



Common Board paper

June 2023

Summary

This common Board paper provides an update on the activity of the Alliance and is presented to the Boards of the six members of the East Midlands Alliance for Mental Health, Learning Disabilities and Autism:

- Derbyshire Healthcare
- Leicestershire Partnership
- Lincolnshire Partnership
- Northamptonshire Healthcare
- Nottinghamshire Healthcare
- St Andrew's Healthcare

Strategic themes

The Alliance has delivered joint work under six strategic themes. The Chair and Chief Executive group will meet in early June to review the strategic direction of the Alliance and to begin to develop a refreshed set of strategic themes to share with provider Boards for comment.

1. Safety
2. Quality Improvement
3. Workforce development
4. Innovation
5. Collaboratives and population health
6. A stronger collective voice

The common Board paper is structured under these six strategic themes and the summarises the work of the professional networks.

Safety

Mental Health Patient Safety programme

The East Midlands Mental Health Patient Safety programme is delivered in partnership with the East Midlands Academic Health Science Network (AHSN). The programme is sponsored by the Alliance Medical and Nurse Directors and the Programme Board is chaired by Sanjith Kamath, Medical Director at St Andrew's Healthcare.

The programme is based around three Communities of Practice through which the Alliance providers share issues, learning and best practice on:

- Restrictive practice
- Sexual safety
- Suicide and self-harm

National funding for the programme ends in 2023. The Alliance has secured regional funding of £400,000 to continue the programme in the East Midlands for the next two years. The three Communities of Practice will continue, and the restrictive practice element of the programme will be expanded to cover chemical and mechanical restraint in high secure settings. A draft work programme for 2023/24 was presented to the next joint meeting of the Alliance Medical and Nurse Directors in April.

The Patient Safety programme has gained excellent traction and there has been a strong exchange of best practice and learning. The Alliance was asked to present to the national AHSN group to explain how the programme has gained such senior engagement.

Patient Safety learning events

The Patient Safety programme ran a large learning event in Northampton in 2022 and another in Nottingham in March 2023.

The keynote speaker was Sean Duggan, Chief Executive of the Mental Health Network at the NHS Confederation. The morning session focused on identifying and addressing closed cultures. The afternoon table sessions covered:

- Suicide prevention
- Patients on Leave
- Service user involvement
- Shearwater- Ligature Assessment
- Co-production
- Reducing restrictive practice
- Sexual safety
- Aintree Project

Restrictive practice – external review

A second region-wide restrictive practice review was completed in March 2023. Each Chief Executives of the Alliance providers received confidential restrictive practice reports for their organisations. A themed Alliance wide learning report was shared in April 2023.

The review of restrictive practice provides a comparative view across the Alliance providers and with the previous review that took place two years ago. The review shows significant overall progress and suggests further areas for development.

Quality Improvement

Alliance buddy support to St Andrew's

The buddy support to St Andrew's from Alliance partners concluded in March. St Andrew's have developed a new Quality Strategy and are developing a more proactive predictive quality management system. The Alliance CEO Board in February discussed the exit criteria and the national interest in the model of support from NHS England including the Intensive Support programme.

Alliance Patient and Carer Race Equality Framework network

A group made up the Patient and Carer Race Equality Framework (PCREF) leads from the Alliance providers has met three times in six months to share learning, issues and to hear from pilot PCREF sites. The national PCREF leads, Husnara Malik and Jacqui Dyer, have joined the East Midlands meetings.

In December the group was joined by the PCREF lead from Birmingham and Solihull who shared their experience of being a pilot PCREF site and their priority areas. In February, the group was joined by the PCREF lead from Essex. He focused on establishing governance for a PCREF programme, leadership and integrating PCREF with other Trust priorities.

The Alliance PCREF group met on 5 May and received feedback from the national leads on changes to the PCREF following the closure of the national consultation and a briefing on expected next steps.

Workforce development

Workforce dashboard

The HR Director forum has developed a new Alliance Workforce dashboard which compares a small number of basic workforce indicators across the Alliance:

- Sickness rate (long and short term)
- Turnover rate
- Vacancy rate

The dashboard will be expanded to include:

- Time to hire
- Agency use
- Supervision

Nottinghamshire Healthcare have agreed to produce the dashboard on a monthly basis.

Clinical Support Worker retention programme

The Alliance secured funding of £1,355,640 over two years from Health Education England to improve the retention, development and recruitment of Clinical Support Workers. This programme is sponsored by the HR Director network.

The core element of the programme is a personal development programme for Clinical Support Workers. Over one hundred CSWs have been through the Developing Healthcare Talent programme which is aimed at improving retention and encouraging career development. The programme focuses on developing the individuals through a series of sessions with cohorts of CSWs from across the Alliance, individual development sessions and networking groups. Eight cohorts have completed the programme. A further six cohorts will take place in the spring and summer of 2023.

Two cohorts of a CSW line manager programme are now fully subscribed. The first of the two cohorts have begun the leadership development programme and the second cohort will begin at Easter.

The approach to CSW retention has been shared with colleagues in the West Midlands who plan to establish a similar programme.

The HR Directors agreed to review a proposal for an Equality and Diversity review of the Clinical Support Worker workforce, retention and development at their May meeting. The HR Directors will also be asked to agree the use of the remaining funds from this programme.

Each provider in the Alliance received £133,000 from the programme to employ a CSW lead and to develop CSW skills training locally. The HR Directors agreed that it was better to expand local skills development training for CSWs rather than take an Alliance wide approach.

The HR Directors reviewed a case study on the CSW retention programme which was also shared with the Alliance Board. Leads from Northamptonshire Healthcare presented a proposal to use the £300,000 recruitment element of the CSW funding. An external partner will now be identified to support the implementation of this part of the programme.

The King's Fund are gathering case studies on retention support and career development for more junior and unqualified staff. The CSW case study will be shared with the King's Fund.

Therapy Supervision programme

The Alliance secured funding of £150,000 in 2021/22 and £177,000 in 2022/23 to develop a regional approach to expanding Therapy Supervision. The Alliance will receive a further £177,000 in 2023/24. The majority of the funding will be used to directly support an expansion in Therapy Supervision.

The programme is led by St Andrew's, managed by a project group made up of Therapy leads and sponsored by the HR Director network. The programme was paused in 2021/22 while Alliance members focused on the Covid pandemic and recovery programmes. The Alliance, through St Andrew's, has worked with Booking Lab to develop a booking system to be used for the programme across the East Midlands.

The programme lead from St Andrew's presented an update to the HR Director forum. A project manager will be recruited on a part-time basis to manage the vetting, booking and payment process.

A gap analysis has been carried out with each provider identifying areas of need in terms of Therapy Supervision.

The HR Directors nominated leads to support the promotion of supervision opportunities and to write to former staff who may wish to retire and return to supervise. A second communication will seek to sign up external supervisors. The expectation is that much of the supervision will take place virtually.

Launch sessions have taken place with Lincolnshire, Leicestershire, St Andrew's and Derbyshire.

Mental Health Act funding

The Alliance secured funding of £66,000 to develop training materials linked to the new Mental Health Act. Leicestershire Partnership are taking a lead in developing the material based on their experience and skills in developing e-learning packages.

Progress in developing new e-learning material was paused in winter 2022/23 as the new Mental Health Act was further delayed. The HR Directors discussed how the funds could be used focusing on the existing Mental Health Act with a focus on cultural competences which could also be used as pre-work for the new Act. The CEO group supported this suggestion. An updated draft specification will be shared with the Nurse Director group for comment to take forward this programme of work.

Innovation

Embedded Mental Health Innovation role

The Alliance has agreed to receive funding from the East Midlands AHSN to cover the salary of an embedded Mental Health Innovation role for two years. Recruitment has taken place through the spring with the intention to have the postholder in place by the end of June.

National Provider Collaborative Innovator status

Northamptonshire Healthcare and Leicestershire Partnership have become one of nine national collaboration innovators. The two initial areas of focus are on sharing clinical staff across multiple organisations and delegation. The focus on sharing clinical staff will be undertaken on a cross Alliance basis. The leads presented an introduction on the programme to the Strategy Director and HR Director forums. The HR Director forum agreed nominations to join a task and finish group to work with national leads to begin to develop and implement a model in the East Midlands.

Sustainable staffing models for mental health Inpatient services

The Alliance has agreed to work with the regional and national NHS England teams to consider models of sustainable staffing of Inpatient services. The CEOs agreed that this should be done with Nurse Director and Directors of AHPs. A date will be set for a workshop in the summer.

Open Dialogue pilot

The Alliance secured £100,000 of funding to run an Open Dialogue pilot on two wards. The pilot will take place in Lincolnshire Partnership with the learning shared across the Alliance. The lead role has now been advertised and the project will commence in Spring 2023.

Collaboratives and population health

Regional collaboratives and service developments

CAMHS

The CAMHS collaborative has undertaken a bed review and has a focus on waiting list reduction. The collaborative has introduced new Family Ambassador roles. The CAMHS Collaborative Board will review how to reinvest the surplus from 2022/23. The CEO group have agreed to a future focus on the transition between CAMHS and Adult services for 16 to

25 year olds. There is an evaluation underway of the CAMHS 3.5 service. The CAMHS collaborative has been successful in reducing the size of the waiting list across the region.

A project to review delayed discharges across the collaborative has been established by the commissioning team working with collaborative partners and ICBS. A project to deliver face to face access assessments has commenced after a successful bid to NHSE. A lead has been appointed and all partners within the collaborative have been engaged and a pilot in Nottinghamshire and Derbyshire will now commence.

Adult Eating Disorders

The Adult Eating Disorders collaborative reported a reduction in Emergency Department presentations. The collaborative Board has agreed to develop a step-up programme of care, with the aim of preventing some patients requiring admission to a Specialist Eating Disorder Unit. The CEO group encouraged a future focus on Non Anorexic Disordered Eating.

Impact Forensics

The Impact collaborative has delivered a significant reduction in out of area placement numbers, a reduction in restrictive practice and secured a contract extension to 2026. A risk and gain agreement has been developed in shadow form and the collaborative has appointed a permanent Managing Director.

Since October 2020 the IMPACT PC has repatriated a significant number of patients who had been placed outside of region. This brings patients closer to their homes and families, results in shorter episodes in hospital and better outcomes in general. The number of East Midlands adult secure patients being cared for out of area, is at an all-time low of 43 individuals or 8%.

All categories of restrictive practice: Long Term Segregation, Seclusion and Restraint incidents are on a declining trend as a rate per adult secure inpatient population. There has been a 20% reduction in restraints and seclusions achieved since the collaborative was established.

Only 6% of referred patients have had more than one access assessment. This aligns with the ambition to prevent patients undergoing multiple access assessments and having to tell their story more than once.

Overall use of exceptional packages of care has declined throughout 2021, because of a robust process. Patient flow has improved, with a significant improvement in waiting list numbers over the last 3 months.

Veterans

Lincolnshire Partnership have been successful in their bid to be the lead provider for the Midlands Op Courage contract which will bring a range of existing and new offers together

under one contract - Integrated Veterans Mental Health Services. Lincolnshire have produced a short summary to highlight to local systems the support available through the Integrated Veterans Mental Health service.

Perinatal

The full launch of the Perinatal collaborative for the East Midlands has been postponed from April to October 2023. The postponement is driven by a delay in the issuing of national financial guidance. The clinical reference group and operational implementation group are working well. Regular updates are shared with the Alliance CEO Board.

Gambling addictions service for the East Midlands

The Alliance secured funding of just under £1million to establish a Gambling Addictions service for the East Midlands. Derbyshire Healthcare are taking a lead role in developing a regional service. The Alliance providers have participated in an operational planning group and a clinical reference group. The Gambling Addictions service has begun the process of advertising and appointment staff. A soft launch of the service took place in May 2023.

Collaborative review

The Alliance CEO group agreed to commission a review of the perceptions and functioning of the mental health collaboratives from the Alliance partner teams that work with the collaboratives. The review will focus on the governance, operational and clinical decision-making, financial management and communications of each collaborative. The Review will seek opinions on what is different for service users from a collaborative rather than NHS England led approach.

A series of interviews with strategic, clinical, operational and financial leads has begun with a plan to produce a draft report for the CEO group which will then be shared at a joint session of the CEOs, Medical Directors and Strategy Directors.

The CEOs agreed to a second element of the review which will seek views from the Chairs of the Alliance providers on the governance of the collaboratives.

A stronger collective voice

Host commissioning proposal

A further NHS England led workshop was held on 22 March to discuss plans for NHS England to delegate host commissioning of Specialised services in the Midlands. The bulk of mental health, learning disabilities and autism services are in wave two which will not be delegated

until at least 2024/25. A further session in the summer will look in more detail at the proposed timescales and approaches for the later waves.

East Midlands ICB CEO forum

Discussions are underway with the new East Midlands ICB CEO forum to bring them together with the Alliance CEO group. The director led for the ICB CEOs attended the May Alliance Strategy Director forum.

Alliance Sustainability Group

A group made up of green champions and sustainability leads from the Alliance providers met for the first time in March. The network meeting shared progress and successes across the Alliance and heard from regional and national leads from the Green NHS team. The meeting reviewed green plan guidance and shared examples of plans from elsewhere in the country. The national Green NHS leads shared support resources and invited Alliance members to a series of development events. The group agreed to meet again later in the year to share progress.

Alliance Data workshop

The Alliance held a data workshop in February in response to a request from the national mental health data team. The focus of the workshop was on planned national developments in mental health data relating to pricing, outcomes and equalities. The national leads for each area of work presented to the workshop and invited comment and participation in future pilots. The digital leads group agreed to meet again in the summer to share approaches and innovations on data between providers.

Professional networks

Chief Executive Forum

The Chief Executive Forum has continued to meet on a fortnightly basis. Key issues over the past few months have included sharing approaches and learning in relation to:

- System financial escalation meetings and the Mental Health Investment Standard
- Workforce challenges including staff fatigue, the cost of living challenges, recruitment, retention and staff development.
- Performance and operational challenges including access rates, waiting times, out of area placements, occupancy, length of stay and discharge.
- Executive leadership changes in some providers.

The CEO group have also shared regular updates on key developments within providers including:

- The transformation programme at St Andrew's
- The Nottinghamshire high secure relicensing process for Rampton.
- Engagement and consultation relating to some service change and facilities in Lincolnshire.
- National Collaborative Innovator status for Leicestershire and Northamptonshire
- Capital developments in Derbyshire and Lincolnshire

Medical and Nurse Director network

The Alliance joint Medical and Nurse Director network met in April 2023. The meeting received and reviewed the draft programme of work for 2023/24 for the AHSN Patient Safety programme. The meeting also discussed an initiative to research the difference approaches to mechanical restraint particularly in high secure settings.

The Medical and Nurse Director group also shared recent CQC experiences, discussed digital innovation, reviewed the restrictive practice reports and received a presentation on the new Op Courage programme including service coverage and referral routes.

Strategy and Finance Director forum

A joint session of Strategy and Finance Directors took place in January with a focus on planning, Learning Disability Pathway panels and the cost of different models, the CAMHS cost comparison work, a session with the national lead for Lived Experience in Collaboratives and funding of the Patient Safety programme.

The March meeting of the Strategy Director forum heard from a company developing a rewards based app that monitors mood changes amongst children and young people and could be used as an additional tool to monitor people while they wait for assessment or treatment.

The group received an update on the new Op Courage programme, discussed an approach to holding a region wide Innovation exchange event run by the AHSN focusing on markers of deterioration for people on waiting lists, the embedded Alliance Mental Health Innovation role and the national Provider Collaborative Innovator programme.

HR Director network

The Alliance HR Director network met in February and May 2023. The February meeting reviewed plans to manage industrial action, the BMA rate card and derogations. The May meeting focused on next steps with the CSW programme, Therapy Supervision, new roles, the CAMHS workforce programme and the Collaborative Innovator work.

Alliance Board meeting

The Alliance Board met in April 2023 and received formal updates from the Specialised service collaboratives covering the East Midlands. The Board also received a presentation on progress with the new Gambling Addictions service for the East Midlands from the lead clinician and lead manager.

The Board received an update on the Collaborative review, the Patient safety programme, the review of restrictive practice across the Alliance and key workforce funding programmes. The Board discussed the opportunities available through the national Provider Collaborative Innovator status and the preparation for the joint Chair and CEO meeting in May.

Joint Chair and CEO meetings

A joint meeting of the Chairs and CEOs of the six provider members of the East Midlands Alliance took place on 3 May in Leicester. The first part of the agenda focused on a stocktake of some key areas of delivery by the Alliance in the last year.

An Alliance Framework has been developed which summarises the professional networks, formal collaboratives, key programmes of work and the role of the Alliance Board in setting the strategic direction. The Chair and CEO group agreed to update the framework and review again at their 9 June meeting.

The group reviewed the progress with the quality improvement support from the Alliance to St Andrew's; the East Midlands Mental Health Patient Safety programme; the new regional Gambling addictions service for the East Midlands; and the Clinical Support Worker retention case study.

The Chair and CEO group reviewed a new draft common Board paper which summarised the activities of the Alliance in 2023. The group agreed to restructure the paper in line with the strategic drivers used by the Alliance and to support provider Boards to engage with the purpose, vision and priorities of the Alliance.

The group agreed on the importance of developing wider joint ownership of the Alliance and bringing the wider provider Boards into the discussions on direction setting.

The second part of the agenda focused on looking forwards. The group reviewed progress under six strategic themes:

- Safety
- Quality Improvement
- Workforce development
- Innovation
- Collaboratives and population health
- A stronger collective voice

The meeting received feedback from some senior external partners and regulators. They were asked to reflect on the progress and contribution of the Alliance to date and to suggest potential future priorities and opportunities. The group noted that the feedback was very positive, and that the positivity focused on the wider Alliance work more than on the contribution of the formal specialised service collaboratives.

There was strong support for working together and demonstrable value added through the case studies and professional networks. The progress made to date would be used as a springboard for the future. A culture of trust has been developed and will enable a bolder phase two.

The group agreed to meet again for a facilitated session in June to begin to develop a draft proposal for a Phase Two of the Alliance, that can then be tested with provider Boards. The group agreed to build on what has been achieved to date, to set a clearer strategic direction through a collective process and to bring a wider group of Board members into the discussions.

A face-to-face meeting of the Alliance Chairs and Chief Executives took place at the St Andrew's site in Northampton on 9 June.

The group reviewed the strategic themes and used a model of 'why, what and how' to focus them. The group discussed giving future priority to the following draft strategic themes:

- Quality improvement
- Safety
- Workforce development
- Population health and inequalities

The group discussed a range of delivery methods to implement actions linked to the draft strategic themes:

- Collaboration
- Sharing learning
- Population health
- Joint programmes
- Strong collective voice
- Innovation
- Effective use of resources

The group also discussed having a set of underpinning values including being respectful and supportive. The group also considered potential underpinning principles including subsidiarity (taking decisions as locally as possible), collaboration by consent and not acting to the detriment of others in the Alliance.

The group agreed to ask the Strategy Director group to work up a draft model to playback to the Chair and CEO group prior to sharing with Boards for comment.

The workshop also considered where they would like the Alliance to be in three years' time and identified some 'wicked collective issues' for the Alliance to tackle. The group agreed to consider any amendments to the governance of the Alliance at a later date once the strategic direction of the Alliance is agreed.

Recommendations

Provider Boards are asked to:

- a) note the progress made by the Alliance with collaborative work under the six strategic themes
- b) note the success in attracting discretionary funding to support the delivery of the strategic themes
- c) note the areas of focus for the professional networks, CEO group and Alliance Board
- d) review the summaries of the joint Chair and CEO meetings held in May and June.

Appendices

1. Regional restrictive practice report – May 2023
2. Clinical Support Worker case study
3. Alliance framework slides

Graeme Jones

15 June 2023