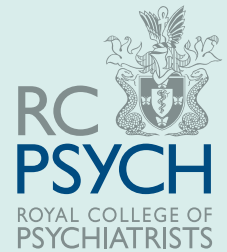




COLLEGE EDUCATION & TRAINING CENTRE



# Royal College of Psychiatrists

Getting Ready for Mental Health Payment by Results (MHPbR)

## Diagnostic Assessment of Organisational Readiness for MHPbR

Designed to help implement the Mental Health Clustering Tool for MHPbR



Supported by Department of Health  
and Care Pathways and Packages Project (CPPP)



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Health of the Nation Outcome Scales (HoNOS) © Royal College of Psychiatrists 1996

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The Mental Health Clustering Tool (MHCT), which will be used for Mental Health Payment by Results, originates from the 12 items of Health of the Nation Outcome Scales (HoNOS). HoNOS remains the property of the Royal College of Psychiatrists and is protected by copyright. All materials which include or refer to HoNOS must acknowledge the College copyright/ownership and can only be used with permission from the Royal College of Psychiatrists.

## 1. INTRODUCTION

We have learnt from our work with a large number of mental health trusts that only those organisations that have good systems will succeed in introducing routine outcomes measurement and assessment of need. The extent to which this is the case varies greatly, both between trusts and between directorates within trusts.

The purpose of this questionnaire is to help you to evaluate the readiness of your organisation to implement HoNOS and the Mental Health Clustering Tool that supports Mental Health Payment by Results. It does this by listing the elements of the system you must have in place if you are to succeed. The results will help you to plan and us to provide advice about the needs of your organisation for training and other support for implementation. It is based on the implementation guidance that has been published by the Department of Health. This information and advice from the Department of Health is available at

[http://www.dh.gov.uk/prod\\_consum\\_dh/groups/dh\\_digitalassets@dh/@en/@ps/documents/digitalasset/dh\\_112953.pdf](http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets@dh/@en/@ps/documents/digitalasset/dh_112953.pdf)

Once you have completed this questionnaire please email to Ms Emma George Training Programme Manager at the Royal College of Psychiatrists Education and Training Centre ([egeorge@rcpsych.ac.uk](mailto:egeorge@rcpsych.ac.uk)). She will arrange a discussion with Mr Mick James, (MHCT Project Manager/National HoNOS Advisor, Royal College of Psychiatrists)

If you have other questions or queries, full contact details for Emma are at the end of this document.

## YOUR CONTACT DETAILS

Name:

Title:

Address:

Contact number:

Email address:

## SERVICE DETAILS

ORGANISATION

SHA

PCT (Lead/coordinating commissioner where appropriate)

Population served (approximate)

## 2. STAKEHOLDER SUPPORT AND PREPARATION

**Rationale:** For any major implementation project there needs to be clear ownership of the work required. It is suggested that, if this has not already occurred, commissioners and providers identify a lead individual for implementing MHPbR in their organisation. This person, who will act as the voice for MHPbR, must have sufficient seniority to secure the resources necessary for implementation. To be successful, MHPbR must meet the needs of local stakeholders. It cannot succeed if developed solely by a commissioner or provider, nor if it is seen as something to be done by the NHS without the involvement of social care.

- a. Is there an identified lead with Board Level support in the organisation? Yes  No
- b. Does the PCT have a nominated lead Yes  No
- c. Is there a local (or SHA-wide) Project Board for MH PbR? Yes  No
- d. Is there a local implementation plan with agreed timeline? Yes  No
- e. Is there a communications strategy in place to inform stakeholders about the project? Yes  No

**Further information/comments:**

### 3. INFORMATION AND DATA ISSUES

**Rationale:** Good information management is the key to the effective use of HoNOS to measure outcomes, and of the MHCT to cluster clients and so inform Mental Health PbR. It is therefore important that each trust identifies an informatics lead. This person will lead the culture change required to make routine data collection happen throughout the organisation. As well as having technical ability, the informatics lead must also have the confidence of clinicians; only if priority is given to realising the clinical benefits of the data will clinicians engage fully in implementation. The informatics lead should ensure prompt feedback of reports to clinicians and, in this way, obtain their buy-in.

- a. Is there an identified information lead within the organisation? Yes  No
- b. Are HoNOS score routinely collected within local IT systems? Yes  No
- c. Are MHCT scores and clustering information routinely collected within local IT systems? Yes  No
- d. Do local IT systems have the capacity and capability to analyse HoNOS scales? Yes  No
- e. Do local IT systems have the capacity and capability to analyse MHCT scores and clustering data? Yes  No
- f. Will the Trust be using an electronic algorithm to assist the clustering of clients from their MHCT scores? Yes  No
- g. Do local systems provide feedback reports to clinicians OR local Project Board? Yes  No
- h. If local IT systems do not currently support the collection and analysis of MHCT scores, is there a clear timeline to deliver this? Yes  No

**Further information/comments:**

## 4. TRAINING

**Rationale:** Although the clustering tool is a simple clinician-rated scale, we know that training in its use improves data quality. Therefore all clinical staff that are expected to use the MHCT as part of Payment by Results must be trained. Because HoNOS is at the heart of the clustering tool, trusts whose clinicians use HoNOS have a head start. It is recommended that trusts develop a number of clinicians as experts in the use of the clusters and then enable these skilled trainers to pass their learning on to the rest of the organisation.

In the longer term, staff turnover and 'rater drift' will impact on data quality, so provider organisations need to consider a longer term approach to training staff and maintaining standards.

- a. Have staff received any training in the use of HoNOS? Yes  No
- b. Have staff received any training in the use of HoNOS65+? Yes  No
- c. Have staff received any training in the use of the MHCT and cluster allocation? Yes  No
- d. Is there a local training plan for key staff groups? Yes  No

**Further information/comments:**

## 5. CLINICAL ENGAGEMENT AND THE DEVELOPMENT OF OUTCOME MEASUREMENT

**Rationale:** As mentioned above, only if clinicians view the data they collect as useful to their practice will they continue to collect it. Trusts must create systems that provide prompt feedback of information, that leads to a clinical incentive to sustain collection of high quality data. Trusts should therefore invest as much effort in enabling clinicians to use information about outcomes for clinical purposes as they do for the purposes of Payment by Results. The introduction of mental health PbR offers a real opportunity to measure quality and outcomes.

- a. Are local clinicians already engaged with the delivery and/or development of the use of HoNOS? Yes  No
- b. Are local clinicians already engaged with the delivery and/or development of MHCT? Yes  No
- c. Is there a local plan to engage with clinicians in developing MH PbR and routine outcome measurement? Yes  No
- d. Are local clinicians already engaged with the delivery and/or development of the use of HoNOS65+? Yes  No
- e. Is there a plan to align the development of routine outcome measurement with the MHCT/MH PbR? Yes  No

**Further information/comments:**

Once completed please return this questionnaire to Emma George who will arrange for a member of the training team to contact you to discuss the needs of your organisation.

#### Further information please contact

**Ms Emma George**  
Training Programme Manager  
Royal College of Psychiatrists Education and Training Centre  
17 Belgrave Square  
London SW1X 8PG

Tel: 020 7977 6654  
Fax: 020 7235 7976  
email: egeorge@rcpsych.ac.uk

#### Useful links:

- a. HoNOS website [www.honos.org.uk](http://www.honos.org.uk)
- b. Department of Health [http://www.dh.gov.uk/prod\\_consum\\_dh/groups/dh\\_digitalassets/@dh/@en/@ps/documents/digitalasset/dh\\_112953.pdf](http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_112953.pdf)

#### Acknowledgements:

**Mrs Lynne Christopher**, Head of Training, Royal College of Psychiatrists Education and Training Centre

**Ms Carole Green**, Project Director, Care Pathways & Packages Project (CPPP)

**Ms Emma George**, Training Programme Manager, Royal College of Psychiatrists Education and Training Centre

**Mr Peter Howitt**, Head of Expanding the Scope of PbR, Department of Health

**Mr Mick James**, MHCT Project Manager/National HoNOS Advisor, Royal College of Psychiatrists

**Dr Paul Lelliott**, Director, Royal College of Psychiatrists Centre for Quality Improvement

**Royal College of Psychiatrists Mental Health Clustering Tool Trainers**