



Hertfordshire
Partnership University
NHS Foundation Trust

Our Year 2018 – 2019



Our  values
Welcoming Kind Positive Respectful Professional

Introduction

Page

3

Great Care, Great Outcomes

Pages

4 - 10

Great People

Pages

11 - 14

Great Networks and Partnerships

Pages

4 - 10

Great Organisation

Pages

17 - 18

Finance

Pages

19 - 20



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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.

Introduction

2019 has been a hugely positive year with the Trust achieving an overall rating of 'Outstanding' from the Care Quality Commission (CQC), which included being rated as outstanding for quality of care and being a well-led organisation. Our forensic inpatient/secure wards, child and adolescent mental health wards, wards for people with a learning disability or autism and community-based mental health services for adults of working age were all judged as being outstanding. This means that four of the 11 services inspected by the CQC are now rated as outstanding, with the remaining seven judged as being good.

Once again, the CQC recognised the commitment of all our staff in living the Trust's values and demonstrating leadership at every level. At the same time, our strong safety culture was demonstrated through this year's National NHS Staff Survey results where we achieved the top score in the country.

This year we have launched several successful new initiatives, including a co-produced transformational learning disability model across Essex, our Tier 4 services for CAMHS and the new psychosis pathway.

Last year was our most successful ever when it comes to attracting new staff whilst at the same time focusing on retaining our staff through a wide range of initiatives.



*Tom Cahill,
Chief Executive*



*Chris Lawrence,
Chair*

This included the introduction of HR surgeries and making it easier for staff to transfer between services.

An important part of our role is to support the local health and social care economies by promoting greater integration between mental and physical health and social care. We continue to work closely with our commissioners to deliver integrated health and social care services. We are also leading the development of 'A Healthier Future, the Sustainability and Transformation Plan for Hertfordshire and West Essex', ensuring that mental health continues to be at the heart of the STP's work.

The next 12 months will bring many challenges, not least in meeting the expectations set out in the NHS Long Term Plan as well as building on our 'Outstanding' rating. Demand for our services is expected to continue to grow and we will need to find new ways of ensuring that our service users have access to effective, high-quality support and care. We are confident that we have the right workforce, partnerships and skills to meet the challenge.

HPFT celebrates an Outstanding rating from the Care Quality Commission (CQC)

HPFT is one of just five mental health and learning disabilities NHS trusts in England to be rated 'Outstanding' by the CQC.

Hertfordshire
Partnership University
NHS Foundation Trust

CQC rating 15th May 2019

Outstanding ☆

NHS
Hertfordshire
Partnership University
NHS Foundation Trust

Inspected and rated by

Care Quality
Commission

Following visits made to many of the Trust's sites during February and March 2019, the CQC concluded that HPFT is now one of just five mental health and learning disabilities NHS trusts across the country to achieve this highest possible rating – and the only one to do so in the East of England.



HPFT's Chief Executive, Tom Cahill, said: "This is a fantastic achievement for everyone working for the Trust. We have been on a journey to make sure that we had great people delivering great services – and the inspection report from the CQC shows the amazing progress we have made. Of course, there is more that we need to do because that's not always the case. The challenge now is to make sure our service users and their carers continue to receive outstanding care at a time when demand continues to grow."

Dr Lynne Wiggins, Chief Nurse for NHSE England and NHS Improvement – East of England, said: "I am delighted to see the efforts of the team at HPFT have resulted in an 'Outstanding' rating from the CQC. Achieving this highest rating is a real testament to the hard work of all the Trust's staff and its leadership, and will provide confidence and reassurance to the patients and community in the standards of care provided."

In its inspection rating, the CQC rated the Trust as being outstanding for care and being well-led, and good for safety, responsiveness and being effective. Of the 11 services that have now been inspected by the CQC, seven are good and four – i.e. over a third – are rated as being outstanding.

You can read the Trust's full inspection report on our website: www.hpft.nhs.uk



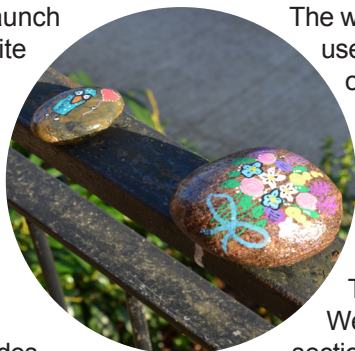
New website and Welcome Pack launched for young people's services

December saw the launch of a brand new website and Welcome Pack for HPFT's Child and Adolescent Mental Health Service (CAMHS).

Melanie Woodcock, Senior Service Line Lead, opened the event at The Colonnades, Hatfield by thanking everyone involved in their development – both have been co-produced by staff, service users and parents and carers.

Decorated stones have become the trademark for CAMHS with stones being used throughout the website and on other promotional materials. Our young service users often decorate stones and swap them for others when they visit the service.

Young People's Council members talked about various sections of the website that they had been involved in including a Jargon Buster and a Who's Who to explain the different terms used and the professional roles, service users may come into contact with during the course of their treatment.



The website includes photos of service users and staff, together with photos of the various sites and some video walks, so that service users know what to expect at their appointments. We hope this will give people a kind and positive welcome to our service.

The inviting new CAMHS Welcome Pack includes a handy section for recording names, numbers and appointment times, as well as some useful contacts and frequently asked questions. There are separate information leaflets for young people and their parents or carers, as well as spaces to make notes – all in a handy folder to keep everything together and in one place.

Young Person's Participation Lead, Kelly Seaman, praised the valuable contributions from our young service users, parents, carers and staff.

A special thanks to Dr Bertha Rogers for her clinical input.

You can visit the new CAMHS website at: www.hpftcamhs.nhs.uk

Transforming children and young people's mental health

Last December HPFT learned that Hertfordshire's NHS England bid to be one of 25 Trailblazer sites for transforming children and young people's health across the country had been successful. Two new Mental Health Support Teams are to provide early intervention in 32 schools and colleges in St Albans and East Hertfordshire.

Celebrating national awards success

Three services have been recognised for prestigious national awards. HPFT's Chief Executive, Tom Cahill, said: "I'm so proud of our staff being recognised nationally for their outstanding work. It's not just about the awards - it's about great people doing great things for our service users."

The Improving Access to Psychological Therapies (IAPT)

service is providing an integrated service with West Hertfordshire Hospitals NHS Trust and the Hertfordshire Community NHS Trust for people living with long term conditions like diabetes. The team is a regional champion in the Excellence in Mental Health Care category from the NHS70 Parliamentary Awards and has also won the IAPT award at the Positive Practice in Mental Health (PPiMH) awards.

The Community Perinatal team has again been Highly Commended at the PPiMH awards for creating a

dynamic new team supporting women in Hertfordshire who are either experiencing or at risk of developing a range of mental illnesses, as well as their babies and families from pre-conception to the baby's first birthday.



Photographer
John Behets



'May Contain Nuts' is a theatre company set up to offer continued support for service users who have completed Dramatherapy. The company won the Guardian Award for Innovation in Mental Health Services at the 2018 Advancing Healthcare Awards. It was also shortlisted by the HSJ for their Innovation in Mental Health Award and won the Business Health Awards for Innovation – what a year!



Johnathan gets our therapy gardens ready for spring on the Work Placements Programme

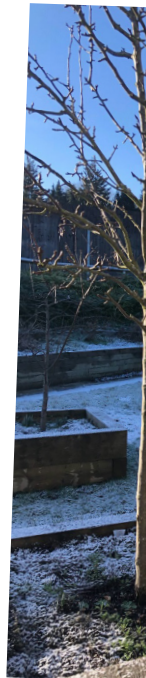
At the end of 2018, service user Johnathan completed an eight week work placement in the therapy garden at Kingfisher Court as part of HPFT's Work Placements programme. The programme is about helping our service users get back into work, providing an ideal opportunity to gain and refresh skills, obtain an updated reference and acquire new found confidence.

Johnathan said: "I worked in the therapy garden at Kingfisher Court in Radlett for two days a week. Amanda Horton, Horticultural Therapist, was my placement host manager. She helped me to develop my existing skills and learn new ones too. My duties included planting bulbs, pruning bushes, weeding and wood preservative treatment.

"I really enjoyed turning compost and putting compost on the raised beds ready for spring. The hard physical work was

really satisfying. I liked getting the garden ready for fresh things to grow. I learnt to how prune bushes and fruit trees which was new to me and I enjoyed broadening my skills and knowledge base.

"I also enjoyed seeing the nurses who looked after me and some of the service users that were also in hospital with me when I was poorly and it was great to show them how far I have come in my recovery. I would definitely recommend having a work placement.





“During my placement I also spent two days shadowing and training with the Green Minds Operatives from Mind who help with the grounds maintenance at Kingfisher Court. I’m now in the process of completing the relevant paperwork so that I can begin working with them in a paid capacity.”

You can read Johnathan’s fully story in the news section of HPFT’s website

If you are a service user and would like to find out more about the scheme, you can contact the Inclusion and Engagement team at HPFT.

HPFT providing learning disability services across Essex

In November 2018 HPFT were awarded the contract to lead the provision of learning disability services across the whole of Essex.

Working together with Essex Partnership University NHS Foundation Trust (EPUT) and Anglian

Community Enterprise CIC (ACE), HPFT leads the improvements in specialist care for people with a learning disability.

Our new model of care ensures that people with learning disabilities have access to specialist health care designed around their individual needs which is clear and easy to access. We offer advice and support to GPs, other care providers and the family and carers of people with learning disabilities. We also work to help people manage crises so that they stay out of inpatient services where possible.

The service model has been co-developed with the lead commissioners and Experts by Experience, to offer the right treatment at the right time and for the right length of time.

Over the term of the seven year contract we will transform current services so that they are provided fairly across the county, are joined up both locally and countywide, and are efficient and effective.



*Wellington Makala,
Managing Director –
Essex Services and
Trust-wide IAPT*

Quality Account

Every year, the Trust produces a Quality Account that reports on the quality of HPFT's services.

It's aim is to describe, in a balanced and accessible way, how HPFT provides high-quality clinical care to service users, the various communities the Trust serves and its commissioners. The Quality Account also sets out where improvements can be made and the work underway to deliver them.

In rating HPFT's services as being outstanding (please see pages 4 and 5), the CQC recognised the commitment of staff in living the Trust's values and demonstrating leadership at every level of the organisation, supported by a strong safety culture. It is this leadership that has supported the Trust's staff to continue delivering great care and great outcomes for over 400,000 people across four counties at a time of increasing demand.

HPFT is now one of just five mental health and learning disability trusts in England to be rated outstanding – and the only one in the East of England.

The Trust's quality account covers a wide range of issues, including the provision of new services such as the co-produced transformational learning disability model across Essex,



the new Tier 4 services for children and adolescent mental health services (CAMHS) and HPFT's new psychosis pathway.

Delivering great care depends on the ability to attract and retain great people. Like all NHS trusts in the country, ensuring that the Trust has a stable workforce is a key priority. 2018-19 saw HPFT recruit more staff, more quickly, than ever before. New initiatives – such as greater career development opportunities and improving staff experience – have helped with staff retention.

HPFT's full Quality Account can be found on our website: www.hpft.nhs.uk

Action on workplace equality

HPFT continues to implement the NHS Workforce Race Equality Standard (WRES) which focuses on addressing the inequalities within Trust workplaces. This year we are pleased to have Black, Asian and Minority Ethnic (BAME) staff representatives on both the national WRES Experts Programme and the national WRES Front Line group.

The Trust climbed a further 16 places in its placement in the Stonewall Workplace Equality Index over the past year, now ranking at 113 out of 445 entrants.



Other highlights for 2018/19 included:

- Events focused on recognition of Race Equality in the workplace, LGBT+ equality within services and Carer Rights and strategy.
- Co-production of new HPFT Equality Plan 2019 – 2022.
- Co-production of new HPFT Carer Plan 2019 – 2021.
- Compliance reporting for Public Sector Equality Duty.
- Improving our approach to meeting the NHS Workforce Race Equality Standard.
- Data quality project looking at improving quality of demographic data, thereby supporting work to improve equity in outcomes and experience.
- Continued work with our staff disabled network and staff mental health network in supporting preparation for the NHS Workforce Disability Equality Standard (WDES).
- Completed development of new training package for front line staff on supporting gender identity within services.
- Innovation work in relation to Spiritual Care through pilot work to deliver family sessions within inpatient services in partnership with clinical psychologist.
- Staff Windrush Walk from St Albans Community Hub to Head Office in Hatfield to promote race equality within the NHS and remember the impact of the Windrush generation on strengthening the NHS and delivering great care.

We are also pushing forward with our Diversity Role Models programme to support staff to become role models for people from similar backgrounds.

We have six networks for staff: BAME, LGBT+, women, carers, disabled and mental health. The networks meet monthly for discussions and have been engaged with the design and delivery of various events and campaigns.

An Inclusion Revolution campaign launched in January! We are encouraging staff to improve our data quality by initiating conversations about diversity and culture with our service users.



Top Score for Safety in the NHS National Staff Survey!

HPFT are proud to have achieved the best score for safety culture amongst mental health and learning disabilities trusts throughout the country in this year's NHS National Staff Survey.

The Trust scored well above average in safety culture, appraisals, quality of care and staff engagement. It did particularly well in taking action on concerns raised by service users, ensuring that their voice is heard and their feedback is used to continuously improve services.

Results also showed that the care of their service users is a top priority for the Trust and staff feel secure about raising any concerns.

Tom Cahill, Chief Executive, said "I am delighted the Trust has achieved the best score nationally for safety culture amongst mental health and learning disabilities trusts. The safety of everyone who uses our services is our top priority and the result reflects all the positive work our staff have been doing over the last year with regards to providing safe services and ensuring a real culture of safety."

Black History Month – October 2018

HPFT shared stories of some BAME staff throughout the month including this one from Service Manager, Owais Ahmed, who is responsible for overseeing both the West Crisis Assessment and Treatment Team (CATT) and the Acute Day Treatment Unit (ADTU). He told us his story about coming to England to boost his career and his life changing experiences as a BAME member of staff at HPFT.

"I grew up in Pakistan, where I qualified with a medical degree and began my career in general medicine. During my time there I managed various physical health projects as well as a community development project in Pakistan and Afghanistan under extremely dangerous conditions.

"Arriving in the UK with £650 in my pocket, I undertook and completed qualifications in health and social care and a master's in public health even though I had a medical degree. This is when I started to realise how different the system is here in the UK.

"In 2013 I got my first management role in a Community NHS Trust. However, it was not in the right direction for me, and after giving my notice, my manager said 'We knew you were over qualified and would move onto bigger things,' which was very encouraging and boosted my confidence.

"Since joining HPFT in 2014 as a Service Manager for Adult Community Services, I have had many opportunities to develop my skills and expand my experience. I have been nominated as 'Lead Ambassador' in our 'Good to Great' journey and more recently awarded the Chief Executive's Award for this work.

"As a BAME Leader and a success story, I encourage everyone to pursue their roles by focusing on character, resilience and self-knowledge; never assume or feel discriminated in any situation, continue to work hard, learn, reflect and celebrate your success; people will eventually recognise you and your potential, and you will earn success."

You can read Owais's full story and others on the Equality and Diversity section of our website www.hpft.nhs.uk



Supporting our workforce – old and new!

Recruiting and retaining staff remains a challenge across the whole of the NHS and attracting people to work in mental health and learning disabilities services can be particularly difficult across a number of professions. At HPFT we are working hard to address this. Here are some of the developments we have implemented in the past year to support our staff – old and new!

- The careers website has relaunched, giving candidates a better insight into the organisation, our values, the roles on offer and the benefits of working with us.
- Notice periods have been extended to help ease the pressure in services when replacing staff.
- Managers are now completing candidate ID checks at interview to eliminate delays in the process and to improve the candidate experience.
- New starters should arrive with all their IT network access and equipment ready. These can now be requested from the point of a job offer.
- Our new Buddy Scheme supports new starters in their first few weeks in their new role to help them settle in and feel part of the HPFT team. Buddies can be contacted whenever some extra support or advice is needed.
- The recruitment team is now contacting candidates in person at several points during the recruitment process to ensure they feel valued and have all of the information they require.
- An internal transfers process is in place for staff to gain skills and experience in other areas.
- The updated retirement policy includes new guidance on flexible working options in the lead up to retirement and for retiring and returning.
- Time to hire is reducing and is now 8.5 weeks, compared to 12 weeks six months ago.



County's journalists sign up to sensitive suicide reporting Charter

Hertfordshire's journalists marked World Suicide Prevention Day by signing a Charter showing their commitment to helping prevent suicide in Hertfordshire by reporting the subject with sensitivity.

Research by Samaritans indicates that the way in which possible suicides are reported in the media can have a profound impact on people who might be considering taking their lives. Samaritans developed guidance in this area and the Hertfordshire Charter is based on this guidance.

HPFT's Chief Executive, Tom Cahill, said: "Suicide is the biggest cause of death for men under 35 and we know Hertfordshire is no exception in this. Incidents in



Hertfordshire are low compared to regional and national levels, but each and every death is a tragedy for the individuals and their families. It is vital that we work together to help vulnerable people and prevent suicide.

"The response to the reporting Charter has been really positive. We welcome this firm commitment from so many local journalists to report stories relating to possible suicides in the most responsible and sensitive way."

Free life-saving "Stay Alive" App launches

A free life-saving App called "Stay Alive" which is packed with really useful features to help people stay mentally well has been launched in Hertfordshire by HPFT's Spot the Signs campaign. It aims to help people in times of crisis to feel that suicide is not their only option. It has tools to help keep people safer, together with details of the emergency or support services to contact in Hertfordshire.

The "Stay Alive" App includes a self-care section which includes breathing exercises and a LifeBox for storing special memories including photos and inspirational quotes. You can download it for free by following this link on your phone: bit.ly/StayAliveHerts.

HPFT hosts Practice Forum event for Pharmacists

HPFT hosted the Royal Pharmaceutical local Bedfordshire and Hertfordshire Practice Forum in March. The theme was: "Supporting the physical health of patients with severe mental illness through Pharmacy".

Keynote presentations were made by HPFT's Medical Director Professor, Asif Zia, and Chief Pharmacist for the Trust, Chetan Shah. Around 35 pharmacists from different sectors attended the event, including academia, GP practice based pharmacists and community pharmacists from across Hertfordshire, Bedfordshire and London.

Chetan Shah said: "Feedback from the event was overwhelmingly positive and several opportunities for how we can work better together have been generated as a result.

"As a pharmacy profession and irrespective of the sector we're working in, we have a significant opportunity to help support patients with severe mental illness around their physical health - particularly if we as a profession, stop working in our silos."

Inspiring fact finding visit for Czech study group

A group of mental health professionals from the Czech Republic went on a tour of some of HPFT's services last year as part of a fact-finding mission to gather ideas for improving mental health services in their country.

The group visited Child and Adolescent Mental Health Services (CAMHS), adult inpatient and community services as well as our perinatal and forensic services over a three day period.



One group member said: "The trip has been inspiring and has made me believe that things will be better in the future."

Following a tour of the specialist dementia treatment and assessment unit at Logandene, another member of the group said: "First impressions are very good as it's homely with bright colours. The unit has great facilities and also appears to have enough staff so that those staying there have the freedom to move around safely."

NHS 70th birthday celebrations

HPFT along with others celebrated 70 years since the founding of Britain's National Health Service (NHS) on 5 July 2018.

HPFT organised a number of events including:

- an NHS Big 7Tea (and cake) parties
- a summer concert
- an NHS70 themed AGM
- an exhibition featuring contributions from staff
- a Windrush* walk and celebration evening

**In 1948 the SS Empire Windrush docked in Tilbury, Essex. It carried passengers from the Caribbean who had been invited to come to Britain after World War II, to assist with labour shortages. Many subsequently went on to work in the NHS.*



Good healthcare for all, regardless of income

The service has seen tremendous changes since its inception in 1948, but the guiding principle that good healthcare should be available to all, regardless of income remains at its core.

Mental Health services, facilities, support, treatments and therapies have significantly progressed, enabling many service users to manage their symptoms more effectively, so they can lead healthy and fulfilled lives within their communities.

New centres in Letchworth and Hemel Hempstead provide services for those with both mental and physical ill health in locations that are in town centres – a far cry from the early days of mental health care.

Refurbished Centenary House in Hitchin officially opened by local MP and Council Chair

People in Hitchin and Letchworth are now receiving adult community mental health services from teams based in Hitchin. Centenary House was officially opened by Bim Afolami, MP for Hitchin and Harpenden and Cllr John Bishop, Chair of North Herts District Council last September.

The newly refurbished healthcare facility is one of HPFT's new hubs providing a base for a range of community teams working alongside each other.

The service supports older adults and adults of working age with mental health needs. The emphasis is on providing as much care as possible to people in their own homes.

HPFT's Chief Executive, Tom Cahill, said: "Centenary House creates a very therapeutic and pleasant environment for our service users and staff. This is one of eight hubs across the county to undergo refurbishment as part of our wider vision to improve the overall experience and wellbeing of today's service users, providing care and facilities fit for the 21st century."

The Trust is developing models of care that are focused on recovery, based on international best practice and meet the needs of today's service users for modern facilities.



The future of mental health services

Mobile devices are being used to find new ways to access help, monitor progress and increase overall understanding of mental wellbeing. Drugs will still have an important role to play, but there is a move to better understand the physical aspects of the brain and develop other kinds of treatments.

More holistic approaches to care are being trialled taking the view that helping people who are struggling with social issues such as housing, finances, isolation, unemployment etc. could in turn could have a positive effect on their mental health.

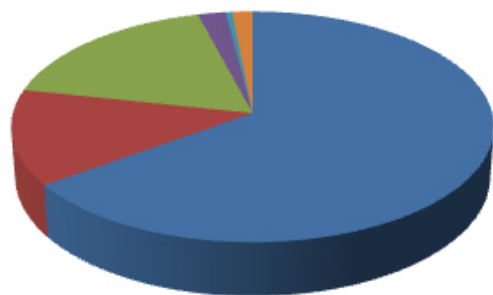
We have seen tremendous changes over the years and look forward to the future. We are embracing new ideas in the hope they will enable all our service users to lead healthier and happier lives.

Another year of strong finances in a very difficult environment

Despite the financial challenges across the NHS, we achieved a surplus of £2.9m during the year (£9.1m 2017-18). This is a considerable achievement and is testimony to the dedicated efforts of our staff and our excellent work with partner organisations.

Our surplus included £3.5m of Provider Sustainability Funding (PSF) which is made available nationally to high performing Trusts (£6.1m 2017-18). Securing this level of additional performance related funding is a very positive result and is crucial for our future development and investment into services.

In looking at our financial performance we tend to exclude PSF funding and other non-routine transactions and this shows our surplus was £0.4m (£3.5m in 2017-18.) This was achieved against a backdrop of the continued growth in the demand for services and the difficulties in recruiting and retaining staff in core areas.



Our surplus arises from a combination of;

- The additional investment made by commissioners who are increasing the relative level of funding provided for mental health particularly in services mandated nationally for expansion.
- Managing our costs very closely particularly the demand for bed placements and the impact of the challenges around the recruitment and retention of our workforce.
- Looking to grow our income through expanding our services where needed, whilst improving quality. The main development in the year being the CAMHs Tier 4 service which commenced in December 2017 and the extended Learning Disability services across Essex.
- Meeting or exceeding performance for the vast majority of our quality measures.

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 and we met the agreed spend (agency cap level) set by NHSI of £7.4m.

Like other Trusts, the largest part of our budget is spent on staffing. We also commission £30.7m 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 2018/19

	18-19	17-18
Operating Income	235.6	230.3
Operating Expenditure including Finance costs	232.7	221.2
Surplus for the Year	2.9	9.1
This includes the following		
Provider Sustainability Funding (PSF)	3.5	6.1
Net impairments	(1.0)	(0.5)
Surplus for the Year excluding the above	0.4	3.5

	18-19	17-18
Income from commissioner requested services	223.5	216.7
Income from non-commissioner requested services	12.1	13.4
Total Operating Income	235.6	230.3

The Trust in numbers 2018-19



Mental Health,
Community and Learning
Disability Services for
children and adults



153,265
IAPT contacts



57,221 referrals
through SPA



407,502
secondary care
contacts



140,859
occupied bed days



3,947 (permanent
and temporary) **Staff**
working across
89 Trust sites



87% would
recommend us to
friends and family