



**COMMUNICATION AND ENGAGEMENT PLAN  
FAIROAK LOW SECURE SERVICE, SOLENT NHS TRUST**

**1. Objectives**

The intention of this document is to the background to this consultation and a record of the communications and engagement activities which have taken place in respect of the future commissioning options for the Fair oak low secure specialised service for consideration by the key stakeholders.

**2. Key Audiences**

The key audiences are as follows:-

- Service Users, Families and Carers
- Local Health Economy Partners:
  - SHA
  - Primary Care Trust
  - Provider Trusts
  - Community Mental Health Teams

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- Statutory Partners:
  - Local Authority
  - Portsmouth Health Overview Scrutiny Panel
  - Hampshire Health Overview Scrutiny Committee
  - SOVA Team
  - Portsmouth & Hampshire Probation Service
  - Portsmouth Police
  - Ministry of Justice
  - Advocacy Service
  - Multi-Agency Public Protection Arrangements
  - Mental Disordered Offenders Service
  - Care Quality Commission
  
- Voluntary and Community Sector
  - MIND
  - LINKs

### **3. Consultation Background and Specialised Commissioning Team (SCT) Response**

Fairoak is a 14 bed male and female low secure specialised service on the St James' Hospital site in Portsmouth. The service is provided by Solent NHS Trust and Portsmouth PCT is the responsible commissioner for all current service users. It was transferred from Portsmouth PCT to the commissioning portfolio of the Specialised Commissioning Group (SCG) in July 2010. Specialised services are those services provided in relatively few specialist centres to catchment populations of more than 1 million people. These services are not provided by every hospital, and are generally found in hospitals based in large towns and cities. In England specialised services are either commissioned regionally, by the 10 Specialised Commissioning Groups (SCGs), or nationally by the National Commissioning Group (NCG). This depends on the rarity of the condition or treatment. The underlying aim of the arrangements for commissioning specialised services is to ensure fair access to clinically effective, high quality, specialised services right across the country.

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Solent NHS Trust have served formal contractual notice of their intention to cease providing this service as of 31/3/2012, the key drivers for this being related to financial performance and a deficit position, the core business of the Trust and to the sustainability of the current service/staffing model.

The Specialised Commissioning Team (SCT) response has been to inform key stakeholders including the Portsmouth HOSP and Hampshire HOSC of the context of this planned service change and the approach and actions for taking forward. Meetings have taken place with the PCT and Solent NHS Trust to develop thinking and explore the potential commissioning options going forward. Discussions have also been held with NHS Procurement regarding rules on Competition and Cooperation and generally regarding tendering process. The SCT is working with PCT Colleagues to complete an Equality Impact Assessment.

An individual case review has been undertaken to establish the current pathway for each service user, the expected timescale for discharge and any opportunities for a more expedited discharge, where clinically indicated, and given some innovative thinking around the community step down arrangements. Further admissions to Fair Oak have been stopped as this would not be in the best interests of patient care, given the typical lengths of stay and the requirement to transfer remaining service users to alternative placements. The SCT is providing regular oversight and support to the Fair Oak Service, recognising that this is a very difficult time for the service and the complexity of the service users being cared for.

### **4. Key Messages**

The following commissioning options have been developed and agreed by the Southampton, Hampshire, Isle of Wight, Portsmouth PCTs Board to include in a formal consultation process during January 2012.

#### **Option 1 – Do Nothing**

This is not a viable option as Solent NHS Trust have served formal contractual notice of their intention to cease providing this service effective from 31/3/2012 and the SCT are, therefore, committed to looking at alternative commissioning options.

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In addition, it is recognized that, whilst the physical building is safe and meets the current key standards defined for low secure services, it may well not meet the revised standards which are due to be published. The unit was not purpose built and, whilst a programme of refurbishment has taken place, it remains far from ideal in many respects.

### **Option 2 – Close the Fair Oak Service and Re-Provide The Service (Preferred Option)**

Option 2, identified as the preferred option, would seek to close the current Fair Oak Service and find suitable alternative placements with existing contracted providers for the remaining inpatients, which is likely to be 4 or 5 service users if there are no further admissions to the unit and the planned discharges are progressed.

It will not be possible to place service users in Portsmouth, however, Southampton, East Sussex and Berkshire are potential options. Service user pathways would be reviewed with a particular focus on plans for step down to the community and how this could be facilitated most effectively via a new placement and trying to minimize any accessibility issues.

By seeking to place service users with existing contracted providers, it is felt that this option will ensure safety, welfare and quality as these are providers well known to commissioners and subject to the rigor of the NHS standard contract and performance monitoring regimes. It is felt that this option will also deliver additional benefits to service users in the form of purpose built accommodation, the potential for accessing a much greater range of meaningful activity and providers whose core business and experience is the provision of secure services (refer reference above in Background regarding the nature of specialised services).

### **Option 3 – Tender the Service**

This option would look to go out to the 'market place' and invite providers to tender to provide the service post 31/3/2012. Given the knowledge of the providers who would potentially be interested in providing this service and the financial value and volume of the tender, it is very unlikely that a Portsmouth based service will be proposed and providers will seek to absorb the tender volume within existing service capacity. There are no other providers of low secure services in Portsmouth, the nearest service being close to Southampton.

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In line with the national process and very significant restructuring that is taking place across the NHS, the SCT is currently in the process of planning the transition to a South Cluster and National Commissioning Board. It is, therefore, a very difficult environment in which to consider undertaking a procurement process. Strategically, the SCT would wish to include all the commissioned secure services or, as a minimum, the low secure services, as this would result in a more commercially attractive tender with the opportunity for delivering greater benefits in terms of quality and value for money. Post the transition process, it is likely that a procurement strategy will be a priority for consideration by the National Commissioning Board.

With regard to the level of historical demand for the service, this is subject to further review as prior to the service being commissioned by the Specialised Commissioning Group, the arrangements regarding gate keeping are unclear.

**5. Communication and Engagement Activities**

The tables below provide a record of the communication and engagement activities which have taken place to date and, as such, will be subject to additions as work progresses.

**A. Local Health Economy Partners**

<b>Date</b>	<b>Activity</b>	<b>Lead Organisation</b>	<b>Notes</b>	<b>Done?</b>
11/8/2011	Meeting with Southern Health FT to explore commissioning opportunities and links established with Solent NHS Trust	Specialised Commissioning Group	Outcome - organise wider meeting	Yes
18/8/2011	Briefing paper to Operational Review Group (governance group for SCG)	Specialised Commissioning Group	To receive further updates	Yes
23/8/2011	Letter and position statement circulated to Health Partners	Specialised Commissioning Group		Yes
8/9/2011	Meeting with NHS Procurement to discuss viability of a tendering process and cooperation and	Specialised Commissioning Group	Provide feedback to meeting on 26/9/2011	Yes

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<b>Date</b>	<b>Activity</b>	<b>Lead Organisation</b>	<b>Notes</b>	<b>Done?</b>
	competition			
26/9/2011	Meeting with Southern Health FT, Portsmouth PCT, NHS Procurement, Solent NHS Trust to discuss commissioning options	Specialised Commissioning Group	Specific actions taken forward by organisations	Yes
26/9/2011	Telephone discussion with Denise Holden, Hampshire HOSC to update on situation and plans going forward.	Specialised Commissioning Group	Provide feedback to meeting on 26/9/2011	Yes
15/12/2011	Position statement and update briefing following outcome of HOSP meeting on 15/12/2011 and plans for consultation	Specialised Commissioning Group and Solent NHS Trust		No

**B. Statutory Partners**

<b>Date</b>	<b>Activity</b>	<b>Lead Organisation</b>	<b>Notes</b>	<b>Done?</b>
23/8/2011	Letter and position statement circulated to Portsmouth HOSP and Hampshire HOSC	Specialised Commissioning Group		Yes
12/9/2011	Meeting with Jane DiDino, Portsmouth HOSP regarding notice served by Solent NHS Trust, service change and the approach and actions for taking forward	Specialised Commissioning Group	To consider options and plans for consultation	Yes
26/9/2011	Telephone discussion with Denise Holden, Hampshire HOSC to update on situation and plans going forward.	Specialised Commissioning Group	Provide feedback to meeting on 26/9/2011	Yes

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28/11/2011	Notification to all referrers and wider Solent NHS Trust regarding current situation and arrangements for future referrals to the Fair oak service	Solent NHS Trust		Yes
15/12/2011	Position statement and update briefing following outcome of HOSP meeting on 15/12/2011 and plans for consultation	Specialised Commissioning Group and Solent NHS Trust		No

**C. Service Users, Their Families and Carers**

<b>Date</b>	<b>Activity</b>	<b>Lead Organisation</b>	<b>Notes</b>	<b>Done?</b>
January 2012	'Face to face' discussion with service users at Fair oak regarding the future commissioning options. Letter to support this discussion offering opportunity for individual feedback.	Specialised Commissioning Group	To be discussed with current provider prior to engagement	
January 2012	Letter to Families and Carers regarding the future commissioning options	Specialised Commissioning Group	To be discussed with current provider prior to engagement	

**D. Voluntary and Community Sector**

<b>Date</b>	<b>Activity</b>	<b>Lead Organisation</b>	<b>Notes</b>	<b>Done?</b>
9/12/2011	Letter regarding current position	Specialised Commissioning Group		No