

Trust Public Board – 28 November 2023

East Midlands Alliance Common Board Paper

Purpose of the report

- This item shares the East Midlands Mental Health, Learning Disability and Autism Alliance Update

Analysis of the issue

- The Alliance includes the NHS providers of mental health, learning disability and autism in the East Midlands and St Andrews' Healthcare. The alliance has been established to bring together learning and to speak with a single voice to champion improvements, resourcing and the needs of our sector.
- This common board paper provides a single update about our work to all organisations.

Proposal

- A quarterly update is provided, this update highlights the wide range of joint working, additional income and new opportunities we have jointly invested in, to improve outcomes and services.

Decision required

The Boards of the Alliance providers are asked to:

- Review and approve the vision, values, purpose and strategic objectives;
- Note the funded opportunities available under the Therapy Supervision and Physician Associate programmes;
- Hold the date of 12 March 2024 to attend the regional mental health patient safety learning event;
- Note and promote the new Gambling Harms service and the Perinatal collaborative, and to note the planned meeting of the Alliance CEOs with the ICB CEOs in December;
- Note the launch of the Patient and Carer Race Equality Framework and the importance of this mandatory framework in supporting providers to become actively anti-racist organisations with a focus on co-production and implementing concrete actions to reduce racial inequalities within services and outcomes;
- Note the launch of the Alliance website and quarterly newsletter.

Governance table

<p>For Board and Board Committees:</p> <p>Paper sponsored by:</p> <p>Paper authored by:</p> <p>Date submitted:</p> <p>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</p> <p>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</p> <p>State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning</p>	Trust Board		
	East Midlands Alliance Chief Executives		
	David Williams & Graeme Jones		
	20 November 2023		
	Regular updates are provided to SEB		
	Assured		
	Regular update quarterly		
	STEP up to GREAT strategic alignment*:	High Standards	X
		Transformation	X
		Environments	
Patient Involvement		X	
Well Governed		X	
Reaching Out			
Equality, Leadership, Culture		X	
Access to Services		X	
Trustwide Quality Improvement		X	
Organisational Risk Register considerations:	List risk number and title of risk		
Is the decision required consistent with LPT's risk appetite:	Yes		
False and misleading information (FOMI) considerations:	Nothing has been identified		
Positive confirmation that the content does not risk the safety of patients or the public	Confirmed		
Equality considerations:	The EMA is seeking to improve and broaden access to services		

Common Board paper

Draft v2

November 2023

1. Introduction

This paper provides a summary of the work and plans of the East Midlands Alliance including the discussions and agreements from the East Midlands Alliance Board that met on 31 October 2023.

The same Board paper, agreed by the CEO group, is shared with the six Boards of the providers that make up the East Midlands Alliance for mental health, learning disabilities and autism.

2. The East Midlands Alliance

The East Midlands Alliance is made up of the six largest providers of mental health services in the East Midlands region:

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

3. Vision and strategic objectives

3.1 Agreeing a vision and strategic objectives

The Alliance Board in October 2023 reviewed and agreed a draft vision, values, purpose and strategic objectives to present to provider Boards for review and approval. The core of this common Board paper is drafted under the five draft strategic objectives.

The draft vision, values, purpose and strategic objectives were developed by the Alliance strategy director forum with earlier drafts shared for comment with the Chief Executive group.

3.2 Vision

The proposed vision for the Alliance is:

Working together in partnership to enable the best mental health, learning disability and autism care and support for the people of the East Midlands.

3.3 Values

The proposed values for the Alliance are:

- Working together
- Respectful
- Integrity
- Supportive

3.4 Principles

The proposed principles for the Alliance are:

- Patient first
- Subsidiarity – take decisions as locally as possible
- Collaboration by consent
- Not acting to the detriment of others
- Sharing and applying learning at pace

3.5 Strategic objectives

The proposed strategic objectives for the Alliance are:

1. Quality improvement and productivity
2. Enabling safe care
3. Developing our workforce
4. Improving population health

5. Reducing inequalities

The Alliance Board agreed that each strategic objective would be led by a professional network and that they will be asked to develop a measurable set of strategic goals for 2024/25 to inform an Alliance strategic plan. The plan will be shared with provider Boards for comment and approval.

The proposed professional network leadership of strategic objectives is:

- Quality improvement and productivity - Medical and Nurse Director forum
- Enabling safe care – Patient Safety programme and the Medical and Nurse Director forum
- Developing our workforce – HR Director forum
- Improving population health – Strategy Director forum
- Reducing inequalities - Medical and Nurse Director forum

Action and recommendation 1 - The Boards of the Alliance providers are asked to review and approve the vision, values, purpose and strategic objectives.

4. Quality improvement and productivity

4.1 Medical and Nurse Director forum

The Medical and Nurse Director forum met in September with a session that included a focus on the national Inpatient Quality Improvement programme, a joint approach on Patient Safety Incident Response Framework (PSIRF), the monitoring of markers of deterioration for people waiting for mental health assessment, the use of visual technology in mental health and the potential use of new funding for the development of Physician Associates in mental health and funding for Mental Health Act training.

4.2 Markers of deterioration

In considering a joint best practice approach to markers of deterioration, the Medical and Nurse Directors agreed to consider the MAST product as a tool to review risk in those waiting for mental health support in the community. A presentation will take place in early December from leads in Mersey Care NHS Foundation Trust on their use of MAST.

4.3 Visual technology

On the use of visual technology, the AHSN shared an update on two reviews for the Alliance. One is on the practical lessons from implementing visual technology and the other on the academic research and evidence base for visual technology. These presentations were also shared with the CEO group and more widely with the Midlands and East Mental Health Chief Executive forum.

4.4 Mental Health Act

The Alliance has secured funding from NHS England to improve the understanding and use of the Mental Health Act. Medical and Nurse Directors agreed to work with a legal firm and expert clinicians to run a series of masterclass sessions and practical workshops to complement existing process and technical training.

4.5 Therapy Supervision Hub

The Alliance has developed a Therapy Supervision hub to match those in need of supervision and potential supervisors. Access to therapy supervisors is a common challenge across the Alliance and the system enables supervision at a distance between Alliance providers and for others to sign up to provide supervision into the Alliance.

St Andrew's has taken a lead on behalf of the Alliance in developing the booking software, recruiting supervisors and undertaking needs audits in each provider. The next stage is for the Alliance to fill remaining gaps in therapy supervision by providing training to develop new supervisors.

4.6 Physician Associates in mental health settings

The Alliance has agreed to receive funding from NHS England to support the development of Physician Associates in mental health settings. The Medical and Nurse Directors agreed to use the funding to:

- promote the potential use of Physician Associates and success elsewhere to the wider clinical body through an Alliance conference
- funds to support the recruitment of new Physician Associates
- funding for the costs of supervision backfill for new recruits
- offering places on the Sheffield Physician Associate development programme to new Physician Associate recruits
- and support with recertification and CPD with a focus on the physical health modules for staff who choose to work in mental health.

4.7 Open Dialogue pilot

The Alliance secured funding to establish an Open Dialogue pilot in Lincolnshire. The learning from the pilot will be shared across the Alliance. An update will be provided to the Strategy Director forum in November.

4.8 Dedicated Alliance Innovation lead for mental health

The Alliance agreed external funding from the East Midlands AHSN to appoint a dedicated regional Innovation lead for mental health embedded in the Alliance. The Medical and Nurse Directors have fed into the early work programme for the role including a focus on the use of visual technology in mental health inpatient settings.

4.9 Urgent and Emergency Mental Health Capital

The Alliance was offered £800,000 for Urgent and Emergency mental health capital development in 2024/25. The Alliance Board agreed to put three proposals forward by the deadline of 3 November:

- Perinatal estate improvements proposals from Derbyshire
- Crisis Service telephony proposal from Nottinghamshire
- Work to increase inpatient bed capacity from Leicestershire.

Action and recommendation 2 – The Alliance provider Boards are asked to note the funded opportunities available under the Therapy Supervision and Physician Associate programmes

5. **Enabling safe care**

5.1 East Midlands Mental Health Patient Safety programme

The Alliance works in partnership with the East Midlands Academic Health Science Network (AHSN) to run a region-wide Patient Safety programme involving leads from all six provider member organisations.

The Medical and Nurse Director forum agreed to take a joint collaborative approach to the introduction of the Patient Safety Incident Response Framework (PSIRF). This will form a fifth element to the Patient Safety programme.

The Patient Safety programme has five priority areas:

- Reducing restrictive practice
- Reducing suicide and self-harm
- Sexual safety
- Mechanical restraint in high secure settings
- Patient Safety Incident Response Framework

The national programme support has ended in other regions, but the Alliance secured funding to extend the programme by two years in the East Midlands. The programme takes a community of practice approach involving lived experience voices to develop and share best practice.

The patient safety programme includes a series of share and learn deep dive sessions. Recent next share and learn sessions have included a focus on hidden objects and the Duty of Candour.

The mental health patient safety programme will hold a large learning event on 12 March 2024 with a focus on Service User Experience and Patient Safety. A task and finish group has been established to plan the event.

Action and recommendation 3 – Board members are asked to hold the date of 12 March 2024 to attend the regional mental health patient safety learning event.

6. Developing our workforce

6.1 HR Director network

The Alliance HR Director network meets quarterly and oversees a series of funded joint programmes and workforce initiatives.

6.2 Retaining and developing Clinical Support Workers

The Alliance has run a very successful programme to support the development, retention and career aspirations of Clinical Support Workers. The core programme is called Developing Healthcare Talent. It is complemented by a programme that works with the line managers of Clinical Support Workers, known as the Developing Healthcare Leaders programme. Both courses have very high completion rates, and the feedback has been very positive. Over 200 staff have been through the programmes to date.

Cohorts 10 and 11 are underway for the Developing Healthcare Talent programme and Cohorts 3 and 4 for the Developing Healthcare Leaders programme. All are fully subscribed. There is a waiting list for future Developing Healthcare Leaders cohorts and work has begun to populate cohorts 12 to 14 for the Developing Healthcare Talent programme with start dates of January, February and March respectively.

The HR Director network agreed in October to use the funds previously set aside for joint CSW recruitment activity to build on the momentum of the retention and development programmes. Further cohorts of both programmes will be commissioned. The Alliance will also pilot approaches with newly qualified nurses and internationally recruited nurses who begin their NHS careers in CSW roles.

A case study has been developed on the programme and the impact it has had for individuals and the Alliance providers. There are also a series of participant videos sharing the impact of the programme on them as individuals. The case study has been shared regionally and nationally, with other collaboratives establishing similar programmes to that run in the Alliance. NHS England has offered further funding to the Alliance to develop the programme.

The HR Director network has also fed into the development of the Therapy Supervision programme and the plans for the use of the Physician Associates funding, alongside the Medical and Nurse Director forum.

6.3 Recruitment and Retention Payments survey

The Alliance CEOs agreed to conduct a Recruitment and Retention Payments survey which was presented to 20 October CEO meeting with HR Directors in attendance. The conclusion of that meeting is that the focus for the Alliance should be on sharing plans to use RRP in advance and monitoring any impact on Alliance partners. There were concerns that the Alliance providers will collectively lose out to near neighbours if they do not offer some incentives and a discussion on the national drivers of some additional payments.

6.4 Enabling clinical staff to work across the Alliance

The Alliance Board received a Memorandum of Understanding developed by a task and finish group sitting under the HR Director forum. The focus of the MOU is to make it easier for clinical staff to work across the Alliance. The MOU has been developed with some expert national input tied to the Collaborative Innovator status of the Leicestershire and Northamptonshire Group.

St Andrew's have agreed to sit outside of the MOU at this point in time, due to their different governance structure and charitable status. The intention in the longer term is to draw St Andrew's into the MOU.

The Alliance Board welcomed the progress and agreed to the principle of having an MOU to make it easier to share clinical workforce between providers. The CEOs agreed to seek views from their HR Directors and Corporate Service leads with a view to approving later in the year.

6.5 Robotic Process Automation in recruitment processes

The HR Director network has been working with the Innovation leads from the East Midlands AHSN to consider the use of Robotic Process Automation in recruitment processes. This focuses on the administrative tasks that can often draw out recruitment process timelines and that use the time of HR specialists.

Leads from University Hospitals of Northamptonshire presented an introduction to automation and robotic processes. The UHN Trust is an Automation Accelerator and has undertaken work on automating HR vacancy management processes. The benefits realised by automating parts of the process include freeing up time for HR staff, increase efficiency, faster recruitment processes and reduced manual administration.

Two Alliance providers requested follow up discussions with UHN and the AHSN to consider the potential benefits of Robotic Process Automation in more detail.

7. Improving population health

7.1 Provider Collaboratives in ICBs

The Alliance Board in October 2023 had a focus on the development of local ICS level provider led collaboratives. National and regional policy leads for provider collaboration joined to share the NHS England vision for provider collaboratives, a summary of the current landscape of collaboratives, the planned policy review and available support to provider collaboratives.

Each Strategy Director presented a summary of the position in their ICS. There is significant variance in the ambition of different ICBs, the enthusiasm for devolving budgets and decision-making, the partners involved, coverage and scope of collaboratives.

Discussions focused on the spectrum of ICS ambition for provider led collaboratives and the different approach taken in different ICBs linked to whether they continue to pursue a more traditional transactional contracting approach or are a new more strategic role that included significant delegation.

The Alliance CEOs will meet with the East Midlands ICB CEOs on 11 December.

7.2 Gambling Addictions and Harm service for the East Midlands

The Alliance secured £1million of recurrent funding to establish a new Gambling Addictions and Harm service for the East Midlands. The service is run by Derbyshire Healthcare on behalf of the Alliance.

The main CBT treatment pathway and consultant pathway are up and running, the Psychodynamic Psychotherapy pathway is to commence when the Principal Psychologist commences January 2024. The service is now providing triage, assessment, educational/motivation courses and CBT therapy.

The Hub team continue to work with stakeholders (local authorities and health providers across the region) to promote the service and increase access. Promotional work is planned to include digitally advertising on the side of a van that will attend professional football matches in the East Midlands.

Most clinical and administrative posts have now been recruited. The next step is to recruit Peer support with lived experience.

7.3 ADHD workshop

The Alliance ran an ADHD workshop in November 2023 to share learning and approaches to address the significant growth in ADHD referrals and diagnosis seen across the region. The workshop set a number of joint actions including some work with the AHSN to better understand innovation elsewhere in the country.

7.4 Perinatal Collaborative for the East Midlands

The specialist Perinatal collaborative for the East Midlands, led by Derbyshire and including all six Alliance members as partners, was approved to launch on 1 October 2023. The majority of Perinatal collaboratives in other parts of England have had their launch postponed until 2024.

Action and recommendation 4 – Provider Boards are asked to note and promote the new Gambling Harms service and the Perinatal collaborative, and to note the planned meeting of the Alliance CEOs with the ICB CEOs in December.

8. Reducing inequalities

8.1 Patient and Carer Race Equality Framework

One key area of focus for the Alliance on reducing inequalities has been the joint work to progress implementation of the Patient and Carer Race Equality Framework (PCREF). An Alliance network has met three times and shared issues and progress. The network has also heard from two of the five national PCREF pilot Trusts with a focus on the voice of lived experience and establishing leadership and governance for the PCREF.

The PCREF was launched nationally in October 2023 and Alliance leads will take part in a regional launch event on 16 November in Leicester which will include presentations from the national leads for the programme.

8.2 East Midlands Gambling Harms service

A second area of joint work to reduce inequalities was the securing of recurrent resource and the launching of an East Midlands Gambling Harms service. Other regions already had established Gambling Harms services, but the East Midlands did not have a dedicated local service led by local providers. Derbyshire Healthcare has led the development and launch of

the East Midlands service. Updates on recruitment, referrals, pathway development and outcomes will be shared with the Alliance Board on a quarterly basis.

8.3 Reporting service access and inequalities data to the Alliance Board

The review of the functioning of the collaboratives included recommendations for the collaborative update reports to the Alliance Board should include specific data reporting of measures to better illuminate the progress, successes, issues, challenges and risks in each collaborative. The CEOs agreed that the reports should also include referral and coverage data for regional collaboratives to illuminate any inequity in service access or response.

Action and recommendation 5 – Provider Boards are asked to note the launch of the Patient and Carer Race Equality Framework and the importance of this mandatory framework in supporting providers to become actively anti-racist organisations with a focus on co-production and implementing concrete actions to reduce racial inequalities within services and outcomes.

9. Review of the regional collaboratives

The CEO group agreed to commission a review of the functioning of the specialist collaboratives in the East Midlands from the viewpoint of partner providers. A themed report was shared with and approved by the Alliance Board in October. The Alliance Board agreed to prioritise the recommendations relating to admission criteria, escalation, outreach and broader support while people wait, led by the Medical Director group.

10. Alliance Communications

The Communications leads and Strategy Directors have been working for six months on an Alliance newsletter and website. The Alliance Board in October approved and supported the website structure and plans for a quarterly newsletter. The Board agreed to give the Strategy Director group the role of signing off the newsletter and any amendments and new content on the website.

Action and recommendation 6 – Provider Boards are asked to note the launch of the Alliance website and quarterly newsletter.

11. Actions and recommendations

The Boards of the Alliance providers are asked to:

- I. review and approve the vision, values, purpose and strategic objectives;
- II. note the funded opportunities available under the Therapy Supervision and Physician Associate programmes;
- III. hold the date of 12 March 2024 to attend the regional mental health patient safety learning event;
- IV. note and promote the new Gambling Harms service and the Perinatal collaborative, and to note the planned meeting of the Alliance CEOs with the ICB CEOs in December;
- V. note the launch of the Patient and Carer Race Equality Framework and the importance of this mandatory framework in supporting providers to become actively anti-racist organisations with a focus on co-production and implementing concrete actions to reduce racial inequalities within services and outcomes;
- VI. note the launch of the Alliance website and quarterly newsletter.

Graeme Jones

10 November 2023



East Midlands Alliance Vision, values and strategic priorities

Supported by the Alliance Board in October 2023

To Provider Boards for comment and approval

November 2023



Vision



Working together in partnership to enable the best mental health, learning disability and autism care and support for the people of the East Midlands.

Values

Values

- Working together
- Respectful
- Integrity
- Supportive

Principles

Principles

- Patient first
- Subsidiarity – take decisions as locally as possible
- Collaboration by consent
- Not acting to the detriment of others
- Sharing and applying learning at pace

Strategic priorities



1. Quality improvement and productivity
2. Enabling safe care
3. Developing our workforce
4. Improving population health
5. Reducing inequalities

Methods of delivery

- Collaboration
- Professional networks
- Joint programmes
- Strong collective voice
- Sharing learning
- Innovation
- Effective use of resources

Our professional networks



Chief Executives



Strategy Directors



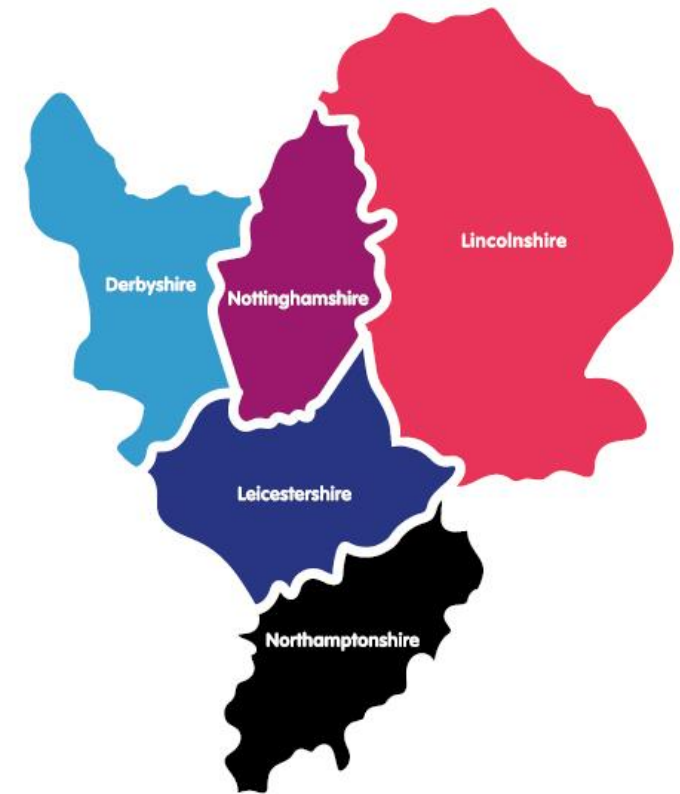
HR Directors



Medical and Nurse Directors (joint forum)



Finance Directors



Our formal collaboratives (and leads)

Adult Eating Disorders (Leicestershire)

CAMHS (Northamptonshire)

Impact (Nottinghamshire)

Op Courage (Lincolnshire)

Perinatal (Derbyshire)

Our areas of focus

East Midlands Alliance CEO Board

Professional networks and themed programmes and workshops

East Midlands Provider Collaboratives

Shared learning, excellence in care and positive growth

Impact

CAMHS

Adult ED

Gambling addiction

Perinatal

Op Courage

Better outcomes for the East Midlands community
Improved practice, collaboration and a more effective voice for mental health and learning disabilities in our area.

Direction setting

Strength and Stability

Delivery of Change

Collaboration and Co-production

Progress with the strategic priorities



1. Quality improvement and productivity
2. Enabling safe care
3. Developing our workforce
4. Improving population health
5. Reducing inequalities

Quality improvement and productivity



- The Alliance provided buddy support to St Andrew's Healthcare to deliver their quality improvement programme.
- The Alliance secured funding to establish an Open Dialogue pilot in Lincolnshire. The learning from the pilot will be shared across the Alliance.
- The Alliance will run a series of joint workshops and masterclass sessions on the Mental Health Act to promote understanding and best practice.
- The Alliance has worked with the AHSN to review the use of technology in speeding up recruitment processes.
- The Alliance has appointed a regional Innovation lead for mental health funded by the AHSN.

Enabling safe care



- The Alliance works in partnership with the East Midlands Academic Health Science Network (AHSN) to run a region-wide Patient Safety programme involving leads from all six provider member organisations.
- The Patient Safety programme has five priority areas:
 - Reducing restrictive practice
 - Reducing suicide and self-harm
 - Sexual safety
 - Mechanical restraint
 - Patient Safety Incident Response Framework
- Each priority has a Community of Practice through which innovation and learning is shared. The overall programme places a heavy priority on the voice of lived experience.
- The Alliance worked with the AHSN to review practical experiential learning on the use of visual technology in mental health.

Developing our workforce



- The Alliance has run a very successful personal development programme for Clinical Support Workers and their line managers. The programme will be expanded to pilot similar approaches with internationally recruited nurses who take up initial roles as Clinical Support Workers and to newly qualified nurses.
- The Alliance has established a joint Therapy Supervision programme to work collectively to address capacity gaps in the supervision of therapists across the East Midlands.
- The Alliance is establishing a Physician Associate programme to build awareness of the role and potential impact of Physician Associates.
- The HR Director network has worked on a Memorandum of Understanding to enable clinical staff to work across providers in the Alliance.
- The Alliance secured funded places for Recruit to Train therapists and Multi-disciplinary Accountable/Responsible clinicians.

Improving population health



- The Alliance worked with the North of England CSU to develop a demand and capacity model to support the planning of recovery from the Covid pandemic.
- The Alliance secured funding to establish a new Gambling Addictions and Harm service for the East Midlands. The service is run by Derbyshire Healthcare on behalf of the Alliance.
- The Alliance is running an ADHD workshop in November 2023 to share learning and approaches to address the significant growth in ADHD referrals and diagnosis.

Reducing inequalities



- The Alliance has established a regional network to drive delivery of the Patient and Carer Race Equality Framework. The network directly involves national leads in the work of the Alliance members to deliver PCREF.

Next steps on the strategic objectives



- Lead groups to develop draft plans for 2024/25 to deliver each strategic objective
- Quality improvement and productivity - Medical and Nurse Director forum
- Enabling safe care – Patient Safety programme and the Medical and Nurse Director forum
- Developing our workforce – HR Director forum
- Improving population health – Strategy Director forum
- Reducing inequalities - Medical and Nurse Director forum

For Each Strategic Objective, set out the goals for 2024/25, milestones and measurable indicators to demonstrate progress and success.