



Herefordshire and Worcestershire Health and Care NHS Trust Improvement plan

March 2024





Background

- Worcestershire Health and Care NHS Trust was formed in 2011 – combined Mental Health and Community Services across the County
- The Trust has been working closely with Herefordshire partners since 2016 as part of the Herefordshire and Worcestershire Sustainability and Transformation Partnership (STP) which is now our Integrated Care System (ICS)
- Work to transfer Herefordshire’s NHS Mental Health and Learning Disability service provision from 2gether Mental Health Trust (now Gloucestershire Health and Care NHS Trust) started in 2018
- Herefordshire Mental Health and Learning Disability services formally became part of the Trust on 1st April 2020
- Around 400 staff joined the Trust – opportunities to strengthen some smaller teams and share best practice
- Strong relationships with 1Herefordshire partners at Place (eg Wye Valley Trust, Herefordshire County Council, General Practice and the Voluntary Sector)



Trust Services In Herefordshire

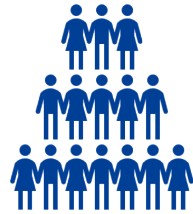
- Wide range of services across all ages
 - Child and Young People (CYP)
 - Working Age Adults
 - Older Adults
- Inpatients and open rehabilitation (except for CYP)
- Community services including Neighbourhood Mental Health teams and Talking Therapies
- Specialist community teams including:
 - Crisis, Home Treatment, MH Liaison, s136 suite (ie Place of Safety)
 - Eating disorders
 - Perinatal
 - Vocational support (Individual Placement Support)
 - Dementia diagnosis
 - Emotional Wellbeing in Schools
 - Complex Emotional Needs
- Community Learning Disability services



Our communities and patients



Serve a population
of **800,000**
people



Over 80%
of the
population
identify as
White British



Population of over
65s will increase
by **44,000** by
2031



15% of Herefordshire
and **17%** of
Worcestershire are fuel
poor



Diagnosis rates of
dementia are
low in both
counties



Deliver a wide range
of **community**
and **mental**
health services



Across 2 of the
largest counties
in England



We employ over
4,500 staff



Operate
from **over**
100 sites



Overview of our Improvement Plan

- CQC Inspection conducted Feb-June 2023
- Report published in January 2024 – overall rating Requires Improvement
- Board focus and ownership following verbal feedback
- Scott Parker commenced as Improvement Director
- Staff engagement followed July-Dec 2023. 700 staff directly inputted
- External advice and support sought on key issues -
 - Good Governance Institute (GGI)– commissioned to undertake a review of risk management systems and escalation
 - Cultural change – “A Kind Life” were commissioned to deliver a compassionate culture programme (cultural reset)
- Two elements – “Must do’s” and Trust Improvement plan



CQC Inspection

Between February and June 2023 the CQC conducted a well led inspection. Four core services were inspected (adult mental health inpatient wards, adult mental health place of safety and crisis service, adult mental health community services and physical health community services) as well as a well led inspection.

Using the framework of the 5 key questions:

- Are we safe?
- Are we effective?
- Are we caring?
- Are we responsive?
- Are we well led?

Initial end of week feedback for each core service was received, feedback was given following the well led inspection which led to the development of the improvement plan.



CQC Inspection

Rating for mental health services

	Safe	Effective	Caring	Responsive	Well-led	Overall
Acute wards for adults of working age and psychiatric intensive care units	Inadequate ↔ Nov 2023	Requires Improvement ↓ Nov 2023	Requires Improvement ↓ Nov 2023	Requires Improvement ↓ Nov 2023	Requires Improvement ↑ Nov 2023	Requires Improvement ↑ Nov 2023
Specialist community mental health services for children and young people	Good Jan 2020	Good Jan 2020	Outstanding Jan 2020	Good Jan 2020	Outstanding Jan 2020	Outstanding Jan 2020
Community-based mental health services for older people	Good Jan 2020	Good Jan 2020	Good Jan 2020	Good Jan 2020	Good Jan 2020	Good Jan 2020
Wards for older people with mental health problems	Good Jun 2018	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018
Wards for people with a learning disability or autism	Good Jun 2015	Good Jun 2015	Good Jun 2015	Good Jun 2015	Good Jun 2015	Good Jun 2015
Community mental health services for people with a learning disability or autism	Good Jan 2020	Good Jan 2020	Good Jan 2020	Good Jan 2020	Good Jan 2020	Good Jan 2020
Community-based mental health services of adults of working age	Requires Improvement ↑ Nov 2023	Good ↑ Nov 2023	Good ↑ Nov 2023	Requires Improvement ↔ Nov 2023	Requires Improvement ↑ Nov 2023	Requires Improvement ↑ Nov 2023
Mental health crisis services and health-based places of safety	Requires Improvement ↓ Nov 2023	Good ↔ Nov 2023	Good ↔ Nov 2023	Good ↔ Nov 2023	Requires Improvement ↓ Nov 2023	Requires Improvement ↓ Nov 2023
Long stay or rehabilitation mental health wards for working age adults	Good Jun 2018	Good Jun 2018	Outstanding Jun 2018	Outstanding Jun 2018	Outstanding Jun 2018	Outstanding Jun 2018
Overall	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement

Overall ratings for mental health services are from combining ratings for services. Our decisions on overall ratings take into account the relative size of services. We use our professional judgement to reach fair and balanced ratings.



CQC Inspection

Overall rating

Inadequate Requires improvement Good Outstanding

	Safe	Effective	Caring	Responsive	Well-led	Overall
Community health services for adults	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
Community health services for children, young people and families	Good	Good	Good	Good	Good	Good
Community dental services	Good	Good	Outstanding	Good	Good	Good
Community health inpatient services	Good	Requires Improvement	Good	Good	Outstanding	Good
Community end of life care	Requires Improvement	Good	Good	Good	Good	Good
Specialist community mental health services for children and young people	Good	Good	Outstanding	Good	Outstanding	Outstanding
Community mental health services with learning disabilities or autism	Good	Good	Good	Good	Good	Good
Community-based mental health services for older people	Good	Good	Good	Good	Good	Good
Mental health crisis services and health-based places of safety	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement
Wards for people with a learning disability or autism	Good	Good	Good	Good	Good	Good
Long stay or rehabilitation mental health wards for working age adults	Good	Good	Outstanding	Outstanding	Outstanding	Outstanding
Wards for older people with mental health problems	Good	Requires Improvement	Good	Good	Good	Good
Acute wards for adults of working age and psychiatric intensive care units	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Community-based mental health services for adults of working age	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement

Overall rating

Inadequate Requires improvement Good Outstanding

Are services

Safe?	Requires improvement
Effective?	Requires improvement
Caring?	Good
Responsive?	Good
Well-led?	Requires improvement



Areas for improvement

- Board challenge
- Visibility of leaders
- Culture reset
- Equality Diversity and Inclusion - specifically race
- Risk escalation and moderation
- Speaking up
- Sexual Safety
- Governance of training/appraisal/supervision



Current actions

External advice and support update

- Good Governance Institute – conducted a review of risk management systems and escalation.
Key recommendations include:-
 - Update training needs analysis around risk management training;
 - Update risk appetite statement;
 - Review the risk moderation group which looks at risk score consistency;
 - Adopt set of Key Performance Indicators for risk management processes.
- Cultural change – “A Kind Life” - Leadership development programme mandated for all 600 leaders – commences in March 2024.
- National Culture of Care programme – we are engaged with the appointed providers

Two elements of action plan – “Must do’s” and Improvement plan

Governance via Quality and Safety Committee, Workforce Committee and Trust Board

Six key elements of the Improvement Plan

Workstream 1

Compassionate and Inclusive Culture / Equality Diversity, Inclusion and Equity (EDIE)

1. Training & Awareness – A Kind Life programme
2. EDIE strategy – Refresh and re-launch
3. Encourage Freedom To Speak Up (FTSU) – Confidence, champions & accessibility
4. Anti-racist organisation – Fair and Just
5. Behaviours framework

Workstream 2

Systems, Processes and Structures

1. Triumvirate leadership – Clinically led, operationally enabled
2. Integrated Governance – Accessible guidance and clarity of structure / decision making

Workstream 3

Regulatory Standards and Accreditation

1. Embedded regulatory standards – Embed into integrated governance and team working
2. Accreditation schemes – Analysis and development



Workstream 4

Communication, Engagement and Planning

1. Cascade & feedback mechanism – hearing and acting
2. Patient & Carer voice in governance – hearing & acting (Care Opinion and work with partners)
3. Embedded in planning and strategy – continuous improvement

Workstream 5

Risk Management & Board Development

1. Effective Risk management – clarity & visibility
2. Effective board working & leading for inclusion – Open & transparent

(Good Governance Institute review)

Workstream 6

Corporate & Administrative Services

1. Hearing the voice of corporate & administrative staff
2. Corporate interface model (integrated governance)
3. Improved processes to release clinical & operational time

