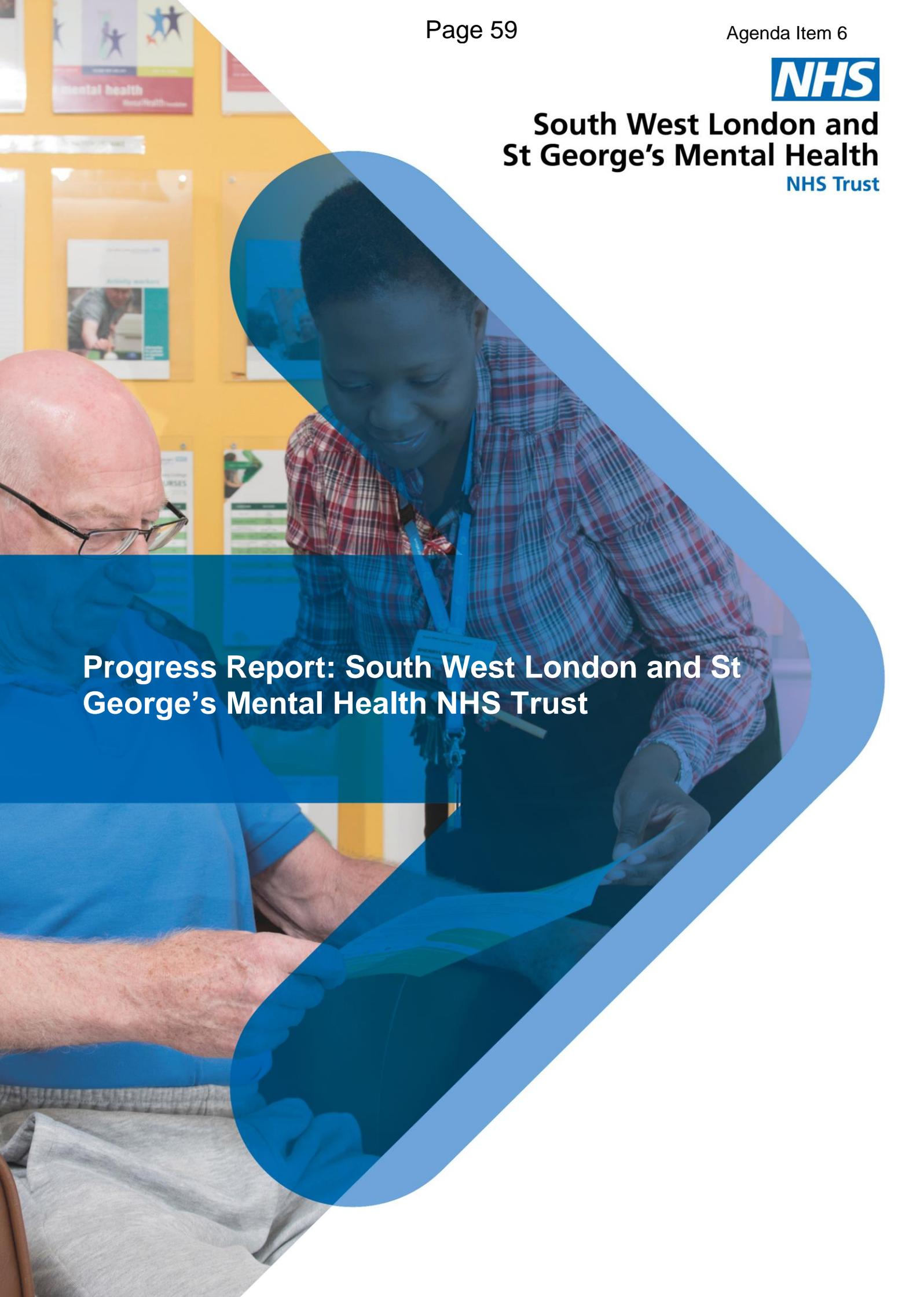




**South West London and
St George's Mental Health**
NHS Trust



**Progress Report: South West London and St
George's Mental Health NHS Trust**

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London Borough of Sutton Scrutiny Committee: Wednesday 12 July 2017

Thank you for providing South West London and St George's Mental Health NHS Trust (SWLSTG) with the opportunity to update you on our latest progress and changes that may affect the London Borough of Sutton.

1. June 2016 CQC Inspection and follow up

The Trust received a full Chief Inspector of Hospitals (CIH) inspection in March 2016. A summary chronology of the inspection and production of the action plans are set out below:

14 October 2015	Trust notified of inspection
14-18 March 2016	Inspection week
4 May 2016	High level feedback received
19 May 2016	Draft reports received for factual accuracy checking
3 June 2016	Trust submitted factual accuracy corrections
16 June 2016	Reports published
7 July 2016	Quality improvement plan presented to Trust Board for approval
25 July 2016	Quality Improvement plan sent to CQC
27 July 2016	Quality Summit
27/28 September 2016	Focused re-inspection
17 November 2016	Results of re-inspection draft reports issued to Trust for factual accuracy. Resulted in re-rating of the organisation to 'Good'.
30 th November 2016	Revised CQC reports published

Returning to carry out a follow up inspection in September, the Inspectors said that they were impressed by the improvements that were evident in the Trust's supervision, administrative and medicines management processes and they were now confident that eight out of the ten core services were rated as 'Good' and the Trust now rates as 'Good' overall for well led, caring, effective and responsive.

The report highlights several areas of good practice, including:

- The caring staff across all services: *'staff were enthusiastic, passionate and demonstrated a clear commitment to their work. Care was delivered by hard-working, caring and compassionate staff'*.
- Positive developments made in acute inpatient services, community learning disability services, child adolescent and mental health services.
- *'Young people and their families were treated as partners in their care'* and stated that *'staff treated young people and their families with kindness, dignity and respect'*
- The Trust's record of challenging stigma and discrimination saying that *'excellent work is taking place with local communities to break down the stigma associated with mental illness'* and make services more accessible.

There have been significant improvements in the acute care pathway. Whilst demand was still very high and this presented a daily challenge, patients had an improved level of support to access the services they clinically needed.

The inspection also helped us assess areas where the Trust needs to do more and over the next year we will be focusing on improving elements of our community-based mental health services and rehabilitation (Long stay) mental health care pathways for adults of working age. The CQC has rated these services as Requiring Improvement in 4 out of 5 Key Lines of Inquiry (Safe, Effective, Responsive, and Well-Led). The Quality and Safety Assurance Committee (QSAC) closely monitors the progress with the CQC Quality Improvement Plan and receives a monthly report that focuses on CQC compliance in these two areas.

The trust moved to service line management structures in April 2017 (See below). This has supported greater clinical leadership and will ensure consistency and reduce variation across the trust. Though the transformation board, as agreed at the CQC Quality Summit, there is an agreement to bring in mental health strategies to support the review of community services provision for mental health across the five boroughs.

The Trust continues to work hard to improve staff supervision levels, administrative support and medicine management as required by the CQC. The frequency of 1:1 supervision sessions with members of staff varies from team to team; the trust is working to ensure consistency across all teams. QSAC also closely monitors the on-going compliance with the medicines management recommendations identified by the CQC. The monitoring is based on consistent feedback from the medicines management audit programme.

Sutton Teams are doing well in the area of admin support, so much so that the CQC removed this regulatory requirement and they are now rated as 'Good' and have been commended on the progress made. However, the self-assessed position demonstrates that further work is required to consistently embed the changes and sustain them.

Foundation Trust status

With the new rating of 'Good' the Trust is in a position to apply for Foundation Trust status.

The Trust remains committed to the Foundation Trust model though there are clearly a number of system factors which require an immediate focus including the Sustainable Transformation Plans.

2. Estates Modernisation Programme - Update

Introduction

The Estate Modernisation Programme (EMP) is an exciting project which will revolutionise the way mental health services are delivered in south west London for generations to come and will also provide new facilities for our local community.

The programme will be entirely self-funded through selling surplus land no longer needed for our services. We will be investing £160 million which will deliver:-

- **Two new campuses with 1st class in-patient facilities at Springfield and Tolworth**
- **A 32 acre public park**
- **Extensive community healthcare**
- **Brand new homes in Tooting**
- **Over £5 million for new transport facilities**

Current status of the programme

In order to ensure the programme is completed as soon as possible the entire estate will be developed by one 'Master Developer'. The Trust has a three stage process to ensure the right development partner is selected to deliver the whole of the programme. This involved selecting a 'long list' of development partners, evaluating their bids, before agreeing a set of three to move onto the 'short list' stage.

The Trust recently announced the short list of preferred development partners to move onto the next stage of the selection process. These partners are:

- Macquarie Corporate Holdings Pty Ltd & Kier Construction Ltd
- Notting Hill Housing Trust & MACE Ltd
- STEP (Kajima Partnerships and Sir Robert McAlpine Capital Ventures Ltd)

The final stage will be to continue dialogue with the three development partners listed above before choosing the preferred partner in Autumn 2017. The selection of the preferred development partner is subject to approval by our Finance & Investment Committee and our Trust Board.

Following this we will write a Full Business Case which is presented to NHS Improvement, the Department of Health and the Treasury for approval.

Richmond and Barnes Hospital Sites

In January 2017, the Trust also began the site marketing process for our Richmond Royal and part of the Barnes Hospital sites. The Trust is currently going through the evaluation process of the bids for Richmond Royal and will be announcing these in Summer 2017 and are in dialogue with Richmond Council over Barnes Hospital.

The selection of the preferred bidder for these sites is expected to be received in December 2017, subject to Trust Board and Department of Health approval. The money raised from the sales of these sites will be reinvested into the wider Estates Modernisation Programme.

Timescales

January 2016

Phase One construction began on St George's Gate (26 households)

January 2017

Site marketing process begins at the Richmond Royal and Barnes Hospital sites.

February 2017

Short list of preferred development partners for the rest of the Estates Modernisation Programme announced.

Summer 2017

Preferred development partners announced following evaluation process (expected June/July)

Autumn 2017

Phase One completed

Winter 2017

Detailed planning application submitted to the London Borough of Wandsworth

December 2017

Preferred bidder announced for Richmond Royal and Barnes Hospital sites

Summer 2018

Building work begins at Springfield Hospital

2020

Building work begins at Tolworth Hospital

2024

Estates Modernisation Programme completed

Benefits for our patients

Our staff currently delivers excellent care for our patients every day but most of our existing inpatient mental health facilities were not built with today's needs in mind.

Mental health services are also moving towards a more community focused approach to ensure our service users can receive care in their most convenient and preferred environment.

At the heart of our Estates Strategy is a new vision for the delivery of mental health services including:-

- Stronger community services in which hospital care is minimised
- People receiving an early expert assessment from a doctor where the service user's home is the hub
- People given more power to take control of their lives and the support they receive

Alongside the vision to deliver care closer to our patients' homes, the Estates strategy seeks to modernise inpatient care. Inpatient standards need to be improved to give our patients the best chance to recover in the best environment and support our staff to deliver the best care.

The estates modernisation programme has been developed around increasing standards to provide:

- Access to outside space
- Separate accommodation for men and women with appropriate standards of dignity
- A smaller number of beds in each ward
- At least 3 mental health wards on each site to ensure cross cover for emergencies
- Staff with the ability to monitor and observe patients by 'line of sight' and to support appropriate levels of staff cover

The Trust is also working closely with our clinical teams to establish the requirements needed for outpatient facilities.

Once completed EMP the two sites will contain the following services:

Springfield

- 4 working age adult wards
- 4 secure forensic wards
- 1 adult psychiatric intensive care unit
- 1 specialist adult eating disorder ward
- 1 specialist deaf adult ward

Tolworth

- 3 working age adult wards
- 2 older adult wards
- 1 OCD/BDD specialist ward
- 2 specialist CAMHS wards (Deaf & ED)
- 1 CAMHS acute ward
- 1 CAMHS psychiatric intensive care unit





3. Service Line Management

The Trust has now moved into a new service line management (SLM) structure. The new structure began on Monday 3 April.

Prior to moving into SLM the Trust worked with a number of other mental health trusts across the country and we believe this new management will universally improve the quality of care our patients receive. The structure, which moves the organisation from a borough focus, to a service line focus, will enable our clinicians to take the lead on service developments and drive improvements in patient care. Services will therefore be delivered in a consistent way which benefit our patients and help us to be more effective and efficient.

The principle objectives we aim to deliver through SLM are:

- 1) **Leadership by clinicians:** driving improvement to patient care
- 2) **Quality-focused healthcare:** delivering better services for every patient
- 3) **Greater efficiency and productivity:** guaranteeing good value for money
- 4) **Devolved decision-making:** judgements made by our best health professionals

The organisation is now managed by a new senior leadership team in five services lines which are named:

- Acute and Urgent Care
- Cognition and Mental Health in Ageing
- Community
- Forensic, Specialist and National
- Child and Adolescent Mental Health

The Trust is committed to ensuring strong links are still maintained at a borough level and have therefore been working with external stakeholders to ensure they are aware of their new links.

Our Community Directorate will act as a key contact for our boroughs and includes specific borough aligned staff including our Associate Clinical Director and our Clinical Manager for Sutton and Merton.

Key contacts

Clinical Director, Community Directorate – Dr Stuart Adams – stuart.adams@swlstg-tr.nhs.uk

Associate Clinical Director for Sutton & Merton – Dr Paul Brain – paul.brain@swlstg-tr.nhs.uk

Clinical Manger for Sutton & Merton – Ann Traynor – ann.traynor@swlstg-tr.nhs.uk

Become a member:

To find out about becoming a member

E-mail: membership@swlstg-tr.nhs.uk

Our values



Respectful



Open



Collaborative



Compassionate



Consistent

South West London and St George's Mental Health NHS Trust
Springfield University Hospital, 61 Glenburnie Road, London SW17 7DJ
Telephone: 020 3513 5000
Website: www.swlstg-tr.nhs.uk

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