



# Our Plan

Summary of our plan to bring together  
NHS Community, Mental Health  
and Learning Disability Services  
in Hampshire and Isle of Wight

## Introduction

NHS community, mental health and learning disability services for people in Hampshire and Isle of Wight are currently provided by four organisations: Southern Health NHS Foundation Trust, Solent NHS Trust, Isle of Wight NHS Trust and Sussex Partnership NHS Foundation Trust.

We have developed a 'Full Business Case' – a detailed proposal for formal approval – to bring all of the community, mental health and learning disability services for Hampshire and Isle of Wight together into one organisation from 1 April 2024.

We are confident that this change will make things simpler, easier and better for people who use our services. It will also be better for the staff who provide those services and help us work better with partner organisations.

Our plans will improve access to services, improve patient experience and outcomes and lead to more opportunities for staff. Reducing the number of separate organisations involved in providing care for local people will also reduce duplication. This will save money that we can reinvest in services.

We are ambitious about the future and about what we can achieve by working together, building on the strengths of each of our existing organisations. Our plans have been developed with considerable input from staff, patient groups and partner organisations. A key priority is to deepen our collaboration with people who use our services and with our partners to improve the health and wellbeing of the communities we serve.

The new Trust will be called Hampshire and Isle of Wight Healthcare NHS Foundation Trust and will provide community, mental health and learning disability services to adults and children across all areas of Hampshire, Portsmouth, Southampton and Isle of Wight. The Trust will have an annual budget of approximately £800m and employ 12,500 people.

This document summarises the proposals. It describes why change is needed, what we want to achieve, and what happens next.



**Southern Health**  
NHS Foundation Trust



**Solent**  
NHS Trust



**Isle of Wight**  
NHS Trust



**Sussex Partnership**  
NHS Foundation Trust

# Which services are involved in this change?

Southern Health NHS Foundation Trust and Solent NHS Trust provide a wide range of NHS physical health, mental health and learning disability services to people in Hampshire and the Isle of Wight. Southern Health also provides highly specialist services, such as forensic mental health services, for people living beyond Hampshire and the Isle of Wight. All of the services provided by Southern Health and Solent will come together into the new Trust.

Isle of Wight NHS Trust currently provides hospital, ambulance, community, mental health and learning disability services for the Isle of Wight. Our plans propose that Isle of Wight NHS Trust will continue to provide hospital and ambulance services for Isle of Wight residents, working closely with Portsmouth Hospitals University NHS Trust. The community, mental health and learning disability services delivered by Isle of Wight NHS Trust will come together with those of Southern Health and Solent in the new Trust on 1 April 2024.

Sussex Partnership NHS Foundation Trust provides mental health services for children and young people (known as CAMHS) in Hampshire. These services will transfer to the new Trust. Sussex Partnership will continue to provide a comprehensive range of mental health services for adults and children in the Sussex area.

The proposals mean that Hampshire and Isle of Wight Healthcare NHS Foundation Trust will provide community, mental health and learning disability services for adults and children across all areas of Hampshire and Isle of Wight. It will provide an extensive range of services to support people’s physical and mental wellbeing, delivering them – as now - in people’s homes, in schools, GP surgeries, health clinics and care homes, as well as in community hospitals and specialist hospitals across Hampshire and Isle of Wight.

## The range of services provided includes:

<b>Adult mental health services including</b>	<ul style="list-style-type: none"> <li>• Adult and older people’s inpatient wards and Places of safety.</li> <li>• Community and Crisis Support Teams, Crisis house and crisis alternatives.</li> <li>• Low and medium secure services for adults including a learning disability unit.</li> <li>• Eating disorders, early intervention in psychosis, gambling and stalking support.</li> <li>• NHS talking therapies Acute hospital psychiatric liaison and mental health NHS 111.</li> </ul>
<b>Services for children and families including</b>	<ul style="list-style-type: none"> <li>• Child and adolescent mental health services, including low/medium secure inpatients.</li> <li>• Health visiting, School nursing, Child Health services and immunisations.</li> <li>• Children’s paediatrics, therapies and continuing care.</li> <li>• Perinatal and maternal mental health services.</li> <li>• Safeguarding and looked after children.</li> </ul>
<b>Physical health services including</b>	<ul style="list-style-type: none"> <li>• Community nursing, therapies and palliative care.</li> <li>• Community hospitals, urgent treatment centres, urgent response and virtual wards.</li> <li>• Outpatients, community diagnostic hubs &amp; phlebotomy.</li> <li>• Musculo-skeletal, podiatry and pain management services.</li> <li>• Specialist teams e.g. tissue viability; bladder and bowel; falls; diabetes, neuro-rehab.</li> <li>• Sexual health, specialist dental and wheelchair services.</li> </ul>
<b>Primary Care</b>	<ul style="list-style-type: none"> <li>• Provision of some general practice services.</li> </ul>
<b>Learning disability</b>	<ul style="list-style-type: none"> <li>• Community learning disability services for children, young people and adults.</li> </ul>

As well as delivering care and treatment, these services play an important role in preventing ill health and addressing health inequalities, working in partnership with GPs, hospitals, local authorities, other health and care organisations and the voluntary sector.

## Why is change needed?

The staff providing community, mental health and learning disability services work hard to give the best possible care for patients. However, and despite best efforts, having four separate organisations means that the way services are organised has become fragmented and more complicated than it needs to be - for people using services, for staff and for our health and care partners. It means that services are not as joined up as people need.

In addition, services are struggling to meet increases in demand and as a result it is difficult for some people to access care when they need it. Services have been funded at different levels in different areas, and this has led to differences in the services provided, in people's experiences of those services and in outcomes depending on where people live. Bringing services together into one organisation will help to resolve these challenges so that people can consistently access the services they need irrespective of where they live.

In the current arrangements all four Trusts also experience difficulties recruiting and retaining staff, with workforce shortages particularly high in mental health services. Whilst this is the position in many parts of the NHS, having separate organisations means the four Trusts compete for experienced staff in a small pool and the process for staff to move between Trusts is complex. This reduces opportunities and flexibility for staff.

Money is important too. With limited NHS resources we need to look for every opportunity to be as efficient as possible, and to direct as much funding as possible into frontline services.

The leaders of Southern Health, Solent, Isle of Wight NHS Trust and Sussex Partnership have been working together, and with staff, patient groups and partners over the last 18 months to determine how to respond to the challenges we face, and to develop plans for the future. The work we have been doing together is called 'Project Fusion'.

Bringing services together into one Trust is the best way to make sure that we meet the needs of people and communities for the future.



# What do we want to achieve and how will we do it?

## Our emerging vision and values

Our emerging vision is that together we deliver outstanding care that supports people to live their best and healthiest lives.

Our overarching ambition is to provide consistently high quality, safe and effective mental health, learning disability and community services to all people across Hampshire and Isle of Wight. The way we deliver this ambition will be characterised by working in partnership: partnership with people who use our services, with our communities, with our staff and with our NHS, local government and third sector partners.

The culture and values of the new Trust are being designed with staff, patient groups and partners. Our intent is to create a culture which is compassionate and empowering, anchored in having respect and creates unity and promotes innovation. Based on the feedback from staff, patient groups and partners, the following values for the new organisation have been developed:

- **People first** - We are kind, caring and compassionate.
- **Accountable** - We are open, we act with integrity and take responsibility.
- **Respectful** - We are inclusive and treat people as they want to be treated.
- **Creative** - We empower and innovate to continually improve.
- **Working together** - We work in partnership with our patients, staff and communities.

These values are still in development and may change before being finalised.

## Our clinical strategy

A clinical strategy has been developed to guide how the new Trust will develop and improve services, working in partnership at a local level to meet the needs of each different community, and harnessing the benefits of working at scale to share best practice and ensure that the highest standards and outcomes are met consistently across the whole area.

The clinical strategy is underpinned by the following principles:

- We will embed a culture and practice of continuous improvement, innovation and research to deliver high quality care.
- All decisions about care and treatment will benefit from both lived and learned experience. The term 'lived experience' describes people whose expertise is derived primarily through the lens of living with a condition or accessing any of the Trusts' services, including as a family member or unpaid carer. Lived experience is sometimes contrasted with 'learned experience', which is where a person's expertise around a condition or service provision is learned through training and workplace experience.
- We will work with our health and care system partners, supporting people of all ages and helping people to stay physically and mentally healthy, with a greater emphasis on preventing ill-health.
- We will work alongside communities, collaborating effectively to wrap services around the needs of individuals and measure ourselves according to outcomes that matter.
- We will ensure that there is effective clinical and professional leadership, underpinned by a workforce equipped to deliver high quality care.

# What do we want to achieve and how will we do it?

## Our strategic aims

Our strategic aims describe where we are aiming to get to over the next five years, across four themes: Our care, Our communities, Our people and Our resources.

Theme	Our strategic aim: What we are seeking to achieve
Our care	People who use our services consistently experience the best possible care and are supported to achieve their best possible health and wellbeing outcomes.
Our communities	Every community we serve has access to the community and mental health care they need, at the right time and in the right setting, leading to reduced health inequalities and improved population health.
Our people	People working in the Trust feel empowered, valued, respected, engaged, safe and healthy, and are supported to do a great job by compassionate, inclusive and accountable leaders.
Our resources	All of the Trust's resources are used effectively and innovatively to deliver services that are financially, environmentally and socially sustainable.



# What are the benefits of bringing services together?

Bringing all community, mental health and learning disability services together into a single, new Trust will enable us to deliver benefits for patients and communities, for staff and for the health and care system in Hampshire and Isle of Wight.

Benefit	How this will be delivered
Improved patient experience, patient safety and patient outcomes	<ul style="list-style-type: none"> <li>• Simplifying care pathways and reducing the number of barriers and boundaries between services.</li> <li>• Improving access to services, sharing resources more easily across Hampshire and Isle of Wight.</li> <li>• Supporting more people, more effectively, at home and in the community, with capacity better aligned to need and services tailored to specific local requirements.</li> <li>• Ensuring the voice of those with lived experience of services is valued in every clinical interaction and in the design and delivery of services.</li> <li>• By resolving unwarranted variation in practice and outcomes, so that patients receive the highest possible standards of care wherever they live.</li> </ul>
Improved staff satisfaction and morale	<ul style="list-style-type: none"> <li>• Improved opportunities for development and career progression for staff as a result of the larger scale of the Trust.</li> <li>• A single approach to develop innovative new roles and to tackle recruitment and retention challenges, leading to fewer vacancies in our services.</li> <li>• Building on the best of the existing ways of working in each of the four Trusts to ensure all staff feel engaged, supported and valued.</li> <li>• Reducing the pressure on small, specialist teams, creating a more resilient workforce and opportunities to develop and share best practice.</li> </ul>
Transforming care for the benefit of the wider Hampshire and Isle of Wight health and care system	<ul style="list-style-type: none"> <li>• Ensuring the right capacity is available in the right place, aligned to need, for community and mental health services in Hampshire and Isle of Wight</li> <li>• Aligning planning and delivery with system partners locally and across the Integrated Care System, making it easier for primary care, social care, hospitals and third sector partners to work with us and our services to deliver integrated care.</li> <li>• Enabling the transformation of models of care to support more people at home and in the community: reducing complexity, shifting focus to prevention, earlier intervention and population health management.</li> <li>• Being a strong and consistent voice for community, mental health and learning disability services across Hampshire and Isle of Wight, overcoming historical organisational boundaries to work more seamlessly with partners locally and at system level to achieve our shared ambitions for health and care.</li> </ul>
Financial benefits	<ul style="list-style-type: none"> <li>• Creating a new Trust will also reduce duplication and create some economies of scale. This will enable reinvestment to align capacity and need, as well as enabling some savings for the NHS.</li> </ul>

# Supporting service and organisational change

## Delivering improvements to clinical services

Clinical and operational leaders are already working together to plan and begin implementation of improvements to services to ensure they are clinically and operationally sustainable and deliver equitable outcomes informed by population need. Ten priority areas are the initial focus, to address some of the most significant challenges. These are:

### Mental health and learning disabilities service priorities

- Children and young people's mental health services.
- Neurodivergent pathways.
- Older people's mental health services.
- Adult mental health acute and crisis services.
- Community mental health framework ('no wrong door' programme).

### Community services priorities

- Community rapid response services.
- Community hospitals and community inpatient rehabilitation.
- Community frailty.
- Community health specialist services and long-term conditions.
- Supporting the sustainability and integration of primary care.

## Creating a new Trust

When NHS organisations and services come together as we are planning in Hampshire and Isle of Wight, the easiest and most cost-effective way to do this is for one organisation to remain in place and for the services from the other organisations to join it. Where there is a Foundation Trust involved, it is the organisation that remains in place and the coming together of services is transacted as an acquisition by the Foundation Trust.

In our case, as Southern Health is already a Foundation Trust, all services and staff from Solent NHS Trust, and the relevant community, mental health and learning disability services and staff from Isle of Wight Trust and Sussex Partnership will transfer to Southern Health.

All four Trusts are committed to ensuring that services - and the teams that provide them - come together in a way that looks, feels and behaves as a new organisation. As described in this document, the new Trust will have a new name, vision, values, strategy and constitution to reflect the new ambitions and broader geography served by the enlarged Trust.





### Supporting our people

Attracting, recruiting, and retaining high quality, engaged staff is key to the successful delivery of the clinical strategy and improved outcomes for patients and families. The new Trust aspires to be the employer of choice for those with a desire to work in mental health, learning disabilities and community services. A new people strategy is being prepared that will create a compelling development offer for staff and a colleague experience that recognises and values the contribution all staff make in providing services to patients.

The people strategy will place staff involvement and continuous engagement at its core and will ensure the voice of a broad range of staff and stakeholders is heard and reflected.

### Management structure

The operational management structure within the Trust will be organised so that services and pathways can be designed around the needs of local populations, working collaboratively to maximise care closer to home, whilst also adopting best practice, driving out inequalities and ensuring consistent high-quality outcomes across Hampshire and Isle of Wight.

Often this will mean services are organised around local geographies, with others better organised at the scale of Hampshire and Isle of Wight. There will be a single set of corporate services for the new Trust, supporting clinical services to deliver excellent care.

On 1 April 2024, when the Trust is established, its new Board and senior leadership team will be in place. Other changes, including to the way services are organised, will be designed, discussed and introduced in a phased way during 2024/25. The new Trust aims to retain the expertise and leadership talent in the existing Trusts, and there will not be any compulsory redundancies arising from the creation of the new organisation.

### Digital technology and innovation

Digital technology and innovation offer the opportunity to transform and modernise the way services are delivered, as has been the case in many other aspects of our lives. A digital strategy for the new Trust is being developed which will enable services to be improved, for example using telehealth to support out of hospital care and patient monitoring, and the adoption of a common Patient Portal to improve patient access to service information.

The Trusts currently use different electronic patient record systems, and will continue to do so in the short-term. A decision on the best long-term solution for the new Trust will be made within the first year, following an appraisal of the available options. Technical solutions will be used in the intervening period to ensure that clinicians across the new Trust have access to the patient information they need to provide the best care.



### Estate and facilities

The new Trust will own and operate from a large number of community sites and facilities, including community hospitals and campuses across Hampshire and Isle of Wight. The estate strategy for the new Trust focusses on creating an efficient and connected network of locations to support the delivery of patient services.

### Involving patients, carers and families

The best way to improve our services is to listen to the people who use them. We know that over the coming years the number of people using our services will increase, so it is vital that we hear the views of everyone using our services. All of the organisations involved are engaging with people who use services, carers and communities about Project Fusion, and a working group made up of community partners and colleagues from the local Healthwatch organisations guides and oversees our engagement. The engagement is ongoing and we are keen to hear from people or groups that we may not yet have reached.

To get involved, or learn more you can contact us on [project@fusion.hiow.nhs.uk](mailto:project@fusion.hiow.nhs.uk) or visit [www.fusion.hiow.nhs.uk](http://www.fusion.hiow.nhs.uk).



# What happens next?

The four Trusts, with Hampshire and Isle of Wight Integrated Care Board, are engaged in a review and approvals process with NHS England. We are working towards 1 April 2024 as the date that the new Trust will be established.

## Key dates are:

### November 2023

- Trust Boards approve the business case documentation for submission to NHS England.

### December 2023 – February 2024:

- NHS England Full Business Case review.
- TUPE consultation.
- Continued integration planning.
- Continued communication and engagement.

### March 2024

- Formal agreements to establish the new Trust.

### April 2024

- New Trust formed.
- Integration of services begins.
- Benefits delivery begins.

To get involved, or learn more you can contact us on [project@fusion.hiow.nhs.uk](mailto:project@fusion.hiow.nhs.uk) or visit [www.fusion.hiow.nhs.uk](http://www.fusion.hiow.nhs.uk)





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