



**Mental Health**  
STRATEGIES

*It's mental health's time; together we can make a difference*



**Tom McCarthy**  
**Managing Director**



---

## ***Welcome to Mental Health Strategies***

We provide a range of bespoke consultancy services to mental health providers, CCGs and the increasing number of agencies concerned with policy development and service transformation in the NHS.

We understand the unique challenges facing mental health care provision, and pride ourselves on a robust understanding of mental health intelligence and latest best practice. Our work is clinically-led, evidence-based and pragmatic.

Through services like simulation modelling, service evaluation, pathway redesign and organisational development we are able to add significant value and insight, helping you deliver compassionate, high quality, effective and efficient mental health services.

We would love the opportunity to work with you and hope you find this brief introduction to Mental Health Strategies of interest.

A handwritten signature in black ink that reads "Tom McCarthy". The signature is written in a cursive style and is positioned above a long, horizontal, slightly wavy line that serves as a decorative flourish or underline.



# 1. CONTENTS

---

	Page
Welcome from Tom McCarthy	2
Introducing Mental Health Strategies	4
Meet the team	5
Services	6
Simulation modelling	7
Clinical pathway redesign	8
Financial planning	9
Market reviews and business cases	10
Service evaluation and review	11
Organisational development and culture	12
Case study and client commendations	13
Key contacts	15



## 2. INTRODUCING MENTAL HEALTH STRATEGIES

---

### *Experience you can trust*

The Mental Health Strategies team has many years of clinical, managerial and financial experience resulting in work that is evidence-based and steeped in best practice. It is this in-depth understanding and experience of mental health that differentiates us from general management consultancies.

We have a proven track record of success with over two decades of experience. In this time we have worked with a spectrum of clients including providers, commissioners, as well as independent, and charitable sector organisations. Having worked in almost every part of England, as well as engagement in other countries, we can draw on a huge base of data, knowledge and experience as to how providers organise their services, how they compare to others and how they perform versus best practice.

Clients choose to work with us because our team are experts in their fields and are dedicated to improving mental health services. Clients decide to keep working with us because we are responsive to their needs, agile in our approach, and deliver outstanding pieces of work, time after time.

We have also been recognised as experts in our field by the Royal College of Psychiatrists. In 2016 we were approached to assist with their Commission to Review the Provision of Acute Inpatient Care for Adults. Our work on service capacity assessment informed recommendation three in the final report; “Old Problems, New Solutions.”




# 3. MEET THE TEAM

## Our subject matter experts




**Tom McCarthy**  
Managing Director  
[tom.mccarthy@mentalhealthstrategies.co.uk](mailto:tom.mccarthy@mentalhealthstrategies.co.uk)




**Richard Ford**  
Associate Director  
[richard.ford@mentalhealthstrategies.co.uk](mailto:richard.ford@mentalhealthstrategies.co.uk)



**James Fitton**  
Director  
[james.fitton@mentalhealthstrategies.co.uk](mailto:james.fitton@mentalhealthstrategies.co.uk)



**Steve Trenchard**  
Associate Director  
[steve.trenchard@mentalhealthstrategies.co.uk](mailto:steve.trenchard@mentalhealthstrategies.co.uk)




**Sue Salas**  
Senior Consultant  
[sue.salas@mentalhealthstrategies.co.uk](mailto:sue.salas@mentalhealthstrategies.co.uk)




**Jenny Treanor**  
Senior Consultant  
[jenny.treanor@mentalhealthstrategies.co.uk](mailto:jenny.treanor@mentalhealthstrategies.co.uk)



**James Sharwin**  
Analyst  
[james.sharwin@mentalhealthstrategies.co.uk](mailto:james.sharwin@mentalhealthstrategies.co.uk)



**Sally Sam**  
Analyst  
[sally.sam@mentalhealthstrategies.co.uk](mailto:sally.sam@mentalhealthstrategies.co.uk)



**Joanna Protopapas**  
Information Manager  
[joanna.protopapas@mentalhealthstrategies.co.uk](mailto:joanna.protopapas@mentalhealthstrategies.co.uk)



## 4. SERVICES

We offer a range of services specially designed to:

- make efficient and effective use of resources;
- improve patient outcomes;
- promote a culture of recovery and compassion; and
- deliver service transformation and excellence.





## 5. SIMULATION MODELLING

---

### *Introducing Sim:pathy*

Sim:pathy is a discrete event simulation modelling tool, designed for the particular needs of mental health services. By highly detailed analysis and forecasting of capacity and demand, Sim:pathy enables you to ensure that services are:

**Safer**, ensuring early and local access to services for people needing it – reducing out of area treatments to an absolute minimum – and improving recovery to help people stay well.

**Financially sustainable**, making best use of the money and workforce available.

**Effective**, more responsive to patients' preferences, and better able to handle future demand.

A Sim:pathy project will leave you with:

- a sustainable and deliverable service model;
- a detailed, clearly structured, and robustly evidenced understanding of the nature and volume of services which you should offer – not only within acute mental health services, but also in the upstream, downstream, and related services;
- a process which has engaged a wide variety of people, and therefore prepared an excellent base for subsequent implementation; and
- a clear case to present to local stakeholders about your plans and required service and resource changes.



## 6. CLINICAL PATHWAY REDESIGN

---

### *Intelligent, evidence-based change*

Our approach to pathway redesign is based on intelligent use of all relevant types of evidence including:

- understanding of local needs;
- empirical evidence from research – “what works”;
- analysis of local data; and
- informed engagement with local stakeholders.

We understand that services do not exist in isolation. Changing acute mental health care requires changes in alternatives to admission, CMHTs, step-down and longer-term services. Changing care for people with dementia has to run from post-diagnostic support through to long-term care for people with severe and complex needs. Some services have only a short-term relationship with people who use them; for others this relationship can last a lifetime.

Redesigning pathways requires experience and expertise.

Success in this type of work requires both process expertise, and subject knowledge. As specialists in mental health, we can quickly establish peer-to-peer relationships, and come to an understanding not only of what is happening, but of how and why. We can therefore work with you to identify credible change....and then to support you to implement it.





## 7. FINANCIAL PLANNING



### *Creating sustainable, high quality services*

Understanding and realising opportunities for service change very often requires “following the money.” This can mean:

- identifying opportunities for efficiency savings, or productivity improvements;
- costing change at the strategic level;
- costing invest-to-save initiatives;
- brokering financial agreements across partner agencies; and
- ensuring fair distribution of costs and benefits across partner agencies.

We have unrivalled expertise in this field. For ten years, we were chosen by the Department of Health to undertake national level analysis of spending in mental health services, work which continues to be cited. And we are mental health specialists, who understand where the real opportunities and financial pressures lie.

All of this means that we are uniquely placed to give you financial plans which:

- can realistically be implemented;
- bring challenge where required to existing ways of doing things; and
- are based on robust understandings of what can be expected of high quality mental health services.

## 8. MARKET REVIEWS & BUSINESS CASES



### *Market insight and commercial expertise*

The mental health market is highly competitive. In many sectors of care, providers have actively vied for contracts or referrals in competition with other trusts and the independent sector. Also, when trusts are developing new services or different ways of provision there is a need to understand 'where the market is now', how developments might fit with both service user and commissioner needs and therefore the viability of those developments.

We are at the forefront of detailed market assessment work to answer such questions using our wide knowledge of how providers are delivering services and the needs of their populations and the market in which services are delivered.

In developing market reviews we draw upon the other strands of our business and combine these with the health economic skills of Tom McCarthy our Managing Director.

Once the market assessment has been delivered, we often progress work to business case development following relevant guidance as well as tailoring this specifically to client and mental health sector needs. We have developed business cases across the whole spectrum of services and where necessary can also draw upon highly specialist health care planning and financial expertise.



## 9. SERVICE EVALUATION & REVIEW

---

### *Testing and evaluating new ideas*

We have two decades experience of working with mental health organisations to research, promote and support effective service models.

When approaching service design we always:

- take a pragmatic, real-world approach – with an emphasis on talking to people directly to find out their ideas and experiences;
- ensure robust methods produce useful and reliable evidence;
- work with client services to debate the evidence as it emerges – and to shape and improve the process of implementation; and therefore...
- improve the quality of health and social care available to patients, their families, and the wider community.

We offer both formative and summative evaluation, seeking, by means of data analysis and interview, to review independently and improve the implementation of new services. In this way we identify not only what has happened, but also propose why it has happened – what it is about the interaction between the changing services and the local context which appears to have produced the results observed.

# 10. ORGANISATIONAL DEVELOPMENT & CULTURE



## *Improving culture and performance*

Establishing a culture of compassion is critical to the future success and survival of our healthcare organisations and systems; and as such is emphasised within national policy guidelines and frameworks.

Having compassionate organisational or team culture(s) increases staff engagement and improves performance; which in turn leads to safer services, improved patient outcomes, a learning organisation and a better standing with local, regional and national audiences.

We work with Executive Boards and Senior Leadership Teams to help them:

- understand the systems and process that might be acting as barriers to the development of compassionate care and recovery focussed cultures;
- design whole system interventions to model, support and sustain compassionate teams and leadership behaviours;
- understand the nature of the leadership challenges (at all levels) within their organisation;
- develop the necessary skills and capabilities to address those challenges;
- identify desired cultural values and behaviours; and
- move beyond action plans to embed positive and sustainable change in their organisation or across organisational boundaries.



# 11. CASE STUDY & CLIENT COMMENDATIONS

## Independent evaluation of Connecting Care in Wakefield

Wakefield Council, Wakefield CCG, and a range of local provider organisations are working together to establish a more integrated approach to the delivery of locality-based community services. This approach has been based on:

- Three co-located health and social care teams (in Hemsworth, Castleford, and Lupset)
- Additional third sector input from Age UK and Carers Wakefield
- An emergent process of thinking about and working on new ways of working

We were commissioned at the beginning of 2014 to undertake a long term independent evaluation of this initiative. This process concluded in early 2017, and involved, spread over this period:

- 680 structured interviews with patients / service users (working in partnership with the local Healthwatch)
- 50 depth interviews with carers
- 200 semi-structured interviews with staff
- Analysis of local quantitative activity data
- 6-monthly formative reports and staff engagement/feedback sessions

Our main findings, supported by a very large volume of both quantitative and qualitative data provided during the course of the project, were that Connecting Care:

- has led to improvements in the co-ordination, responsiveness, and quality of services experienced by many patients, and some, but not all carers
- is a change welcomed by staff providing the services
- has not had any clear impact on use of bed-based services, and therefore no clear overall financial impact

***"It's been an absolute pleasure working with Mental Health Strategies for the past three years. They were totally reliable - which is so important to me. I felt totally confident that everything would be delivered at the right time and in the right way. They couldn't have done anything better and I can't praise them enough."***

***The evaluation work undertaken by the team was instrumental to Wakefield being selected as one of only six national Vanguard MCP sites. There has been national interest in the work we've done in Wakefield and we've been called upon to speak at a number of national events, share our work with other vanguards and been held up as an example of national best practice. We did over 1,000 interviews as part of this project including nearly 700 with patients and service users. Carrying out this number of interviews exceptional and has shaped future work, we've demonstrated that service integration gives patients/service user better outcomes."***

**Anna Middlemiss, Deputy Director of Public Health, Strategy & Support Team**



# 11. CASE STUDY & CLIENT COMMENDATIONS

## Capacity & demand modelling for Bradford District NHS Foundation Trust

The Trust had developed a proposed trajectory of change for its acute mental health care pathway. There were, however, some concerns about the feasibility of aspects of that plan, and we were asked to provide an independent assessment of the changes. Following a first stage report focussing more narrowly on the acute care pathway, we were asked to expand the work to take in the full range of community mental health services for adults of working age.

We designed a discrete event simulation model and populated it with local activity data. Over an iterative series of, in total, five multidisciplinary workshops, we explored a range of scenarios for service change, and identified both pressures and opportunities to develop services to relieve those pressures. The workshops were supported by a series of 40 individual interviews with members of Trust staff, enabling us also to build up a detailed qualitative understanding of the functioning of local services.

Our work identified the following as key action areas:

- Development of an enhanced crisis assessment service to reduce demand for admission
- Retention of more beds within the local health economy than was previously planned
- The need for additional supported accommodation places within the local economy
- Introduction of a complex care service
- A change in the balance of work undertaken in primary and secondary care

In each case, our recommendations included exactly quantified projections as to the capacity and demand assumptions on which the Trust can base their planning. These recommendations have formed the basis of subsequent Trust action; this has in due course led to the creation of a First Response service, providing a coherent response to urgent mental health referrals of all types.

Following implementation of the work arising from this project, the Trust saw a very sharp reduction in the number of overspill acute placements. They have recently marked over a year with no acute overspill at all.

*"This team are superb and we couldn't have done this without them. They are straight-forward and always calm and they instil such confidence in people"*

**NHS Nurse Director**

*"Tom and the team have consistently delivered excellent work."* **Deputy CEO**

*"I have used the team on two subsequent occasions and would not hesitate to recommend them."*  
**Director of Transformation**

*"The team couldn't have done anything better. This was been the best experience I've had of commissioning work externally"*  
**Director of Strategy**



## 12. KEY CONTACTS

---

Tom McCarthy	<b>Managing Director</b> Tom.McCarthy@mentalhealthstrategies.co.uk 07860 243-019
James Fitton	<b>Director</b> James.Fitton@mentalhealthstrategies.co.uk 07808 901-460
Steve Trenchard	<b>Associate Director</b> Steve.Trenchard@mentalhealthstrategies.co.uk 07427 627-050
Richard Ford	<b>Associate Director</b> Richard.Ford@mentalhealthstrategies.co.uk 07557 105-477



Mental Health Strategies  
9<sup>th</sup> Floor,  
Emerson House,  
Albert Street  
Manchester  
M30 0BG

Tel: 0161 785 1001

[www.mentalhealthstrategies.co.uk](http://www.mentalhealthstrategies.co.uk)