

Update on the creation of Hampshire and Isle of Wight Healthcare September 2024

Hampshire and Isle of Wight Healthcare NHS Foundation Trust will be the new, combined NHS Trust to deliver community, mental health and learning disability services across Hampshire and the Isle of Wight.

Bringing services into a single organisation will result in more consistent care with reduced unwarranted variation, more equitable access to services irrespective of postcode, and a more sustainable workforce and services. The new organisation will be large, yet will operate locally to ensure services can best meet the needs of different communities.

Recent developments

On 1 February 2024 the child and adolescent mental health services previously provided by Sussex Partnership NHS Foundation Trust in Hampshire, transferred into Southern Health. This means that for the first time in many years, all of the mental health services for young people across the whole of Hampshire are together in one service.

This was followed on 1 May 2024 by the community and mental health services on the Isle of Wight joining with the mainland services. We had hoped that we might be able to create the new organisation, completing the final phase by bringing together Southern Health and the services of Solent NHS Trust on 1 July 2024, but this was not possible with the announcement of the general election.

The Solent and Southern Trust Boards had committed that if, for whatever unexpected reasons, the new Trust was not formally created on 1 July 2024, then we would still do everything possible to work as though we were a single organisation. Whilst we retain two legally separate Trust Boards, they will as far as it is possible to do, share a common agenda and operate as though they were a new single board.

Significant progress has been made. The [Designate Executive leadership team](#) is already in place and leading our work to create the new Trust. On 6 August 2024 we took a significant step forward and hosted our first Trust Boards in Common meeting in public where the business of both current organisations, and Hampshire and Isle of Wight Healthcare, were carried out together.

Focus on developments in Southampton

Fundamentally, having a single operational and clinical structure and model will improve service delivery through better communication, joined up working and simpler governance.

Although we have not yet formally come together as a single Trust, teams in the city have been working closely for many months to identify some of the benefits that being one team will bring for the population of Southampton.

On the Western Community Hospital site we have already started to share expertise across wards. For example, from October 2024 a consultant geriatrician who leads the physical health inpatient rehab wards will work directly with the consultant psychiatrist on Primrose ward for older people with mental health needs to provide a more holistic multi-professional clinical model.

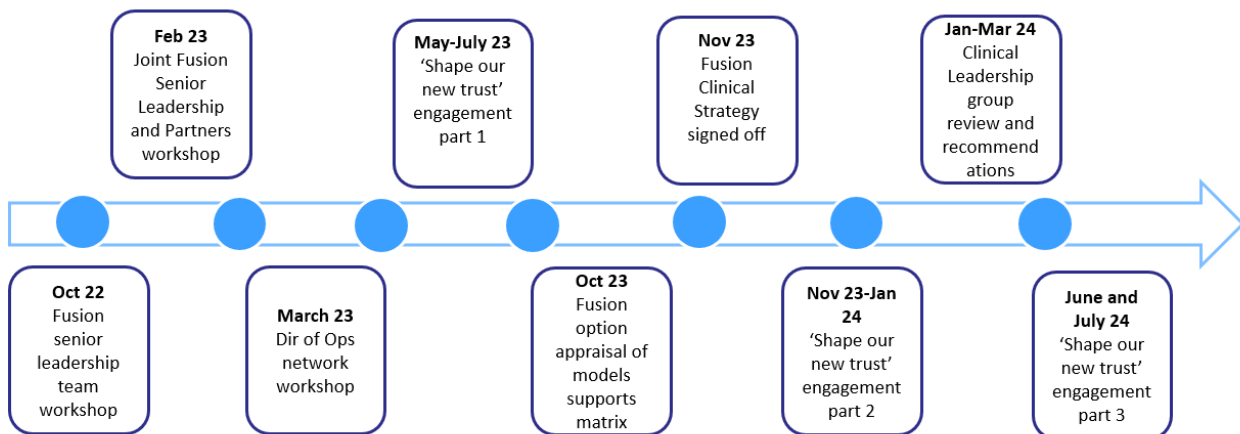
In University Hospitals Southampton we have community team members from Solent working directly with the clinical team in the emergency department to support people home where possible instead of hospital admission. Clinical team members from Southern are joining this team in the next few weeks to increase the support available across Southampton and South-west Hampshire. The in-reach discharge team will become one, supporting patients to inpatient rehab settings across over 100 physical health beds with a shared criteria and multidisciplinary team model. Access to these beds will not be restricted by post-code.

Community mental health and physical health teams will have shared forums for learning with expert leadership to support across portfolios. The ability for patients to seamlessly move from team to team depending on the needs at the time will increase. The virtual ward offer for patients with frailty will be shared across a wider area, enabling resource to move around depending on need, totally around 70 hospital at home beds. Primary Care Network and city borders will no longer be a barrier to deploying staff depending on patient need; workforce in the South-west Hampshire and Southampton areas will work as one team further strengthen the workforce in the city, which can be challenging, by sharing resources more evenly.

Development of our clinical operating model

Over the course of the last 18 months there has been extensive engagement from staff and partners in developing a proposed clinical operating model for Hampshire and Isle of Wight Healthcare. This describes the way we will group and organise services to bring about the benefits of working as one.

Figure 1: Engagement on the clinical operating model



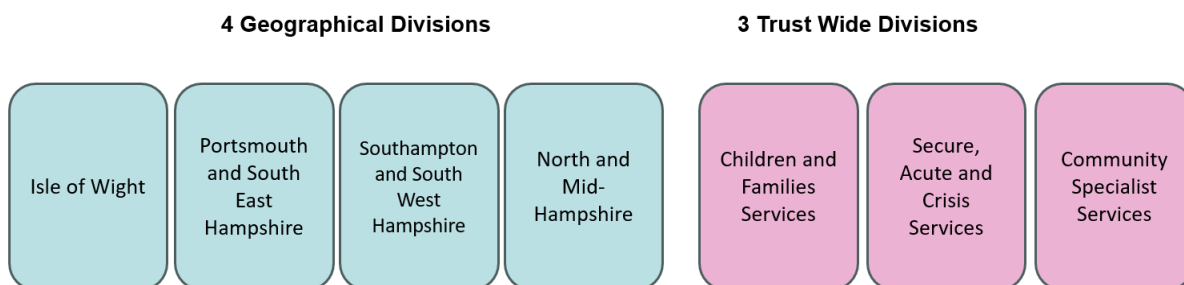
The development of the clinical operating model has not been developed in isolation. It has taken place in parallel with other key organisational design elements (including a leadership and accountability framework and design of the corporate operating model).

The model includes Divisions that deliver services and Communities of Practice that work across the whole organisation ensuring there is effective communication, learning and improvement. Divisions will be accountable for the delivery of care to either a geographical population or Trust wide services. Communities of Practice will comprise all the clinical functions delivered by the new Trust and set the clinical strategy for these functions.

Geographically based divisions are a core component of the model as we want to respect the geographies we have within Hampshire and Isle of Wight, and the diverse needs of communities in them. The four geographical divisions will enable us to collaborate across mental and physical health services and with local partners (including primary care, VCSE, social care and acute hospitals), to deliver care that is tailored to meet the individual needs of people who are using our services, their families and carers, as close to their home as possible. These Divisions will provide a strong voice and identity for their local services, and will be accountable for delivering clinical and quality standards, financial and workforce performance, and justify and deliver any warranted variation needed for the local population.

Trust Wide Divisions are required to deliver services that will benefit from a larger scale. The services within these divisions will collaborate closely with services in the geographically based divisions, as the principle of delivering care close to home applies to all of our services.

Figure 2: Make up of Hampshire and Isle of Wight Healthcare Divisions



Communities of Practice will be responsible for holding divisions to account for ensuring a framework of standards are consistently met, driving forwards clinical transformation, and driving out unwarranted variation in outcomes, experience and quality. They will include:

- Mental health
- Physical health
- Neighbourhood teams (Primary care and prevention)
- Learning disabilities and neurodiversity
- Children and Families

This cross-cutting clinical operating model offers a unique opportunity to strengthen our integrated care within our geographies whilst ensuring we keep services connected and receive wider benefits from working at scale.

Next steps

Following extensive engagement with staff and partners the proposed clinical operating model was presented and approved by the Trust Boards in Common on 6 August 2024. Appendix 1 (attached with this paper) outlines the services that will make up both the geographic Divisions and the Trust wide Divisions.

We are now focusing on implementation and putting in place the organisational structures that will support our clinical and corporate operating models.

Members and Governors in the new Trust

As we are in the process of bringing together community, mental health and learning disabilities services across Hampshire and the Isle of Wight into a new single trust, we are actively engaging with the public and are keen for them to get involved by signing up as a member of the Trust, including those interested in being part of a new service user and carer constituency.

Members are able to:

- Present ideas, feedback or concerns to the Trust
- Elect fellow members to become Governors (or stand for Governor)
- Meet and interact with the Council of Governors
- Go to constituency meetings to discuss health care in their local area
- Attend the Annual Members' Meeting
- Register for Health Service Discounts, where they can find a huge range of offers and benefits

We are using the Southern Health membership programme, (as the only existing Foundation Trust) and have amended our joining information to state that when a member signs up for Southern Health, they will also automatically transfer to the new Hampshire and Isle of Wight Healthcare NHS Foundation Trust upon establishment.

- Ends -