

Update on Southern Health's new clinical structure and our new senior leadership teams

Background

The most recent mandate given by the Government to NHS England includes increasing integration with social care so that care is more joined up to meet physical health, mental health and social care needs. More recently, the House of Commons Health and Social Care Committee has expressed its support for improving integration of care, highlighting its potential to improve patient experience.

What we are doing

We are restructuring our organisation to create clinically led, integrated mental health and physical health services across Hampshire. The restructure will also enable more effective population based care, better aligned to local integrated care partnerships. We are clear that joint working with primary care colleagues is crucial to the success of these changes and will bring the greatest benefits to the people we support. National evidence suggests very tangible benefits have been reported for our patients as a result of health and care partners working together more effectively, these include:

- 1% reduced emergency admissions compared to an average of 3.5% growth nationally
- New models of care are successfully managing and treating people more effectively in the community, reducing potentially “avoidable” emergency admissions by 10% on last year
- 4% reduction in GP referrals on last year
- Reduction in the number of people experiencing mental health crisis/emergency admission to acute mental health beds as a result of enhanced support in the community.

Update

Please find our new operational organisational structure enclosed.

Our new structure has five divisions:

- Four integrated geographical Divisions aligned to the developing Integrated Care Partnerships across the county and one specialist Division with a county-wide remit
- Our physical specialist services (such as diabetes, MSK, tissue viability and heart failure) are now integrated within three geographical Divisions.
- Our specialised forensic services, Learning Disabilities service, children's services and public health services (such as Quit4life, our smoking cessation service) now also sit under the Specialist Division

Alongside this, we have also appointed five strong senior operational leadership teams (structure enclosed), who formally started their roles from 1 April. Each leadership team consists of a Clinical Director, Director of Operations, Medical Director and Director Nursing and Allied Health Professionals. Teams are currently developing robust and effective next-in-line structures that will sit within their divisions. Enclosed is a list of the names and contact details of the Senior Leadership Team within each of our five divisions.

OUR VALUES



We have asked these leadership teams to prioritise their relationships with local primary care networks going forward.

This new structure will help facilitate the overarching goals set out previously and with the NHS 10 year plan. It will help:

- support the local population to have access to high quality consistent care, as close to home as possible and for it to be delivered in the most integrated way so service users and their carers have the right care at the right time by the right person
- support the development of a more effective and integrated approach with physical, mental health and social care teams. Helping staff work more flexibly, making full use of the range of skills available, and making the most of the community resource that surrounds the service user
- enable cluster working to improve outcomes, patient experience, satisfaction and the quality of care people receive
- improve performance, financial sustainability and help address our workforce challenges through reduced duplication, partnership working and improved working networks and conditions.

In our South East Division (area relevant to the HOSP) this will mean building on the existing partnerships and priorities which include:

- Preventing acute hospital admissions and facilitating timely discharge from hospital through proactive community services, working alongside Portsmouth Hospitals Trust, Solent NHS Trust and local authorities.
- Improving access to mental health services, especially crisis care. We are developing a new crisis care service with Solent NHS Trust, and ensuring psychiatric liaison into acute hospitals meets national standards. We have also launched a new mental health triage service, which puts mental health practitioners in the NHS 111 call centre, 24/7. This is improving access to appropriate care, and reducing emergency department attendance. The NHS 111 mental health triage is open to all residents in the Hampshire and Isle of Wight area, including Portsmouth City.
- Aligning our services more closely to primary care networks to improve joined up care between our services and local GPs.

It's important to note that while the new structure is being put in place, every effort is being made to ensure our services continue as usual so the people we support are not impacted by these changes.

This is our most significant and ambitious shift in the shape of Southern Health to date and will no doubt enable our divisions to provide more effective, joined up care.

If you have any further questions, comments or concerns please contact Barry Day, Chief Operating Officer via email at Barry.day@southernhealth.nhs.uk by telephone on 023 8087 4661.