

West London NHS Trust
1 Armstrong Way
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Date 17 July 2019

Dear Board members,

As we're holding a Board Away Day on 12th June and not having a formal Trust Board meeting this month, please find below an update from the Chief Executive on key issues. Carolyn is happy to answer any relevant questions you may have.

1. National

1.1 Integrated Care

I jointly hosted a collaborative workshop with colleagues from the national mental health policy team and national Integrated Care Systems (ICS) team, together with London mental health Trusts, Commissioners, Local Authorities and voluntary organisations that aims to develop and test a draft national mental health in integrated care systems maturity matrix.

The workshop was an opportunity to:

- Shape and support national work on Mental Health in ICSs;
- Develop a tool for London's STPs to use in developing their long term plans on mental health services due in September 2019;
- Scope the opportunities, challenges and expectations of mental health in London's emergent ICSs;
- Consider what good looks like at the neighbourhood, place, system and regional levels, including learning and good examples.

There was good clinical, Commissioning and provider input and the outcomes will be shared in due course.

1.2 Together with the Trust Diversity Lead, I attended a Review of Equality Delivery System (EDS2) meeting with the NHS Confederation. The NHS Confederation is currently assisting NHS England to review the Equality Delivery System (EDS2). The aim of the meeting was:

- To ensure we have a fit for purpose reporting framework across all protected characteristics and other locally important inclusion groups
- To ensure that reporting is aligned to strategic NHS organisational reporting frameworks
- To make it easier for organisations to use and share locally meaningful insight from the data collected.

The following topics were on the agenda:

- The Trust perspective on the public sector equality duty (PSED)
- Feedback on the experience of the organisation in discharging equalities responsibilities
- The governance and resourcing of Trust work on the PSED
- Possible improvements or challenges in this space
- Trust views on the delivery of equality, diversity and inclusion within the work of your organisation.

1.3 I attended the quarterly Clinical Secure Practice Forum at Rampton Hospital, with the Director of High Secure & Forensic Services and Broadmoor senior staff, covering the three high secure hospitals. The focus was the national benchmarking data and this will be picked up in the regular performance management reviews of the relevant service line.

1.4 Review of patients held in long term segregation

The Health Secretary has announced that the care of every patient in segregation will be independently reviewed. An interim review into the use of restraint, segregation and prolonged seclusion in the health and care sector, published by the Care Quality Commission (CQC), described the current system as “not fit for purpose”. It recommends that the care, safeguarding and discharge plan of every person with learning disabilities or autism held in segregation be examined, as well as that of [children detained on mental health wards](#).

2. London-wide

2.1 Further to a bid for Mental Health Community Transformation Funding we have been shortlisted to develop a full bid proposal for community and crisis teams.

2.2 Provider Oversight Meetings (POM)

POMs will be co-chaired by a member of the NHS England/ Improvement London Executive team and a senior leader from the STP, and attended by representatives from financially-linked CCGs. This should enable a system discussion about issues affecting the provision of care and how the system can support improvement. As a result, I co-chaired the London Ambulance Service POM and a further programme is being established.

3. North West London

3.1 I chaired a North West London Mental Health & Wellbeing Transformation Board workshop to plan for the submission on the NHS Long Term Plan, due in September.

3.2 Primary Care strategy

The Trust responded to the draft Primary Care Strategy covering primary care network development across North West London, attached at Appendix 1.

4. Trust

4.1 Mental Health Safety Improvement Programme(MHSIP)

An engagement meeting was held between the Care Quality Commission (CQC), NHS Improvement (NHSI), MHSIP with Trust staff and six service users to discuss their national project on patient safety issues.

The meeting discussed four key issues relating to the Trust, drawn from CQC visits. These included consistency of governance arrangements; transformation work with the community recovery teams drawing on NHS benchmarking on workload and productivity; the environment and capital plans for modernising the estate and workforce recruitment, retention and skill mix initiatives.

This latter involves working with Health Education England (HEE) on the three agreed priorities across London which are: the development of nursing associates; the expansion of apprenticeships with its associated use of the related apprentice levy; and the development of peer support (see Item 9 below).

It was also a chance for the MHSIP, NHSI and the CQC to hear about good practice especially on service co-production, quality improvement approach and projects, and the Safewards initiative which could be shared more widely.

This will be followed up by a CQC national project on sexual assault in-patient wards, as reported at the last Quality Committee.

4.2 Domiciliary care service rated Outstanding by CQC

The HomeCare Reablement Service, run by the London Borough of Hammersmith and Fulham, has been rated Outstanding overall by the Care Quality Commission. This service is linked with the Hammersmith & Fulham Community Independence Service which is run by the Trust.

The service was rated Outstanding for being effective and responsive. It was rated Good for being safe, caring and well-led, following the inspection which took place towards the end of 2018 and in January 2019.

A domiciliary care agency, HomeCare Reablement, provides care to people living at home. The service offers a free service for up to six weeks comprising personal care, reablement and other support. The aim of the service is to support people to regain their confidence and independent living skills, so they can continue to remain in their own homes.

4.3 Pharmacy update

The new Chief Pharmacist has now been in post for two months and these are some of the highlights to progress made:

- The general morale and motivation in the service was very low. The Chief Pharmacist has met each member of the team individually and provided assurance that the service will be moving forward and that the Trust is aware and supportive of the difficulties faced. Several senior staff have resigned primarily because of work load and lack of support. There were two further resignations, however both have agreed to stay and continue to work on Bank and assess the situation. Recruitment to most of the senior positions is complete and no further staff have left. There is an interim team leader in the dispensary which has provided leadership to improved working. This was one of the highest risks in the team. The team has been successful for a QI project in the dispensary at St Bernard's which will hopefully lead to improve systems and way of working. The team is working above establishment with the approval of Medical Director and this is needed to maintain a safe service.
- The other area of focus has been recruitment and putting systems in place for mobilisation of ECP. An appointment to the lead pharmacist has been made and it is hoped to have completed recruitment to all new posts approved by end of June 2019. New FP10s for ECP non-medical prescribers have been ordered. Also existing PGDs used by service line which expire end June 19 are under review so they can be signed off for the organisation prior to service transfer. The team is working with Business Unit CIS to make the pharmacy hub at Clayponds fit for purpose and functional (ordering of medicines cabinets, CD cupboard, IT and furniture).
- The pharmacy team have started to work through the backlog of medicines policies and updating these and some have now been ratified at Clinical Governance Group. Following discussions with the Clinical Director there is a meeting scheduled in June 19 to discuss medicines management at Cassel which is another high risk on the pharmacy risk register that needs to be addressed.

4.4 Broadmoor Capital Estates & Facilities

The Executive Team held a review of the Capital Estates and Facilities readiness for the move to the new Broadmoor Hospital. This will be referred to the Broadmoor Hospital Steering Group and then reported to the Broadmoor Hospital Redevelopment Programme Board. It will be used to inform the Gate 4 review (Readiness for Service), scheduled for September 2019.

4.5 We have been asked by NHS I to review the investigation and processes of disciplinary proceedings; support for staff health and wellbeing and improved scrutiny

of decision making. This will be led by Nathan Christie-Plummer, Assistant Director of Workforce, with support from Leeanne McGee and reported to the Workforce Committee.

5. Recent Activities & Meetings

- 5.1 I held a well-attended listening event on Glyn ward, together with the Director of Workforce and Organisational Development and one of the Speak up Guardians, where we discussed clear routes for staff to raise issues, including regular supervision which should be documented, and fortnightly meetings with the service manager.

We recognised that this is a time of change and uncertainty for staff and patients given the work on the design of the new rehabilitation services.

The CQC have recently visited the ward and commented positively on recent service developments and on the support offered to patients.

- 5.2 With the Director of Finance, I held a listening event with the Ealing Liaison Psychiatry team and Home ward. Themes raised included operational policies with London North West Healthcare NHS Trust, car parking and patient pathways.
- 5.3 I presented Employee of the Month to Melville Jimmy Garber, Ward Manager Grosvenor War at Lakeside Mental Health Unit; and Team of the Month to Sheffield Ward, Broadmoor Hospital.
- 5.4 I visited the Contact Centre and IT department at St Bernard's; with the Director of Nursing & Patient Experience, met with 3rd year nursing students; attended the High Secure Patients' Forum at Broadmoor Hospital; and opened the Trust 2019 Nursing Conference with 120 delegates.
- 5.5 Along with other members of the Executive team, I participated in a Training and Familiarisation session for the new Broadmoor Hospital building.
- 5.6 With the Director of Local & Specialist Services, met with Niall Bolger, new Chief Executive, London Borough of Hounslow.

6. Other matters to note:

- 6.1 The Quality Awards judging panels have all met and shortlisted the top 3 in each of the 11 categories. These will be advertised on Exchange.
- 6.2 An article on Ealing Community Partners has been published in Ealing News Extra, which is distributed locally to 20,000 households. Link to the article is here <https://ealingnewsextra.co.uk/features/health-partners/>

7. Update from Director of Workforce & OD

- 7.1 Linking with Colleges

The Trust has linked with Uxbridge College as part of a wider project to aid a pipeline of future talent that can fill our healthcare assistant vacancies. The Trust has worked

with the Health and Social Care Department to select their top performing students who will be invited to the Trust on 8th July to visit areas, have talks from staff and receive interviewing skills and support with applying for jobs.

The Trust are part of the Healthcare Skills Partnership that are seeking to support the NWL STP widening participation agenda and are monitoring our pioneering work in this area.

7.2 Talent Pool 2019

The talent pool has been seeking applications via the appraisal process and the deadline closed on 31st May 2019. There will be a talent event on 17th July to welcome the new talent pool and share best practice with the existing talent pool, communicating opportunities for development.

7.3 Nursing Degree Apprentices – Cohort 2

On 20th May 2019, our second cohort of Nursing Degree Apprentices (NDAs) commenced studies at Buckinghamshire New University. A Total of 6 NDAs have started and will be buddied by our first year NDAs.

7.4 Nurse Associate – Cohort 3

The Trust target to support the Trainee Nursing Associates (TNA) expansion in 2019 is 10 Nurse Associates by December 2019. Adverts have gone out to start preparing staff for the application process.

The Trust is aware that a key barrier to our pipeline of potential TNAs is the functional skills of our workforce and systems have been put in place to work with local training providers to offer intensive 3 day maths and English courses that enable examinations to be taken on the third day. This is offered in addition to on-line support.

A functional skills paper has been drafted and will be presented to TMT to seek support from managers to provide study leave to support staff in gaining functional skills.

7.5 HSJ Awards

A team from the Trust attended the HSJ awards on 23rd May for our entry relating to our high levels of continued mandatory compliance. Unfortunately, we did not win, but the team were proud to represent the Trust as finalists and received a certificate to display at the Trust in Trust HQ.

8. Update from the Director of Local and Specialist Services re High Secure and West London Forensic Services

8.1 Public domain

- a) Neil Ragoobar has been shortlisted for the Nursing Times award of Nurse Manager of the year, he was nominated for the award by myself. Neil and I will be attending an

interview in London on the 2nd July with the NT panel and the awards evening is in early September.

- b) The recent RQSM (Restorative Service Quality Mark) process awarded Broadmoor Hospital its quality mark, which I think makes us the first High Secure Hospital to have achieved this. As part of the award process there has to be some communications around it (a short publication in the RJC magazine).
- c) WLFS hosted a 'journey to outstanding conference' in May which was well attended by all partners in the North London Forensic Consortium.

9. Update on Apprenticeships

Our Trust, together with Central and North West London NHS Foundation Trust, was the first in London to offer the Nursing Degree Apprenticeship. All 14 staff that commenced the Apprenticeship have successfully moved into the second year of the programme and we have recruited a further 6 staff that started their first year in May 2019.

Our High Secure Services were a fast follower pilot site for Nursing Associates and we have 6 Nursing Associates that finished their training in April 2019 and are in the process of commencing in Nursing Associate roles. A further 7 staff from across the Trust commenced the Nursing Associate Apprenticeship in September 2018. This is broken down by 3 in Local Services and 5 in High Secure Services.

We also have 7 staff that have completed their Higher Apprenticeship in Healthcare (Assistant Practitioner) in May 2019 gaining a Foundation Degree in Healthcare. We are working closely with our Higher Education Institutes to ensure there is a clear development pathway for these staff.

We would like to continue to grow our apprenticeship cohort capacity as an important element of our workforce strategy, ensuring that we maximise our nursing pipeline. The initial Trust target for Nursing Associates was 10 but we would like to aim to offer between 15 and 20 places in November 2019 and have a clear plan in place to support the functional skills development of our unregistered workforce to support the required pipeline into Nursing Associate Apprenticeships as well as into Nursing Degree Apprenticeships next year.

NW London has a target to recruit 415 Nursing Associates onto Apprenticeships this calendar year. Our Deputy Director of Nursing, Gillian Kelly, is co-chairing the North-West London Task and Finish Group for Trainee Nursing Associate Apprenticeships. The task and finish group offers a real opportunity to influence and shape how we deploy Nursing Associate Apprentices in NW London.

In addition to Nursing, the Trust offers a range of Apprenticeships at all levels from level 2 and 3 Business Administration, Support Services, through to degree level Management apprenticeships and shortly the MBA apprenticeship. There is a clear push to spend our levy while also ensuring that we utilise it to develop those staff in bands 2 to 4 and we are actively doing this in addition to providing higher level apprenticeships to develop our future leaders.

Degree and MBA level apprenticeships require a selection process that is co-designed by the Trust and the partnering University and will require a formal application process, assessment centre and interview.

Kind Regards

Carolyn Regan
Chief Executive