

Report to:

ADULT SOCIAL CARE AND HEALTH SCRUTINY COMMITTEE

Relevant Officer:

Ursula Martin, Executive Director of Improvement and Compliance, Lancashire and South Cumbria NHS Foundation Trust

Date of Meeting:

23 June 2022

INITIAL RESPONSE SERVICE

1.0 Purpose of the report:

1.1 The purpose of this report is to provide Blackpool Adult Social Care and Health Scrutiny Committee members a further update relating to the implementation of the Initial Response Service (IRS) and an update on Mental Health Transformation across the Fylde Coast, following the presentation given to the Committee in March 2022.

2.0 Recommendation(s):

2.1 The Committee is asked to consider the progress and next steps on the IRS implementation and progress on continued improvements being made at The Harbour and Fylde Coast Network.

3.0 Reasons for recommendation(s):

3.1 To continue to support the proposal for an Initial Response Service across Blackpool and the Fylde Coast and to ensure Committee members are sighted on the progress of continued improvement work.

3.2 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.3 Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Other alternative options to be considered:

4.1 None.

5.0 Council priority:

5.1 The relevant Council priority is:

- Communities: Creating stronger communities and increasing resilience.

6.0 Background information

6.1 Initial Response Service (IRS) implementation

The initial soft launch for Fylde Coast IRS was planned for April 2022, however Lancashire and South Cumbria NHS FT, despite initially locating a number of sites, have not been able to identify a suitable estate to that would support the IRS specification. As a result of not identifying a suitable estate and the learning from the launch of the IRS in other parts of the Trust (Pennine and Central and West), the team are exploring further options via an options appraisal.

6.2 IRS model

Due to capital pressures and learning from the IRS implementation which has already happened, the Trust is currently in the process of scoping alternative potential options for the IRS Trust wide, which includes having less IRS teams covering larger areas, matching capacity to demand, and building in enough local knowledge/directories with accurate information, so there aren't any delays in answering the queries that come through first time.

The model will still be an all age Initial Response Service and pathways have been agreed with Blackpool Teaching Hospitals and our internal CAMHS services.

6.3 Workforce

A successful rolling programme of recruitment has been ongoing across the Trust to staff the implementation of the IRS, including Fylde. This recruitment has now been temporarily paused whilst the resulting options appraisal is undertaken as described above.

The consultation with the Specialist Triage and Referral Team (START) team who will form part of the IRS has been completed.

The Home Treatment Team consultation will not commence until all the options have been concluded and a final way forwards agreed. This is due to the fact this relates to a potential change of base for this team, so until any site discussions are concluded, consultation is not possible.

6.4 Future IRS Workshop Arrangements

Initial meetings have been held across the Fylde coast with Blackpool Council, Clinical

Commissioning Groups (CCGs) and Blackpool Teaching Hospital. The model and pathways have been agreed and a task and finish group has been established to maintain as much momentum on the programme as is possible.

6.5 Blackpool Trust Hospital (BTH) Single Point of Access update

Committee members will be aware that BTH provide Mental Health services, including the Single Point of Access. BTH have been involved in all workshops to date (reviewing Single Point of Access and pathways) for the service that they provide and we continue to engage and work collaboratively via the task and finish group.

6.6 Risks

The immediate identified risks with mitigations are identified below:

Risk	Mitigating Actions
Not achieving the identification of an appropriate Estate causing significant delays and impacting on programme delivery.	The estates team are scoping alternative options in line with the learning from the other IRS launches.
Capital project costs may exceed budget.	Review options for additional funding as well as mitigating project costs in the identification of the site/scope
Delay to facility “go live” date.	Undertake thorough options appraisal for alternative sites with stakeholders. Review options for accelerated delivery
Recruitment to all posts not within the time frame for the Initial Response Service “ go live” date.	Recruitment campaigns being undertaken across Blackpool and the Fylde Coast.
111 first implementation Quarter four unmet demand	Working with the national team and undertaking demand and capacity work.

6.7 Key Learning from launch of IRS within Pennine and Central and West Lancashire

Key Learning Points	Mitigating Actions in place to address
Implement Consultant advice and guidance for GPS prior to go live prior to reduce routine demand	Advice and Guidance to commence across Blackpool and the Fylde Coast in July.

To have a robust plan in place to clear START waiting times with dedicated staff in place to support with weekly monitoring .	Action plan in place with a trajectory set with weekly monitoring in place.
Shorter soft launch and market the service for increased self-referrals to reduce the routine demand and release capacity in primary care.	Targeted marketing plan in place across Blackpool and the Fylde Coast to support a full launch when required.
Release of clinical staff prior to go live to have training on all the systems and processes including the live data dashboards.	Backfill to be arranged once go live data is confirmed to release clinical staff with some bespoke online learning.

6.8 Additional Fylde Coast/Trust transformation Programmes

Wesham Rehabilitation Unit

The Rehabilitation centre successfully opened in March 2022.

When Wesham Rehab Unit was developed, it was to accommodate 14 male patients in one single sex wing and 14 female patients in another wing that share living space, a garden, dining and kitchen facilities and activity/recreational facilities. This design was developed in 2018/19 to meet the demand/capacity issues for both male and female rehabilitation beds and worked with the physical layout of an existing NHS former rehabilitation ward on the Wesham site.

Following the launch of the Wesham Rehabilitation Centre in March 2022, referral and assessment evidence suggests that there is continuing limited demand for the female rehabilitation beds. This is reflective of the national picture where bed provisions in other NHS Trusts are weighted more heavily towards male patients.

In the context of urgent care pathways and excessive length of stay experienced by some acute patients, the senior clinical team assessed and reviewed the demand for both male and female beds. They made a number of recommendations alongside the Quality Impact Assessment to the Network Triumvirate. In order to assist with pressures across the system, an executive decision has been made to utilise Wesham as a male only unit. This decision will continue to be under review.

Going forward, female accommodation will continue to be provided for our community by Salford Lodge, Salford and Brookhaven in Preston. We will continue to work closely with the Rehabilitation Flow team, care coordinators and those units and patients to support their care in line with the transformational work we are undertaking in the Care Group.

6.9 **Community Mental Health Transformation**

Lancashire and South Cumbria NHS Trust is working with service users, colleagues and support organisations to improve community mental health services across Blackpool and the Fylde Coast, as part of the national programme for Community Mental Health Services transformation.

This forms part of a national programme set out in the NHS Long Term Plan to enable adults with severe mental illness to access care and support in a new, more joined up and effective way, regardless of their diagnosis or level of complexity.

This is about offering flexible and personalised care and support that responds to an individual's mental health needs and preferences close to home; while also increasing support for the wider factors that can impact wellbeing, such as employment, housing and physical health.

This includes creating community hubs made up of a range of colleagues providing different services to work with primary care networks (PCNs) and locality teams, who will provide more specialist care. These new teams will be working within GP areas to improve access to services at a more localised level.

This programme has a particular focus on transforming adult eating disorders, personality disorder/ emotional regulation, and community rehabilitation services. Partners are working together to develop an integrated system of care and support that:

- Improves access to care; making it clear, simple and quick to get support when it's needed
- Ensures care is flexible and personalised to reflect the service user's needs and preferences
- Has a holistic approach, putting the patient, not their diagnosis or their symptoms, at the centre of their treatment plan.
- Removes the need for service users to re-tell their story every time they receive care

This transformation involves a range of partners, who are working together to deliver a fully integrated community-based model of personalised care and support for people with severe

mental illness. These partners include:

- Primary care services – with integrated services based within networks of local GP practices (known as Primary Care Networks) and we have established working groups with the Fleetwood and Blackpool PCNS
- Other NHS mental health providers –Blackpool Teaching Hospitals
- Blackpool and the Fylde Coast Clinical Commissioning Group
- Local authority social care commissioners – Blackpool Council and Lancashire County Council

Voluntary and community sector organisations.

6.10 **Conclusion**

Work continues with the IRS model across the Trust. Learning from the other IRS which have been implemented across the Trust is being undertaken, to ensure we optimize the model, including the estate. The team across Fylde also continue to make transformational improvements in other parts of the Mental Health pathways in line with the long term plan. The Committee are asked to note the progress being made in relation to the IRS and Fylde Coast transformations.

6.11 Does the information submitted include any exempt information? No

7.0 **List of Appendices:**

7.1 None.

8.0 **Financial considerations:**

8.1 None associated with this report.

9.0 **Legal considerations:**

9.1 None associated with this report.

10.0 **Risk management considerations:**

10.1 Detailed in body of report.

11.0 Equalities considerations:

11.1 None associated with this report.

12.0 Sustainability, climate change and environmental considerations:

12.1 None associated with this report.

13.0 Internal/external consultation undertaken:

13.1 None associated with this report.

14.0 Background papers:

14.1 None.