

Council of Governors' Meeting: 11th March 2015

B

Chief Executive's Report

1. Introduction

- 1.1 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.

2. Performance & Governance

- 2.1 The Trust achieved its planned Continuity of Services Risk Rating and a Green Governance Rating for the quarter ended 31st December 2014 and expects to maintain its planned position for 2014/15.
- 2.2 The Council of Governors' Finance, Planning & Performance Sub Group continues to review the Trust's performance, including key operational targets.

3. Annual Plan

- 3.1 Governors were briefed at the January 2015 Council meeting on progress with regard to the development of the Trust's latest Annual Plan submission to Monitor. As part of this process, I am pleased to report positive feedback from the two Annual Plan member events which were held in February 2015. These sessions focused on the Trust's plans for 2015/16, including in relation to its Quality and Clinical strategies and within the context of the overall challenges faced by the local health and social care economy. Members had the opportunity to raise questions and issues and this feedback will be helpful in shaping the Trust's final Annual Plan submission.

4. Routine Planned CQC Inspection: Feedback

- 4.1 The Care Quality Commission's inspection of NHFT took place between Monday 2nd February and Friday 6th February 2015 with an inspection team of approximately 110 people. This team was led by James Mullins and consisted of clinical experts, experts by experience, CQC inspectors and planners.
- 4.2 To summarise the activity which took place during this week, we had 113 site visits. 31 focus groups were held, 25 interviews, and 4 guided tours around services at Berrywood.

- 4.3 The CQC inspection team met members of the Board on the afternoon of 6th February 2015 to provide initial feedback. This included:
- There were many positive points
 - The Trust has caring and dedicated staff
 - There is a strong leadership team in place
 - There is still work to do on embedding learning from incidents across the organisation
 - The cohesion of pathway development is variable
 - The CQC inspection team were reassured at the responsiveness of the Trust to any issues raised

- 4.4 The expected reporting process is to receive a draft report from the CQC on the 10th April 2015 based on their findings. We will then have 10 days to review for factual accuracy and provide feedback to the CQC by 24th April 2015. A quality summit is due to be held on 21st May 2015 to discuss the overview of the report and the likely rating, together with the response from the Trust and action planning involving key partners.

5. Freedom To Speak Up Review

- 5.1 The review Sir Robert Francis has undertaken over the last 7 months into whistleblowing and creating an open culture has now been published. 'Freedom to speak up' has been an in depth review, producing a comprehensive report which is a detailed description of what staff, employers, unions and national bodies have told the review team. It also includes the outcomes of research and international comparisons that have been undertaken. The report details some good practice that is taking place and also reveals how some staff have not been treated as we would want and expect.

- 5.2 To address the gap and variation, the report covers how organisations can create the right culture, how concerns should be handled and what is needed to make the system work. It has two over-arching recommendations, 20 principles and 36 specific actions that cover local and national organisations and they have been grouped under five key themes. These are the need for culture change, improved handling of cases, measures to support good practice, particular measures for vulnerable groups and extending the legal protection. The focus of the whole package is ensuring issues are dealt with as patient safety issues.

- 5.3 With many of the local actions, there is a parallel recommendation to system regulators about how they assess this against whether an organisation is well-led.

- 5.4 The two over-arching recommendations are:

1. All organisations should implement the principles and actions in the report in line with the good practice outlined.
2. The Health Secretary reviews progress at least once a year against the actions in the report.

5.5 Some of the specific actions task boards locally with the need to:

- assess progress in creating and maintaining a culture of safety and learning, ensuring the culture is free from bullying
- encourage reflective practice, individually and in teams, as part of everyday practice
- have a policy and procedure built on good practice
- talk about and publicly celebrate the raising of concerns
- ensure staff have formal and informal access to senior leaders. In this area, it also recommends:
 - a person is appointed locally by the chief executive to act as a 'Freedom to speak up guardian'
 - an executive director and non-executive director are nominated as individuals within your organisation who can receive concerns
 - a manager in each department to be nominated to receive concerns
 - staff have access to advice and support from an external organisation (eg, whistleblowing helpline).

5.6 The report also suggests the creation of an Independent National Officer. It is to be jointly resourced by the regulators and national bodies to be a support to the local guardians, advise organisations where good practice has not been followed and review the handling of cases when required. It also asks HEE and NHS England to develop a training package and tasks each organisation with ensuring that every member of staff receives training in how they are expected to both raise and act upon concerns.

5.7 The Health Secretary will send a letter to every NHS trust chair and TDA/Monitor are also writing to every chief executive to re-enforce the importance of staff being able to discuss concerns openly in teams and for action to be taken. He specifically stated that each organisation should act now to appoint a local guardian who staff can approach to raise concerns and who has a direct reporting line to the chief executive.

5.8 The full Freedom to Speak Up report is now available to download here: <http://freedomtospeakup.org.uk/the-report/>. The Trust already has processes in place to allow staff to raise concerns but will obviously take on board the requirements of this report.

6. Northamptonshire County Council (NCC) Draft Council Plan 2015-16 to 2019-20

- 6.1 NCC is a key strategic partner of the Trust and therefore I wanted to draw its Draft Council Plan to Governors' attention. It sets out the strategic direction for Northamptonshire County Council for the next five years. This plan provides the framework for the development of services and the prioritisation of resources from 2015-16 to 2019-20.
- 6.2 In one way this year's plan restates the priority outcomes and ambitions the Council articulated in last year's document and lays out what progress has been made against these and how it will now build on these as it continues to deliver and facilitate Safeguarding and Wellbeing outcomes for Northamptonshire.
- 6.3 From this perspective it is purely a refresh of last year's plan and a progress report against it. From another perspective the plan outlines a vision for the most fundamental transformation of the structures and delivery methods of the council in a generation. While the outcomes the Council wants to achieve remain the same, the Council indicates that the way it is set up to deliver these needs to be fundamentally re-drawn.
- 6.4 The plan outlines how the Council intends to evolve into a Next Generation Council seeing a far smaller retained organisation, right-sourcing and commissioning services and outcomes from a new set of accountable organisations and social enterprises which may be owned, managed and run by current council staff.
- 6.5 The Trust continues to work closely with NCC to deliver the challenging agenda that the health and social care economy faces, both in service delivery and financial terms. The Healthier Northamptonshire programme is a key enabler of this process. I am happy to reflect further on the development of the Trust's relationship with the County Council at the meeting.

7. Commissioning and Service Developments

- 7.1 The Trust is currently concluding its negotiations with its commissioners in respect of its 2015/16 contract.
- 7.2 The Trust continues to pursue new business opportunities with prison services featuring prominently including those in Staffordshire and Warwickshire.
- 7.3 I am pleased to report that the Trust was successful in securing monies from the Nurse Technology Fund. The Trust has received circa. £930,000 to spend on mobile technology.

7.4 In respect of the Rushden development, Richard McKendrick, Chief Operating Officer, is leading the formulation of a vision for the Rushden development which will draw on feedback gained from the various stakeholders the Trust has so far engaged with. A steering group is being re-established which will include Governor and other stakeholder representation.

7.5 I am happy to provide further insight on the Trust's current business and service development plans at the meeting.

8. Involvement Week

8.1 Involvement Week was held across the Trust from 26th to 30th January. The Involvement Team ran a series of events focusing on how we currently involve patients, service users and carers and gathering ideas on how we can do things better. We also took the opportunity to celebrate all the good things we've done already.

8.2 Our next steps are to develop our involvement strategy and annual plan. This will be co-produced with staff, service users, patients and carers along with a toolkit to support involvement, which we are looking forward to sharing with you.

9. Executive Director Appointments

9.1 I am pleased to announce that Chris Oakes has been appointed as the Trust's new Director of HR and OD, and will take up his role on 11th May 2015. He comes from the Black Country Partnership NHS Foundation Trust where he is currently Director Workforce and Organisational Development. Chris lives in the county and was previously HR Director for St Andrews. Bronwen Curtis will stay with us until the end of May/early June to ensure there is an effective handover period. I am grateful to those Governors who participated in the selection process for the post and I know Chris is keen to develop his relationship with the Council of Governors.

9.1 I am also pleased to confirm the appointment of Julie Shepherd to the position of Director of Nursing, AHP's and Quality effective from 1st March 2015. Julie has been undertaking this role on an interim basis for well over a year. During this time she has driven the quality agenda with a passion she and I share; one that puts patients, service users, carers and families at the heart of what we do. It has been a demanding time which has included the recent CQC inspection but Julie has shown commitment and dedication throughout this period and I know has worked hard to visit as many service areas as possible. I look forward to continuing to work with her on our shared agenda.

10. Governor Elections 2015

10.1 I am aware that the tenure of a large number of our existing Governors is due to expire this month. I wanted to take this opportunity to say a big thank you to all these Governors, irrespective of whether they have re-stood for election. Your contributions have made a real difference and I hope you will take considerable pride in your achievements. On behalf of the Board of Directors and the whole organisation, please accept our gratitude for your hard work during your time as Governors.

11. Recommendation

11.1 The Council of Governors is asked to receive this report.

Angela Hillery
Chief Executive
27th February 2015