

Meeting	Kent County Council [KCC] Health and Overview Scrutiny Committee [HOSC]
Date	12 October 2012
Subject	Kent and Medway NHS and Social Care Partnership Trust [KMPT] Foundation Trust [FT] Application
Reporting Officer	Angela McNab, Chief Executive
Purpose	To seek HOSC views and support for KMPT plans

INTRODUCTION AND CONTEXT:

Kent and Medway NHS and Social Care Partnership Trust [KMPT] is one of the larger mental health Trusts in the country. It serves a population of 1.7 million and has a workforce of 3,400 (plus 272 seconded staff posts). It provides acute, community and specialist services including services to those with learning disabilities and those living with dementia.

It is government policy that all Trusts move towards becoming a Foundation Trust [FT]. KMPT previously went through an application but encountered some quality issues which it needed to address first. KMPT restarted its application in October 2011 and is making good progress through the new more rigorous process. In the last year the Trust has improved significantly in its performance and in its patient experience (moving from a Strategic Health Authority [SHA] rating of “underperforming” to “performance under review” with an overall Quality and Finance rating of performing in Quarter 4 2012/13). It has progressed through a number of standard external assessments of governance and quality and has received strong results showing measurable improved performance.

CURRENT POSITION:

Following the Readiness Review on 26 July 2012, the Trust has been invited to a Board to Board meeting with the SHA on 15 November 2012. It is expected following the Board to Board the Trust will be referred to the Department of Health [DoH].

The action plans from the three independent assessments: Quality Governance Framework [QGF], Board Governance Assurance Framework [BGAF] and Historic Due Diligence [HDD] have now been substantially completed. HDD2 has taken place and been reported on. Niche and Deloitte (external assessors) have undertaken their re-assessment of the QGF and BGAF; the outcome of the QGF re-assessment being a score

of 2 (the lower the score the better). The outcome of the BGAF re-assessment is expected shortly.

Membership is on track with the Trust currently having 10,674 members: 3,652 Staff and 7,022 Public. The Membership Strategy and Recruitment Plan have been updated and the Stakeholder Engagement Events continue to focus on staff engagement and hard to reach groups as identified by feedback from events so far and membership analysis.

The Integrated Business Plan [IBP] is close to competition.

ADVANTAGES OF BECOMING A FT:

FTs are membership based organisations, with Councils of Governors made up from stakeholder partnership governors and directly elected governors from the public and staff membership base. To become a FT, organisations must meet specific criteria in terms of quality, governance and financial viability. The legislative framework which establishes FTs allows organisations greater local flexibilities and financial freedoms than NHS Trusts.

KMPT believes that becoming a FT is the best way of achieving strategic goals. Specifically by becoming a membership organisation, local people and staff will have a direct say in actions and decisions.

In addition the standards set by Monitor mean KMPT will be demonstrating a high level of quality and performance which the population should expect and which the Trust wants to commit to deliver.

Finally there are opportunities for service development and expansion provided by becoming a FT which mean specialist services can be grown to the benefit of local people.

Benefits to patients, staff and the public are:

- ⇒ Assured levels of quality demonstrated by Monitor process and ongoing evaluation.
- ⇒ Membership providing local power and authority in decision making and future services.
- ⇒ Strong financial governance and assurance of long term sustainability.
- ⇒ A local focus.

RISKS ASSOCIATED WITH PURSUING FT STATUS:

The Trust believes that pursuing and attaining FT status is the appropriate means of securing long term stability and quality of services. It has therefore been maintaining a risk management system based on not achieving FT status. The key risk to achievement within the timeline is Board Member changes and the key risks to not being licensed are failure to maintain compliance with all required standards and financial risk ratings.

Some people have questioned whether pursuing FT status could be a costly process and potentially distract the Trust from its core purpose. However, the key elements necessary to become a FT are: good governance, focus on performance, and excellent quality

standards. Clearly these are identical to the core purpose of KMPT and the priorities local people and patients want to see. There is therefore no risk of 'distraction'.

In terms of cost, the Trust has largely used its internal capabilities to work on the application and has ensured resources have continued to be targeted at service delivery and improvements.

IMPACT ON DELIVERY, LOCATION AND QUALITY OF SERVICES OF ATTAINING FT STATUS:

The Trust's FT application is based on its *Clinical Strategy* (KMPT, 2012). Attaining FT status will accelerate the achievement of the Transformation Programme and the sustained improvements in service delivery.

There are no specific 'location' impacts associated with pursuing or attaining FT status and the Trust expects the impact on quality to be positive as the process requires this. The Trust will continue to test quality after FT is achieved.

OUTLINE OF ENGAGEMENT AND CONSULTATION PLANS:

KMPT agreed an engagement plan with the SHA in March 2012 and has completed the first phase. A summary of activities is below:

STAKEHOLDER	ENGAGEMENT CONTACTS
Public Events – Trust hosted	3
Public Events – attended by Trust	6
Service User / Carer Events	8
Staff Events and Meetings	21
Voluntary Sector / Commissioner Meetings	10
Member of Parliament [MP] Meetings	6
HOSC Presentations	2
Clinical Commissioning Groups [CCGs] / Commissioners	10
Letters to Stakeholders	181
E-mails to Members	>7,000

TIMELINE:

The Trust has been invited to a Board to Board meeting with the SHA on 15 November 2012, which, if successful, will result in the Trust's application being put forward to the Secretary of State [SoS] for approval. This is likely to take two months. The Trust will then enter the Monitor phase which will take three to four months. However the start date is at Monitor's discretion and the Trust is unable to influence this timing. It is hoped that FT status will be attained by the middle of 2013.

SUMMARY:

To summarise KMPT provides a wide range of mental health and specialist services to the population of Kent and Medway. The achievement of FT status for KMPT fully supports both Government policy and our local Clinical Strategy. KMPT believes that becoming a FT is the best way of achieving its strategic goals, through a membership organisation following a vigorous review of its governance, performance and quality standards.

RECOMMENDATION:

The HOSC is asked to consider and support KMPT's plans for achievement of FT status.