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Dear Colleague,

Oxford Health NHS Foundation Trust: striving to improve care briefing June 2016

I wrote to you last summer to tell you about the work we're doing to improve care here at Oxford Health and I wanted to update you on progress. Our Care Quality Commission (CQC) inspection took place in September/October and we hosted a Quality Summit with inspectors and colleagues from Monitor and invited commissioners and other stakeholders to discuss the findings, published in January. We were pleased that there were some very positive messages about our trust and a recognition that we were aware of and working on areas where we needed to improve. One encouraging aspect of this is that the CQC agreed to come back to re-inspect our adult mental health services from the week commencing 13 June. I hope that as a valued partner in our work that you may be involved in that process and that this briefing will bring you up to date on progress since our last briefing.

CQC report findings January 2015

We were rated 'good' in three out of five quality measurements – *caring*, *responsive* and *well-led* and 'requiring improvement' in the remaining two, *effective* and *safe*. This gives us the over-all rating of 'requires improvement' [satisfactory] based on weighted scoring across all services inspected. No enforcement notices were issued and the majority (11 out of 15) of the trust's services were rated 'good' (10) or 'outstanding' (1) at the time. We are very pleased that the 'outstanding' rating was for our children and young people's community service, which includes school health nurses, health visitors and children's community nurses. Subsequently, in recent weeks our Luther Street GP practice for homeless people has been re-inspected and was also rated 'outstanding'.

The CQC found that Oxford Health NHS Foundation Trust was *well-led* with: accessible visible management at all levels and good working governance systems. It was *responsive* to people's needs across services, especially in a crisis, including reducing the need for police involvement in mental health crises, and in providing emotional support and counselling, especially for end of life care and bereavement. Patients and staff knew how to raise concerns and there was

good learning from incidents and complaints. Perhaps most importantly from our view, staff were found to be *caring*, and patients and their carers spoke positively about the care they received and felt they were treated with dignity and respect."

Oxford Health has a strong track record of working in partnership with others and providing integrated services, inspectors recognised this saying: "The trust is clearly committed to services that are multi-agency and multi-disciplinary and this was evident from the board discussions we observed and how staff at the frontline described the care." We stay committed to continuing to work in partnership with other organisations to develop and deliver services.

Improvements are required in *safety* to ensure that across all trust services the same high standards are observed. Inspectors noted: "On the whole services were safe, but the trust received a rating of requires improvement because we found pockets of poor practice." They also noted that some of our older estate, especially inpatient mental health settings at the Warneford Hospital, was outdated for the delivery of modern mental health care. The trust has long been aware of the challenge of operating from Victorian buildings and in recent years has developed the Whiteleaf Centre in Buckinghamshire and the Highfield Adolescent Unit at Warneford Hospital as exemplars of purpose built 21st century mental health care. A working group is currently developing options for future development of the Warneford Hospital site in particular to better address modern health care needs.

Effectiveness was rated as requiring improvement, due to a number of issues we recognised and had plans in place to address. The main area is about involving patients and their families in planning and reviewing their care so that all care is person centred. A major piece of work to develop a three year Patient Involvement and Experience Strategy in collaboration with patients and people who care for them has now been completed. This has started to change how we approach and ensure that all care and interactions are person-centred and individualised.

Re-inspection of adult mental health services

During the week commencing 13 June, over three days, sixteen CQC inspectors will visit the adult mental health services in Oxfordshire and Buckinghamshire. These will include our adult acute mental health wards, our rehabilitation ward at Whiteleaf and our adult mental health teams. The inspectors will give verbal feedback on their findings later that week and we expect publication of their findings in a few months' time.

I am very proud of our caring staff for contributing to delivering and improving our services before, during and after these CQC inspections. We began this journey of improvement before the inspection through our Improving Care: Five Questions (IC:5) work on the five CQC domains (*caring, safe, effective, well-led, responsive*) and value the insights that our own preparations and the inspection process have given us. All of this helps our learning and is part of our ongoing drive to work together to improve our services to benefit the people we serve.

Quality priorities for 2016/17

Our quality priorities remain focused on four key aspects of quality:

- A safe and effective workforce supported by effective management and leadership, focused on continuous improvement;
- Striving for a positive patient, family and carer experience (and acting when this is not the case);
- Improving quality through service remodeling;
- Increasing harm-free care.

Full details of our quality priorities and objectives are available on the trust's website and shortly on NHS Choices.

Working in partnership

We continue to develop key partnerships as part of our commitment to working closely with others, including other NHS trusts, social care, education and third sector partners. One of the major areas where we are developing this for the future is through contributing to the Sustainability Transformation Programme (STP), described later in this briefing. Some examples include:

Oxford Health and Oxford University Hospitals are working together to develop and deliver an integrated ambulatory and urgent care model of care for frail older people. Over the winter period in 2015, the two trusts piloted some of the proposed joined up working for the future which has had an impact on reducing delayed transfers of care. This work also contributes to the Sustainability Transformation Programme.

Our Oxfordshire Mental Health Partnership with five mental health charities (Connection Floating Support, Elmore Community Services, Oxfordshire Mind, Response, Restore) has begun delivering a new recovery based model of care, which emphasises working with people who need our services to deliver and develop health outcomes that are meaningful to them. This has included the launch of a Recovery College where service users, carers and staff learn together. In Buckinghamshire we are developing a new Recovery College in partnership with Buckinghamshire Mind on the same basis.

Mental health urgent care services in Oxfordshire and Buckinghamshire have continued to improve, reducing numbers of people in mental distress going into police custody and improving responses when they are in distress in public or at hospital emergency departments. Partnerships include: Street Triage (working with Thames Valley Police), Ambulance Triage (working with the South Central Ambulance Service) as well as Liaison Psychiatry (working with acute hospitals in both counties). The Buckinghamshire Street Triage team was launched in Aylesbury in partnership with Thames Valley Police in June 2015. Buckinghamshire Liaison Psychiatry team are working with Connection Floating Support and Elmore Community Services to deliver the Empower service, to offer alternative and appropriate support to patients who most regularly call on emergency services.

In Oxfordshire our Improving Access to Psychological Therapies (IAPT) service Talking Space Plus works closely with Oxfordshire MIND and now also Principle Medical Limited (PML) to support people who are experiencing anxiety and depression. In Buckinghamshire our Healthy Minds IAPT service is already working alongside a number of partners (Relate and the

Richmond Fellowship) to support patients with relationships and employment and we hope to further these partnerships in 2016/17.

Buckinghamshire CAMHS has a new integrated, single point of access service model for Children and Adolescents Mental Health Services (CAMHS) across the county developed in close partnership with Barnardos and BEAT (eating disorder care). Young people and parents were involved in service development, recruitment and testing. We are talking to commissioners about introducing this new evidence based model of care in other counties.

In Bath and North East Somerset (BaNES), following a successful pilot of emotional resilience school hubs to provide emotional and well-being support to young people of secondary school age, commissioners have asked us to work with schools to roll out the hubs across all secondary schools.

We continue to work closely with partners in acute and community health services to improve care pathways for young people with autistic spectrum disorders (ASD). In Swindon and Wiltshire we contribute to the multi-agency monthly meetings for children with complex neurodevelopmental difficulties, ensuring a seamless diagnosis pathway for children and young people. Each CAMHS in Swindon, Wiltshire and BaNES has a neurodevelopmental assessment clinic offering specialist assessment for ASD who are also experiencing mental health difficulties.

Sustainability Transformation Plan

NHS England's *NHS Five Year Forward View* asks for all partners in local health and care systems to set out a Sustainability Transformation Plan (STP) for their region to help ensure that health and care services are built around the needs of local populations that shows how local services will evolve and become sustainable over the next five years. Buckinghamshire, Oxfordshire and West Berkshire form one of these regions 'BOB' and we are contributing to the STP which will act as a single strategic plan for the region.

Clinicians and health and social care professionals from across all organisations are working together to review services in order to improve quality and reduce inequality. This involves developing community services, delivering care closer to home, and reducing the need for inpatient and acute hospital care by meeting patient's needs in better ways.

An Oxfordshire Transformation Board was established last year between NHS trusts, GP federations, and Oxfordshire County Council to look at organising health and care services more efficiently and achieving the best standard of care for everyone. From June to October 2016 patients and the public are being involved in the development of proposals for new models of healthcare in the county. This period of engagement will inform our ideas for the way services might be best provided in the future.

Keeping in touch

Partnership working is essential to our success and it's important that we continue to work together well and to talk to each other to look at ways that we can continue to improve our services. We are always keen to hear from you. If you would like to discuss anything from this

briefing or any other matter please feel free to contact me through the Improving Care team office, by emailing IC5@oxfordhealth.nhs.uk, or by phoning 01865 902103.

Yours sincerely,

A handwritten signature in black ink that reads "Stuart Bell". The signature is written in a cursive style with a large initial 'S' and 'B'.

Stuart Bell CBE
Chief Executive