



Arden and
Greater East Midlands
Commissioning Support Unit

Improving mental health services

Transformational solutions
from Arden & GEM



Arden&GEM

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The launch of the Five Year Forward View for Mental Health in February 2016 provided the catalyst for a ten year journey to transform services to deliver 'parity of esteem' between mental and physical health.

With decades of mental health service underfunding, a common focus across Sustainability and Transformation Partnerships (STPs) is a shift towards prevention and an ambition to transform NHS care for mental health patients. Health economies throughout England now seek to improve mental health services by prioritising prevention, equal access, integration, quality and patient care.

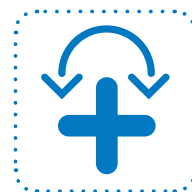
Improvement in the provision of mental health services offers the opportunity to deliver:



The right care, of the right quality, at the right time



A holistic approach to mental and physical health



Integrated working resulting in the prevention of poor mental health



Financial efficiencies that can be reinvested back into the system



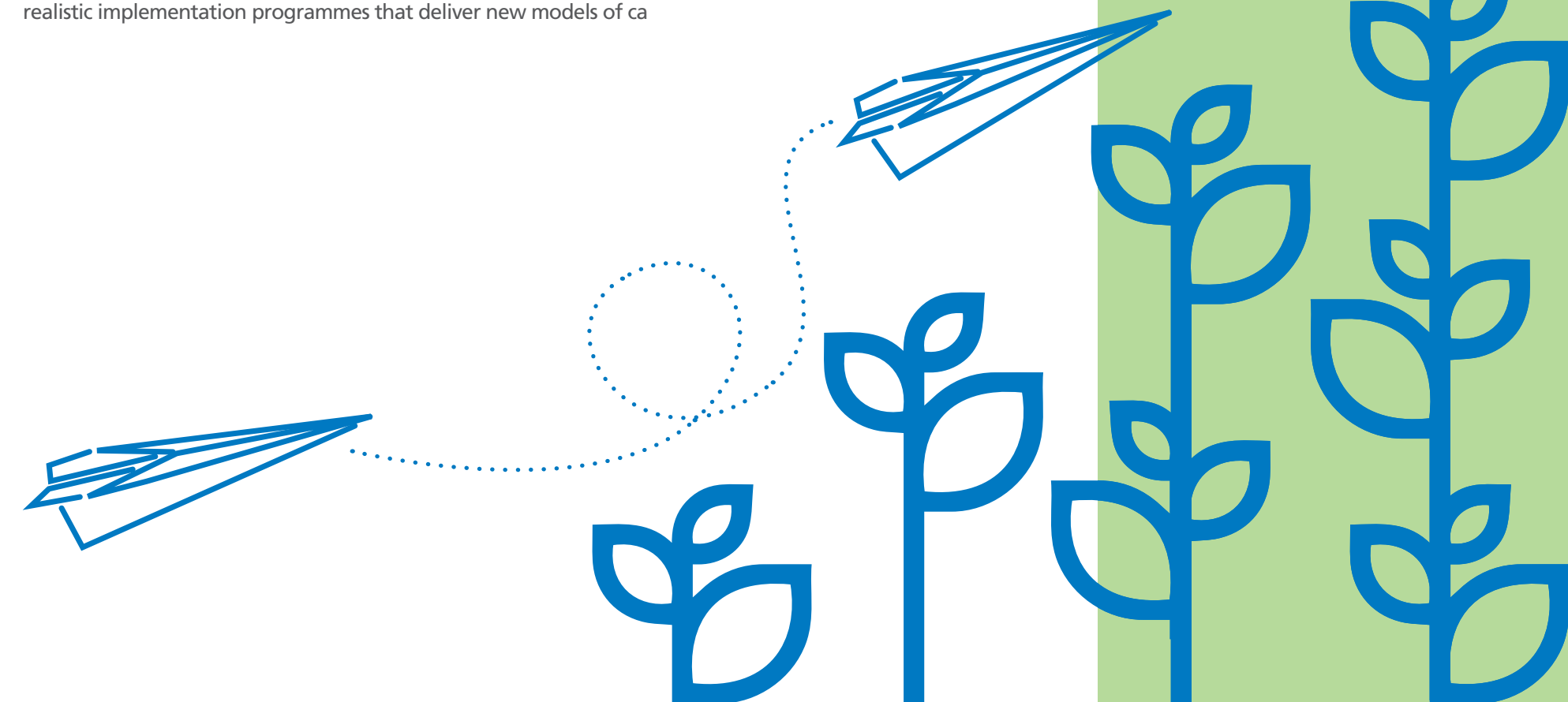
Improved patient experience and outcomes

Turning opportunities into improvements

Arden & GEM has a proven track record in delivering mental health transformation programmes that span multiple geographies and drive collaboration between health and social care commissioners and providers.

Experience has demonstrated that delivering change in mental health services undoubtedly requires patience, determination, progressive thinking and shared understanding. Our award winning approach to meeting this challenge has improved patient experience while simultaneously delivering cost efficiencies.

By drawing upon our expertise in business intelligence, programme management, service transformation, procurement and clinical engagement; we can both identify potential opportunities and translate these into realistic implementation programmes that deliver new models of ca



Unrivalled experience of mental health system transformation

Arden & GEM has received national recognition for delivering transformation of mental health services.

Recognition for our work includes:

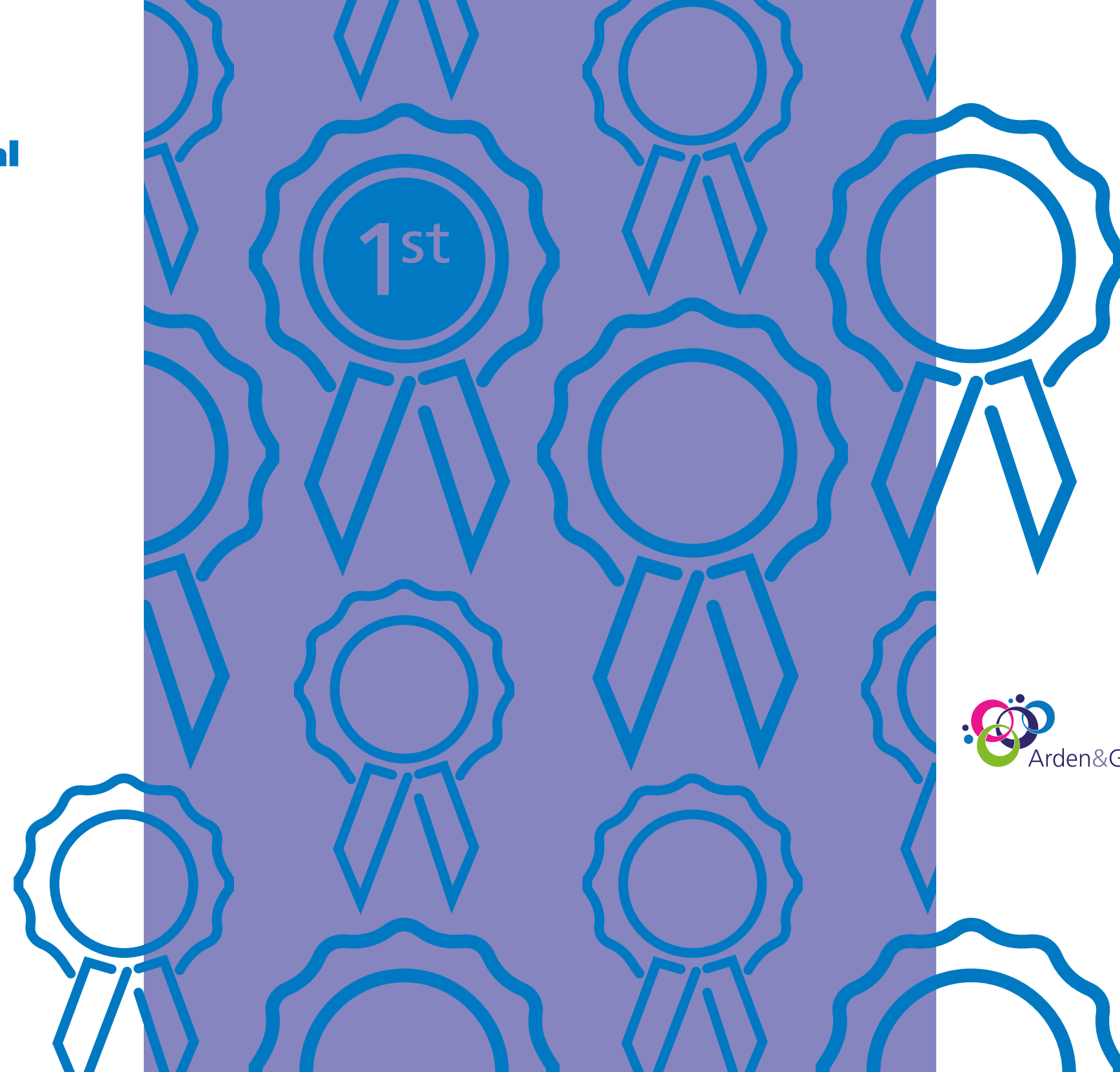
Highly commended for the HSJ Award for Acute, Community and Primary Care, and shortlisted in the Patient Safety Awards Learning Disability category, for our work in transforming care for people with complex learning disabilities and autism.



Winning the HSJ Value and Improvement in Mental Health Award for our work around bringing mental health patients closer to home.

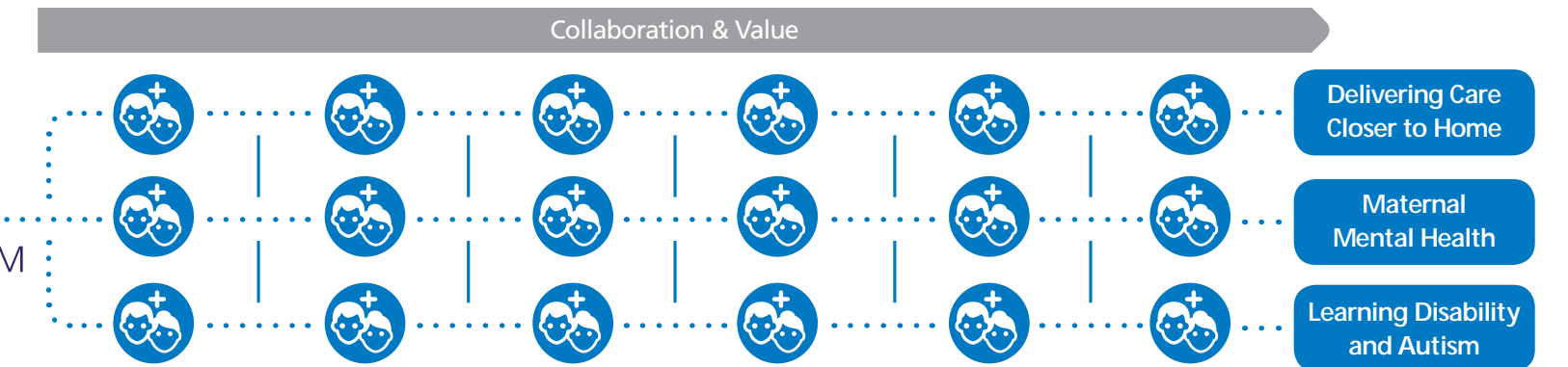


Shortlisting for the HSJ Award for Innovation in Mental Health for our work in improving maternal mental health services.



Our system transformation approach to mental health services throughout Coventry and Warwickshire has delivered collaboration across health and social care that has transformed services for patients and delivered significant cost efficiencies.

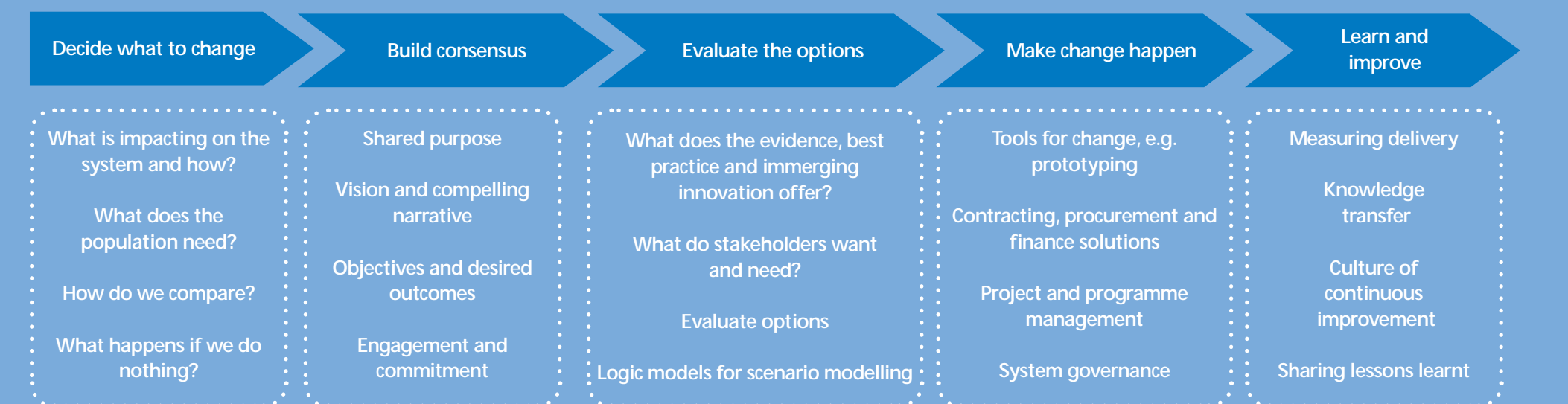
Mental Health System Transformation in Coventry and Warwickshire



Our approach to transforming mental health services

Working as your strategic delivery partner we draw on over 1,000 employees to provide a multi-disciplinary team that enables you to deliver your objectives. Our tried and tested five stage change model provides an end-to-end solution or modular provision that tailors the support, tools, techniques and content to meet your exact needs.

Change Model



To ensure we offer advice and support that meets your unique needs, we will work strategically with you to fully understand local circumstances – what is the present state of the local system, what improvements are sought, what are the quality and financial challenges. We then work practically with you to develop and deliver solutions to meet those challenges – new care models, new organisational models, new ways of working, and new contracting models, including the move to shared risk and value based healthcare.

Decide what to change

We can help mental health systems to identify where to prioritise their contractual, transformational and service improvement effort, based on delivering the highest impact.

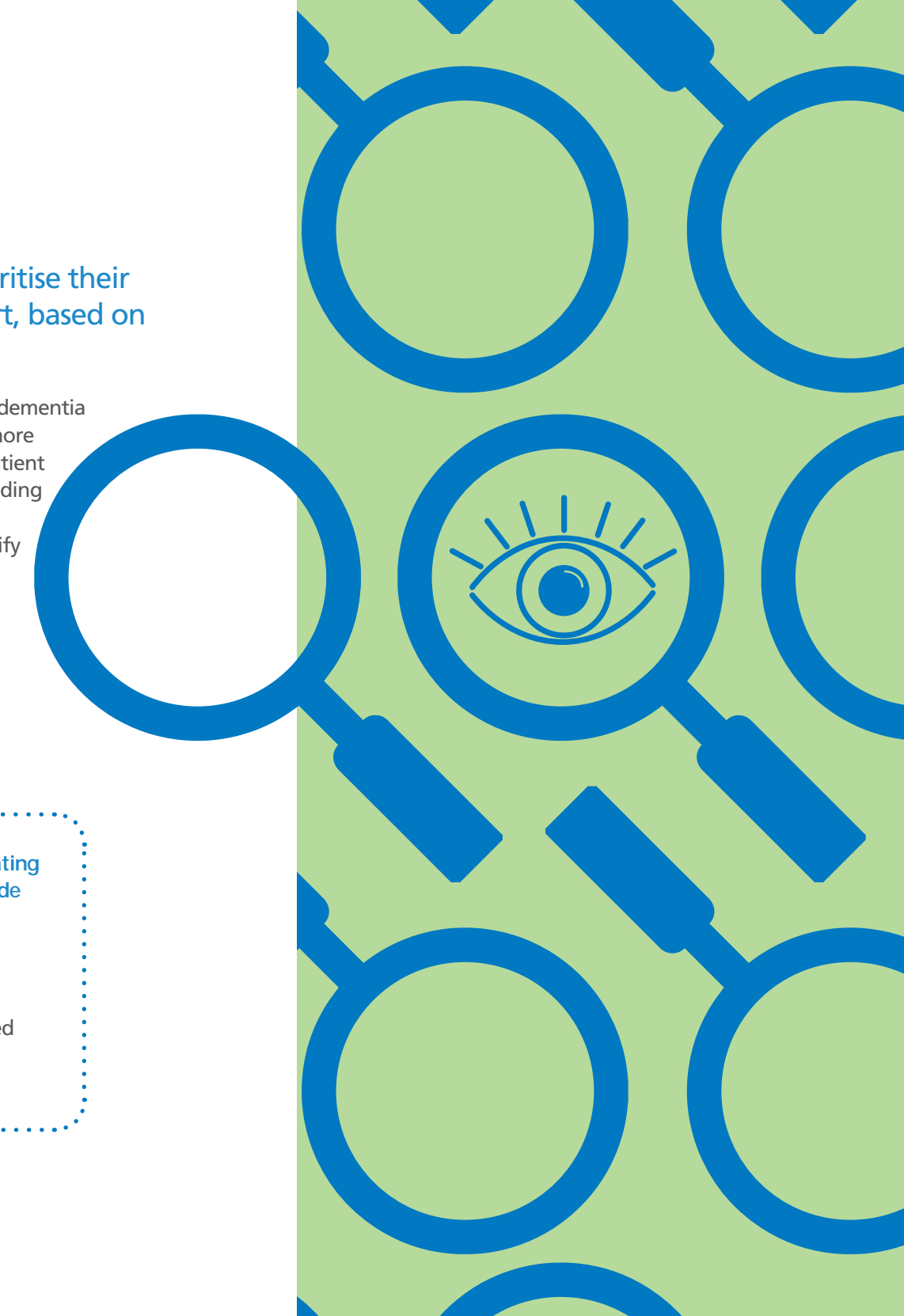
Mental health is a very broad term covering over 200 disorders from depression and dementia to addictions and schizophrenia. This complexity makes deciding what to change a more difficult choice, especially given the often limited data available for mental health patient pathways through local systems. We can work with you to deliver a better understanding of where money is being spent, who is accessing which services and the long-term outcomes for patients. This clearer, more holistic overview can then be used to identify potential transformation programmes and model the potential benefits for both patients and commissioners.

Our support includes:

- Data and analysis using our leading business intelligence systems
- Opportunity spotting and prioritisation based on best value
- Patient and public engagement to fully understand population needs
- Horizon scanning and best practice.

As part of its plan to allocate additional funds to transform mental health and eating disorder services for young people, we were appointed by NHS England to provide assurance support across the Midlands and East region.

The CSU's transformation team designed, planned and facilitated a three month process that successfully assured 24 local transformation plans put forward by more than 60 Clinical Commissioning Groups (CCGs). This impartial process enabled NHS England to **make informed decisions** during the selection process of change programmes and the appropriate level of funding.



Build consensus

We can help you to identify and engage with stakeholders to establish a shared understanding of the problems and gain agreement on the best way forward.

In recent times, mental health services have seen a shift from delivering care in hospital to a diverse range of specialised community-based providers. Add to this, a growing recognition of the need to link health and social care provision across larger STP footprints, and the mental health sector represents a complex landscape, with multiple stakeholders, all with individual challenges to overcome. Our experience of system transformation ensures we have the understanding and skills required to engage the whole local health system, build understanding, nurture collaboration and formulate a shared vision. We also deliver the patient and public engagement expertise required to ensure commissioners, clinicians and patients are fully aligned.

Our support includes:

- Experience of engaging clinical leaders including workshop facilitation
- Experience of engaging service users in shaping redesign
- Delivery of Accelerated Learning Event approaches for areas needing to build consensus at pace
- Experience of establishing System Delivery Teams to provide oversight and assurance
- A unique approach to engagement that utilises visual patient journey mapping and timeline case studies.

Against a background of complex relationships across commissioners, social care, three acute providers and a mental health trust, we led the co-design, development and implementation of an adult mental health liaison service across three acute hospital sites.

We recognised the need to build consensus across the locality and created and led a facilitated design session with stakeholders to explore what good support to mental health patients in A&E would look like. Participants 'walked in other people's shoes' to identify the components of such a service and co-produce the programme of transformation required to implement it across multiple sites. Stakeholders created a shared purpose and objectives for the transformation programme and an ambitious timetable of initial implementation. The service went 'live' across all three acute provider sites six months after the initial design day and delivered a **full cost saving of £1.6 million in the first year.**

Evaluate the options

With a diverse and complex portfolio of mental health services, effective evaluation and prioritisation of available options is essential.

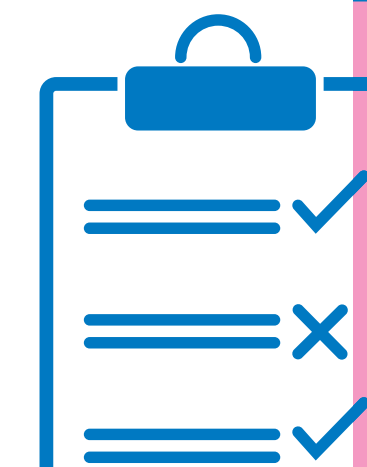
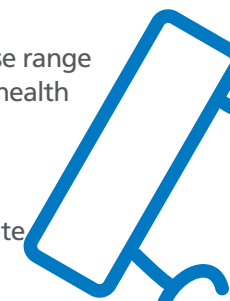
Once all potential transformation activities have been identified, a robust options appraisal must be completed that considers strategic, financial and service objectives across the entire STP. We utilise skills spanning service transformation, finance, business intelligence, procurement and public engagement to deliver an accurate and impartial economic and non-financial benefit evaluation for mental health services. This requires a complex blend of data analysis, clinical analysis, provider performance analysis, patient needs and an assessment of the procurement and contracting levers available. Our organisational development experts will also consider the impacts upon people, processes, technology and culture from an individual, workforce group, organisation and system perspective.

Our support includes:

- Financial decision support tools that utilise the Best Possible Value (BPM) approach to ensure the maximum return
- Clinical evidence based evaluation
- Readiness assessment framework analysis
- Full business case development
- Public engagement and consultation
- Specialist advice on potential legal and governance issues.

We completed a thorough service review after Coventry and Rugby CCG recognised that maternal mental health services across the city and county were inequitable, with differing pathways and levels of specialist support.

Building on this review, we presented three options that represented a spectrum of cost, risk and outcome profiles. This thorough evaluation of available options provided the confidence to progress with the 'high cost, low risk, best outcome' approach which enabled implementation of a new care model that has already received **national recognition for representing best practice.**





Make change happen

We can help you to implement sustainable initiatives to improve mental health services and maximise value.

The successful implementation of large scale transformation programmes is labour intensive and requires a broad range of skills and expertise. Whether you are seeking a fully managed solution, or additional capability or capacity to compliment your in-house resource, our thousand strong team of professionals can support you to deliver your objectives.

Our experienced transformation programme managers deliver end-to-end change management from co-produced practical implementation plans, collaborative problem solving as the project develops, through to embedding new models of care to ensure benefit realisation. Complimenting this overarching role our analytical experts deliver the intelligence required to enable effective implementation while our human resources team assist with workforce planning and organisational development strategies to deliver your STP objectives. Our multi award winning procurement team are also on hand support the delivery of new contracting models that support improvements in patient care while delivering efficiency for the local health economy.

Our support includes:

- A robust programme management approach
- Experience of conducting clinically led service reviews
- A track record in enabling multiple organisations to work collaboratively to achieve a shared vision
- Management of multiple engagements and complex consultations with patients
- Implementation of redesigned services and new models of care
- Development and management of contracts, including incentivising desired outcomes
- Design of key performance frameworks
- Ongoing engagement with key CCG leads
- The challenge and insight to ensure delivery remains on track.

Working with Coventry and Warwickshire Partnership Trust to improve quality and efficiency, we analysed spend on mental health services across the region.

We worked collaboratively with local providers to support them to develop new approaches to assessing and managing patients with complex mental health needs, changing the culture of care and improving patient experience . Through design and implementation of a new process and governance framework to place and manage patients accessing services, over 100 people were repatriated during the first three years of the project. This has resulted in **£12 million of cost savings** for CCGs across Warwickshire.

Learn and improve

We can establish and support continuous improvement approaches for your mental health system.

Continuous improvement can only be delivered by ensuring that the measurement of outcomes, impact and replicability is built in from the beginning. Our experience of creating robust logic models enables the development of evaluation metrics that track how new services are performing, supporting the formative evaluation of change. This process empowers health systems to adapt innovations in mental health provision to optimise impact and identify areas for improvement.

Sharing learning and best practice is also a vital component in improving both current performance and future transformational programmes. Our experience of delivering national learning networks enables continuous improvement across your local health economy and the wider health and social care landscape.

Our support includes:

- A detailed and robust evaluation methodology, currently in use across a number of vanguard sites and acute trusts selected under the Global Digital Exemplar (GDE) programme
- The capability to ensure that evaluation and improvement methodology is underpinned by a comprehensive system of controls and assurance
- Experience of delivering both formative and summative evaluations, with skills in both quantitative and qualitative methods
- Experience of running learning networks and adopting successful care models from other health systems.



Having been commissioned by NHS England, we provided intensive support around the development of logic models for eleven vanguard sites.

This work delivered exposure to a variety of new models of care including multispecialty community providers, urgent and emergency care, care home models and acute care collaborations. As a result, vanguard sites were in a stronger position to move forward and had clear metrics in place to enable **effective ongoing evaluation and continuous improvement**.

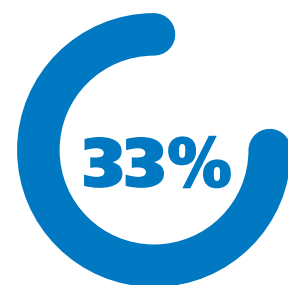
We are also currently working with the GDE programme to deliver a Learning Network, on behalf of NHS Digital, that encourages sites to share learning and collaborate on developing common solutions.

The CSU coproduced the network in partnership with all stakeholders, establishing a common purpose and shared benefits to ensure buy-in from all participants from the outset. A range of knowledge sharing activities, such as webinars, conferences and roundtables take place every month - each aligned to **developing the capabilities identified in the Digital Maturity Framework**.

Why Arden & GEM?

- We have a successful track record in the successful transformation of mental health systems, our multi award winning work in this area delivers proven experience and best practice.
- Our strong background and passion for integrated working across the social care, voluntary, community and health sectors is ideally positioned to deliver mental health transformational change.
- Our scale and diverse skills-base enables us to build the multidisciplinary teams required to successfully navigate each stage of the change process. We also provide access to an evolving network of partners from the private, voluntary and education sectors that deliver additional capabilities and capacity when required.
- With an NHS pedigree and a portfolio of work underpinned by rigorous, industry leading governance frameworks and quality standards, we are uniquely placed to support your transformation journey.

Our mental health transformational highlights:



Reduction of inpatient beds due to our Learning Disability and Autism care model redesign



Saving delivered by embedding mental health staff in A&E through creation of an acute mental health liaison service



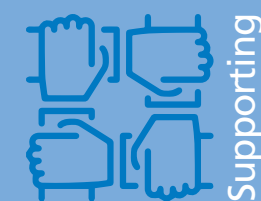
'Outstanding' or 'Good' patient satisfaction feedback for our maternal mental health service redesign



In savings delivered via our mental health repatriation project

About Arden & GEM

We are uniquely placed to work alongside you to develop and deliver your local vision for sustainable healthcare.



Supporting **50+ CCGs**



1000+ staff
including **130 clinical staff**

Multi award winning service lines



£12m+ saved by a new model of care for people with complex mental health needs

NHS RightCare
NHS RightCare Lead Provider



Our procurement team has facilitated **£142.5m** savings for our customers over the past two years



Providing IT support to over **530 sites**



Working with all **NHS Global Digital Exemplars** and their partners

Dynamic network of partners including:

- 3 leading universities
- Satellite Applications Catapult
- Private and voluntary sector





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We would love the opportunity to talk with you about working collaboratively to meet your challenges:

 www.ardengemcsu.nhs.uk  @ardengem  contactus@ardengemcsu.nhs.uk

If you require this brochure in an alternative format, please email us at contactus@ardengemcsu.nhs.uk. Please note that there may be a small charge for some formats such as braille and alternative languages.

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