Agenda item 11

in good health
The Norfolk and Waveney Health and Care Partnership

Norfolk and Waveney STP Executive briefing note (April 2019)

Here's an update summarising the key issues discussed by the Norfolk and Waveney STP Executive at their meeting on 26 April 2019.

Children and young people's mental health

- We want to fundamentally change how we view and care for the mental health and emotional wellbeing of children and young people. We need to make it easier for children, young people and their families to get the care and support they need, when they need it, as well as make sure that they don't fall down in gaps between services.
- Andy Vowles and Clare Morris from Rethink Partners joined the meeting to discuss progress with our work to create a much more integrated children's system, with consistent system-wide strategic leadership for children and young people's mental health.
- We discussed the emerging conclusion that the system needs to move away from its current 'tiered' approach to services (where there are different contracts and services in place for each 'level' of service) and embrace an approach that is place in many other areas, known as the 'thrive' model.
- Adopting the thrive model is a subtle but fundamental shift in the way that the system views the mental health and emotional wellbeing of children and young people. In particular:
    - all children and young people in Norfolk and Waveney are viewed as being within the model at all times
    - the purpose of the model is to move as many children and young people as possible into a place where they are thriving
    - there will be a shift away from an illness mindset
    - it promotes an approach that deescalates need and encourages early intervention
    - it continues to respect the need for strong clinical and professional input
    - this model suggests what is thriving for one child may not be the same as the other
- We are also considering how we can make it easier for children, young people and their families to get the care and support they need. At present, there are multiple routes of entry, which can be confusing for children and families, as well as professionals. The model we are developing has just three points of entry: single phone line/email; walk in; and digital. We are considering how this might align with access points to other services (such as early help and the healthy child programme).
- It has been decided that for almost all services the most appropriate range is 0-25 (meaning up to a person's 26th birthday), which is in line with emerging national policy.

- This phase of work began in late January and will run until June 2019, when Rethink Partners will report on the future service model that has been developed, future governance and capacity, enablers for making this transformation happen and the wider vision for integrated children's services.

Adult Mental Health Strategy approved

- The Executive approved the Norfolk and Waveney Adult Mental Health Strategy, which has now been published on our partnership's website:

  www.norfolkandwaveneypartnership.org.uk/news/news/norfolk-and-waveney-adult-mental health-strategy.html

- Our strategy sets out a long term vision for mental health services available locally, and what we need to do to get there. It has been written alongside people that use mental health services, carers and professionals, and is rooted in the things people told us needed the most attention. At the core of the strategy are six 'commitments' that frame the work we need to prioritise:

  - To increase our focus on prevention and wellbeing
  - To make the routes into and through mental health services more clear and easy to understand for everyone
  - To support the management of mental health issues in primary care settings (such as within GP practices)
  - To provide appropriate support for those people who are in crisis
  - To ensure effective in-patient care for those that need it most (that being beds in hospitals are other care facilities)
  - To ensure the whole system is focused on working in an integrated way to care for patients
- We recognise the strategy will need to constantly evolve for it to remain relevant regardless of the climate we find ourselves in. By doing so we can turn this strategy into action, working in true co-production with people that use mental health services and the communities they live in to deliver effective, compassionate mental health care for everyone.

- Each of the above six commitments has a dedicated workstream, which is developing its own action plans to deliver change in its respective areas. These workstreams involve people with experience of using mental health services, carers, voluntary and community sector representatives, clinicians and professionals, and commissioners.

Manging the finances and performance of our health and care system

- Our NHS organisations made over £100m of efficiency savings in the 2018/19 financial year enabling us to maintain or increase investment in priority areas and to meet demand. Despite this, because of the pressures facing our health and care services, the combined year end position for our CCGs and NHS trusts in 2018/19 was a deficit of £97.6m (subject to audit).

- All NHS organisations have submitted their final 2019/20 Financial Plans and contracts within the STP have now been aligned. We are planning that, together, our CCGs and NHS trusts will deliver a combined deficit of £16.4m in this financial year. This would obviously represent a very significant improvement in terms of our system financial performance. To achieve this we will need to continue our work to create more integrated ways of working and all organisations will need to meet their control totals, and if we do this we stand to receive a total of £69.9m in supplemental funding across Norfolk and Waveney's NHS.
- As previously mentioned, we are increasingly being held to account by our regulators for our performance as a system, rather than as individual organisations. The STP Executive discussed a first draft of our system performance framework, which looks at a small number of significant indicators, including referral to treatment waiting times, cancer, emergency care and out of area placements.
- To find out more read the system finance and performance reports which will be published with the papers for the May meetings of the CCG governing bodies and provider boards.

Exploring the hopes, fears and needs of our workforce

- It's vital that everyone who works in health and care helps to shape the future of our Integrated Care System. We all need to work together to consider how we bridge the workforce gaps and design a new workforce fit for the future.
- This is why we are about to hold our first online workshop, which will be called #WeCareTogether. An invitation will go out shortly to every member of the health and social care workforce – paid and unpaid – to join the conversation about the future and how we can work better together.
- The Executive discussed the first of our online conversations, which will present the vision of the STP and ask people what their hopes and fears are for working as a system. The online conversation will last a few weeks.
- All members of the Executive were really supportive of this work and will share more information with you when we launch the first online conversation.

#WeCare Together

New website for our partnership

- Our new STP website is up and running, for the first time bringing together in one place what our partnership is doing and has achieved so far.
- Visit: www.norfolkandwaveneypartnership.org.uk to find out more. It is only a starting point - there is so much more we can and will include in the months to come.