

# Health and Adult Social Care Scrutiny Committee

## 19 September 2024

### Nottinghamshire Healthcare NHS Foundation Trust - Integrated Improvement Plan

#### Report of the Statutory Scrutiny Officer

#### 1 Purpose

- 1.1 To scrutinise the delivery of the Nottinghamshire Healthcare NHS Foundation Trust's (NHT's) Integrated Improvement Plan for achieving vital transformation 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 the ongoing delivery of its Integrated Improvement Plan; 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 across the second half of 2023, as it had received information that raised serious concerns about the safety and quality of these services. The CQC published its reports on 17 January and 1 March 2024, with its overall ratings going down from the 'requires improvement' assessment given previously in 2022 to 'inadequate'.
- 3.2 A rapid 'Section 48' review of mental healthcare services was also commissioned by the Secretary of State in January 2024 and the initial outcomes of this were published on 26 March, with a second part to the report published on 13 August. 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.
- 3.3 NHT provided the Committee with an initial briefing on the outcomes of the CQC assessments at its meeting on 11 April 2024 and returned to the next meeting on 16 May to give an update on the development of a full Integrated Improvement Plan in response. 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 use 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.

- 3.4 NHT is implementing its Integrated Improvement Plan to address the actions and recommendations arising from the CQC reports, and also from the 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 has been phased to ensure that it can deliver targeted, timely and sustainable improvements. The Plan focuses on five significant programmes of work:
- Quality and Patient Safety
  - Leading for the Future
  - Finance and Productivity
  - People and Culture
  - Governance
- 3.5 The Plan programmes are now in the process of moving forward to address the underlying root causes of the most fundamental issues by reviewing priority clinical pathways through working with patients and carers to understand how NHT can improve its clinical models and patient experience; considering how NHT can recruit, train and support its staff to provide consistent levels of patient care and service; and improving the clinical voice and listening to and working with patients in everything that NHT does.

#### **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](#)
  - [16 May 2024](#)

## **7 Wards affected**

7.1 All

## **8 Contact information**

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