

Implementing the PCREF at South London and Maudsley NHS Foundation Trust

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Group Agreement Summary:

Respect and value each other | Working in partnership with understanding | We are learning together
Empower the voices of all Black and Mixed Black people | Collective accountability for an effective PCREF delivery

PCREF is a partnership between:



South London and Maudsley in numbers



NUMBER OF STAFF

6,058



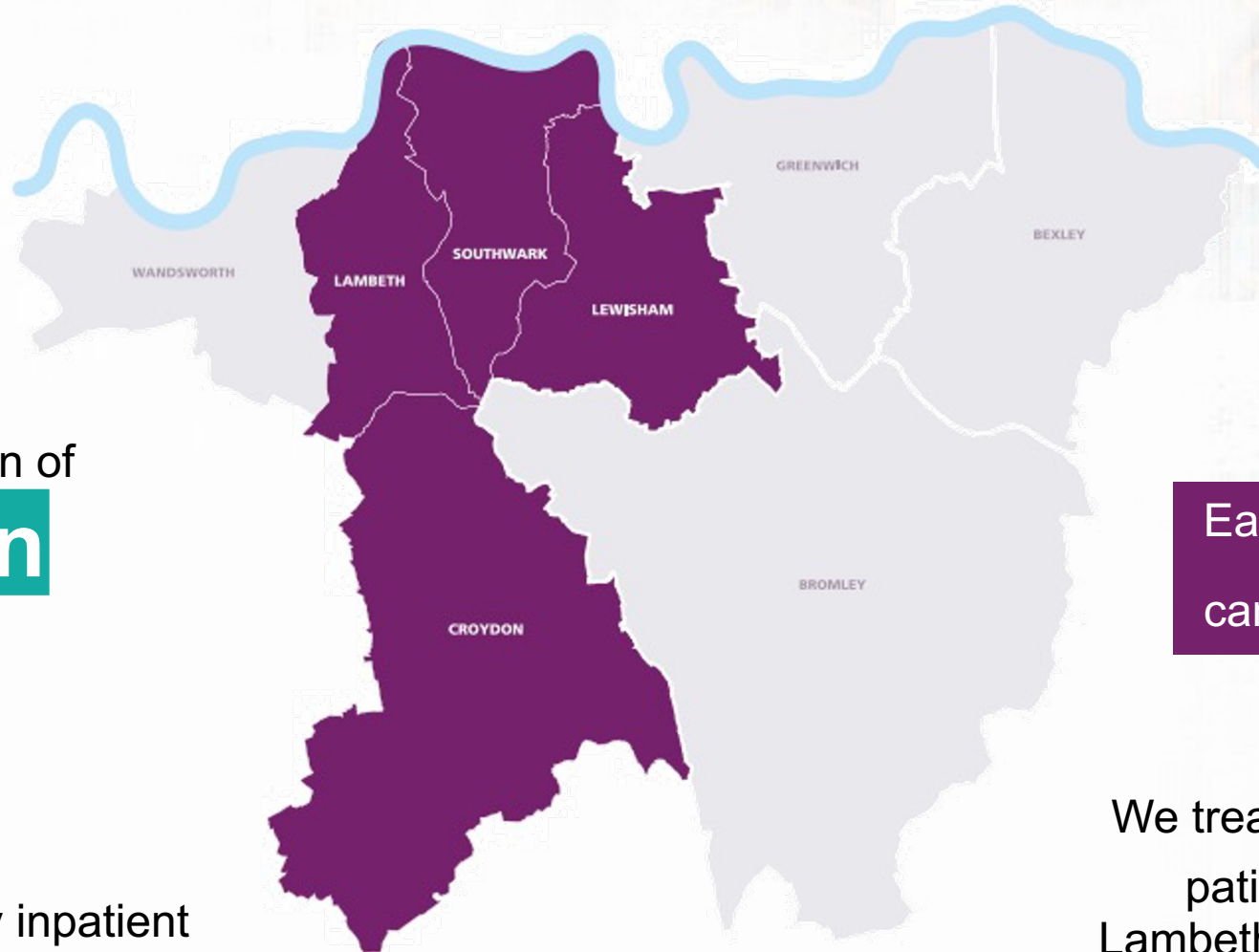
716

BEDS ACROSS 8
INPATIENT SITES

We serve a population of

1.3 million

people



Each year we provide inpatient care for over **5,000** people



268

Community inpatient
and outpatient services

We treat more than **40,000**
patients in the community in
Lambeth, Southwark, Lewisham and
Croydon

PCREF at South London and Maudsley - context



1

The issue of **inequity** had **been of great concern** to the Trust and the local community for many years; compounded by the tragic deaths of **Sean Rigg** and **Olaseni Lewis**



2

We were involved in the **Review of the Mental Health Act** and were aware of the recommendations



3

We are **involved in lots of research** and have **leading experts** in the field amongst our staff - but inequities persist

4

We had been **developing a way of working with local communities** to enable us to jointly pilot community proposals for improvements with services

Why PCREF is important for our Trust



The Trust currently* has 36.7k patients -
9.2k are Black and Mixed Black



The PCREF is a **partnership approach** so needs to be clear who we are building partnerships with



Black African, Black Caribbean and Mixed Black people are **more likely to have poorer** access, experience and outcomes according to our data



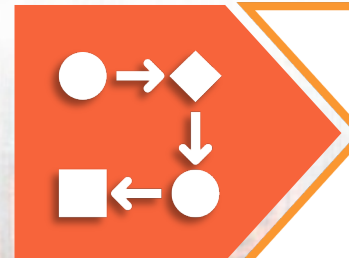
By building on **our existing relationships** with local Black communities we could start to develop our PCREF



So, a **quarter** of our patients are potentially **less likely** to receive a quality service – this is unacceptable

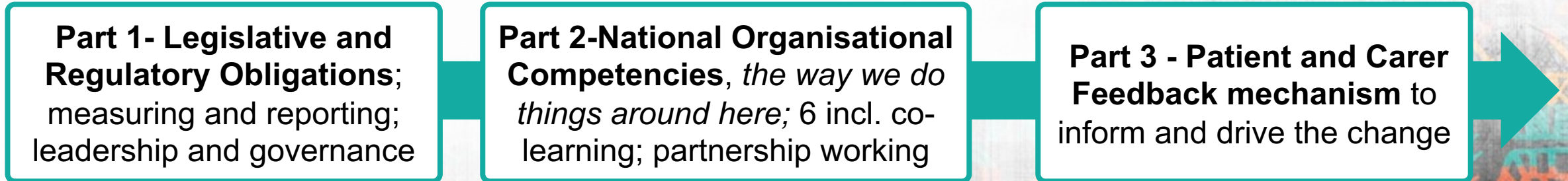


The PCREF is **the first systematic framework** to tackle the conditions holding racism in place and evaluate effectiveness of initiatives as we go



NHSE PCREF – what is it?

nb mandatory for all mental health trusts [April 24]



PCREF Part 2 Organisational Competencies

Cultural Awareness

- Recognising and understanding the diverse cultural backgrounds of the communities a trust serves, and being sensitive to those in providing care. As a result, care will be more inclusive.

Staff Knowledge and Awareness

- Recognising and understanding the racialised experiences of the communities a trust serves, and overcoming biases and prejudices by acting upon them.

Partnership Working

- Mental health services working more closely with racialised and ethnically and culturally diverse communities, leaders and other organisations beyond the NHS, such as religious groups, ethnic led VCSE organisations, social care and others to support wellness in the round.

Co-production

- Ensuring ethnically, and culturally diverse patients and carers are treated as equal partners in decision making on their care and treatment plans, and involved in design, development and review of care pathways.

Workforce

- A culturally competent and diverse workforce that has a positive impact on patient and carers from racialised and ethnically and culturally diverse communities; and creates a safe space where the workforce champions inclusive leadership, shares learning

Co-learning

- A two-way process that strengthens collaborative knowledge sharing beyond co-production principles, and focuses on how trusts can raise awareness of early intervention support amongst racialised and ethnically and culturally diverse communities, and learn more about community concerns and barriers in return

Our PCREF approach



Partnership between the Trust and two Black-led Host Organisations supporting local IAGs*

Triple leadership** approach involved in all decision making

Mainstreaming PCREF into the **Trust's systems for planning and monitoring**

October 2020: PCREF launched before the Trust's strategy

Alignment between PCREF and the Trust's Strategy 2023 - 2026

The Trust's Strategy commits to embedding PCREF at scale and leading anti-racism in mental health

*Independent Advisory Groups

** Service User/Carer Rep, Community IAG Rep, Staff Senior Rep

Hosts Support Independent Advisory Groups

The **Independent Advisory Groups (IAGs)** are groups of committed Black people with the lived experience of racism



Support the IAGs with **training, tools, strategies and knowledge** on how to work with challenge to produce ideas



IAGs were **formed in 2014/15** as a recommendation from the Lambeth Commission into Black Mental Health and Wellbeing



Support with hosting community events and meetings to **spread awareness on mental health improvement projects**



IAGs fulfil their role by **connecting** the Trust and the local Black community in an ongoing and dynamic way

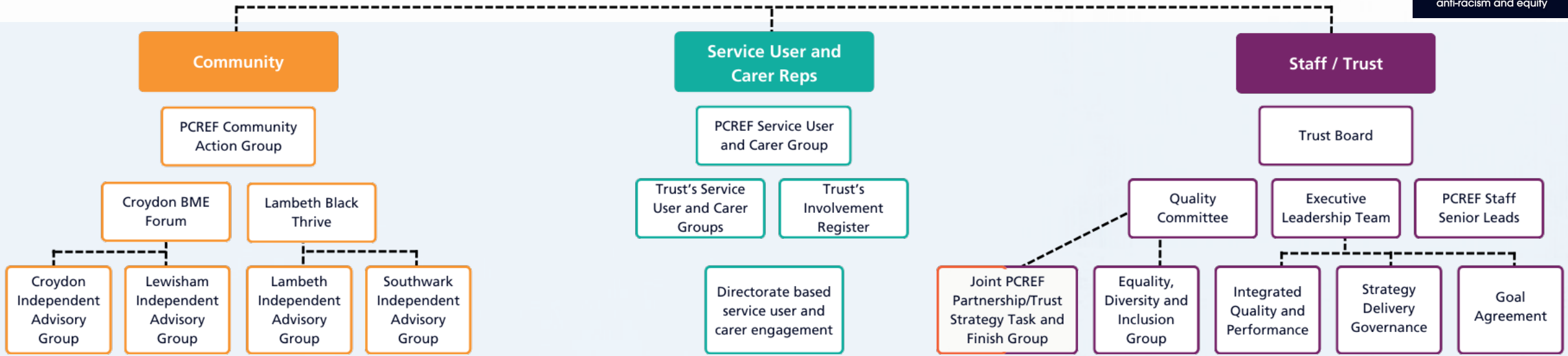


Hosts and IAGs meet regularly to **review progress independently** of the Trust and feedback to PCREF Partnership Group on progress

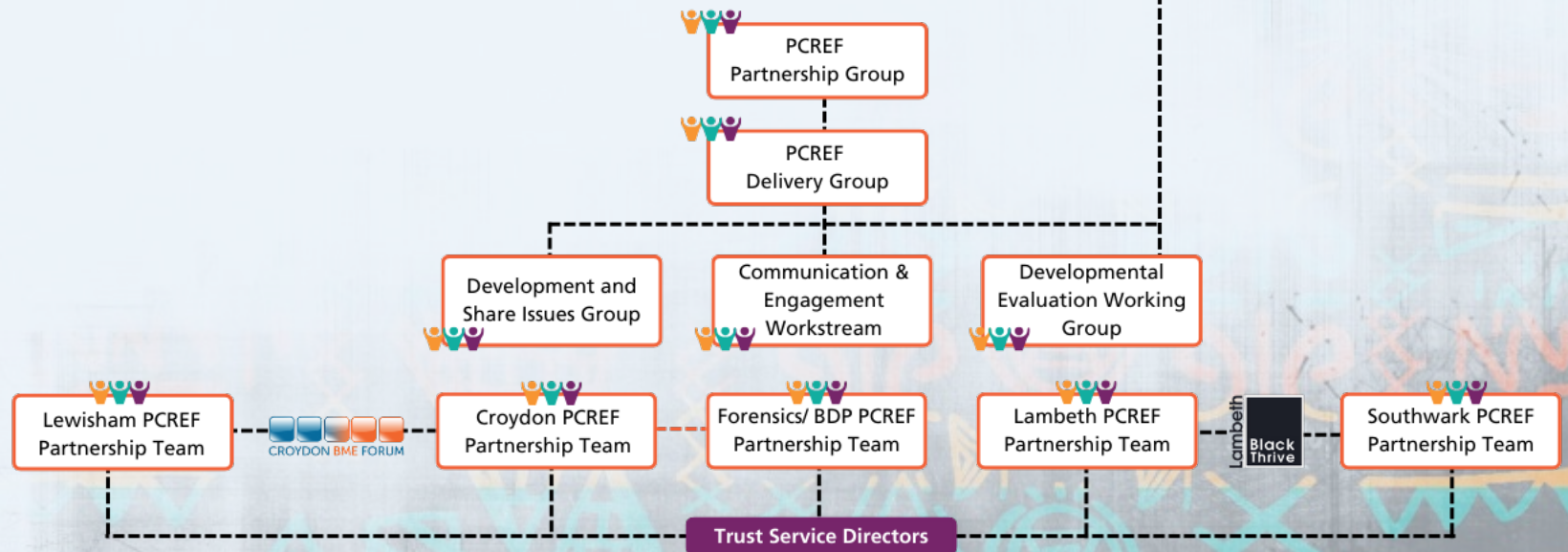




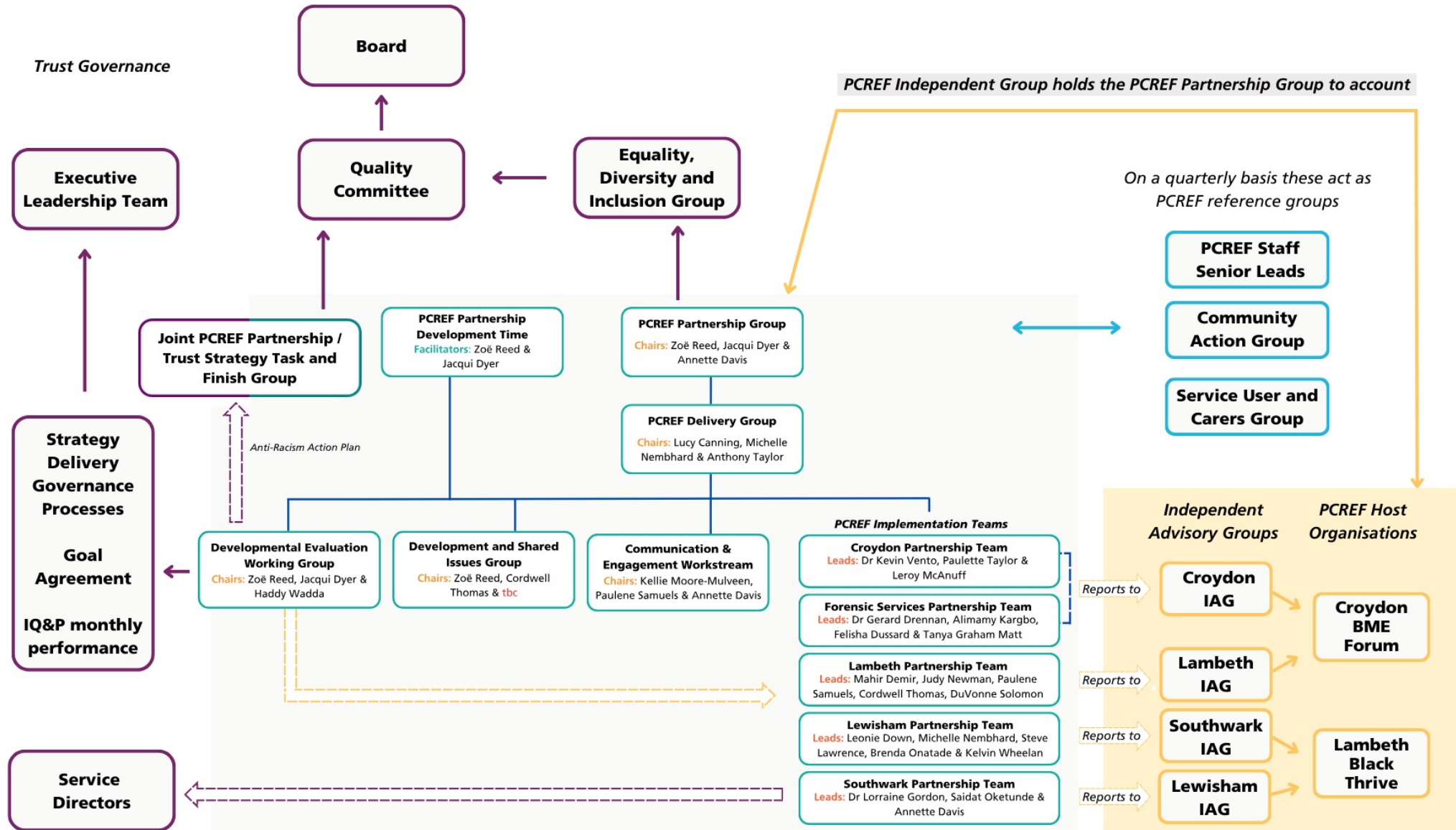
South London and Maudsley NHS Foundation Trust's Triple Leadership Approach



The three groups come together to work on PCREF. The following shows how:



PCREF Governance Structure



What's our hypothesis? PCREF => Solutions

Root Cause analysis identified 3 main drivers – and 6 conditions that are holding the problem of racial inequity and racism in place

A focus on the 3 PCREF Parts together will lead to a learning approach and shift towards equity in access, experience and outcomes

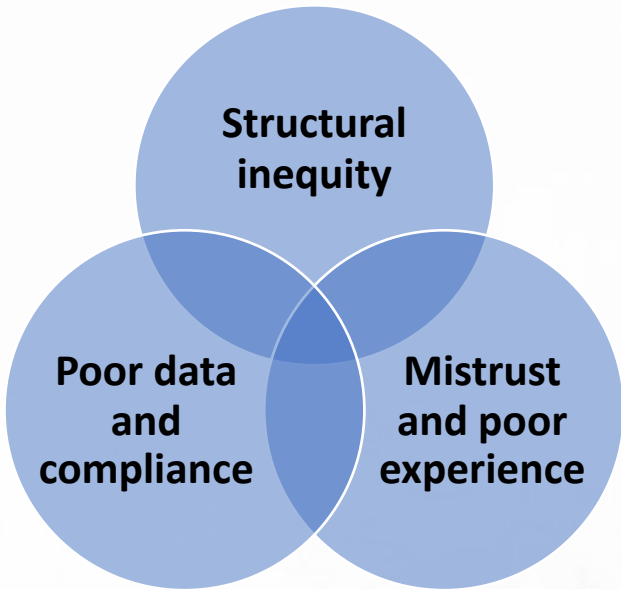
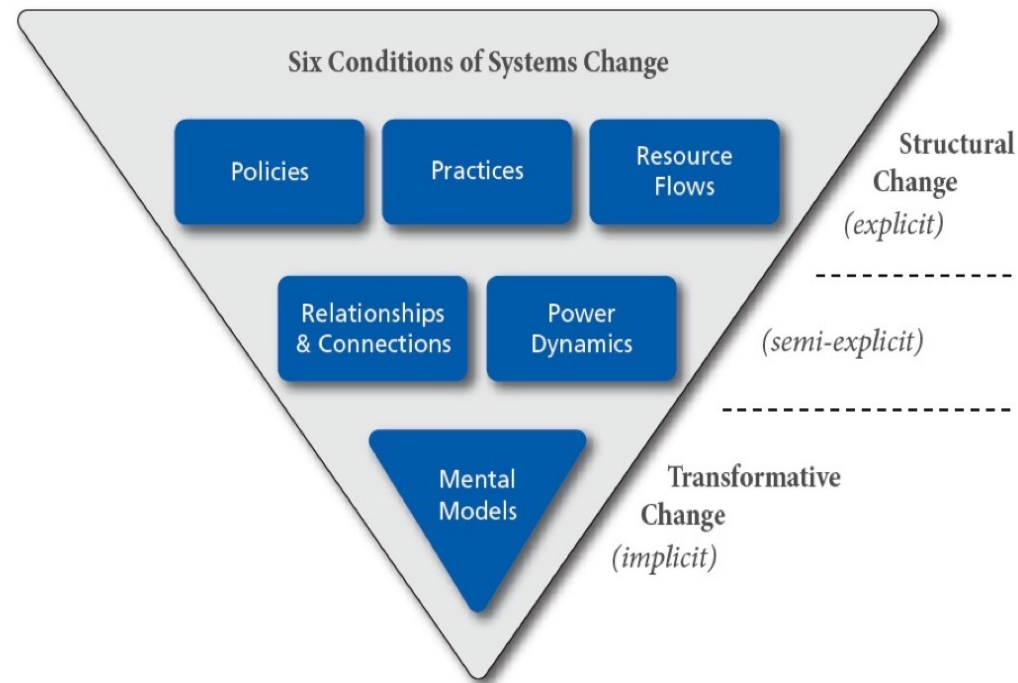


FIGURE 1. SHIFTING THE CONDITIONS THAT HOLD THE PROBLEM IN PLACE



The Water of Systems Change analytical framework



PCREF Partnership Teams: Change ideas summary



	NOCs	Areas of focus
Croydon	<p>Co-production:</p> <p>Partnership working:</p>	<p>Use of DIALOG+ to facilitate better co-produced care plans and improve care planning</p> <p>Recruiting community support experts to work with care coordinators to bridge the gap between Trust services and the community for high intensity users (using data from admissions and A&E)</p>
Lambeth	<p>Cultural awareness:</p> <p>Staff knowledge and awareness:</p>	<p>Incorporating cultural awareness conversations and understanding in inductions, supervisions, training and appraisals</p> <p>Whole team approach to empowering cultural understanding and knowledge</p>
Lewisham	<p>Cultural awareness:</p> <p>Staff knowledge and awareness:</p>	<p>Decision making around detention and cultural awareness training</p> <p>Awareness of service offer and culturally appropriate communications - focus on Older Adults and CAMHS services</p>
Southwark	<p>Co-learning:</p>	<p>Co-learning from complaints, incidents, and compliments and implementing Cultural Humility training</p>
Forensic	<p>Co-production:</p> <p>Partnership working:</p>	<p>Implementation of Advance Choice Documents (ACDs), training and recruitment to new roles</p> <p>Culturally competent support for harm-minimisation substance use through funded peer support embedded in forensic community teams</p>

What has changed – PCREF shaped the context for the Trust's first Anti-Racism Plan



Fundamental **shifts in the Trust's narrative**. The PCREF 'levelled up' the focus to improve equity for Black Service Users and Carers

The adoption of a Developmental Evaluation Approach with the recognition that the expertise lies in the Black-led VCSE

The strong PCREF partnership meant we had a **group of committed experts** from the Black community to support the Trust to develop its Anti-Racism Action Plan

Spreading of methodologies from PCREF to other streams in the Anti-Racism Plan (e.g. Workforce)

Anti-Racism Plan shifting the conditions holding racism in place – 5 areas of focus including workforce & services

Recording of ethnicity made mandatory in electronic patient record system; **data production by ethnicity** being prioritised

Challenges and Learning Advice

Challenges

- We took a partnership approach for a number of reasons including to seek to **build / earn the trust and confidence** of the local Black communities in our services
- A major challenge to Triple Leadership is **ensuring all three perspectives are heard equally** and we understand one another's organisations, systems and priorities
- With **many competing priorities it is hard** to ensure all planning, delivery and reporting systems respond to the fact that eliminating **inequity is a core priority**

Learning Advice

- It is **not what you do, but** crucially, also the **way that you do it**:
 - ✓ Spend time building the partnership relationships from the outset – it will be time well spent
- Genuine partnership working and shared leadership is hard to do. You have to:
 - ✓ Commit the time and energy
 - ✓ Pay attention to process, priorities and pace at all times
 - ✓ Be open to constant rebalancing to ensure the equal contributions of all groups