

OUR YEAR

2016 - 2017



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Our Mission

We help people of all ages live their lives to their full potential by supporting them to keep mentally and physically well.

Our Vision

Delivering great care, achieving great outcomes – together.

Our services

We are committed to providing excellent health and social care for people with mental ill health, physical ill health and those with learning disabilities.

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Hertfordshire Partnership University NHS Foundation Trust works toward eliminating all forms of discrimination and promoting equality of opportunity for all.

We are a smoke free Trust therefore smoking is not permitted anywhere on our premises.

Our values

Welcoming Kind Positive Respectful Professional

Introduction from the Chair and Chief Executive



This Annual Review looks at the last year, how we have performed and our progress towards achieving our Good to Great strategy. We developed this strategy over the last year to articulate the way in which we plan to become an outstanding trust, focussing on four key areas:

Great Care and Great Outcomes

Great People

Great Organisation

Great Networks and Partnerships

The last year has been a very successful one for the Trust and we have outlined several of the highlights within this review. These have ranged from transforming our older people's services at Lambourn Grove and Logandene through to expanding our award-winning eating disorders service for young people and establishing our street triage initiative. We have continued to make improvements, to innovate and to deliver high quality services to increasing numbers of people against a backdrop of political and financial pressures. External surveys and benchmarks – such as the NHS National Staff Survey and the National Community Mental Health Survey have endorsed the quality of our services.

What all these achievements have in common is our continued focus on putting our service users at the centre – and the involvement of a very motivated and engaged workforce. We have been able to do this because we have great people who are the bedrock of the services we provide enabling us to deliver safe, great quality care.

The very effective partnerships and relationships that we have built will also be key to tackling many of the challenges that face us. We have played a full part in developing 'A Healthier Future', the Sustainability and Transformation Plan for Herts and West Essex and have formed a strategic alliance with Hertfordshire Community NHS Trust (HCT). All of these enable us to work together more closely to improve the services we provide by managing people's mental and physical health together.

Our Good to Great strategy continues to provide renewed energy and focus for the years ahead. There will undoubtedly be challenges in 2017/2018 but we believe we have the people, relationships and skills to continue to deliver great care and great outcomes.

Chris Lawrence,
Chair

Tom Cahill,
Chief Executive

CAMHS – more help for young people with eating disorders

Our specialist team which supports children and young people suffering from eating disorders has expanded.

The service was given a cash boost to recruit extra staff and support even more families, including preventative work in the community, as part of Hertfordshire's Child and Adolescent Mental Health Services (CAMHS) transformation.

Penny Smith, Advanced Eating Disorders Practitioner, said: "We've used the extra funding to expand our team so that we can support more families, without long waiting lists, and we can do more educational, preventative work with training programmes in schools. By enhancing our service we can be there to support the young people who need us as they move into adulthood."

Kathryn, 21, from London Colney, said she could not have recovered from anorexia without the team, particularly Penny.

She always believed that I would get better and never judged me or was disappointed in me when things didn't go well. She fought the illness with me and made me feel that we were a team fighting an enemy.

Now her mum and dad, Jane and Len, regularly talk to parents whose children are battling an eating disorder. "We say to other families facing it now: there's always hope, it does get better, it's not you so don't take it personally, it's not your daughter or son talking, it's the illness" said Len. Jane added: "Lots of people think young girls, and boys, choose to do it, but they genuinely don't. Anorexia is an evil, devious illness, not a choice."



CAMHS eating disorders service wins an HSJ Award

In 2016 our CAMHS eating disorders service won the HSJ Award for Compassionate Patient Care for their Hospitals at Home scheme. The two-day course was created to teach parents skills to help their children overcome eating disorders. This led to a reduction in the demand on CAMHS clinics and funding was increased to develop the eating disorders service. HSJ judges said the scheme "feels very person centered" and "really focused on prevention and early intervention."



Logandene's innovative transformation

Our specialist dementia assessment and treatment unit has undergone a state of the art refurbishment as part of our extensive transformation programme.

Investing £42 million into top range services across Hertfordshire will ensure vulnerable and elderly adults always receive excellent treatment.

Logandene will feel like home for many service users. The corridors are well lit and signposted. Rooms have been designed to create a sense of community and familiarity. The garden has a potting shed and raised planters. The therapy rooms have been designed in collaboration with occupational therapy staff to provide appropriate activity and stimulation which upholds dignity and wellbeing. Logandene also features a new sensory room where staff will be able to provide gentle stimulation, therapy of sight, touch, smell, taste, sound and movement tailored to individual needs.



We are proud of the new features, which we strongly believe set a new standard in dementia care

Tom Cahill, Chief Executive

10th Annual Recovery Conference

Our most successful yet

Each year we organise a conference to raise the profile and importance of recovery.

The event is a great opportunity to meet other people and take part in a wide range of workshops. The workshops explore all aspects of recovery and are aimed at supporting people through this important stage of their journey.

In 2016 our 10th Annual Recovery Conference was our most successful yet thanks to the support of all those involved and to captivating guest speaker Kelly Smith MBE, England Women's football all-time leading goal scorer. Over 200 people attended the event, which was held at Robertson House in Stevenage. The theme of the conference was 'Connecting People: Parity of Esteem and Wellbeing.' This has a particular resonance nationally and locally as mental health and learning disability services up and down the country have at last begun to win for themselves a sense of equality with physical health providers in the commissioning of services.

Kelly Smith MBE spoke about her battles with alcohol and her recovery. She stressed the importance of having a support network to cope with what life throws at you. "Connections with people were massively important to me" she said.

The event featured contributions from professionals in the field of mental health as well as service users, and a volunteer for HPFT, who spoke movingly about his struggles with schizophrenia. The workshops covered everything from recovery and living with



Rachel Perkins from Imroc with Kelly Smith, MBE and Tom Cahill, HPFT's Chief Executive

dementia to getting support and connecting people. The event also marked the launch of HPFT's Wellbeing College, called New Leaf, which gives people life skills to enhance their recovery.

“Increasingly we are seeing the need to move towards more integrated approaches to health and social care. We know mental illness does not happen in isolation and that the interdependence between all aspects of an individual's wellbeing needs to be nurtured, understood and supported if we are truly to reach our goal of enabling people to lead healthier, happier and fulfilling lives.”

Tom Cahill, Chief Executive



Our conference makers

Bringing the seaside to Lambourn Grove

In March 2017 dementia patients at Lambourn Grove had their environment transformed by the installation of a pop up reminiscence space called a RemPod.

The idea to purchase a RemPod was the brainchild of Emily English, Associate Practitioner at the centre. RemPods turn any care space into a dementia friendly environment which helps to relieve boredom and depression and increase nutrition and the intake of



fluids. Emily explains "One of my assignments as part my foundation degree was to implement something on the ward that service users, carers and staff would benefit from. I decided to purchase a Rempod and staff and families chose the nostalgic beach theme."

Emily and her colleagues organised events to raise money for the RemPod. They were also helped by contributions from family members. Anne Harris, a relative, says "The staff are very caring and they understand my husband's needs. It's like one big family here and I love coming." Anne really likes the RemPod. "My husband loved going to the seaside" she says. Anne adds that because her husband is at the centre, "I can be a wife with him, not a carer. We had our ruby wedding here. It was lovely."

“People’s ability to control their condition got better”

Peggy Postma, Clinical Psychologist



The Diabetes Project

An innovative scheme providing joined-up care

The prevalence of mental health problems in people with long term physical health conditions is really high, for example, someone with diabetes is 2-3 times more likely to have a mental health problem like anxiety or depression than those without. This in turn can have a catastrophic effect on their physical health as they may have difficulty adhering to their self management regime for their diabetes.

Our Wellbeing Service provides psychological interventions for people with mild to moderate mental health problems including depression and anxiety. They realised that whilst they could not remedy the diabetes what they could do is treat the mental health issues associated with it. Once they did this they noticed that people started to regain their physical health, their wellbeing improved, they started to feel empowered and their ability to control their long term condition got better.

In future anybody with a diagnosis of diabetes is going to be routinely screened for mental health problems. For the first time it will be possible to provide diabetics with a psychological assessment and intervention as part of their standard care package.

Peggy Postma, Clinical Psychologist, says “I think this is a really good example of innovation in our service and I think it will be very empowering for staff.”

Our Physical Health Strategy 2017-2022

One of the really important areas of work this year has been developing a Physical Health Strategy – in essence, we want to do more to improve the physical health of people who use our services.

We know that people with severe mental illness die on average 15-20 years earlier than the rest of the population. The key thing is that these deaths are largely preventable.

This strategy will make sure that our service users are supported to achieve the best possible physical health. This is a central aspect of providing holistic and integrated care that looks at the whole person. We are expecting to see improvements across a range of physical indicators for our service users (eg smoking, obesity, alcohol consumption), as well as making sure that we link people in with the right support to address their physical health needs.

Community Perinatal Service supporting families

Our Community Perinatal Team went live for referrals in March 2017. This excellent specialist service offers pre-pregnancy counselling to women with mental ill health and supports new mums with conditions like severe postnatal depression, as well as their babies and partners.

“Between 10- 20% of women develop a mental illness during pregnancy or within the first year after having a baby and the service was set up with funds from the NHS clinical commissioning groups to tackle this”

Dr Sarah Cohen

Dr Sarah Cohen, has been instrumental in setting up the Community Perinatal Service which has been developed, working alongside GPs, obstetricians, gynaecologists, midwives and health visitors.





“We simply wouldn’t be able to cope without our carers”

Jess Lievesley, Director of Delivery

We recognise the vital role carers play in supporting those with mental ill health, physical ill health and learning disabilities. We simply wouldn’t be able to cope without our carers and we believe it is important that they feel supported and empowered in their role. So we provide a range of support which includes: the opportunity to talk to support workers, helpful leaflets, invitations to events and various ways to get more involved with the Trust.

Carer Council – giving carers a voice in the way services are run

We want carers to feel that they matter and that they are being listened to. The Carer Council actively seeks the input of carers to help improve our services. Carers have a real opportunity to get their voices heard, to share what they feel works well and to discuss areas where services can be adapted, improved and developed.

The Triangle of Care

In November 2016, we achieved stage two accreditation of the Triangle of Care programme, managed nationally by the Carers Trust. We worked hard to achieve stage two having made significant progress across several areas following completion of stage one in April 2015. This included the creation of new literature and the development of a new carers’ pathway which includes various stages linked to the six standards of the Triangle of Care model. We have also developed a new and dedicated Carers Team, bringing high quality expertise and experience to support our services.

The Triangle of Care guide, launched nationally in 2010, is a co-produced piece of work between the Carers Trust and the National Mental Health Development Unit. It emphasises the need for better local strategic involvement of carers and families in the treatment of people with mental ill health.



“I felt supported and it made a massive difference”

Pip, Carer

Six years ago Pip’s son, Daniel, was admitted to The New QEII Hospital following an overdose. Daniel had started having episodes of depression and Pip says “It was a very difficult time and I really struggled. But then he got allocated a new care coordinator and she was amazing.”

The care coordinator got in touch with Pip and said “I can see you’ve been through a horrific time and I really want to support you as well as Daniel.”

The care coordinator visited Pip and her son. “She kept me completely in the loop as to what was happening with him, where he was going to go and what kind of care he was going to have. He respected her which made a big difference. She didn’t speak to him like a child, she spoke to him like an adult.” The care coordinator gave Pip her contact details and Pip says “I had a person I could call and who seemed to actually care about me as well as my son. She had absolute empathy for my situation.” Pip says that the support made a “massive difference. My outlook on the future improved and I felt there was somebody I could reach out to. It made me feel important.”

Our accreditations – a mark of quality



We are immensely proud of our accreditations as they represent the efforts that our staff have gone to in order to ensure that our service users and carers receive great care and great outcomes.

Accreditation allows the Trust to show that our services meet national guidelines and standards and demonstrate the quality of care they provide to service users, carers, commissioners and their wider organisations.

In order to be accredited the Trust had to prove that our staff are well trained, well supported and working

within organised and safe systems.

Accredited services need to demonstrate that they provide the right type of care to patients, in a timely manner and that they have the appropriate resources to do this. A service can be accredited only if service users and carers are generally satisfied with the overall quality of the service.

During 2016/17 the following services completed the process and received accreditation:

- Our Electroconvulsive Therapy (ECT) service
- Rapid Assessment, Interface and Discharge (RAID)
- Thumbswood - mother and baby unit
- Psychiatric Intensive Care Unit (PICU)
- Wellbeing Service

The Wellbeing Service is one of only six IAPT (Improving Access to Psychological Therapies) services to have achieved accreditation so far. The Early Memory Diagnostic and Support Service (EMDASS) North Team was awarded an accreditation under the Memory Services National Accreditation Programme (MSNAP). The aim of MSNAP is to help memory services to evaluate themselves against agreed standards.



“I have never felt more welcomed”

Emma Short Team Manager,
Specialist Learning Disabilities, Buckinghamshire

In summer 2016 we were delighted to welcome 48 staff and their service users who were transferred from Buckinghamshire’s Southern Health NHS Foundation Trust’s specialist learning disabilities services.

Jess Lievesley, HPFT’s Director of Service Delivery and Customer Experience said “The staff bring with them a wealth of experience that we can learn from.”

We worked extremely hard to ensure that the move was handled sensitively and in a professional manner and we received positive feedback from service users. Staff feel that they have really benefitted from the move too. Emma Short says

“The transfer was managed very well and HPFT quickly put support and leadership in place. They provided training at our offices which was lovely. It’s clear that the Trust’s values are not just a strapline – we have never felt more welcomed.”



Nursing Associates Programme

Delivering excellent and sustainable care

The Hertfordshire and West Essex Partnership Nursing Associate Programme, in which HPFT has a key role, was launched in 2017.

Nursing associate is a bridge between care assistant and registered nurse, and will build a capable workforce which can deliver excellent care.

Nursing associates will have the chance to deliver direct care to patients, from midwifery to palliative treatment, and associates will be involved in the fundamentals of clinical practice. They will have entry points to the nursing profession and be able to choose from a wide range of specialities.

It is a vital role in the wider sustainability and transformation of the health service.



HPFT is top of the league for staff motivation for the second year running

In March we were delighted to learn that we had been rated as the top trust for staff motivation for the second year running in the 2016 National NHS Staff Survey. A total of 70% of staff agreed that: “If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation.” It is a fantastic achievement and validates all the hard work we have done to ensure our staff have the best possible working environment and the support they need to fulfil their roles.

Supporting our staff

We have six staff networks which reflect the diversity of the organisation: BME, mental health, women, disability, LGBT and carers. The networks offer a great opportunity to connect with other people, share information and ideas and receive support.



Pressing engagement - Jess Lievesley, Director of Delivery
and Keith Loveman, Director of Finance

Health and wellbeing

We are committed to the health and wellbeing of all our staff and 2016/17 has been a great year for our Health and Wellbeing initiatives. It saw the introduction of our Staff Health and Wellbeing Strategy as well as a number of events including: mini-health checks, fun runs, team challenges and mindfulness programmes which were piloted in four locations.

The monthly Inspire Awards offer an excellent opportunity to recognise and reward those members

of staff who consistently demonstrate our values.

Our annual Staff Awards celebrate the outstanding achievements of individual staff, teams and volunteers. In 2016 we achieved the highest number of nominations to date at 254.

Staff engagement

Throughout the year we ran a number of events which gave our Executive Team an opportunity to listen and respond to feedback and for staff to discuss their ideas and have a real say in key decisions.

We had an excellent response to The Big Listen and Local Listen events. As a result of the Executive Team taking on board comments from staff we introduced initiatives including: creating a health and social committee, relaunching our ban bullying pledge and introducing the bullying and harassment helpline.

Members of the Executive Team were also present at our Good to Great roadshows which gave staff the perfect opportunity to input into the continued development of our ‘Good to Great’ strategy.

The Schwartz Rounds are an integral and increasingly popular form of staff engagement. They are delivered across our sites and provide a structured forum where all staff can come together to discuss the emotional and social aspects of working in healthcare.

Our governors

Helping shape the future of local services

Our governors play an active and influential role in the way that the Trust is run. They act as ambassadors for the Trust, they sit on various panels, represent the Trust at events and conferences, act in an advisory capacity and help ensure that the Trust meets its objectives. They come from many different backgrounds, a variety of roles and a wide range of professions. They bring with them a wealth of experience and both enrich the Trust and help bring about positive change.

Our Governors are attracted to the role for different reasons – some have a lived experience of the issues faced by our service users and carers; others wish to play a greater role in vital services which support their local community and some have expertise that they feel can be of benefit to an organisation such as ourselves. We are very grateful to our Governors for giving up their time to provide what is invaluable support.

Verity has used HPFT's CAMHS services over a number of years. As her recovery progressed she initially joined the Youth Council before applying to become a Trust Governor.

“I enjoy meeting new people and making a difference”

Verity Masters, Governor



I am here to represent young people in the constituency. We've come from a different generation and I think it's a very different world, with social media, peer pressure and everything, so it's important to get the input of young people. Decisions at HPFT have to be made with them in mind. We helped with the redesign of Forest House, the inpatient unit for young people. I went along to meetings for the new Hemel Hub and spoke about what would be good for young people. I also worked with HCT (Hertfordshire

Community NHS Trust) and PALMS (Positive behaviour, Autism, Learning disability and Mental health Service).

Being a governor is a different sort of empowerment than therapy and work. As a governor you really learn to appreciate what you are given. You don't realise the amount of time, money, work, effort and everything that goes into someone's care.

I enjoy helping other people, making changes and seeing the improvement. I had a bad experience in A&E but when I went back a year later it had changed for the better. Being a governor I was able to see that they'd gone through a transformation and it had actually worked.

I love being a governor, it's my kind of thing”

HPFT and HCT

Delivering joined-up care locally

We have signed an agreement with Hertfordshire Community NHS Trust (HCT) to work closer together to continue to improve care for local people.



Increasingly, we need to manage people's health in the round - looking at their mental and physical health needs together. This means greater collaboration between both trusts so that we can share resources, skills and knowledge at all levels. The trusts already

work together on a number of projects to deliver more joined-up care and the partnership will enable us to further develop those links without a formal merger.

The alliance means we will be in a better position to manage people's mental and physical health and to meet the needs of local communities.

Mental Health Street Triage – reducing the strain on A&E services

The Mental Health Street Triage scheme was introduced in 2016. This exciting new initiative sees the police and HPFT health professionals making an on-street assessment to make sure an individual gets the best care possible when concerns about their mental state are reported to the police. The scheme has already seen a significant reduction in the number of people in mental health crisis being detained under the Mental Health Act.

David Lloyd, Police and Crime Commissioner for Hertfordshire, said: "This is a brilliant example of partnership working in action. An increasing amount of police time is spent on responding to people facing mental health issues but often the police are not best equipped to provide the help which they require. Mental Health Street Triage is providing a better and more appropriate service for people who find themselves in mental health crisis."



The Sustainability and Transformation Plan (STP) – 'A Healthier Future'

In December 2016, 'A Healthier Future', the Sustainability and Transformation Plan (STP) for Hertfordshire and West Essex, was published setting out a five year blueprint for health services in the area. Our Chief Executive, Tom Cahill leads the STP for Hertfordshire and West Essex.

'A Healthier Future' recognises the need to shape services around service users with a joined-up approach between physical and mental health services. This approach is in line with the way we have been working for some time. While there will be no immediate changes to the way we operate there will be further opportunities for developing even better services for the people of Hertfordshire.

The Hemel Hub Building a great place to work and receive care

Construction work started in 2016 to transform The Marlowes Centre in Hemel Hempstead into a new state of the art building where both NHS mental and physical health services will be provided.

The joint programme between HPFT and Hertfordshire Community NHS Trust (HCT) will see both adult and children's physical and mental health services co-located, helping them work closer together for the benefit of service users and patients.

Karen Taylor, HPFT's Executive Director, Strategy and Integration, said: "The new centre will provide a space for us to develop new ways of delivering care and treatment, supporting our service users and patients to look after both their physical and mental health and wellbeing."





A great year for HPFT

2016/17 has been a great year for HPFT, we have made substantial improvements to our services and this has been recognised by our key regulators

A survey by the Royal College of Psychiatrists saw HPFT named as the top performer among providers of low secure mental health services for people who need to be cared for in a secure environment.

The survey reviewed 105 low secure mental health services across the United Kingdom. Our services at Bowlers Green, in Radlett, scored highest out of the 105 services in the review. Beech Ward, at Kingfisher Court, Radlett, was ranked 15th. This is a significant result. The survey measured criteria including: admission and discharge, physical health care of patients, security, workforce and recovery.

Another inspection found our community services performed to the high standards set by the Care Quality Commission (CQC). Results published for the 2016 Community Mental Health Survey found that we actually exceeded the CQC average score in four key areas including the 'planning of care' and 'treatment' categories.

Health Education England (HEE) visited us in November 2016 to assess our educational and training programmes. We receive more than £2 million per year to provide education and training

to students and trainees across many professions. This visit was to ensure we are delivering education programmes to the standards required and that our students are getting the support they need.

Overall the feedback was hugely positive and the official report demonstrated areas of best practice as well as areas where improvements can be made.

A Well Led Independent Review as set out in Monitor's (now known as NHS Improvement) Risk Assessment Framework was undertaken by the Foresight Management Group. It comprised 10 mandatory questions across four areas (strategy and planning, capability and culture, process and structures, and measurement). There were RAG (red, amber, green) risk ratings for each question.

We had no red risk ratings. This is an excellent achievement.

Money Matters

A successful year despite financial challenges

Despite the financial challenges within the NHS, we achieved a surplus of £8.9m during 2016-2017. This is a considerable achievement and was accomplished by working with partner organisations, and through the dedicated efforts of our staff to secure £6.7m of Sustainability Transformation Funding (STF). Securing this funding is a positive result which will be important for our future development and was achieved despite the unprecedented growth in the demand for services.

When other factors are taken into account the total surplus for 2016-2017 is £2.6m which compares favourably to our breakeven position for the year before.

Summarised statement of comprehensive income

	2016-17 £000's	2015-16 £000's
Operating Income	224.8	205.9
Operating expenditure including finance costs	215.9	209.2
Surplus for the year	8.9	(3.3)
This includes the following items;		
Sustainability and Transformation Funding (STF)	-6.7	
Settlement of historic VAT claims	-1.6	
Net Impairments charged to the SOCI following an independent buildings revaluation	2.0	3.3
Surplus adjusted for above items	2.6	0

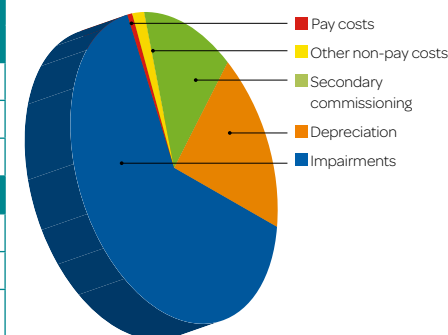
Operating income	2016/17 £000's	2015/16 £000's
Income from commissioner requested services	211.8	197.5
Income from non-commissioner requested services	13.0	8.4
	224.8	205.9

This surplus arises from a combination of;

- The additional investment made by commissioners who are increasing the relative level of funding provided for mental health
- Managing our costs very closely and meeting or exceeding performance for the vast majority of our quality measures
- The impact of the challenges around the recruitment and retention of our workforce

We achieved a Use of Resource Risk rating of 1 (the highest rating) from our regulator NHSI, which reflected the strong level of financial management despite the very difficult financial environment.

Despite a significant reduction in agency costs we did not meet the agreed spend (agency cap level) set by NHSI of £8.5m, with an actual in year agency spend of £8.8m. This was a 26% year on year reduction.



Like other Trusts, the largest part of our budget is spent on staffing. We also commission £28m of social and specialist health care packages. We operate from over 50 sites in Buckinghamshire, Hertfordshire, Norfolk and North Essex. Operating expense details are contained in note 5 of the Annual Accounts for 2016/17.

2016/2017 at a glance



339,384

service user contacts



1,156

admissions to adult
acute wards in 2016/17



**Mental health top scorer for staff
motivation, quality of appraisals,
quality of non-mandatory training
and learning or development**



24,709

referrals through our Single Point
of Access (SPA)



270,712

IAPT contacts



163,522

occupied bed days



3,648

(substantive and temporary)
staff working across 49 Trust sites



76%

would recommend us to
friends and family