



Big enough to count, small enough to care

Public consultation on a proposal to establish
a single specialist Mental Health, Learning Disability
and Substance Misuse NHS Trust for
Coventry and Warwickshire



Quote from a local service user representative:

“We should try to make sure that everyone understands why having high quality mental health, learning disability and substance misuse services is important for the whole community. You don’t have to be a service user right now to appreciate that you or your family might need them one day.”



Contents

	Pages
Foreword: <i>a shared vision for flexible, high quality services to meet local needs</i>	1-2
1. Mental health, learning disability and substance misuse services in Coventry and Warwickshire: <i>developing an organisation to meet changing needs</i>	3-4
2. Strategies for future service improvement	5-12
3. The options for change in Coventry and Warwickshire	13-18
4. A single specialist mental health, learning disability and substance misuse NHS Trust: <i>a closer look at the strengths of this option for Coventry and Warwickshire</i>	19-20
5. A blueprint for the future: <i>the aspirations of the existing Primary Care Trusts and their local authority partners</i>	21-28
6. Responding to the needs and views of people who use services	29-32
7. Developing the talents of mental health, learning disability and substance misuse staff	33-34
8. Implications for senior management and support staff	35
9. Better management of resources	36-38
10. How the proposed new Trust would work	39-41
11. Consultation: <i>how service users, carers, local communities and staff can have their say</i>	42-46
12. Glossary of terms	47-48

Foreword: a shared vision for flexible, high quality services to meet local needs

Across Warwickshire and Coventry thousands of people use **mental health, learning disability and substance misuse services** every day. These vital services are provided by local authorities, the NHS and the voluntary and independent sectors working in partnership.

Commitment by the four existing Primary Care Trusts and two Local Authorities to deliver these significant changes together

Role of Primary Care Trusts set to change during 2006

Responding to changes taking place

This consultation document seeks views on **proposed changes to the management of the specialist health care provided by the NHS** to all three groups of service users.

Currently, depending on where people live, these specialist health services are provided to them by:

- Coventry Primary Care Trust;
- North Warwickshire Primary Care Trust; and
- South Warwickshire Primary Care Trust.

Rugby residents use services managed by North Warwickshire PCT.

The number of Primary Care Trusts throughout the country is to be reduced this year. Their role is also set to change.

It is expected that there will be a smaller number of PCTs and that their role will be to concentrate on assessing the health needs of local people and commissioning services to meet those needs. They are unlikely to retain responsibility for the day to day running of specialist services.

Shared aims

Against this background, the four existing Primary Care Trusts for Coventry and Warwickshire have considered the most appropriate management arrangements for specialist NHS mental health, learning disability and substance misuse services to be provided in the future within the city and the county.

In reaching a view on the best way forward, the PCTs have worked closely with their local authority partners in Warwickshire County Council and Coventry City Council, with whom they jointly plan a wide range of services.

This is important because the users of mental health, learning disability and substance misuse services often have complex needs requiring carefully integrated health and social care support.

During this time of change, the shared aims of the four PCTs, Warwickshire County Council and Coventry City Council are:

1. To ensure the continuity of NHS services for all those who need them.
2. To use the opportunity to try to reprovide within Coventry and

Warwickshire a number of highly specialised services for which local residents currently have to travel outside the area.

3. To ensure that the different localities within Coventry and Warwickshire receive the mental health, learning disability and substance misuse services best suited to the particular needs of their communities.

4. To sustain and further develop integrated NHS and local authority services in each of the localities, with the aim of supporting people in their recovery and continued well-being.

Responsive, flexible services provided as locally as possible

In other words, the PCTs and their local authority partners share a vision of high quality, flexible, accessible, responsive local services for people in Warwickshire and Coventry. It is a vision which has been discussed with and supported by representatives of service users and their families (carers). The PCTs, local authorities, service users and carers all want to ensure that the right services are delivered in the right place at the right time and to the highest standards.

Proposal for a single specialist NHS Trust

To help achieve these aims, the four local Primary Care Trusts, the City Council and the County Council have proposed that a single NHS Trust should in future be responsible for managing specialist NHS mental health, learning disability and substance misuse services for Coventry and Warwickshire as a whole.



Consultation document

This consultation document explains in detail why the proposals have been put forward and how, subject to the outcome of public consultation, they would be implemented.

The document describes the key principles, objectives and methods of working that a new specialist Trust would be expected to adopt. These include a strong commitment to community involvement, local accountability, social inclusion and partnership working, as well as a recognition that different localities within Warwickshire and Coventry may require different solutions to their needs.

Your chance to have your say

If you are a local resident, service user, carer, healthcare professional, social care provider or voluntary sector worker, this consultation gives you the opportunity to have your say on the vision for the future.

Specifically, the document invites you to comment on a proposal to set up a new NHS organisation to run mental health, learning disability and substance misuse services in your area.

Strong commitment to local accountability, social inclusion and partnership working

Recognition that different localities require different solutions to their needs

An opportunity to comment on the proposal to set up a new NHS organisation

1. Mental health, learning disability and substance misuse services in Coventry and Warwickshire: *developing an organisation to meet changing needs*

This consultation document is about identifying what kind of organisation would be the best to provide specialist NHS mental health, learning disability and substance misuse services to the people of Coventry and Warwickshire in the future.

Assisting individuals' recovery and supporting their continuing independence

Building on the progress achieved to date in developing high quality services to meet local needs

Ensuring that the proposals for change result in services being provided which best reflect the needs of people in Coventry and Warwickshire

Why these services matter

These services are vital to the health and well-being of local people.

They help individuals to overcome the disruption to their lives caused by severe and enduring mental health problems.

They support people with a learning disability in living as independently as possible.

They encourage people who have misused substances such as drugs or alcohol to seek expert help in tackling their addiction.

Delivering responsive services to meet local needs

Over recent years, each of the four PCTs in Warwickshire and Coventry has worked with patients, health and social care professionals and local communities in developing strategies to improve services.

Priority has been given to making those services as responsive and relevant as possible to local needs.

The independent Healthcare Commission, which reviews and assesses the performance of local NHS organisations throughout the country, gave a two star rating in 2005 to the mental health, learning disability and substance misuse services provided in Coventry and Warwickshire. This reflects the progress which is being made.

Responding to change

The challenge, now, is to build on that progress and to continue to develop high quality services to meet local needs.

As outlined in the foreword to this document, this challenge must be addressed within a wider context of change in the NHS nationally, which could see a reduction in the number of Primary Care Trusts and a big change in their role.

Changes are also taking place in the way in which a whole range of health and social care services will be provided in the future.

Nationally and locally, the aim is to ensure that the organisation of services best reflects the needs of patients and service users.

In practice, this means:

- A greater emphasis will be given to providing services in the community and in GP practices to help people manage their condition effectively and prevent the need for them to go into hospital.
- NHS organisations and local authorities will be expected jointly to develop services which support individuals' recovery and maintain their independence.
- Inpatient services and specialised community teams will be increasingly targeted at the most vulnerable people with the most complex needs.
- Many of the highly specialised services provided outside Coventry and Warwickshire will be developed locally to help patients stay in contact with their families, friends and community.
- NHS organisations will be expected to move more of their available resources into front line services to meet patients' needs and to reduce their management and administrative costs.

Shaping the organisation to help ensure the best outcomes for service users

In the light of all the changes described above, the four PCTs in Warwickshire and Coventry and their local authority partners have considered how specialist NHS mental health, learning disability and substance misuse services might best be managed in the future.

They have looked at a number of possible options. Each option is analysed later in this document (see pages 13 to 18).

Their preferred option is that with effect from the summer of 2006, the specialist NHS mental health, learning disability and substance misuse services currently managed by Coventry, North Warwickshire and South Warwickshire PCTs should be brought together within a new Coventry and Warwickshire Mental Health, Learning Disability and Substance Misuse NHS Trust.

Work undertaken with service users, professionals and partner organisations prior to this formal public consultation

Preferred option for a specialist NHS Trust to serve Coventry and Warwickshire



2. Strategies for future service improvement



Reflecting the views of service users, carers, statutory bodies, the voluntary sector and local communities



Making sure that local people receive the services they need

Over recent years, detailed strategies and plans have been developed and agreed locally for improving services to meet the specific needs of people across Warwickshire and Coventry who have mental health problems or learning disabilities or who misuse alcohol or drugs.

Meeting the needs of different localities

Those strategies reflect the views and input of health and social care professionals, Primary Care Trusts, local authorities, service users, carers, local communities, voluntary bodies and independent sector providers.

They are designed to meet the specific needs of different localities within Warwickshire and within the City of Coventry.

This consultation is *not* about changing those strategies or the priorities for improving services which have already been agreed.

It is about identifying the best possible arrangements for managing those services in the future.

An effective management structure

The aim of the proposals in this document is to consolidate and build on existing strategies by ensuring that mental health, learning disability and substance misuse services in Warwickshire and Coventry are supported by the most effective management structures possible.

In other words, what kind of organisations are best able in the years ahead to make sure that local people receive the services they need?

A blueprint for future development

Whatever management arrangements may eventually be agreed on, improvement of services will remain a top priority. This would involve taking forward the service plans already agreed for the different localities within Warwickshire and Coventry.

Here, we look briefly at the existing services which, subject to the outcome of this consultation, would be managed by the new organisation proposed in this document.

Mental health services for children and adolescents

Most of the services required to support children and adolescents with mental health problems in Warwickshire and Coventry are provided in the community rather than in hospital. For those with particularly complex needs, specialist teams provide assessment

and a range of therapies. Very few children need to be admitted for in-patient care.

Working across the boundaries

To ensure that *all* of a child's needs are taken into account, it is vital that specialist mental health teams work closely with their colleagues in primary care, social services, education, paediatric (children's) services, and the voluntary and independent sectors.

The Children Act 2004 emphasises the importance of improved collaboration between all these local agencies in providing services for children and their families, with local authorities taking the lead role through the appointment of a director of children's services.

Coventry City Council and Warwickshire County Council have both been developing plans to provide better integrated services for children, including those for children with mental health problems. The service management arrangements in different localities within the two councils' areas will reflect the specific needs of different populations.

Working within established frameworks

Any new specialist NHS Trust established to manage health services for children and adolescents with mental health problems would need to work within the overall frameworks established and overseen by the two councils. It would also be expected to achieve the standards laid down in the *National Service Framework (NSF) for Children and*

Young People, and to work effectively in partnership with other local organisations.

In particular, the new Trust would be expected to work closely with any Children's Trusts that may be established in the future in Warwickshire and Coventry.

Improving services

Taking full account of the need for the greatest possible collaboration between all the relevant local agencies, it is anticipated that a new specialist mental health, learning disability and substance misuse Trust would create opportunities for improving services to children and young people by:

- providing care as locally and flexibly as possible;
- more help and support for parents of children with mental health needs;
- more training for children's workers to increase their ability to help children with emotional and behavioural problems;
- faster access to assessments;
- easier access to appropriate specialist inpatient care for the few who need this level of support;
- rapid response to requests for help in an emergency in all parts of Coventry and Warwickshire;
- meeting the mental health needs of children with a learning disability and those with other conditions, including autism.

Emphasis in the Children Act on the need for collaboration between the agencies involved in planning and providing services



Delivering mental health services that make sense to children and young people



Delivering mental health services that work well with other services for children and young people

Maintaining strong professional links between children's mental health services and those provided for adults

Mental health services for working age adults

Applying the *National Service Framework* to meet local needs



Services developed over recent years in accordance with the relevant *National Service Frameworks*



Vital to seek the views of service users and those who care for them at home

In any given week, up to 6 per cent of us are likely to have suffered from an emotional mental health problem.

Mental health services for working age adults in Warwickshire and Coventry (16-64 years old) have been developed over recent years in accordance with the principles and targets set by the *National Service Framework (NSF) for Mental Health*, which was published in 1999.

Collaboration and partnership working between a range of different agencies, including social services and the NHS, is vital to the effective implementation of the NSF.

The views of service users and their families and carers have also been sought and acted upon in applying the NSF to the particular needs and circumstances of local communities across the county and city. Whether we are talking about Stratford-upon-Avon or Atherstone, Stivichall or Keresley, it is vital that services should meet the requirements of those communities.

How mental health problems touch the lives of nearly everyone

Few people are untouched by mental illness during their lives. At least one in four people has experienced a mental health problem of some kind.

One national survey found that, in any given week, around 6 per cent of those interviewed had suffered

from an emotional mental health problem.

Even if we ourselves have been fortunate enough not to be directly affected in this way, most of us know someone - possibly a family member or friend - who has been affected at some time.

Statistically, we are much more likely to have a mental illness than many physical illnesses. Our ability to obtain timely, high quality care is therefore extremely important.

For this reason, the proposed reorganisation of services for Coventry and Warwickshire matters to everyone, whether or not they have already needed to make personal use of mental health services. Providing high quality care when and where it is needed is therefore a potential benefit to the whole community.

Supporting people to live independent lives

Primary Care Trusts in Coventry and Warwickshire have been working closely with social services and other agencies to strengthen the support available for working age adults with mental health problems.

The current strategy is to look not only at people's medical or psychological needs but at all the different types of help and support they require to live their daily lives as fully and independently as possible. In other words, it is about the needs of the *whole* person.

For example, a recent review by Warwickshire County Council highlighted the need to ensure that specialist mental health services link up effectively with a whole range of

other key services - such as housing, employment, training and recreation - in order to give people with mental health problems the opportunities and support they need to get back on their feet.

Access to such opportunities is vital if individuals are to feel part of, rather than excluded from, the communities in which they live. It is equally vital if the stigmas associated with mental illness are to continue to be broken down.

Another key aim of the current mental health strategies in place across Coventry and Warwickshire is to provide as much help and support as possible to people close to where they live.

Around eight or nine out of ten adults experiencing mental health problems should be able to receive the help they need through GPs or other locally available services.

How local services would continue to be improved

It is expected that any new NHS Trust established in Coventry and Warwickshire to manage specialist mental health services would seek to further develop policies for strengthening collaboration between the different agencies involved, particularly between the NHS and social services.

The new Trust would also be expected to promote social inclusion and tackle misconceptions about mental illness, and to work with local authorities and other partners to create opportunities for:

- more mental health care to be provided in GP surgeries;

- faster access to therapies;
- better information about the range of support available locally in the different areas of Coventry and Warwickshire;
- helping more people, especially those with long-term problems, to manage their own mental health effectively and minimise the impact on their daily lives;
- improved access and support for people in isolated rural areas;
- providing services that people *want* to use, particularly those from black and minority ethnic groups and others who may feel 'excluded' from the system.

As well as strengthening the help and support available to people within their own communities, a new Trust would focus particularly on developing specialist teams who can provide inpatient care, crisis resolution and early intervention for individuals with the most complex and enduring mental health problems.

It is expected that a high priority would be given to ensuring that more of the most highly specialised services could be provided in future within Coventry and Warwickshire, reducing the need for local residents with severe mental health problems to have to travel outside the area.

Supporting the delivery of mental health services by GPs



Strengthening support for service users in their own communities

Reducing the current reliance on the use of highly specialised services outside Coventry and Warwickshire

Mental health services for older people

How local services would continue to be improved

It is expected that any new NHS Trust established to manage specialist mental health services for older people would build on the progress already achieved.

Delivery of well integrated services across all the relevant agencies is essential to ensure that the mental, physical and social care needs of older service users are met and that they are helped to stay as independent as possible for as long as possible.

Ways in which a new Trust and its local partners might seek to improve services for older people in Coventry and Warwickshire include:

- providing flexible services which do not exclude people because of their age;
- making 'round the clock' services more widely available to help individuals in a crisis;
- continuing to develop fully integrated health and social care teams in order to improve the specialist services available to older people;
- strengthening working relationships between, and sharing expertise with, primary care, acute hospitals and care homes;
- developing specialist services to help people with dementia and their families.

Meeting physical as well as mental health needs

Older people with mental health problems need the same wide range of services as younger adults. However, their age means they are more likely to need a combination of treatment and care that will also address any physical health problems they might have.

Together, the *National Service Framework for Older People* and the *NSF for Mental Health* set out the standards for the mental health services that need to be provided to this age group.

Primary Care Trusts in Coventry and Warwickshire have worked closely with social services, acute hospitals, community health services and the voluntary and independent sectors to apply these NSF principles in ways that best suit local circumstances.



Linking local policy to the National Service Frameworks for Older People and Mental Health



Services for people with a learning disability

Learning Disability Partnership Boards have already been established in Warwickshire and Coventry to co-ordinate local arrangements for implementing *Valuing People*, the national strategy for ensuring that people with a learning disability receive the help they need to lead fulfilling lives.

Choice, independence and inclusion

Key principles underpinning this strategy include choice, independence and inclusion. In putting these principles into practice, the local Partnership Boards have recognised that people with a learning disability should:

- be able to get the same help from their GP and primary care team as everyone else;
- receive the support they need to live in their own homes, take advantage of educational and recreational opportunities, make best use of their skills to get a job, and enjoy the amenities of their local community.

Ensuring access to the full range of support required

It is also important that people with a learning disability should be able to access appropriate treatment and care for any physical or mental health problems they may experience. In some instances, they may need to use the mainstream services used by everyone else in the community. In some instances, they may require

specialised services geared to their specific needs and circumstances.

The main challenge in Coventry and Warwickshire is to ensure that local people have access to the services they need.

In addition, North Warwickshire Primary Care Trust is a provider of highly specialised services for people with a learning disability from all parts of the country.

How local services would continue to be improved

Any new NHS Trust which may be established in Warwickshire or Coventry would need to build on the progress achieved and to work within the overarching strategies already developed by the Partnership Boards for both the county and the city.

In particular, it is expected that a new Trust would seek to:

- promote even closer integration between the different agencies responsible for supporting people with a learning disability and their carers at home;
- ensure that specialist services for people with a learning disability would be available for everyone in Warwickshire and Coventry who needs them;
- continue to develop expertise in providing highly specialised services that are not routinely available elsewhere in the West Midlands region;
- work with the voluntary and independent sectors to provide more services locally and reduce reliance on those currently available outside people's own areas;

Working within the overarching strategies already developed by local Partnership Boards

Ensuring that people with a learning disability can get the help they need to live in their own communities

Ensuring that those people with a learning disability who develop mental health problems have access to appropriate care and support

Ensuring access to highly specialised services for those who need them



Working within the inter-agency framework of local Drug Action Teams

- improve access to, and extend the choice of, short breaks and respite care;
- equip individuals with the skills they need to get a job.

Services for people who misuse alcohol or drugs

Services for people who misuse alcohol or drugs in Warwickshire and Coventry are co-ordinated by multi-agency Drug Action Teams.

They bring together the NHS, councils, police services, probation services and other organisations in a combined effort to limit the supply of drugs; reduce the harm caused to individuals and communities; provide information and education to young people; and provide appropriate treatment and rehabilitation for those who wish to address their addiction.

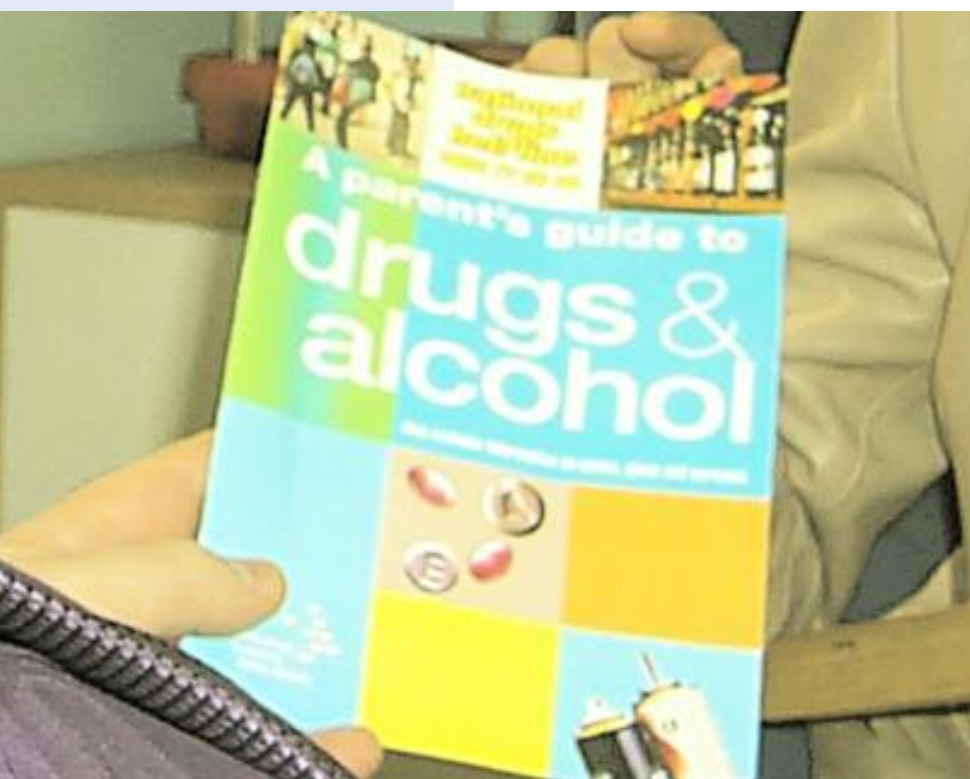
Key principles for delivering high quality services at a local level were set out in *models of care* published in 2002 by the National Treatment Agency for Substance Misuse.

Both Warwickshire and Coventry Drug Action Teams seek to work within those models.

How local services would continue to be improved

It is expected that any new NHS Trust established in Coventry and Warwickshire to take lead responsibility for specialist health services provided to drug and alcohol misusers would work with local Drug Action Teams to:

- double the number of problem drug misusers in treatment programmes by 2008;
- increase the proportion who successfully complete their treatment programmes;
- ensure that waiting times for treatment are within national targets;
- improve access to specialist inpatient detoxification services;
- enhance the help available to people with a mental health problem who also misuse alcohol or drugs;
- improve the joint working arrangements between substance misuse services, primary care, housing, criminal justice agencies and social care services.





This consultation is *not* about changing strategies or priorities for improving local services which have been previously consulted on and agreed. It is about identifying the best possible arrangements for managing those services in the future.

3. The options for change in Coventry and Warwickshire



Primary Care Trusts, local authorities and other stakeholders have looked at three main options for change.



Criteria established for assessing the relative benefits of each of the three main options



Earlier sections of this consultation document described the local strategies already in place for developing and improving services in Coventry and Warwickshire for people with mental health problems, a learning disability or a drug or alcohol misuse problem.

They also described the organisational and other changes taking place nationally within the NHS which necessitate a review of the most effective management arrangements for taking those strategies forward.

Three main options identified

During 2005, the four existing Primary Care Trusts in Coventry and Warwickshire, the local authorities and other key stakeholders have looked at a number of options.

Option 1. Do nothing.

Option 2. Create two specialist Mental Health, Learning Disability Trust and Substance Misuse NHS Trusts - one for Warwickshire and one for Coventry.

Option 3. Create a single Coventry and Warwickshire specialist Mental Health, Learning Disability and Substance Misuse NHS Trust.

Matching the options against 'benefits criteria'

The next step was to develop a set of *benefits criteria* against which the relative merits of the three options could be assessed as fairly and objectively as possible.

The West Midlands South Strategic Health Authority (the public body which oversees and formally consults on NHS organisational change in Warwickshire and Coventry) then commissioned a team of independent specialist health care consultants to help draw up the criteria.

These were designed to test each of the options for its ability to:

- deliver quality services;
- deliver responsive services;
- contribute to local strategies for service improvement;
- ensure the future stability of services.

Each of the local Primary Care Trusts was invited to comment on the criteria proposed. Through their existing partnership forums, each PCT also discussed them with their local authority partners, clinical staff and staff side representatives.

After the criteria had been fine-tuned and agreed, they were used to assess the benefits and disadvantages of each of the three options.

Here, we look at the different factors taken into account within the benefits criteria:

1. Criteria relating to the delivery of quality services

- Ability to provide comprehensive and integrated locally based services that match local need and aspirations
- Ability to provide specialist services for the local population which are currently provided out of area
- Ability to recruit, retain and develop high quality professional staff
- Ability to develop training and research contribution
- Ensure good inter-agency working, in particular the partnership with local authorities, primary care and the voluntary and independent sectors
- Ability to deliver continually improving services for all client groups of all ages - mental health, learning disability and substance misuse services

2. Criteria relating to responsiveness

- Ensure accessible and equitable services, including regard for distance of service locations for the local communities
- Take account of views of patients, carers and staff and the community in developing and delivering services
- Ability to meet needs of the local communities in all age groups in mental health, learning disability and substance misuse services

3. Criteria relating to strategies for improvement

- Developing services and systems in accordance with local and national agenda, including *National Service Frameworks*, the *Valuing People* vision for people with learning disability, and emerging policy, particularly for children and younger people
- Effective clinical governance
- Ability to improve the quality of the estate
- Ability to influence mainstream health and social care in mental health, learning disability and substance misuse needs assessment and service provision

4. Criteria relating to stability

- Ability of the organisation to remain robust in the face of service change in the future
- Ability to remain in financial balance, delivering value for money and making flexible use of resources
- Effective support services and corporate information systems
- Good leadership and management capacity to modernise services in line with current expectations
- Sound corporate governance

Evaluating the options for new management arrangements in relation to the four key criteria:

1. Delivering quality services

2. Responsiveness

3. Strategies for improvement

4. Stability

Applying the criteria

The Primary Care Trusts and local authorities held a number of meetings with various parties to apply the criteria against each of the three main options for the future.

Following these discussions, each PCT considered the outcome at a public board meeting. The issues were also considered by the local authorities' Health Overview and Scrutiny Committees and by their respective Cabinets. A joint recommendation was then made to the Strategic Health Authority by the PCTs and local authorities.

Option 1: do nothing

How this option matched up to the criteria

Under this option, mental health, learning disability and substance misuse services would remain under the management of Primary Care Trusts in Coventry and Warwickshire.

Whilst over recent years those PCTs have invested in their services in order to deliver improved performance against national targets, the 'keep things as they are' option would not take account of the other significant changes taking place across the NHS.

For example, national proposals that PCTs should focus in future on the planning and commissioning, rather than provision of services, mean that it would no longer be appropriate for them to retain direct management responsibility for the day to day running of services for people with mental health problems, a learning disability

or substance misuse problems.

Doing nothing is therefore considered to be an unrealistic option that does not take account of the many changes already taking place, and about to take place, in the NHS.

Option 2: establishment of two specialist mental health, learning disability and substance misuse NHS Trusts - one for Warwickshire, and one for Coventry

How this option matched up to the criteria

This option would involve bringing together the mental health, learning disability and substance misuse services of North and South Warwickshire under the management of a specialist NHS Trust. In addition, a separate specialist NHS Trust would be created to manage these services in Coventry.

Benefits of option 2

Creating two Trusts in this way would not be as disruptive - at least in the short term - as creating a single Trust for the whole of Coventry and Warwickshire.

The fact that the two new Trusts would have the same boundaries as the local authorities providing social services in their respective geographical areas - Warwickshire County Council and Coventry City Council - would facilitate joint working.

Strong local identities would be retained by mental health and learning disability services in both

Need to take account of other significant changes taking place across the NHS

Option 1 would not enable Primary Care Trusts to concentrate in future on commissioning rather than providing services.

Option 2 would not be as disruptive as option 3 in the short term.

Warwickshire and Coventry. Creating a Warwickshire-wide Trust would enable services in the county to benefit from the advantages of having a larger pool of available clinical expertise and experience. However, there would be no equivalent benefit gained in Coventry.

Risks of option 2

Each of the NHS Trusts created would serve a population of considerably less than one million people. Each would have an annual budget amounting to substantially less than £100 million.

In a world where the stability and durability of specialist NHS Trusts will increasingly depend on the scale of their resources and their ability to cope with rapid change, this could place a question mark over the long-term viability of smaller organisations such as those which would result from option 2.

Two Trusts of the size and scale proposed would find it more difficult to develop essential specialist services which, because of the relatively small numbers of patients involved, require a larger population base than they would be serving.

There is also concern that each of the Trusts on its own might not have the level of non-clinical infrastructure (for example, finance, estates, information services, human resources, corporate governance) to ensure the necessary degree of efficiency and cost-effectiveness and to meet the standards demanded.

These disadvantages could detract from the two Trusts' ability to recruit and retain high quality staff. Furthermore, both Trusts would be below the level of annual turnover

that is felt to be appropriate for the organisations eventually to consider applying for Foundation status.

There is a significant possibility that, if two separate Trusts were to be established, they might find it necessary to merge later on, which would entail yet further disruption for staff who had already been through the earlier reorganisation.

Option 3: establishment of a single specialist mental health, learning disability and substance misuse NHS Trust for Coventry and Warwickshire

How this option matched up to the criteria

Following their evaluations of the options against the agreed criteria, all of the PCTs and their local authority partners recommended option 3. This would mean the creation of a single NHS Trust for Coventry and Warwickshire that would be formed by bringing together the mental health services for children, adolescents, working age adults and older adults that are currently managed separately by Coventry Primary Care Trust, North Warwickshire Primary Care Trust and South Warwickshire Primary Care Trust.

The four PCTs and two councils recommended that some of the learning disability services provided in Coventry should become part of this new specialist NHS Trust and that all the learning disability services in North and South Warwickshire should become part of the Trust in the first instance.

Finally, it was recommended that substance misuse services provided by South Warwickshire and

Option 2 would create a larger pool of clinical expertise in Warwickshire without offering the same advantage to Coventry.

Option 3 was recommended by the four Primary Care Trusts and two local authorities.

Greatest potential for improving services over the longer term in line with national standards and local priorities

Scale of resources and clinical and management expertise likely to enable new specialist services to be developed within the city and the county

Best placed of all the options to provide an organisation robust enough to adapt to future change

Coventry PCTs should be brought together within the proposed new Trust.

Benefits of option 3

Setting up a single, integrated specialist NHS Trust operating across the whole of Warwickshire and Coventry is the option considered to offer the greatest potential for improving services over the longer term in line with both national standards and locally agreed priorities.

The new Trust would serve a population of nearly one million people with an annual budget of over £120 million.

The scale of its financial resources and the available concentration of clinical and management expertise would, when compared with those resulting from other options, put the Trust in a stronger position to develop highly specialised services to meet local needs.

The size, stability and diversity of the new Trust would help it to recruit and retain the best staff, as well as ensuring a cost effective support services infrastructure.

Because of these factors, such a Trust would be more financially stable than two or three separate ones.

The Trust's greater financial robustness would make it better able to adapt if, for example, any of its services were to be transferred to other providers in the future or if other services needed to be transferred to it.

Risks of option 3

Integrating the services currently provided by three separate Primary

Care Trusts represents a greater short-term challenge than any of the other options considered, although this is counter-balanced by the longer-term strengths of a single, larger Trust.

Running a larger Trust is potentially more complex, more time-consuming and more demanding.

Effective working relationships and internal communication would need to be established to overcome these possible disadvantages.

Whilst this essential groundwork is undertaken, there could be a loss of performance in the short-term unless the new management arrangements are put into place swiftly and smoothly at the earliest possible stage in the transition to the new organisation.

Similarly, external working arrangements would be potentially more complex. A single Trust covering a much larger geographical area would need to deal with more commissioners of services (Primary Care Trusts) than a smaller Trust. It would also have a larger number of local authority and voluntary sector partners to relate to. Particular care would have to be given to managing all these relationships effectively.

Avoiding over-centralised management structure

It could be argued that a larger Trust might be less responsive to local needs across a diverse, geographical area that includes a major city, several towns and rural areas.

This throws up an organisational challenge to ensure that its management is not over-centralised and that services are provided in

ways that reflect the varying needs of the different localities that would be served by a new Trust. It would be important for the Trust to develop strong locality management arrangements and to demonstrate commitment to local accountability, social inclusion and partnership working.

The four PCTs would expect locality management structures to be represented at Board level in the new organisation.

Maintaining expertise in the commissioning organisation

Another challenge is to ensure that there is sufficient expertise and knowledge available in whichever NHS organisations are responsible in the future for the commissioning of mental health, learning disability and substance misuse services in Coventry and Warwickshire.

Primary Care Trusts assess local needs and then commission and pay for the services required to meet those needs.

If, as recommended in this document, a separate specialist NHS Trust is established to provide the services, it is essential that the commissioning arm of the NHS retains the necessary skills and understanding to be able to work effectively in partnership with the Trust.

Working to key principles

The four PCTs and the two local authorities have jointly produced a set of key principles which they would expect a new specialist Trust to implement in meeting its responsibilities to the people of Coventry and Warwickshire (see pages 27 and 28).

If, following this consultation, it is decided to establish a new Trust, they believe that the earliest possible appointment of a new management team working to these principles is the best way of laying firm foundations for a successful new organisation.



4. A single specialist mental health and learning disability NHS Trust: a closer look at the strengths of this option for Coventry and Warwickshire

Detailed analysis of the possible options for the future management of mental health, learning disability and substance misuse services in Coventry and Warwickshire identified a single specialist Trust as the preferred model.

The populations served and the resources that are currently available

The populations served by mental health, learning disability and substance misuse services in Coventry and Warwickshire, and the resources currently committed to those services, are as follows:

COVENTRY PRIMARY CARE TRUST

- Population served: **345,000 people** in the City of Coventry
- Annual budget for mental health, learning disability and substance misuse services: **£38 million**
- Proportion of total PCT budget devoted to these services: **12%**
- Number of staff working across these services: **673**

NORTH WARWICKSHIRE PRIMARY CARE TRUST (including services provided in Rugby)

- Population served: **250,000 people** in Nuneaton, Bedworth, Rugby and rural North Warwickshire, plus specialised learning disability services

provided to people from other parts of the West Midlands region and beyond

- Annual budget for mental health, learning disability and substance misuse services, including highly specialised regional and national services: **£60 million**
- Proportion of total PCT budget devoted to these services: **30%**
- Number of staff working across these services: **1,900**

SOUTH WARWICKSHIRE PRIMARY CARE TRUST

- Population served: **250,000 people** across an area that includes Leamington Spa, Warwick, Kenilworth, Stratford-upon-Avon and the rural parts of South Warwickshire
- Annual budget for mental health, learning disability and substance misuse services: **£33 million**
- Proportion of total PCT budget devoted to these services: **12%**
- Number of staff working across these services: **627**

Secure basis for long-term service improvement and investment

The financial, clinical and management resources available to a combined county and city-wide Trust of the kind proposed in this consultation document would give mental health, learning disability and substance misuse services a secure basis for long-term development and improvement.

With an annual budget exceeding £120 million and over 3,000 clinical and support staff, the Trust would be a significant player within the new NHS.

The Trust's combined clinical and management expertise would place it in a particularly strong position to argue the case for new investment in services for people with mental health needs, a learning disability or substance misuse problems, and to build effective relationships with commissioners of services.

Ability to focus exclusively on mental health, learning disability and substance misuse

A specialist Trust would be able to focus its time and energy exclusively on the needs of local people who use these services. Its overriding aim would be to secure the continued improvement of these services in line with best practice and agreed local strategies.

As a result of the transfer of management responsibility for these services to a specialist NHS Trust, the Primary Care Trusts of Warwickshire and Coventry would be able to focus their time and energy on the commissioning of the full spectrum of health care needed

by their local populations. This would provide an additional benefit for residents of Coventry and Warwickshire in ensuring their access to the highest quality of care for mental or physical health problems.

Career development, education and training

The size, strength and geographical diversity of a specialist Trust covering Warwickshire and Coventry would open up career development, training and education opportunities for existing and prospective staff as well as service users and carers.

Stronger management infrastructure, together with economies of scale

As a larger organisation than its predecessors, the specialist Trust would have a strengthened management and supporting infrastructure, whilst at the same time benefiting from economies of scale and making sure that as much as possible of the money it receives is spent on front line services.

Freedom to innovate in reaching 'excluded' groups

Assuming that the specialist Trust were to obtain Foundation status at some point, it would ultimately enjoy the freedom to enter into formal partnerships with, for example, the voluntary sector in delivering services specially tailored to the needs and preferences of particular groups of users. This offers new opportunities for ensuring that individuals who may currently feel excluded from the care system will in future receive the level and form of support best suited to their circumstances.

Projected annual budget for a new Trust of over £100 million, with over 3,000 staff employed

Ensuring that as much as possible of the money received by the Trust is spent on front line services

Partnerships with the voluntary sector to tailor services to users' needs and preferences

New opportunities to ensure that those currently excluded from the care system receive the support best suited to them

5. A blueprint for the future: *the aspirations of the existing Primary Care Trusts and their local authority partners*

A shared vision which would guide priorities for the future

Currently, in Coventry and Warwickshire, four Primary Care Trusts are responsible for assessing the health needs of their local populations and for using NHS funds to pay for the services provided to meet those needs. Working with their local authority partners, the four PCTs have developed their local vision for the future of mental health, learning disability and substance misuse services. This will help to guide any new specialist Trust which may be established following this public consultation.

THE WARWICKSHIRE PERSPECTIVE

Earlier this year, Rugby PCT undertook a major local consultation with key stakeholders to find out how they wanted to see services developed in the future. This has created a clear vision for meeting the needs of Rugby residents.

North Warwickshire and South Warwickshire PCTs have undertaken similar work to determine how best to develop services across their geographical areas.

There have also been discussions at the Learning Disability Partnership Board. These have concentrated on services such as respite care and on the need to strengthen user and carer involvement.

The proposed establishment of a specialist mental health, learning disability and substance misuse NHS Trust for Warwickshire and Coventry is seen as a potential opportunity to achieve improvements in the range, quality, flexibility and appropriateness of these services for people in Rugby, North Warwickshire and South Warwickshire,

MENTAL HEALTH

Using feedback from consultation and working on the basis of their own assessments of needs and priorities, the three Warwickshire PCTs and the County Council would expect to see the following principles and values embraced by the proposed new Trust:

1. An emphasis on strengthening those services designed to keep people well. This will need to be achieved by ensuring that service users have an ongoing level of



support in the community to prevent relapses and hospital re-admissions.

2. Very strong links between local primary and secondary care services. This is important not only for providing convenient, accessible care close to where people live but also for promoting dialogue and collaboration with GP practices as they take on increasing responsibility for commissioning and paying for the specialist services received by their patients.

3. Greater choice for service users across Rugby, North Warwickshire and South Warwickshire from both statutory and voluntary sector organisations. This means ensuring that voluntary organisations complement the services offered by the NHS, social services and other agencies.

4. Greater staffing flexibility across the whole of the geographical area to be served by the proposed new Trust. A larger organisation should generate better opportunities for staff recruitment, training, development and retention. The Trust should develop as a learning environment in which best practice, innovation and experience are widely shared across all disciplines and localities, leading to improved services and high quality care.

5. Development of specialist services within Warwickshire and Coventry. An early review of specialist services should be regarded as an extremely high priority. This will help identify how current and future needs can be met.

6. Addressing health inequalities and social exclusion. A new

Trust should work in close partnership with local authorities and other relevant agencies to provide services that are specifically designed to address the cultural needs of people from ethnic minorities and those individuals and groups who have traditionally found it most difficult to access mainstream services.

7. Responsiveness to local communities. Given the much larger geographical area that would be covered by the proposed Trust, a clear commitment to locality working is crucial. Where possible, services should be provided through a single point of access based on individual needs.

8. Sustained performance in the delivery of front line services. The proposed reorganisation of management arrangements for mental health services across Warwickshire and Coventry should not be allowed to disrupt the delivery of services to patients, even in the short-term while the organisational changes take place.

9. Clear corporate and clinical governance structures. Any new Trust that may be established must ensure that services are responsive to the different needs of different localities. It must reach agreement with commissioning bodies on the best ways of measuring the performance and quality of the services it provides.

LEARNING DISABILITY

The establishment of a new specialist NHS Trust also offers potential opportunities for improving services for people with a learning disability in Rugby, the rest of Warwickshire and Coventry.

Applying the key principles of choice, convenience, tailoring services, working in collaboration and making specialist care available locally

Supporting people with a learning disability in the community

Need for an assessment of new models of residential accommodation

The PCTs and County Council want to see close working between a new specialist Trust and the local authority, which has a lead role in planning and shaping the services needed to encourage, support and sustain people's independence as far as possible.

It is proposed that the PCTs and County Council undertake a joint review to determine how best in the longer term to manage a learning disability service inspired by a social inclusion ethos.

The underlying principles which a new Trust should be adopting for the provision of mental health services apply equally to those provided to people with a learning disability (i.e., the importance of choice; convenience; tailoring services to individual needs; close working with primary care, the voluntary sector and key services; and the need for more specialist care to be available locally).

It is also especially important that the proposed Trust should address the changing needs of service users which result from the fact that people are living longer.

The PCTs believe that a greater number of service users in Warwickshire may increasingly require a comprehensive package of care and support which meets their learning disability needs and physical health needs and which helps them to cope with the consequences of conditions such as dementia, whose prevalence is increasing.

A new Trust would need to ensure strong teamwork between different groups of professionals so that service users are given effective personal care plans. It would also have to consider what types of

services will be needed in the future in responding effectively to new thinking about the best way of supporting people with a learning disability in the community.

For example, an in-depth re-assessment of needs across Warwickshire and Coventry may identify a need for different models of residential accommodation. It is also likely to identify particular needs for more easily accessible and available specialist services, including respite care and day care.

Alongside these services, highly specialised care would continue to be developed for those who may need it.

Essentially, it is about taking a person-centred approach which ensures that services fit the individual and that care is appropriately organised to this end.

SUBSTANCE MISUSE

Just as for mental health and learning disability services, it is vital that substance misuse services provided to people in Rugby, North Warwickshire and South Warwickshire should be planned and delivered through close working partnerships between the NHS, local authorities and other relevant statutory and voluntary agencies.

In the context of meeting the needs of those who misuse alcohol and drugs, a new specialist Trust would be expected to work within the strategies previously agreed by the Warwickshire and Coventry multi-agency Drug Action Teams.

Collaboration with and support for work undertaken in primary care is also essential.

THE COVENTRY PERSPECTIVE

For the past four years, Coventry Primary Care Trust and the City Council have worked closely together to ensure that health and social care services are provided to people with mental health, learning disability and substance misuse needs by well integrated teams.

Their common aim has been to deliver high quality, cost-effective services which address the real health inequalities that exist across Coventry.

During this period, services have seen significant improvements, thanks not only to the partnership working between the local NHS and the City Council but also to the contribution made by the voluntary and independent sectors.

These arrangements have been formalised through the creation of *partnership boards* where the statutory and non-statutory providers of services meet regularly with service commissioners, users and carers.

Together, they identify the strengths and weaknesses of existing services and discuss how best to make any necessary improvements. In particular, successful efforts have been made to:

- make services more responsive to the needs of local communities within Coventry;
- extend the range of services available;
- promote service users' recovery from illness or addiction by ensuring that all their needs are assessed and met;

- ensure that services are tailored to the needs of those groups and individuals who, in the past, may have found it difficult to obtain the help and support they need.

A challenge that Coventry still faces is how to ensure that services are truly comprehensive and that the providers of housing, education, training and employment are fully engaged in the partnership arrangements.

Both Coventry PCT and the City Council support the preferred option now being consulted on for the future management of specialist NHS mental health, learning disability and substance misuse services. They believe that this option will:

- maintain and enhance the current partnership arrangements in the city;
- ensure that the local services which it is proposed to transfer to a new specialist NHS Trust will be able to capitalise on the opportunities presented by being part of a larger, stronger organisation, whilst remaining responsive and accountable to the different communities within Coventry;
- open up opportunities to develop highly specialised services within Coventry or Warwickshire for those Coventry residents who currently have to travel a long way for them.

In supporting the preferred option, the PCT and the City Council have agreed that not all of the services which they either jointly or separately provide to people with mental health or learning disability

Engaging all the relevant agencies in local partnership arrangements

needs should automatically transfer to a new Trust. In their view, a number of those services would be better provided through other solutions. On the following pages, we look at their detailed recommendations.

MENTAL HEALTH SERVICES FOR ADULTS OF WORKING AGE

Under the proposal currently being consulted on, all of the mental health services for Coventry adults of working age managed by the existing Primary Care Trust would transfer to a new specialist NHS Trust.

It is envisaged that housing-related care services currently run by the City Council (which are funded by the *Supporting People Programme*) would be transferred to an appropriate alternative provider committed to ensuring that people with mental health problems are fully integrated into their local communities.

Similarly, the day care services provided by the City Council from Lamb Street would also be further developed to support the goals of social inclusion whilst the most appropriate management arrangements for the longer term are reviewed.

Both the PCT and the City Council wish to see a new specialist NHS Trust playing an active role within the *Coventry Mental Health Partnership*. They also wish to maintain the current practice of delivering health and social care through integrated teams working alongside primary care practitioners and independent and voluntary sector providers in the city.

MENTAL HEALTH SERVICES FOR OLDER PEOPLE

It is proposed that all of the services currently provided by Coventry PCT to older people with mental health needs would be transferred to the proposed new Trust.

Again, both the PCT and the City Council recognise the importance of ensuring that a new Trust should contribute fully to the *Coventry Older People's Partnership*. They also believe it is important for specialist mental health services for older people to work closely with other organisations in the city providing help and support to older people. Determining how this should best be achieved is seen as a priority for the proposed new Trust.

CHILD AND ADOLESCENT MENTAL HEALTH SERVICES

It is envisaged that the full range of child and adolescent mental health services currently provided by Coventry PCT would transfer to the proposed new Trust.

Both the PCT and the City Council accept the need for these specialist services to work within the framework of the *Coventry Children and Young Persons' Partnership*. This is regarded as vital to the goal of ensuring fully integrated children's services in the city and to the shared vision of ultimately establishing a Children's Trust.

LEARNING DISABILITY SERVICES

It is envisaged that only a small proportion of the learning disability services currently provided by Coventry PCT would transfer to the proposed new Trust.

Alternative management arrangements envisaged for housing services

Principally, these could include:

- specialist in-patient assessment, treatment and respite care;
- psychological therapy services;
- psychiatry services.

It is proposed that the other learning disability services provided by the PCT would be brought together under a single management structure with those delivered by the City Council. The PCT and the City Council would then undertake a joint review to determine how best, in the longer term, to manage a service inspired by a social inclusion ethos rather than based on a healthcare model.

SUBSTANCE MISUSE SERVICES

It is proposed that all of the substance misuse services currently provided by Coventry PCT would transfer to the proposed new Trust.

Both the PCT and the City Council anticipate that these specialist

services would contribute to the work of the *Coventry Community Safety Partnership* and would operate within the framework of the existing Joint Commissioning Group for Substance Misuse Services.

DEVELOPING JOINT COMMISSIONING ARRANGEMENTS

To ensure that a new specialist Trust could best meet local needs, there will be joint commissioning arrangements in Coventry between the PCT and the City Council. In Warwickshire, agreement has already been reached on the introduction of joint commissioning by the County Council and PCTs.

Through these arrangements, the people of Coventry and the people of Warwickshire can be assured that the funding of services needed by their different communities will be protected. The Councils and PCTs would also seek to identify which new services might be most appropriately provided by a new specialist NHS Trust or by other organisations.





A NEW TRUST THAT CAN WORK FOR LOCAL PEOPLE

In their joint discussions about the proposal to establish a single specialist Trust, the four PCTs and two local authorities have supported the guiding principles for the new Trust that are displayed on these two pages. These principles set out a vision and describe how that vision might be achieved.

All the NHS and local authority partners wish to see Coventry and Warwickshire residents benefit from the opportunities that would be created from the establishment of a larger organisation.

Equally, they all wish to see a new Trust adopting policies that would enable services to be delivered in different ways to meet the different needs of people across all localities.



Vision and Values

1. PROMOTING INDEPENDENCE

- Put **users and carers at the heart** of service delivery.
- Promote individuals' recovery by providing them with a range of **co-ordinated services** that will help them to become and remain independent.
- Help service users to **access the different services** they need (health, housing, education, training, employment, etc.).
- Promote and provide **realistic choices**.
- Help and support people to **stay at home**.
- Improve health and **reduce inequalities**.

2. FOCUSING ON LOCAL NEEDS

- Recognise and respond to the **diversity of needs** across the different localities and communities of Coventry and Warwickshire.
- Listen, communicate and work with **local partnerships**.

3. DEVELOPING SPECIALIST SERVICES

- Reduce the need for local people to have to travel outside Coventry and Warwickshire for their services by **providing more services locally**.
- Develop and sustain **high quality specialist services** which, because of the small numbers of service users involved, can only be provided on a sub-regional basis.

4. VALUING STAFF

- Promote **'joined up' working** across services, departments and organisations
- Employ and develop an **appropriately skilled workforce** that is representative of the communities served by the Trust.

5. DELIVERING QUALITY OUTCOMES

- Secure **continuous improvement** in outcomes for service users and carers.
- Provide the highest quality, **evidence-based care** within available resources.
- Meet **local and national targets** for health, social care and community safety.
- Meet the terms of the **local delivery plan/annual performance agreement** and legally binding contracts.

The key principles underpinning the proposed Mental Health, Learning Disability and Substance Misuse Trust

What's needed to achieve vision

How this might be implemented

1. PROMOTING INDEPENDENCE

- Organise services around patient journeys so that **users can move quickly from one stage of their care to another.**
- Organise services in ways that promote the **closest possible collaboration** between staff from the Trust, social care and other relevant professionals.
- Integrate the management of **multi-professional services and teams.**
- Ensure that **service users and carers** can make their views heard at Board level.

1. PROMOTING INDEPENDENCE

- Enter into a memorandum of understanding or formal partnership agreement with local authority partners with regard to **social care services/functions** that are delegated to the Trust.
- Provide **accessible, community-based services** that are closely linked to primary care and other public services.
- Promote **choice** at each stage of care.
- Assess needs in such a way that **service users and carers have to tell their story only once.**

2. FOCUSING ON LOCAL NEEDS

- Establish a **service directorate and management structure** that reflects needs of the different localities in Warwickshire and Coventry.
- Ensure appropriate **Board level representation** for locality-based directors and managers.

2. FOCUSING ON LOCAL NEEDS

- Enter into **Local Area Agreements** with commissioners.
- Arrange for **local authority involvement** at Board level.
- Contribute actively to **Local Strategic Partnerships.**

3. DEVELOPING SPECIALIST SERVICES

- Clearly identify which parts of the Trust are responsible for **regional and sub-regional services.**

3. DEVELOPING SPECIALIST SERVICES

- Ensure Board level representation for **specialised regional services.**
- Contribute actively to **regional partnership bodies.**
- Contribute actively to **strategic partnerships** within localities in Coventry and Warwickshire.

4. VALUING STAFF

- Provide good **teaching, training and professional development opportunities.**
- Ensure robust **workforce planning** for all staff groups, an **effective human resources function** and arrangements to prevent violence to staff.
- Ensure **Board level responsibility** for these functions.
- Create an organisation large enough to attract and manage **capital investment.**

4. VALUING STAFF

- Adopt **flexible employment practices.**
- Involve users and carers in **staff induction, training and development.**
- Achieve **Improving Working Lives** goals.
- Involve staff in **designing services.**
- Provide 'fit for purpose' **admin and IT systems.**
- Have an agreement for **seconded social care staff.**
- Adopt a 5-year strategy for **human resources.**

5. DELIVERING QUALITY OUTCOMES

- Set up management systems that will ensure **financial probity** and support commissioning and contracting.
- Ensure Board level responsibility for **standards and performance**, with systems that enable front line staff and the Board to exchange information and ideas.
- Involve service users and carers in **planning** what types of care and support are provided.
- Establish strong **clinical leadership and professional accountability** structures (including social care).

5. DELIVERING QUALITY OUTCOMES

- Draw up **robust agreements** with all commissioners.
- Agree an internal **Service Development Plan** which can help commissioners to assess needs and services.
- Demonstrate how investment in services within localities leads to **better outcomes** for users.
- Adopt a 5-year integrated strategy for **improving standards and performance.**
- Set up a **Board committee** for overseeing this.
- Report back to local authorities on **services provided.**

6. Responding to the needs and views of people who use services and their informal carers

A new specialist mental health, learning disability and substance misuse Trust for Coventry and Warwickshire would, as a priority, need to build on and develop the extensive partnership work undertaken by the existing Primary Care Trusts with people who use these vital services.

Quote from a service user:

“It is good to see that, right from the start of discussions about the possibility of setting up a new Trust to run these services, the views and needs of users have been sought.”

Quote from a carer who has looked after a family member with a mental illness:

“Given the major contribution that carers make, and all the pressures on them, our views and needs should be taken fully into account by any new Trust that may emerge from this consultation.”

Building on the work of existing service user forums

PCTs and local authorities in both the county and the city have set up specific forums to foster and facilitate the exchange of ideas, views and information between the providers and users of services. Those forums have contributed significantly to the shaping of current strategies for improving the range and quality of care.

It would be important for a new specialist Trust to sustain the momentum already achieved in promoting dialogue with service users at a local level.

What service users would expect from a specialist Trust

As an integral part of the work carried out to prepare this consultation document, the Primary Care Trusts asked an independent communications company to discuss the options and ideas with a representative group of people across Warwickshire and Coventry who have experience of using mental health, learning disability or substance misuse services, or who care for someone else who uses them.

Members of that group were invited to say what difference they would expect a new county-wide and city-wide specialist Trust to make. Key points and issues which emerged include:

- the need for service user and carer involvement to be firmly embedded in the new Trust from the outset;
- ensuring that people who need services are given a genuine choice wherever possible, so that to the greatest possible extent they can help influence the way in which they are cared for;
- the importance of the new Trust taking a strong lead in promoting greater public understanding of mental illness, learning disability and substance misuse;
- ensuring that, despite its size, a large specialist Trust is able to provide local services for local people and is sensitive to the differing needs of different areas within Coventry and Warwickshire.

Representation of service users' views

A proposal that service users would be directly represented on the board of a new Trust was made and has been welcomed. It was felt that, to implement this idea successfully, careful consideration should be given to how that representative might be chosen and how they would link in with the many user groups across the county and the city.

Similarly, the best ways of involving and engaging with carers and the wider community would need to be addressed at a very early stage in the life of the new Trust.

This issue will be further explored by the four existing PCTs and their local authority partners, who wish to ensure that the principles of user and carer involvement would be strongly embedded in the culture of the new organisation from the outset, and that users and carers would be able to exercise influence at Board level.

An organisation that will engage, listen and communicate effectively

Service users and carers were unanimous in the view that, as soon as it came into being, a new Trust should send out a clear and unequivocal message that it wanted to be an open and transparent organisation that was ready to engage with and listen to local people.

Service users and carers felt that a specialist Trust should develop a positive communications strategy to raise the profile of mental health, learning disability and substance misuse services.

They said that a new Trust should aim to ensure that, through good information provided at the right time in the right place, people are fully aware of where and how they can access the help they need. They also suggested that the Trust should use communications techniques to help combat the stereotyping of service users.

Some of those attending the session raised a number of specific points about the problems faced by families when children using services become adolescents and when adolescents become adults. The hope was expressed that a new Trust would work with its partner organisations in Coventry and Warwickshire to smooth the transition.

The importance of ensuring the availability of culturally sensitive services was stressed. It was felt that a new Trust would need to provide a spectrum of care which met the needs and expectations of an ethnically diverse population.

Importance of maintaining support for family members and informal carers

Coventry and Warwickshire Primary Care Trusts acknowledge the significant contribution made by the family members and informal carers of people who use mental health, learning disability and substance misuse services.

The continued involvement of 'carers' is seen as an essential component of the development of services by a new specialist mental health, learning disability and substance misuse Trust. Their views on the needs of service users are extremely valuable because they come from first hand experience at home.

Quote from service user representative:

***“We should try to make sure that everyone understands why having high quality mental health, learning disability and substance misuse services is important for the whole community. You don't have to be a service user right now to appreciate that you or your family might need them one day.*”**

Quote from a carer who looks after someone with a learning disability

***“My daughter has a learning disability. She needs to be seen as a person first. She does not have a mental illness. She needs to be able to live her own life, as do I. I also need to know that she can get what she needs when I can no longer care for her.”*”**

Important to ensure the continuity of carer involvement

Giving service users the information, support and confidence to make their own decisions

Across Coventry and Warwickshire there are various arrangements already in place for ensuring that the voice of carers is heard and that carers themselves receive the help and support they need to help them to contribute to the care and rehabilitation of a service user in their family.

During the discussions which took place with service users and carers about this consultation document, the point was emphatically made that any organisational changes which might take place in mental health, learning disability and substance misuse services should ensure continuity of carer involvement.

Carers also feel strongly that, wherever possible, the support provided to them by the NHS and other agencies across Coventry and Warwickshire should be enhanced to the level of the best that is currently available. In other words, the standards of practical help and support should be levelled up, not levelled down.

Being an expert in your care

A key objective for the new Trust should be to help service users to become experts in their own care. This means giving them the information, support and self-confidence to be able to make their own decisions and, in particular, to decide what type of care they need and where and how they need that care to be provided.

This approach is at the heart of promoting individuals' recovery and independence.





Service users and carers were unanimous in the view that, as soon as it came into being, a new Trust should send out a clear and unequivocal message that it wanted to be an open and transparent organisation that was ready to engage with and listen to local people.

Service users and carers felt that a specialist Trust should develop a positive communications strategy to raise the profile of mental health, learning disability and substance misuse services.

7. Developing the talents of mental health, learning disability and substance misuse staff

It is through its staff that the NHS provides care, treatment and support to people with mental health problems or a learning disability and those who misuse drugs or alcohol. It is vital, therefore, that a new specialist NHS Trust for Warwickshire and Coventry should give priority to developing the talents of its staff and enabling them to achieve their full potential.

Improving Working Lives accreditation - sustaining the momentum

The existing Coventry and Warwickshire Primary Care Trusts have already demonstrated their commitment to staff development, training and education by achieving *Improving Working Lives* accreditation.

In this independently evaluated process, NHS organisations are rated for the progress they have made against a range of criteria related, for example, to equality and diversity, flexible working, staff communication and involvement, promoting a healthy workplace, training and childcare.

This provides a key building block on which a new specialist Trust would build in order to offer staff a conducive working environment and an opportunity to progress as far as possible in their chosen careers.

Commitment to working in partnership with staff

Together, Coventry, North Warwickshire and South Warwickshire PCTs employ around 3,200 staff in their mental health, learning disability and substance misuse services - just over half of their total workforces. These nursing, medical and other clinical and professional staff make up the majority of people who would transfer to the new specialist Trust.

It is expected that the new Trust would build on the positive relationships already established with staff and their representatives in implementing *Improving Working Lives* and *Agenda for Change*, and that the Trust would develop and nurture a culture of true partnership with its staff.

Working environment focused on delivery of care

A new specialist NHS Trust would be able to concentrate exclusively on the delivery of mental health, learning disability and substance misuse services.

Commitment to building on the positive relationships that have previously been established with staff and their representatives

Providing a conducive working environment for staff that will enable them to progress in their chosen careers

From the Trust Board through senior management to the front line staff, the single and unifying focus would be how best to improve the range, quality and flexibility of these services.

Other benefits for staff

Establishment of a single specialist NHS Trust would also offer the following potential benefits to staff:

- a larger, more diverse organisation that opens up greater opportunities for individuals to share best practice, broaden their experience and progress in their careers without having to move to another organisation;
- access to a wider spectrum of training and education opportunities in clinical, management and support services;
- greater scope for flexible employment arrangements to suit the needs of employee and employer.

It is anticipated that the creation of a specialist Trust would help both to attract and retain staff who are committed to working in this specialist health care environment.

Reduced staff turnover could have potential benefits for everyone in the organisation by alleviating the additional work pressures that come while vacancies are being filled.

Continuing secondments of social care staff

Some of the existing Primary Care Trusts' services are supported by social care staff seconded from the local councils in Coventry and Warwickshire. It is envisaged that these arrangements would continue in the proposed specialist Trust.

The role of social care staff in delivering integrated mental health services would be fundamental to the success of the new Trust and the services it provides.

Strong partnerships between health and social services are a key to success.

A new specialist Trust would offer career opportunities for staff.



8. Implications for senior management and support staff

Although the proposed organisational changes should not directly affect staff providing clinical services, those working in management and support functions could face considerable change.

Tailoring management and support functions to the needs of a new organisation

Estates, finance, administration, human resources and information technology are key support services for all NHS Trusts.

Redeployment

Bringing together the mental health, learning disability and substance misuse services currently managed by three of the PCTs in Coventry and Warwickshire, together with a possible reduction in the number of PCTs, would entail changing the senior management structure and support functions.

The aim would be to ensure that individuals in affected posts are redeployed wherever possible. This would be achieved by, for example, ensuring that they are given first consideration for any new or unfilled posts in the new organisations.

Impact of national changes in support functions

It should be noted that, as a result of changes taking place nationally in the way NHS support services are provided, some functions are already affected. The review of those services across the country would have continued whether or not the current consultation had been launched in Warwickshire and Coventry.

PCTs in the county and the city must ensure that the proposed new Trust (as well as the PCTs themselves) will continue to receive the support services they need.

Aiming to reduce anxiety through effective communication and dialogue

The PCTs in Warwickshire and Coventry acknowledge that proposals for change inevitably generate uncertainty among those staff most likely to be affected. Their Boards are committed, therefore, to sensible and sensitive action to minimise anxiety and disruption. Each PCT will:

- publicise this document widely;
- ensure that every member of staff is able to receive a personal copy of a summary version;
- hold staff briefing sessions;
- consult fully with recognised trade unions and staff organisations;
- carefully consider the feedback from staff arising from this consultation.

Terms and conditions of service

PCT mental health, learning disability and substance misuse staff who transfer to employment with a new specialist Trust would, as a general rule, retain their existing terms and conditions of service.

9. Better management of resources

ESTATES

Investment in better facilities

Since the existing Rugby, North Warwickshire, South Warwickshire and Coventry Primary Care Trusts were formed, they have made a substantial investment in health care premises in their local communities.

This has enabled both new buildings to be constructed and existing buildings to be renovated and refurbished - all with the aim of improving the quality of the environment in which people use NHS services.

Combining existing resources

A new specialist NHS Trust of the kind proposed in this consultation document would be able to concentrate specifically on maintaining and modernising the premises in which mental health, learning disability and substance misuse services are provided to Warwickshire and Coventry people.

By combining the buildings and facilities of the three existing PCTs currently providing these services, the new Trust would have greater flexibility in deciding how best to utilise them for the maximum benefit of service users.

Modern, safe and efficient buildings

The existing PCTs provide mental health, learning disability and substance misuse services from 110

health care premises, including some which are located outside their geographical boundaries. Some of these are owned by the NHS. Others are wholly or partially leased.

It is expected that a new specialist Trust would seek to ensure that services are delivered from modern, safe and efficient buildings that are located as close as possible to the populations who use them, and that staff have access to appropriate facilities for education, training and research.

The new Trust would have to take full account of the need for total compliance with the statutory standards applicable to the health care premises that would be transferred to it by the existing PCTs.

A strategy for the future

It is anticipated that the proposed Trust would aspire to:

- thoroughly assess the current building stock, taking account of the need for premises to be as conveniently situated as possible for those who use the services provided from them;
- in conjunction with clinical managers, develop an estates strategy for the best use of the premises available and ensure they are 'fit for purpose';
- work with the Strategic Health Authority and local Primary Care Trusts to ensure that its existing and future buildings best meet the health needs of the populations served.

Delivering services from modern, safe and efficient buildings

Savings achieved in infrastructure costs to be retained for investment in patient care

FINANCE

Building on the record of stability

All four existing Primary Care Trusts have a record of strong financial management that it is important to sustain. It is anticipated that a proposed new NHS Trust would build upon this platform of financial stability in order to develop soundly based services for the people of Coventry and Warwickshire.

Bringing the management of these services together within a single organisation would create the potential for greater flexibility in the way resources are used.

Maintaining financial viability and achieving key financial duties would be a key priority. This, it is expected, would entail:

- continuing to achieve key financial performance targets;
- achieving value for money;
- making effective use of buildings, land and equipment;
- ensuring that managers have timely, relevant and high quality information to help them in their decision-making and financial control.

Financial projections for the proposed Trust are based on the current income of the existing Primary Care Trusts for expenditure on specialist mental health, learning disability and substance misuse services.

Reinvestment of savings in front line services

The PCTs in Coventry and Warwickshire have agreed with the

Strategic Health Authority that any savings realised in management and central support functions following the reorganisation of PCTs would be reinvested in front line services and agreed service improvements.

Preliminary work on identifying potential savings from the bringing together of currently separate management and central support functions will contribute to the target that has been set for the savings to be made from the prospective reconfiguration of Primary Care Trusts in the West Midlands.

Internal controls

A new NHS Trust would be required to have an appropriate system of internal controls in order to:

- monitor and measure all aspects of performance and clinical activity through effective patient records and information systems.
- maintain proper accounting records and audit arrangements.

Risk assessment

All NHS Trusts have a duty to assess risks and take appropriate action where any such risk could compromise its ability to achieve its financial duties.

To confirm that there are currently no such risks to any new NHS Trust which might be established following this public consultation, financial 'due diligence' checks will be carried out during 2006.

Key financial information

If, following consultation, a new specialist NHS Mental Health, Learning Disability and Substance Misuse Trust for Coventry and Warwickshire were to be established, the table below indicates the level of financial resources, assets and staffing likely to be transferred to it from the four existing Primary Care Trusts.

The table shows the anticipated annual income at £140.6 million and expenditure at £137 million. Around 3,209 whole-time equivalent staff would be expected to transfer to employment with the new Trust.

Mental Health, Learning Disability and Substance Misuse NHS Trust

	£ million
Patient Care Income	
Host Commissioner	87.2
Other NHS Commissioners	32.4
Non NHS Purchasers	<u>12.9</u>
Total Patient Care Income	132.5
Non Patient Care Income	<u>8.1</u>
Total Income	<u>140.6</u>
Expenditure	
Mental Health	78.2
Learning Disabilities	40.0
Substance Misuse	5.2
Corporate Overheads	<u>13.6</u>
Total Expenditure	<u>137.0</u>
Asset Base	93.7
Beds	580.0
Staff - whole time equivalents	3,209.5

10. How the proposed new Trust would work

Commitment to partnership working with service users, statutory bodies and voluntary sector

Establishing clear lines of management accountability

It is anticipated that the proposed new Trust would implement a set of clear and specific objectives and principles. At the heart of the Trust's vision would be a commitment to working in close partnership with the relevant Primary Care Trusts, councils, service users, carers and voluntary and independent sector organisations to identify local needs and map out an agreed strategy for meeting those needs.

Careful consideration would need to be given to the composition of the non-executive membership of the Trust Board, including representation from the different communities of Coventry and Warwickshire. It is important that local people should feel that they have a voice at Board level.

A management structure based on transparency and accountability

A priority for the Board of a new Trust would be to establish, at an early stage, a senior management structure that clearly identifies accountability for mental health, learning disability and substance misuse services in Coventry and Warwickshire.

To demonstrate accountability it should be evident to patients, service users, staff, partner organisations and the public *how* key decisions are made and *who* within the Trust is responsible for what.

It is expected that the Trust would seek to work within clear and strong accountability arrangements with local authorities in Coventry and Warwickshire. This would be

particularly important with regard to the respective responsibilities of the Trust and the local authorities for integrated health and social care teams.

Commitment to integrated service delivery

To consolidate the work of its predecessor organisations, a new specialist Trust would need to maintain and foster the delivery of integrated health and social care services.

This is especially important to people who need the help and support of a wide range of professionals and agencies including, for example, those concerned with housing, education, employment, training and benefits advice.

Involvement of service users and carers

To ensure that local needs are met, it is expected that the Trust would involve service users and their carers in many key aspects of its work. For example, service users could be represented on recruitment panels, play a role in the shaping and implementation of

staff training and education, help to monitor the quality of care provided, and attend key decision-making meetings about future service improvements.

Equity of access to high quality services

Given the size and diversity of the geographical area to be served by the proposed new Trust, a priority would be to ensure equity of access to high quality services by people from all local communities.

It is anticipated that there would be particular emphasis on providing the right care at the right time in the right place for individuals who, because of their circumstances, may in the past have tended to be the most 'difficult to reach' clients for mainstream services.

Leading from the front to combat stigma and discrimination

A new specialist Trust would be expected to 'lead from the front' in helping to fight the stigma which, even today, results in discrimination against people living with mental health problems or a learning disability or striving to tackle the consequences of substance misuse.

This is another extremely important aspect of ensuring equity of access, not only to the specialist services provided by the proposed Trust but also to the employment, leisure and other opportunities enjoyed by the rest of the population.

Effective internal and external communication

Effective and efficient systems of communication would be critical to the success of any organisation delivering services to a population of nearly one million people. It is therefore anticipated that the proposed new Trust would:

- adopt an open management style;
- publish regular staff briefings and newsletters;
- consult regularly with staff representatives to maintain good industrial relations;
- invest in modern technology to facilitate communication between all parts of the organisation and at all levels;
- actively promote the communication of ideas, best practice and suggestions for services and systems;
- support effective communication between managers and clinicians;
- keep service users, the public and partner organisations well informed about its priorities and plans.

Education and research for service improvement

Education and research are crucial to the development of good practice and the improvement of treatment and care.

With the larger resources and greater concentration of clinical expertise available to it, a new specialist Trust for Warwickshire and Coventry would be well placed

Need for effective communication with staff, service users, carers and partner organisations, including local authority Health Overview and Scrutiny Committees

Support for innovation in treatment and care

to make a major contribution to the education of mental health and learning disability staff, as well as encouraging research and innovation for the benefit of patients and service users.

High standards of corporate governance to support front line services

The proposed Trust would be expected to aim for the highest possible standards of corporate governance which, together with the lowest management costs appropriate to discharging its functions effectively, will support front line staff in delivering high quality care.



11. Consultation: *how service users, carers, local communities and staff can have their say*

Responding to this consultation

Formal public consultation on the proposals in this document for establishing a specialist mental health, learning disability and substance misuse NHS Trust for Coventry and Warwickshire commences on 3rd February 2006. The process will last for 12 weeks.

Comments should be sent by 28th April 2006 to the:

*Mental Health and Learning Disability Reconfiguration Project Office,
PO Box 4319,
Warwick CV34 9BU.*

Alternatively, they can be emailed by the same date to *mentalhealth.reconfiguration@swarkpct.nhs.uk*

If you need help to make your comments, or would prefer to give them over the telephone, please contact 0800 0887055.

Requests for detailed briefings and discussions

Representatives of the West Midlands Strategic Health Authority and the Primary Care Trusts which have worked together to develop these proposals would be pleased to respond to invitations from any organisations or groups interested in receiving a more detailed briefing and having the opportunity of a face to face discussion.

The aim is to ensure the maximum possible dialogue on the best way of organising and managing mental

health, learning disability and substance misuse services in the future.

Requests for specially arranged briefings and meetings of this kind should be made to the Project Office by telephoning 0800 0887055 or by writing to the following email address: *mentalhealth.reconfiguration@swarkpct.nhs.uk*

Public meetings

Public meetings to discuss the proposals in this consultation document will be held in Coventry, North Warwickshire, South Warwickshire and Rugby.

Full details of dates, times and venues will be published in the local media and will also be available at www.wmsha.nhs.uk.

The meetings will be open to anyone who wishes to attend.

As well as receiving a presentation on the rationale behind the proposals, participants will have the chance to ask questions, clarify issues of concern and express their own views on how local mental health, learning disability and substance misuse services should best be organised and managed in future.

Comments to be received by 28th April 2006

Ensuring the maximum possible dialogue on the best way forward

How to obtain copies of the consultation document

The full document

Copies of this document are being widely distributed to all statutory and voluntary organisations within Coventry and Warwickshire with an interest in mental health, learning disability and substance misuse services, including those representing people who use these services.

Copies will also be available at council information shops and libraries to anyone who wants one.

Additional copies of the document can be obtained from the Project Office on 0800 0887055 or by emailing your request to mentalhealth.reconfiguration@swarkpct.nhs.uk

Alternatively, the full document can be viewed on the following website: www.wmsha.nhs.uk or on the websites of any of the four Primary Care Trusts involved:

www.coventrypct.nhs.uk
www.nw-pct.nhs.uk
www.swarkpct.nhs.uk
www.rugby-pct.nhs.uk

Summary version

In addition to the full document, there is a four-page summary version which can be requested from the Strategic Health Authority or PCTs or viewed at the websites listed above.

Alternative versions

This document is available in the following alternative formats:

- using symbols for people with a learning disability;

- large print or on cassette for people with impaired sight or reading difficulties.

It can also be translated on request to meet the needs of people whose first language is not English.

NHS patient and public involvement forums

The patient and public involvement forums of the Coventry and Warwickshire PCTs have previously commented on early drafts of the consultation document and on how the formal consultation process should best be carried out.

In addition, a *user and carer forum* was established to ensure that the document reflected a perspective from those who either have mental health, learning disability or substance misuse problems themselves or who care for others who do. Copies of the final document are being distributed to all these forums in order to ensure that they have the opportunity to contribute to the formal public consultation now taking place.

Local authorities

The health overview and scrutiny committees of Coventry City Council and Warwickshire County Council will receive copies of this document to consider and comment on. Copies are also being sent to:

- North Warwickshire District Council;
- Nuneaton and Bedworth District Council;
- Rugby District Council;
- Stratford-on-Avon District Council;
- Warwick District Council.

Please let us have your comments on the proposed organisational change

Any individual or organisation responding to this consultation document is welcome to comment on all or any part of it.

The proposal for organisational change now being made is that a single specialist NHS Trust should be established during 2006 to assume responsibility for managing and providing mental health, learning disability and substance misuse services across the whole of Coventry and Warwickshire.

This would bring together under the oversight of one NHS organisation the services currently provided separately by Coventry, North Warwickshire and South Warwickshire Primary Care Trusts.

Specific issues you may also wish to consider commenting on

Whilst this public consultation is not, therefore, about what services should be provided in future, respondents may wish to consider some of the wider issues raised in the document about the objectives, priorities and method of working of the proposed new Trust.

It would be helpful to receive responses to the specific questions raised on this and following pages. If you wish write your comments in the boxes provided, please then photocopy or tear out the relevant pages and send them to the address indicated in the opening paragraph of this section of the document.

Alternatively, you can log on to www.wmsha.nhs.uk where you will find an electronic version of the consultation document into which you can type your responses.

The response sheets on the following pages contain boxes for your comments. If you do not feel that they give you enough room to say what you want to say, please feel free to append a separate sheet. If you use the internet version to record your responses, the boxes are designed to expand to fit.

1. Do you support the proposal to establish a single specialist NHS Trust to manage and provide mental health, learning disability and substance misuse services across Coventry and Warwickshire? (See pages 16 to 20)

Yes No

Whether you do or don't think this is the best of the options considered in this document, please give your reasons.

2. How important do you think it is that, if a new Trust is established, it should seek to improve services by implementing the strategies already agreed locally by the four existing Primary Care Trusts in Warwickshire and Coventry? (See pages 5 to 12)

- Not important
- Important to maintain all existing strategies
- Important to maintain some existing strategies Specify which:

3. Even if you think a new Trust should work largely within the framework of existing local strategies, are there any areas of the current service where you think a fresh look is needed at the best way forward? (See pages 21 to 26)

4. Have you any particular comments to make at this stage about what you would like to see a new specialist Trust do to improve any of the following specific services?

● **Mental health services for children and adolescents (See pages 5 and 6)**

● **Mental health services for working age adults (See pages 7 and 8)**

● **Mental health services for older people (See page 9)**

● **Services for people with a learning disability (See pages 10 and 11)**

● **Services for people who misuse drugs (See page 11)**

5. How do you think a new specialist Trust could best ensure that the users of services are engaged in helping to shape the way those services are provided? (See pages 29 to 31)

Yes No

● **Patient surveys**

● **Representation on Trust Board**

● **Representation on service planning groups**

● **Other ways (please specify)**

6. How do you think a new specialist Trust could best harness the talents of its staff? (See pages 33 and 34)

Yes No

● **Partnership working at all levels**

● **Broader training and development opportunities**

● **Flexible employment practices**

● **Sharing best practice**

● **Other ways (please specify)**

7. What are your views about the suggestions in this document for the future objectives, structure and methods of working of a new specialist Trust? Do you think these ideas are pointing in the right direction, or would you suggest any variations or alternatives? (See pages 1, 2 and 39 to 41)

9. What would you like to see a new Trust do in order to enhance public understanding about the needs of service users and to combat stigma and discrimination? (See page 40)

8. How do you think the proposed new Trust could best ensure effective communication with service users, staff, partner organisations and the general public? (See page 40)

- | | Yes | No |
|--|--------------------------|--------------------------|
| ● Open management style | <input type="checkbox"/> | <input type="checkbox"/> |
| ● Regular staff briefings and newsletters | <input type="checkbox"/> | <input type="checkbox"/> |
| ● Regular consultation with staff | <input type="checkbox"/> | <input type="checkbox"/> |
| ● User involvement in shaping priorities | <input type="checkbox"/> | <input type="checkbox"/> |
| ● Regular information for the public about service improvements | <input type="checkbox"/> | <input type="checkbox"/> |
| ● Other ways (please specify) | | |

10. How could service users' family members and informal carers best be involved in helping to assess needs and shape the future delivery of services in Coventry and Warwickshire? (See pages 30 and 31)

- | | Yes | No |
|---|--------------------------|--------------------------|
| ● Surveys | <input type="checkbox"/> | <input type="checkbox"/> |
| ● Regular consultation with carers | <input type="checkbox"/> | <input type="checkbox"/> |
| ● Representation on decision-making bodies | <input type="checkbox"/> | <input type="checkbox"/> |
| ● Ability to send in comments and views to carers section on website | <input type="checkbox"/> | <input type="checkbox"/> |
| ● Other ways (please specify) | | |

12. Glossary of terms

We have done our best to avoid using complex jargon in this document. However, we appreciate that some people may not be familiar with certain words and phrases in common use within the NHS. Just in case of possible confusion, here are some explanations which you may find helpful.

Primary Care Trusts (PCTs)

Primary Care Trusts are the local NHS bodies responsible for assessing the health needs of their populations and ensuring that those needs are met. With the funds they receive each year from the Government, PCTs pay for the health services provided to local people by NHS Trusts, GPs and other health care organisations, including those in the voluntary and independent sectors.

NHS Trusts

NHS Trusts are local NHS bodies responsible for running hospitals and other specialised services. They receive their funding mainly from Primary Care Trusts, which enter into agreements with them to provide services to their local populations. Usually, an NHS Trust will have agreements with more than one PCT.

Foundation NHS Trust

Under Government policy, the aim is that all NHS Trusts should eventually move towards Foundation Trust status. How quickly they progress along this route depends on a range of factors, including the standards of care they provide and their overall financial and management performance. The benefit of Foundation Trust status is the greater degree of flexibility and freedom enjoyed at a local level.

Healthcare Commission

This is an independent body which assesses the performance of NHS organisations for the quality of their care and their value for money and which awards them annual performance ratings.

National Service Frameworks (NSFs)

These are important long-term strategies for improving specific areas of care. They set measurable goals which local health care providers are expected to achieve within a given time frame. The NSF for Mental Health was launched in 1999

and is a comprehensive statement of how mental health services in England will be planned, delivered and monitored until 2009.

Localities

Primary Care Trusts usually cover large geographical areas, such as the whole of North Warwickshire or the whole of Coventry. In planning how best to meet local needs, they will look closely at the differences between the natural localities within their overall area.

Voluntary sector

These are all the *not for profit* organisations which exist to provide help, support and specific services to people who need them. Many of them have contracts with Primary Care Trusts to provide this help to people with mental health problems or learning disabilities and those who misuse drugs or alcohol.

Independent sector

These are private companies with which Primary Care Trusts may enter into contracts to provide specific types of help and support to people with mental health problems or learning disabilities and those who misuse drugs or alcohol.

Service users

This is a term that is now commonly used to describe people who use mental health, learning disability and substance misuse services. It is preferred by service users to other words such as 'patients' or 'the mentally ill'.

Carers

Carers are people (family members, friends or neighbours) who give assistance, support and care to someone who is ill, disabled or frail. They are not paid for what they do. Most give this help through love, duty or friendship.

In-patient services

These are the services provided to people who need a short period of more intensive care in hospital during a serious phase of their illness, whether mental or physical.

Support services and clinical services

Support services are those such as finance, supplies, information technology and maintenance which help the smooth running of an organisation providing health care. Clinical services are those which are provided by doctors, nurses and therapists.

Integrated services

The types of services which may be needed by someone with a learning disability or mental illness vary considerably. Some may be provided by health care professionals working for the NHS. Others may be provided by social work staff employed by a council. Some may be provided by voluntary organisations. The term 'integrated care' is used to describe how staff from all these different organisations work jointly to assess an individual's needs and provide the best possible combination of help and support.

Commissioning

This is the process by which an NHS organisation or a local authority assesses the needs of a particular group within the population, identifies where and how those needs are best met, places contracts with a service provider to do that, and then monitors the performance of the service provider.

Corporate governance

Briefly, this is the system by which an NHS Trust or Primary Care Trust makes sure that it is operating to the highest possible standards in terms of achieving its objectives for providing services, keeping its finances in good order, and ensuring the health and safety of service users and staff.

Health Overview and Scrutiny Committees

These are organisations established by local authorities to monitor the provision of health services to their local population. They may review local health services and make recommendations. They must also be consulted over proposals by the NHS to make significant changes to the way services are provided.

FURTHER INFORMATION

If you require further information about any of the issues raised in this consultation document, please contact the Project Office by telephoning 0800 0887055 or by emailing: mentalhealth.reconfiguration@swarkpct.nhs.uk



Big enough to count, small enough to care

Public consultation on a proposal to establish a single specialist Mental Health, Learning Disability and Substance Misuse NHS Trust for Coventry and Warwickshire

If you require a version of this document in a language other than English or in large print or Braille, please contact 0800 0887055 to discuss your needs.

Hindi

यदि आप यह जानकारी हिन्दी या किसी अन्य भाषा में, या बड़े अक्षरों में छपी हुई या नेत्रहीन लोगों के लिये ब्रेल भाषा में उचित लेनी चाहती हैं तो 0800 0887055 पर फोन करके अपनी आवश्यकता बता दीजिये।

Panjabi

ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਪੰਜਾਬੀ ਜਾਂ ਕਿਸੇ ਹੋਰ ਬੋਲੀ ਵਿਚ, ਜਾਂ ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਜਾਂ ਨੇਤਰਹੀਣ ਲੋਕਾਂ ਵਾਸਤੇ ਬਰੇਲ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣੀ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ 0800 0887055 ਉੱਤੇ ਫੋਨ ਕਰਕੇ ਇਸ ਬਾਰੇ ਦੱਸ ਦਿਓ।

Gujarati

જો આ દસ્તાવેજ તમને અંગ્રેજી સિવાય કોઈ બીજી ભાષામાં અથવા મોટા અક્ષરોમાં અથવા બ્રેઇલ લિપિમાં જોઈતું હોય, તો 0800 0887055 પર સંપર્ક કરી તમારી જરૂરિયાતો વિષે જણાવવા મહેરબાની કરશો.

Urdu

اگر آپ کو یہ دستاویز انگریزی زبان کے علاوہ کسی اور زبان میں، بڑے حروف کی چھپائی میں یا بریل میں درکار ہے تو برائے مہربانی اس بارے میں اپنی ضرورت بیان کرنے کیلئے 0800 0887055 پر فون کیجئے۔

