



NHS Southwark and SLaM Systemwide Sustainability Programme

- Presentation to Southwark Overview and Scrutiny Committee
- Wednesday 6th October 2010
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- Jo Kent and Patrick Gillespie, SLaM



The Context - Mental Health Strategy

- There has been a continuing review of our Mental health Strategy for the last 2.5 years
- The Recession has had an impact on all Southwark Services and has been a part of our future planning
- Last Autumn the Labour Government launched “New Horizons”, its vision for MH and we incorporated many of its recommendations into our developing strategy
- NHS Southwark Stakeholder events were held in December 2009 and August 2010 to agree local priorities and service restructure.

Strategic Priorities



Current NHS Southwark mental health priorities require that services:

- Are focussed on prevention and early intervention
- Are within clear pathways of care and support
- Are provided in the community with other community services
- Increase access to a range of therapies
- Promote personal independence and choice
- Reduce/decommission inappropriate secondary care



Prioritisation Process

- The Prioritisation Policy and criteria were agreed at the November 2009 Board Meeting
- A public facing workshop informed the development of this prioritisation framework for 2010 -11 commissioning
- This included participants from LINk, the voluntary sector and the User Involvement and Patient Experience Committee.
- Agreed criteria were:
 - Health Gain
 - Clinical Effectiveness
 - National and Local Priority
 - Numbers of individuals participating
 - Accessibility

The Service Context



- South London and Maudsley Foundation Trust provides around 90% of our Mental Health Services
- SLaM is restructuring the way in which it organises its services – Setting up Clinical Academic Groups to prepare for MH Payment by Results
- We have a new contract with SLaM
 - Developed jointly with Lambeth, Lewisham and Croydon
 - With a very strong performance framework
 - With incentives and penalties built in
- We have asked SLaM to make service changes that will result in more efficient and cost effective services



The Financial Context

- The PCT Strategic Plan forecasts that by 2013/14 healthcare expenditure will increase to £653m with current services.
- Anticipated income in this period is £558m – a shortfall of £95m.
- As a part of its recovery plan, NHS Southwark has been working with SLaM to reduce the cost of services by £3.7m over the next two years (2010-12).
- It is also expected that further significant reductions to the SLAM contract will be needed in 2012 to 2014.
- Southwark Council social care savings of 25+% will also impact on Mental Health service provided by SLaM

Restructuring Principles for Mental Health Services



NHS Southwark have advised SLaM of their commissioning intentions and requested that it restructures services so that:

1. Clinical evidence and national best-practice is adopted to develop and implement revised clinical care pathways.
2. The philosophy of evidenced based outcomes is embedded into the local treatment system.
3. The time that people stay within both 'community' and inpatient treatment is reduced.
4. Treatment is provided as 'episodes of care' that support GPs and other primary care services and that we move away from providing on-going, open ended support to individuals.
5. Individuals are encouraged take a more active role in managing their own care.



Service user engagement

- In addition to the PCT's prioritisation exercise which engaged service users and carers, the stakeholder events in December 2009 and August 2010 invited responses on strategic priorities and proposed changes to services.
- The PCT has been present at MIND Service User Council Meetings during this time and has responded as needed on the proposed changes.
- More recently NHS Southwark has responded in detail to a LINK Mental Health Task Group enquiry and has invited further discussions with the Group.
- A Service User and Carer event around the service changes is planned for 19th October 2010

Future Structure of AMH Services in Southwark



SLAM has identified five main areas of redesign to address both the need to reorganise and disinvest. These are:

In 2010 / 2011 to undertake:

- The reintegration of the assertive outreach services into the support and recovery teams.
- The redesign of community services and introduction of Liaison and Assessment teams to support the reduction in secondary care and increase in primary care and third sector provision.
- Introducing episodes of care and shortening lengths of stay in secondary care by introducing the Staying Well team.

In 2011 / 2012 to undertake:

- The reorganisation of psychological therapies in the borough.
- The reduction in the community estate.



Changing Structure for AMH Services in Southwark

The following services will not be affected by proposed changes:

- In Patient Services
- Crisis Services
- High Support Services
- Early Intervention Services
- Staying Well Services



Changing Structure for AMH Services in Southwark

The following services will be affected by current proposed changes:

- Support and Recovery Services
- Assessment and Brief Treatment Services
- Assertive Outreach Services
- Psychological Therapies
- Social Inclusion Services

Changing Structure for AMH Services in Southwark

Current Teams Affected by Proposed Changes
Caseload 2,800

- 5 Support and Recovery Teams
- 5 Assessment and Brief Treatment Teams
- 2 START Teams
- 1 SCOT Team
- 1 HTU Team

Future Team Structure
Caseload 2,000

- 4 Support and Recovery Teams for Psychosis
- 2 Assessment and Liaison Teams for Mood Disorders
- 2 Support and Recovery Teams for Mood Disorders
- 1 START Team
- 1 Supporting People Team



Changing Structure for AMH Services in Southwark

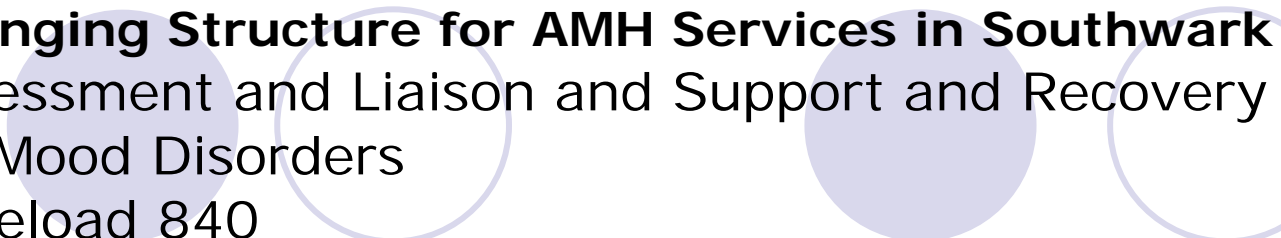
- There will be a restructure of all psychological therapies across the Trust
- There will also be a review of BME services and vocational services across the Trust

Changing Structure for AMH Services in Southwark



Support and Recovery for Psychosis
Caseload 840

- 4 x Team Leaders
- 3 x Consultant Psychiatrists
- 1 x Staff Grade Psychiatrist
- 1 Lead Psychologist
- 2 x Senior Psychologists
- 2 x Psychologists
- 1 x Qualified FI worker
- 1 x Senior STR Worker
- 8 x Social Workers
- 2 x Business Managers
- 16 x Qualified Band 6
- 5 x Administrators
- 8 x Qualified Band 5
- 3 x Receptionists



Changing Structure for AMH Services in Southwark

Assessment and Liaison and Support and Recovery
for Mood Disorders
Caseload 840

- 4 x Team Leaders
- 3 x Consultant Psychiatrists
- 8 x Social Workers
- 18 x Qualified Band 6
- 8 x Qualified Band 5
- 1.2 x Lead Psychologist
- 1 x Sen Psychologists
- 1.5 x Psychologists
- 2 x Business Managers
- 6 x Administrators
- 2 x Receptionists



Changing Structure for AMH Services in Southwark START and Supporting People Teams Caseload 320

- 2 x Team Leaders
- 2 x Consultant Psychiatrists
- 1 x Trainer
- 5 x Social Workers
- 6 x Qualified Band 6
- 5 x Un / Qualified Band 5
- 0.5 x Lead Psychologist
- 1 x Psychologists
- 1 x Business Managers
- 3 x Administrators
- 1 x Receptionists



Changing Structure for AMH Services in Southwark Rationalisation of the Estate

By April 2011:

- Disposal of 27 Camberwell Road
- Move West Support and Recovery Team to St Giles House
- Move West ABT Team to the north of the borough
- Move St Giles ABT 1&2 to 22 Lordship Lane
- Undertake an accommodation audit



Changing Structure for AMH Services in Southwark What's Next?

- Develop clear information on timescales and procedures for all stakeholders
- Pre consult with all staff teams in August
- Arrange user led focus groups for service users and carers, Southwark Mind etc in September and October
- Discuss with Overview and Scrutiny
- Discuss with Local Medical Committee
- Attend Staffside meetings
- Go to formal consultation on an agreed date in the Autumn 2010