

**Hampshire County Council**  
**Health and Adult Social Care Select Committee**  
September 2018

**Summary**

Since the last update provided to the HASC committee in November 2017, there has been significant progress at Southern Health. Notable developments include the appointment of new, substantive, senior leadership, the lifting of regulatory undertakings in relation to the Mazars Report, and increasing evidence that the trust has ‘turned a corner’ in terms of its culture and practices. The trust has also faced challenges, not least of which was receiving a £2m fine following prosecution for health and safety failings, but also endemic issues such as recruitment and retention, and pressure on beds, which affect the wider NHS.

Continuing to improve and transform services remains the organisation’s highest priority. It recently co-produced a compelling case for change document setting out remaining areas for the trust to address.

Looking ahead the trust has ambitious plans to instil a culture of evidence-based quality improvement across the organisation, develop its provision of secure mental health services in Hampshire, and create a step-change in how the trust involves patients, service users, and families in all aspects of its services.

**About the trust**

Southern Health NHS Foundation Trust provides mental health, learning disability and community health services across Hampshire. Employing 6,000 staff and with funding of £309m, it is one of the larger providers of these types of services.



**OUR VALUES**



Our plan on a page:

**Our vision:**  
 To provide high quality, safe services which improve the health and wellbeing, independence and confidence of the people we serve\*



Our strategic priorities for 18/19

**Quality**

- Provide good quality care
- People are able to access the care they need, when they need it
- Patients, families and the public are more involved in decisions about their care and their local services
- A single, proven approach to improving quality adopted across the whole trust

**Transformation**

- Patients have better access, experience, and outcomes as a result of transformed, joined up services
- Expansion and improvement of specialised mental health services for adults and young people are well underway

**People**

- Increased recruitment and retention of staff, leading to a more stable workforce
- Strong leadership throughout the organisation
- Staff feel involved, motivated and proud to work at Southern Health
- The size, shape and skills of our workforce can meet current and future care needs of the people we serve.

**Money**

- Make every penny count towards patient care and service improvement
- Future delivery and improvements to care safeguarded through sound financial planning

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\*Please note, we will be refreshing our vision in 2018/19, in partnership with staff, patients and carers, to better reflect the aspirations we have for the future.

## New leadership

The senior leadership team at Southern Health has been strengthened and transformed. A new Chair and Chief Executive have been appointed, as well as a number of Non-Executive and Executive Directors. A new Chief Operating Officer and Director of Nursing and Allied Health Professionals have also recently taken up their posts. The leadership team now incorporates greater clinical leadership, mental health expertise, and includes leaders who have joined us from outstanding NHS organisations. The current leadership structure chart is enclosed with this briefing.

## Progress against previous challenges

The publication of the Mazars report in 2015 rightly criticised the trust for the way it reported and investigated patient deaths, and how it involved families in this process. The report was a watershed moment for the trust and led to a series of changes to meet the report's recommendations and restore confidence in the organisation. During 2017 independent auditors were tasked with assessing our progress and found that, to a large extent, the recommendations had been met and changes had taken place in the trust. The auditors also noted a changes in culture and practices at the trust. Following this, in June 2018, the regulator NHS Improvement lifted the enforcement undertakings which had been in place

since the Mazars report was published. This is encouraging evidence that the trust is improving.

### **Prosecution by the Health and Safety Executive**

In March 2018 Southern Health appeared in Oxford Crown Court and was fined £2m in relation to health and safety failings following the deaths of two patients in 2012 and 2013. The trust fully accepted the failings and apologised again to the families. Whilst the fine will not impact critical front-line services, it will affect the pace and scale of planned changes and improvements.

### **Working with patients and families**

The trust continues to work alongside a small group of families and individuals who have lost loved ones whilst in the trust's care or been otherwise affected by the organisation. The trust thanks these families for their ongoing courage, insight, and dedication to change. In partnership with these families a number of initiatives have taken place, including the creation of a compelling case for change document (enclosed with this briefing), which is a frank assessment of why the trust must continue to develop and improve its services.

Southern Health is also adopting a more collaborative approach to considering previous investigations which have impacted on these families and recently wrote to the Secretary of State for Health and Social Care on this matter. Looking ahead the trust has ambitious plans to involve patients, families and carers much more comprehensively in the design and delivery of services, and indeed this work is already taking place. The recent appointment of a Head of Patient Engagement will ensure this activity is coordinated and evaluated, and a patient engagement strategy is in the process of being finalised, in partnership with patients and service users.

### **Recent Care Quality Commission (CQC) inspection**

In 2017 the CQC inspected the trust and reported that, whilst there were still areas for improvement, the organisation had 'turned a corner'. In June / July 2018 the CQC carried out a comprehensive inspection of all the trust's core services (the first time this has taken place since 2014), as well as a specific inspection against the domain of 'Well-Led'. Initial feedback from the inspections of core services have been largely positive. Inspectors have reported further improvements in culture, visibility of leadership, care planning and risk assessments. The inspectors have highlighted some areas for improvement, including around staffing levels – which is an area we are already working hard to address. The full report is expected in September 2018.

### **Transformation and quality improvement**

The trust has partnered with Northumberland, Tyne and Wear NHS Foundation Trust, an organisation rated 'Outstanding' by the CQC, to develop and implement a quality improvement methodology across the organisation. This involves training colleagues in proven quality improvement approaches who can then work with front-line teams and support services to increase efficiency, quality, and consistency of care. Training has already begun and a number of major transformation projects are already underway to tackle the most pressing issues we face. One such project is to improve our recruitment processes, and another is to improve access to community mental health services, where a series of

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workshops have taken place with patients, families and carers. The trust is confident that this approach will lead to improved services, better patient experiences and outcomes, and further improve the culture within the trust. Indeed, a factor in common with most outstanding NHS trusts is the presence of well-developed transformation and quality improvement programmes.

### **Integration of mental and physical health**

Providing both mental and physical health services brings opportunities to better integrate these services for the benefit of patients. There is now increasing local confidence amongst commissioners that Southern Health is best placed to continue providing community, as well as mental health services, to the population of Hampshire. With this clarity of direction the trust has now begun plans to create integrated mental and physical health services based around identified geographies and populations, aligned with developing 'integrated care partnerships'. While specialist clinical areas will remain, having an integrated management structure will enable better, more joined up care and less duplication, referrals and other issues which can lead to delays and frustrations for patients.

### **Secure Services re-provision**

There is a national shortage of beds for young people requiring secure mental health treatment. Responding to this need, Southern Health is expanding its provision of low secure Child and Adolescent Mental Health Services (CAMHS) in Hampshire. Additional capacity will mean that more young people from Hampshire will be able to receive care closer to home. The trust is delighted that £3m towards this development has been made available as part of the Secretary of State for Health and Social Care's recent investment in NHS capital expenditure, which demonstrates its importance. The trust is also exploring future provision of secure services for adults, recognising that the current building at Ravenswood House, Fareham is no longer fit for purpose and that the current mix of services does not represent the current level of need. Further engagement will be carried out on these projects as they take shape.

### **Gosport War Memorial Hospital**

Southern Health is currently the landlord for the Gosport War Memorial Hospital and provides a number of services there, alongside other NHS providers. The trust was therefore deeply concerned to read the key findings of the recent Gosport Independent Panel publication into historical practices at the hospital. The trust is confident that the hospital today provides good, safe care, evidenced by a 'Good' rating by the CQC and very positive patient feedback scores. We are also confident that systems, training, whistleblowing and other practices have changed significantly across the NHS in the years since the events in the report. At the same time, we will consider the findings of the report very carefully alongside our commissioners, NHS England and the Department of Health to see if there are any other actions required to ensure the practice described in the report cannot happen again. In the meantime we are offering support and reassurance to patients and families who use the hospital, as well as our staff who have in many cases been deeply affected by the report's publication and the public spotlight on their hospital.

### **Improving complaints processes**

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The trust has taken steps to improve the timeliness and quality of its response to complaints and has been carrying out a detailed action plan which is now almost complete. In 2017/18 the trust received 363 complaints (a reduction of 6% on 2016/17) and 5,305 compliments (an increase of 66%, largely due to improved reporting). Key areas of improvement include a steady reduction in the time take to acknowledge complaints (95% are now acknowledged in 3 working days). The median time taken to resolve complaints is also falling. Whilst this is encouraging there is more to be done and this remains a priority area.

Key challenges:

### **Recruitment and retention**

Along with the wider NHS, staff recruitment and retention are challenging. The scale of the problem for the trust is broadly in line with that faced by other NHS organisations.

Significant efforts are underway and ongoing to attract and retain our workforce, including a new workforce strategy which is now being implemented, and an increased focus on social media campaigns and passive recruitment.

### **Out-of-area mental health placements**

The trust continues to place some Hampshire patients out-of-county for inpatient mental health care in cases where no suitable bed can be made available in Hampshire. This is far from ideal for the patients and their families and is also not the best use of resources. Many attempts have been made to tackle this challenge, with varied success, but it remains a key problem. This complex problem requires a multifaceted solution, the trust is now seeking the involvement of our staff and patients on this matter, under the leadership and fresh perspective of our new medical director.

### **Antelope House**

Intensive support is being provided to ensure quality and safety at this mental health unit in Southampton, after a cluster of incidents was reported, focussed on a particular ward.

Additional clinical leadership, staffing, changes to the building, and an external review have taken place and the trust board is monitoring the situation closely. Staff at the unit are reporting that this additional support has been valuable at a time of significant pressure and demand.

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