

9. Sustaining transformation: Testing new approaches

In recent years, there has been an increase in the number of young people and adults being sent for mental health treatment to units many miles from their homes. This practice can make visiting very difficult for local clinicians and friends and family, can affect a person's recovery and lead to increased lengths of stay. Furthermore, this trend has increased expenditure and put additional strain on mental health budgets. This money is then not available to invest in improving the quality of the local services that are so key to preventing the need for tertiary services and improving flow through them. This cycle needs to be broken.

From 2016/17, NHS England will lead a new programme which aims to put local clinicians and managers in charge of both managing tertiary budgets and providing high-quality secondary care treatment. Currently, secondary mental health providers and local CCGs have no responsibility or control over expenditure on tertiary services. This programme will give them the incentive and responsibility to put in place new approaches which strengthen care pathways to improve access to community support, prevent avoidable admissions, reduce

the length of in-patient stays, and eliminate inappropriate out of area placements.

A call for applications was sent on 31 May to the chief executive of each NHS-funded provider of secondary mental health services. Thirty-six applications were received, and six sites have been selected to participate. All successful sites will sign an agreement for 12 months and this will be formally monitored and outcomes evaluated.

Delivering the objectives: Investment and savings

A total of **£1.8 million** has been provided in 2016/17 to pump-prime the establishment of new approaches in participating areas. The majority of this will be allocated to successful applicants for activity such as freeing up clinicians to assess and review individual placements; project management for holding specialised commissioning budgets; and strengthening local teams. Funding will not be

available for capital developments (this being the focus of the NHS England Adult Secure Care Service Review). The remainder of the transformation funding will be allocated to national support and an evaluation.

Subsequent funding from 2017/18 onwards will be made available subject to the evaluation of the programme in the first year.