

The L&SC STP integrated approach to planning the mental health workforce

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Developing people
for health and
healthcare

Specific Themes

- National Context
- Northern Context

The L&SC Approach

- Setting the scene
- The Mental Health Case for Change
- The L&SC Footprint
- The 5 Local Delivery Systems
- Collaborative Deep-dive into Mental Health workforce
- The quadratic approach to identifying solutions
- Next steps



Healthier
**Lancashire &
South Cumbria**

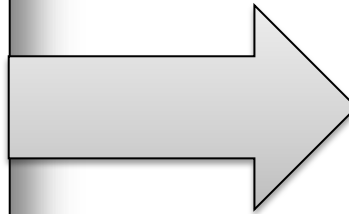
Setting the scene

Mental health, not physical health

- Across Lancashire and South Cumbria, children, young people and adult mental health needs are not being treated together with their physical needs.
- We know that this can lead to a variety of issues such as social isolation and self-harm. This also results in physical health conditions being left untreated and people dying early.
- We will support people with teams close to home, providing support for mental health in A&E departments to take into account both physical and mental health needs, whilst reducing pressure on services.



Local Solutions



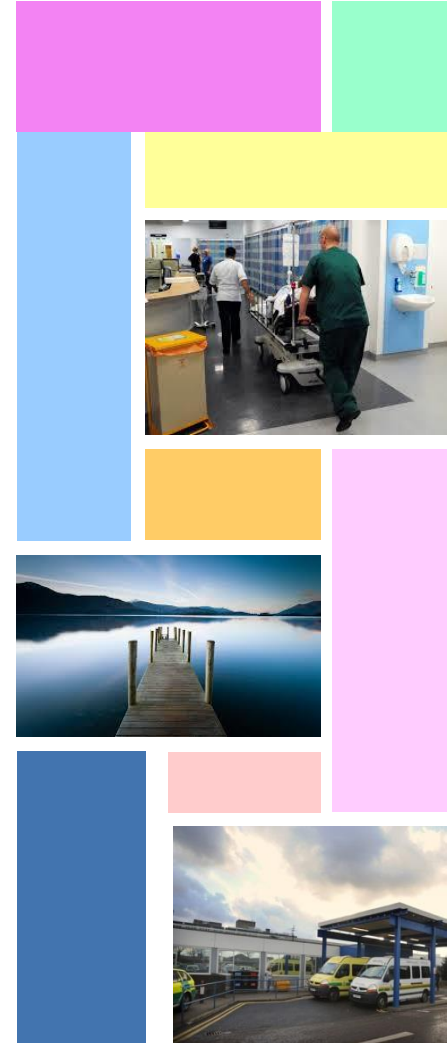
Areas have learning to share and work underway to build **into** workforce plans...

- ✓ Building capacity in areas by harnessing opportunities in innovation, apprenticeships and continued professional development
- ✓ Importance of retention and productivity initiatives within local areas
- ✓ Understanding and accounting for complexities for the mental health workforce –integrated and multi-disciplinary teams, links to social care, current core service pressures

“Iterating service designs and workforce solutions locally will change the aggregate picture of how many professionals are needed as **local solutions** are created to **address local shortages**”

L&SC Case for Change

- Five Year Forward View (FYFV)
- Focus on Crisis Care and Parity of Esteem
- Acute Hospital Liaison
- Retest Inpatient and Crisis Team Capacity – Operational Resilience
- Consider New Models of Care for Mental Health and Funding Arrangements
- Integrated and Sustainable Workforce



L&SC Local Partners

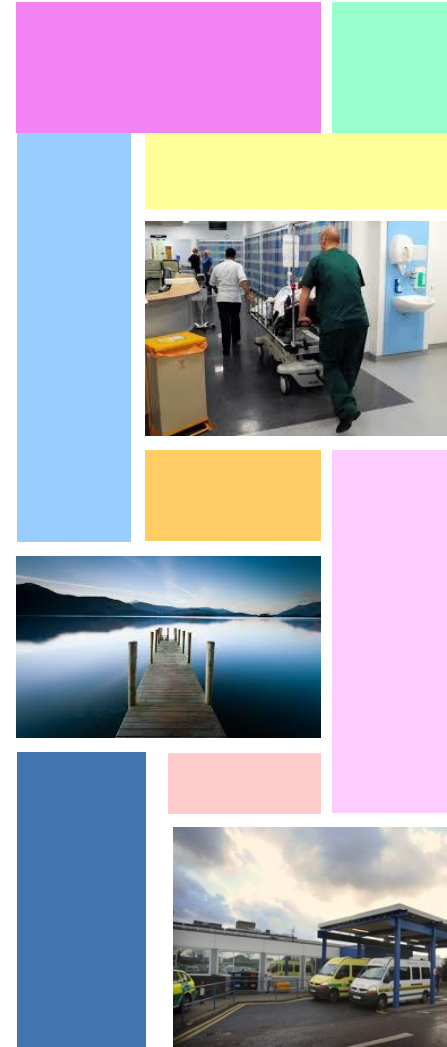
- NHS England
- 8 CCGs / Specialised Commissioning / CSU
- NHS Improvement
- HEE
- CQC
- NICE
- Public Health England
- L&SC STP / PM) / LWAB
- 5 Local Delivery Systems
- NWLA
- NW Innovation Agency
- AQUA
- Clinical Senates

- 4 Authorities
- L&SC Health Scrutiny Committee
- NW Employers
- ADASS
- LGA



L&SC Footprint

- Robust and Consistent Crisis Pathway and alternatives to crisis
- Integrated Mental Health offer under 111 and 999
- Sustainable Inpatient Services and Specialist Community Teams including Crisis Teams
- Chain Vanguard Proposal
 - CAHMs
 - Eating Disorders
 - Perinatal Services
 - Low and Medium Secure
- Sustainable Care Sector – Rehabilitation, Step Down, Care Homes (reducing DTOC)



Local Delivery Systems

- Integrated Mental Health and Wellbeing Offer including improved management of people experiencing LTCs e.g. Diabetes, COPD, Stroke
- Redevelopment of IAPT Services (Workforce challenges and skill mix)
- Integrated acute liaison and discharge services including vulnerable adults, frail elderly, and young people
- Primary Care Teams to deliver Shared Care for people with mental health problems
- Closer integration of Dementia Teams into Local Frailty Pathways



Collaborative Approach

Connected with the SRO for Mental Health in L&SC and established a T&F group across the ALBs to undertake a deep dive into the Mental Health workforce for the L&SC LWAB using the following quadratic approach.

STP overview and interface with other care areas

Current reality to deliver the work-streams; finance, workforce

L&SC Mental Health waterfall model based on apportionment

- What does the system need to do?
- Risk analysis across finance and workforce
- Compare and contrast against population demand rather than weighted deprivation indices

Mitigating the workforce and finance risk

- Ideas and solutions to reduce risk
- System approach to challenges and disruptive innovation
- Leadership and OD implications
- What 4 or 5 questions do we need to answer?

Further Collaboration

L&SC are building the case for greater collaboration across the system as the prerequisites for delegation

Place based commissioning strategy for Mental Health (Tier 1 to 4)

A robust decision making and governance Structure

A clear investment strategy and workforce plan.

Successful in being allocated transformational funding at STP level for:

- Perinatal Inpatient Unit
- Crisis and Urgent Care Mental Health (Core 24)
- IAPT and Long Term Conditions

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Next Steps

Agreeing a revised Operating Model for the implementation of the nationally prescribed Mental Health & Well being strategy (MH Five Year Forward View) and mandate the development of the business case that will be presented to the Joint Committee of CCGs in November.

Deep dive into the Mental Health workforce at the 30th November L&SC LWAB

Full finance and workforce risk analysis against apportionment but also population health and demand locally.

Top 5 questions we need to answer and deliver solutions for.