

**A MEETING OF THE MEMBERS' COUNCIL OF  
THE SOUTH LONDON AND MAUDSLEY NHS FOUNDATION TRUST  
WILL BE HELD ON THURSDAY, 7<sup>th</sup> MARCH 2013 AT 5:00 PM  
IN THE RIVER ROOM, GLAZIERS HALL, LONDON BRIDGE**

**(NOTE – CHANGE OF VENUE FROM PREVIOUSLY LISTED)**

**AGENDA**

- 1 Welcomes, introductions and apologies for absence.
- 2 To receive any declarations of interest.
- 3 Questions and answers (10 minutes – see overleaf)

**FOR DECISION**

- 4 To agree the minutes of the Members' Council Meeting held on Thursday, 13<sup>th</sup> December 2012 and to note any matters arising. Attachment A

**FOR DISCUSSION**

- 5 Francis report – implications for governors. Presentation

**FOR INFORMATION**

- 6 Kings Health Partners update Verbal
- 7 To receive reports from the Members' Council Working Groups: Attachment B
  - Membership Development and Communications (Dr Dele Olajide)
  - Quality (Noel Urwin)
  - Annual Plan development (Noel Urwin)
  - Bids Steering Group (Noel Urwin)
  - Social Inclusion and Recovery Board (Stephanie Correia)
- 8 Report of the joint meeting between the Members' Council and Board of Directors held on 22<sup>nd</sup> February 2013. Attachment C
- 9 Chief Executive's and Directors' reports. Attachment D
- 10 Forward planner.
- 11 Any other urgent business.
- 12 To note future dates of meetings of the Members' Council in 2013:
  - 13<sup>th</sup> June – Bethlem Royal Hospital
  - 10<sup>th</sup> September – Maudsley Learning centre
  - 12<sup>th</sup> December - Maudsley Learning centre

Please send apologies to Carol Stevenson telephone 020 3228 2441 or email [membership@slam.nhs.uk](mailto:membership@slam.nhs.uk)

**Item 3 - questions and answers**

At the joint meeting between the Members' Council and Board of Directors held in November 2011 it was agreed that a 10 minute slot would be made available for members of the Trust to submit questions related to services provided by the Trust. In order that a considered response can be made at the meeting, members are asked to submit any questions to the Paul Mitchell, Trust Secretary by 10.00 am on Monday, 10<sup>th</sup> December 2012.

These can be made by:

**Post:** Trust HQ, Maudsley hospital, Denmark Hill, SE5 8AZ

**Telephone:** 020 3228 5376

**Email:** paul.mitchell@slam.nhs.uk

**Attachment A**

**MEMBERS' COUNCIL – SUMMARY REPORT**

**Date of meeting:** 7<sup>th</sup> March 2013  
**Name of Report:** Minutes of the meeting held on  
13<sup>th</sup> December 2012  
**Author:** Paul Mitchell, Trust Secretary  
**Presented by:** Madeliene Long, Chair

**Purpose of the report:**

To agree the minutes and to note any matters arising:

- Skills audit (MC/12/39)
- Appointment of a Non Executive Director (MC/12/40)

**MINUTES OF THE MEETING OF THE MEMBERS' COUNCIL OF  
THE SOUTH LONDON & MAUDSLEY NHS FOUNDATION TRUST (SLaM)  
HELD ON THURSDAY 13<sup>TH</sup> DECEMBER 2012  
IN THE BOARDROOM, MAUDSLEY HOSPITAL**

<b>PRESENT</b>	Madeliene Long	Chair
<b>Elected members</b>	Valerie Baker	Elected Member
	Stephanie Correia	Elected Member
	David Dean	Elected Member
	Mark Ganderton	Elected Member
	Andy Glyn	Elected Member
	Rudo Gombera	Elected Member
	Dr Caroline Hough	Elected Member
	Dr Francis Keaney	Elected Member (Staff)
	Angela Lewis	Elected Member (Staff)
	John Muldoon	Elected Member
	Dr Dele Olajide	Elected Member (Staff)
	Roger Oliver	Elected Member
	Olu Oluwashina	Elected Member (Staff)
	Nick Stewart	Elected Member (Staff)
	Noel Urwin	Elected Member
<b>Partner Organisations</b>	Sophie Corlett	MIND
	Ian Creagh	King's College London
	Andrew Eyres	Lambeth Primary Care Trust (PCT)
	Catherine McDonald	Southwark Council
	Crada Onuegbu	Lewisham Council
<b>IN ATTENDANCE</b>	Dr Martin Baggaley	Medical Director
	Dr Patricia Connell-Julien	Non Executive Director
	Nick Dawe	Interim Finance Director
	Richard Dyer	Member
	Harriet Hall	Non Executive Director
	Gus Heafield	Acting Chief Executive Officer
	Kumar Jacob	Non Executive Director
	Nigel McCorkell	West London Mental Health NHS Trust
	Paul Mitchell	Trust Secretary
	Zoe Reed	Director of Strategy & Business Development
	Gabrielle Richards	Head of Occupational Therapy
	Carol Stevenson	Membership Officer
	Aaron Wilson	Researcher, King's College London
<b>APOLOGIES</b>	Hilary McCallion	Director of Nursing and Education
	David Ngwe	Elected Member
	Tim Smart	King's College Hospital FT

Ref	Issue	Who	When
MC 12/36	<p><b>INTRODUCTION</b></p> <p>Madeliene Long welcomed the new and re-elected members. It was noted that those re-elected were:</p> <ul style="list-style-type: none"> <li>• Stephanie Correia (representing local public members)</li> <li>• Paul Paterson (representing local service users)</li> <li>• Roger Oliver (representing carers) and</li> <li>• Dr Dele Olajide, representing SLaM staff</li> </ul> <p>Those new to the Member's Council were:</p> <ul style="list-style-type: none"> <li>• Ms Caroline Chikowore and Mr David Nkwe, representing public members in the rest of England and Wales;</li> <li>• Mr Mark Ganderton and Ms Rudo Gombera, representing service users in the rest of England and Wales; and</li> <li>• Dr John Bainton, Mrs Angela Lewis and Mr Olu Oluwashina, representing staff.</li> </ul> <p>Sophie Corlett reported that will be leaving the Members' Council at the end of the year. Madeliene Long thanked her for the contribution she had made to the Members' Council.</p> <p>Andrew Eyres (Lambeth PCT) commented that the PCTs will cease to exist from April 2013 so the March meeting will be his final one.</p>		
MC 12/37	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Standing declarations of interest were taken.</p>		
MC 12/38	<p><b>QUESTIONS</b></p> <p>There were no questions submitted.</p>		
MC 12/39	<p><b>MINUTES OF PREVIOUS MEETING - MEMBERS' COUNCIL</b></p> <p>The minutes of the meeting held on 11<sup>th</sup> September 2012 were <b>AGREED</b> as an accurate record.</p> <p><b>Matters Arising:</b></p> <p><b>Skills Audit</b> This will be circulated before Christmas.</p> <p><b>External Auditor</b> Noel Urwin confirmed that Deloitte have been appointed and confirmed that a meeting was being arranged with the Audit Group. He asked that anybody who wished to attend should contact him or Carol Stevenson.</p>	PM	Dec 12

**MC  
12/40**

**NOMINATIONS COMMITTEE**

Madeliene Long tabled the report of the Nominations Committee.

**Appointment of a Non Executive Director**

The Nominations Committee had met on 8<sup>th</sup> November 2012, consisting of John Muldoon, Dele Olajide, Noel Urwin and Madeliene Long (chair) to interview Mr Stephen Hesford. Stuart Bell (external adviser), Gus Heafield (acting Chief Executive) and Paul Mitchell (Trust Board Secretary) were in attendance.

John Muldoon, Dr Dele Olajide and Noel Urwin spoke in support of the recommendation.

Concern was raised that the service user member of the Nominations Committee had not been present at the interview panel. It was noted that he had sent an apology on the day and was confirmed to be fully supportive of the decision.

**AGREED:**

The recommendation from the Nominations Committee for the appointment of Mr Stephen Hesford as a Non Executive Director on the SLaM Board of Directors for a period of three years.

All present voted in favour apart from Caroline Hough who asked that her abstention be recorded.

*Post meeting note:* Roger Oliver asked that his opposition to the appointment be recorded.

**Re-appointment of a Non Executive Director**

Madeliene reported that Harriet Hall had come to the end of her present term as a Non-Executive Director on the Foundation Trust Board on 30<sup>th</sup> November 2012. She has been subject to appraisal by the Chair on annual basis.

Harriet had chaired the Service Quality Improvement Committee. The terms of reference of this committee had been strengthened to reflect the increasing profile of patient safety and quality issues within the NHS. Harriet had also served on SUI panels, Board Level Inquiries and Mental Health Act panels.

The Chair's review of the performance has been concluded and endorsed Harriet Hall's continued ability to contribute to the Board in the light of the knowledge, skills and experience required.

**AGREED:**

The recommendation from the Nominations Committee for the re-appointment of Ms Harriet Hall as a Non Executive Director on the SLaM Board of Directors for an initial period of 12 months, to be reviewed by the Chair during the course of the year.

<p><b>MC 12/41</b></p>	<p><b>SOUTH LONDON HEALTHCARE TRUST</b></p> <p>It was noted that this had been the subject of discussion at the special meeting of the Members' Council on 26<sup>th</sup> November.</p> <p>Madeliene Long confirmed that a joint KHP response had been drafted to the Trust Special Administrator (TSA)'s report. This included a covering letter drawing attention to the lack of acknowledgment of the benefits of the AHSC in developing new models of care and the lack of emphasis made by the TSA to mental health care.</p> <p>The timetable was noted:</p> <ul style="list-style-type: none"> <li>• Responses to consultation to TSA: 13<sup>th</sup> December 2012</li> <li>• TSA's recommendations to Secretary of State: 7<sup>th</sup> January 2013</li> <li>• Secretary of State's final decision (including implementation plan): 1<sup>st</sup> February 2013.</li> <li>• Organisational changes: Projected date 1<sup>st</sup> April 2013.</li> </ul>		
<p><b>MC 12/42</b></p>	<p><b>KING'S HEALTH PARTNERS</b></p> <p>Madeliene Long reported that William McKee has been appointed as Director of Transition and Transformation. He would lead on the development of the full business case for the creation of a new academic health care organisation.</p>		
<p><b>MC 12/43</b></p>	<p><b>ANNUAL PLAN MEMBERSHIP MEETINGS</b></p> <p>Paul Mitchell gave a presentation about the main points raised in the series of public membership consultation meetings regarding the development of the Trust's forward plan. He highlighted:</p> <p>Feedback – general provision of care</p> <ul style="list-style-type: none"> <li>• Early intervention and prevention</li> <li>• More therapies, less medication</li> </ul> <p>Feedback – treatment</p> <ul style="list-style-type: none"> <li>• Speedier access</li> <li>• Respect confidentiality</li> <li>• Be taken seriously</li> <li>• Better staff awareness of cultural, linguistic and ability needs</li> </ul> <p>Feedback – in patients</p> <ul style="list-style-type: none"> <li>• More structured day</li> <li>• More activities</li> <li>• Keep appointments on wards</li> </ul> <p>Feedback – discharge</p> <ul style="list-style-type: none"> <li>• Advice and information</li> <li>• Continuity of care</li> <li>• Support for personalisation</li> </ul> <p>Practical support</p> <ul style="list-style-type: none"> <li>• Legal help, carers awareness of powers of attorney</li> <li>• Support networks and self help groups</li> </ul>		

	<ul style="list-style-type: none"> <li>• Information about local voluntary services</li> <li>• Peer support</li> <li>• Respite care</li> </ul> <p>Working with GPs</p> <ul style="list-style-type: none"> <li>• Better education and understanding about mental health</li> <li>• Closer working between SLaM and GPs</li> </ul> <p>Saving money</p> <ul style="list-style-type: none"> <li>• Fewer buildings</li> <li>• Review administrative and management costs</li> <li>• Use opportunities from KHP for closer integration of services and departments</li> </ul> <p>Lessons learned</p> <ul style="list-style-type: none"> <li>• More advance notice of meetings</li> <li>• Use of networks is key to ensuring good attendance</li> <li>• A more informal conversational style works best</li> </ul> <p>Repeat in 2013</p> <ul style="list-style-type: none"> <li>• Definitely</li> </ul> <p><b>Discussion</b></p> <p>Zoe Reed thanked Andy Glyn and Noel Urwin for chairing two of the meetings.</p> <p>Various approaches would be required to incorporate the suggestions into the planning, and feedback will be given so that contributors can see how SLaM has responded.</p> <p><b>AGREED:</b> Planning should start now for the events in 2013 and be included in the Members' Council's schedule of events.</p>	<b>PM</b>	<b>Dec 12</b>
<b>MC 12/44</b>	<p><b>WORKING GROUPS</b> Three groups have met:</p> <p><b>Communications and Membership</b> Dr Dele Olajide reported a Plain English project for the Trust was being considered.</p> <p><b>Quality Group</b> Noel Urwin reported that the group met on Tuesday, 20<sup>th</sup> November 2012. The main topic of discussion was the issue identified in the External Auditor's report on the Trust Quality Report specifically relating to ePJS recording of Home Treatment assessments.</p> <p><b>Annual Plan Group</b> Noel Urwin reported that the group prepared for the public meetings reported above (MC12/43).</p>		
<b>MC 12/45</b>	<p><b>CHIEF EXECUTIVE'S REPORT</b></p> <p>Gus Heafield presented his report.</p> <p>He highlighted:</p>		

	<ul style="list-style-type: none"> <li>• The Mandate to the NHS Commissioning Board, which gives mental health a prominent position</li> <li>• The awards given to various SLaM staff / researchers.</li> <li>• Paul Calaminus will be leaving SLaM to become Chief Operating Officer at Camden and Islington NHS FT.</li> <li>• Croydon Triage ward has now opened.</li> </ul>		
<b>MC 12/46</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>Richard Dyer enquired about SLaM policies regarding carers.</p> <ul style="list-style-type: none"> <li>• Madeliene Long suggested this topic be addressed in a future Questions and Answers session.</li> </ul>		
<b>MC 12/47</b>	<p><b>DATES OF NEXT MEETINGS</b></p> <p>Dates for 2013 were confirmed as:</p> <ul style="list-style-type: none"> <li>• 7<sup>th</sup> March – Maudsley Board Room (subsequently changed to Glaziers Hall)</li> <li>• 13<sup>th</sup> June – Bethlem Royal Hospital (to include a site visit)</li> <li>• 10<sup>th</sup> September – Maudsley Learning centre</li> <li>• 12<sup>th</sup> December - Maudsley Learning centre</li> </ul>		

Z:\Members' Council\Meetings\  
CMS/PNJM December 2012

**MEMBERS' COUNCIL – SUMMARY REPORT**

**Date of meeting:** 7<sup>th</sup> March 2013

**Name of Report:** Report of recent working group activity

**Author:** Paul Mitchell, Trust Secretary

**Presented by:** Working Group chairs

**Purpose of the report:**

To update the Members' Council on current issues.

## **REPORT FROM WORKING GROUPS**

### **1. Membership and communication**

Items for discussion included an update on the introduction of the membership benefits scheme and the feasibility of linking membership to fundraising initiatives.

Consideration was given to how the Trust can take forward a plain English project. The group does want to take this further and will be developing a case to demonstrate why this is necessary and detailing the costs.

### **2. Quality**

At the recent meeting of the Quality Group items discussed included Home Treatment Teams; data items for inclusion in the 2012/2013 Quality Account and the Quality Priorities list for 2013/14.

### **3. Annual plan development**

A meeting of this group took place in order to receive an update on the development of the Trust's annual plan.

### **4. Bids Steering Group**

The group agreed that a short guidance document should be produced for any future programme. An event for Keep on Smiling bidders to be held in Summer 2013 was considered. An initial discussion took place on the next bids scheme with an aim to start in April 2014.

### **5. Social Inclusion and Recovery Board**

This is not a Members' Council working group but a number of governors do attend. It will be useful to link activity to the MC personalisation and benefits activity.

Paul Mitchell  
Trust Secretary  
February 2012

**MEMBERS' COUNCIL – SUMMARY REPORT**

**Date of meeting:** 7<sup>th</sup> March 2013

**Name of Report:** Report of joint meeting between the Members' Council and the Board of Directors

**Author:** Paul Mitchell, Trust Secretary

**Presented by:** Madeliene Long, Chair

**Purpose of the report:**

To update the Members' Council on the outcome of the meeting.

## **Report from the joint meeting of the Members' Council and Board of Directors**

The Members' Council and Board of Directors met on Friday, 22<sup>nd</sup> October 2013. The format of the meeting followed the pattern adopted in previous years:

Initial presentations:

- Review of 2012 – Members' Council activity
- Review of 2012 – Board of Directors activity

Table work and feedback on:

- What went well in 2012?
- What areas could be improved?

Setting the scene for 2013 – Gus Heafield highlighted the following areas:

- Financial challenge in the new commissioning environment
- Service transformation and continuous quality improvement
- Francis
- Better integration of service, teaching and research objectives
- Managing partnerships, new structures
- Critical mass and viability issues for specialist services
- Workforce fit for the future
- Ensuring the IT and Estates strategies support the Trust during these times of change

Further table work and feedback then took place on suggested priorities for 2012.

Detailed output from the tables will be forwarded separately and will be used to develop a programme of work for the Members' Council in 2013.

The overall feedback from the meeting was that it had been a positive and constructive session. One immediate recommendation was that it would be helpful to have such engagement more than once a year and that a further event should be scheduled for later in the summer to be held in the new Maudsley Learning Centre.

Paul Mitchell  
Trust Secretary  
February 2013

**MEMBERS' COUNCIL – SUMMARY REPORT**

**Date of meeting:** 7<sup>th</sup> March 2013

**Name of Report:** Chief Executive's report

**Author:** Paul Mitchell, Trust Secretary

**Presented by:** Gus Heafield, Acting Chief Executive

**Purpose of the report:**

To update the Members' Council on Trust and national issues.

# Chief Executive's Report

March 2013

## 1. National issues

### The Francis Report

Robert Francis QC was commissioned to chair an investigation into the alarming reports of poor care at Stafford. The report was published on 6<sup>th</sup> February after a 31 month inquiry. Francis makes 290 recommendations and has urged for a fundamental change to the culture of the NHS.

His five principle recommendations were:

- Clearly understood fundamental standards. To cause death or harm to a patient by non-compliance should be a criminal offence. This must be policed by the CQC.
- Openness, transparency and candour throughout the system. A duty of candour should be underpinned by statute and deliberate obstruction of this should be a criminal offence.
- No one should have hands-on care of a patient without being properly trained and registered. A new registered status for those working with older patients should be introduced.
- Strong patient-centred healthcare leadership. The public are entitled to see leaders held to account. It should be possible to disqualify those seriously breaching the code of conduct. This will require a registration scheme.
- Accurate, useful and relevant information. Patients should also have access to this. Difficulties in achieving this are no excuse for inaction.

A presentation will be made earlier at the Members' Council meeting focusing on quality issues and the implications for governors. Initial discussions have been taking place with the Trust Executive on the immediate response to Robert Francis' report. The Board of Directors will be having further discussions to consider the implications and Trust response in the light of this and to consider the wider implications for the NHS and beyond.

### FSA guidance on beef products

The Food Standards Agency (FSA) is currently investigating how a number of beef products came to contain horsemeat. They have been working with suppliers of frozen and prepared meats to ensure the integrity of the products. The assurance process is on-going and FSA will issue further guidelines over the forthcoming days on the management of this process. I have specifically asked Aramark, the Trust's catering service provider, to provide assurance regarding products provided to SLAM service users and staff, and also sought assurances from the sole meat suppliers to the restaurant at Lambeth Hospital.

### Reform to help people with care and support costs

The Secretary of State for Health has announced a series of reforms that will provide greater financial support for the elderly, those with disabilities and long-term conditions in paying for their care costs.

### Alzheimer's Society launches Dementia Friends information sessions

People across England will now be able to sign up for sessions to become a Dementia Friend. Just over 12,000 people have already registered their interest. Now those people and many more will be able to attend information sessions to find out more about what it's

like to live with dementia and then turn that understanding into action in their local community.

### **Local authorities – health and wellbeing boards and health scrutiny regulations**

The Local Authority (public health, health and wellbeing boards and health scrutiny) Regulations 2013 have now been published. These regulations are intended to help Local Authorities finalise preparations for health and wellbeing boards and health scrutiny arrangements.

### **NHS Friends and Family Test**

The Department has published guidance for providers of NHS funded services on calculating and publishing the NHS Friends and Family Test results. Trusts have been asked to ensure that friends and family test scores are calculated as required, and published in line with the guidance.

### **NHS Commissioning Board sets out planning guidance for first year**

The NHS Commissioning Board has published its planning guidance for NHS commissioners, called '*Everyone Counts: Planning for Patients 2013/14*'. The guidance covers a set of outcomes against which to measure improvements. It outlines five offers – moves toward seven-day a week working for routine NHS services, greater transparency and choice for patients, more patient participation, better data to support the drive to improve services, and higher standards and safer care.

Also published are financial allocations to CCGs, and advice for every CCG and local authority on measuring outcomes, which will support and inform their planning and strategy development.

### **Personal health budgets**

Care and Support Minister, Norman Lamb, announced the rollout of personal health budgets following the end of a three-year pilot, and publication of the independent evaluation. This showed that people's quality of life improved, and hospital admissions decreased. Rollout will start with people who are receiving NHS continuing care, having the right to ask for a budget by April 2014. Future CCGs can offer them to other people who clinicians feel may benefit from the additional flexibility and control. From April 2013, responsibility for personal health budgets will transfer to the NHS Commissioning Board.

### **Winterbourne View report**

The Government has published its final review into the criminal abuse that took place at Winterbourne View Hospital. This sets out a programme of change to rapidly improve the standard of care for vulnerable people across the health and care system, with specific recommendations for healthcare providers.

These include, reviewing all current placements by June 2013, so everyone in hospital inappropriately will move to community-based support as quickly as possible, and no later than June 2014. A concordat signed by over 50 stakeholder organisations has also been released.

A further report on progress to implement these recommendations will be published by December 2013.

## **2. Congratulations**

**Prof Simon Wessely**, Academic lead for the Psychological Medicine CAG and head of the department of psychological medicine at the Institute of Psychiatry, King's College London, has been awarded a knighthood in the New Year's Honours List. He is acknowledged as a leading researcher into the mental health of military personnel.

**Prof Janet Treasure**, Professor of Psychiatry and Director of the Eating Disorders Unit at SLaM, has been awarded an Order of the British Empire (OBE) in the New Year's Honours List for services to people with eating disorders.

### **Queen awards Institute of Psychiatry a Regius Professorship**

To mark the Diamond Jubilee, King's College London is to be bestowed the prestigious Regius Professorship of Psychiatry by Her Majesty the Queen. The Regius Professorship of Psychiatry will be the first Regius Chair to be associated with psychiatry or mental health and was awarded as a reflection of the exceptionally high quality of teaching and research at King's Institute of Psychiatry.

### **Retirement of Professor Hilary McCallion**

This will be the meeting of the Members' Council attended by Professor Hilary McCallion, Director of Nursing and Education. Her last day at SLaM will be on Friday, 22<sup>nd</sup> March 2013. Hilary has been hugely influential in the work of the Trust over the last 13 years. During this time she has provided professional nursing and education leadership of the highest calibre. I am sure you will want to join me in thanking Hilary for her contribution to the work of SLaM.

### **Service Director, Behavioural and Developmental Psychiatry**

I am very pleased to report that Eleanor Davies has been appointed as Service Director for the Behavioural and Developmental CAG. She is currently working as a commissioning manager for Lewisham PCT. Eleanor will be formally joining the Trust in the next couple of months, but where possible we will be trying to involve her in key meetings and events before her formal start date.

## **3. Trust issues**

### **Ministerial visit**

Health Minister, Norman Lamb, visited Maudsley Hospital to meet service users, carers and staff who will benefit from better access to talking therapies. He came to see a new scheme which could improve the care and treatment of people with severe mental illnesses as it was officially launched.

South London and Maudsley NHS Foundation Trust is one of only two Trusts in the country which has just been awarded funding from the Department of Health to increase access to psychological therapies for people with psychosis. Rates of psychosis are extremely high in South London - with the borough of Lambeth known for having one of the highest recorded rates of psychosis in the world.

The new scheme will mean patients with the most severe mental illness and personality disorders will be offered appropriate therapies most suited to their illness.

### **South London Healthcare**

King's Health Partners responded to the draft report by the Trust Special Administrator into the future of South London Healthcare NHS Trust and services in South East London.

In the letter King's Health Partners acknowledged the need to reach a clear and sustainable future that delivers high quality, affordable healthcare as soon as possible but also highlighted that the TSA's draft report failed to reflect the potential benefits of the Academic Health Science Centre approach and did not sufficiently acknowledge considerations around mental health.

The Trust Special Administrator was appointed in July last year to recommend a lasting clinical and financial solution for the financially challenged South London Healthcare NHS Trust. The Secretary of State has accepted the broad recommendations of the report, which were:

- The Trust will be dissolved, with each of its hospitals taken over by a neighbouring hospital trust.
- All three hospitals within South London Healthcare NHS Trust will be required to make the full £74.9 million of efficiencies identified by the Trust Special Administrator.
- All vacant or poorly utilised premises will be vacated, and sold where possible.
- The Department will pay for the excess costs of the PFI buildings at the Queen Elizabeth and Princess Royal Hospitals and write off the accumulated debt of the Trust so that the new organisations are not saddled with historic debts.

The Secretary of State accepted the recommendation to centralise very specialist emergency care at four sites in South East London. Lewisham Hospital will retain its ability to admit patients with less serious conditions, and will continue to have 24/7 senior medical emergency cover, allowing it to remain open as a working A&E department.

**Gus Heafield**  
**Acting Chief Executive**  
**March 2013**

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