



**Report to Healthier Communities and Adult Social  
Care Scrutiny and Policy Development Committee  
15<sup>th</sup> November 2017**

**Report of:** Dawn Walton, Director – Commissioning, Inclusion & Learning

**Subject:** The Sheffield Mental Health Transformation Programme

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**Summary:**

The Sheffield Mental Health Transformation Programme was born from a collective need to improve quality, secure better joined up services and deliver better value for money.

Rather than take the traditional ‘organisational specific’ approach to transformation, Sheffield City Council, Sheffield Health and Social Care NHS Foundation Trust and NHS Sheffield CCG have designed, developed and are currently implementing a joint transformation programme. This has removed the barriers caused by having to manage individual financial risks and has enabled us to look at opportunities to reduce duplication and deliver economies of scale; as well as take a more innovative and creative approach to service delivery.

This report is being presented to the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee by way of seeking views, comments and/or recommendations for future delivery.

**Type of item:**

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	✓

Other	
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**The Scrutiny Committee is being asked to:**

Consider the Sheffield Mental Health Transformation Programme and provide views, comments and/or recommendations for future delivery.

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**Background Papers:**

The Sheffield Mental Health Transformation Programme is underpinned by the Five Year Forward View for Mental Health: <https://www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final.pdf>

**Category of Report:**

OPEN

# **The Sheffield Mental Health Transformation Programme**

## **1. Introduction/Context**

- 1.1 The Sheffield Mental Health Transformation Programme is an ambitious programme that was born ostensibly from a collective need to secure better joined up services and better value for money through economies of scale, reducing overlaps, eliminating wastage and through innovation and creativity.
- 1.2 Rather than take the traditional 'organisational specific' approach to transformation, which has historically been defined by an underlying perception that financial risks will undoubtedly be 'shunted' which inevitably leads to confrontational behaviour; Sheffield City Council (SCC), Sheffield Health and Social Care NHS Foundation Trust (SHSC) and NHS Sheffield CCG (SCCG) have designed, developed and are currently implementing a joint transformation programme consisting of 17 project areas, including 5 large scale transformational schemes focussing on:
  - a. Residential care;
  - b. Dementia care (from diagnosis to end of life care)
  - c. Liaison mental health (i.e. providing mental health support to those patients who may be experiencing distress whilst receiving physical healthcare services);
  - d. Primary care mental health; and
  - e. Integrated psychological therapies (i.e. ensuring psychological interventions are available as part of physical healthcare pathways).

Primary Care Sheffield are also helping to deliver the programme.

## **2. Programme Objectives**

- 2.1 The overarching aim of the Transformation Programme is to address what are predominantly long-standing issues in Sheffield, whilst remaining focused on QIPP principles, i.e. quality, innovation, productivity and prevention. The latter 'P' of QIPP is particularly important and is a key component of the programme; tackling ill health at the earliest opportunity. If we get this right, this will not only improve the outcomes for individual service users but will ultimately deliver better value for money as we will rely far less on secondary health care services. This aspiration therefore underpins the entire transformation programme.
- 2.2 There is a genuine cross-organisational commitment to ensuring this work is undertaken jointly, collaboratively and safely. All parties are clear that whilst one of the (key) drivers for this work is the delivery of better value, the desired outcomes are very much quality focused; changing the way that mental health and learning disability services are delivered in Sheffield so that the quality of services are not undermined and that the offer of care and treatment is far more localised, individualised and

focused (where possible) on prevention, early intervention and recovery.

### **3. What does this mean for the people of Sheffield?**

3.1 Taking a more holistic approach to the delivery of mental health care will genuinely promote parity of esteem by strengthening support across the wider health system for people with mental health problems who tend to (a) have more negative experiences and outcomes when they receive health care, and (b) place a disproportionate level of demand on general health services. It will, as noted above, also help us to focus on the wider determinants of mental ill health and develop more preventative services.

3.2 Improving the quality of care for patients is therefore very much the motivation for this collegiate approach. We are therefore committed to ensuring that service users, carers, staff and the general public are actively involved and supported to contribute to individual projects. We are currently developing an engagement plan which will include learning from good practice used in other areas of our work.

### **4. Recommendation**

4.1 Whilst there are no specific recommendations as such, the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee are very much asked for their views, comments and/or recommendations for the future delivery of the Sheffield Mental Health Transformation Programme.