

Introduction

This paper provides a general update from Southern Health, with a particular emphasis on our services provided in the Portsmouth and South East Hampshire area. This update covers a number of projects including our ongoing Fusion work – bringing together NHS community, mental health and learning disability services provided in Hampshire and the Isle of Wight – as well as winter planning, system pressures and mental health priorities.

Trust-wide update

Project Fusion update

Project Fusion is the name for the programme taking place to create a new, combined NHS Foundation Trust to deliver community, mental health and learning disability services across Hampshire and the Isle of Wight. Bringing services into a single organisation will result in more consistent care with reduced unwarranted variation, more equitable access to services irrespective of postcode, and a more sustainable workforce and services. The new organisation will be large, but will operate locally to ensure services can best meet the needs of different communities.

The new Trust will be comprised of all the services currently provided by Solent NHS Trust and Southern Health NHS Foundation Trust, the community, mental health and learning disability services provided by Isle of Wight NHS Trust and child and adolescent mental health services delivered in parts of Hampshire by Sussex Partnership NHS Foundation Trust. The aim is for the new Trust to be formed by April 2024.

Recent progress includes:

- Approval by NHS England of the strategic outline case for change
- The appointments of Ron Shields as Chief Executive and Lynne Hunt as Chair for the new organisation, following comprehensive processes overseen by the Integrated Care Board.
- Detailed and ongoing integration planning to prepare for the organisations to come together
- Ongoing collaborative working across all clinical teams to identify best practice and opportunities to develop and improve services in the new organisation.
- Engagement with communities, users, staff and partners to seek views about key elements of the new Trust (including vision, values, strategic objectives, clinical strategy, operating model and naming options).

A detailed full business case is now being developed which will be shared for approval with Boards of each provider Trust involved in October, and subsequently be shared with NHS England for review. This will describe in detail the case for change, benefits, and the work required to bring the Trusts together. The executive director structure for the new Trust is also being developed and the aim is to have appointed directors for the new organisation during Autumn. A clinical strategy setting out the key principles that will underpin the way services operate in the new Trust is also in development, following engagement with a wide range of clinicians and stakeholders. Alongside this work we are also developing a number of metrics and measures of success for the new organisation to ensure we can properly track our progress.

Furthermore a standalone website, leaflet, and animation has been developed to help communicate the rationale and benefits of this work. In the months ahead as the new Trust takes shape, and extending beyond April 2024, there will be further communications and engagement.

Lifting of enforcement actions

In 2018 our regulator put in place enforcement undertakings which consolidated previous regulatory action in response to historical challenges the Trust had faced. These undertakings restricted some of the activity which we, as a Foundation Trust, would usually be able to carry out independently and increased the level of oversight on the Trust. Since our last update to the panel we are pleased to report that, in recognition of the improvements made by the Trust over many years, a certificate of compliance was issued and these undertakings were removed. This is an important step in our ongoing journey of improvement.

Industrial action update for strikes

The Trust continues to ensure it has the correct plans in place, and is working alongside unions and partners, to ensure that urgent and essential services are able to continue operating during any industrial action that may take place in the coming months.

Since our last update, several more rounds of industrial action have taken place across the local system. These have involved Ambulance staff, Junior Doctors, Consultants and Radiographers. Whilst these latest rounds had less impact due to the nature of our services and makeup of staff, the Trust's plans continued to ensure minimal disruption to patients and services.

Suicide Prevention

The Trust is leading on Suicide Prevention, working closely with our colleagues at Hampshire Country Council, Southampton City Council and Portsmouth City Council, as well NHS Partners and various organisations across Hampshire and the Isle of Wight. 'Life Cards' with specific details of where to go in crisis are freely available to order through the Trust and our local suppliers. This year key messages are being displayed on digital screens (e.g. bus stops and road side displays) across Hampshire and Southampton City. We have also been working closely with colleagues at Portsmouth City Council and the ICB to get Portsmouth Guildhall lit up Orange on Sunday 10 September, to mark World Mental Health Day.

Annual Members Meeting

The Trust's Annual Members' Meeting will be held on Tuesday 19 September 6pm – 8pm. The event will be held virtually and will cover a range of topics including the Trust's current position, Project Fusion, our work in Primary Care, our new gambling service and work in recruitment and retention. Everyone is welcome to book a place and we would welcome the attendance of councillors if they wish to attend. More information, including how to book a spot is available at www.southernhealth.nhs.uk/amm2023

Portsmouth and South East Hampshire (PSEH) specific update

The following are some of the key initiatives that we have put in place to address system challenges to ensure we are doing all we can as a Mental Health and community provider to manage current and future demand, and ensure patients get the right care at the right place and time, working collaboratively with our acute and primary care partners.

Winter planning

We are working closely with our partners across the system to ensure we have a structured and collaborative response to the winter period. Ongoing work with community teams, frailty response and virtual wards all support patients to remain in the community rather than on a ward whilst roles such as our inpatient therapy leads continue to support 'early bird' transfers or greater clarity and efficiency when discharging. However, we continue to plan for the additional surge in demand that winter brings and are working closely with our partners at Solent NHS Trust, Portsmouth Hospitals Trust and Hampshire County Council to ensure we have capacity to deal with any increases or to provide temporary 'step down' accommodation if needed.

Flu and COVID

Following the latest Joint Committee for Vaccination and Immunisation (JVCI) guidance the Trust will shortly begin its Flu and COVID-19 booster vaccination programme. The groups to be offered a COVID-19 booster and Flu jab include all adults aged 65 years and over, residents in care homes, persons aged 6 months to 64 years in a clinical risk group and Frontline health and social care workers amongst others. The vaccination programme for both Flu and COVID-19 plays a key part in supporting our patients to remain safe and well over winter, reducing admissions across the system. Last year, across the Trust 62% of staff were vaccinated for both Flu and COVID-19. Uptake for vaccinations have dropped when compared to peak COVID, however we are working hard to combat 'vaccine fatigue' and ensure our staff and the community are as protected as possible.

System Pressures and Funding

The panel are no doubt aware of the current financial situation facing the ICB and all the Trusts within it. In June it was announced by NHS England that the ICB and its Trusts were being placed into 'recovery support programmes' – formerly known as special measures, after declaring a deficit plan for 2023-24. Funding across the area is therefore a considerable challenge and we are working hard to find ways to address this and put forward the most sustainable and persuasive cases for change that also mitigate financial challenges with least impact on services, continue to focus the community offer collectively as Care in the Right Place.

Frailty rapid response

In our last update we talked about our Urgent Community Response (UCR) and Virtual Ward work which sees patients on all caseloads and new referrals prioritised based on need and those with urgent clinical care, which can be supported at home, are seen the same day (or 2-hour response) as required. Patients can be referred to the Virtual Ward if they have suspected or known frailty, presenting with an acute exacerbation/decompensation related to their condition, where clinical care can be managed within the home as an alternative to care in hospital, for a short duration (up to 14 days).

Work on this programme is progressing and we are now addressing a number of core challenges ahead of the difficult winter period and Fusion. This includes ensuring focus and resources are directed to the programme, aligning the multiple referral routes and strengthening partnerships with our colleagues across the organisations involved (Solent, SCAS and Isle of Wight) and social

care. Non- recurrent funding was used for some elements of the service, and we are working to address shortfalls in this area along with ongoing recruitment and retention issues.

Moving forward The Trusts' aim is to implement personalised care for people across HIOW in line with the commitment set out in the NHS Long Term Plan. Working with partners, the Trusts will support people to build their knowledge, skills and confidence in managing their health condition and help them to live as independently as they wish, with timely care provided as close to home as possible. Working closely with our colleagues across the system we are articulating a clear vision for frailty across the ICS with the aim of creating a unified and patient-centred model for use across HIOW. The long-term impact of this work will be the way it feeds back into proactive and advanced care planning for patients between primary care and community teams. This creates a virtuous circle between crisis management and long-term care planning in the community. Done well over time, it will reduce the number and range of problems that are referred to secondary care.

Palliative Care Hub

A Palliative Care Hub has been developed at Rowans Hospice and is now running as a pilot and currently taking patient referrals. The Hub is being operated by Clinicians from the Specialist Palliative Care Teams from Rowans, Southern Health Foundation NHS Trust and Solent NHS Trust. The Hub will increase the support for Palliative care patients and be a central resource that can be used to find useful information, guidance, and services for Palliative Care. The Hub will also provide additional support for Palliative Care waiting times compliance.

Gosport Medical Centre merger with The Willow Group

Gosport Medical Centre successfully merged with The Willow Group on 1 April 2023. Gosport Medical Centre had approached the Willow Group at the start of the year having recognised that a number of imminent retirements and increasing demand would mean it would struggle and potentially close. The merger has been a relatively smooth process with staff working closely together and eager to share resources, learning and expertise for the benefit of patients. A number of engagement events were held in Gosport to ensure all patients would have the opportunity to hear more about what it would mean for their care and ask questions about the merger. Despite some initial ill feeling, especially given some historical perceptions around The Willow Group, the events were well attended and received with many patients praising the open and transparent discussions.

Mental Health priorities

The Trust is investing in the acute and crisis pathway and progressing a single leadership structure. The Acute and Crisis teams continue to work together and have the daily bed pressure meetings to ensure the best resolution for the patient. The Crisis Team have recently appointed four newly qualified mental health nurses to start in October 2023 and the practice development nurse is producing a new induction programme to support the staff alongside the preceptorship programme. We believe this work will support community teams to begin transforming their services whilst freeing senior clinicians to manage more complex cases.

Community Mental Health Teams are piloting a hub model for referrals with the Petersfield Team and one surgery; the aim is to see if it can help reduce assessments, improve relationships, educate PCNs about where patients can go, improve response times and reduce patients being moved between services.

Community Eating Disorder Service continue to work hard to improve the waits for patients' assessments and treatments. The service has recently introduced a pilot which is available to all

patients who have had their assessment. The Keeping Safe programme is a transdiagnostic and self-directed psychoeducational intervention as a first step in their care. There is a multi-disciplinary team agreement on prioritisation at the time of assessment, the Clinical lead has oversight of the waiting list, undertakes regular reviews to ensure appropriate prioritisation and GPs are asked to contact us to advise of any changes to patient presentation which might require us to adjust prioritisation.

Portsmouth and South East Division Staff nominated and shortlisted for national awards

We are pleased to share with the Panel that a number of staff and teams over the previous months have been recognised at national awards. We are immensely proud of the work our staff do and very happy to see their work recognised in various forums. Staff include:

- Charmaine Watts, Healthcare Support Worker in the SE Community Diabetes team received a Chief Nursing Officer (CNO) Award.
- Lauren Coleborn, Diabetes Specialist Nurse, won a General Practice Nurse (GPN) award for service improvement for the Hard-to-Reach project.
- The Diabetes Hard-to-Reach Project has been shortlisted for a Nursing Times award.
- Practice Education - Cathy Knapp, Physiotherapist at Gosport War Memorial Hospital, has been recognised for Excellence in Practice Education by University of Southampton.
- Portsmouth and South East Divisions, Holly Whitely, Emma Bekefi and Mel Poulter have all completed the prestigious Florence Nightingale Foundation Aspiring Director of Nursing course.

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