

**Southampton City Council  
Health and Overview Scrutiny**

November 2018

---

## **Summary**

The Trust continues to make progress in a number of key areas including the involvement of patients, families and carers, transformation and quality improvement, and further joining up mental and physical health services to improve patient care, aligning to the Sustainability and Transformation Partnership's emerging system reform proposals.

At the same time, the Trust continues to tackle ongoing challenges, most notably the reliance on 'out-of-area' mental health beds, and staff recruitment and retention. These are complex and firmly established challenges which require sophisticated, long term plans, and considerable action is taking place in these areas alongside system partners. Sustainable improvements in measured engagement and satisfaction of Trust staff and recent successful recruitment campaigns are encouraging signs that action is making an impact, and the vacancy rate across the Trust is on an improving trajectory.

The Care Quality Commission published its comprehensive report in October, following a series of inspections earlier this year – the first report of its type since 2014. Whilst the Trust overall rating remains one of 'requires improvement', significant and numerous positive changes have been recognised by the regulator and the overall picture is one of steady progress. Of particular note, our community services across Hampshire are now rated 'good' overall, and our learning disability inpatient services are rated 'outstanding' overall. Perhaps unsurprisingly, staffing levels were linked to most areas identified for improvement. The report has provided additional confidence that the organisation's approach is making headway, and the trust remains committed to building on this in the coming months and years.

Southern Health is working in partnership with other agencies across the system to prepare for winter. Our focus is on increasing our capacity and capability to support people to remain independent and at home wherever possible, and expediting safe and timely discharge from acute hospital for those admitted. A number of new schemes, initiatives and campaigns are now in place to enhance our ability to achieve this.

## **Recent Care Quality Commission (CQC) comprehensive report**

On 3 October the Care Quality Commission (CQC) published their comprehensive report into Southern Health NHS Foundation Trust. Whilst the Trust's overall rating remains as 'requires improvement', the CQC found many signs of progress across the organisation, with over 84% of service areas now rated as 'good or 'outstanding'. The inspection took place in June/July 2018 and is the first comprehensive report into the Trust since 2014. The Trust's community services have received a rating of 'good' overall and our inpatient services for people with a learning disability have been rated as 'outstanding' overall.

It also reflects the significant strides the Trust has made to improve its relationship and involvement with the families and carers of our patients and service users, with the CQC feedback showing that: *'Staff had made a genuine commitment to engaging with patients.'*

*We saw that they were patient and diligent in helping patients express their views, and liaised with them in all aspects of their care. The feedback from patients and carers was clear that they felt they were not only listened to, but included and involved in their care.'*

The report describes how staff told inspectors they now feel more valued and supported, and that the CQC has seen a positive change in culture at Southern Health.

Whilst the report gives cause for optimism, clearly the Trust has more work to do: particularly in relation to our staffing levels and ensuring there are enough trained staff to best support patients. The Trust remains committed to continuously improving its services to deliver the best possible care.

The CQC's findings have been incorporated into a trust-wide quality improvement plan, which is themed across a number of areas. There is executive-level ownership for each theme, and it is hope that this approach will help staff and stakeholders better understand the improvements required and how progress is being made against each theme.

Below are the Trust CQC 'scorecards' which show ratings for each domain (safe, effective, caring, responsive, well-led, and overall) against each core service from 2014 and the latest report from October 2018 (note, I=inadequate, RI=requires improvement, G=good, O=outstanding):

**2014:**

CORE SERVICE	Safe	Effective	Caring	Responsive	Well-led	Overall
	<b>2014</b>					
OVERALL PROVIDER RATING	RI	RI	G	G	RI	RI
Community health services for adults	RI	G	G	RI	G	RI
Community health services for children & young people	G	G	G	G	G	G
Community health inpatient services	RI	G	G	G	G	G
Community end of life care	RI	RI	G	G	G	RI
Urgent care	RI	RI	G	RI	RI	RI
Acute wards for adults of working age & PICUs	RI	RI	G	RI	RI	RI
Long-stay or rehab mental health wards	G	G	G	G	G	G
Forensic inpatient or secure wards	I	G	G	G	RI	RI
Child and adolescent mental health wards	RI	RI	G	G	G	RI
Wards for older people with MH problems	RI	G	G	G	G	G

Wards for people with a learning disability/autism	RI	RI	G	G	RI	RI
Community-based mental health services	G	G	G	G	G	G
MH crisis services / health-based places of safety	RI	RI	G	RI	RI	RI
Community mental health services for older people	G	G	G	G	G	G
Community services for people with a learning disability/autism	G	G	G	G	RI	G
Eating Disorder service (not inspected in 2018) *	G	G	G	G	G	G
Perinatal services (not inspected in 2018) *	O	O	O	O	O	O

\* These services were not included in the aggregation of the overall provider rating

## 2018

CORE SERVICE	Safe	Effective	Caring	Responsive	Well-led	Overall
	<b>2018</b>					
OVERALL PROVIDER RATING	RI	RI	G	G	RI	RI
Community health services for adults	G	G	O	G	G	G
Community health services for children & young people	G	G	G	G	G	G
Community health inpatient services	G	G	G	G	G	G
Community end of life care	G	RI	G	G	G	G
Urgent care	G	G	G	G	G	G
Acute wards for adults of working age & PICUs	RI	G	G	G	RI	RI
Long-stay or rehab mental health wards	G	G	G	O	O	O
Forensic inpatient or secure wards	G	G	G	G	G	G
Child and adolescent mental health wards	RI	G	G	G	RI	RI
Wards for older people with MH problems	RI	RI	G	I	RI	RI
Wards for people with a learning disability/autism	G	G	O	O	G	O
Community-based mental health services	G	RI	G	G	G	G

MH crisis services / health-based places of safety	G	RI	G	G	RI	RI
Community mental health services for older people	G	RI	G	G	G	G
Community services for people with a learning disability/autism	G	G	O	G	G	G
Eating Disorder service (not inspected in 2018)	G	G	G	G	G	G
Perinatal services (not inspected in 2018)	O	O	O	O	O	O

The full CQC report can be found here: <https://www.southernhealth.nhs.uk/news/cqc-finds-further-improvements-at-southern-health/>

### **Changing Southern Health's structure to enable more joined-up care**

Providing both mental and physical health services brings opportunities to better integrate these services for the benefit of patients. Evidence also suggests that people with severe mental health problems have a shorter life expectancy and to a large extent this is due to physical health problems not being properly managed. People with long term physical health conditions are also more likely to experience mental health problems. So, the case for integration is powerful and Southern Health has a huge opportunity to do this.

Examples of more joined up care already happening include our diabetes service providing direct care into our medium secure mental health unit, and our psychological therapy service (italk) providing support to people with long term physical health problems.

The Trust is now consulting on plans to create a new organisational structure which will further enable this more joined up way of working to flourish. Services will be planned and managed based on local populations (aligned to system-level footprints), ensuring mental, physical and learning disability health needs are met for patients in each area. The new structure will make more collaborative working between professions more straightforward, whilst maintaining professional skills and networks. It is expected that this new structure will be launched in the New Year, which will lay the foundations for ongoing improvements to integrated care: ultimately delivering better patient experience and outcomes.

### **Involving patients, carers and families**

Improving the way the Trust works in partnership with people who use services, their families and carers is a strategic priority for Southern Health. A considerable amount of progress has been made in recent weeks following the appointment of an experienced head of patient engagement. One example is the new Working in Partnership Committee, which has been recently established and reports directly to the Trust Board. This committee is chaired by a carer and is attended by representatives from service user, carer, and family groups from across the organisation. It is hoped that this committee will give a greater voice to people using our services and result in tangible and meaningful improvements.

## **Transformation and quality improvement**

The Trust is committed to carrying out large scale change to transform its services, and to adopt proven quality improvement techniques to ensure this is carried out in the most effective way. The Trust continues to train staff from across the Trust in these techniques who are working with teams to carry out local quality improvement projects. Current projects underway include those aiming to improve recruitment processes, reduce violence and aggression on mental health inpatient wards, improve access to psychological therapy for older people, and improve the prevention of pressure ulcers. Over 200 staff, patients and carers recently attended the Trusts first transformation conference where these projects were showcased.

## **Secure Services re-provision**

Plans are progressing well to build a new learning disability residential unit (LDRU) at Tatchbury Mount, and to develop Woodhaven Hospital to provide additional and much needed beds for young people with severe mental health problems. Construction has begun on the LDRU, and the new unit and additional beds for young people are due to open in Winter 2019. Patients and families have been closely involved throughout, including on the design and layout of the new unit.

## **Suicide and self-harm awareness, reduction and prevention**

As a mental health provider the Trust supports some of the most vulnerable people in Hampshire, many of whom are at a high risk of self-harm. The Trust is part of local suicide prevention strategies and has signed up to the Zero Suicide Alliance. The Trust is working hard to do all it can to reduce and ultimately prevent suicide amongst the people it supports. This includes training, awareness raising and ensuring it is adopting the best practice. In December the trust is joining forces with Solent NHS Trust to host a suicide reduction conference, to improve collaboration between professionals in both organisations and learning from national and international experts on this subject.

## **Recruitment and retention**

Along with the wider NHS, staff recruitment and retention are challenging. The scale of the problem for the trust is broadly in line with that faced by other NHS organisations.

Significant efforts are underway and ongoing to attract and retain our workforce, including a new workforce strategy which is now being implemented, and an increased focus on social media campaigns and passive recruitment. Thanks to these efforts we have reduced the Trust's vacancy rate, and reduced the amount we spend on agency staff by £1m. However there remain specific areas of challenge including consultants, for which an ongoing campaign in national medical journals is taking place.

## **Out-of-area mental health placements**

The Trust continues to place some Hampshire patients out-of-county for inpatient mental health care in cases where no suitable bed can be made available in Hampshire. This is far from ideal for the patients and their families and is also not the best use of resources. Many attempts have been made to tackle this challenge, with varied success, but it remains a key problem. This complex problem requires a multifaceted solution, the trust is now seeking the involvement of our staff and patients on this matter, under the leadership and fresh perspective of our new medical director.

## Winter preparedness

The Trust is working closely with system partners on joint plans to meet the demands of winter. A successful winter recruitment campaign has resulted in over two dozen new staff joining the Trust in teams expected to face additional demands. New initiatives aimed at supporting people at home and preventing hospital admissions have begun, including a new frailty support service which has supported over 800 patients in the New Forest and prevented hospital admissions in 81% of cases. In Gosport, a new complex care team has been created, as well as multi-disciplinary long term condition hubs, which aim to improve access to specialist clinicians in local GP surgeries, and 'health connectors' who work with patients to help them find and access health and wellbeing services in their local area. The Trust is working with system partners on public-facing campaigns to ensure people make informed decisions about how and where to access care during winter, and tips and guidance for staying well and independent. The Trust has also launched two campaigns aimed at patients in our community hospitals – one 'End PJ Paralysis' encourages patients to get up and dressed to improve mobility, and another 'Why not home, why not today?' encourages patients and their families to discuss discharge plans with their clinicians.

## About the Trust

Southern Health NHS Foundation Trust provides mental health, learning disability and community health services across Hampshire. Employing 6,000 staff and with funding of £309m, it is one of the larger providers of these types of services. It supports 280,000 individual patients each year, with over 1.5 million care contacts. Over 90% of people who rate their care with the trust say they would recommend it to their friends and family. The trust is rated as 'requires improvement' by the Care Quality Commission and its main challenge is staff recruitment and retention. The organisation has faced significant challenges in recent years and is working hard to make care better, more joined up, and to work more inclusively with patients, families and communities.

### OUR VALUES

