

National Mental Health Workforce Development Collaborative

Overview and Summary of the NHS Long Term plan

15 March 2019

The Mental Health Workforce Development Collaborative members are:

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Birmingham and Solihull Mental Health NHS Foundation Trust

Lancashire Care NHS Foundation Trust

Mersey Care NHS Foundation Trust

Nottinghamshire Healthcare NHS Foundation Trust

Oxford Health NHS Foundation Trust

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Overview and Summary of the NHS Long Term plan

The NHS long term plan (the Plan), published on 7th January 2019, aims to make the NHS fit for the future and to get the most value for patients. The Plan makes several significant pledges about mental health services and workforce development matters. This document gives an overview and summarises these key pledges included in the Plan which are relevant to mental health services and workforce development. These points are grouped into 2 sections within each chapter.

Chapter 1 A new service model for the 21st century

The Plan sets out a 'new service model for the 21st century' with three over-arching principles, stating that "the NHS will increasingly be:

- More joined up and coordinated in its care...to support the increasing number of people with long-term health conditions...
- More proactive in the services it provides...with the move to 'population health management'...
- More differentiated in its support offer to individuals...to take more control of how they manage their physical and mental wellbeing" (p12).

As a first step towards embedding these principles, the Plan commits that by 2021 all local health economies will become Integrated Care Systems (ICSs). ICSs are described in the Plan as bringing "together local organisations to redesign care and improve population health" and creating "a practical and pragmatic way of delivering the 'triple integration' of primary and specialist care, physical and mental health services, and health with social care" (p29).

Mental Health services

- Improve 'out of hospital' care; increase coordination between primary and community health services.
- Develop new design for emergency hospital services to relieve pressure.

Workforce Development

- Providing the right continuing professional development for the physiotherapists could help patients with their anxiety and depression.
- The Plan makes a commitment that "for the first time in the history of the NHS...real terms funding for primary and community health services is guaranteed to grow faster than the rising NHS budget overall" (p14). "Urgent response and recovery support will

be delivered by flexible teams working across primary care and local hospitals, developed to meet local needs, including GPs, allied health professionals (AHPs), district nurses, mental health nurses, therapists and reablement teams” (p.14). As these teams grow nationwide, it provides the opportunity to embed mental health support within them and implement collaborative care approaches to mental and physical health. This is meet the needs of people with mental health difficulties, and also those living with physical health problems who have mental health problems.

Chapter 2 More NHS action on prevention and health inequalities

Mental Health services

- The NHS will invest up to £30 million extra on meeting the needs of rough sleepers, to ensure that parts of England most affected will have better access to specialist homelessness NHS mental health support.
- By 2020/21, the NHS will ensure at least 280,000 people living with severe mental health problems have their physical health needs met each year. This number will rise to 390,000 by 2023/24.
- In maternity services, an enhanced and targeted continuity of care model will be implemented to help improve outcomes for the most vulnerable mothers and babies.
- The Plan makes several significant ‘prevention’ proposals. One of these proposals is the provision of smoking cessation support for new mothers and their partners. “A new universal smoking cessation offer will also be available as part of specialist mental health services for long-term users of specialist mental health, and in learning disability services.” p35
- “By 2022/23, we also expect to treat up to a further 1,000 children a year for severe complications related to their obesity, such as diabetes, cardiovascular conditions, sleep apnoea and poor mental health. These services will prevent children needing more invasive treatment.” p37
- “Young carers feel say they feel invisible and often in distress, with up to 40% reporting mental health problems arising from their experience of caring. Young Carers should not feel they are struggling to cope on their own. The NHS will roll out ‘top tips’ for general practice which have been developed by Young Carers, which include access to preventive health and social prescribing, and timely referral to local support services. Up to 20,000 Young Carers will benefit from this more proactive approach by 23/24.” p43

- “We will invest in expanding NHS specialist clinics to help more people with serious gambling problems. Over 400,000 people in England are problem gamblers and two million people are at risk, but current treatment only reaches a small number through one national clinic. We will therefore expand geographical coverage of NHS services for people with serious gambling problems, and work with partners to tackle the problem at source.” p43

Workforce Development

- “A major factor in maintaining good mental health is stable employment. This Plan sets out how the NHS is improving access to mental health support for people in work and our commitment to supporting people with severe mental illnesses to seek and retain employment. As the largest employer in England, we are also taking action to improve the mental health and wellbeing of our workforce and setting an example to other employer” p43
- A recurring theme throughout the Plan is to enable people to look after their own health more effectively, with a focus on helping people with long-term conditions to self-manage and preventing emerging problems from worsening. The Plan pledges to scale up the use of personal health budgets and extending access to social prescribing through the appointment of link workers. “Over 1,000 trained social prescribing link workers will be in place by the end of 2020/21 rising further by 2023/24, with the aim that over 900,000 people are able to be referred to social prescribing schemes by then” p25.
- The Plan proposes to expand the provision of Alcohol Care Teams in hospitals with high levels of alcohol-dependence admissions (p38). “Alcohol contributes to conditions including cardiovascular disease, cancer and liver disease, harm from accidents, violence and self-harm, and puts substantial pressure on the NHS” (p38). To meet these people’s needs effectively effective links with mental health services would need to be established.
- “We will continue to work with partners to develop specialist community teams for children and young people, such as the Ealing Model, which has evidenced that an intensive support approach prevents children being admitted into institutional care” p53

Chapter 3 Further progress on care quality and outcomes

Mental Health services

Mental health children services

- By 2023/24, an additional 345,000 children and young people to access support.

Maternity and neonatal services

- Improve access to and the quality of perinatal mental health care.

Adult mental health services

- New and integrated models of primary and community mental health care will give 370,000 adults and older adults with severe mental illnesses greater choice and control over their care.
- By 2023/24, an additional 380,000 people per year will be able to access NICE-approved IAPT services.
- Mental health liaison services will be available in all acute hospital A&E departments and 70% will be at 'core 24' standards in 2023/24.
- The Plan makes a pledge to design a "new Mental Health Safety Improvement Programme" to prevent suicide in inpatient units and offer support for people bereaved by suicide (p72).

Workforce Development

Adult mental health services

- NHS will fund new Mental Health Support Teams working in schools and colleges, rolled out to between 1/5 and a 1/4 of the country by the end of 2023.
- By 2023/24, introduce mental health transport vehicles, mental health nurses in ambulance control rooms and build mental health competency of ambulance staff.

The Appendix to the Plan gives extra detail on some specific areas of mental health support. These areas include the following:

- plans to expand the availability of employment services using the evidence-based Individual Placement and Support approach to help another 35,000 people who have "a personal goal to find and retain employment" by 2023/24 (p117).
- improving mental health support in the criminal justice system, including improved continuity of care for people entering or leaving prison, supporting Community Service Treatment Requirements for people who might otherwise get a prison sentence, and providing trauma-informed services for children in the youth justice system (p118).
- improving support to people leaving care and to veterans leaving the Armed Forces (p119).

Chapter 4 NHS staff will get the backing they need

A workforce implementation plan to be published later in 2019 will set the funding available for training, education and continuing professional development (CPD) through the HEE budget.

Mental Health services

- “To make this Long Term Plan a reality, the NHS will need more staff, working in rewarding jobs and a more supportive culture” p78
- “Mature students are more likely to have family and other commitments that make it harder to retrain without financial support. This has particularly affected mental health and learning disabilities fill rates – key priorities for the NHS.” p81

Workforce Development

Workforce supply

- The plan acknowledges that the NHS needs to move to an overall increase in supply. Longer-term action will be discussed within the national workforce group.

Expanding number of nurses, midwives, Allied Health Professionals (AHPs) and other staff

- Aim to improve nursing vacancy rate to 5% by 2028.
- Clinical placements for an extra 5,000 funded from 2019/20, a 25% increase.
- Establish a new online nursing degree for the NHS.

Growing the medical workforce

- Desire to accelerate the shift from a dominance of highly specialised roles to a better balance with more generalist ones.
- The workforce implementation plan will build on the General Practice Forward View to increase the number of doctors working in general practice.

International recruitment

- The workforce implementation plan will set out new national arrangements to support NHS organisations in recruiting overseas.

Supporting current NHS staff

- NHS Improvement is committed to improving staff retention by at least 2% by 2025, the equivalent of 12,400 additional nurses.
- Expect to increase investment in CPD over the next five years.
- Shape a modern employment culture for the NHS – promoting flexibility, wellbeing and career development.

Enabling productive working

- By 2021, NHS Improvement will support NHS trusts and foundation trusts to deploy electronic rosters or e-job plans, to help ensure staff use their time optimally to provide patient care.

Leadership and talent management

- The national workforce group will look at options for improving the NHS leadership pipeline.
- Do more to develop and embed cultures of compassion, inclusion, and collaboration across the NHS.

Volunteers

- NHS England will back the Helpforce programme with at least £2.3m of NHS England funding to scale successful volunteering programmes across the country.

Apprenticeships

- “NHS organisations should look to take on the lead employer model, setting up the infrastructure to deliver apprenticeships on behalf of several trusts, and providing training and education. We will continue to invest in the growth of nursing apprenticeships with 7,500 new nursing associates starting in 2019, a 50% increase on 2018.” p81

CPD

- It is expected that there will be an increase in investment in CPD ‘following agreement of the HEE training budget.’

Chapter 5 Digitally enabled care will go mainstream across the NHS

The Plan sets out the approach to digitally enabled care across the five key areas:

- Patient level (empowering people)
- Clinician level (supporting health and care professionals)
- Trust level (supporting clinical care)
- System/national level (improving population health)

Mental Health services

- “By 2024, secondary care providers in England, including acute, community and mental health care settings, will be fully digitised, including clinical and operational processes across all settings, locations and departments. Data will be captured, stored and transmitted electronically, supported by robust IT infrastructure and cyber security, and LHCRs will cover the whole country” p99.

Workforce Development

- Technology will play a central role in realising the Plan. Technological advances are expected to provide new possibilities for prevention, care and treatment. To deliver ‘digitally enabled care’, the plan emphasises the ambition that all secondary care providers should become ‘fully digitised’ by 2024. This will involve NHS organisations putting in place electronic records and digital capabilities. To facilitate these changes, NHS organisations will be required to have a chief clinical information officer or chief information officer at board level by 2021/22.

Table 1: *The NHS long term plan* – milestones for digital technology

2019	Introduce controls to ensure new systems purchased by the NHS comply with agreed standards, including those set out in <i>The Future of Healthcare</i> .
2020	Five geographies will deliver a longitudinal health and care record platform linking NHS and local authority organisations. (Three additional areas will follow in 2021)
2020/21	People will have access to their care plan and communications from their care professionals via the NHS App; the care plan will move to the individual’s local health care record (LHCR) across the country over the next five years.
2021	By summer 2021, there will be 100% compliance with mandated cyber security standards across all NHS organisations in the health and care system.
2021/22	We will have systems that support population health management in every ICS in England, with a chief clinical information officer or chief information officer on the board of every local NHS organisation.
2022/23	The Child Protection Information system will be extended to cover all health care settings, including general practices.
2023/24	Every patient in England will be able to access a digital first primary care offer.
2024	Secondary care providers in England, including acute, community and mental health care settings, will be fully digitised, including clinical and operational processes across all settings, locations and departments. Data will be captured, stored and transmitted electronically, supported by robust IT infrastructure and cyber security, and LHCRs will cover the whole country.

Chapter 6: taxpayers' investment will be used to maximum effect

To put the NHS on a sustainable financial path, the Plan sets out five 'stretching but feasible' commitments such as:

- Test 1 – the NHS (including providers) will return to financial balance.
- Test 2 – the NHS will achieve cash-releasing productivity growth of at least 1.1 per cent per year.
- Test 3 – the NHS will reduce the growth in demand for care through better integration and prevention.
- Test 4 – the NHS will reduce unjustified variation in performance.
- Test 5 – the NHS will make better use of capital investment and its existing assets to drive transformation.

Chapter 7: next steps

The Plan sets out major reforms to the NHS architecture, payment systems and incentives, providing a long-term strategic framework for local planning. 2019/20 will be a transition year, with every NHS trust, foundation trust and CCG expected to agree single year organisational operating plans and contribute to a single year local health system-level plan. NHS England and NHS Improvement will implement a new shared operating model designed to support delivery of the Plan, "based on the principles of co-design and collaboration, working with leaders from across the NHS and with our partners" (p.111). NHS organisations too will be encouraged to support each other with a 'duty to collaborate'. The key commitments to deliver this new operating model approach are:

- "a reorientation away from principally relying on arms-length regulation and performance management to supporting service improvement and transformation across systems and within providers.
- strong governance and accountability mechanisms in place for systems to ensure that the NHS as a whole can secure the best value from its combined resources.
- a reinforcement of accountability at Board, Governing Body and local system ICS level for adopting standards of best practice and making their contribution to critical national improvement programmes, on a comply or explain basis.
- making better use and improving the quality of the data and information that local systems and providers have access to improve patient services." p111

A new NHS Assembly will bring together a range of organisations and individuals at regular intervals as a 'guiding coalition' to implement the Plan.