11. Sustaining transformation: Infrastructure and hard-wiring

Ensuring the sustainability of the transformation described in this document will require significant supporting activity to align the variety of frameworks and infrastructure which drive delivery and focus priorities in the NHS. It will also require strong governance, clear accountability and transparent reporting to monitor progress, identify risks and tackle implementation issues. The section below summarises some of the key activities planned or underway.

Workforce planning

- Health Education England, together with partner organisations, will develop a comprehensive **all-age mental health workforce development strategy** to deliver the full range of objectives in this document. The strategy will build on the requirements outlined in the sections of this document and provide a full and coherent overview of the current workforce and the new skills and capacity needed, and will support detailed planning at regional and local level. It will be published by December 2016.

Data and transparency

- NHS England, NHS Improvement, Public Health England, Health Education England and NHS Digital, together with the Department of Health, will develop a **five-year data plan** to address the need for substantially improved data on prevalence and incidence, access, quality, outcomes, prevention and spend across mental health services.

- NHS England, NHS Improvement and NHS Digital are working with the Department of Health to ensure that the new **Mental Health Services Data Set** (MHSDS) is delivering relevant, timely and accurate data. This includes work to update the dataset and reporting requirements, to ensure the right information is reported nationally, and encouraging providers and commissioners to improve local systems and processes to make the data flow effectively.

- A new **annual schedule of updates to the MHSDS** will allow NHS partners to work together to ensure that the MHSDS is capturing all the relevant data items and give stability to providers and commissioners who are working to implement the changes as soon as possible.

- Through the **Assuring Transformation** data there is now a comprehensive data set on children, young people and adults with a learning disability and/or autism in in-patient settings.

- NHS England is investing £400,000 in 2016/17 to drive forward the work of the **National Mental Health and Dementia Intelligence Network** and is working in partnership with PHE to develop this as a source of high-quality intelligence on the quality of mental health and dementia commissioning and provision across England.

- A **dashboard for mental health** is in development for publication will be developed this year, containing a set of standard indicators to articulate our progress in mental health services at a national level and allow benchmarking of services across the country. This will form the basis of the CCG Improvement and Assessment Framework in subsequent years, and will help us to monitor how our programmes are helping to improve mental health services across the country.

- From 2016 NHS England's **budget and financial reporting** will be aligned to specific mental health priorities, increasing transparency and allowing additional resources to be tracked to the front line. It is expected that these financial data will be included in the dashboard for mental health.

- Mental health is one of the six clinical areas to be covered by the new **CCG Improvement and Assessment Framework**[XX]. Performance against this framework will be transparent, and supported by CCG-level commentary and ratings developed with an independent panel of experts. Over the five-year period the CCG IAF will be developed to reflect performance indicators most critical for mental health delivery across the system.

Payment, outcomes and other system levers

- NHS England has set out a requirement to move towards **accountable payment approaches** in mental health which have a payment component linked to quality and outcomes. This is expected to be implemented for adult mental health from 2017/18, and for children and young people as soon as possible thereafter. NHS England and NHS Improvement and have published resources[XXI] and begun to deliver workshops to support providers and commissioners to implement new payment approaches (including capitated and episodic or 'year of care' payment models). A second series of workshops is planned for delivery in autumn 2016.

- NHS England has published a guide to support local STP footprints to develop a suite of quality and outcomes measures and implement **routine outcome measurement**[XXII]. This will help build the foundations to support outcome-based payment for mental health services in local areas.

- To support the creation of **common outcome standards for mental health** where they do not already exist, NHS England will commission standard sets for mental health conditions, identifying common areas of overlap as necessary. Developing these standard sets will pave the way for benchmarking in mental health.

- The national **CQUIN programme** currently includes two initiatives focused on mental health. The first focuses on identifying and improving levels of staff wellbeing either through the annual NHS Staff Survey or targeted initiatives covering mental health. The second focuses on improving access to physical healthcare screening and interventions to reduce premature mortality in people with SMI.

- Mental health will form a core component of the **quality premium**, providing significant incentive for CCGs and their local partners to collaborate in pursuit of improvements in the quality of mental health outcomes.

- **Local CQUINs** have also been introduced to drive improvement in mental health, including a range of options for local commissioners.

- The **Care Quality Commission** (CQC) already includes a range of data to help them monitor providers of mental health services. This intelligent monitoring helps CQC inspectors to plan inspection activities and to ask questions about the quality of care offered during inspection. NHS England will be supporting the CQC in evolving their programme of inspections for mental health services to ensure that their approach to regulating, inspecting and monitoring mental health care services aligns with the ambitions of the *Five Year Forward View for Mental Health*.

- NHS Improvement is developing their new **single oversight framework** to be introduced from September 2016. This framework will help to identify those providers which may benefit from, or require, support to improve mental health services.

Innovation and technology

- The **National Information Board** (NIB) aims to enable people to make the right health and care choices and support health care professionals in their work by improving digital access to health and care information and implementing digital data standards. In addition to bespoke work such as that detailed above, the five-year data plan will have a focus on ensuring that mental health is well represented across the domains and programmes of the NIB.

- Through the collaboration with the NIB, there will be a critical focus on developing the frameworks for regulation of digitally-enabled mental health services. This will support the evaluation and endorsement of digital tools to support evidence-based mental health care, understanding and promoting the digital literacy and participation of those using mental health services, and setting standards for sharing electronic health records and data. This approach will allow safe and effective implementation across all mental health pathways.

- NHS England is investing £500,000 to rapidly evaluate and scale currently available **digital tools** which directly contribute to improving people's life chances and support their mental health. This work will provide a list of high quality, evidence-based and safe digital tools that will allow commissioners, providers and clinicians to confidently build the technology in to the services they offer. The tools will be available nationally and are expected to be promoted on the NHS Choices website by April 2017.

Governance and accountability

The *Five Year Forward View for Mental Health* report set out a number of recommendations for governing delivery of the vision. In line with these recommendations, NHS England has recruited a new senior responsible officer (SRO) and established three core groups to oversee delivery of recommendations:

- NHS England has appointed a **Senior Responsible Officer for mental health**, Claire Murdoch. The SRO is responsible for overseeing delivery of the *Five Year Forward View for Mental Health* in the NHS, working with all partner organisations.

- The cross-ALB **Mental Health and Dementia Programme Board**, chaired by the SRO, brings together accountabilities for delivering the NHS elements of the programme through executive-level attendees from all key delivery partners, including the National Clinical Director for Mental Health, to coordinate and track progress against plans. This board reports in part to the cross-ALB Five Year Forward View Board.

- The Programme Board is underpinned by an expert **Advisory and Oversight Group** that advises the Board and acts as the panel supporting development and delivery of the mental health dashboard and CCGIAF. This group is chaired by Paul Farmer, former chair of the Mental Health Taskforce, and includes a range of external stakeholders.

- The Board is supported by a delivery-focused body, the **Mental Health Performance and Delivery Group** (PDG) which includes representatives from NHS England's regional teams and NHS Improvement who work closely with providers and commissioners. Regional support and activity is coordinated through the PDG and regional mental health governance infrastructure, which is owned by regional NHS England and NHS Improvement colleagues and varies regionally.

- **Clinical Reference Groups** support delivery of NHS England's specialised commissioning function, by bringing together experts to advise on service specifications and procurement needs to meet the demand for these services.