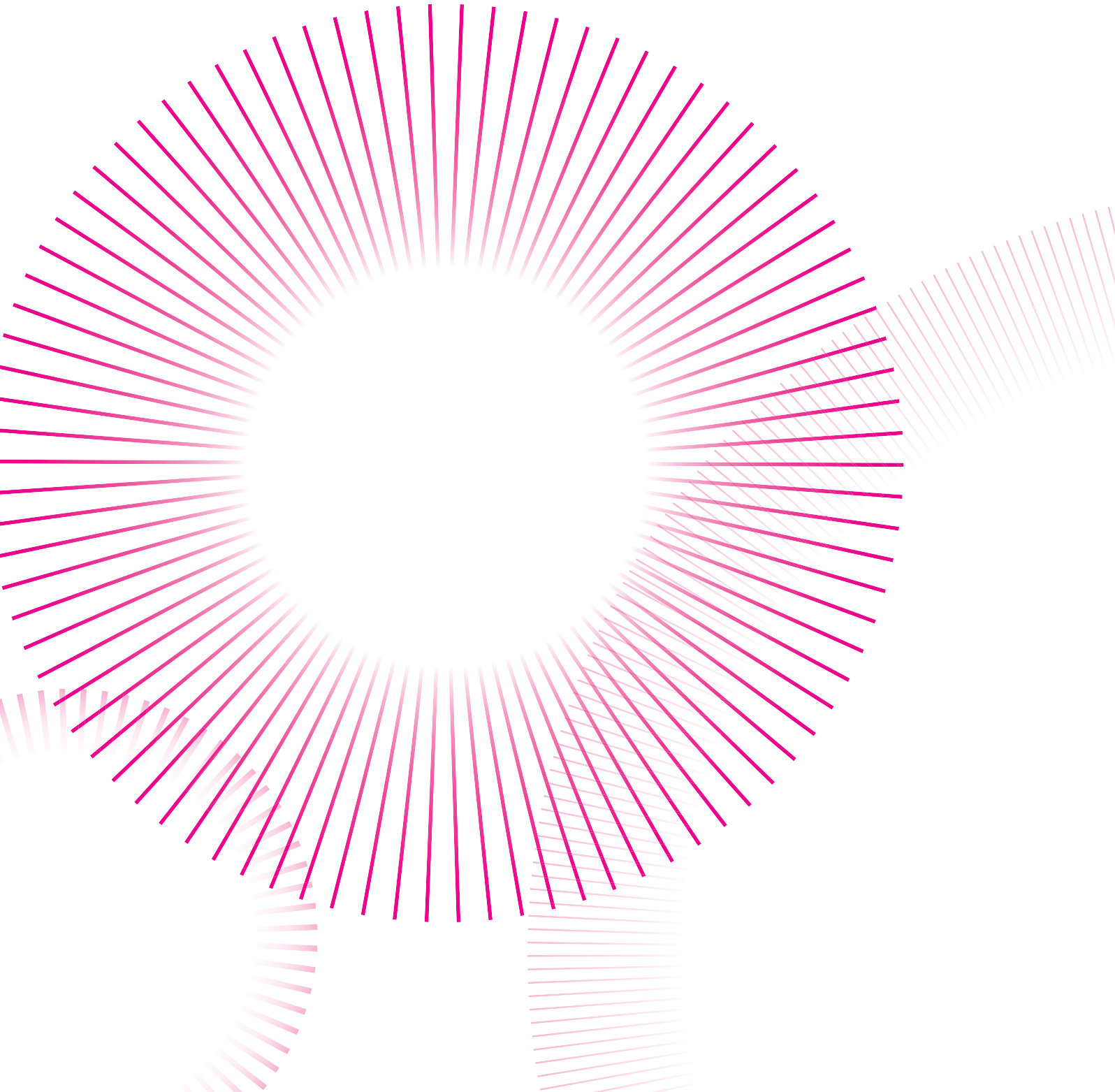
Mental Health Network

THE NHS CONFEDERATION

Annual report
2008/09



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Chief executive's statement

I am immensely proud to have taken over as permanent chief executive at such a significant time for the NHS Confederation and for the whole of the NHS. Over the past year, our family of networks has continued to grow and develop and the NHS Confederation is now one of the largest and most inclusive independent membership organisations in the health and social care sector.

In view of the rapid growth and accomplishments of the organisation, the board of trustees commissioned a strategic review over the summer of 2008 to help ensure that the Confederation is best placed to build upon its success, has a clear vision and direction for the future and is able to provide the best possible service to its members.

The NHS Confederation annual report sets out the recommendations from the review and describes in detail how we will be taking the organisation forward over the next two to three years.

The networks will remain at the heart of the organisation and will act as the gateway by which we engage and involve our members in our work. We will use the intelligence, energy and resources within the networks to build our legitimacy to speak on behalf of our members and increase the strength and influence of the Confederation.

Thank you for your continued support and I look forward to working with Steve Shrubb and the rest of the leadership team in meeting the challenges that lie ahead and ensuring the NHS Confederation remains a first-class membership organisation and a leading voice in health and social care.

Steve Barnett,
Chief Executive, The NHS Confederation

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Director's statement

Now in its second year of existence, the Mental Health Network is firmly established as a successful and well-respected network within the NHS Confederation. Whilst it remains an independent and powerful voice in mental health in its own right, it has developed good working relationships with other networks within the Confederation and will continue to link work programmes on cross-cutting issues, particularly on the development of mental health commissioning and the Standard NHS Contract.

This last year has been a busy one for the network. Our membership has grown and our level of influence has developed significantly. We have represented our members' views at a series of seminars, forums and policy board meetings, which has enabled us to develop our relationships with stakeholders and influencers in the field of mental health. We have also attended meetings with ministers including Ivan Lewis MP; Phil Hope MP; Andrew Lansley CBE MP, Shadow Secretary of State for Health; and Norman Lamb MP, the Liberal Democrat's Shadow Health Secretary. This has helped us to build our reputation across the wider political spectrum.

As the National Framework for Mental Health policy comes to an end in 2009, the last 12 months have been extremely significant for the mental health sector. Important work has already begun to develop the next phase of mental health policy which will establish the framework from which our members will provide mental healthcare and support over the coming years. The network has played a key role in developing a coalition of partners to influence the shape of this important phase of policy development.

In the year ahead, the Mental Health Network will continue to represent and support our members on the key issues in mental health. Our work programme for 2009/10 includes a range of opportunities for all members to get involved. We are aware of the significant financial challenges to be faced by our members over the next 12 months and will be working with members to help demonstrate productivity and further explore ways to redesign care pathways.

We will also take advantage of being under the umbrella of the Confederation to help share learning across the system and improve interaction on cross-cutting issues. We will be contributing to the NHS Confederation's challenges for Government document which will set out key policy challenges for all politicians in advance of the general election.

I look forward to working with you all in this coming year as we continue to challenge and shape mental health policy.

Steve Shrubb
Director, Mental Health Network

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About the Mental Health Network

The Mental Health Network was established as part of the NHS Confederation to provide a distinct voice for mental health and learning disability service providers. Our aim is to support our members and their staff to provide the best possible treatment, care and support for patients and their families and carers.

We achieve our aim by:

- raising the profile of mental health and the service providers' agenda
- using our membership's experience, skills and knowledge to influence, shape and occasionally challenge emerging policy and inform system reform
- helping our members to make sense of and implement existing policy
- sharing best practice
- influencing the public debate on mental health by providing a balanced view to the media and key influencers.

We currently have 76 members which include:

- mental health NHS trusts
- mental health foundation trusts
- primary care trust (PCT) mental health provider services
- for-profit providers
- not-for-profit providers.

Key achievements in 2008/09

In consultation with our members, we have developed a programme of work which covers four main areas: influencing future policy, existing policy, system reform and regulation.

Influencing future policy

New visions for mental health

The Mental Health Network has developed and continues to lead the 'new visions' coalition. Made up of several national mental health organisations, the coalition has produced a consultation document which focuses on the key elements of the next phase of mental health policy. The programme board, which is overseeing the development of the next phase of policy, also represents the coalition on the Department of Health's New Horizons strategy for mental health.

Independent enquiry into mental health and the offender pathway (the Bradley Review)

The Bradley Review was commissioned to examine the extent to which offenders with mental health problems or learning disabilities could, in appropriate cases, be diverted from prison to other services and the barriers to such diversion. The Mental Health Network has worked closely with the 'Bradley' team to provide a service provider perspective into the review.

Time to change: national anti-stigma and discrimination in mental health programme

The Mental Health Network has developed a good partnership with 'Time to Change' – the national anti-stigma and discrimination campaign team – and encouraged members to develop their own impressive programmes to tackle stigma and discrimination in mental health. All NHS Confederation staff have undertaken ant-stigma training and the network has now developed a joint programme of work with NHS Employers to enlist all NHS organisations in the anti-stigma campaign.

Existing policy

Deprivation of liberty legislation

The Mental Health Network has worked with its members to make sense of the legislation and support implementation. We also published a popular briefing, *Mental Capacity Act 2005 deprivation of liberty safeguards*, which summarised the key implementation challenges.

Delivering race equality

The Mental Health Network has continued to support members to deliver services which meet the needs of people from black and minority ethnic (BME) groups through a range of seminars and briefings.

The Mental Health Act

The Mental Health Network has continued to support its members in implementing the new Mental Health Act and facilitated shared experiences amongst members.

Improving access to psychological therapies (IAPT)

The Mental Health Network has raised key concerns about the pace and focus of IAPT. Discussions with the cabinet office have contributed to increased funding to support the faster roll-out of IAPT.

Children and Adolescent Mental Health Services Review

The Mental Health Network surveyed members through the Children and Young People's Service group and submitted evidence to influence the National Children and Adolescent Mental Health Services Review. The final report was published in November 2008.

System reform

World-class commissioning

The Mental Health Network has been working with the Primary Care Trust Network to influence the Department of Health to further develop support for mental health commissioning. As a result, the Department of Health has sponsored a mental health commissioning programme.

The NHS contract

The Mental Health Network has been working in partnership with the Primary Care Trust Network and the Foundation Trust Network to further influence the development of the NHS standard mental health contract.

Payment by Results

The Mental Health Network has been working with the Department of Health to develop a currency model which will provide the basis for the development of a tariff.

Connecting for Health

The Mental Health Network has represented its members concerns with regard to the slow and inconsistent development of the information systems to support mental health.

System reform board

The Mental Health Network has lobbied for the Department of Health to form a system reform board to coordinate the reform of mental health. This has now been established.

Quality improvement

The NHS Next Stage Review identified quality as the key focus of the NHS over the next three years. As a result of this, the Mental Health Network has been working on behalf of our members to influence the development of quality accounts for mandatory introduction in 2010.

The Mental Health Network has been at the forefront of the debate on what quality accounts should look like and has held a series of semi-structured interviews with members followed by a scoping seminar to pull together members' views. The outcomes and recommendations have been distributed to stakeholders for further discussion.

Regulation

Working with the Care Quality Commission (CQC)

Throughout 2008 we developed a good working relationship with the CQC prior to its launch in April 2009. Our priority, as the new regulator develops, is to work with our members to ensure appropriate standards are in place and to support the development of appropriate registration standards.

In February and March this year, we ran three events jointly with the CQC to give our members the opportunity to discuss the aims and objectives of the CQC and provide an opportunity to input into the periodic reviews. The comments received from members were used to form the basis of the NHS Confederation's response to these reviews. Members and network staff have provided advice on the criteria for registration.

The Mental Health Network has also been represented on a number of key Department of Health policy boards including:

- Phil Hope – Social Care Reference Group
- Department of Health New Horizons programme board
- System reform board
- National mental health policy development oversight group
- Mental health Payment by Results programme board
- Mental health commissioning programme board
- National acute pathway programme board.

Briefings

Over the past 12 months we have produced the following briefings:

- *Scoping quality accounts in mental health*
- *Moving on from 'New Ways of Working' to a creative, capable workforce*
- *Mental Capacity Act 2005 – deprivation of liberty safeguards*
- *Personal health budgets: the shape of things to come?*
- *Implementing the Mental Health Act 2007*
- *A new vision for mental health*
- *World-class mental health commissioning*
- *Delivering race equality in mental health*
- *Learning disabilities*
- *Mental Health Act 2007*
- *Offender health strategy*
- *Maintaining the momentum: toward excellent services for children and young people.*

Events

Over the past 12 months, the Mental Health Network has run a series of successful seminars, forums and events for members. Speakers have included Andrew Lansley, Norman Lamb, Louis Appleby, Kathryn Tyson and David Behan from the Department of Health.

We have also hosted a highly successful national two-day conference and exhibition titled *New visions for mental health* which was attended by over 150 delegates.

Looking ahead: our work priorities and future direction

In 2009/10 we will continue to actively engage in informing and developing key issues that relate specifically to mental health and learning disabilities. A key component of next year's programme will be shaped by the contract which the Mental Health Network is negotiating with the National Mental Health Implementation Unit (NMHDU).

Proposed contract with the NMHDU

NMHDU was formed following the closure of the National Institute of Mental Health in England (NIMHE) to support the development and implementation of mental health policy. The Mental Health Network has been in discussion with the Department of Health mental health policy team and NMHDU to identify ways of supporting the development and implementation of existing and emerging aspects of mental health policy.

The Mental Health Network has been awarded a £1.2 million contract to develop this. Over the year, the Mental Health Network will be working with NMHDU to deliver a work programme covering the following areas:

- the next phase of mental health policy (New Horizons)
- mental health and well-being – translation of high-level concepts into practical deliverables
- improving access to psychological therapies
- delivery of PSA 16 – employment of people with mental health problems and learning difficulties
- mental health commissioning
- personalisation (individualised budgets).

Service groups

In addition to the proposed key priorities, we also have three subgroups, each with a dedicated programme of work (we will review the future form and focus of the older people's group over the next three months). Their priorities for 2009/10 are learning disabilities, children and adolescent mental health services and the New Ways of Working programme.

Learning disabilities

- the improvement of general healthcare across primary, acute and mental health services to people with learning disabilities. This will include supporting delivery of the main recommendations in the Michael's Inquiry
- the continued development of commissioning for specialist health services, which will include continued monitoring of the transfer of monies to social care (and transfer of services), service specifications, monitoring and currency Payment by Results, and campus closure
- the development and provision of specialist learning disability health services which will include workforce issues, best practice and standards, safeguarding and funding issues.

Children and adolescent mental health services

- influencing the delivery of the Department of Health's New Horizon's policy with regards to children and adolescent mental health services
- influencing system reform: care pathways and Payment by Results in children and adolescent mental health services
- influencing Tier Four regional commissioning.

New Ways of Working

The New Ways of Working programme, funded over the last six years by the NIMHE, finishes at the end of March next year. As this takes effect, the subgroup will focus on:

- leadership – ensuring that the NHS leadership programme supports the development of mental health provider leadership
- developing the capacity and capability of general management
- supporting the roll-out of capable teams training.

Ward Managers Development Programme 2009

Following on from the success in 2007/08, we have developed a new programme for the coming year. This will focus on personal and professional development of ward managers, with the aim to:

- extend understanding of self and the impact on others
- enhance skills related to team working and managing a team
- support ward managers and team leaders to develop their leadership styles and skills
- explore career development and the future
- understand and experience coaching and its impact on self and others.

Press and parliamentary

The communications team will review the communications strategy for the Mental Health Network to take into account the changing political and policy landscape throughout 2009/10. We will focus particularly on implementing an effective contact programme for ministers, officials, frontbench and backbench politicians. We will also identify new opportunities to debate and discuss the next phase of mental health policy with key opinion formers in a Westminster and Whitehall setting.

Media

Throughout 2009/10 we will continue to build our reputation through the media and develop a contact programme for journalists to enhance understanding of the issues around mental health service provision.

NHS Confederation member census 2008

Each year the NHS Confederation carries out its member census across all networks. The census helps to obtain member feedback on the work we are doing, how they feel we are representing them and how they feel we can improve the service we provide to them.

The majority of our members say that they would either speak highly or very highly of the Mental Health Network. There was an overall high level of satisfaction for the work that we do and the communications that we provide for our members, including our monthly *In Touch* newsletter, work updates and information on our upcoming events.

We will use the information from the 2008 census to develop and improve the services we deliver to our members throughout 2009/10.

The wider NHS

The NHS Confederation is unique in its ability to bring together all parts of the modern NHS and we will take advantage of being under the umbrella of the Confederation to work more closely with our family of networks, share learning and improve interaction on issues that affect the whole of the health and social care system. We will contribute to the NHS Confederation's aim of building upon its collective strength and influence to shape overriding policy and help drive sector-wide improvements in patient care. We will be contributing to the NHS Confederation's challenges for Government document which will set out key policy challenges for all politicians in advance of the general election.

Governance

The Mental Health Network board has been elected by network members and consists of four chief executives, four chairs and two healthcare practitioners who are in active, substantive clinical practice. The board is steered by a chair and a vice-chair. We also have several co-opted members who sit on the board, including two service user consultants and one carer consultant. The consultants reflect service users' and carers' views and contribute to the work of the network on policy and service development.

Members of the board

Steve Shrubb
Director, Mental Health Network

Chair: Lisa Rodrigues
Chief Executive, Sussex Partnership NHS Foundation Trust

Vice-chair: Anne Campbell
Chair, Cambridgeshire and Peterborough Mental Health Partnership NHS Trust

Patrick Geoghegan
Chief Executive, South Essex Partnership Foundation NHS Trust

Steve Jones
Chair, South Staffordshire and Shropshire Healthcare Foundation NHS Trust

Erville Millar
Chief Executive, Kent and Medway NHS and Social Care Partnership

Barry Seal
Chair, Bradford District Care Trust

Maggie Wheeler
Chair, Norfolk and Waveney Mental Health Partnership NHS Trust

Chris Thompson
Chief Medical Officer, Priory Healthcare

Liz Felton
Chief Executive, Together: Working for Wellbeing

Bruce Dickie
Director of Children, Young People and Specialist Services, Northumberland, Tyne and Wear NHS Trust
Chair, Mental Health Network CAMHS sub group

Nick Land
Clinical Director Learning Disability and Forensic Services, Tees, Esk and Wear Valleys NHS Foundation Trust

Rachel Munton
Executive Director of Nursing and Allied Health Professionals, Nottinghamshire Healthcare NHS Trust

Richard Webb
Corporate Director of Adult Social Care, Telford and Wrekin Council

Anne Beales
Mental Health Network Service User Consultant

Kate Holmes
Mental Health Network Service User Consultant

Phil Hough
Mental Health Network Carer Consultant

Membership of the network is open to all mental health and learning disability trusts in England that are already member organisations of the Confederation.

We are committed to involving members in developing and shaping our work programme and provide a range of involvement opportunities. Our members also benefit from a wide range of products and services that are tailored to meet the distinct needs of those working within the mental health sector.

The cost for joining the network for 2008/09 is a flat fee of £5,095 per year. Please note that this is in addition to the NHS Confederation membership fee.

For further information on the benefits of membership, please contact **christina.heap@nhsconfed.org**

Finance

A summary of the network budget for 2008/09 is detailed in the table opposite. This is currently being audited and therefore subject to unforeseen adjustments.

The network is reporting a surplus of £108,000 for 2008/09 (against a break-even budget) explained by:

- higher than budgeted membership
- higher rates of sponsorship than anticipated
- some costs covered by the NHS Confederation core membership in 2008/09, rather than the network specifically.

As a consequence of the surplus for 2008/09, the network board is pleased to announce that network membership fees for 2009/10 will be frozen at £5,095 a year.

The main NHS Confederation fee will also be frozen for 2009/10.

Summary income and expenditure 2008/09

	Forecast outturn £k	Budget £k	Variance £k
Total income	**491**	**386**	**105**
Expenditure – pay	182	221	39
Expenditure – non-pay	201	165	(36)
Expenditure – total	**383**	**386**	**3**
Total surplus/(deficit)	**108**	**0**	**108**

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