

*Towards
the best,
together*

A Clinical Vision for our NHS,
now and for the next decade



NHS

East of England

Implementation Plan

Mental Health

February 2009
Edition 1

Introduction

This document is the first version of the Implementation Plan for *Towards the best, together*, the Clinical Vision for health and health services in the east of England, now and for the next decade. It is being published alongside the final version of *Towards the best, together*, and should be read alongside that document.

Purpose of the Implementation Plan

Towards the best, together sets out an ambitious vision of how health services across the east of England will change over the next 10 years: to respond to the case for change included in the document; ensure we improve the health of our population, and; deliver truly world class standards in both the clinical quality of care we provide and the experience that patients have. It is based around eight clinical pathways of care and includes 64 key proposals for those pathways of care, together with proposals in a number of cross-cutting or enabling pieces of work. All of these proposals are aimed at helping delivery of the 11 pledges from *Improving Lives; Saving Lives* that the NHS in the east of England is committed to delivering.

Towards the best, together presents a framework for how health services should change and is intentionally set at a fairly high level. It represents a large scale, far reaching and complex change programme. This Implementation Plan is intended to answer the question "So who will actually do what, and by when?"

Format

The Implementation Plan consists of individual sections for each of the eight clinical pathways and six cross-cutting or enabling pieces of work, as follows:

Clinical Pathway

Staying Healthy
Mental Health
Maternity and Newborn Care
Children's Health
Planned Care
Acute Care
Long Term Conditions
Palliative and End of Life Care

Cross-Cutting or Enabling Work

Patient and Carer Experience
Patient Safety
Workforce
Leadership
IM & T Enabling Strategy
Improvement, Innovation and Research

The Pledges

Improving people's health:



We will deliver year on year improvements in patient experience



We will extend access guarantees to more of our services



We will ensure that GP practices improve access and become more responsive to the needs of all patients



We will ensure that NHS primary dental services are available locally to all who need them

Reducing unfairness in health:



We will ensure fewer people suffer from, or die prematurely from, heart disease, stroke and cancer



We will make our health service the safest in England



We will improve the lives of those with long term conditions

Delivering a better experience for patients:



Working with our partners, we will reduce the difference in life expectancy between the poorest 20% of our communities and the average in each PCT



We will ensure healthcare is as available to marginalised groups and looked after children as it is to the rest of us



We will cut the number of smokers by 140,000



We will halt the rise in obesity in children, and then seek to reduce it

Each of these sections is set out in a consistent format, to the following layout:

Key Work Areas	Action/Milestones	Responsibility	Timetable

For the clinical pathways, the **Key Work Areas** are essentially the key proposals for each pathway. For the cross-cutting and enabling pieces of work, the **Key Work Areas** are the major strands of work that will be taken forward.

The **Actions/Milestones** represent the key things that need to be done/the key stages of the work that need to be completed, rather than every single step that needs to be taken along the way.

The **Responsibility** column indicates which organisation(s)/group(s) are responsible for carrying out the work or approving something.

The columns under the timetable represent the month and year by when we expect the work to have been completed. Although the Clinical Vision is for 10 years, for the most part it is probably unrealistic for implementation planning to cover a time period longer than 3 years. Most of the sections of the Implementation Plan therefore cover the period to the end of March 2011, monthly to the end of March 2009 and then quarterly to the end of March 2011.

The sections of the Implementation Plan show the linkages between the key work areas and the pledges developed under *Improving Lives; Saving Lives*. These are indicated by the inclusion of the relevant icon for the pledge in the key work area column, as shown by the example below:

Create new specialist centres for primary angioplasty



This indicates that the creation of new specialist centres for primary angioplasty is fundamental to the delivery of pledge 5 (as shown by the box around the icon for pledge 5) and will also contribute to the delivery of pledge 6 (no box round the icon for pledge 6).

Also shown in the sections of the Implementation Plan are those areas that have been identified as delivering "Quick Wins". These are shown by white text on a grey background, rather than the normal grey text on a white background, as follows:

Action/Milestones	Responsibility	Timetable
At least 50% of practices in each PCT offering extended hours	PCT	X

There are also a few areas where detailed timelines or commitments have yet to be finalised and they are shown in italics, as demonstrated below:

<i>% of Trusts delivering one-to-one midwifery care in established labour</i>	Trusts	
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Monitoring and Reviewing the Implementation Plan

The Implementation Plan represents the current understanding of what needs to be done, by whom and by when to deliver *Towards the best, together*. It endeavours to show what the current expectation is of when overall service changes are expected to happen.


The SHA elements of the Implementation Plan will be incorporated into the SHA Business Plan. PCT elements of the Implementation Plan will be incorporated in PCT Strategies and PCT Operational Plans.

Monitoring of overall progress against the Implementation Plan will be reported to the *Towards the best, together* Steering Group. Any system-wide issues that require resolution will be escalated to the East of England Management Board. The performance management of implementation in PCTs will be through the SHA performance review process against the relevant PCT's operational plan.




The Implementation Plan will also be updated and reissued every six months.

MENTAL HEALTH																
Key Work Areas	Action/Milestones	Responsibility	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Jun 09	Sep 09	Dec 09	Mar 10	Jun 10	Sep 10	Dec 10	Mar 11
			Ensure Mental Health services are recovery focused 	EoE definition of recovery developed, including meaningful service user outcome measures	SHA		X									
Outcome measures validated	SHA Experts by Experience Group			X												
Commissioning Guidance issued	SHA				X											
Guidance incorporated in PCT Operational Plans	PCTs							X								
Impact of recovery approach reviewed	Programme Board													X		
Recognising the importance of prevention associated with Mental Health 	Proposals developed for a work programme to establish a preventative approach to Mental Health services	Programme Board						X								
	Proposals approved	Steering Group							X							
	Proposals approved	EoE Mgmt Board							X							
	Proposal incorporated in PCT Operational Plans	PCTs										X				
Recognise the importance of tackling stigma associated with Mental Health 	Proposals developed for a campaign to combat stigma	Programme Board				X										
	Scope Impact of 'Time to Change Work' based within the East of England	Programme Board				X										
	Proposals approved	Steering Group					X									
	Campaign launched	SHA/PCTs/Trusts						X								
Seek to detect dementia earlier 	Needs analysis guidance developed	Programme Board						X								
	Guidance incorporated into needs analysis process	PCTs							X							
Help more people with dementia live at home as long as possible 	Integrated commissioning strategy for dementia developed, including details about quality outcomes	SHA							X							
	Commissioning and training requirements identified	PCTs								X						
	Integrated commissioning strategy for dementia training developed	SHA/Deanery/ PCTs								X						
	Guidance on local memory assessment services issued	Programme Board								X						
	Local memory assessment services established	PCTs														X
	% of PCTs with mental health liaison staff across primary and secondary care in place to improve access to and the standard of care given to people with all age dementia	PCTs/Local Authorities							25				50			

MENTAL HEALTH

Key Work Areas	Action/Milestones	Responsibility	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Jun 09	Sep 09	Dec 09	Mar 10	Jun 10	Sep 10	Dec 10	Mar 11
Introduce a maximum 18 week wait for services with shorter guarantees where appropriate 	10 day maximum wait for Psychological Therapies initial assessment implemented	PCTs		3 PCTS				8 PCTS			14 PCTS					
	10 day maximum wait for all step 2 Psychological Therapies implemented	PCTs		3 PCTS				8 PCTS			14 PCTS					
	28 day maximum wait for all step 3 Psychological Therapies implemented	PCTs		3 PCTS				8 PCTS			14 PCTS					
	Proposal for maximum waiting time for Specialist Psychological Therapies assessment (steps 4 and 5) agreed	PCTs/SHA							X							
	Proposal incorporated in PCT Operational Plans	PCTs										X				
	Benefits of increased access to Psychological Therapies established	Programme Board												X		
	Proposal developed for further service development	Programme Board													X	
	Proposal approved	Steering Group														X
	14 day maximum wait for routine referrals for Early Intervention in Psychosis included in PCT Operational Plans	PCTs							X							
	14 day maximum wait for routine referrals for Early Intervention in Psychosis implemented	PCTs										X				
	Crisis Resolution and Home Treatment service specification developed	SHA		X												
	Commissioner guidance issued	SHA			X											
	Guidance incorporated in PCT Operational Plans	PCTs							X							
	4 hour maximum wait for Crisis Resolution and Home Treatment services implemented	PCTs										X				
	Proposal for 24 hour maximum wait for urgent referrals and 28 day maximum wait for routine referrals for Community Mental Health Teams agreed	PCTs/SHA				X										
	Implementation plans incorporated in PCT Operational Plans	PCTs										X				
	<i>24 hour maximum wait for urgent referrals and 28 day maximum wait for routine referrals for Community Mental Health Teams implemented (TBC)</i>															
	Proposal developed for waiting times for Eating Disorders, Prison In-reach, Perinatal and Antenatal mental health services	Programme Board							X							
	Proposal approved	Steering Group								X						
	Proposal approved	EoE Mgmt Board								X						

MENTAL HEALTH

Key Work Areas	Action/Milestones	Responsibility	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Jun 09	Sep 09	Dec 09	Mar 10	Jun 10	Sep 10	Dec 10	Mar 11
	Implementation plans incorporated in PCT Operational Plans	PCTs										X				
	Baseline waiting times for all mental health services measured	PCTs					X									
	Maximum waiting times trajectories agreed as part of PCT Operational Plans	PCTs/SHA						X								
	Maximum wait of 18 weeks for all mental health services implemented	PCTs														X
Recruit at least 350 Psychological Therapists 	Baseline assessment of workforce skill-mix and training needs analysis completed	PCTs			X											
	Training providers commissioned	SHA/Deanery	X													
	Additional staff recruited	PCTs		3 PCTS				8 PCTS			14 PCTS					
Expand Older Peoples Mental Health Teams 	Proposal developed, with reference to national dementia strategy	Programme Board							X							
	Proposal approved	Steering Group								X						
	Proposal approved	EoE Mgmt Board								X						
	Proposal approved	LAs								X						
	Joint commissioning intentions agreed with Local Authorities	PCTs/LAs									X					
	Staged implementation agreed	PCTs/LAs/SHA										X				
Recruit/expand workforce focused on Recovery Time & Support 	Staged implementation commenced	PCTs /LAs											X			
	Proposal developed, with reference to the recovery outcomes work	Programme Board							X							
	Proposal approved	Steering Group								X						
	Proposal approved	EoE Mgmt Board								X						
	Proposal approved	LAs								X						
	Joint commissioning intentions agreed with Local Authorities	PCTs/LAs									X					
Staged implementation agreed	PCTs /LAs/SHA										X					
Staged implementation commenced	PCTs/LAs												X			