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Meeting of: Joint Scrutiny Panel for Pennine Care (Mental Health) Trust
Date: Thursday, 24th January, 2019
Time: 10.00 am.
Venue: Training and Conference Suite, First Floor, Number One Riverside - Number One Riverside

This agenda gives notice of items to be considered in private as required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Item No.	AGENDA	Page No
1.	APOLOGIES To receive any apologies for absence.	
2.	DECLARATIONS OF INTEREST Members are required to declare any disclosable pecuniary, personal or personal and prejudicial interests they may have and the nature of those interests relating to items on this agenda and/or indicate if S106 of the Local Government Finance Act 1992 applies to them.	
3.	PUBLIC QUESTIONS Any members of the public present at the meeting are invited to ask questions on any matter relating to the work or performance of Pennine Acute NHS Trust. A period of up to 30 minutes is set aside for public questions.	
4.	MINUTES To consider the minutes of the meeting of the Committee held 4 th October 2018.	3 - 6
5.	FINANCE UPDATE - INCLUDING THE DEVELOPMENT OF THE TRUST'S OPERATIONAL PLAN FOR 2019/20 Representatives of Pennine Care NHS Foundation Trust to report	7 - 20
6.	FEEDBACK FROM CQC INSPECTIONS To report on preparations for the CQC's 'well led' inspection of the PCFT	

7. **PENNINE CARE FOUNDATION TRUST STRATEGY 2019 2022:
MAXIMISING POTENTIAL**

Representatives of Pennine Care NHS Foundation Trust to report

8. **ARRANGEMENTS FOR A MEETING BETWEEN
REPRESENTATIVES OF THE TRUST'S GOVERNORS AND
MEMBERS OF THE JOINT OVERVIEW AND SCRUTINY
COMMITTEE**

Representatives of Pennine Care NHS Foundation Trust to report

9. **DATES OF FUTURE MEETINGS**

It is suggested that future meetings of the Committee be held:

- Thursday, 21st March 2019 at 10.00am at the Council offices, Rochdale;

Further informal meetings be held:

- Tuesday, 26th February 2019 at 2.00pm at the Trust's offices in Ashton-under-Lyne

Joint Scrutiny Panel for Pennine Care (Mental Health) Trust Members:

Councillor John Bell
Councillor Patricia Dale
Councillor Chris Gordon
Councillor Joan Grimshaw
Councillor Derek Heffernan
Councillor Jane Howard
Councillor Colin McLaren (Chair)
Councillor Gillian Peet
Councillor Susan Smith
Councillor Teresa Smith
Councillor Yasmin Toor
Councillor Roy Walker (Vice Chair)
Councillor John Wright

For more information about this meeting, please contact:
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Agenda Item 4

JOINT SCRUTINY PANEL FOR PENNINE CARE (MENTAL HEALTH) TRUST

MINUTES OF MEETING Thursday, 4th October 2018

PRESENT: Councillors McLaren (in the Chair), Heffernan (Oldham MBC), Gordon, Wright (Stockport MBC), Peet (Tameside MBC), Dale, Howard, Susan Smith (Rochdale Borough Council) and Grimshaw (Bury MBC).

OFFICERS: P. Thompson (Governance and Committee Services – Rochdale Borough Council)

ALSO IN ATTENDANCE: Ms. C. Molloy (Chief Executive – Pennine Care NHS Foundation Trust), Mr. C. Reynolds (Chief Information Officer - Pennine Care NHS Foundation Trust) and Mr D. Wallace (Communications and Engagement Adviser - Pennine Care NHS Foundation Trust).

APOLOGIES FOR ABSENCE:

APOLOGIES

8 Apologies for absence were received from Councillors Teresa Smith (Tameside MBC), Toor (Oldham MBC) and Walker (Bury MBC).

DECLARATIONS OF INTEREST

9 There were no declarations of interests.

MINUTES

10 The Committee considered the minutes of the last meeting held 12th July 2018.

Resolved:

That the minutes of the meeting of the Joint Health Overview and Scrutiny Committee for Pennine care NHS Foundation Trust, held 12th July 2018, be approved as a correct record.

PUBLIC QUESTIONS

11 There were no members of the public in attendance.

INFORMATICS PRESENTATION

12 The Joint Overview and Scrutiny Committee were addressed by Mr. C. Reynolds (Chief Information Officer – Pennine Care NHS Foundation Trust) regarding the Trust's Health Informatics Strategy 2018 – 2021.

It was explained that this Strategy would help to set out how the Trust's health informatics development would enable the delivery of Pennine Care's overarching five year Strategic plan and support the Trust's locality partners.

The health Informatics Strategy was proposed to be a 'living document' that would be refreshed at least annually. The strategy had been drafted by the

Chief Information Officer with a clinical input from the Trust's Chief Clinical Information Officer.

The strategy took account of a wide range of clinical feedback gained via continuous engagement with staff, patients, carers, commissioners, GP's, council staff and digital leaders throughout the economy. It also took account of feedback as a result of:

- a. A PCFT business planning day in November 2017
- b. The Trust's Health Informatics Management Team Strategy Workshop in January 2018
- c. The North East Sector Information Management and Technology transformation Steering Group in January 2018
- d. Online surveys with digital leaders across Greater Manchester (January and February 2018)
- e. A review of key strategy documents from national and local bodies

Health informatics was described as information that is collected, managed, used and shared every day. Good patient care depended upon fast and accurate flow of information. Therefore health informatics was about getting information to the right person at the right time.

The Trust committed to updating the Joint Overview and Scrutiny Committee at regular intervals on any variations or alterations to their Informatics Strategy.

It was agreed that paper copies of the Strategy were to be forwarded to Members of the Joint Overview and Scrutiny Committee and it was suggested that this be discussed further at the Committee' informal meeting with representative of the Trust on 4th December 2018.

RESOLVED

1. The presentation on the Informatics Strategy be noted and welcomed.
2. The Strategy be discussed further at the Committee' informal meeting with representative of the Trust on 4th December 2018.

MIXED SEX ACCOMMODATION

13 The Pennine Care NHS Foundation Trust's Communications and Engagement Adviser, Mr. D. Wallace updated the Joint Overview and Scrutiny Committee on progress being made in relation to mixed sex accommodation at hospitals across the Trust's footprint, noting the provision of services for people living with mental illness that can be treated and who can be cared for in hospital when they were too ill to be at home or in residential care. Sometimes patients' medication, treatment and care needs changed, and they needed to be assessed in a hospital. Pennine Care NHS Foundation Trust ran this type of hospital ward for patients from a number of areas including Rochdale, Oldham, Stockport, Bury, Tameside and Glossop.

In light of the 2016 CQC inspection and a subsequent follow-up inspection in 2017 both of which reported that the Trust needed to demonstrate improvements, the Trust had embarked on a three stage engagement strategy

that it was hoped would see significant long-term improvements. The engagement strategy would consult with key stakeholders: patients and carers/relatives, staff and the public. The questions would include information on privacy and dignity.

It was reported that all of the 18 wards that the engagement survey would cover had been completed. The results were to be passed to an independent analyst who would prepare a factual report based on the data collated. The analyst had indicated that he would be prepared to attend a future meeting of the Joint Scrutiny Committee to discuss the work in terms of his methodology and reasons for his report's recommendations. The Joint Scrutiny Committee, after consideration of the analyst's report, would be in a position to make appropriate recommendations to the PCFT's Board thereon.

It was suggested that further consideration of this matter would be given at the Committee's informal meeting with representatives of Pennine Care NHS Foundation Trust on 4th December 2018.

Resolved

That further consideration of issues relating to mixed sex accommodation be given at the Committee's informal meeting with representatives of Pennine Care NHS Foundation Trust on 4th December 2018, with a view to a full report, detailing the findings of the independent analyst at the Committee's next meeting on 24th January 2019.

CQC INSPECTIONS

14 The Chief Executive of Pennine Care NHS Foundation Trust, Ms. C. Molloy, advised the Committee that the Trust was to be the subject of a 'well led' CQC inspection, of selected services between 23rd and 25th October 2018. The CQC were to undertake smaller scale inspections of some of the Trust's services in the time leading up to 23rd October (in fact these had commenced in late August 2018) and it was noted that thus far there had been positive verbal feedback in relation to these inspections.

Members asked if details of the 2016 CQC inspection of the Trust could be forwarded to members of the Committee.

Resolved:

1. The report be noted
2. The Trust's Chief Executive be requested to forward the 'executive summary' of the CQC's Inspection into Pennine Care NHS Foundation Trust, carried out in 2016, to members of the Joint Overview and Scrutiny Committee.
3. That the Chief Executive of Pennine Care NHS Foundation Trust be requested to provide an update on any outcomes of the CQC's 'well led' inspection (23rd – 25th October 2018) at the informal meeting of the Joint Overview and Scrutiny Committee on 4th December 2018.

STAFFING AND WORKFORCE DEVELOPMENT

15 It was agreed that this item be deferred to the next meeting of the Committee.

FINANCIAL POSITION OF THE TRUST

16 The Chief Executive of Pennine Care NHS Foundation Trust outlined the current financial situation appertaining to the Trust. 2017/18 was the first year that Pennine Care NHS Foundation Trust had recorded a budgetary deficit, a largely as a result of reduced funding from the government. It was projected that the deficit would continue for at least the next two financial years.

Resolved:

That a full report on the financial position of Pennine Care NHS Foundation Trust be presented to the Committee's next meeting on 24th January 2019.

COMMUNITY SERVICES CONTRACT

17 The Trust's Chief Executive advised the Committee that a number of contracts relating to the provision of community health services were due to expire on, or around, 31st March 2019. There was a degree of urgency around this item as the Trust's Board were due to consider a report on this matter at their next meeting on 31st October 2018. In this regard it was suggested that the Committee's membership hold a special informal meeting at the Trust's offices in Ashton-under-Lyne to discuss this matter in more detail prior to its consideration by the Pennine Care NHS Foundation Trust's Board meeting on 31st October 2018.

Resolved:

That a special informal meeting of the Committee's membership be held at the Trust's offices in Ashton-under-Lyne to discuss the issue of community services contracts in more detail prior to the consideration of this matter by the Pennine Care NHS Foundation Trust's Board on 31st October 2018.

DATES OF FUTURE MEETINGS

18 Resolved:

It was agreed that:

1. The next formal meetings of the Joint Scrutiny Panel for Pennine Care (Mental Health) Trust be held on Thursday, 24th January 2019 and on Thursday, 21st March 2019, both meetings to be held in the Council Offices, Number One Riverside, Smith Street, Rochdale, commencing at 10.00am.
2. The next informal meetings of the Committee's membership be held with representatives of Pennine Care Foundation Trust's senior management, at the Trust's head office (225 Old Street, Ashton-under-Lyne) on Tuesday, 4th December 2018 and Tuesday, 26th February 2019 both commencing at 2.00pm.



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Joint Health Overview and Scrutiny Committee

DATE : January 24th 2019

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Finance Update

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Current Position

- On track to deliver against the control total of £6.4 million deficit by year end
- Received £1.5m funding via NHS Digital
- Invested £5m in Safer Staffing



Operational Plan 2019/20

- Efficiency target 2.1% - £5.9 million. Planning underway to scope potential plans, linked to mental health and corporate services redesign
- Potential Capital Allocation- £4.6 million, plans under construction may be requirement for external funding(loan)
- First cut of draft plan for 2019/20 - £17 million deficit
- Upside and downside scenarios scoped
- Proposed control totals is breakeven subject to delivery of a £12m deficit position





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Strategy Update

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Strategy: Progress

- Board approved Strategic Position Paper 19 December 2018
- Three major programmes of work now fully initiated:
 - Integrated Mental Health Programme
 - Community Services Transfer Programme
 - Corporate Services Redesign programme
- Internal and external governance established
- Ongoing communications and engagement strategy
- Full strategy development timetable to July 2019, in conjunction with the national planning guidance.

Strategy Development



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	January	February	March	April	May	June	July
STRATEGIC FRAMEWORK	REFRESH OF ENABLING STRATEGIES AND PLANS 2019/20	REVIEW OF CURRENT PERFORMANCE AND CONFIRMATION OF 19/20 IMPLEMENTATION PLANS / DELIVERY PRIORITIES	BOARD SIGN OFF OF 19/20 BUSINESS PLAN	IPR REPORTING TO MONITOR PROGRESS			
		DEVELOPMENT OF DIVISIONAL BUSINESS PLANS 19/20					
VISION		MENTAL HEALTH VISIONING EVENTS	CONFIRM FUTURE VISION AT BOARD				
			DEVELOP PLAN FOR EMBEDDING	IMPLEMENT PLAN			
NATIONAL PLANNING REQUIREMENTS	PLAN DEVELOPMENT			DEVELOPMENT OF SUSTAINABILITY OPTIONS AND PLANS		SUSTAINABILITY PLAN SUBMITTED	
	HIGH LEVEL PLAN SIGN OFF 14.01.20	DRAFT PLAN SUBMITTED 12.02.19		FINAL PLAN SUBMITTED 04.04.19			
ORGANISATION REDESIGN	SCOPING PHASE . Structures . Systems . Skills / staff (link to leadership development) . Style			ENGAGEMENT / CONSULTATION PHASE . Progress necessary changes			
STRATEGY PRODUCTION AND TESTING		AGREE STRUCTURE / FRAMEWORK OF STRATEGY AND REQUIREMENTS OF ENABLING STRATEGIES	START TO POPULATE	STRATEGY V.1. TO BOARD <i>Who are we and where we are going</i>	FURTHER POPULATION AND DEVELOPMENT OF ENABLING STRATEGIES		BOARD DEVELOPMENT AWAY DAY - REVIEW FINAL STRATEGIES
COMMUNICATIONS AND ENGAGEMENT	AS PER COMMUNICATIONS PLAN						
	PLAN STRATEGY LAUNCH						

Establish PMO Infrastructure to enable strategy delivery

FINAL STRATEGY - JULY 2019
IMPLEMENTATION OF STRATEGIES

**Enabling strategies - Quality, People and Workforce, Health Informatics, Capital Plan, Partnerships (to be initiated)*

Our strategy: Maximising Potential

- Vision

A happier and more hopeful life for each and every person within our communities

- Mission/purpose

To maximise people's potential to live healthier and more rewarding lives and to create a fulfilling work environment for our employees



Integrated Mental Health Programme: Joint Commissioning Programme

- System redesign programme
- Phase 1 (to end March 19) – Establishing the baseline; commissioned by GM Partnership
- Phase 2 (April – June 19) – Clinical Service Offer Development
- Phase 3 (July – September 19) – Joint Planning and Implementation



Integrated Mental Health Programme: Internal Developments

- Work streams progressing – inpatients and CMHT the priority
- GM Children and Young People’s Crisis Pathway and Tier 4
- Medical engagement a priority
- Older Peoples and LD work streams added to the programme
- Recruitment a challenge - impacting on transformation schemes and operational capacity
- PICU development/investment



Community Services Transfer Programme

- Programme fully established – internal and external governance;
- All of Bury and Oldham community services transferring to the Northern Care Alliance (Salford Royal);
- HMR Adult Services to transfer to the One Rochdale LCO (hosted by the Northern Care Alliance)
- Due Diligence commenced – preparation work underway;
- Trafford Services to transfer to Manchester Foundation Trust;
- Exploring options for NHSE services.

Key Risks

- Capacity and capability to deliver on the programme of work;
- Challenging timescales with a no. of influencing factors;
- Stranded costs to the organisation/system;
- Operational performance;
- Mitigation and active management in place where possible.

Corporate Services Redesign

- Phase 1 – considering the impact of the disaggregation of community services
- Phase 2 – redesigned offer to support the revised organisational vision, design and strategy
- Looking at alternative ways of delivering corporate services including partnership options



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