

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

**BOD 51/2019**

(Agenda item: 14)

# Board of Directors

**25 April 2019**

**Trust partnerships update report**

**For: Information**

This report provides an update to the Trust Board of Directors on the Trust’s partnerships arrangements. The last update paper was presented to Board in October 2018. This report contains a summary of progress over the last six months and the Trust’s proposal on central oversight and governance of partnerships.

**Executive Summary**

A review of the Trust’s partnerships began in June 2017 and identified approximately 70 partnerships with external organisations and/or groups. The partnerships range from the informal (with no income transaction), developed using a single action waiver (where the Trust has not gone out to tender for the working arrangement), through to partnerships created following formal NHS procurement exercises (where the partnership is governed through a contractual agreement).

The Trust has five partnerships valued over £1m per annum. The largest is a collaboration of six NHS Trusts to provide the Thames Valley and Wessex Forensic Network with a contractual value of £65m. The second largest partnership is the Oxfordshire Mental Health Partnership with a value of nearly £34m. The CAMHs partnership is £8.6m and Talking Space Plus is £5.8m. The Trust has two collaborative arrangements with the National Institute of Health Research of up to £2m.

This report provides Board with an update on four areas:

1. Governance of partnerships
2. Central coordination of partnerships
3. Approach to risk
4. Operational headlines

**Strategic Objectives**

This report relates to or provides assurance and evidence against the following Strategic Objective(s) of the Trust: 4) Developing Our Business through Collaboration and Partnerships (Goals: we will work in collaborative partnerships; we will maintain and grow our services where we add value; and we will have strong relationship with our stakeholders)

**Governance Route/Escalation Process**

This report has been prepared for Board only.

**Statutory or Regulatory responsibilities**

This report has been produced for Board information and discussion in order to inform the Board’s overall oversight of partnership working across the Trust.

**Recommendation**

The Board is asked to note and discuss the report.

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**Lead Executive Director:** Martyn Ward (Director of Strategy & Chief Information Officer)

**1. Governance of partnerships**

The Trust has a **register of partnerships** (created from the review of partnerships in 2017) which was last updated in April 2019 with all known new partnerships. The partnerships register is updated regularly – highlight information from the register is used to inform Board and other governance bodies (set out in in *Operational Headlines*).

To work towards achieving a consistency of partnership working, a **Partnership Standard** has been drafted and has been circulated for comments/feedback from the chairs/leads of the larger partnerships (Oxford Mind, Oxford Mental Health Partnership, and Response/CYP). Comments are due by the end of April 2019. Once the partnership standard has been signed off (ultimately by the Well Led Committee), all new partnerships will be required to sign up to the agreement (in addition to any legal relations) and over the medium to long term, will be introduced to all partner organisations.

All of the Trust’s third sector partners completed a **governance self-assessment questionnaire** over 2018 and all now have up-to-date governance documents. The self-assessment questionnaire included information on information governance documents. This information has now been collated and analysis of the feedback has highlighted that it is not yet clear which information governance documents are required/essential for different types of partnerships (e.g. what level of information governance assurance is required for small/informal partnerships?). The Oxfordshire Mental Health Partnership Manager is meeting with the Trust’s Head of Information Governance to agree what documents are required for the varying forms of partnership. This will include those that are not in formal partnerships but where there is a mutually beneficial arrangement. Once requirements have been agreed, any outstanding documents will be sent to third sector partners to complete.

Within the **Oxford Mental Health Partnership (OMHP**) a quality assurance process of peer-to-peer reviews was undertaken over 2018/19. OMHP senior managers have now reviewed the tool and process to simplify it and help ensure consistency. Previously, the quality review tool was split into sections under each CQC area. This has been reversed where the CQC standards are applied to five operational areas. Now that the tool and process have been simplified it can be easily replicated and used for across other partnerships.

OMHP will carry out a second round of peer-to-peer reviews in October 2019 using the new format. Over late 2018 OMHP senior managers decided a more robust process was needed to report safeguarding, incidents and serious complaints into the partnership so learning could be disseminated. The new process includes:

* regular reports to senior managers and the Partnership Management Group;
* improved links to OHFT’s clinical leadership meetings;
* collating learning from Oxford Health incidents, and;
* improving contract monitoring reporting structures for partners.

An **internal audit review of partnerships** is currently being undertaken by PwC (as part of the Trust’s Internal Audit Plan). The focus of the review will be on understanding the process and controls in place to ensure partnerships are operating in such a way that maximises the benefit of all parties involved. The review has sampled three material Trust partnerships: 1) Oxford Care Alliance, 2) Oxford Mental Health Partnership, and 3) Buckinghamshire Integrated Care System. The review will report to the Audit Committee in May 2019.

**2. Central coordination of partnerships**

From May 2019, it is proposed that central coordination of the Trust’s partnership arrangements will sit with the Strategy & Business Development Manager, within Business Services. This approach will enable the creation of a single point of contact for Trust partnerships to reduce the risks of partnerships not being captured/updated on the register and oversee the status of individual partnership arrangements. This proposal follows a request from the Operations Management that the responsibility for the actual management of partnerships remains with operational services, rather than being run from a central team. The proposed arrangement will strengthen the current governance arrangements whilst enabling Services to remain flexible when working with partners.

The Director of Corporate Affairs will continue to have oversight of the governance arrangements for the Trust’s partnerships. Learning from the PwC audit review of partnerships, and work with the Oxford Mental Health Partnership will be applied to future governance and oversight processes of partnership arrangements.

**3. Approach to risk**

An approach to risk oversight of the Trust’s partnerships will be developed over the coming months and will be reported to Trust governance functions, including the next Board update report. The purpose of the risk approach will be to achieve an overview of the risks involved/inherent to the individual partnerships and reduce their impact (should the transpire) on the partnership, the partner, and the Trust. The approach will be framed around risks to: patient safety, staff wellbeing, information governance (data security), finances, systems, and organisational reputation to promote transparency, collaboration and independent challenge within the relationships. To inform this work, each partnership lead will be asked to complete a short risk profile.

**4. Operational Headlines**

The following are key operational headlines from the Trust’s current partnership working:

**Oxford Mental Health Partnership (OMHP)**

* OMHP campaigned against the £1.6 million funding cuts to the Oxfordshire outcomes-based contract for mental health. Oxfordshire County Council withdrew its proposals to cut £1m from its contract contribution. This was achieved through joint campaigning by the partnership and could not have been achieved by one partner alone. OMHP remains committed to supporting OHFT with campaigning against the £600k cuts in social care.
* Non-recurrent funding of £1 million has been allocated by the CCG to OMHP. This will be used to alleviate AHMT pressure, clear the complex needs waiting list for Elmore services and provide further funding for the successful Safe Haven, further reducing the number of people who unnecessarily go to A&E when in mental health crisis.
* Demonstrable system change is being undertaken through two workstreams focusing on flow through services and complex needs.
* OMHP is mindful of upcoming changes due to the NHS long term year plan and is starting to consider how it can continue to develop in this future framework.
* Evaluation of OMHP - Oxfordshire County Council, Oxfordshire Clinical Commissioning Group, OMHP and the Centre for Mental Health will be carrying out an evaluation of the partnership through four workstreams. A final report will be competed in September 2019 which draws findings together.

**TalkingSpace Plus**

* The partnership continues to work collaboratively to offer psychological therapies (NICE approved) and wellbeing services for adults in Oxfordshire.  Over the past year 15,000 referrals were received from adults seeking help for common mental health difficulties and an additional 19,823 referrals were received by the wellbeing service for information and advice.  People treated have recovery rates which exceed national targets.
* The TSP website is being redesigned to better reflect the treatments offered, provide improved information, links for self-referral online and direct access to an online therapy option.
* TSP is working as part of the OHFT Digital Exemplar programme to introduce innovations such as Sleepio for insomnia and virtual reality (VR) therapy for height phobia.
* In line with requirements under the NHS National Collaborating Centre for Mental Health’s IAPT Manual, we are in the process of ensuring all PML counsellors are registered with UKCP or accredited with BACP.
* A management agreement has been put in place to provide for operational management of some OHFT employees by an Oxfordshire Mind operational manager.

**Children and Young People**

* An excess of 200+ young people have been supported through the community in-reach model.
* *Response* are now working in partnership with OHFT to deliver the CAMHS Schools Support as a Trailblazer site.
* A bid has been written on behalf of the partnership to the Health & Wellbeing fund to extend their work with young people aged 18+ and work closer with the family. A response to the bid is expected in May/June 2019. *Mind* were invited to be an additional part of the bid.

**Community Services**

* Oxfordshire Carer Alliance (previously known as Joint Enterprise with Oxfordshire GPs) – partnership with four federations and OHFT.  Currently simplifying governance structures, agreeing voting arrangements and how risk will be managed within the partnership.
* Community diabetes service – a working agreement has been developed between OUH, CCG and OHFT.  Met on 16 April to develop an action plan and workstreams.
* Integrated respiratory project –Boehringer and the CCG have provided funding to be able to run pilots in North and City localities. The aim of the pilot is to help people who have respiratory problems stay out of hospital.  The providers OHFT, OUH and county council with the smoking cessation services are working together to deliver this pilot. The CCG are leading on this project, an action plan has been developed and is being implemented. Recruitment has been difficult for OHFT. Primary care is fully engaged with this project.

**5. Next steps**

Updates topics between May-October 2019 (scheduled to return to Board in October 2019):

* ‘Spring clean’ of partnership register and categorisation (e.g. by value and material contribution to the Trust’s strategic objectives);
* Output of PwC audit review of partnerships;
* Update on risk approach of partnerships;
* OMHP update – second round of peer-to-peer reviews, and evaluation findings of OMHP (with partners);
* Clarity on information governance documents required for partnership arrangements.