

Title of the Report: Dudley and Walsall Mental Health NHS Trust
Progress Update

Ward(s) All

Portfolios: Councillor McCracken – Social Care, health and Housing

Summary of report:

To summarise the progress in establishing Dudley and Walsall Mental Health Partnership NHS Trust since its inception on 1st October 2008. The report presents an overview of services and resources and outlines the strategic 'next steps' for the Trust.

Background papers:

Not applicable.

Reason for scrutiny:

As the Mental Health Trust is a new organisation the Health Scrutiny and Performance Sub-Panel wish to monitor progress as the new Trust establishes itself.

Resource and legal considerations:

Not applicable.

Citizen impact:

Not applicable.

Environmental impact:

Not applicable.

Performance management:

It is anticipated that the MBC elements of Mental Health service delivery will be formally delegated to the Trust via Section 75 partnership agreements.

Equality Implications:

Not applicable.

Consultation:

Not applicable.

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1. Background and Introduction

1.1 The Dudley and Walsall Mental Health Partnership NHS Trust was formed on 1st October 2008 from the former mental health provider arms of Dudley PCT and Walsall Teaching PCT, working in close partnership with the respective Local Authorities. Proposals to form the Trust emerged from an option appraisal of mental health provider services in the Black Country in 2005, following the decision that a Black Country-wide mental health provider Trust should not be pursued at that time.

1.2 Following the submission of a formal business case about the proposals to the Strategic Health Authority in summer 2007 and their subsequent support, the formal consultation exercise took place during the period September to December 2007. Given a general level of positivity for the proposals and the expressed support of both PCT Trust Boards, the Joint Scrutiny Committee and the Strategic Health Authority, the proposals finally received Ministerial approval in August 2008.

1.3 This paper aims to provide the Scrutiny Panel with an overview of the new Trust, including a summary of its estate, financial position and workforce. The Board-level structure of the Trust is shown as appendix 1.

2. Overview of Services

The new Trust provides a range of mental health services to the communities it serves, including:

- All community and mental health services for adults of working age, including Community Mental Health Team (CMHTs), Assertive Outreach and rehabilitation services, Home Treatment / Crisis Resolution services and a range of primary care based mental health services.
- All community mental health services for Older People, including outpatient services.
- All mental health inpatient facilities for adults of working age and Older People.
- All existing health-provided Child and Adolescent Mental Health Services (CAMHS) and Early Intervention services.
- Substance Misuse Services.
- Criminal justice liaison services.
- Services provided by Community Development and Liaison Workers.
- The medical component of Learning Disability services (in Walsall).
- All elements of Psychology services, apart from those provided to people with physical health problems or a Learning Disability (which have remained with the respective PCT).
- Mental Health social care services which are managed by the Trust on behalf of the Local Authorities via partnership agreements.

The Trust remains committed to the undertaking made explicit within the consultation that services which people previously accessed locally will remain so.

3. Workforce Overview

3.1 The workforce employed within the Trust is the largest and most valuable asset in the delivery of Mental Health services across Dudley and Walsall and represents the largest expenditure for the organisation. The newly established Trust employs just over

1,100 substantive staff (based on headcount). The figures reflected within this section of the report detail the staff that have 'TUPE' transferred into the Partnership Trust with effect from 1st October 2008 and have been reported from the Electronic Staff Records system. The figures exclude all bank staff and seconded Social Care staff and are based on information provided as at 19th September 2008.

3.2 Staff Profile

The table below details the current staff profile across the two localities:

	Dudley	Walsall	Both
Staff in post (Headcount)	607	500	1107
Staff in post (WTE)	527.69	452.52	980.12
Full Time Staff	412	396	808
Part Time Staff	195	104	299
Gender Profile – Male (Aug)	143	134	277
Gender Profile – Female (Aug)	464	366	830

3.3 Dudley locality/Walsall locality Occupational Code Breakdown

Table 6 details the current occupational breakdown across the two localities reflecting both headcount and whole time equivalent (WTE).

	TUPE transfers from Dudley PCT		From Walsall PCT		Total	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Admin & Estates	146	118.37	105	93.40	251	211.77
Health Care Ass & Support	124	107.20	88	78.57	212	185.77
Medical & Dental	54	50.35	53	46.60	107	96.95
Nursing and Midwifery	222	200.29	227	209.64	449	409.93
STT Staff	61	51.48	23	20.21	84	71.69
of which AHP	24	21.27	9	8.01	33	29.29
Other			4	4.00	4	4.00
Total	607	527.69	500	452.42	1107	980.12

4. Financial Overview

4.1 The work within the finance department in respect of assessing the financial position of the new Trust has been challenging. The Trust has taken on the direct mental health budgets from the former PCT provider arms, as well as an allocation of 'corporate overheads' from each PCT. The gross turnover for the new Trust for the

2008/09 financial year is approximately £61.7 million (£31.5m from Walsall and £30.2m from Dudley).

4.2 Regarding the 2008/09 financial position, the Trust is currently reporting a small underspend, but is forecast to break-even at year end.

4.3 Scrutiny panel members will be aware that acute Trusts income levels are governed largely by the 'Payment by Results' (PbR) scheme. In contrast, income for mental health Trusts is still determined largely by 'block contracts' with commissioners. However, from the financial year 2010/11, the Department of Health will be introducing a PbR system for mental health. A great deal of pilot work has been undertaken by the NHS in Yorkshire to try and work out the best way to set a tariff for mental health services. This has become known as the 'Yorkshire Care Pathways' model. The precise details of how this will be implemented are still being worked through and the Trust is working closely with commissioners to scope how these changes will affect the Trust's overall financial position.

5. Estates Overview

Following some period of negotiation, it was agreed with both PCTs that properties which were being used solely by mental health services would be transferred to the new Trust. Any properties shared with primary or community health services would be retained by the respective PCTs.

On this basis, the freehold of the following properties has been transferred to the new Trust:

FROM DUDLEY PCT

<u>Site</u>	<u>Address</u>	<u>GIA</u> <u>m2</u>
Bushey Fields Hospital	Bushey Fields Road, Dudley, DY1 2LZ	7,911
Elms Health Centre	Slade Road, Halesowen, B63 2UR	538
Halesview L M H U	Highfield Lane, Halesowen B63 4SG	811
Hill House LMHU	High Street, Amblecote, DY8 4DG	494
Rose Cottage	22-29 Hallchurch Road DY2 0TH	100
Poplars L M H U	Little Cottage Street, Brierley Hill, DY5 1RG	783

FROM WALSALL PCT

<u>Site</u>	<u>Address</u>	<u>GIA</u> <u>m2</u>
Archway Centre	Glebe St, Walsall WS1 3NX	156
Archway House	Glebe St, Walsall WS1 3NX	345
Bloxwich Hospital	Reeves St, Walsall WS3 2JJ	3,006
Dorothy Pattison Hospital	Walsall, WS2 9XH	6,609
6-12 Ida Road (Perseverance House)	Perseverance House Walsall, WS2 9SS	347

76 Ida Road	Walsall, WS2 9SS	98
Kingshill Day Unit	School St, Wednesbury, WS10 9JB	359
Mossley Day Unit	Sneyd Lane, Walsall, WS3 2LW	373

Based on the same rationale, the agreed leasehold property transfers from each PCT are shown in the tables below:

DUDLEY PCT

<u>Site</u>	<u>Address</u>	<u>GIA m2</u>
1 Blackhorse Lane	Brierley Hill DY5 2SY	100
Castle Court	The Broadway, Dudley, DY1 4AN	300
Rose Cottage	22-29 Hallchurch Road DY2 0TH	100
16 Shadwell Drive	Dudley, DY3 2QZ	90
27 Swancote Road	Dudley DY1 2BJ	90
Trafalgar House	47-49 Kings St, Dudley DY2 8PS	TBA
Poplars L M H U	Little Cottage Street, Brierley Hill, DY5 1RG	783

WALSALL PCT

<u>Site</u>	<u>Address</u>	<u>GIA m2</u>
Evergreen Place	Chata Hse, Walsall WS1 1TJ	620
*Greybury House	Bridge St, Walsall WS1 1EP	809
Lantern House	129/130 Lichfield St, Walsall, WS1 1SY	361
Norwich Union House	Lichfield St, Walsall	TBA

**Greybury House is the only property which will is not solely occupied by staff employed by the new Mental Health Trust.*

Both the freehold and leasehold transfers will be included within the transfer order documents, with formal title transfers and lease reassignments being undertaken by Trust lawyers thereafter.

The Trust has already established a Capital Planning Group, within which long-term capital investment plans will be drawn up over a period of time, in line with the Trust strategic goals. These plans will require discussion and agreement at future Board meetings.

6. Next Steps

6.1 The Trust is committed to improving the quality of mental health services in Dudley and Walsall and to increasing access to services for local people. It was essential for the Trust to undertake a 'stock take' of its services in order to gain an overview of service provision and quality as soon as possible. Therefore, 'Here and Now' reviews were undertaken within all services during November and December 2008. These reviews ensured an open and comprehensive evaluation of all aspects of services, from clinical quality to staff absence rates. They identified a range of aspects of good practice, along with areas for improvement.

6.2 Clinicians and team leaders were charged with developing action plans for service improvement, all of which are being reviewed in development days throughout the period January – March 2009.

6.3 The Trust have planned a stakeholder event on 18th March 2009 (see attachment to this report) which will see Service Users and Carers, staff, clinicians, voluntary organisations and other partners come together to initiate and discuss ideas about the future strategic direction for mental health services in Dudley and Walsall.

6.4 The results of the reviews will be considered alongside the feedback from the stakeholder event to develop the Trust's Clinical Plan – a strategy for services for the coming 3-5 years. This plan will then form the basis of the Integrated Business Plan for the Trust – a key part of the application for Foundation Trust status.

6.5 The Trust Board have agreed the following corporate objectives for the Trust for the coming year:

- Build solid organisational foundations which ensure that the Trust has:
 - Effective, safe and responsive mental health and support services
 - Robust financial controls
 - An effective Assurance Framework and associated systems
 - Effective, long-term relationships with all stakeholders.
 - Agreed visions and values for the future.
 - An HR Business Centre providing excellent services to all clients.
 - An IT infrastructure fit for the future.
- Leadership development at all levels.
- Develop 'intelligent information' so that we can better understand and respond to the needs of our Service Users and the intentions of our commissioners.
- Develop a clinical strategy.
- Deliver all targets for 2009/10.
- Develop and implement a membership and engagement strategy.

The Trust have committed that all activities will support and enable the delivery and development of clinical services, including the transition to 'Foundation Trust' status which is planned for late 2010.

DUDLEY AND WALSALL MENTAL HEALTH NHS TRUST - Board Level Structure

