

Appendix A

REPORT TO THE CENTRAL BEDFORDSHIRE COUNCIL'S OVERVIEW AND SCRUTINY COMMITTEE

BEDFORDSHIRE MENTAL HEALTH AND WELLBEING SERVICE 100 DAY PLAN REVIEW AND YEAR ONE PLAN UPDATE

1.0 Introduction

- 1.1 Since taking responsibility for Mental Health and Wellbeing in Bedfordshire in April 2015, East London Foundation Trust's vision has been to provide a high quality and integrated service for all residents through a single point of access. This has been in partnership with service users, their carers and families, GPs and primary care, the third sector and statutory partners and stakeholders, including the CCG, Bedford Borough Council and Central Bedfordshire Council, Bedford Borough and Central Bedfordshire Healthwatches, the police and other statutory services as well as the wider community.
- 1.2 The Trust's focus has been on improving the full range of integrated local services:
- Establishing the Bedfordshire Wellbeing Service [IAPT] and addressing the historical waiting list
 - Reviewing 3rd sector sub-contract arrangements for children and adolescents, liaison with Bedford Hospital Paediatric services to develop care pathways
 - Primary care liaison and responsiveness
 - Inpatient services
 - Psychiatric liaison at Bedford Hospital
 - Police Liaison and S136 arrangements
 - Crisis and community services and pathways
 - Recovery services
 - Access to psychological therapies for people with mild and moderate mental health conditions
 - Dementia and post diagnosis
 - Autism and ADHD services
 - Interface with drug and alcohol services.

This is designed to make an improved offer for people with mental health problems with a broader range of recovery options including:

- Improving access to psychological treatment services for people with mild and moderate mental health problems

- High quality and therapeutic inpatient services reducing occupancy levels and placements out of the area
- More responsive crisis support, in particular, out of hours
- More accessible and local services provided in locality hubs
- Greater integration with primary care, schools, colleges, 3rd sector organisations and acute hospitals.

1.3 This paper outlines the 100 Day plan review, an update on implementation of the Year One plan and key achievements over the past 9 months.

2.0 100 Day Plan review (1 April 2015 – 9 July 2015)

2.1 The main focus of the 100 day plans were:

- i) staff, service user and stakeholder engagement across all four contract lots to understand how services operate, what works well and what needs development,
- ii) establishing the new Wellbeing Service (IAPT) service and developing plans to address the historical waiting list (Lot 1),
- iii) ensuring that the recruitment plan is implemented to reduce staff vacancies and reliance on agency (Lots 1,2,4),
- iv) implementing improvements in inpatient services and the redesign/reconfiguration of the inpatient services (Lot 2),
- v) establishing the Recovery Partnership Board, undertaking a scoping exercise, facilitating service user feedback through focus groups and commissioning an external agency to support the development of an agreed vision (Lot 3),
- vi) reviewing the Third sector sub-contract arrangements for children and adolescents, liaison with Bedford Hospital Paediatric services to develop care pathways further and work with senior staff on the development of a proposal for engaging staff in redesign of the current services (Lot 4)
- vii) reviewing and establishing systems, processes, contract compliance and informatics and reporting arrangements across all Lots.

3.0 Bedfordshire Year One Plan

The attached high level Year One plan has been agreed with the CCG, Bedford Borough Council and Central Bedfordshire Council. Good progress has been made on the implementation of this plan and the key achievements since April 2015 are detailed below.

3.1 Staff Engagement

- Welcome events with the Trust's Chair and CEO were held in Bedfordshire. These were well attended with representation from a range of multi-disciplinary staff.
- Staff Six Month Review events with the Trust's Chair, Chief Executive Officer and the Bedfordshire Senior Team have also been undertaken and staff feedback is being used to inform the staff engagement and communications

plan for the rest of the year.

- The IAPT Clinical Lead worked with all staff who transferred to agree a new model and vision for the services. Liaison with key staff in adult and older adult mental health services to develop effective interfaces.
- The Deputy Medical Director and Deputy Director of Nursing met multi-disciplinary clinical and social care practitioners and management leads across Bedfordshire individually, in team and ward meetings and staff workshops. The Deputy Director of Nursing also completed a series of workshops for all inpatient ward staff and organised an externally facilitated programme of senior nurse leadership events.
- The CAMHS Clinical Director met with senior staff and teams across Bedfordshire to scope the redesign requirements.
- The Older Adults Clinical Director met with staff in Inpatient and Community services and Local Authority colleagues to consider further developments.
- The Trust's CEO and Deputy Medical Director have met with medical staff to discuss what is working well and how services can be improved, in particular ADHD and Personality Disorder services.
- The Trust's CEO visited all the Bedfordshire Adult and Older Adult Community Team bases meeting Consultant Psychiatrists and Team Leaders.
- The Operations Director has worked with Administrative, Governance, Informatics and other leads to establish and/or develop existing systems in line with the Trust's policies and procedures.
- The Head of Admin (Trust HQ) met with key administrative staff and teams and clinical and social care leads across Bedfordshire and has proposed a review of administrative services.
- Interim Heads of HR and Finance worked with the new Directorate Management Team leads and other staff to develop local systems and information/data collection arrangements.

3.2 Service User and Carers

- With the People Participation Lead the Deputy Director of Nursing conducted a review of service user and carer involvement to begin developing a Patient, Public Involvement [PPI] strategy for Bedfordshire.
- A People Participation Lead has been appointed for Central Bedfordshire Council and the Bedford Borough Council post is currently being advertised.
- Two existing adult and older adult service stakeholder groups (Bedford and Central Bedfordshire) met and agreed to continue with and extend their membership.
- A CAMHS service user and carer quarterly group has been established and has met once, with a second meeting scheduled.
- The IAPT Clinical Lead has worked closely with current service users and set up a monthly feedback group.

- Service User Groups have been set up on all adult and older adult wards.
- Older Adult services continue to work with the Alzheimer's Society, providing a valuable source of support for aftercare.

3.3 Service Improvements and Care Pathway Review Groups

3.3.1 Improving Access to Psychological Therapies [IAPT] Bedfordshire Wellbeing Service

i) Current numbers of referrals and in treatment

There have been 5,846 referrals between April and December 2015, 2,201 for Bedford Borough Council and 3,645 for Central Bedfordshire Council. Recovery rates for the service are slightly below the national target of 50% at 49%, the split between the two councils is 49% recovery rate for Bedford Borough Council and 51% for Central Bedfordshire Council. Further work is being undertaken on access times and 60.8% of clients have been treated within 6 weeks and 84.6% within 18. The service is currently aiming to achieve a locally agreed 11.5% against national target of 15% for population coverage.

ii) Staffing

The service will employ 50 staff including Clinicians, Management and Admin. The service has 5 vacancies and these are being advertised and are currently being filled by agency staff.

iii) Accommodation

As part of the IAPT model, plans are underway to place IAPT staff in GP surgeries across Bedfordshire. Currently IAPT staff are in 25 practices which is 80% of practices with available space. The service has identified two sites, one in Bedford and one in Dunstable. The Bedford site will accommodate the Single Point of Referral Team and both sites will be used as a base for staff and will provide more therapy space.

iv) Clinical and IT system

The new clinical and IT (IAPTUS) system has been introduced to replace three different systems.

v) Improving Access and achieving the 15% population coverage target:

The service has been working hard towards increasing groups in community settings such presenting Wellbeing and stress workshops to local employers, Universities and the CCG. The service have been taking part in pop up events across Bedfordshire and will be taking part in the Wellbeing Sports Event taking place over a 6 week period from 2nd March 2016. The service has been promoted through local press releases which went out in November to support the 5 steps to Wellbeing Campaign.

vi) Inherited Waiting List:

The Trust inherited a waiting list of 1090 people and has introduced a range of initiatives to address this waiting list, including contacting all clients from the waiting list. The Trust also received additional funding from NHS England and Bedfordshire CCG to employ additional staff to address the waiting list. Of the 1090 people on the waiting list:

- 119 patients are currently in treatment, 68 are waiting to start treatment
- 904 patients either declined treatment, have completed treatment or withdrawn from treatment.
- All of the people on the inherited waiting list would have finished treatment by end of March 2016.

3.3.2 Child and Adolescent Mental Health Services [CAMHS]

- The Trust has worked with Bedfordshire CCG and other stakeholders to develop proposals for CAMHS Transformation funding to enhance early intervention, crisis and eating disorder services for Children and Young People. Funding for these new developments has recently been confirmed by Bedfordshire CCG and the Trust is now recruiting additional staff.
- Funding has been obtained from the CCG and Central Bedfordshire Council to deliver a CAMHS service in 12 schools on a pilot basis. Work to develop this with the head teachers involved is underway.
- Staff workshops and senior clinical discussions identified potential gaps between the proposed future vision and existing services. During September senior clinical staff were involved in gap analysis workshops to formulate the service model. This has informed the new vision and redesign plan for Bedfordshire CAMHS. The implementation of the plan is being overseen and monitored through the CAMHS Redesign Project Board. This Board is chaired by the Managing Director and includes representatives from the Trust and Bedford Borough and Central Bedfordshire Councils.
- Preliminary work on the crisis pathway for Bedfordshire residents has been undertaken with Bedford and L&D Hospitals' Paediatric services
- Service user quality indicators such as Did Not Attend [DNA] rates and waiting times were scoped and action plans have been developed.
- Two new Children's Safeguarding Leads have been appointed to cover Bedfordshire and Luton.

3.3.3 Adult and Older Adult Inpatient and Crisis Services

- An Inpatient Project Board was set up to oversee delivery of the inpatient reconfiguration business cases and manage ward moves.
- An adult inpatient ward was re-commissioned in Newham ensuring shorter lengths of stay and improved continuity of care for patients placed outside of Bedfordshire.
- Oakley Court, a 36 bed adult acute admission ward, with a 9 bed female only wing has been re-commissioned and opened.
- Keats Ward and the Mental Health Assessment Unit (MHAU) moved to Oakley Court to facilitate refurbishment of these wards at the Weller Wing, including removal of the dormitory areas and creation of single rooms to comply with CQC guidance. Keats Ward has now been refurbished and is back at the Weller Wing and the MHAU beds remained at Oakley Court.

- The refurbishment of Jade Ward (Luton) to create a new Psychiatric Intensive Care Unit [PICU] for Bedfordshire and Luton was undertaken and the new PICU opened in early October.
- In December 2015, Chaucer ward in the Weller Wing transferred to Fountains Court. This unit now provides inpatient accommodation for older people with mental health problems and continues to provide dementia assessment and continuing care beds. The unit is also being redesigned to provide additional activity, recreational and staff accommodation.
- Whichello's Wharf was temporarily closed in December 2015 following the discharge of the two remaining patients. The future use of this facility will be considered as part of the rehabilitation review which will be consulted on in Spring 2016.
- At the beginning of January 2016, all of the inpatient refurbishment and ward moves had been completed and the Bedfordshire patients returned from Jade ward in Newham and other wards in East London to local inpatient services. There are currently no adult acute or male psychiatric intensive care patients out of area. The only patients out of area will be females who require psychiatric intensive care and specialist placements funded by the CCG. Patients who require psychiatric intensive care will be accommodated in the Trust-wide unit in East London.
- Weekly bed management meetings and senior nurse meetings have been established to review bed utilisation and out of area placements.
- Review of the Crisis Team capacity, practice and functioning has been completed. We will be introducing psychology assistants to this team to provide psychological interventions for people in crisis.
- Rapid Response Teams and Duty Senior Nurse arrangements are now in place.
- Team workshops focussing on compassionate and high quality care have been undertaken with an on-going programme for all ward staff.
- 10-day recovery training is in place for all ward staff, focusing on personalised care planning, in line with the 'This is Me' concept.
- Care planning has been reviewed and reflective practice has been established on all wards and in staff meetings.
- A clinical leadership development programme is in place for Band 6 nurses and above.
- A review of therapeutic activities, engagement and interventions has been undertaken on all wards with actions identified to inform leadership and training programmes.

3.3.4 Older Adult Services

- Clinical and social care leadership is being reviewed and a Bedfordshire and Luton Clinical Network has been established.

- Medical staffing requirements have been reviewed and recruitment of additional consultants and other medical staff posts are under way.
- A Multi-disciplinary Memory Services National Accreditation Programme [MSNAP] group has been established to undertake the preparatory work for the accreditation of the three Bedfordshire Memory services.
- Work has begun with the CCG on redesign of the dementia care pathway and joint care arrangements.

3.3.5 Learning Disability Services

- A clinical engagement and service review workshop has been undertaken
- An implementation plan for service redesign is being developed.
- Clinical leadership is being reviewed and a new Associate Clinical Director and Consultant Psychiatrist is currently being recruited.
- Initial steps on integrated working has started with the two councils and will inform service redesign.
- A preliminary review of the existing strategies has been undertaken.

3.3.6 Recovery Services

- The Recovery Partnership Board has been established and meets regularly.
- A scoping exercise has been completed and patient focus groups started.
- Bedford Borough and Central Bedfordshire Healthwatches have undertaken focus groups and service user interviews about the current recovery services and how these should be developed. A report will be published in March 2016 and in the meantime, feedback sessions have been organised.
- A Recovery College has been established jointly with Bedfordshire University.
- A service user lead is advising the Board and is also organising the 'Tackle the Stigma Campaign'.
- The Centre for Mental Health is supporting the Partnership Board to facilitate the development of the new vision and plan.

3.3.7 Adult Care Pathway Review Groups

The Deputy Medical Director has established service and care pathway review groups with key clinical and social care staff for:

- Adult Community Teams and Assertive Outreach Teams
- ADHD
- Primary Care Liaison
- Perinatal Mental Health
- Personality Disorder.

The next phase will include primary care and GP input.

3.3.8 Other Service Reviews

Preliminary reviews of Psychology, Occupational Therapy and Arts Therapy Services across Bedfordshire have been undertaken which have informed the scope for full reviews. Working with the Head of Admin, the Operations Director completed an administration review. Some changes have already taken place, e.g. co-location of some administrative staff with community teams to improve multi-disciplinary team working.

3.4 CQC Readiness Board

A Bedfordshire and Luton Project Board has been set up, with Bedfordshire specific community and inpatient work streams. The Board is chaired by the Deputy Director of Nursing and oversees the preparatory and readiness work required to ensure that the Trust is compliant with CQC requirements. Several audits have already been undertaken with feedback to ward staff about how services can be improved.

3.5 Crisis Concordat

The Deputy Medical Director was involved in the development and sign off of the Bedfordshire and Luton Crisis Concordat and is the lead for delivery of the relevant crisis and mental health actions. Work continues with partners on the development of a business case for a new mental health street triage team. This team will include a paramedic, police officer and nurse.

3.6 Ri0 Electronic Patient Record and Clinical System

A local Ri0 Project Board was established to oversee delivery of Clinical System Deployment across Bedfordshire and reports to the Trust's Electronic Patient Systems Board, chaired by the Medical Director.

The Bedfordshire deployment plan is currently being implemented and is on track to be completed by March 2016.

3.7 Stakeholder Engagement

The Associate Director of Communications and Engagement has produced a Stakeholder Engagement plan which is regularly reviewed. The Managing Director, Deputy Medical Director and Operations Director have been attending/meeting with key statutory planning and strategic groups as well as Bedfordshire Third sector and other groups. Other work has included:

3.8 CCG and Health Locality Boards

In conjunction with the CCG's Clinical Director, the Managing Director and Deputy Medical Director have met with most of the Bedfordshire Health Locality Boards and some GP practices at events organised by the CCG. The Deputy Medical Director also attends the CCG's Primary Care Commissioning Forum.

3.9 Overview and Scrutiny and Health and Wellbeing Boards

The Managing Director has presented service plans to the two Bedfordshire Health and Wellbeing Boards and Overview and Scrutiny Committees. The Managing

Director is also working with Central Bedfordshire Council's Director of Social Care, Housing and Health on estates matters.

3.10 Local Safeguarding Boards

The Trust's Children and Adult Safeguarding Leads have been working with local staff and the two Local Safeguarding Boards and their leads in Bedfordshire.

3.11 Bedford Borough Healthwatch and Central Bedfordshire Healthwatch

The Managing Director meets quarterly with both organisations to consider public and patient feedback and service plans.

3.12 Bedfordshire Police

The Managing Director and Deputy Medical Director met the Deputy Police Constable and Head of Community Policing to review and agree partnership working arrangements. Further meetings are planned with the Chief Constable and the Police and Crime Commissioner. The Managing Director is also liaising with the Police's MH Lead Chief Inspector and the Trust is represented on the multi-disciplinary partnership group chaired by the Chief Inspector.

3.13 Bedfordshire University

A joint ELFT and Bedfordshire University Academy for mental health nursing is being established and will be launched in April 2016. Lecturers and clinical practice tutors are currently being recruited and will hold joint contracts with ELFT and the University.

3.14 Trust Corporate Services

The Managing Director worked closely with key corporate staff, in particular, Informatics, ICT, Payroll, Assurance, to merge existing procedures and practices with Trust-wide policies and systems.

3.15 Senior Management Team and Directorate Management Team

3.15.1 Senior Team [ST]

The new Clinical Director for Bedfordshire (Dr Zelpha Kittler) was appointed in September and started in November. The new Bedfordshire Director for Mental Health and Wellbeing Services (Michelle Bradley) was appointed in December and will start at the beginning of February 2016. Interim Heads of Finance, HR and OD and a new Head of Quality and Performance have also been appointed. The ST met weekly to oversee progress on delivery of the 100-Day mobilisation and now meet fortnightly to oversee delivery of the Year One plans, review any operational or clinical issues and agree management and/or service plans.

3.15.2 Directorate Management Teams

The Integrated Directorate Management Team [DMT] for Bedfordshire involving existing clinical and management staff was established during the 100-Day period and continues to meet monthly.

Chaired by clinical and management leads and reporting to the DMT, Management Groups have been established to cover IAPT, CAMHS, Adult and Older Adult Inpatients, Adult and Older Adult Community and Learning Disability. A Recovery Project Team is also in place.

3.16 Local Systems, Processes and Reporting

Work has been undertaken in these areas and robust arrangements are now in place.

4.0 Further work over the next three months

4.1 The Year One plan will continue to be implemented, as per the target dates. The focus of the work over the next three months will include:

- Staff, service user and stakeholder engagement and development of clinical and social care leadership. (All Lots)
- Continue to implement the recruitment plan to: i) reduce vacancies to below 5%, ii) eliminate, where possible, agency use, iii) reduce reliance on bank staff. (All Lots)
- Refurbish existing community properties to ensure that they are: i) fit for purpose and facilitate co-location of staff, and ii) finalise the 1st Draft of the Estates Plan to include proposals for the re-development of the Weller Wing. (All Lots).
- Ensure that the Bedfordshire Wellbeing Service's historical waiting list patients are all in treatment. (Lot 1)
- Develop the Psychiatric Liaison Service to Bedford Hospital, subject to further CCG funding in 2016/17. (Lot 2)
- Implement the redesign and improvement of adult and older community services, including the incorporation of the Adult Assertive Outreach functions within the Adult Community Mental Health Teams and development of Primary Care Liaison for adults and older adults in each of the five health localities. (Lot 2).
- Continue with service user focus groups and engagement for the Recovery Partnership Board and produce the new vision and model for future recovery services. (Lot 3)
- Review the Third sector sub-contract arrangements for children and adolescents and work with Bedford Hospital Paediatric services to develop care pathways, in particular, crisis. (Lot 4)
- Work with senior CAMHS staff on delivery of the redesign plans for Bedfordshire CAMHS and continue to monitor progress through the joint ELFT, Central Bedfordshire Council and Bedford Borough Council's CAMHS Project Board. (Lot 4)

YEAR ONE (2015/16) HIGH LEVEL MOBILISATION PLAN	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
BEDFORDSHIRE MENTAL HEALTH AND WELLBEING SERVICES												
LOT 1: Improving Access to Psychological Therapies [IAPT]												
1. Mobilisation of new Bedfordshire Wellbeing Service	■	■	■	■	■	■	■					
2. Address historical and inherited waiting list and ensure all patients are seen.				■	■	■	■	■	■	■	■	■
3. Consult on and implement a Single Point of Access/Referral				■	■	■	■					
LOT 2: Adult, Older Adult and Learning Disability Services												
1. Mobilisation of Business Cases:												
Bedfordshire Inpatient Services: Re-commission Oakley Court (36 beds), refurbish Keats and Chaucer Ward and provide local Psychiatric Intensive Care beds	■	■	■	■	■	■	■	■	■			
Enhance Liaison Psychiatry Services				■	■	■	■					
Enhance Older Adult Services									■	■	■	■
2. Review establishment of clear crisis and self-harm assessment and treatment pathways									■			
3. Agree plan and implement clear crisis and self-harm assessment and treatment pathways										■	■	■
4. Consult with Primary Care to agree Primary Care Liaison Service				■	■	■						
5. Establish Primary Care Liaison service within each Locality								■	■	■	■	■
6. Establishment of care pathways for ASD and ADHD				■	■	■	■	■	■			
7. Review Approved Mental Health Practitioner [AMHP] Service				■	■	■						
8. Provision of plan for enhancing Approved Mental Health Practitioner [AMHP] Service							■	■	■			

YEAR ONE (2015/16) HIGH LEVEL MOBILISATION PLAN	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
BEDFORDSHIRE MENTAL HEALTH AND WELLBEING SERVICES												
6. Consult with all staff on the new vision for the service and agree the redesign process												
7. Six Month Review with staff												
8. Develop and consult on Organisational Development (OD) and Leadership Programme												
9. Start implementation of OD Programme												
10. Consult on and establish the Quality Improvement Programme												
11. Start the Quality Improvement Programme												
12. Develop business case for new EPR and Clinical IT system												
13. Start deployment of new EPR and Clinical IT system												