

Chief Executive Office

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25 June 2014

Councillor David Horne, Chair

Portsmouth HOSP
Conference Room A
Civic Offices
Guildhall Square
Portsmouth
PO1 2AL

Dear Councillor Horne,

Re: Update letter from Solent NHS Trust

Please find below an update on activities at Solent NHS Trust ahead of the HOSP meeting on 8 July 2014. Judy Hillier, Director of Nursing and Quality, will be attending the meeting to present on behalf of the Trust.

Board members update

As I'm sure you will be aware Our Chief Executive (CEO), Dr Ros Tolcher recently left the Trust to take up her new role as CEO of Harrogate and District NHS Foundation Trust. Sue Harriman, who is currently the Deputy Chief Executive at Southern Health NHS Foundation Trust, has been appointed as Ros' successor.

I have been asked to act as interim CEO, as well as Medical Director, until Sue starts with us later in the year. I will ensure I continue to provide the Trust with strong leadership, and that we continue to provide the highest quality of care to the people who use our services.

Judy Hillier, our Director of Nursing and Quality, announced her retirement earlier in the year. Judy will leave us in July. We have recently appointed Mandy Rayani as our new Chief Nurse. Mandy is currently Deputy to the Executive Nurse Director of Cardiff and Vale Health Board, a fully integrated healthcare organisation providing primary, community, secondary mental health and tertiary services.

Care Quality Commission inspection

During March of this year, the Care Quality Commission (CQC) visited the Trust as part of our application to become an NHS Foundation Trust (FT). We were one of the first specialist providers of community and

mental health services to be inspected under CQC's new approach to inspections. On 4 June 2014, England's Chief Inspector of Hospitals published his first report on the quality of care provided by the Trust.

In their overall report, CQC concluded that the services we provide are safe and effective services, and that our staff treat patients with compassion, kindness, dignity and respect. The summary report stated that "patients were overwhelmingly positive about the quality of service that they receive". Our services were found to be accessible and responsive to the needs of patients.

There were three areas which the inspectors asked us to review and take action on:

- Patients being turned away from Sexual Health Services because of the demand for services.
- The layout of the Kite Unit, a specialist brain injury unit at St James' Hospital, which needs to be reviewed to comply with guidance on segregating male and female patients as well as managing risks from fixtures and fittings that could potentially be used as ligature points.
- Ensuring that we support caseloads of each adult mental health community team with enough skilled and experienced staff, including consultant psychiatrists.

We already have active action plans in place which address these areas for improvement. Judy Hillier, Director of Nursing, can bring you up to date with these at the meeting should you wish. We will be submitting a response to the CQC on 2 July. Having completed the inspection we are in a position to continue with our application for Foundation Trust status and will agree a timeline for this with Monitor in due course.

Our Plan 2014-16, a summary version of our Operating Plan

Attached to this update is a summary version of our Operating Plan, 'Our Plan 2014-16'.

The Operating Plan describes the work we will do to ensure we continue to provide safe, effective and timely community and mental health services. The plan is set in the context of our long term goals:

- to improve health outcomes and reduce health inequalities
- to work in partnership to provide joined up care
- to make sure our services are safe and sustainable.

We have developed our plans following consultation with our staff, commissioners, partners-in-care and our members and governors.

We hope you find the summary useful and that it provides with you a good overview of our plans for the coming year.

Membership recruitment and engagement

We were delighted to achieve our initial target to recruit 7,000 public members by December 2013.

Following the publication of the 2011 Census, we have recently reviewed our membership targets. The review has led to an increase to our overall membership figures across all three constituencies (Portsmouth, Southampton and Hampshire). By increasing our membership figures, in line with the Census data, we will ensure we continue to be representative of the population. We are now required to recruit an additional 840 members. Our recruitment activity for 2014/15 is focussed on ensuring we are representative across all key groups.

We continue to engage with our membership. We regularly keep them informed through 'Shine', our newsletter for staff and members as well as via emails. I have attached the latest edition of 'Shine' for your information.

Our members continue to engage with us by taking part in various panels and by attending events. During Mental Health Awareness Week in May, a number of members came along to our 'Wellbeing for all' event which included a presentation with the latest news from the Trust and an interactive session on anxiety given by two of our community mental health service occupational therapists.

Members have also recently been asked to comment on our key priorities for the year ahead. You can read the feedback we received and our response to this here: www.solent.nhs.uk/page-service.asp?fldArea=21&fldMenu=8&fldSubMenu=1&fldKey=736

Shadow Council of Governors update

Our Council of Governors, led by Michael North, continues to operate in shadow form until we are licensed as an NHS Foundation Trust.

The Council has now established the statutory Nomination and Remuneration Committee (which recognises the role the Council will have in appointing/removing and remunerating non-executive director members of the Board, including the Chair). They have also established working groups focussing on governor development, quality and patient experience, membership recruitment and engagement and planning and strategy.

The Council have defined terms of reference, which details the roles and duties of the Council and this is underpinned by the Scheme of Delegation and Reservation of powers which distinguishes the types of decisions made by the Council, and separately the Board of Directors.

Portsmouth estate changes

Representatives from the Trust will be presenting on the various service moves from St James' Hospital site under a separate item on the agenda.

Changes to Adult Mental Health Services community provision

Our Access 2 Intervention (A2i) Team, who offer fast access to assessment and brief intervention, has been running for nearly two years. Thanks to the work of the team around 600 more people, with moderate mental health problems and who would not have previously received a service, have been seen in a year. As A2i has developed, it has become clear that we need to increase the amount of medical staffing time devoted to assessing new patients. This has led to a review of our two other community teams (the Intensive Engagement Team (IET) and Recovery Teams in the North and South) to see if there was another way of providing care to people with the most severe mental health problems, with fewer separate teams.

The IET offer care to two groups of people: those with very high level care needs, and young people who may be at risk of developing psychosis. As part of our review we consulted with our community staff who came to the consensus that people with very high levels of care needs could be looked after within the Recovery Team. The review also highlighted that there are as many service users, with very high levels of need, being looked after by the Recovery Teams as by the IET. The outcome of the review has led to the proposal is that staff and service users from IET will transfer to the two Recovery Teams in the Autumn and that the IET will no longer exist independently.

These changes will allow an additional half a consultant psychiatrist, a team manager and a staff grade psychiatrist to focus on A2i. It is likely that IET patients will continue to be seen by the same nursing, occupational therapy and social work care staff. However, the current psychiatrist will change as our

locum, Dr Abounu is leaving the Trust shortly. The care of young people, at risk of developing psychosis, will not be affected by the proposed changes as the specific care delivered to them can be delivered by the Recovery Team, as well as the IET.

We have already engaged with a number of carers, and will continue to work with them and our service users between now and the Autumn to make sure any questions are addressed.

Matthew Hall, our Operational Director for Adult Mental Health Services would be more than happy to attend a future meeting to provide more information on the proposals.

Musculoskeletal (MSK) and Persistent Pain Management Services

Following a competitive tender process, we were delighted to be selected as preferred bidder for the provision of MSK and Persistent Pain Management Services for people in South East Hampshire and Fareham and Gosport. We are currently mobilising the services which are accessed by GP referral.

Better Care Fund

As a Trust, we help people stay safe and well at, or close to, home and help to avoid people spending unnecessary time in hospital. We are therefore committed to working with local partners on the Better Care Fund – a programme which aims to provide seamless health and social care for local patients.

We are working closely with local authorities, commissioners, and primary care and are committed to working in a way that shares our different skills and avoids duplication. The shared budget provides our staff with the opportunity to work more closely with primary and social care.

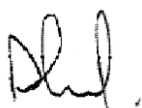
Sarah Austin, our Director of Strategy, who is leading on this work on behalf of the Trust, is the Executive Sponsor for two of the connected projects: Need and Demand Profiling, Risk Stratification and Community Capacity and Review of Bed Based Provision. The purpose of these two projects is to determine the capacity we require both now and in the future, to deliver health and social care to our elderly and frail population, and to assess what opportunities we have to change the profile of this capacity to help more people stay independent for longer.

Wheelchair Services

In 2012 we served notice to our commissioners on the provision of wheelchair services to people living in Portsmouth, Southampton, South East Hampshire, and in some parts of West Hampshire. Our contract to provide these services ended at the end of the 2013/14 financial year. This service is now provided by Millbrook Healthcare Ltd. All patients have been made aware of the change of provider and all cases have been handed over to Millbrook Healthcare Ltd.

If you have any questions regarding any of the subjects mentioned in this letter, please contact Andrea Hewitt on 023 8060 8935 or email andrea.hewitt@solent.nhs.uk or contact me direct as above

Yours sincerely,



Dr Tony Snell

Interim Chief Executive and Medical Director