REDDITCH BOROUGH COUNCIL

Overview and Scrutiny Committee 11th November 2026

Adult Mental Health Services Redesign and Community Mental Health Services in Redditch

Relevant Portfolio Holder		Councillor Matthew Dormer
Portfolio Holder Consulted		No
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Wards Affected		All
Ward Councillor(s) consulted		No
Relevant Council Priority		Improved Health and Wellbeing
Non-Key Decision		
If you have any questions about this report, please contact the report author in advance of the meeting.		

1. RECOMMENDATIONS

The Overview and Scrutiny Committee is asked to RESOLVE to note the report and update.

2. BACKGROUND

2.1 Herefordshire and Worcestershire Health and Care Trust have been invited by Councillors to discuss:

- Adult Mental Health Rehabilitation Service Redesign, that was discussed at Worcestershire County Council's HOSC in July 2026 and the impact this may have on Redditch residents.
- Access to Crisis Support
- Access to Neighbourhood Mental Health Teams and mental health provision support available.

3. OPERATIONAL DETAILS

3.1 **Adult Mental Health Rehabilitation Service Redesign**

Adult Mental Health Rehabilitation Service Redesign was discussed at HOSC in July 2026. I enclose a copy of the paper submitted and the minutes from the meeting.

https://worcestershire.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=8061

3.2 The Adult Mental Health Rehabilitation Redesign Programme is a clinically led service transformation programme being undertaken in line with NHS England's Major Service Change process and national rehabilitation commissioning guidance. The programme seeks to improve outcomes for people living with severe and enduring mental illness by modernising rehabilitation services, reducing unwarranted variation, improving equity of access and strengthening support within local communities.

The Trust recognises that councillors and local communities, particularly within Redditch and Worcestershire, may have concerns regarding the emerging proposal to reduce inpatient rehabilitation bed numbers. These concerns are understood and are being carefully considered throughout the programme. The Trust's overriding priority remains ensuring that local people continue to have access to safe, effective and high-quality rehabilitation services that meet current and future population need.

3.3 **Current Service Model**

The current rehabilitation service comprises three inpatient rehabilitation units across Herefordshire and Worcestershire:

- Keith Winter House, Bromsgrove (15 beds)
- Cromwell House, Worcester (10 beds)
- Oak House, Herefordshire (8 beds)

This provides a total of 33 rehabilitation beds across the system.

3.4 **Emerging Preferred Option**

Following comprehensive clinical, operational and population-based analysis, an emerging preferred option has been identified. This option would:

- Retain Keith Winter House as a specialist 15-bed inpatient rehabilitation unit.
- Develop a new community rehabilitation service supporting up to 135 patients across Herefordshire and Worcestershire.
- Expand rehabilitation support into people's homes, supported accommodation settings and care homes.
- Increase preventative and outreach interventions to support people earlier in their recovery journey.

- Improve access to rehabilitation support closer to people's communities and existing support networks.

Importantly, this proposal is not based on reducing demand for rehabilitation. Rather, it reflects evidence that many individuals can achieve better recovery outcomes, greater independence and improved quality of life when supported through enhanced community-based rehabilitation services, whilst maintaining specialist inpatient provision for those who require it.

3.5 **Assurance Regarding Bed Reduction**

The most significant concern raised during scrutiny relates to the proposed reduction in rehabilitation beds from 33 to 15. The Trust recognises the importance of this concern and would like to assure members that extensive analysis has informed the development of the proposed model.

This includes:

- Detailed review of historical bed occupancy and utilisation.
- Analysis of current and projected population need.
- Clinical pathway review and benchmarking against national best practice.
- Equality, Health Inequalities and Impact Assessments.
- Travel and accessibility assessments.
- Workforce and service sustainability reviews.

Evidence from rehabilitation services nationally suggests that a significant proportion of people currently admitted to inpatient rehabilitation can be supported more effectively through specialist community rehabilitation interventions, allowing individuals to remain connected to their homes, families and local communities whilst receiving therapeutic support. The proposed model is informed by established rehabilitation approaches used successfully elsewhere within the NHS and aims to ensure that inpatient beds remain available for those whose needs require this level of care.

3.6 **Independent Review and National Assurance**

The programme remains subject to the formal NHS England Major Service Change process and no final decision has been made.

As part of this process, the Trust and system partners commissioned an independent review by the Clinical Senate. The Senate has endorsed the proposed service model in principle and supports the strategic direction of travel towards enhanced community rehabilitation provision.

However, it has also identified areas where additional evidence and assurance are required before the programme progresses to the next stage of the NHS England assurance process. This further work is currently being undertaken.

3.7 **Public Consultation and Engagement**

The programme has not yet reached the decision-making stage. Subject to progression through the required NHS England assurance gateways, a formal public consultation is anticipated. This consultation will provide patients, carers, staff, partner organisations, local authorities and the wider public with the opportunity to review the proposals and provide feedback before any final decisions are made.

The Trust remains committed to maintaining an open and transparent dialogue with stakeholders throughout the process and recognises the important role of local councillors in representing community views and concerns.

3.8 **Conclusion**

The Adult Mental Health Rehabilitation Redesign Programme seeks to create a more modern, equitable and sustainable rehabilitation pathway for people with severe mental illness across Herefordshire and Worcestershire. The emerging preferred option combines specialist inpatient rehabilitation provision with a substantial community rehabilitation support, enabling more people to receive care closer to home whilst maintaining access to inpatient services where clinically required. The programme is not financially driven, and no final decisions have been taken, unless the Trust, system partners and NHS England are satisfied that:

- Patient safety can be maintained;
- Rehabilitation demand can continue to be met;
- Community services are established and operational;
- Equality impacts have been considered and mitigated;
- Patients and carers have been fully consulted through the formal public consultation/ engagement process.

This approach is intended to improve outcomes, increase independence, support recovery and ensure rehabilitation services are aligned with national best practice while continuing to meet the needs of local populations across Herefordshire and Worcestershire, including Redditch.

3.9 **Access to Crisis Support - Mental Health Urgent Care Services – Redditch**

3.10 **Background and Context**

The need for accessible urgent mental health support remains significant across Worcestershire. Redditch experiences higher levels of deprivation and health inequality than many other parts of the county, factors which are associated with increased demand for mental health support and crisis intervention services.

People experiencing a mental health crisis require rapid access to assessment, treatment and support. National policy increasingly emphasises providing care in the least restrictive setting, reducing avoidable hospital admissions and ensuring people can access support as close to home as possible.

The Trust works in partnership with primary care, acute hospitals, ambulance services, social care and voluntary sector organisations to provide an integrated urgent and emergency mental health pathway for residents across Redditch and Worcestershire.

3.11 **Current Urgent Care Pathway**

Redditch residents can access a range of urgent and emergency mental health services operating 24 hours a day, seven days a week. These include:

- Mental Health Liaison Services within Alexandra Hospital.
- Crisis Resolution and Home Treatment Services.
- Community crisis support.
- Emergency Department mental health assessment and intervention.
- Partnership working with West Mercia Police, ambulance services, social care and community providers.

These services aim to ensure people receive timely assessment and intervention, whilst avoiding hospital admission wherever clinically appropriate.

3.12 **Service Performance**

The Trust continues to deliver strong performance against key national urgent and emergency mental health standards. The Mental Health Liaison Team at Alexandra Hospital has consistently achieved the national one-hour response target for emergency referrals, ensuring individuals presenting in crisis receive timely mental health assessment.

Despite increasing demand for mental health services nationally and locally, urgent care services across Worcestershire continue to provide responsive assessment, treatment and crisis support. Performance data demonstrates that the urgent care pathway is functioning effectively and providing timely access to care for local residents.

3.13 **Supporting People Closer to Home**

A key objective of the urgent care pathway is to support people in the least restrictive environment possible.

The Trust's Crisis Resolution and Home Treatment Teams provide intensive support to individuals experiencing acute mental health difficulties, enabling many people to remain safely at home rather than requiring hospital admission. This approach supports recovery, maintains family and social connections and reduces the disruption associated with inpatient care.

Where admission is required, services work closely with inpatient teams to ensure care is provided safely and that discharge planning begins as early as possible.

3.14 **Challenges and Risks**

Whilst service performance remains strong, there are several ongoing pressures facing urgent mental health services:

Challenge	Impact
Increasing demand	Rising numbers of people seeking urgent mental health support.
Increasing complexity	Higher levels of co-occurring mental and physical health needs.
Workforce pressures	Recruitment and retention challenges experienced across NHS services nationally.
System pressures	Increasing demand across acute care, social care, ambulance and police services.
Health inequalities	Continued need to address variation in outcomes and access for vulnerable groups.

3.15 **Key Assurance for Members**

The Trust can provide assurance that:

- Redditch residents have access to a comprehensive urgent and emergency mental health pathway operating 24 hours a day, seven days a week.
- Services continue to achieve key national response standards.
- Crisis and home treatment services provide alternatives to hospital admission wherever appropriate.
- Performance and patient outcomes are regularly monitored through established governance arrangements.
- The Trust continues to work with system partners to improve access, quality and experience for people requiring urgent mental health support.

3.16 **Future Development**

The Trust continues to develop urgent and emergency mental health services in line with NHS England priorities. Areas of focus include:

- Strengthening community-based alternatives to admission
- Further development of crisis services.
- Continued partnership working with acute, primary care, ambulance and police services.
- Ongoing monitoring of response times, outcomes and patient experience.
- Reducing inequalities in access to urgent mental health support.

3.17 The Committee is asked to note that Redditch residents continue to have access to a comprehensive urgent and emergency mental health pathway that provides timely assessment, intervention and ongoing support. Whilst demand for services continues to increase, performance remains strong and the Trust continues to invest in community-based approaches that support people to receive care in the most appropriate setting, at the right time and as close to home as possible.

3.18 **Access to Community Mental Health Care- Redditch.**

3.19 **Neighbourhood Mental Health Team.**

Redditch adult residents that require more intensive help than Talking Therapies can access the Neighbourhood Mental Health Team. The team works with people experiencing more complex mental health needs and ensures they receive the right level of care.

Our support

- Timely and appropriate support for anyone referred to the service
- Person-centred care, focused on individual recovery goals
- Evidence-based interventions based on individual needs
- Flexible support, tailored to the person and the skills of the team

The team may refer to other specialist mental health services as needed.

3.20 **Specialist Community Mental Health Teams**

Redditch adult residents have access to all the below community mental health teams.

- **Perinatal Mental Health Team**

  The Perinatal Mental Health Team supports women and birthing people who present with moderate-severe mental health difficulties during pregnancy or within two years of childbirth.

- **Early Intervention in Psychosis Team**

  The Early Intervention Service addresses the needs of people aged 14-65 with a first episode of psychosis. Additionally, the team offer an “At-Risk Mental State (ARMS)” pathway for those aged 14-35.

- **Eating Disorders**

  A countywide service for anyone experiencing eating difficulties that are impacting on their physical and mental health. The team offer assessment and interventions based upon individual need.

- **Individual Placement Support**

  Individual Placement and Support (IPS) is part of the Employment and Reablement Pathway. The service is open to those currently receiving the Trust’s secondary mental health services and is by referral from their main mental health worker. A specialist mental health employment worker supports the individual to identify suitable vacancies, make approaches to employers and help with all stages of the application process. Within-work support is then offered.

- **SHAPE- Supporting Health and Promoting Exercise**

  SHAPE is a weekly 12 session programme to learn about health, wellbeing and physical activity in a group setting. At completion of SHAPE, patients are then eligible to be invited to SHAPE Connect – a monthly ongoing support group for all those who have completed SHAPE. The group meet to hear from local community groups and go for a walk together.

- **Horizon- an Emotional and Relational Needs Service**

A community-based, trauma-informed, and recovery-oriented support service for adults aged 18 and above who experience complex emotional and relational needs. This includes people who are often given a diagnosis of personality disorder or Complex Post-Traumatic Stress Disorder.

3.21 **Future Development**

The Trust continues to develop community mental health services in line with NHS England priorities. Areas of focus include:

- Assertive community offer.
- Neighbourhood health hubs and partnership working.
- Enhanced service provision for cooccurring drug and alcohol issues alongside mental health needs.
- Increasing use of digital tools and technology where clinically appropriate.

4. APPENDICES and BACKGROUND PAPERS

Appendix 1 – Mental Health Urgent Care Services – Redditch

Background papers:

Worcestershire County Council, Health Overview and Scrutiny Committee, 21st July 2026, Minute No. 1303., Adult Mental Health Rehabilitation Service Redesign.
https://worcestershire.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=8061