findings**

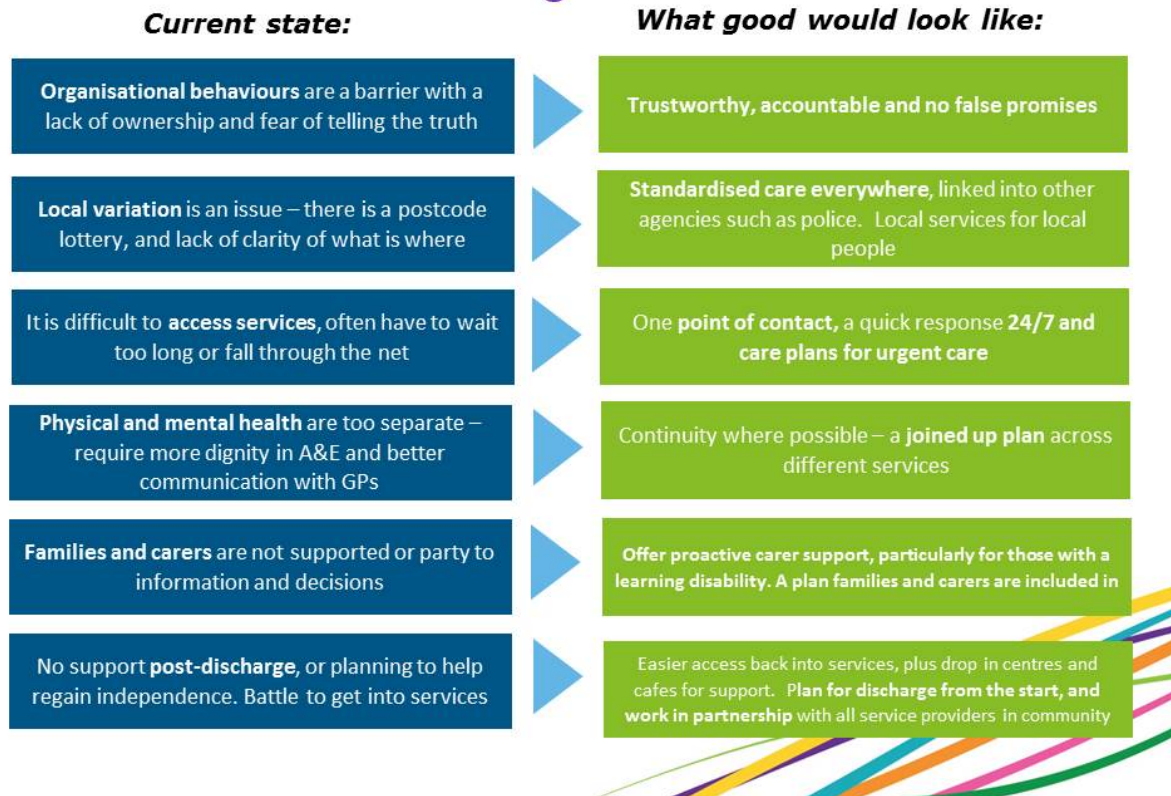
Following workshops with service users, families and staff, initial findings highlighted some things that work really well:

- Service users and carers cannot praise individual staff highly enough
- Examples of good practice are gathering national attention, such as perinatal services
- Staff demonstrate commitment and willingness to move forward – with service users and carers, and also each other

- Staff are excited by the opportunity to contribute to change

However, service users and carers also identified a number of issues where change was needed:

## What service users and carers have told us: what needs to change



In addition, staff identified a number of challenges relating to communication with partners and duplication of work, increasing demand and financial challenges, fragmentation of the wider health system, culture, and service specific issues.

### The new clinical services strategy for mental health and learning disability services

Based on the results of our engagement work, on 24 March the Trust published a Statement of Strategic Direction for its mental health and learning disability services.

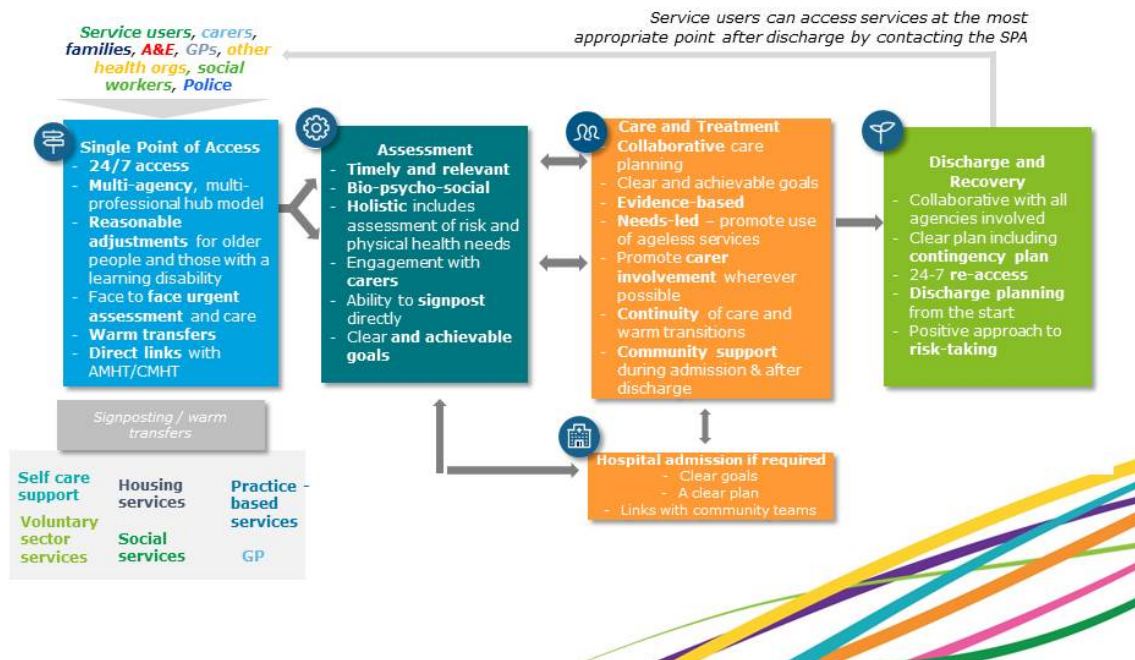
This includes a set of principles to guide the Trust:

- To provide high quality, safe, person-centred and holistic services which improve the health, wellbeing and independence of the people we serve
- To deliver needs-led services, which are timely, proactive and easy to access, 24/7
- Having the right people doing the right job, taking ownership and pride in good communication
- A recovery-focused approach, with a positive attitude to strengths, resilience and risk taking, and which is adaptable to change
- Continuity across boundaries and transitions, removing the barriers

It also sets out a clinical pathway for mental health and learning disability services:

Southern Health **NHS**  
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## The developing pathway for mental health and learning disability services



From this we have defined seven priorities for mental health and learning disability services which are now the focus of our work:

1. We will actively involve, engage and include service users, families and carers in service delivery and design.
2. We will improve access to services via a single point of access for all requests accompanied by a culture of supporting requests for help and providing needs-led pathways.
3. We will transform the urgent care pathway to deliver responsive, reliable, high quality care 24/7 including developing alternatives to admission.
4. We will improve outcomes for those who use our services the delivery of needs-led, evidence based pathways reduce variation whilst linking into local delivery systems of care.
5. We will deliver consistent, purposeful, needs-led inpatient care across the trust when it is needed.
6. We will develop our tertiary (specialist mental health) services to provide care across a complete pathway with pathways that are consistent across the trust.

7. We will increase access to italk and work with the system to explore primary care based mental health services to keep people well.

Achieving the priorities set out above will require many months of ongoing engagement with the people we support, our staff and partners in the local health care system. We will now be looking at the next level of detail of the mental health and learning disability pathway redesign. This will require close working with commissioners and other local providers which is being taken forward with the Sustainability and Transformation Plan Mental Health Alliance.

### **The future of community physical health services and the multispecialty community provider (MCP) model**

We have also published a report on the development of the multispecialty community provider (MCP) care model in Hampshire in which Southern Health is a key partner. The report was produced by Deloitte LLP and represents an independent analysis of development to date and suggested next steps. It finds that clear progress has been made in trialling new ways of providing care and improving the way GPs and NHS trusts work in partnership.

On behalf of the health system Southern Health has led the development of the MCP model of care. The progress made in terms of how we work with GP and primary care colleagues is a result of the dedicated and innovative work of many hundreds of staff across all our services. Involvement and leadership from commissioners is now important to make sure the new ways of working continue into the future, aligned to the development local delivery systems described in the Hampshire and Isle of Wight sustainability and transformation plan (STP).

The next steps will involve building the existing pilot schemes into new services, and for Southern Health to develop a strategy for our community services which will determine the Trust's role in this. In time, we expect these services will become more integrated into the local delivery systems as these develop. We will support this to happen in the best possible way once the process and timescales become clear.

### **The next steps**

We are now working to set up a comprehensive delivery hub which will ensure the necessary capacity, leadership, and improvement methodology to enable this work to be carried out effectively and at pace, with minimal disruption to existing services. We are committed to ongoing engagement with patients, staff and stakeholders as we implement this strategy.

The full published documents can be downloaded here:

<http://www.southernhealth.nhs.uk/news/publication-of-clinical-services-strategy/>