

Council of Governors' Meeting: 18th July 2017**C****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 requirements under the Single Oversight Framework. Under the SOF, NHS Improvement has segmented providers (into 4 segments, with segment 1 being the best) based on the level of support each provider needs across the five themes of quality of care, finance and use of resources, operational performance, strategic change and leadership and improvement capability. The segmentation reflects NHSI's judgement of the seriousness and complexity of the issues each provider faces and the associated support. NHSI's latest analysis of our performance is now complete, and based on this work, I am very pleased to say we have moved from segment 2 to segment 1. This change in segment is in response to our rating as "Good" by the CQC in March 2017 and because there are currently no support needs identified.
- 2.2 The Council of Governors' Finance, Planning & Performance Sub Group continues to review the Trust's performance, including key operational targets.

3. National Developments**3.1 *CQC response to Next Phase consultation and further consultation***

The Care Quality Commission (CQC) has recently published its response to its consultation for how it will regulate NHS foundation trusts and trusts. Alongside this, the updated provider guidance and assessment frameworks for health care services have been published, along with further details about the timetable for the roll-out and implementation of the new approach.

Further information can be found here:

<http://www.cqc.org.uk/.../nextphaseconsultationresponsefinal.pdf>

3.2 *NHS England announces new sites to help redesign mental health service*

NHS England has announced a new tranche of sites to test new approaches to delivering mental health services – cutting the number of people travelling long distances for care.

Eleven new sites will be tasked with bringing down the number of people who receive in-patient hospital treatment and for those who do need more intensive care, that this is available closer to home. The pilot sites, made up of NHS mental health trusts, independent sector and charitable organisations will work together, sharing a local budget, to effectively reorganise services in their area to provide the best care for patients. Local managers and clinicians will take charge of managing budgets and providing inpatient and specialised mental health services, tailoring them to their area's individual needs.

4. **Local Developments**

4.1 *Update on Sustainability and Transformation Plan*

Work is progressing on the county's Sustainability and Transformation Plan (STP). Updates with regard to appointment of a programme director, supporting complex, urgent care and collaborative care teams are detailed below. You can also read the full and summarised STP on the Trust's public website available on the partnerships page.

- **A new programme director** for the STP has started. Mike Coupe is based at Nene CCG.
- **Supporting complex, urgent care needs** – One area of focus is delivering same day primary care 'at scale': GP Federations are developing their plans and we have focussed on developing our partnerships with GP's so we can support an MDT approach to improve same day primary care. Example areas of focus include; mental health nurses and physiotherapists working in GP surgeries. We are working with groups of practices to support this priority. **Collaborative Care Teams (CCTs)** – is another important priority. It is intended that these joint provider teams work across health care, social care and broader wellbeing pathways. They will focus on those most at risk, in particular the elderly. We have continued to build on learnings from previous work to 'scale up' the case management approach across the county. Working with GPs to ensure frailty is correctly identified, to ensure those most 'at risk' are incorporated into the pathway.
- **Urgent care** – there is a continued and significant system wide focus on improving urgent care performance, in particular on **intermediate care design**. Our shared system ambition is to increase the wrap around support to a) stop crisis periods occurring, b) to support people

to remain at home, wherever possible and c) when a hospital admission is needed ensure this is undertaken in a planned way and for the patient to return home for ongoing support at the earliest opportunity. Partners have committed to working together to strengthen existing models and Sandra Mellors is leading this within NHFT.

I know some Governors have expressed some concern about the perceived pace and scale of progress on the STP and I am happy to answer questions on this in the meeting. It is important to recognise that the STP process is about delivering significant change to establish a sustainable health and social care economy and this, inevitably, needs to be planned for over a longer rather than short term time horizon.

4.2 3Sixty Care Partnership appoints an Operational Director

NHFT and its GP partners have taken an important next step in developing the partnership by appointing an Operations Director to lead the organisation on a day to day basis. Mike Smeeton, joins the partnership on 3 July 2017, from his most recent role as Managing Director of Whipps Cross University Hospital. Although joining us from London, Mike is a familiar face within Northamptonshire having worked for several years in senior roles at Kettering General Hospital, including Director of Strategy and Acting Chief Executive.

Mike is joining the partnership at a critical time, as we start to implement our Primary Care Home model across the patch. He brings a breadth of experience and local connections that will really help us to make a success of the partnership. I wish him every success in this exciting new role. For more information about the 3Sixty Care Partnership, please visit our website or talk to one of the 3Sixty team.

4.3 CAMHS Live

We know that for some young people it can be hard to ask for help. That is why we have launched CAMHS Live. Launched on Tuesday 30 May 2017, CAMHS Live is here to help young people access the mental health services they might need - live and online. The service is being run by trained CAMHS advisors and is open to young people and their parents/carers Monday to Friday, 10am to 4.30pm.

The aim of the service is to signpost and where appropriate facilitates a referral, based on the needs of the young person. It is an innovative solution, which we hope will meet the needs of this particular client group. For more information visit: www.nhft.nhs.uk/camhslive

4.4 Visit to Northumberland, Tyne and Wear NHS Foundation Trust

A number of senior personnel visited Northumberland, Tyne and Wear NHS Foundation Trust, an 'outstanding' trust, on 3rd July, to share learning and discover more. Feedback will be shared across the Trust in due course.

4.5 Transfer of Child Health Information Service (CHIS)

During late 2016, the Trust engaged in discussions with a range of stakeholders about the creation of a single, county wide Child Health Information Service by transferring the service at that time provided by Northampton General Hospital into the NHFT existing provision.

A due diligence process resulted in a comprehensive project to transfer NGH staff into NHFT to provide a single service across Northamptonshire from 1 April 2017. This process was fully supported by NHS England and partners in NGH and also included a full review and mapping of CHIS processes to align with NHS England's expectations of the service. A contract for 2 years was awarded to NHFT, during which time the service model will be reviewed and transformed to match future expectations of the service.

4.6 Election to NHS Providers board

NHS Providers is the membership organisation and trade association for the NHS acute, ambulance, community and mental health services that treat patients and service users in the NHS. The way that NHS Providers is governed reflects this; the board of trustees at NHS Providers comprises elected chairs and chief executives, representative of the member organisations. I am pleased to confirm that I have been elected to the NHS Providers' board, initially for a three-year term. As a member of the Board, I hope to be able to help shape the work of NHS Providers and to bring back to NHFT examples of best practice from other Trusts as well as insight into developments at a national level.

4.7 Conferences and events

4.7.1 NHFT's 10th Annual Nurse and AHP conference

I was proud to attend our 10th Annual Nurse and AHP conference on 12 May; with a full agenda of presentations, speed-dating and a chance to try yoga and Tai Chi for our health and wellbeing too. It was a fantastic day with many inspirational stories, one of them which resonated with me was the poem experience by Molly Case, a spoken

word artist and nurse born and brought up in south London. Molly's poems are recognised nationally and we were proud to hear her poem "the last 1,000 days", specifically written about the importance of time to older patients.

4.7.2 Leadership Matters conference

Our Leadership Matters conference on 7th July focused on team excellence. We were joined by Roy Lilley from the Academy of Fab Stuff to focus on innovation and sharing. We had teams showcasing their innovations, but also with the focus on teams' staff engagement and input on team excellence.

4.7.3 CQC Celebration

Thank you to everyone who came along to the CQC celebration event on 22nd June. It was a lovely evening at Wicksteed Park, Kettering where we got together and celebrated our Trust's success in being rated GOOD overall and OUTSTANDING for caring. With a train ride round the park, celebration cake and a sweetie cart there was plenty to enjoy by all.

4.8 Carers Accreditation – Level 2

As part of national carer's week, Northamptonshire Carers awarded NHFT a level two accreditation for the support we give to working carers, including our colleagues. I appreciate how challenging it can be to balance work and caring responsibilities, and am committed to working with everyone to achieve level three, the gold standard.

4.9 Chartered Institute of Personnel and Development (CIPD) awards nomination

I am delighted to say that NHFT has been shortlisted as a finalist for the CIPD 2017 People Management Awards for our submission under the best Learning & Development initiative in the public/third sector. Our submission was for our Leadership Matters programme of conferences, training and leadership behaviours. Chris Oakes and Anne Linsell presented to the judges on the 5th July, with the awards event to be held on 26th September 2017.

4.10 Visits to the Trust:

4.10.1 Claire Murdoch, NHS National Mental Health Director of NHS England

The Trust was delighted to welcome Claire Murdoch, NHS National Mental Health Director of NHS England on 26 May. This was a great opportunity for us to further showcase our services and Claire left the visit saying that she was impressed with what she had seen. Receiving such positive feedback from our national NHS colleagues enhances our moments to shine.

4.10.2 Visit from NHS Improvement's Infection Control Lead

As we all know, Infection Prevention and Control is everyone's business to ensure patient safety. Following the CQC visit in January, a requirement notice was issued to the Trust concerning Infection Prevention and Control (IP&C). As a result, NHS Improvement's Infection Control Lead visited the Trust in June and met with Julie Shepherd, Director of Nursing, AHP's and Quality, who is NHFT's Lead Director for infection control. During the visit NHFT demonstrated that all IP&C principles were being met in the areas NHSI audited; therefore I am delighted to report that NHFT was assessed as green in their IP&C escalation level, as there is ownership and awareness of IP&C at all levels.

4.10.3 Dale Bywater, NHS Improvement's Executive Regional Managing Director, Midlands & East

On 22nd June we welcomed Dale Bywater, NHS Improvement's Executive Regional Managing Director Midlands and East to the Trust. Dale had taken up our invitation to visit NHFT and he was keen to learn about and discuss a number of positive initiatives within the organisation including the Trust's work on leadership and culture, transformation and partnership working

5. Recommendation

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

Angela Hillery
Chief Executive
7th July 2017