

Report title:	Mental Health Inappropriate Out of Area Placements Update
Date of meeting:	30 October 2019
Sponsor (H&WB member):	Jonathan Warren, Chief Executive of Norfolk and Suffolk NHS Foundation Trust (NSFT)
<p>Reason for the Report</p> <p>The purpose of this paper is to update members of the Health and Wellbeing Board (HWB) on the progress that the Norfolk and Suffolk NHS Foundation Trust (NSFT), working in partnership with other local health and care organisations, has made in reducing mental health inappropriate out of area placements. It also sets out the support members of the Board could provide to continue to improve our performance.</p> <p>Report summary</p> <p>The report gives an update on the first six months performance of this financial year and gives a wider context regarding the history of inappropriate out of area placements (OoAP) for patients from Norfolk and Waveney.</p> <p>There has been a significant improvement in the number of inappropriate out of area placements. There is a robust plan in place and commitment to change by senior system leads that will enable Norfolk and Waveney to achieve zero inappropriate OoAP by April 2021.</p> <p>The report and supporting presentation outline key changes that have contributed towards the improvement, whilst also highlighting risks to a sustained zero position and ultimately a goal of 85% bed occupancy across NSFT.</p> <p>Recommendations</p> <p>The HWB is asked to agree that:</p> <ol style="list-style-type: none"> a) All organisations support and attend the Mental Health Housing Summit being planned for this autumn, with a view to identifying actions that would help meet the accommodation needs of inpatients and service users. b) NSFT and the district councils work together to explore if District Direct could be expanded to mental health. c) Norfolk County Council, Suffolk County Council and NSFT work together to explore re-instating a Section 75 agreement in Norfolk and Waveney. 	

1. Background

- 1.1 An inappropriate out of area placements (OoAP) refers to the placement of a person assessed as requiring mental health acute inpatient care, who is admitted to a unit that does not form part of the usual local network of services. This includes:
- patients in a private hospital bed within Norfolk or Suffolk
 - patients in an NSFT bed, but not in their county
 - patients in a private bed outside of Norfolk and Waveney.
- 1.2 This report details the current position and progress to date regarding inappropriate OoAPs in Norfolk and Waveney. There is a robust plan in place and commitment to change by senior system leads that will enable Norfolk and Waveney to achieve zero inappropriate

OoAP by April 2021. Weekly senior clinical oversight meetings and monthly patient flow meetings demonstrate improved oversight and will ensure the system sustains this significant change going forward.

- 1.3 In addition to the national goal of zero inappropriate placements by April 2021, NSFT has also set a goal of achieving a stretch target of 85% bed occupancy by the same deadline.

2. Recovery Plan

- 2.1 Norfolk and Waveney Mental Health Leads were asked in May 2019 to develop a detailed recovery plan for addressing OoAP in conjunction with the crisis and liaison transformation funding proposals. The recovery plan strengthened the existing action plan and was submitted to the NHS England regional team in June 2019.

- 2.2 A deep dive was jointly organised on 24 July 2019 with system wide partners to raise awareness of inappropriate OoAP as a broader issue and address the elimination of inappropriate OoAPs. This was well attended by a range of partners including the executive team at NSFT, the Chief Officer of the Norfolk and Waveney CCGs, leads for local commissioning, housing and social care leads and regional and national NHS England and Improvement colleagues.

- 2.3 A Patient Flow group, which meets monthly has been in place since April 2019 and is chaired by the Chief Operating Officer at NSFT. This has a broad membership, including NSFT clinical and operational leads, Mental Health Lead commissioner, Mental Health Transformation Lead and Clinical Network Lead from NHS England. The group review the recovery plan and current data, update on agreed actions and ensure work is moving forward. Discussion includes internal operational leads which enables the team to address issues as they happen, jointly explore any blockages or delays and report progress. From this, a weekly meeting has been established, where senior clinical leads meet every Monday to review admissions, discharges, and delayed transfers of care on a weekly basis.

- 2.4 The presentation shows the improving position. This financial year the highpoint of inappropriate OoAP bed days was 1,725 days in April 2019. The lowest point being the latest month (September 2019) at 551 OoAP bed days. For context, September 2018 was 589 OoAP bed days so a continued improvement in October 2019 and beyond will see a longer term improvement.

- 2.5 Key actions taken forward to date are:

- Employing three dedicated Band 6 nurses visiting out of area patients every week.
- Enhanced oversight by senior operational and clinical managers. NSFT Matrons are taking an active interest in OoAP patients as well as their own ward. There is Executive level governance and assurance every week on plans for the week.
- Detailed review of delayed transfer of care processes – by making sure that people can get home without delay, this increases our capacity to care for people locally. Red2green has been introduced across all wards, which is way of working focused on reducing delayed transfers of care.
- New 16 bed ward opened at the end of September 2019, which has increased our capacity to care for people in Norfolk.
- Roll out of the new personality disorder service in central Norfolk – the new service provides people with therapeutic care in the community at an early stage and helps people to manage their condition, as a result they are less likely to need inpatient care.

2.6 The Patient Flow group will continue to oversee the following activities:

- Enhanced Crisis Resolution and Home Treatment Team capacity
- Central Crisis House
- Crisis Hubs for Norwich, King's Lynn and Great Yarmouth
- Housing Summit
- Holding a "Perfect Week" to drive down delayed transfers of care and gain further insight.

2.7 It was noted in the NSFT September Board report that 'sustaining the reduction in out of area placements is a significant risk and historically the Trust has been here before'. Current changes and further planned projects will reduce this risk. The weekly oversight of the position now enables the Trust to react much quicker to any sustained increase.

2.8 Looking further ahead, we have been awarded £38 million to build four new inpatient wards at Hellesdon (mental health) Hospital in Norwich. This will not only increase and improve provision locally, it will also help to ensure that patients don't have to travel out of area for treatment.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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