



Pennine Care
NHS Foundation Trust

Pennine Care NHS Foundation Trust updates to Joint Health Overview Scrutiny Committee meeting on Thursday 21st January 2021

**Presented by Clare Parker, Executive Director
of Nursing, Healthcare Professionals and
Quality Assurance / Deputy Chief Executive**

&

Andrea Osborne, Deputy Director of Finance



A Year of two halves : National Command and Control Regime

- **In Months 1 – 6**

- The Trust was supported to deliver a breakeven financial position (Income = Expenditure) in line with the rest of the NHS
- There was no national requirement to deliver efficiency savings, although the Trust has continued to press ahead with the Corporate Service Redesign programme delivering £0.5m of savings (full year forecast £0.9m)
- In response to the Covid-19 pandemic the Trust spent an additional c£3m on staffing, consumables and equipment

- **In Months 7 – 12**

- Financial envelopes were agreed at a Greater Manchester system level with a minimum 1.1% efficiency savings target
- The Trust received c£6m of additional investment into Mental Health Services

Significant capital investment will be made in 2020/21 to roll out the Electronic Patient Record, eradicate dormitories and build the new Tameside Psychiatric Intensive Care Unit



2021/22 Forward Look Headlines

- National funding into Mental Health will be available for both Community and Crisis Services
- 2021/22 Planning and Contracting process has been delayed
- Current financial framework will be rolled over into 2021/22, until at least the end of quarter 1 (30th June 21)
- Capital funding envelopes will be set at a Greater Manchester system level – early indications are significant financial pressures for the GM system



Covid-19 update

- Increased pressure in the system – nationally, locally
- Impact on patients, staffing, ward closures
- Personal Protective Equipment and Infection Prevention
- Lateral Flow Testing
- Flu and Covid Vaccine

- CQC improvement plan and inspection regime



Single Gender Accommodation Update

- Stockport adult inpatients moved to single gender on Monday 4th January 2021.
- Bury adult inpatients are due to transition to single gender by the end of January 2021. This timescale has been expedited due to recent incidents.
- Transition to single gender/function/organic split across the older adult inpatients is on schedule with the transition commencing in mid-February. This is happening across HMR, Bury and Oldham concurrently.
- The preferencing of staff across older adult wards in the NE Sector (Oldham, HMR and Bury) has concluded with a positive outcome.
- The dormitory work on Ramsbottom has concluded and the ward has fully reopened with 10 beds. Further work to improve the environment of the ward continues and will be concluded in February.
- Planning for the move to single gender/function/organic split across the South Division (Tameside and Stockport) is due to commence in the next couple of weeks.

Maximising potential





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Board of Directors



Executive Directors



Claire Molloy
Chief Executive



Keith Walker
Chief Operating Officer and Deputy Chief Executive (joint)



Clare Parker
Executive Director of Nursing, Healthcare Professionals and Quality Governance and Deputy Chief Executive (joint)



Nicky Tamanis
Executive Director of Finance



Judith Crosby
Executive Director of Service Development and Delivery



Professor Nihal Fernando
Medical Director



Nicky Littler
Executive Director of Workforce



Chair and Non-executive Directors



Evelyn Asante-Mensah OBE
Chair



Daniel Benjamin
Non-Executive Director / Deputy Chair



Mike Livingstone
Non-Executive Director / Senior Independent Director



Cath Laverty
Non-Executive Director



Dr Julia Sutton-McGough
Non-Executive Director



Claudette Elliot
Non-Executive Director



Maqsood Ahmad OBE
Non-Executive Director



Liz Allen
Non-Executive Director



Edward Vitalis
Non-Executive Director



Saeed Atcha MBE
Associate Non-Executive Director



Nigel Gloudon
Insight Programme





New Integrated Leadership Structure January 2021

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Overview

- New Integrated leadership structure in place Jan 2021
- Original implementation May 2020, delayed due to Covid
- Triumvirate model incorporating Medical, Operational and Quality leadership roles
- Improving capacity, capability and leadership in Care Hubs
- Focus on 6 key principles:
 - Collective Leadership
 - Devolved decision making
 - Professional leadership
 - Delivery structure
 - Whole system leadership
 - Transformation leadership



New Integrated Leadership Structure January 2021

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Key activities 2020

- Successful recruitment to all Tier 1, 2 and 3 posts
- Specialist organisational development commissioned to support implementation of the new leadership structure
- Development of Masterclass series to support new roles i.e. Finance, Freedom to Speak up, performance, contracting etc
- Review of governance structures, systems and processes
- Transition of Healthy Minds to Borough Care Hubs
- Transition of Psychological Medicine, Military Veterans and Manchester Resilience Hub to Specialist Services Triumvirate
- Transition of Quality Leads and Modern Matrons to Heads of Quality
- Review of Corporate systems and processes to support new structure
- Robust communications plan

Key Activities 2021

- Continue to embed, monitor and evaluate new model
- Commencement of specialist organisational and Masterclass series Jan-July 21