

Council of Governors – 18 July 2019

Chief Executive's report to the Council of Governors

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Introduction

This paper provides an update to the Council of Governors on the current issues for the Trust. I will be happy to respond to questions Governors may have on these or any other issues.

Performance & Governance

Introduced in 2016, the Single Oversight Framework (SOF) monitors providers' performance and considers their support needs under five themes: quality of care, finance and use of resources, operational performance, strategic change and leadership and capability improvement. NHSI gives each organisation a rating ranging from 1 – maximum autonomy to 4 – special measures based on routine monitoring of the five themes. The Trust continues to deliver its requirements under the SOF. The Trust is currently placed within Segment 1 within this framework.

The Council of Governors' Finance, Planning & Performance Sub Group continues to review the Trust's performance, including key operational targets.

National Developments

Launch of the Interim NHS People Plan

Delivering the vision of The NHS Long Term Plan will require healthcare that is more personalised and patient-centred, more focused on prevention, and more likely to be delivered in the community, out of hospital. It will be enabled by technology and delivered by professionals from different organisations collaborating and co-ordinating their care. NHS Improvement's [Interim NHS People Plan](#), developed collaboratively with national leaders and partners, sets a vision for how people working in the NHS will be supported to deliver that care and identifies the actions that will be taken to help them. I am pleased to confirm I have been asked to join the Advisory Group for this national programme, the overview of which is attached at appendix 1.

Amanda Pritchard appointed NHS' Chief Operating Officer and Chief Executive of NHS Improvement

Amanda Pritchard has been appointed as the NHS' Chief Operating Officer (COO). She is currently Chief Executive of Guy's and St Thomas' NHS Foundation Trust in London. The new NHS chief operating officer post is directly accountable to the NHS chief executive, Simon Stevens, and serves as a member of the combined NHS England/NHS Improvement national leadership team. The COO oversees NHS operational performance and delivery, as well as implementation of the service transformation and patient care improvements as set out in The NHS Long Term Plan. The COO is also accountable to the NHS Improvement Board as NHS Improvement's designated accountable officer with regulatory responsibility for Monitor.

NHS invests £5 million to improve care for people with a learning disability

The NHS has announced an additional £5 million will fund reviews to improve care for people with a learning disability and committed to renewed national action to tackle serious conditions. Thousands more reviews will be carried out over the next 12 months, driving local improvements to help save and improve

lives. The [third annual report](#), which reviews the deaths of people with a learning disability, and action plan have just been published and the NHS has committed to tackling the major killer conditions, among people with a learning disability, based on lessons learned from reviews.

Local Developments

Government makes Unitary and Children's Trust announcement

The Government has announced its decision to replace all eight councils in Northamptonshire with two brand new unitary authorities. One authority will provide services to residents in the west of the county, while the other will provide services in the north of the county. The Government has also announced Children's Services will become a standalone Trust which will deliver services for these two new unitary authorities across the county. These new unitary authorities will be established on 1 April 2021. Services currently provided by ourselves and the district and borough councils will be brought together under each of the two new unitary authorities. The new Children's Trust will be formed to serve both the authorities and as such will cover the whole county. We have been working with our partners across the district and borough councils, and now we have received the Secretary of State's decision, we will continue to work in partnership to focus on transformational change and ensure we are equipped for the introduction of the two new unitary authorities. Parliamentary Orders will follow later this year and there will be elections to the Shadow Authorities in May 2020. Shadow Executives for the two unitaries will be selected from those elected and will determine the structure, budget and service delivery models for the new authorities.

Northamptonshire Health and Care Partnership (NHCP)

The [latest edition](#) of Partnership Update, the Northamptonshire Health and Care Partnership (NHCP) newsletter for health and care staff and our community, has now been published. This edition includes confirmation of the new Primary Care Networks and why our county has led the way regionally with this newly-launched initiative. You can also read more about three successful engagement events which are helping to develop a new social prescribing service for Northamptonshire; get up to speed on work to improve health and wellbeing for local people living with breathing conditions; find out about a brand new one-stop website for pregnant women; and much more.

Buddying with Leicestershire Partnership NHS Trust (LPT)

In 2019, LPT received a CQC rating of 'Requires Improvement', with an 'Inadequate' rating for the 'Well-led' domain and some service areas rated as 'Good' and 'Outstanding'. NHS Improvement subsequently asked NHFT to provide buddy support to LPT, which means we commit to a robust relationship of mutual sharing of good practice and in particular to sharing our journey from 'Requires Improvement' in 2015 to the current day.

As part of the buddying arrangement, LPT identified they would particularly benefit from strengthening their leadership and governance arrangements. After exploring a range of options for LPT trust overall, a shared role as Chief Executive of both NHFT and LPT was proposed.

After a process of consideration and internal support, and with support from NHS improvement and the CQC, it was agreed that I would take on this shared role and become the substantive joint Chief Executive of NHFT and LPT from 15 July 2019. My commitment to NHFT absolutely does not change. I will continue in my role as NHFT Chief Executive.

Since late 2017, I have been working in a shared role as NHFT Chief Executive and the System Lead for the Northamptonshire Health and Care Partnership (NHCP). I have been spending two days a week on the System Lead role. As a result of the decision to support LPT, I will no longer be undertaking the System Lead role for the NHCP and will substitute this time to work with LPT. While I will be stepping away from the NHCP System Lead role, I will of course remain a key part of the system as a member of the NCHP Board

and as one of the partners leading system development and our collective focus on positive outcomes for our population.

I can also provide assurance that the Foundation Trust Board will commit to review and ensure that the management capacity of the Executive Team remains resilient and adequately resourced in the light of my new joint role.

I also want to be clear that this is not a precursor to a merger between our Trusts; the focus and the purpose is on improving care and continuing to make a positive difference for people. This dual role structure is not new for the NHS and there are a number of areas where this is happening successfully.

Our next CQC visit

In line with routine inspection processes the CQC has now confirmed that they will be conducting unannounced visits in the coming months. I view the CQC visit as an opportunity to shine and proudly share the outstanding care that is taking place across our Trust every single day. I am confident and feel assured that our staff will demonstrate how we operate as a team within the organisation, across the organisation and by working with all of our partners too. Every member of team NHFT is making a difference for our community. Our number one priority is unchanged; providing safe care to our patients, service users and carers.

Recent events:

- ***Keep Everyone Safe week***

I would like to take this opportunity to thank everyone who was involved in Keep Everyone Safe Week. It was a fantastic opportunity to come together and think about what safety means to us, to our community and for our service users and carers, and also to hear from keynote speakers including Baroness Dido Harding, Chair of NHS Improvement. I shared at both conferences during the week my ambition for us to be Outstanding in the CQC Safe domain. This is not because we want to achieve just a rating, rather that it would validate our approaches to safety, our learning culture, our team working across the Trust and our continuous quality improvement focus. We should be ambitious for our population and I believe they deserve the best. Keep Everyone Safe week was an important step towards this aim. We know that we are already keeping people safe but we don't always get the chance to share and validate what we are doing. The week gave us the opportunity to have new conversations, generate new ideas, learn from others and look at what is next, as we continue to put people first and make a difference.

- ***Armed forces week***

Here at NHFT, we currently hold the Ministry of Defence's (MoD) Defence Employee Recognition Scheme Silver Award and to show our gratitude to our employers who are part of the Armed Forces Community, and in honour of Armed Forces Week 24 - 30 June, we held two events, one in Kettering and one in Northampton, with a member of the Executive Board also present. These events were for our Reservists, Veterans, Cadets and Forces Family Members (i.e. spouse/parent of anyone in active service/veteran) and I was pleased to meet some of these staff.

- ***Celebrating our volunteers***

In honour of the work they do, and tying in with Volunteers Week, Mandy Woolf and Sarah Scott from Volunteering organised a stand up event for our Trust volunteers to thank them for their dedication, hard work and compassion. On Friday 7 June, volunteers came together to enjoy an afternoon tea and a three-piece band to celebrate the contribution they make to us all. With a number of volunteers from across the county joining in on the festivities, the afternoon was filled with smiles, laughter and good food. A huge thank you again to our wonderful volunteers who help to make a difference to all.

Awards news:

- **NHS Employers – Diversity and Inclusion Partners Programme 2019/20:** I am delighted to advise that NHFT has been chosen to be one of the NHS Employers Diversity and Inclusion Partners for 2019/20. As a Partner, over the course of the year, NHFT will be working with NHS Employers other Partners to support system wide efforts to improve the robust measurement of diversity, inclusion and equality across the health and social care system. This will include a specific focus on areas such as the Workforce Disability Equality Standard (WDES), the Learning Disability Employment Programme (LDEP) and the whole area of gender pay gap reporting and its associated issues.
- **Good Practice awards:** On Thursday 23 May the PPETT team held their annual award ceremony. Nominations were gathered over the last year to celebrate the good practice of both students, mentors, educators and practice placements. Congratulations to our winners:
 - Nursing Student of the Year 2018: Laura Errington
 - Nursing Mentor of the Year 2018: John Billing
 - Allied Health Professional Student 2018: Marie Marshall
 - Allied Health Professional Clinical Educator 2018: Joanna Tabbott
 - Practice Learning Opportunity Team 2018: Memory Assessment Unit – Rushden/Wellingborough
- **Healthcare People Management Association (HPMA) Awards:** I am pleased to announce that NHFT recently won the award for Effective Use of Diversity and was Highly Recommended for the Award for Wellbeing at the HPMA Awards. The Healthcare People Management Association is the professional voice of HR in healthcare, and the Awards recognise and reward outstanding work in healthcare human resource management. The awards ceremony was capped off by our Director of Human Resources and Organisational Development, Chris Oakes, being a shortlisted finalist of HR Director of the Year. Well done to Team NHFT, a great award night and one to be proud of.
- **HSJ Patient Safety Awards:** I am delighted to announce that NHFT has won the awards for Learning Disabilities Initiative of the Year and Mental Health Initiative of the Year at the HSJ Patient Safety Awards. The HSJ Patient Safety Awards is a prestigious national awards ceremony that recognises the innovative projects, dedicated individuals and organisations committed to improving the experience of patients in their care. Our Learning Disabilities Initiative submission recognised the project that our Learning Disabilities team worked on to treat sexual offending of men with mild learning disabilities. Our Mental Health Initiative submission related to the community services that NHFT provides for people in mental health crisis – Crisis Cafes co-run with the mental health charity Mind, and the Crisis House that can be used for short stays where individuals can engage in collaborative recovery. Not only did we win these two awards, Team NHFT was also a finalist in the Improving Care for Older People and Changing Culture categories.
- **Nursing Times Workforce awards:** I am pleased to confirm that NHFT has been shortlisted in two categories at the Nursing Times Workforce Awards:
 - Best Wellbeing and Staff Engagement Initiative – NHFT: Your Health, Your Wellbeing
 - Best Diversity and Inclusion Practice – Creating a Diverse Workforce at NHFT
- **Chartered Institute of Personnel and Development (CIPD) awards:** NHFT has also been shortlisted for a CIPD award in the Employee Experience category. This category recognises organisations that take a holistic approach to employee engagement and wellbeing, allowing workers to have a voice and be their best. NHFT has been shortlisted for its Let's Talk initiative, which demonstrates various Trust-wide work streams that improve employee experience including 'Listening to and Involving You', 'Supporting Your Health and Wellbeing', and 'Equality for All'.

- **NHS Parliamentary Awards:** The NHS Parliamentary Awards shortlist, made up of individuals and teams chosen as regional champions, was recently announced and I am pleased to confirm that the NHFT crisis pathway has been shortlisted for the Excellence in Mental Health Care Award.
- **National Older People's Mental Health & Dementia awards:** The Memory Assessment Service (MAS) has been shortlisted by the national OPMH and Dementia awards in the Community/Primary Mental Health Services for People with Dementia category. The purpose of the MAS is to provide co-produced and co-facilitated therapeutic offerings to maximise opportunities for recovery-focussed, person-centred treatment for people with dementia and their carers. As the team noted in their submission, our co-production journey is unique, with NHFT being one of the first NHS trusts in the UK to proactively embed co-production within Older Adults (Living with Dementia) in everything we do.

Recommendation

The Council of Governors is asked to receive and consider the contents of the report.

Angela Hillery
Chief Executive
11 July 2019

Programme structure



Appendix 1

