



'To Follow' Agenda Items

This is a supplement to the original agenda and includes reports that were initially marked as 'to follow'

Nottingham City Council Health and Adult Social Care Scrutiny Committee

Date: Thursday 16 May 2024

Time: 9:30am

Place: Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG

Scrutiny and Audit Support Officer: Adrian Mann

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Health and Adult Social Care Scrutiny Committee 16 May 2024

Nottinghamshire Healthcare NHS Foundation Trust - Integrated Improvement Plan

Report of the Statutory Scrutiny Officer

1 Purpose

- 1.1 To scrutinise the Nottinghamshire Healthcare NHS Foundation Trust's (NHT's) developing integrated plan for the delivery of significant improvement across its mental healthcare services.

2 Action required

- 2.1 The Committee is asked:

- 1) to make any comments or recommendations in response to the report from NHT on its developing integrated plan for the delivery of improvement across its mental healthcare services; and
- 2) to consider whether any further scrutiny of the issue is required (and, if so, to identify the focus and timescales).

3 Background information

- 3.1 The Care Quality Commission (CQC) carried out a series of unannounced, focused inspections of NHT's mental healthcare service provision during June, July, October, November and December 2023, as it had received information that raised concerns about the safety and quality of these services. The CQC published its reports on 17 January and 1 March 2024, with the ratings levels going down from the 'requires improvement' assessment given previously in 2022 to 'inadequate'. A rapid 'Section 48' review of mental healthcare services was also commissioned by the Secretary of State in January 2024 and the results of this were published on 26 March 2024. As a result of the CQC reports and the Section 48 review, NHT has been placed within Segment 4 of the NHS National Oversight Framework, which is for NHS Trusts where there are very serious and complex issues in relation to service quality and/or finance concerns that require intensive support.
- 3.2 NHT provided the Committee with an initial briefing on the outcomes of the CQC assessments at its meeting on 11 April 2024. The Committee has engaged with NHT on a number of previous occasions in relation to both overall service delivery and individual provision. NHT representatives attended the Committee meeting on 13 May 2021 to review its strategic and transformation work in the context of the Coronavirus pandemic, and future mental health service commissioning was discussed at the meeting on 23 March 2023. The

Committee has also reviewed specific provision with NHT and its partners, including psychological services, eating disorder services, the support available to people with co-existing substance misuse and mental health needs and the support offer to people in mental health crisis. A number of the themes that the Committee has discussed with NHT previously are relevant to the findings of the CQC reports.

- 3.3 NHT is working to develop an integrated plan to address the actions and recommendations arising from the CQC reports, and also from associated Prevention of Future Death notices issued by the Coroner and other external reviews, with support from the national NHS England Recovery Support Team. Following discussions with NHT's regulators, the plan will be developed through a phased approach, with an initial focus on addressing the Section 48 recommendations, the Rampton Hospital re-licensing requirements, and overall financial recovery. The phases of the plan will be delivered through an improvement programme built on five key areas: Quality and Patient Safety; Leading for the Future; Finance and Productivity; People and Culture; and Governance.

4 List of attached information

- 4.1 Report: NHT Integrated Improvement Plan Update

5 Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None

6 Published documents referred to in compiling this report

- 6.1 [Care Quality Commission Inspections – Nottinghamshire Healthcare NHS Foundation Trust](#)

- 6.2 Reports to, and Minutes of, the Health and Adult Social Care Scrutiny meetings held on:

- [13 May 2021](#)
- [23 March 2023](#)
- [11 April 2024](#)

7 Wards affected

- 7.1 All

8 Contact information

- 8.1 Adrian Mann, Scrutiny and Audit Support Officer
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Nottinghamshire Healthcare NHS Foundation Trust: Integrated Improvement Plan Update

Briefing for the Nottingham City Health and Adult Social Care Scrutiny Committee

16 May 2024

Introduction

1. This briefing provides a summary of the work taking place in Nottinghamshire Healthcare NHS FT to address the issues identified in the recent Care Quality Commission (CQC) reports including the reports on Rampton, Adult Inpatient Services and Older Adult Inpatient Services as well as the Section 48 review commissioned by the Secretary of State for Health and Social Care. The briefing outlines the overall structure of our Integrated Improvement Plan.

Background

2. The Committee at its April meeting met with representatives from the Trust to discuss the recent reports produced by CQC, and to understand the immediate actions being taken to address key recommendations.
3. At that meeting, the Trust outlined the work being done to develop its Integrated Improvement Plan. We stated at that time that the Plan would be submitted at the end of April.
4. However, since then, in discussions with our regulators, we have agreed that the plan should be developed with a phased approach, and an initial focus on addressing the Section 48 recommendations, the Rampton re-licensing requirements, and our financial recovery.
5. We will deliver the phases of the plan through a robust improvement programme built on 5 key areas – Quality and Patient Safety, Leading for the Future, Finance and Productivity, People and Culture, and Governance. We will outline at the meeting further details of the programme.

Update

6. Given the committee's previous interest and concerns, we have listed below some of the key areas of progress made to date.
 - There has been a 9% fall in the number of patients waiting for assessment with the local mental health teams in Nottingham and Nottinghamshire from 31st January 2024 to 30th April 2024. Work continues to ensure regular contact with patients on the waiting lists.

- The Trust commissioned Jonathan Warren (co-author of the Edenfield report) to carry out independent reviews of its Early Intervention in Psychosis service (November 2023) and its Local Community Health Teams (April 2024). Actions are being taken forward, including standardising data collection, identifying skill mix gaps and addressing these e.g. a Trust wide psychology recruitment day was held on 22nd April 2024 with encouraging results, and a further campaign is planned for later this year.
- A rigorous Multi-Disciplinary Team approach to bed management has been strengthened with early signs of reduction in Out of Area beds being deployed. A Bed Flow management tool is to be implemented to sustain this work.
- Quality oversight is in place which includes contact with people in Out of Area placements, contact with family if consent is given and further contact to gain feedback on the quality of the placement. All external placements are quality checked.
- Trust guidance relating to risk assessment, formulation and safety planning has been reviewed in line with NICE guidelines and suicide prevention evidence and literature. The updated guidance is reflected in the Trust's new Clinical Risk and Safety Policy (due to be ratified early May 2024) and guidance documents relating to psychosocial assessment, formulation, and safety planning in relation to suicidality, including self-harm have been developed.
- In April 2024, the Trust also commenced development of a Trust Clinical Risk and Safety Panel, to provide governance and guidance relating to clinical risk and safety, including policy, training, and support for complex cases.
- Risk Assessment Meetings have been reviewed and a standard operating procedure embedded with agreed clinical leadership and structure. Quality controls/assurance will be audit and further reviews.
- The Trust has adopted the Oliver McGowan training as mandatory and this is being rolled up with currently a 66% completion rate.
- The Trust GP forum has been established a joint standard operating procedure with further work needed to embed this. Clinical information is recorded on the system used by GPs, and a pharmacy advice line has been set up and is being used by GPs.
- The new Crisis telephony system has gone live as previously reported to the Committee on 29th April. The early signs are that this has been that this transition has gone well. More work is to be done on recruitment to support responsiveness.