




Forensic Managed Care Network NI

STRATEGIC PLAN 2022-2025



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Background

In October 2002 DHSSPS initiated the Bamford Review, a major, wide-ranging and independent review of the law, policy and provision affecting people with mental health needs or a learning disability in Northern Ireland. In 2009 a forensic mental health and learning disability/ intellectual development disability services subgroup of the Bamford Taskforce was established to take forward recommendations from this review.

Evolving from this, the **Forensic Managed Care Network** was established in June 2019. Working across Health and Social Care services and Criminal Justice Agencies, the Forensic Managed Care Network aims to positively shape future service planning and delivery by, promoting collaboration, good practice examples, informing commissioners of priority areas of need and sharing learning and research to make evidence-based service improvements across the region.

The Advisory Board membership and governance structures were refreshed in 2021 to ensure key stakeholders across Health and Social Care and Criminal Justice (statutory, community and voluntary) were represented. The Forensic Managed Care Network is not a service; it is a network of services and as a whole system it encompasses the workforce within all agencies and service-users and carers. This whole system approach is critical to improve co-ordination of cross-departmental and multi-agency working. It also facilitates co-production with community and voluntary partners commissioned to provide support services and with service-users and carers with lived experience.

The Network works in partnership with the Scottish Forensic Network, the Royal College of Psychiatrists Quality Network for Forensic Mental Health Services and the Irish National Forensic Mental Health Service and will develop links internationally for mutual exchange of learning and development.



The Role of the Forensic Managed Care Network

Our Vision

The **vision** of the Forensic Managed Care Network is for a collaborative approach to the **planning, commissioning and delivery of safe services** for individuals and the public that are **person-centred, accessible, acceptable** and **effective** for everyone.



Our Mission

Our **mission** is to create a strong value-based network that will enable all stakeholders to collaborate in evidence driven strategic planning, commissioning and delivery of safe and effective high quality services across the region for all service users, their carers and the public.

The Forensic Managed Care Network is not a service. It is a comprehensive system of services and has been developed to actively promote and support the integration of services to realise our vision of a collaborative approach to the planning and commissioning of safe services for individuals and the public that are person-centred, accessible, acceptable and effective for everyone. All member organisations and services that make up the Forensic Managed Care Network have distinct

and clear organisational structures, management, accountability and governance arrangements.

In developing our Strategic Outcomes the Advisory Board members felt strongly that meaningful engagement and communication across all partners was critical to ensure expectations re: the collective responsibility of delivering our strategic outcomes are realistic and managed.



The objectives of the Forensic Managed Care Network are to:

- ◆ Improve outcomes for children, young people and adults who require forensic health and social care, treatment and support within the criminal justice system*;
- ◆ Bring a consistent approach to the planning and commissioning of safe, accessible and effective treatment and care for children, young people and adults who require forensic health and social care, treatment and support within the criminal justice system;
- ◆ Ensure involvement of service-users and carers in all developments;
- ◆ Promote more formal collaborative working between NI, the rest of the UK and the Republic of Ireland and beyond;
- ◆ Support, sustain and develop the workforce within health and social care and criminal justice agencies;
- ◆ Address teaching, training and research needs; and
- ◆ Promote, share and build on good practice

A small management team was established at the Health and Social Care Board in 2021/2022 to build on partnership working and strengthen strategic oversight and accountability of the Forensic Managed Care Network.

This Strategic Plan sets the direction and priorities for the Network for the next three years. The Network will prioritise and is committed to meaningful engagement as a central tenet to achieve its goals.

*As per the Pathway and Model for Community Forensic Teams in NI (October 2011), patients suitable for referral to a Community Forensic Service within Health and Social Care are those currently suffering from a mental disorder (as defined in the 1986 Northern Ireland Mental Health Order) and who require a forensic service on the basis of either (i) risk, (ii) specialist need or (iii) continuity of care and may include people who are not within the criminal justice system.



Strategic Drivers for the Forensic Managed Care Network Strategic Plan

The Forensic Managed Care Network Strategic Plan sets out an ambitious agenda for the next three years. It is aligned to and builds on the significant work of all member organisations and services of the Network.

It has been prepared in the context of the **Programme for Government: Our Shared Future**, and sets out a number of strategic goals that will ensure the Forensic Managed Care Network plays its full role in the implementation of the **Department of Health Mental Health Strategy 2021- 2031**¹, the **Improving Health within Criminal Justice Strategy 2019**², and the **Learning Disability Service Model ‘We Matter’** which is in development.

Other strategic drivers that influence our plan include **The You in Mind – Regional Mental Health Care Pathway 2014**³ and **The Working Together: A Pathway for**

Children and Young People 2018⁴ which are highly personalised and recovery orientated. The **Bengoa Review, Systems not Structures**⁵ and the subsequent **Department of Health’s Health and Wellbeing 2026: Delivering Together**⁶ promote a model of person-centred care focused on early intervention, prevention and supporting independence and wellbeing and our plan reflects this and the ethos of co-production and co-design and echoes the strong emphasis on human rights inherent in these reports.

The cross-Departmental policies **Making Life Better**⁷ and **Protect Life 2**⁸ have driven extensive work on health promotion and suicide prevention by addressing health inequalities and risk factors for suicide and self-harm and the 3 year strategic plan for the recently launched **Substance Use Strategy Preventing Harm & Empowering Recovery: A Strategic Framework to Tackle Substance Use**⁹ complements the Forensic Managed Care Network Strategic Plan.



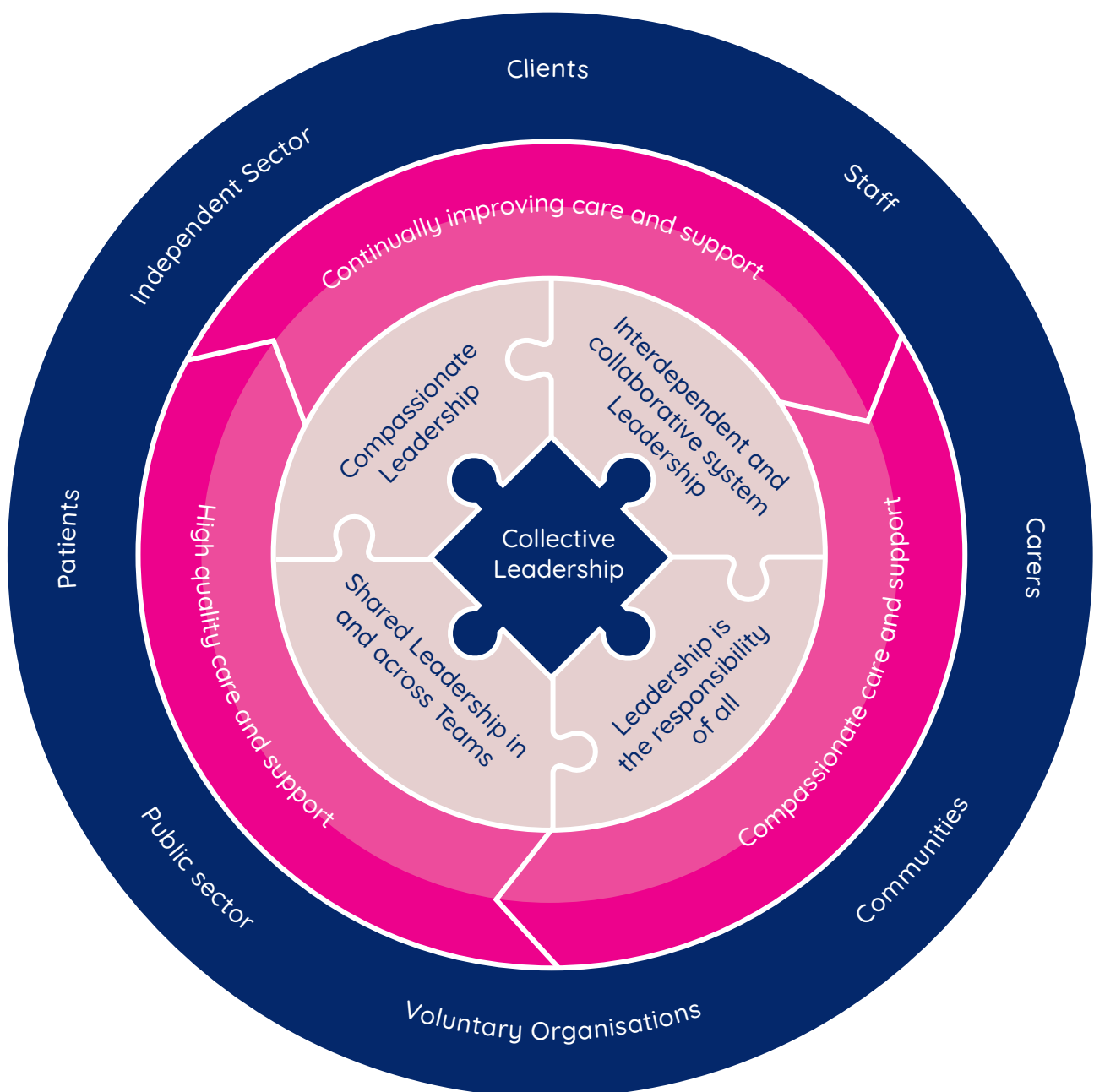
Our Guiding Principles

The **Bamford Review of Mental Health and Learning Disability (2006)** consists of a number of interlinked reviews under one overarching title and encompasses policy, services and legislation. A synopsis of the principles of the Review's Strategic Framework which guide the principles for the Forensic Managed Care Network are:



The HSC Collective Leadership model (Figure 1) forms the basis of how we identified the overarching Strategic Outcomes for the Forensic Managed Care Network. It guides the development of a common focus and purpose across all our partner organisations and services and is the basis of how we will nurture a culture supportive of continual learning and improvement and the promotion of the delivery of high quality, compassionate care.

Figure 1: HSC Collective Leadership model



The Kings Fund's Caring to Change explores further the role of **compassionate leadership** as a core cultural value and describes the following four outcomes that such a culture promotes:



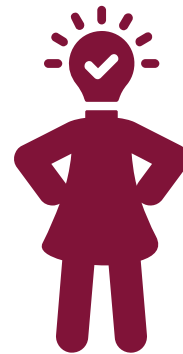
**Inspiring
vision and
strategy**



**Positive
inclusion and
participation**



**Enthusiastic
team and
cross-boundary
working**



**Support and
autonomy for
staff to innovate**

Guided by these principles, the member agencies and services represented in the Forensic Managed Care Network Advisory Board identified the following values and principles as central to realising our vision and will inform the culture within which we operate and uphold:



Implementation Plan

Along with this strategy, there is a three year implementation plan. It is a live and dynamic plan to monitor and report on delivery of our aims and objectives. It has an Outcomes and Quality focus and a priority will be the utility of Data and Outcomes to ensure confidence that services are accessible, acceptable and effective (McCusker 2014)*. We will ensure our aims and objectives are progressed within the context of all regional Mental Health Strategy developments, particularly the Regional Mental Health Service proposal, the implementation of the Learning Disability Service Model 'We Matter' (pending approval) and the Future Planning Model and the associated outcomes frameworks and strategic planning processes

across all networks within Mental Health and Learning Disability.

We recognise that our vision will only become a reality by meaningful engagement and all agencies committed to working together and the plan reflects the goal of the Forensic Managed Care Network to provide the mechanism, value-base and culture to do this. When we share culture and values and engage with each other in a meaningful, courageous and respectful way we will build trust to work across traditional boundaries and ultimately improve outcomes for all those who require services, their carers and the public. It will also ensure the workforce is nurtured and supported.



* McCusker, C. (2014). *An Outcomes Framework for Psychological Services in Northern Ireland*. Belfast: Health & Social Care Board

Our Strategic Outcomes

Forensic Managed Care Network - collaborative approach to the planning, commissioning and delivery of safe services for individuals and communities that are person-centred, accessible, acceptable and effective for everyone

| Our Mission | Strategic Drivers | Leadership Behaviours | Cultural Elements | Strategic Outcomes |
|--|--|---|---|--|
| <p>To create a strong value-based network that will enable all stakeholders to collaborate in evidence driven strategic planning, commissioning and delivery of safe and effective high quality services across the region for all service users, their carers and the public.</p> | <p>Programme for Government: Our Shared Future</p> <p>Department of Health Mental Health Strategy 2021-2031</p> <p>Improving Health within Criminal Justice Strategy 2019</p> <p>Learning Disability Service Model 'We Matter'</p> | <p>Facilitating shared agreement about direction, priorities and objectives.</p> <p>Ensuring necessary resources are available and used well</p> <p>Modelling support and compassion. Valuing diversity and fairness</p> <p>Facilitating learning and innovation</p> <p>Facilitating cohesive and effective partnerships. Building partnerships between teams, departments and organisations.</p> | <p>Principals and values <i>Constant commitment to evidence-based quality of care</i></p> <p>Goals and Achievements <i>Accessible, acceptable, effective</i></p> <p>Support, Compassion and Inclusion of all</p> <p>Continuous learning and Innovation</p> <p>Co-design <i>Enthusiastic co-operation within and across organisations</i></p> | <p>Quality and Value</p> <p>Learning and Innovation</p> <p>Supported and Thriving Workforce</p> |



Strategic Outcome 1: Quality and Value

We will create and facilitate a space that is inclusive, models support and compassion and values diversity to enable all stakeholders to collaborate in solution-focused, evidence driven strategic planning, commissioning and delivery of safe and effective high quality services.

Aims for the next three years:



1. Facilitate ongoing meaningful engagement and co-design to advise and shape the direction, priorities and objectives of the wider Forensic Managed Care Network in Northern Ireland.



2. Foster a culture for health and social care providers, Criminal Justice Agencies in the statutory, voluntary and community sectors and service users and carers to work together flexibly and effectively to ensure current skills and resources are being used well.



3. Create the infra-structure for agencies, service-users and carers to co-design proposals and solutions to address gaps and issues to ensure delivery of safe, effective and comprehensive services for children, young people and adults with forensic health and social care needs within the criminal justice system.

Strategic Outcome 2: Learning and Innovation

The Forensic Managed Care Network will foster and nurture a culture of continuous learning and innovation. Aims for the next three years:



1. Facilitate the establishment of an infrastructure to promote enquiry, dialogue and collaboration with all agencies, service-users and carers for knowledge generation and transfer of regional, national and international models of best practice, developments and research evidence.



2. Nurture, develop and celebrate all those engaged with research; practitioners, researchers, academia and service users and carers.



3. Facilitate the establishment of an infrastructure to address the learning and development needs of the workforce, service users and carers. This will include a knowledge and skills framework as well as a framework for promoting and maintaining emotional health and well-being.

Strategic Outcome 3: Supported and Thriving Workforce

The Forensic Managed Care Network will foster a culture where the workforce feels valued, connected and supported.
Aims for the next three years:



1. Facilitate the establishment of an infrastructure to ensure communication and engagement is meaningful and effective across the Forensic Managed Care Network and beyond.



2. Facilitate the establishment of an infrastructure to understand and address the impact on the health and wellbeing of the workforce in the context of working with Children, Young People and Adults with forensic health and social care needs in the Criminal Justice system.



Forensic Managed
Care Network NI

Conclusion

This strategy has set out the vision and mission of the Forensic Managed Care Network. The method that has been taken is one of compassionate leadership that encourages collaborative working across the region in terms of policy, practice, academia, service users and practitioners. A comprehensive implementation plan will ensure the aims of the network are progressed, monitored and met.

References

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Forensic Managed Care Network NI

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