

Merger of Barnet, Enfield and Haringey Mental Health NHS Trust and Camden and Islington NHS Foundation Trust

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NCL JHOSC - 9th September 2024



North London
Mental Health
Partnership



Barnet, Enfield and Haringey
Mental Health NHS Trust
Camden and Islington
NHS Foundation Trust

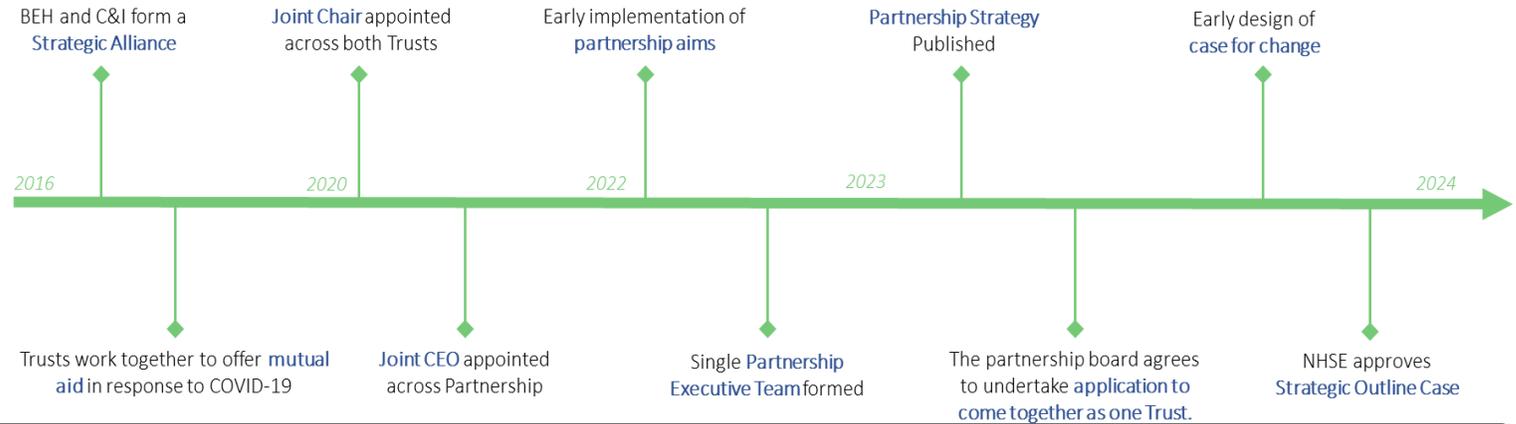
Our New Trust – North London NHS Foundation Trust

*Ambition and delivery of
benefits*



Our Journey

Illustrative timeline of our development



Our two Trusts have a history of partnership working, a joint strategy, values and behaviours, and a strong rationale for the transaction

Values and Behaviours

We have developed a joint set of values and behaviours to guide colleagues and develop the culture of the new Trust. These values were developed through consultation with colleagues as part of our People and OD strategy.



Case for Change – Merger Benefits

We believe there is a strong case for our new Trust, as it will allow us to:



Provide care as close to home as possible

- Expand community services to reduce hospital admissions.
- Enhance local care pathways for faster, more accessible treatment.



Respond to the growing and ageing NCL population

- Tailor services to meet the needs of an ageing demographic.
- Increase capacity for dementia and elderly care.

Case for Change – Merger Benefits

We believe there is a strong case for our new Trust, as it will allow us to:



Maintain 24/7 services

- Standardise around-the-clock crisis and emergency care.
- Ensure consistent availability of support across all boroughs.



Improve our performance

- Reduce waiting times and length of stays.
- Implement best practices across all services for consistent outcomes.

Case for Change – Merger Benefits

We believe there is a strong case for our new Trust, as it will allow us to:



Address our workforce challenges

- Improve recruitment and retention to fill high vacancy rates.
- Standardise staff training and support to boost morale and efficiency.



Be a stronger, single, voice for mental health in NCL

- Unify efforts to advocate for mental health funding and resources.
- Strengthen partnerships and influence within the healthcare system.

Alignment with the NCL Health and Care Strategy

Our Case for Change is aligned with the vision of the North Central London ICS and the system's Joint Forward Plan in the following ways:

- **Accelerated collaboration:** enhancing resilience by working together, including on mutual aid, taking a pathway approach, and sharing good practice through clinical networks to provide learning opportunities, and progressing clinical and operational collaboration.
- **Population Health:** working better together at scale will help us to make efficiencies and invest resources in the data analysis and tools required to understand our communities, as well as investing in early intervention and prevention.
- **Proactive care:** we want to work together to take a pathway approach to recovery, investing outside of the acute sites to drive improvements in outcomes.
- **Supporting financial efficiency:** the savings possible from merging will support the overall financial sustainability of the NCL ICS.

Co-designing our new Trust

We have engaged with our service users, staff and partners to inform our plans for the new Trust through developing the Patient Benefits Case.

Clinical and Operational Leads

Crisis and Emergency	Working Age Adults	Older Adults
 <p>Christopher Fox Operational Lead</p>	 <p>Adele McKay Operational Lead</p>	 <p>Jo Carroll Operational Lead</p>
 <p>Dr James Dove Clinical Lead</p>	 <p>Dr Scott Mackenzie Clinical Lead</p>	 <p>Dr Ruth Allen Clinical Lead</p>
 <p>Dr Rana Rashed Clinical Lead</p>		 <p>Dr Uttara Mandal Clinical Lead</p>

Process

- Multiple visits to over 15 service sites
- Directly engaged with over 900 service users, carers, staff members, voluntary sector organisations and ICS colleagues
- Feedback events including meetings with experts by experience, patient groups
- Governor and NED forum



Trent Ward



Psychology, Pharmacy
and Medics Event



Nursing Event

Over 1,000 staff, service users, carers and stakeholders engaged to develop of our Patient Benefit Case

C&I NHS @CI_NHS · Feb 26

Great turnout from our Nursing staff at this afternoon's Patient Benefits Case event. Some superb insights being shared around our priority pathways.

#NewTrustOneTeam #MentalHealth

@lenasamuels @kandola8 @nataliefox123 @drmandaluke @Carroll1Jo93894 @JimmyPidgeon



2 5 8 426

Barnet, Enfield and Haringey @BEHMTNHS · Feb 26

Great insights and really valuable collaboration this morning from our AHPs and Social Workers on the development of our Priority Pathways.

#NewTrustOneTeam

@nataliefox123 @lenasamuels @kandola8 @Carroll1Jo93894



3 7 374

NHS Barnet Enfield and Haringey Mental Health NHS Trust

10,250 followers
3mo ·

What a phenomenal day it's been at our Patient Benefit Case Event! Thanks to our incredible staff and the insightful visit from our Medical Director, Vincent. We're wrapping up with a sense of accomplishment and unity.

#NewTrustOneTeam



Samina Arfan, MBA, MSc and 21 others 3 reposts

Barnet, Enfield and Haringey @BEHMTNHS · Feb 23

Our Patient Benefits Case leads are making rounds, connecting with teams and engaging in discussions on the positive impact of becoming one trust with @CI_NHS

More visits ahead, so stay tuned for ongoing insights!

#NewTrustOneTeam



3 3 1K

C&I NHS @CI_NHS · Apr 25

Insightful session with our governors yesterday as we move forward with our plans to become one single trust. Thanks to our governors for their valuable input.

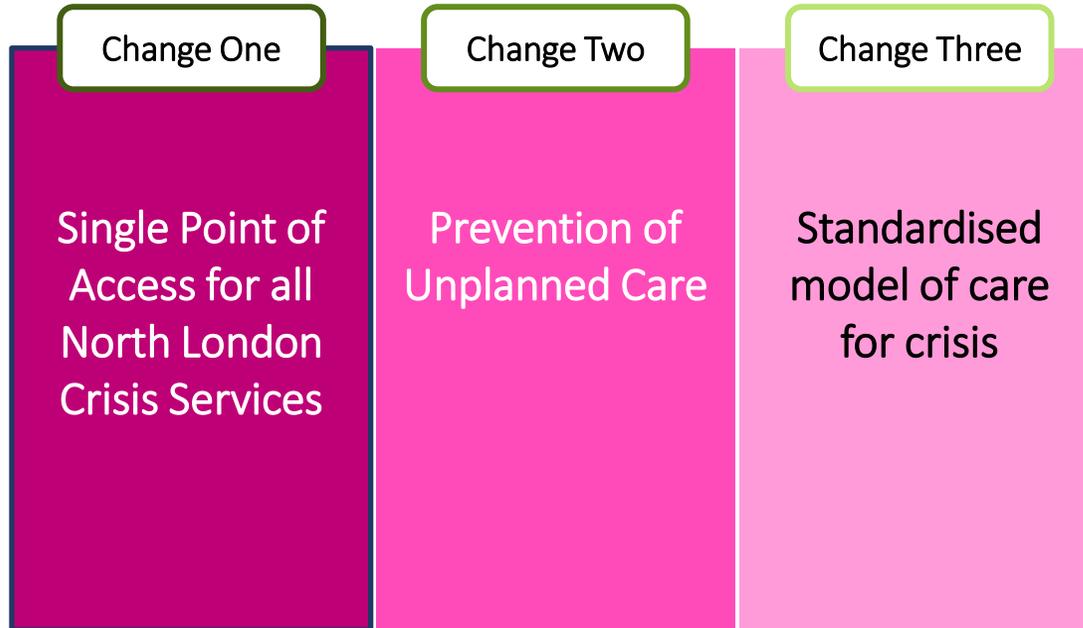
#NewTrustOneTeam

@nataliefox123 @kandola8 @lenasamuels

**Patient Benefits Case
Governors Session**



6 10 421



- 1. Single Point of Access:** One Crisis telephone service for North Central London team will be focussed upon directing all Crisis calls to the best possible help in the shortest time possible. This will include the *'111 Press 2 for Mental Health'* team to enable seamless transfer of callers
- 2. Prevention of Unplanned Care:** A Prevention Hub will work with service users through crisis pathway and post discharge with the aim of keeping them well in the community. Alongside this we will use population health data to promote clinical interventions in the community
- 3. Standardised Model of Care:** Every service user across North Central London regardless of where they live will receive the same level of crisis & emergency care with the same quality of service. And we will create a continuous assessment to enable service users to *'Tell my story once'*

Change One

**Operating as a
single bed base**

Change Two

**Develop a
consistent
inpatient
rehabilitation
offer**

Change Three

**Standardised
model of
inpatient care**

- 1. Operating as a single bed base:** In our system where all units are networked around a common purpose with a pooled bed base, we will drive benefits for patients and carers that are personalised, recovery orientated, maintain close links with the community, and stabilise, optimise, and reset functioning for patients to continue their lives in their communities.
- 2. A consistent inpatient rehabilitation offer:** Patients with complex needs will be offered a consistent range of high-quality interventions to improve recovery rates, and women in Barnet, Enfield and Haringey will have access to local High Dependency treatment, closing an equalities gap.
- 3. Standardised model of inpatient care:** We will consider inpatient services at scale in 'One Trust' to personalise the clinical offer across all wards, and meet the training needs of inpatient staff to better deliver care

Older Adults Dementia – Patient Benefits

Proposal One

Implement a
needs based
criteria for Older
adults services

Proposal Two

Full
implementation
of Home
Treatment Teams

Proposal Three

Standardised
model for
Dementia Care

- 1. Implement Needs-based criteria:** Older adults referred to our services will be assessed against their needs rather than their age, to ensure that we provide and facilitate the right level of care from the right teams at the right time.
- 2. Full implementation of home treatment teams:** all service users will have access to a home treatment team to support them with their aging related needs to enable them to stay home for longer.
- 3. Standardised model for dementia care:** Every service user across North Central London regardless of where they live will receive the same level of care to meet their dementia needs with the same quality of service.

How will we do it? By creating our future together: The North London Way



- Creating a sense of belonging – we are all part of our new North London NHS Foundation Trust, and are all empowered to improve our services
- Creating an exciting place to work, so we can all grow and flourish
- Continuously improving quality, so we have consistent services for all our communities

Financial Impact

- We have identified Benefits of £6.4m, and transaction and integration costs of £5.8m, with anticipated savings from the merger of 9.2% ROI by Year 3 (2027/28)
- Our forecasts highlights that the merged Trust will deliver **increasing surplus each year**.
- At the operating level, the combined Trust will deliver **year-on-year surpluses** as a result of the recurrent synergy benefits from integration, which help to mitigate the cost pressures faced by the Trusts.

Estates Impact

- Our new Trust Estates Strategy we will cover five Boroughs and identifies areas which we consider to be a priority for future estate planning
- We are committed to improving our estate, providing high quality, safe, and therapeutic environments for our services users and improved facilities for our staff

We are ambitious

A once in a lifetime opportunity to deliver exemplar mental healthcare in North London, which we cannot do if we stay as we are

Excellent seamless quality of care for patients

Getting voices of MH heard to ensure equitable care and outcomes

Employer of choice across London

9% return on investment and return to a surplus position in 25/26

Improved staff experience to develop skills and enhance career opportunities

Digitally enabled workforce delivering innovative care

Single EPR with access to clinical information

Outstanding services delivering outstanding outcomes

We are very aware of our risks and are managing them

Risk Activity	Mitigation
Internal and Legal Due Diligence	<ul style="list-style-type: none">• Aligning with the NHSE England Transaction Guidance we have undertaken significant internal and legal due diligence to identify and mitigate our risks• Working in Partnership for two years has meant we have not started from 'ground zero' with many structures and processes already in place
Quality Governance Review	<ul style="list-style-type: none">• We have submitted significant evidence in support of our quality governance and safety arrangements• We are working through an action plan in response to 8 key recommendations from NHSE England
Risk Management Approach	<ul style="list-style-type: none">• As part of our robust and structure Programme Delivery arrangements we have in place our Risk Register to manage our key risks
NHS England Review Phase	<ul style="list-style-type: none">• During June to August NHSE London and Regional colleagues have met with all Executive Leads, Chair and Non-Executive Directors to check and challenge on all aspects of our merger application• Clinical Visits have also been made to 4 of our sites in support of our Patient Benefits Case for Older Adults and Working Age Adults

In conclusion

- We are very aware of our risks and are managing them
- We have the experience, capability and capacity to deliver
- We are ready and committed to deliver this transaction and realise the benefits
- We have a once in a lifetime opportunity to deliver exemplar mental health care in North London





Appendix – Summary



Our New Trust The North London Way: Two-Page Summary



New Trust Go-live:
November 2024



Strengthened
Financial position



Strong benefits inc.
improved quality



Unified functions:
by Autumn 2024



New Ways of Working:
Summer 2025

Strategic Rationale

- Challenge due to rising demand from a growing and ageing population, workforce pressures, and financial constraints in NCL.
- The Partnership was never intended to be permanent, as this brings cost and time inefficiencies. Case for Change:
 1. Relationship between populations and Services,
 2. Care closer to home,
 3. Responding to growing and ageing population, and;
 4. Maintaining 24/7 Services.

Vision and Purpose

- Better Mental Health, Better Lives, Better Communities.
- *#OneTeamOneTrust*
- Emphasise outstanding MH care, a commitment to continuous improvement, innovation and research.

Clinical Strategy

- Supporting people to be resilient and have good mental health.
- Offering early intervention to prevent MH from worsening.
- Focusing on community teams embedded in primary care that are multi-agency/disciplinary, and accessible to neighbourhood communities.
- Borough-wide intensive teams that support very complex needs.
- An open access seamless crisis service – reducing demand on our acute hospital colleagues.

Options Appraisal

- Short-listed Options explored:
1. Continued Partnership (as-is)
 2. Create a Joint Venture
 3. Form a Provider Collaborative
 4. Full Organisational Merger
- The board voted unanimously on merger as the preferred option.

Target Operating Model

- Focusing on integrated pathways - settings into place-based delivery.

Look and Feel

- Working 'the North London Way':
 1. Creating a sense of belonging,
 2. Creating a culture where people join, remain, and grow.
 3. Driving a comprehensive change programme.
- Reinforcing a 'one Trust' mindset

Corporate Governance

- Already made substantial steps in integrating our two Trusts - a single Chair, CEO and Exec team.
- Partnership Board will act as the Shadow Board from 1 April 2024.
- C&I Council of Governors to be expanded to BEH constituencies.

Enabling Functions

- Many corporate services have already combined and those outstanding will have completed by autumn 2024. Finance remains separate, to maintain two ledgers and statutory reports.
- More detail on functions overleaf.

Benefits

- Integration will see us harmonising the 'best of both' Trusts and will support quality and safety as we will be working at scale across the five boroughs and standardising best practice across NCL.
- It will allow us to increase our capacity to deliver quality and performance targets.
- We have identified four key priority pathways that show quality benefits to patients: Working Aged Adults, Older Adults and Crisis, along with an enabler of Quality Improvement (detail overleaf).
- We will have a single bed base with an ambition to eliminate Out Of Area placements.
- Ability to deploy staff with agility across NCL to meet our demand and capacity.

Financial Case

- Two well run Trusts who have historically delivered surplus positions.
- Merger strengthens this position further and ensures the Trusts continue to deliver surpluses and avoid moving into deficit over time.
- Clear return on investment 9% (Costs of £5.8m, potential savings of £6.4m) .

What does this mean for our functions and services?

<h3>People and OD</h3> <ul style="list-style-type: none"> Operates as a single function. New People and OD strategy developed - driving delivery of an integrated workforce model. Ongoing cultural harmonisation to take best of both Trusts. TUPE of BEH staff into C&I FT. 	<h3>Digital</h3> <ul style="list-style-type: none"> Operates as a single function. Creating a consistent digital offer and driving digital maturity. New Digital strategy developed. Digital playing central role in ensuring Day 1 capabilities for new Trust (e.g. e-mails and data). 	<h3>Estates</h3> <ul style="list-style-type: none"> Operates two teams currently – will come together by go-live. New Estates strategy in development – improving efficiency, estate utilisation and provide quality facilities for staff and service users. Unifying contracts and SLAs. 	<h3>Finance</h3> <ul style="list-style-type: none"> Operates two teams, reflecting legal and regulatory requirements for separate external reporting. Progress made to standardise, including a roadmap for bringing together a single in-house financial system. 	<h3>Clinical Governance</h3> <ul style="list-style-type: none"> Largely operates as a single function, remaining separate in statutory/regulatory reporting. Reducing variation and enhancing training offer for clinical staff. Expanding Recovery College, Involvement Register in 5 boroughs
<h3>Corporate Governance</h3> <ul style="list-style-type: none"> Operates as a single function. Current review of accountability framework to ensure clarity in delegation across Divisions, Execs, and groups below PET. Unification and simplification of all trust policies are underway. 	<h3>Operations Management</h3> <ul style="list-style-type: none"> Flow arrangements already integrated, with single Flow Room. A new Resilience function will provide EPRR and Security advice. Performance will be reported against new quality, safety, access, and financial indicators. 	<h3>Comms and Engagement</h3> <ul style="list-style-type: none"> Operates as a single function. Driving new Trust brand. New Comms Strategy, aligning closely with POD plans. Focus on ensuring staff are kept up-to-date and engaged in decision-making. 	<h3>Procurement</h3> <ul style="list-style-type: none"> Operates as a single function and applies the same processes. Current work underway includes contract novation, integration and policy standardisation. 	<h3>Charities</h3> <ul style="list-style-type: none"> Currently we have different charitable hosting arrangements. We are progressing the interim model for a single arrangement. The future of what the new Trust Charity should look and operate like is being developed.

Priority Pathways that demonstrate clinical and quality benefits

