



**Care Quality Commission Report
Adult Mental Health Services
Hampshire and Southampton Health Overview and Scrutiny
Committees
Joint Meeting
Wednesday 26th October 2011, 5pm**

Meeting Note

Attendance: Cllr Vincenzo Capozzoli (*Southampton City Council*), Cllr Phryn Dickens (*Hampshire County Council*), Cllr Liz Fairhurst (*HCC*), Cllr Pam Mutton (*HCC*), Cllr Brian Parnell (*SCC*), Cllr Warwick Payne (*SCC*), Cllr Pat West (*HCC*).

Officers in Attendance: Katie Benton (*HCC*), Jane Brentor (*SCC*), Anna Lewis (*Southern Health NHS FT*), Katrina Percy (*SH NHS FT*), Caronwen Rees (*SCC*), Pam Sorensen (*SH NHS FT*), Dr Huw Stone (*SH NHS FT*), Dr Ray Vieweg (*SH NHS FT*), Diane Wilson (*NHS Hampshire*).

Observing: Richard Barritt (*Solent Mind*), Carol Bode, (*SH NHS FT*), Harry Dymond (*Southampton LINK*).

1) Welcome and Apologies for Absence

Members and officers were welcomed, and a short health and safety briefing was given.

2) Declarations of Interest

Cllr Phryn Dickens	Husband and son employed by NHS
Cllr Pam Mutton	Daughter employed by NHS Member, League of Friends, Andover WMH
Cllr Pat West	Daughter-in-law employed by NHS

3) Chairman's Communications

Members had met to consider the recent report by the Care Quality Commission (CQC) on Antelope House, and Southern Health's resulting action plan in relation to the concerns raised. Members did not consider the wider-ranging adult mental health consultation, as it was felt that this was a matter for the formal Hampshire and Southampton HOSCs to consider.

The Joint Chairmen welcomed the three observers attending the meeting. Introductions were made between all Members and officers in attendance.

4) CQC Report - Antelope House

(Take in attached presentation)

- Southern Health opened their presentation by accepting that some of the adult mental health services they provided had fallen short of the essential standards expected of them by the Care Quality Commission (CQC), and, to this end, they understood the concerns voiced by Members. However, Southern Health did not believe that the areas requiring improvement were of a serious nature, and were not of the scale seen on recent documentary programmes (e.g. Panorama programme on Castlebeck).
- Overall, a shift in the culture of the organisation was needed, and bad practices of the past needed to be left behind. The recruitment process for new staff was changing, and the Trust was embarking on a programme to provide clinical leadership to services and facilities that will help bring about a culture shift. This included changes to the appraisal process and a leadership development programme.
- Southern Health stated that they had been too ambitious in expecting facilities to provide their own quality and clinical governance based on centrally published policy – work would now be progressing to ensure that all services had the same set of processes in place.
- Internal inspections were currently ongoing across the whole Trust, which has close to 200 individual adult mental health services and facilities. This round of inspections would be completed within six months. Southern Health were using the CQC's compliancy standards approach to inspection, and have a full-time team of dedicated governance staff undertaking this work, with support from others across the organisation. The Trust are keen for external stakeholders to be involved in these inspections, and are communicating with commissioners, governors, and other organisations/individuals to see how this can be taken forward.
- After the initial draft report on Antelope House from the CQC was received by Southern Health, an audit and completion of all care records was undertaken by staff on the wards within 12 hours, and all other facilities had completed similar care record inspections within three working days.
- Since this time, all care plans have been and are now subject to unannounced regular spot-checks.
- A large amount of work has gone into practice-based development with staff, and this has been built into training and courses for both current and new employees. All staff that work in adult mental health facilities must receive mandatory training, including on safeguarding – and this isn't just exclusive to clinical and care staff.
- Training has been one of the main focuses of the action plan, with some immediate sessions having already been undertaken for staff, and other scheduled for the near future.
- A locked door is a complex dilemma for staff – the issue at Antelope House was that the correct use of the Southern Health Trust policy was

not being evidenced when staff felt it necessary to lock the doors of informal patients.

- Patient experience is important. Southern Health want to return the confidence and trust of service users, carers and other stakeholders in the services provided.

In response to questions, Members heard:

- That the first six months of internal inspection will be a benchmarking exercise, which Southern Health expects should find most services compliant with the CQC's standards. Those that have been shown to have compliancy issues will have an action plan drawn up and implemented. All services will be subject to further inspection at a future date, as part of a rolling audit process.
- That the CQC cannot guarantee a re-inspection of a service which has previously been found not to be compliant with essential standards. However, CQC are happy to receive internal inspection reports from providers and will add this to a case of evidence to inform any future visits.
- Southern Health will have completed their action plan by December and will consider what other evidence they can provide.
- When Hampshire Community Health Care (HCHC) and Hampshire Partnership NHS Foundation Trust (HPT) merged to form Southern Health NHS Foundation Trust, the new strategic management team decided to take the best policy and practices from each of the organisations to form a new set of quality and clinical governance policies and practices. One of the areas of best practice included a process of mock inspections of services from HCHC, which has been used to inform the current internal audits occurring in all Southern Health mental health facilities.
- That one of the areas that has received financial investment rather than reduction in the Trust has been quality governance, under which heading the current and rolling inspections are placed. This means that staff will be adequately funded and resourced to ensure this area of best practice can be continued for the next three years.
- A large number of the improvement actions for Antelope House focus on changing staff culture – some staff have developed bad practices despite being well-meaning and conscientious in their role. Clinical leadership is needed to embed a culture and attitude in staff that reflects the essential standards expected in a modern adult mental health facility.
- Staff who feel that they wish to report a lack of compliance in an essential standard or a safeguarding issue can use the Southern Health whistle-blowing policy, or, alternatively, can communicate with the Chief Executive to voice their concern. Southern Health has confidence that this system works, and has experience of both methods of reporting having been used.
- The Director of Workforce is responsible for training, a lot of which is mandatory for staff working in the field of adult mental health. Southern Health are currently refreshing the staff appraisal process, in order to

ensure that training attended is embedded into practice, and to highlight future development needs.

- Residential adult mental health facilities are moving to a system of filling spare working shifts with their own vetted bank staff, rather than agency staff, which ensures that all of those working in the service have had the same induction and training.
- Staff are receiving refresher training on the 'Locked Door' policy, and informal service users are being made aware of their rights to ask to leave a facility or room with a locked door in place, both verbally and through signage.
- A very senior nurse has been brought into Antelope House to provide the clinical leadership needed to implement and see through the action plan drawn up in wake of the CQC report.
- Services users are heavily involved in their own care plans, and in assessing the quality of services they receive. A weekly group meeting is held in Antelope House which presents an opportunity for service users to flag issues on the ward for action by staff. The CQC unfortunately did not speak with service users whilst undertaking their inspection.
- Once the report on Antelope House was received by Southern Health, a meeting was called with the current service users in the facility in order to explain what had been found and how the Trust planned to implement improvements to meet standards.
- As previously mentioned, Southern Health have welcomed the idea of external stakeholders taking part in internal inspections of adult mental health facilities, but this is also true of service users who wish to help audit other services in Hampshire.
- Staff morale in some facilities is currently quite challenging, but the way to improve this is to invest in staff and highlight the positive aspects of the way they care for patients. Southern Health are currently proposing to hold an 'Oscar night' style event which rewards outstanding staff with the recognition of a job well done.
- Currently Southern Health are operating an annual staff turnover of 10%. The organisation is especially interested in those staff that leave within the first year of employment, and have set up a series of processes to capture why staff are leaving relatively quickly after receiving induction and training packages.

Members heard from observers:

- That the Southampton LINK is willing to partake in internal inspections of Southern Health adult mental health facilities.
- That adult mental health commissioners in Hampshire will also be partaking in internal inspections.
- Commissioners felt the action plan could be strengthened if some of the culture change actions were articulated in the plan.
- That Solent Mind are pleased to see that the cultural direction of adult mental health services is one that focuses on service users being the leaders of their own care.

- That the questions asked by members have been similar to those asked by the Southern Health Board of Governors. The Chairman of the Board did not feel that the Trust was starting from scratch in terms of meeting standards in adult mental health facilities such as Antelope House, but rather striving for continuous improvement of services.

RECOMMENDATIONS

- (i) **That a report on the progress of action plans under each of the following five workstreams be reported individually to the Hampshire and Southampton HOSCs:**
- Individual care plans.**
 - Assessment of service users.**
 - Inappropriate detention of informal patients.**
 - Recording of critical incidents and observations.**
 - Staff access to training.**

That the first of these reports be received in January 2012.

- (ii) **That a separate report is provided to both HOSCs on the impact of CQC reports on current plans for Adult Mental Health service re-design.**

5) Other CQC reports pending

- There are currently two other CQC reports pending for mental health services provided by Southern Health NHS Foundation Trust. These are for Elmleigh, an adult mental health acute admissions ward in Havant, and Crowlin House, an adult mental health rehabilitation unit in Totton.
- A draft CQC report on Elmleigh had been commented on for accuracy by Southern Health, who were currently awaiting the final version of the report. Southern Health had carried out an internal inspection of Elmleigh prior to the CQC's unannounced visit, but had not implemented a drawn-up action plan to resolve compliancy issues, which were of a similar vein to those found at Antelope House. Southern Health were disappointed that they had not been able to implement these changes quick enough, but were also aware that some of the changes suggested would have taken time to embed.
- The inspection of Crowlin House had only recently taken place, and therefore Southern Health were only able to confirm that the CQC had flagged some initial compliance issues.
- The risk and equality impact assessments that have been undertaken on the adult mental health proposals currently subject to public consultation will be refreshed in light of all of the CQC reports and their findings. These will be provided to both HOSCs in due course.

RECOMMENDATION

- (iii) That the Hampshire and Southampton HOSCs write to the Care Quality Commission asking them to formally seek their views when following up on any inspections or reports filed on Southern Health Adult Mental Health facilities.**
- (iv) That the Hampshire and Southampton HOSCs receive any risk or equality impact assessments undertaken in relation to the adult mental health proposals currently subject to public consultation.**

6) Summary and next steps

Members would be taking recommendations back to their formal HOSC meetings, where next steps would be decided.