

**Cumbria Health Scrutiny Committee**

<b>Date</b> 18/07/2019		
<b>Report Title</b>	Transition of South Cumbria Mental Health Services to Lancashire Care Foundation Trust	
<b>FOIA Exemption</b>	No Exemption	Not Applicable
<b>Prepared by</b>	Jo Moore, Executive Director of Partnerships & Strategy	
<b>Presented by</b>	Jo Moore, Executive Director of Partnerships & Strategy	
<b>Action required</b>	Discussion	
<b>Supporting Executive Director</b>	Director of Partnerships & Strategy	

**PURPOSE OF THE REPORT:**

<b>Report purpose</b>	To update the Committee on the latest position regarding the South Cumbria Mental Health Services transaction
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**Executive Summary**

The purpose of this paper is to brief the Committee on the current position in relation to the transfer of South Cumbria Mental Health and Learning Disabilities Services from Cumbria Partnership Foundation Trust( CPFT) to Lancashire Care Foundation Trust (LCFT) planned to take place on the 1st October 2019.

**1.0 Clinical Services**

The transaction covers the following services from the south of Cumbria:

- Adult Mental Health services - community and in-patients (Kendal & Barrow)
- Older adults Mental Health services – community and in-patients (one dementia ward Barrow)
- Child & Adolescent Mental Health services (CAMHS) – community
- Learning Disabilities services - community
- Psychological Therapies (IAPT)

There are approximately 400 staff, predominantly clinical, who will transfer from CPFT to LCFT as part of the transaction.

It is recognised that there are many good practices within CPFT from which LCFT can learn and develop. Equally there are a number of challenges that will need to be addressed moving forward. These include estates issues, staffing issues in some areas and IT systems LCFT has developed a strategic improvement partnership with Northumberland, Tyne and Wear Trust (NTW) and will be working closely with NTW to develop service improvement plans which are co-produced with service users and staff to make the necessary changes and ensure we deliver the highest quality care.





## 2.0 Communications & Engagement

A full communications and stakeholder engagement plan has been developed and launched. Key groups are as follows:

### 2.1 Service users, carers and families

The Trust is meeting the Lancashire & South Cumbria Learning Disabilities service user group in July. In addition, we are working with Healthwatch Cumbria and asking staff through our engagement sessions to identify a number of key patient and service user forums. Once established, the Trust will conduct a number of listening exercises to support understanding of patient experience and to begin the process of involving people with lived experience in service improvement and development.

### 2.2 Voluntary sector

In addition to staff and service user engagement, external activity has centred on the Trust developing relationships across the voluntary sector and bolstering relationships with existing statutory partners. To date the Trust has engaged with the following voluntary sector groups:

- Cumbria Action on Mental Health
- Barrow ICC Mental Health Stakeholder Group
- Healthwatch Lancashire and South Cumbria
- The Chairs for the two South Cumbria Mind organisations
- South Cumbria Action for Health Event

### 2.3 Staff engagement

The Trust is carrying out a number of staff engagement events with both with staff at all levels. The Associate Medical Director has established a clinical reference group and held a number of meetings with medical colleagues. The engagement sessions are being held in different locations across the county to ensure accessibility for all. The Trust is also engaging regularly with Team Leaders in the locality to support identifying any key operational issues that may occur during transition. Some members of CPFT staff sit on the LCFT steering group to ensure appropriate connectivity. A bespoke leadership programme has been developed for South Cumbria staff. Staff side are invited to the LCFT internal Steering group and consequently involved in and sighted on all key issues. A dedicated intranet website has been developed incorporating Trust news, progress on the transaction as it develops and Frequently Asked Questions (FAQ's).

### 2.4 Other engagement

As part of the transaction, LCFT is refreshing the Trust strategy and in doing so will be giving consideration to the Trust name and branding. It is important that the population of South Cumbria feels connected with the organisation and that we can demonstrate we meet their needs. The Trust will be consulting with partner organisations on a possible organisational name change in the coming months as a result.

### 3.0 Transaction governance

The NHSI transaction guidance is clear with regards the process and thresholds under which any transaction should be treated. On the basis of the size of the transaction alone, the South Cumbria service does not trigger the threshold for a material and significant transaction. However it is good practice to regard the transaction as significant and follow the process set out by NHSI and the Trust Board has therefore committed to this approach.

In addition to regulator reporting, when Morecambe Bay CCG made the decision to transfer the South Cumbria services to LCFT following a quality review, there were some areas of concern highlighted and there is an expectation that the Trust will keep the CCG informed of progress in addressing these issues which are:

- Delivery of CAHMS services which currently face significant quality and performance challenges
- Pressure in the adult Mental Health Urgent care pathway
- Workforce issues, specifically Consultant CAMHS, ADHD and Eating Disorders.

The CCG will be kept informed of progress via the joint steering group and Executive to Executive meetings as required to finalise the position and provide the necessary assurance before the transfer.


As part of the transaction process, Ernst Young (EY) have been engaged by the Trust to provide independent support and advice with regards the financial review, due diligence and Full Business Case review. In addition, the Trust has commissioned Addleshaw Goddard solicitors to provide legal services for the transaction.

Within LCFT, the internal governance structure to oversee the transaction includes a Non-Executive led assurance meeting alongside a multi-disciplinary steering Group, chaired by Executive Director of Partnerships and Strategy. Workstreams feeding into the steering group are chaired by the relevant Executive for the portfolio and meet fortnightly to review interdependencies, due-diligence, their mobilisation plans, risk registers and associated mitigations. Both the workstreams and the steering group include members of CPFT staff.

### 4.0 Due Diligence & risks

Detailed due diligence is underway working with CPFT colleagues. Key risks and associated mitigation highlighted to date are thus:

- CAMHS senior medical cover – interim agency arrangements in place. Long-term recruitment planning underway
- CAMHS waiting times – CPFT have developed a recovery plan including some sub-contracts which will novate to LCFT on 1<sup>st</sup> October 2019.
- Kentmere ward environment – Previous CQC inspections have highlighted a number of safety concerns. A significant capital sum is required to make the necessary improvements and discussions with commissioners and CPFT are ongoing in this regard.
- Transfer and access to patient records – interim solutions to ensure safe transfer and access to records have been agreed between clinical and IT colleagues.
- Post-transaction service development costs including safer staffing for wards – a number of service lines have identified some gaps which should be addressed post transaction date and are under discussion with commissioners.
- Inability to recruit particularly nursing staff – establishing robust recruitment plans

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With the exception of these issues and in light of the mitigation described, there are no significant patient safety concerns as a result of the transfer.

## **Recommendations**

The Committee is asked to –

- Note the current position in relation to the transfer of South Cumbria Mental Health and Learning Disabilities Services to LCFT