

Norfolk and Suffolk NHS Foundation Trust

Norfolk Health Overview and Scrutiny Committee 17 January 2019

Antek Lejk, Chief Executive

Where we are now

- We recognise the failings identified by the CQC and the potential harm this has for service users
- As a Trust Board, we understand this is the reality of where we are. It is very disappointing, but we are already making progress
- We have a new Executive Team in place. We have plans in place to turn services around and we are getting on with those plans, at pace
- Our overriding priority is making sure service users are safe and creating a safety culture amongst all our staff

Fixing immediate issues

Access

- Acting on the downgrading of emergency and urgent referrals, ensuring they are only authorised as a result of a sound evidence-based clinical review

Crisis

- Putting in place the staffing and processes to deliver a reliable 24/7 service

Waiting lists

- Immediate action to keep people safe



We are already making progress on all these issues,
reporting weekly to NHS Improvement

The aim of our first four week 'sprint'

We have been focusing on minimising the risks for service users as they wait to receive our services. Crisis referrals need to be appropriately prioritised and seen promptly to reduce the chances of harm and to keep people safe.

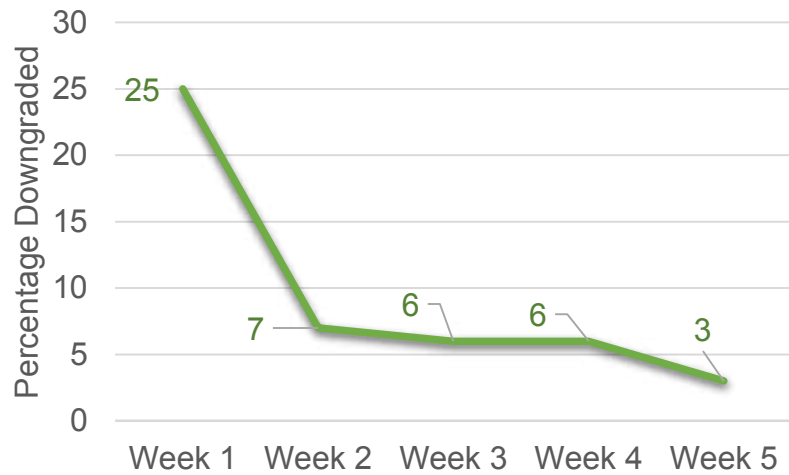
Visible change

Operational staff now can view waiting times information for their patients, updated daily.

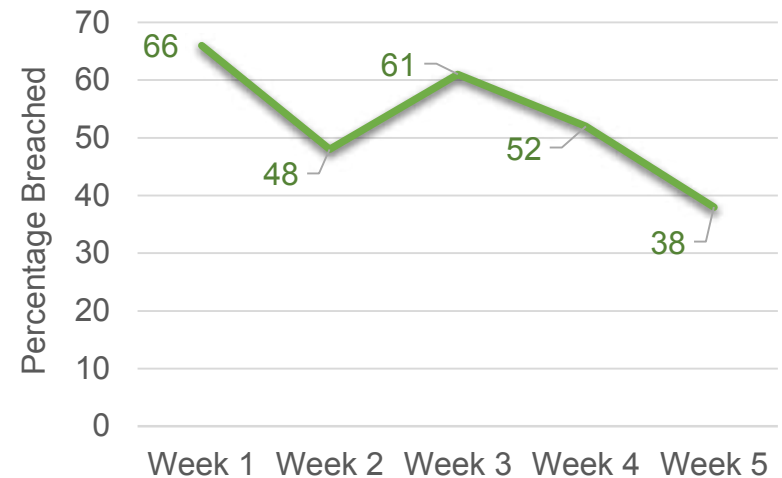
- We aim for all crisis referrals to be seen face-to-face within four hours
- Crisis referrals, which have been given a different priority or not seen within four hours, are now reported daily and are audited to make sure any re-prioritisation is clinically valid and people are safe
- Attention is being placed on seeing those service users with the longest waits, with steady progress
- Teams are supported by a dedicated experienced clinician and via weekly service user tracker meetings

The results so far...


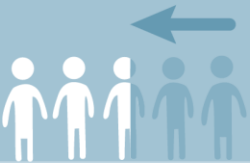
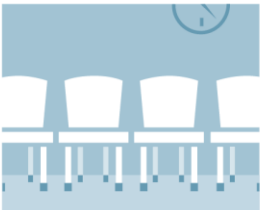
Crisis Referral Downgrades - by week



Crisis Referral Breaches - by week



The results so far...

	7%	Reduction in the number of people waiting for treatment for longer than 18 weeks
	45%	Reduction in the proportion of crisis referrals breaching since auditing work began
	187	If everybody waiting for an appointment was in a waiting room, there would be an extra 187 spare seats compared with 5 weeks ago

“Looking back, the times I waited did impact on my family also. It’s good that the trust is focusing on this issue”

NSFT Service user



“The training session was very good at demonstrating the effects of waiting times on individuals within the service.”

NSFT Colleague



Putting the basics in place

Drive ownership with teams

- 'Must Do' issues mapped into summary actions
- Detailing each issue by location and risk
- Recognising that some issues could be elsewhere in the Trust
- Working with each team to make change happen

Focus on embedding safety and quality

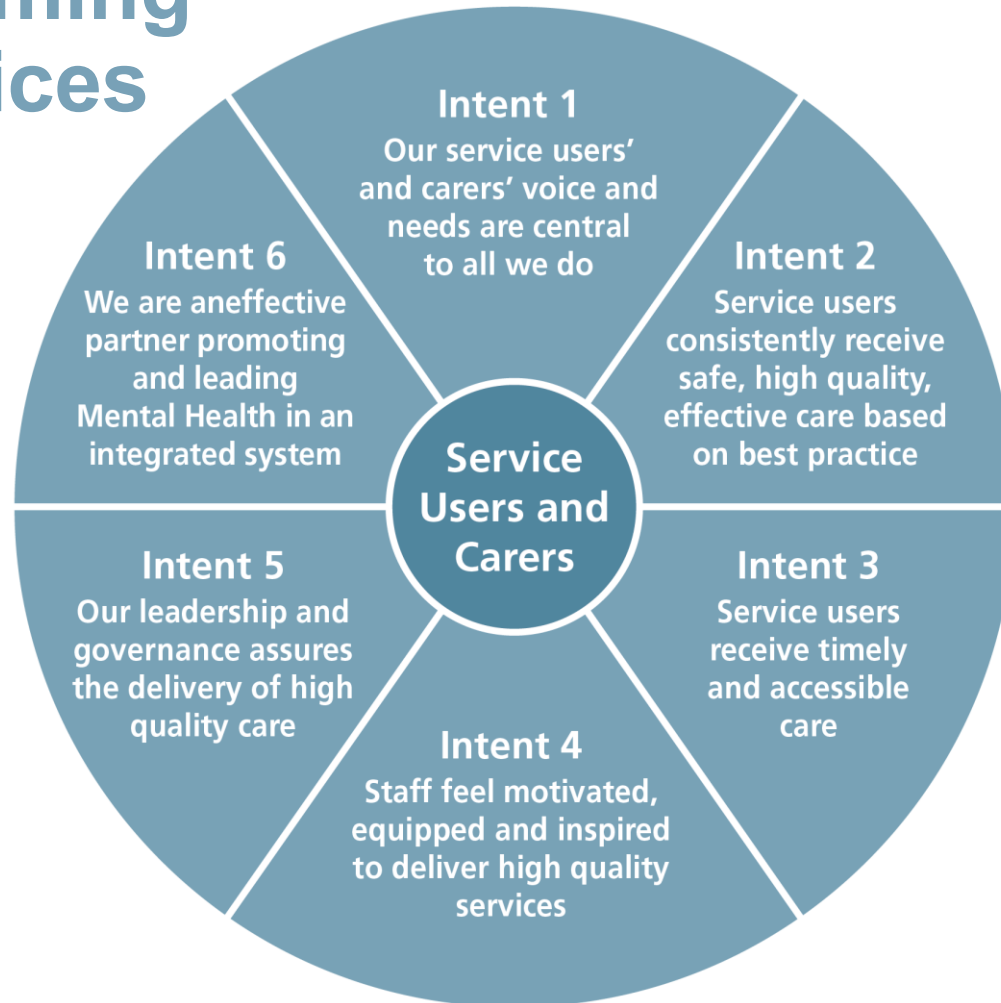
- Local ownership
- Clear plan with identified supporting resources
- Demonstrate and act where focus, practice and/or delivery **HAS** to change
- Alignment and engagement between managers and clinicians and service users

Increased capacity

- New Chief Nurse in place
- New Corporate Director in place
- Refocused Programme Management Office
- Reducing layers of management and increasing clinical leadership in operational teams
- Appointment of new Chair
- New Quality Improvement Lead to be appointed

Our target is to deliver critical 'Must Do' issues by end of March 2019

Transforming our services



What else is NSFT doing?

- We already have an Improvement Director, a 'buddy Trust' in East London and the National Intensive Support Team helping us with waiting times
- We have started the NHSI culture programme and we introducing a new quality improvement (QI) programme – 100 NSFT leaders trained on 9 and 10 January
- We are putting clinical leadership in place, with 24 new NSFT Change Agents recruited to deliver a cultural change programme
- We are running 100 listening events with our staff. 35 completed since November with over 500 staff taking part
- We know real improvement needs to be delivered at pace
- Clear messaging about what is – and isn't – happening to create an environment where this change can happen
- We welcome the Norfolk and Waveney and the Suffolk Mental Health Service Reviews. The debate about organisational future continues, but our focus continues to be on our service users and stabilising our staff so that they can care

Discussion