

## **Nottingham & Nottinghamshire Integrated Mental Health Pathway Strategic Plan 2024/25-2026/27**

### **Introduction**

1. NHS England (NHSE) Planning Guidance 2023/24 set out a requirement for Integrated Care Boards to co-produce a strategic plan to localise and realign mental health inpatient services over a three year period, with a strong emphasis on system collaboration.
2. Alongside this, NHSE published a Commissioning Framework for Mental Health Inpatient Services which set out guidance to support with the task of localising and realigning services with the aims to:
  - a) enable and support systems to develop local plans for change, so that inpatient provision better fits the needs of the population, makes more effective use of the funds available, and protects and improves the lives of citizens in their locality.
  - b) ensure that services are local, inclusive and deliver safe, personalised, and therapeutic care.
3. Within this, NHSE stated that maintaining the current status quo was not an option and that it would be imperative for systems to coproduce a bold and radical vision for the future of mental health inpatient care that meets the needs of our local population.
4. Locally we have named this strategic plan the Integrated Mental Health Pathway Strategic Plan 2024/25-2026/27 in order to reflect the full system pathway work that system partners have collectively committed to undertake to realise this.
5. The strategic plan relates to adult services only. The timescales for the three year mental health strategic plan for children and young people has been postponed by NHSE. Final publication of the commissioner guidance is anticipated in December 2024, with draft plans to be submitted March 2025 and final plans to be submitted in July 2025. In the meantime, connections between children and adult services will be made, especially to support those young people transitioning to the adult pathway.
6. The strategic plan is an ICS wide document that provides the system with oversight of a range of work priorities underway in relation to mental health. The strategic plan aims to align with and complement existing work underway within City Place Based Partnership to support delivery of the Better Mental Health Concordat, including the Mental Health cross-cutting theme in the

Health and Wellbeing Strategy, the Mental Health Collaborative, City Mental Health Group and Severe Multiple Disadvantage Programme.

### **The Integrated Mental Health Pathway Strategic Plan 2024/25-2026/27**

7. Appendix 1 contains the Integrated Mental Health Pathway Strategic Plan 2024/25-2026/27, which sets out the direction of travel for an integrated mental health pathway that delivers local, inclusive, safe, personalised, and therapeutic care that meets the needs of individuals in Nottingham and Nottinghamshire.
8. The strategic plan aims to localise and realign mental health inpatient services over a three year period to ensure the right care is being delivered, in the right place, at the right time, and in the least restrictive environment.
9. There is a clear case for change, as well as significant concerns about the quality of care delivered in inpatient services and a challenging system financial position that need to be addressed. Working together in partnership across the system will help to address these challenges and ensure best value for money.
10. To achieve our vision and address our local challenges, system partners will aim to transform the whole mental health pathway, not just inpatient services themselves. This means that system partners will review and transform the full range of commissioned services and support delivered by NHS, Local Authority and Voluntary, Community & Social Enterprise (VCSE) organisations across three strategic pillars:

Strategic pillar 1: improving access to care and support in the right place at the right time

Strategic pillar 2: how we deliver high quality care for people

Strategic pillar 3: timely discharge to the place people call home

11. Our focus will be on supporting people to live well in their local community with the building blocks of good mental health in place to maintain positive mental health and resilient communities. People will have access to good quality support, information and care to manage their own mental health and wellbeing and will know where to go to access the right care at the right time to prevent the need for accessing services or an inpatient admission. If people do need support from inpatient services, they will receive high quality care in their local area in the least restrictive environment to meet their needs. People will only stay in hospital for the time they need to, with partners working together to identify, act upon and commission appropriate housing and support needs to enable people to go to the place they call home as soon as they are ready and prevent the need for readmission.

## **How we have developed the strategic plan**

- 12.** Programme infrastructure has been joint funded between health and local authorities and dedicated programme leadership and support is in place, along with partner support identified by key organisations.
- 13.** The strategic plan has been developed by working with all system partners across health, local authorities and the VCSE sector, as well as working with people with lived experience as equal partners, to develop a whole system approach. Membership includes partners from across Nottinghamshire Healthcare NHS Foundation Trust; Nottinghamshire County Council; Nottingham City Council; IMPACT Provider Collaborative; VCSE organisations including MIND, Framework, Turning Point and Primary Care. This also includes colleagues from Public Health teams and Place Based Partnerships.
- 14.** There is a system commitment to coproduce with people with lived experience as equal partners in the development and delivery of the strategic plan. This includes active engagement of specific groups who are less heard to ensure coproduction of transformational delivery is shaped by all voices, experiences and needs.
- 15.** Initial insights to inform the strategic plan were captured from people with lived experience through Patient Interviews (17 people), engagement sessions with existing groups at Beeston Middle Street Resource Centre and Arnold Mental Health drop-in (47 people), the Healthwatch Nottingham & Nottinghamshire Specialist Mental Health Services Report (367 responses) and ICB complaints data. This ensured that we captured views and experiences from intelligence that the system already had captured.
- 16.** Following this, an Integrated Mental Health Experts by Experience Group was developed to help support, design and review the work of the strategic plan. Information to encourage people to join the group was actively shared and supported by community & faith groups, clinical settings and carer's organisations resulting in 12 active members from a wide cross section of the Nottingham and Nottinghamshire community with a range of mental health experiences. Experts by Experience Group members are currently being supported to become members throughout the governance structure including the Oversight group.
- 17.** A series of task and finish group workshops have taken place during February and March 2024 to develop the content of the strategic plan, with a particular focus on understanding the current gaps in provision and areas of focus required to achieve our local vision.

18. These were complimented by a series of system subgroups during April – May 2024 to develop the additional detail required for the strategic plan and detailed delivery plans, with a particular focus on the delivery actions required to achieve our system deliverables and the identification of leads across the partnership to support delivery. These subgroups included:
  - Living Well in the Community
  - Inpatient Provision
  - Timely Discharge
  - System Workforce and Culture
  - Coproduction
  - System Data
19. To support partner capacity and reduce duplication, alignment of the subgroups with existing programmes of work has been undertaken where there are significant interdependencies.
20. An Outcomes workshop took place on 7<sup>th</sup> June to bring together system stakeholders and community members to develop the outcomes for people we will aim to collectively deliver across health, care and voluntary sector organisations to have the most positive impact on the mental health of our local communities. These outcomes will inform how we will measure the progress of the system's three year Integrated Mental Health Strategic Plan through the creation of an outcomes framework, as well as informing the development of the system mental health dashboard to measure impact for the people we support, as well as plan for the future.

### **Feedback and governance of the strategic plan**

21. NHS England provided feedback on a draft submission that was made at the end of March 2024. The feedback was largely positive recognising that we had developed a clear strategy with clear high-level milestones to be achieved, and highlighted areas of strengths including the level of system stakeholder involvement, good programme governance and good uses of evidence based data. Areas requiring further development have been addressed and incorporated into the final submission through detailed work with partners.
22. In May, Nottingham and Nottinghamshire were asked to present our approach to the strategic plan and the framework we developed at a regional NHSE group as an example of best practice. This provides a good level of confidence that the strategic plan approach we have undertaken locally is in line with NHSE requirements, as well as being determined as the best approach for our local area.
23. The Integrated Mental Health Pathway Strategic Plan 2024/25-2026/27 was endorsed by the Mental Health Inpatient Transformation Oversight Group (June

24) and the ICS Mental Health Partnership Board (July 24) and was approved by the ICB Strategic Planning & Integration Committee in July 24. On 31<sup>st</sup> July the strategic plan was published on the ICS website and submitted to NHS England.

### **Next steps**

- 24.** System partners will now focus on delivery of the strategic plan as per the steps agreed within the detailed programme delivery plans. Programme governance will be reviewed to ensure sufficient oversight, assurance and support to delivery in this next phase of the programme. This will be aligned to the governance of the ICS Mental Health Partnership Board and Health and Wellbeing Boards.
- 25.** A system outcomes framework is in development to monitor progress over the three year period, as well as the impact that the work is having for the people of Nottingham and Nottinghamshire.