

NHS Long Term Plan Implementation Framework

June 2019

NHS England and NHS Improvement



About the webinar

- Webinar participants will be able to see slides and hear presenters as we progress through
- To prevent background noise, all webinar participants are asked to put themselves on **mute** unless asking a question during Q&A
- Participants can use the text box on the right hand side of the screen to ask questions or communicate with the facilitator throughout the webinar. Use the drop down box to select who sees the message
- During the Q&A section, participants will be able to signal they wish to ask a question by clicking the 'raise your hand' button on their screen. The chair will invite them to ask their question. Please remember to unmute yourself to ask the question and 'put your hand down' afterwards – alternatively use the text function to indicate you have a question.
- The webinar audio will be recorded and be made available on request. So if you do not want your voice recording, please do not ask a question but raise it via the text function

The NHS Long Term Plan set out how we will invest the funding commitment from government

1

Do things differently, through a new service model

2

Take more action on prevention and health inequalities

3

Improve care quality and outcomes for major conditions

4

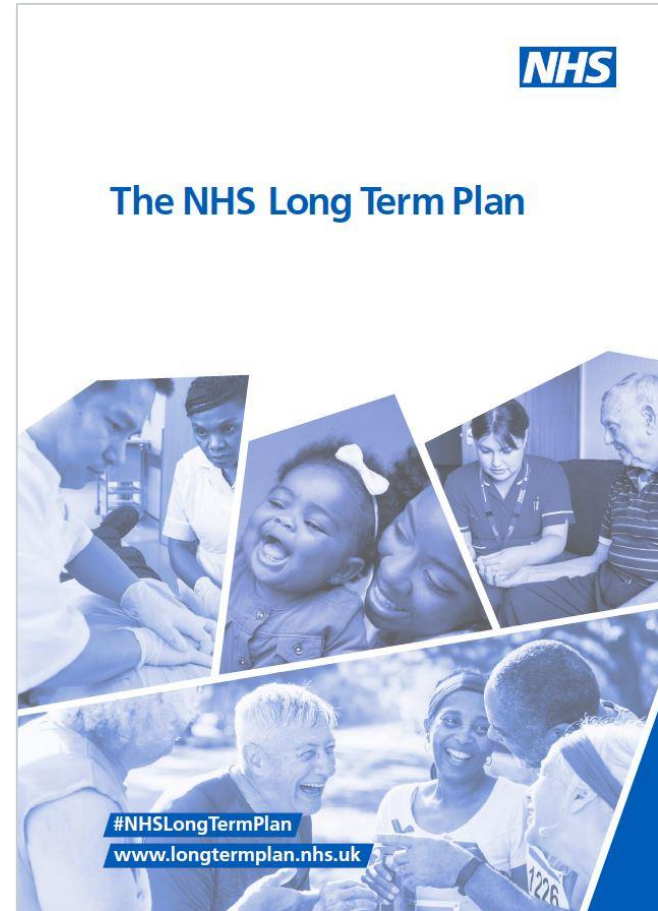
Ensure that NHS staff get the backing that they need

5

Make better use of data and digital technology

6

Ensure we get the most out of taxpayers' investment in the NHS



- **Sets out the approach systems (STPs/ICSs) should use to create their five-year strategic plans**
- Focuses on **what the NHS needs to deliver from now to 2023/24**, for the majority of commitments systems can phase and prioritise their activity across 5 years. For a smaller number of areas we are setting national expectations on pace of delivery.
- **System plans will be aggregated, brought together with additional national activity and published as part of a national implementation plan** by the end of the year.
- Some LTP commitments are **critical foundations to wider change**. All systems must deliver on these foundational commitments for both service transformation (Chapter 2) and system development (Chapter 3) in line with nationally defined timetables or trajectories
- **Systems will have substantial freedoms to respond to local need, prioritise, and define their pace of delivery for the majority of commitments** (Chapters 4 and 5), but will need to plan to meet the end points the Long Term Plan has set.
- System plans should prioritise actions that will help improve the quality of, and access to, care for their local populations, with a **focus on reducing local health inequalities and unwarranted variation**.
- **Ensuring that we back our staff (Chapter 6) and develop a digitised NHS (Chapter 7) will also be at the heart of local plans.**
- National and regional support to systems is signposted throughout alongside a number of nationally delivered activities to support local implementation.
- **Was developed and tested with many of the stakeholders that were involved in developing the LTP including** from systems and other stakeholders
- Does not repeat the asks of the [2019/20 Operational Planning and Contracting Guidance](#) does not repeat the rationale and commitments set out in the Long Term Plan.

An integrated approach to strategic and operational planning



Systems are expected to bring together members organisations and wider partners, adopting a common set of principles and leadership behaviours as they develop and deliver plans. In doing this, systems will be expected to ensure that their plans align with the following principles:

- **Clinically-led:** identify and support senior clinicians to lead on the development of implementation proposals for all LTP commitments that have clinical implications and on the totality of their plan.
- **Locally owned:** ensure local communities can meaningfully input into the development of local plans. Local government will be key partners and are asked to engage throughout the process. Similarly, the voluntary sector and other local partners, including representatives from the most marginalised communities should be involved.
- **Realistic workforce planning:** The interim [NHS People Plan](#) sets out the national context. Systems should set out realistic workforce assumptions, matched to activity and their financial envelope. Plans should also show the steps to be taken locally to improve retention and recruitment.
- **Financially balanced:** Systems need to show how they will deliver the commitments in the plans within the resources available to meet the five tests:
 - **Test 1:** plans will need to include the financial recovery plans for individual organisations in deficit against specified deficit recovery trajectories
 - **Test 2:** actions to achieve cash releasing savings
 - **Test 3:** reduction of unwarranted variation
 - **Test 4:** moderate growth demand
 - **Test 5:** set out capital investment priorities for capital budgets being agreed through the forthcoming Spending Review
- **Delivery of all commitments in the Long Term Plan**
- Action that is **phased over 5 years and based on local need**
- Using allocated funding to **reduce local health inequalities and unwarranted variation**
- **Focussed on prevention** and how to prevent ill health.

Mental Health Implementation Plan and Analytical Tool



The LTP Implementation Framework support offer noted:

*The national Mental Health programme team will support systems by... publishing a comprehensive mental health **Implementation Plan** in summer 2019 for mental health providers and commissioners (and) providing an **analytical tool** which indicatively apportions national mental health activity, workforce and costs of all ambitions at system-level to support the planning process.*

The Mental Health **Implementation Plan** is in the final stages of drafting and will be available in the coming weeks.

The Implementation Plan includes information to help set context, and clarify what is expected of the planning process, including:

1. A summary of FYFVMH commitments to 2020/21 and LTP commitments to 2023/24
2. An overview of the planning approach, including the core requirements of each plan - in line with the central process - and key principles by which mental health elements of plans will be reviewed; including
 - Engagement and co-production
 - Genuine partnership with local public, voluntary, community and private sector organisations
 - Robust governance arrangements underpinning the plan
 - Outcomes focus and inequalities lens
 - Alignment with other parts of the system / NHS
3. An explanation of the 'fixed', 'flexible' and 'targeted' approach to delivery for respective commitments
4. Indicative workforce requirements to deliver the LTP, beyond *Stepping Forward*, and aligned with the *People Plan*
5. How systems can advance mental health equalities – including expectations and support offers
6. Opportunities for Voluntary and Community Sector (VCSE) leadership in delivery and implementation
7. A summary of alignments with other priority areas in the NHS Long Term Plan

The Implementation Plan will provide detail on the national activity, funding and workforce trajectories for each ambition, and supporting information / tools currently in existence to aid the planning process, or for delivery in the future (ie: when we expect to flow information or key service principles about the 0-25 offer, or new models of integrated care for SMI); and planning information for cross-cutting themes and enablers, including older people's mental health, provider collaboratives, data quality improvement and digital.

Systems will be further supported by an **analytical tool** which apportions national activity, funding and indicative workforce requirements for following programme areas: Children and Young People, IAPT, Perinatal, Adult SMI, Crisis and Alternatives; and Therapeutic Acute.

Summary of planning / delivery asks in Mental Health Implementation Plan (1 of 3)



Programme	Fixed	Flexible	Targeted
	Set national access or coverage with year-on-year trajectories	All systems to have in place by 2023/24 (or before if specified) with flexibility in delivery approach and/or phasing to be agreed in 5-year plans	Targeted service expansion or establishment in select areas
Service delivery			
Specialist Community Perinatal Mental Health	<ul style="list-style-type: none"> At least 66,000 women in total accessing specialist perinatal mental health services by 2023/24 	<ul style="list-style-type: none"> Maternity Outreach clinics in all STPs/ICSs by 2023/24 [following a piloting phase in select sites commencing in 2020/21] Extended period of care from 12-24 months in community settings, and increased availability of evidence-based psychological therapies by 2023/24 Evidence-based assessments for partners offered and signposting where required by 2023/24 	<ul style="list-style-type: none"> NA
Children and Young People's (CYP) Mental Health	<ul style="list-style-type: none"> 345,000 additional CYP aged 0-25 accessing NHS funded services [by 2023/24] (in addition to the FYFVMH commitment to have 70,000 additional CYP accessing NHS Services by 2020/21) Achievement of 95% CYP Eating Disorder standard in 2020/21 and maintaining its delivery thereafter 100% coverage of 24/7 crisis provision for CYP which combine crisis assessment, brief response and intensive home treatment functions by 2023/24 [see also Mental Health Crisis] 	<ul style="list-style-type: none"> Comprehensive 0-25 support offer that reaches across mental health services for CYP and adults in all STPs/ICS' by 2023/24 [drawing from a menu of evidence-based approaches to be made available in 2020] 	<ul style="list-style-type: none"> Mental Health Support Teams (MHSTs) to between a quarter and a fifth of the country by 2023/24
Adult Common Mental Illnesses (IAPT)	<ul style="list-style-type: none"> A total of 1.9m adults and older adults accessing treatment by 2023/24 IAPT Long Term Conditions Service in place (maintaining current commitment) year-on-year Achievement of existing IAPT referral to treatment time and recovery standards. 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA

Summary of planning / delivery asks in Mental Health Implementation Plan (2 of 3)



Programme	Fixed	Flexible	Targeted
	Set national access or coverage with year-on-year trajectories	All systems to have in place by 2023/24 (or before if specified) with flexibility in delivery approach and/or phasing to be agreed in 5-year plans	Targeted service expansion or establishment in select areas
Service delivery			
Adult Mental Health (SMI) Community Care	<ul style="list-style-type: none"> • 370,000 people receiving care in new models of integrated primary and community care for people with SMI, including dedicated provision for groups with specific needs (including care for people with eating disorders, mental health rehabilitation needs and a 'personality disorder' diagnosis) • 390,000 people with SMI receiving physical health checks by 2023/24 • 55,000 people with SMI accessing Individual Placement and Support Programme by 2023/24 • Delivery of the Early Intervention in Psychosis standard: • Achieve 60% EIP Access Standard by 2020/21 and maintaining its delivery thereafter • Achieve 95% Level 3 EIP NICE- Concordance by 2023/24 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA
Mental Health Crisis Care and Liaison	<ul style="list-style-type: none"> • 100% coverage of 24/7 crisis provision for CYP which combine crisis assessment, brief response and intensive home treatment functions by 2023/24 [see also CYP Mental Health] • 100% coverage of 24/7 adult Crisis Resolution and Home Treatment Teams operating in line with best practice by 2020/21 and maintaining coverage to 2023/24. • All acute hospitals will have mental health liaison services that can meet the specific needs of people of all ages by 2020/21 	<ul style="list-style-type: none"> • 100% coverage of 24/7 age-appropriate crisis care via NHS111. • Complementary crisis-care alternatives in place in each STP/ICS by 2023/24 [drawing from a menu of approaches to be made available in 2019] • 100% roll-out of mental health professionals working in ambulance control rooms, Integrated Urgent Care Services, and providing on the scene response in line with clinical quality indicators [national / regional development work will take place in 2019/20 with more detailed information on implementation becoming available in 2020] 	<ul style="list-style-type: none"> • 70% of Liaison Mental Health Teams achieving 'Core-24' standard by 2023/24

Summary of planning / delivery asks in Mental Health Implementation Plan (3 of 3)



Programme	Fixed	Flexible	Targeted
	Set national access or coverage with year-on-year trajectories	All systems to have in place by 2023/24 (or before if specified) with flexibility in delivery approach and/or phasing to be agreed in 5-year plans	Targeted service expansion or establishment in select areas
Service delivery			
Therapeutic Acute Mental Health Inpatient Care	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Improved therapeutic offer to improve patient outcomes and experience of inpatient care, and reduce average length of stay in all in adult acute inpatient mental health settings to the current average of 32 days (or fewer) by 2023/24 	<ul style="list-style-type: none"> • NA
Suicide Reduction and Bereavement Support	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Localised suicide reduction programme rolled-out across all STPs/ICS' and suicide bereavement support services across all STPs/ICS' by 2023/24
Problem Gambling Mental Health Support	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Establishing a total of 15 new NHS clinics for specialist problem gambling treatment by 2023/24
Rough Sleeping Mental Health Support	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Funding at least 20 areas to deliver new mental health provision for rough sleepers by 2023/24
Enablers			
Funding	<ul style="list-style-type: none"> • 100% of CCGs will achieve the Mental Health Investment Standard [from 2019/20] 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA
Provider Collaboratives	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NHS led Provider Collaboratives managing the majority of specialised mental health services covering 100% of the country by 2022/23 	<ul style="list-style-type: none"> • NA
Digital	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Building on an effective digital mental health leadership and strategy across each STP/ICS by 2021/22, 100% of Mental Health Providers will advance to a core level of digitisation by 2024 	<ul style="list-style-type: none"> • NA
Data quality	<ul style="list-style-type: none"> • 100% of providers to be compliant with MHSDS v4.0 ISN [in 2019/20] • 100% of mental health providers to achieve 95%, in the MHSDS DQMI; be SNOMED CT compliant and submitting patient-level costing information [from 2020/21] 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA

Alignment with other Programme Areas



Mental health plans should clearly align with other priority areas; and complement service transformations outlined in the NHS Long Term Plan. The list below is not exhaustive but outlines some of the key interdependencies for systems to consider:

Programme	Alignment
Primary Care	Primary care services are often the first point of contact for people experiencing mental health problems. New models of integrated primary and community care for people with SMI (including psychosis, bipolar disorder, 'personality disorder' diagnosis, eating disorders and severe depression) are expected to cover approximately 50% of primary care networks, in 100% of STPs/ICS', by 2023/24.
Specialised Commissioning	NHS led Provider Collaboratives will be managing the majority of specialised mental health services in 100% of the country by 2022/23. Additionally, there are significant overlaps with pathways of care relating to the justice system (including flows into and out of prison, and the Liaison and Diversion programme). Systems must ensure alignment across programmes for veterans, Sexual Assault Referral Centres and Immigration Removal Centres. This is especially relevant for the children and young people's mental health, adult mental health SMI community care and mental health crisis care delivery requirements outlined in this document.
Ageing Well / Frailty and Dementia	Older Peoples Mental Health services should work closely with physical health services such as Ageing Well / Frailty services through shared care approaches and joint management arrangements to provide joined up care around the individual.
Urgent and Emergency Care (UEC)	The Mental Health Crisis Care and Liaison ambitions outlined in this proposal have a clear alignment with the UEC programme, especially in delivering all-age 24/7 mental health crisis care via NHS111 and the roll-out of the programme for mental health and ambulances by 2023/24.
Personalised care	The NHS Long Term Plan committed to accelerating the roll out of Personal Health Budgets to give people greater choice and control over how care is planned and delivered. This includes an extension where people have a right to have a personal health budget; expanding the offer to people who are eligible for S117 aftercare which is anticipated to come into force by the end of 19/20 alongside expansion across wider mental health services. 900,000 people (15/1000 local population) will benefit from social prescribing by 2023/24 – priority cohorts can include mental health. 4,500 link workers will be recruited and trained in primary care networks by 2023/24. Personalised care and support planning – There is a clear standard for personalised care and support planning and over 750,000 people will benefit. This can include people under the Care Programme Approach (CPA). Practical support is available from personalised care group to develop personal health budget offers and work on block contracts and commissioning.
Learning Disabilities and Autism	Mental health plans must align with the ambitions outlines in the NHS Long Term Plan for people with learning disabilities and autism; this is especially relevant for the planning and provision of children and young people's mental health services. All appropriate specialised learning disability and autism services will be managed through NHS-led provider collaboratives over the next five years.
Long Term Conditions	IAPT services have now evolved to deliver benefits to people with long-term conditions, providing genuinely integrated care for people at the point of delivery. The requirement all areas commission an IAPT-Long Term Conditions service is expected to be maintained.
Maternity Transformation	The NHS England and NHS Improvement mental health and maternity transformation programmes will develop key principles and identify well-integrated and effective sites to run maternity outreach clinic pilots in 2020/21 and 2021/22. The learnings from the pilots will be disseminated to systems. All Systems will be expected to have maternity outreach clinics in place by 2023/24..

Further support to systems



Regional mental health SROs and regional mental health leads have been involved in setting / refining the trajectories for planning and delivery outlined in the Mental Health Implementation Plan; and will be inducted in the use of the apportioning tool to provide support to STPs.

As a further support offer, the Mental Health Programme will be delivering a webinar series in August allowing for 'deep-dives' into the following mental health programme areas:

- Perinatal Mental Health Services
- Children and Young People (including CYP Eating disorders and mental health support team roll-out)
- Adult common mental illnesses (IAPT)
- Adult community mental health for people with Severe Mental Illnesses [SMI] (including the new integrated primary and community model for people with SMI, Early Intervention in Psychosis, physical health checks for people with SMI and Individual Placement Support)
- Crisis, Therapeutic Acute Inpatient and Suicide Reduction
- Provider Collaboratives and Secure Care
- Digitally enabled mental health care and Data Quality Improvement

Note the Rough Sleeping and Problem Gambling programmes are targeted so bespoke engagement will take only place with areas in receipt of funding.

Follow-up questions? Please contact us on england.mentalhealthpmo@nhs.net

Key planning milestones



- **27 September 2019:** Systems to share a draft of their plans, including detail on clinical priorities and trajectories. Regions, working with central teams, will use this information to build a national picture against our overall outcome goals, feeding back where adjustments are needed.
- **By 15 November 2019:** System plans should be agreed with system leads and regional teams, in consultation with National Programme Directors. Packages of future support from central teams to support delivery will also be agreed.
- By the end of **March 2020:** Provider and CCG plans for 2020/21, which are fully aligned with the system-level plans, to be submitted, along with agreed contracts between providers and commissioners. A further submission to demonstrate that plans and contracts are aligned between commissioners and providers will also be required.

Milestone	Date
Interim People Plan published	3 June 2019
Long Term Plan Implementation Framework published	27 June 2019
Main technical and supporting guidance issued	July 2019
Initial system planning submission	27 September 2019
System plans agreed with system leads and regional teams	15 November 2019
Operational and technical guidance issued	December 2019
Publication of the national implementation programme for the Long Term Plan	December 2019
Operational planning	Jan – March 2020

Resources

- [NHS Long Term Plan](#)
- [Long Term Plan Implementation Framework](#)
- [Implementation Framework system support offer](#) for national policy areas
- [Useful resources](#) – including links to existing NHS England and NHS Improvement guidance, toolkits and support
- [Interim People Plan](#)
- [Upcoming NHS England and NHS Improvement events and webinars](#)