

**Barnet, Enfield and Haringey  
Mental Health NHS Trust**

**Presentation to Joint Health  
Overview and Scrutiny Committee  
3 February 2014**

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# Introduction

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- The Trust and CCGs welcome this opportunity to discuss local mental health services with the JHOSC
- The Trust will give a short presentation summarising our progress over the last 12 months and the key issues we currently face, including our response to the recent reports from the CQC
- The CCGs will then give a short presentation on the wider issues and then there will be time for questions and discussion

# Overall Summary

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- The Trust continues its focus on improving services for patients, providing high quality, safe and compassionate care is our top priority
- We have consistently met our operational and financial performance targets for the last five years
- We have a clear long term strategy based on supporting people with mental health needs, integrating mental and physical health services and reducing the need for patients with both mental and physical health conditions from being admitted to hospital wherever possible
- We now face a very difficult situation of continuing to provide safe services with major increases in the numbers and acuity of patients, with no additional funding available
- This is placing our services under considerable pressure, particularly our inpatient services. We have increasing concerns about the quality and financial risks this is causing

# Progress over the last year

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We have made good progress in many areas over the last year:

- **Continued improvements in quality and patients' experience**
  - Lots of positive patient feedback e.g. for our MH Recovery Houses
  - Positive feedback from a number of independent reviews of quality
  - However, some concerns have been raised by the CQC
- **Significant improvements in feedback from staff**
  - Amongst the best MHTs in the country in 2012 for having highly motivated staff and indications from the 2013 Survey are also positive
- **Development of Trust Clinical Strategy**
  - We have developed a clear Clinical Strategy, supported by local CCGs and local authorities
- **Continued improvements in service performance**
  - We have met all the key national and local performance standards, including our challenging cost improvement programme target

# Progress over the last year

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Some of the other key issues over the last year have been:

- **Responding to the Francis Report**
  - Trust Board has confirmed its top priority is ensuring consistently high quality care, delivered with kindness and compassion
- **Progress in redevelopment of St Ann's Hospital in Haringey**
  - Successful public engagement processes have built support for our plans for significant improvements to address the current poor facilities
  - Outline planning application due to be submitted to LB Haringey soon
- **Developing our services**
  - Were one of only three national Personality Disorders Pilots
  - Won additional Forensic service contracts, including mental healthcare for Feltham Young Offenders Institution, Pentonville and Brixton Prisons and additional Court Diversion services
  - Our Memory Services in Enfield and Haringey were recognised nationally for excellent care by the Royal College of Psychiatrists

# Progress over the last year

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- **Integrating physical and mental health services**
  - We have continued to integrate our mental health services with our community health services in Enfield
  - The overall aim is to improve care for people with long term health conditions and help reduce admissions to acute hospitals
    - e.g. Enfield Care Home Project and establishment of the new Rapid Assessment, Intervention and Discharge (RAID) service with Barnet & Chase Farm and the North Middlesex Hospitals
- **Developing our staff**
  - We have continued to support and develop our staff in order to improve patient care - e.g. our major Listening into Action initiative
- **Funding of our services**
  - We have been working with our local CCGs to address the historic relatively low levels of funding for local mental health and community health services compared to other parts of London

# Improving accessibility and support for local GPs

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- The Trust has developed a range of initiatives to improve access for patients, carers and GPs
- We now have:
  - A new Urgent Care service, responding urgently to patients in a mental health crisis and visiting them wherever they are, rather than requiring them to come to one of our sites
  - A new Triage service, which provides a single point of access for all non urgent referrals to adult mental health services
- We have also been focusing on improving our support for local GPs and have:
  - Established a daily GP advice line staffed by Trust Consultants
  - Developed our Primary Care Academy for local GPs and other primary care staff

## Key issues facing the Trust – Activity and Funding

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- The numbers of patients the Trust is caring for has increased by 11% over the last three years, while funding has gone down by 13% in real terms
- The population of the three boroughs we service has increase by c. 130,000, leading to increased demands on our services
- In particular, there have been major increases in the numbers of dementia patients and in the numbers of patients being Sectioned
- The recent increase in activity has resulted in much increased pressures on our mental health inpatient beds across all three boroughs. The Trust has opened additional beds and is using private placements to cope with increased demand
- This increased capacity will cost the Trust an additional c. £5m this year, which is not funded by commissioners
- Historically, there has been relatively low proportions of local commissioners' total budget spent on mental health care. This is improving, but two of the three of the Trust's local commissioners still spend less than the London average



## Key issues facing the Trust – Quality

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- The Trust is concerned about the impact of the increased numbers of patients on the quality of care without additional funding
- Our inpatient wards have been operating at full occupancy all the time
- National guidance is that bed occupancy levels of c. 85-90% are optimal for high quality patient care
- Due to the current demand on the Trust's inpatient beds, the Trust had been occasionally using seclusion rooms to accommodate patients if a bed was not available in the Trust or at other NHS providers in London or further afield
- This is not good clinical practice and the CQC have now issued an Enforcement Notice. The Trust has implemented a complete ban on the inappropriate use of seclusion rooms, but this has led to a direct increase in the need to use private placements, which is not ideal for patients and incurs additional costs

## Key issues facing the Trust – Quality

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- The Trust also received a report in November from the CQC about its older people's services based on the Chase Farm site.
- The CQC noted major improvements in care at The Oaks Unit, but raised one moderate concern and three minor concerns about other older people's services, noting that learning from improvements in The Oaks had not been extended to other areas and that there were inconsistencies of care
- The Trust is taking these issues very seriously and has developed an action plan, which is regularly monitored by local commissioners
- As part of the ongoing cycle of regulatory inspection, the CQC also recently visited Magnolia Ward at St Michael's Hospital in Enfield (intermediate care) and the Trust's Recovery Houses in Enfield and Haringey – all received positive reports from the CQC and were found to be fully compliant

# Conclusions

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- The Trust's absolute priority is ensuring high quality, safe services for patients, and has continued to make a range of improvements over the last year
- The Trust cannot continue to safely meet the increases in the numbers of patients being referred without additional funding and / or changing the way services are delivered and managing overall activity levels.
- At present, the Trust is bearing 100% of the clinical and financial risk around this, which is not sustainable
- The Trust is currently working closely with the local Clinical Commissioning Groups on these issues, in order to agree the best way forward which allows the Trust to continue to improve its services and support local people with mental and physical health needs
- A joint piece of work has been commissioned around this, which will be outlined in the CCGs' presentation