

**TITLE OF REPORT:           Deciding Together, Delivering Together:  
Update on Designing Inpatient and Community  
Mental Health Services**

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## **Purpose of the Report**

1. To provide an update on arrangements being put in place to design inpatient and community mental health services across Gateshead and Newcastle.

## **Introduction**

2. The Deciding Together process involved asking people who use mental health services, their families, carers, mental health professionals and service providers for their views on improving the way specialist adult mental health services are arranged in Gateshead and Newcastle. It culminated in a listening exercise held during winter 2014/15 and was published in April 2015.
3. In June 2016, the CCG governing body considered the findings of the Deciding Together process and made its decision about the future of the services. The following statement was released:

*“Mental health services in Newcastle and Gateshead are set to be transformed – reducing the amount of time people will spend in hospital and creating better, more integrated care outside of hospital in the community, and helping people to recover sooner – and bringing them onto an equal footing with physical health care.... The changes will mean the creation of new in-patient facilities at Newcastle’s St Nicholas’ Hospital, and the opportunity to innovate a wider range of improved and new community services, some that will be specifically provided by community and voluntary sector organisations under future new contracts, that will link with statutory NHS services.*

*While the decision will mean the closure of Gateshead’s standalone Tranwell Unit, as well as the Hadrian Clinic in Newcastle, it provides the opportunity to make significant changes that will create new interlinking community and hospital mental health services that will reduce the reliance on hospital stays, shorten the time people spend in hospital and overall improve their experience of services, helping them to recover sooner, stay well and have fulfilling lives.*

*Older people’s services in Newcastle would also change and be consolidated at St Nicholas’ Hospital, closing wards based on the former Newcastle General Hospital site.*

*The money released from these changes will be invested into new and enhanced services that will create a better way for people to be supported and cared for in their own communities, minimising the need for in-patient care because new innovative services will support them, when they need it.”*

4. Following the CCG decision, work began to understand how to best to take forward its implementation. On 1 February 2017, a stakeholder workshop was held to identify the next steps. There was representation from Gateshead Council at the workshop.
5. The ‘Deciding Together, Delivering Together’ work will implement the decision of Deciding Together – it is not intended to start again.
6. The workshop group in February 2017 proposed to work in a collaborative way to redesign the pathways for adults and older people in Newcastle and Gateshead who have urgent (in its broader sense) and more complicated / intense mental health needs, by December 2017.
7. The redesign work will cover all adult and older peoples mental health services in Gateshead and Newcastle; this recognises that the Deciding Together scope was limited to NTW provided services and that it was not sufficiently broad to redesign services to meet the mental health needs of the population. The increased scope, therefore, means covering the Gateshead and Newcastle provision of:
  - All NTW NHS Trust provided adult and older people’s services
  - Gateshead Health NHS Trust provided older peoples mental health services (new to scope)
  - Third sector services, community and voluntary service services
  - Social care services

## **Creating the Implementation Plan**

8. The Accountable Officer Partnership for Gateshead and Newcastle has identified Ian Renwick, Chief Executive of Gateshead Health NHS Foundation Trust, as the accountable officer sponsoring this work. Three work streams will be established and will complete their work between March and August 2017. These are:

### **Resource review**

- Briefly revisiting the validity of the Deciding Together resource assumptions (finances, activity, capital).
- Appraising the available capital to accommodate the decision.

### **Stakeholder views**

- Appraising the outcomes of Deciding Together and providing feedback on them.
- Proposing solutions to any concerns raised.

### **Design programme**

- Developing a community services specification
  - Developing an inpatient services specification
9. In addition to the work to implement the Deciding Together decision as it stands, consideration will need to be given to the way in which older people's services operate across Gateshead and Newcastle. The original Deciding Together work excluded older people's services in Gateshead.

### **Three Work Streams – Tasks and Outputs**

10. Tasks and outputs have been identified for each of the three work streams as follows:

#### **Resources Review Group**

##### **Tasks:**

1. Restate the case for change activity and for finances (brief exercise) considering specifically:
  - a) The financial envelope projected to 2022 – drawing conclusions about the revenue and capital affordability of the Deciding Together decision.
  - b) The demand for services in light of demographic analysis, projected to 2022.
2. Review the Gateshead resources and services delivered (this reflects the increased scope of the work).
3. Assess existing capital and what needs to change to accommodate Delivering Together outcomes and specifically:
  - a) Identify the specific site for the Newcastle based in-patient provision.
  - b) Identify existing alternative capital (e.g. Intermediate Care) and its scope to complement/ provide in patient capacity.

##### **Outputs:**

A single document that provides all necessary resource information (financial, activity and capital) to inform the workshops in June. *Target date: 1 June 2017*

#### **Stakeholder Views Group**

##### **Tasks:**

1. Review the outcomes of Deciding Together and identify strengths, concerns and potential solutions where possible.
2. Describe key components of a community service – including specific references to voluntary and community sector.
3. Support the planning of the workshop design events in the summer, feeding in the outputs of the group and shaping the community services specification.

**Outputs:**

A single summary document, including a series of ideas/ solutions to feed into the design workshops. *Target date: 1 June 2017*

**Design Group**

**Tasks**

1. **Design community services** across adult and older people services using both the Delivering Together work to-date and available national evidence of effectiveness and efficiency. The scope of the design must include maximising the use of the voluntary and community sector, as a key delivery partner in mental health services.

This work will need to be taken forward through a series of **workshop events**, to be held just before the summer months. The workshops will draw upon the existing transformation methodology of the NTW Transformation programme.

Consideration will need to be given as to whether there should be a single specification for Gateshead and Newcastle – or one for each area.

2. **Design inpatient delivery** parameters including:
  - a) Acute mental health inpatient needs for adults and for older people.
  - b) Shared care (physical and mental health inpatient needs) if appropriate.

This work will be critical to ensuring we develop a new in patient facility that will work easily with community services, focus on recovery, and support patients over a longer term such that readmission to hospital is prevented as far as possible.

**Outputs:**

A community services specification and an inpatient services specification (operating parameters). *Target date: 31 October 2017*

**Recommendations**

11. The Health and Wellbeing Board is asked to note the arrangements being put in place to progress this work. Further updates will be provided as this work progresses.

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