

Wiltshire Council

Health Select Committee

5 November 2019

Avon and Wiltshire Mental Health Trust Transformation Programme Update

Executive summary

The purpose of this report is to update Wiltshire Health Select Committee on activities relating to the transformation programme of Avon and Wiltshire Mental Health Partnership Trust over the last year, since the last report.

Overall, substantial progress has been made, in line with the Trust's strategic objectives.

Proposal

That the committee:

a) Notes the report.

Reason for proposal

This report is provided for update purposes.

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Avon and Wiltshire Mental Health Trust Transformation Programme Update

Purpose of report

1. This report provides an annual update to Wiltshire Health Select Committee on the transformation activities of Avon and Wiltshire Mental Health Partnership Trust.

Background

2. Avon and Wiltshire Mental Health Partnership NHS Trust provides community and inpatient mental health services for the people of Bristol, North Somerset, South Gloucestershire, B&NES (Bath and North East Somerset), Swindon and Wiltshire. The Trust treats people with a wide range of disabling mental health problems.
3. The Trust also provide specialist care and treatment for people with more specific needs, including:
 - Secure services
 - Eating disorders
 - Drug and alcohol services
 - Perinatal
 - Specialist services for people with learning disabilities
 - Child and Adolescent Mental Health Services (CAMHS)
 - Veterans Mental Health
 - Specialist services for deaf people with mental health needs
4. The Trust provides expert mental health input as partners in two Sustainability and Transformation Partnerships (STPs) – Healthier Together covering Bristol, North Somerset and South Gloucestershire and BSW covering B&NES, Swindon and Wiltshire. Over the last 12 months both STPs have further developed their plans for the future, with improving the mental health and wellbeing of both populations a priority for the next five years.
5. The Trust was last inspected by its regulator, the Care Quality Commission in 2018 and their assessment is shown below:

CQC Inspection Area Ratings

(Latest report published on 21 December 2018)

Safe	Requires improvement 
Effective	Good 
Caring	Good 
Responsive	Requires improvement 
Well-led	Requires improvement 

6. The Strategic Objectives of the Trust are:



7. The Trust has 6 executive led, dedicated programmes of work to improve its services and support the achievement of the objectives.

Main considerations for the committee

8. The 6 programmes of work the Trust has in place are:

- CQC and Regulatory Improvement
- Embedding a Culture of Quality Improvement
- Getting the Basics Right
- Infrastructure
- Operational Effectiveness
- Workforce.

A brief summary of each programme and achievements to date is detailed below.

9. **CQC and Regulatory Improvement**

This programme is focussed on safety improvements, in relation to the CQC concerns but also concerns raised by the Health and Safety Executive about the Trust following a planned inspection. The Trust is confident that significant progress has been made in addressing these concerns and awaits further inspection. Key changes it has made include the introduction of a new training model for mandatory and statutory training that benefits both new starters and existing staff, the recruitment of additional expertise in respect of back care, occupational health, reducing restrictive practices and health and wellbeing. There has also been substantial estates activity to make environmental safety improvements.

Across the BSW division, the locality management teams have been working through the issues of the 2018 CQC visit with their teams. All teams have standard agenda items for discussing the CQC and shared learning on their team meetings and the localities employ various processes such as walk-through visits and peer-led assessments to maintain a focus on CQC requirements. Those inpatient wards across BSW that have had CQC Mental Health Act visits have all received positive reviews. Reduced ligature work has been completed across all inpatient wards in BSW, with further work on the Beechlydene ward (Fountain Way Hospital, Salisbury) scheduled for 2020/21.

10. Embedding a Culture of Quality Improvement

There is a national drive to ensure that Quality Improvement methodology and approach is embedded to enable organisations to deliver change and embed learning. It supports open, honest and transparent conversations. This programme of work is focussed on developing an organisational approach to quality improvement, capability building and leadership/coaching development.

Quality initiatives are both nationally driven and locally created.

The programme also aims to improve the Trust approach to enable AWP to move from engagement with its population to co-production. Co-production can be defined as 'combining of mutual strengths and capacities so that we can work with one another on an equal basis to achieve a positive change'.

Teams across BSW are undertaking a variety of Quality Improvement projects, audits and collaborative work. Four teams across BSW have participated in the first cohort of the Trust's Quality Improvement programme with several having signed up for the next cohort. Two community teams in Wiltshire are initiating programmes for accreditation (ACOMHS and PLAN).

11. Getting the Basics Right

This programme has been focussed on providing extra capacity and capability to enable the organisation to excel on key factors – care planning, safeguarding practice and improving our physical healthcare.

In Wiltshire, an improvement programme related to physical health and NEWS on Amblescroft North (Functional Older Adults, Fountain Way Hospital, Salisbury) was presented at a recent West of England Academic Science Network forum. The other inpatient wards across Wiltshire are engaged in a variety of projects related to reducing restrictive practices, a clinical performance audit, ward review, maintaining smoke free environments and creating therapeutic garden spaces.

12. Infrastructure

This programme focusses on strengthening our IT infrastructure and operations and supports the achievement of IT standards. The particular focus is using technology wisely to support clinical staff to do their jobs effectively. One

project that is being seriously explored relates to the introduction of an electronic prescribing system. This programme oversees our estates projects and also procurement activity.

Across BSW several teams are piloting new initiatives that improve accessibility for staff to IT systems and clinical records. In Wiltshire a small team of staff are working on a project that trials the use of Skype consultations with service users.

13. **Operational Effectiveness**

This programme seeks to develop a care pathway that ensure consistent provision of evidenced-based treatments that are delivered effectively whilst achieving productivity improvements (using technology to support clinical services to become more productive to be reflected in Trust performance and national benchmarking data).

As part of this programme, the Clinical Lead for Wiltshire is currently leading a major project across the Trust to introduce standard care and discharge packages. The care packages will be a selection of interventions informed by NICE guidance that a service user can expect to be offered whilst receiving treatment in AWP for their particular mental health need. We have developed a standard set of care packages which cover:

- Psychosis - including long term psychotic disorders such as schizophrenia and affective related disorders such as bipolar affective disorder
- Non psychosis - anxiety, depression, and personality disorders
- Complex trauma alongside other serious mental health difficulties
- Organic conditions – memory and dementia

This project involves a substantial training programme for staff in specialist interventions which we hope in turn will help us retain existing staff and attract new staff. It is also focussing on introducing significant enhancements to our electronic patient record to support clinical care.

14. **Workforce**

Workforce challenges affect the whole of the NHS and the BSW area is no exception; indeed our rural communities particularly struggle to attract and retain staff. This programme of work has a number of projects targeting different initiatives from increasing the uptake of apprentices and developing new apprenticeship opportunities, through to plans to support and enable clinical career progression. It also focusses on wellbeing strategies that support staff retention as well as bold recruitment initiatives.

Workforce has been a BSW division priority for 2019/20 with a dedicated monthly meeting to coordinate recruitment and workforce development initiatives. In Wiltshire these have led to the development of a non-medical approved clinician post, the early design of a pharmacy technician role, participation in the Think Ahead (student social work) programme and a future

pilot of an associate psychologist apprenticeship. A number of recruitment initiatives including open recruitment days, proactive recruitment to the Trust bank across the BSW geography, improved use of banners and advertising at university/army/local college recruitment events, are being used.

Environmental impact of the proposal

15. None.

Equality and diversity impact of the proposal

16. None.

Risk assessment

17. There are no risks associated with this update report.

Financial implications

18. None.

Legal implications

19. None.

Options considered

20. No options considered. The report is for information.

Conclusion

21. The Committee is asked to note the update report.