

Council of Governors' Meeting: 17th January 2017

Chief Executive's Report

1. Welcome and 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 continues to deliver its required Financial Sustainability Risk Rating and Green Governance Rating.
- 2.2 The Council of Governors' Finance, Planning & Performance Sub Group continues to review the Trust's performance, including key operational targets.
- 2.3 The Trust has now concluded its 2017-2019 contract round with Commissioners. The result is a satisfactory one which will present challenges but needs to be seen within the context of the overall financial position of the health and social care economy.

For 2017/18, our control total is to deliver a £1.624 million surplus after the inclusion of £1.145 million Sustainability and Transformation fund; for 2018/19, it plans to deliver a £1.909 million surplus, again, after including the Sustainability and Transformation fund allocation.

We have confirmed agreement to these control totals in line with our contracting principles:

- Focus on provision of Safe, Effective, Caring and Responsive and well led services
- Driving Efficiency, through evidence based QIPP / CIP
- Delivering Performance Standards sustainably across all services, supporting the Five Year Forward View (including Mental Health and Primary Care), the Mental Health Investment Standard (new term for parity of esteem)
- Addressing unacceptable Clinical Risk, through value for money care in the most appropriate settings; with immediate focus for known areas and working collaboratively with providers across the system through agreed STP implementation

3. National Developments

- 3.1 *NHS England Transformation Fund*

To support the implementation of the Five Year Forward View's vision of better health, better patient care and improved NHS efficiency, [NHS England has created a Transformation Fund](#). This fund will enable local areas to deliver on key ambitions identified by the independent cancer and mental health taskforces. Additionally NHS England will continue to build on the transforming care priority for those with learning disabilities and kickstart, at scale, revolutions for diabetes treatment and prevention.

3.2 *NHS England Sets Out Steps To Improve Mental Health Care For Pregnant Women And New Mums And Help Those Attending A&E In Crisis*

NHS ENGLAND in November 2016 set out plans to provide more support for pregnant women and new mums suffering mental illness as well as to improve care for the many people with mental health problems attending A&E in crisis.

£40m is to be allocated to 20 areas of the country to fund new specialist community mental health services for mums in the immediate run up to and after birth, and help reach 30,000 more women a year by 2021. A further £20m will be allocated next year.

The funding for new mums will see new or bigger teams in those areas providing specialist care for all new and expectant mums with severe mental ill health like severe post-natal depression.

It will fund new perinatal consultants, specialist nurses, occupational therapists, psychologists and nursery nurses as well as community peer support for mums, babies and families. There will also be more buddying and telephone support where mums who have had experience of similar issues help other mums in need.

NHS England is also commissioning four new mother and baby units (MBUs).

There will be a new recommended standard that says anyone who walks through the front door of A&E or is on a hospital ward in a mental health crisis should be seen by a specialist mental health professional within an hour of being referred, and within four hours they should have been properly assessed in a skilled and compassionate way, with the correct next steps for their care planned in partnership with them.

NHS England is also for the first time inviting regional A&E Delivery Boards, which oversee urgent and emergency care locally and include partners from hospitals, councils and other local bodies, to bid for £30m funding for expert psychiatrists and mental health nurses to provide better care for people with urgent and emergency mental health needs attending A&E and being treated on general hospital wards.

3.3 *NHS Providers Briefing on CQC review of how NHS Trusts investigate the deaths of patients*

NHS Providers have produced an [on the day briefing](#) following publication by the Care Quality Commission (CQC) of how NHS acute, mental health and community trusts and foundation trusts review and investigate deaths of patients in case. The [report](#) provides insight into the system-level and local challenges to effective investigations, greater candour and transparency and learning from deaths across the NHS.

3.4 *NHS Providers Briefing on Autumn Statement*

NHS Providers have produced an [on the day briefing](#) following publication of the autumn statement on 23rd November 2016. It summarises the key announcements made by the chancellor and presents their view on the settlement overall.

3.5 NHS Providers Briefings on CQC and NHS Improvement Consultations

NHS Providers have produced an [on the day briefing](#) following publication of two consultations in December 2016. The CQC published a [consultation](#) on the next phase of developing its regulatory model in line with the direction of travel outlined in its five year strategy for 2016 to 2021. Alongside this, the CQC and NHS Improvement (NHSI) have also issued a joint [consultation](#) on developing a shared 'well-led' framework and on their combined approach to assessing use of resources by trusts. Both consultations are due to close on 14 February 2017.

4. Local Developments

4.1 *An Introduction to The Northamptonshire Sustainability Transformation Plan (STP)*

In response to the five year forward view (published in 2014) , 44 areas across the country were asked to produce a five year forward plan to show how health and social care will become sustainable over the next five years, known as a Sustainability and Transformation plan (STP) Northamptonshire is one of the 44 areas.

Each area has followed this approach and developed a Sustainability Transformation Plan (STP) which shows how health and social care services will become sustainable over five years.

Northamptonshire's STP, which has been developed by local statutory and voluntary sector organisations, outlines the approach we intend to take and proposes how we think we will get there. A big part of the plan is building on or creating more joined-up services and teams from both health and social care. We will focus on delivering more care in community settings, a greater emphasis on prevention and self-management, and many other suggested programmes.

The [document](#) *Northamptonshire's Sustainability and Transformation Plan 2016-2021: How we will Support Local People To Flourish*, describes the approach and what we intend to accomplish through the proposed changes. Also [published](#) is the *Sustainability and Transformation Plan 2016-2021* which outlines the plan in greater detail.

It is important to highlight that the STP is in its early stages and whilst some programmes of work may have already begun, such as the continued collaboration between the acute trusts and some of our prevention programmes, other programmes are still being developed.

I know Governors have already received briefings on the development of the STP and further updates on progress will be provided going forward.

4.2 *CQC Inspection*

Governors will be aware that this full, routine inspection by the CQC of the Trust services is taking place week commencing 23rd January 2017. Governors are receiving a briefing by Trust colleagues as part of the CQC preparation process and there will be a Governor focus group during the CQC inspection week hosted by members of the CQC inspection team.

4.3 *Freedom to speak up guardian*

You may be aware of the recent recruitment processes undertaken to appoint a new Freedom to speak up guardian for the Trust. I am pleased to announce after an extensive process and listening to staff feedback, we appointed Matt Asbrey to this role on 1 December 2016. Matt has worked for the Trust for over two and a half years as part of the Learning and Development department. He will continue in Learning and Development, however will be seconded to the Freedom to speak up guardian post for two days a week.

The need for a Freedom to speak up guardian became mandatory for every NHS Trust following the Francis Report from Mid Staffordshire. The role of the guardian is to work with the organisation to become a more open and transparent place to work, where all staff are actively encouraged and enabled to speak up safely.

As a priority Matt is reviewing current policies and processes to ensure there is a streamlined and effective approach for raising concerns relating to patient safety, his focus is firmly on supporting and advocating for our staff who want to raise concerns

4.4 *New single point of access for community nursing referrals*

The Community Nursing Transformation Programme is a collection of projects to modernise Planned and Unplanned care. The scope includes Intermediate Care Team, Evening District Nursing, Falls, District Nursing and Specialist Nursing

The Transformation Programme is composed of 4 Work Streams:

1. Technology: – mobile working tools (iPhones and Dell tablet laptops) – September 2015
2. Process work stream: – Referral Management Single Point of Access (SPOA): 2016
3. Pathway work stream: Clinical record refresh 2017
4. Workforce work stream: Transformation to deliver practice excellence and STP 2017 -2021

In relation to the second Workstream, in 2015, we identified an opportunity to reduce unwarranted variation in our community nursing services – specifically District Nursing and the Intermediate Care Team (ICT) – reinvesting time currently spent processing new referrals and administrative tasks back into direct patient care, thereby mitigating the pressure of rising demand for the service.

The project team visited other Trusts who had realised similar opportunities (e.g. Leicestershire and Wiltshire) and decided to introduce a Single Point of Access (SPoA) with 3 key functions of (1) Referral screening and (2) Clinical assessment and (3) Transfer of care to receiving clinician to community nursing in order to improve:

- Access for patients to timely advice from a senior nurse
- Allocation of the right professional at the right time to the right patient
- The quality and timeliness of information available to the visiting professional
- The transfer of care to/from community nursing.

The SPOA was developed by NHFT Community nurses working in partnership with LGSS, 111 and many local GPs over an 18 month period with approval from our CCG commissioners. Using a quality improvement method, the team iteratively improved the model over the summer before launching the weekday SPoA on 17 October 2016, one month ahead of plan in South Northants, similarly supported by commissioners.

We are now in a planned period of evaluation, reflection and continuous improvement responding to intelligence and feedback from GP surgeries and staff. Immediate refinements to the SPOA have included:

- Creation and appointment of two SPOA Senior clinical acting as shift co-ordinators for the SPOA
- Better understanding demand capacity and refining roles and the appointment of 8 additional administrative support staff
- Creation and appointment to a new role that Patient Contact Centre Manager and SPOA
- 8 additional administrative staff and recognition of the value HCA staff can bring to admin work in terms of clinical knowledge and challenge

4.5 *Nursing Associate pilot site*

In response to The Shape of Caring Review, at the end of June 2016 Health Education England called for applications for test site partnerships to introduce the new Nursing Associate role. The development of the Nursing Associate will aid transformation of care provision across Health and Social Care. NHFT were successful in the bidding process and will be supporting the scheme via a Health Education England (working across the East Midlands) collaborative bid.

The programme will be developed in conjunction with the University of Northampton, Northampton General Hospital and Kettering General Hospital Foundation Trust. Expressions of interest drop-ins were advertised and held in the Trust in October, with applicants short-listed for interview in December. A small cohort of successful students will commence the programme in early 2017.

4.6 *Quality Awards Ceremony*

I was delighted to see 250 Trust staff at our Quality Awards Ceremony which was held on the evening of 11th November 2016. It was an excellent opportunity to celebrate and showcase the Trust's services. Award categories included Team of the Year, Unsung Hero, Quality Care and NHS Ambassador. Congratulations to all the winners and nominees and a 'thank you' to the organisations who sponsored the event.

The award winners for this year are:

- NHS Ambassador award – Corby Community Hospital
- PRIDE award – PMVA team, Berrywood Hospital
- Quality Care award – Cheryl Corrodus, OT, Cynthia Spencer Hospice
- Patient Choice award – Alex Stoddart, OT, CMHT, Stuart Road Resource Centre, Corby
- Leadership award – Jayne Evans, Service Manager for Community Therapies
- Unsung Hero award – Gill Felton, Admin Secretary, CAMHS, Newland House, Northampton
- Anne McWatt award for Innovation in Involvement – Health Visitor Facebook Administrators, Northampton
- Special Recognition award – Steph Buswell, Advanced Mental Health Practitioner, Children and Young People Response Team, Wellingborough
- Team of the Year award – Short Breaks Service, 82 Northampton Road, Wellingborough

5. Recommendation

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

Angela Hillery

Chief Executive
5th January 2017