

**Council of Governors' Meeting: 13<sup>th</sup> September 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 requirements under the Single Oversight Framework. The Trust is currently placed within Segment 1 within this framework.
- 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 *NHS Improvement launches new staff retention programme***

NHS Improvement has announced a new retention programme which will aim to improve staff retention across trusts in England and bring down the leaver rates in the NHS by 2020. The programme will offer a wide range of support, including: a series of masterclasses for directors to discuss ways to improve retention; targeted support for mental health providers to improve retention rates; and guidance and webinars on how to improve retention rates.

**3.2 *National Guardian launches Freedom to Speak Up case review process***

Dr Henrietta Hughes, the national guardian for the NHS, has launched a 12-month pilot of her case review process. The national guardian will review the handling of concerns and the treatment of people who have spoken up, where there is evidence that good practice has not been followed. Reviews and their findings will be published alongside recommendations of how the speaking up process could be improved. The national guardian will ask NHS trusts to draw up action plans to implement those recommendations, and monitor how they do so, requesting regulators to take further action where necessary. Where a review finds evidence of trusts'

positive support for speaking up, this will also be highlighted to ensure good practice is encouraged and widely shared.

### *3.3 National Institute for Health Research (NIHR) league table*

The NIHR are now publishing a league table for all trusts in England regarding research delivery. I am pleased to announce that NHFT is placed at number 8 in the top ten trusts with the biggest percentage increase in commercial contract research. These results represent the significant contribution we are making to national research. You can view the league table [here](#).

## **4. Local Developments**

### *4.1 Update on Sustainability and Transformation Plan*

The NHS document, Next Steps 5YFV document signals a new phase for STP developments. Discussions have been held locally with chief executive and regulatory colleagues, and it has been agreed that I take on the STP lead role on behalf of the Northamptonshire health and social care providers. This proposal is supported by NHS England and NHS Improvement.

It is important to understand that I will remain as chief executive for NHFT. This dual role is not unusual and many provider chief executives have taken the lead on STP delivery. I remain 100% committed to my role at NHFT and am also committed to ensuring that Northamptonshire and its population receive the focus and quality of care that it deserves for the future. I will continue to work with NHS England and colleagues to make this happen and I will ensure that levels of support within NHFT remain at the high levels we have set ourselves.

### *4.2 Visiting Professor of Neuromodulation, University of Northampton*

I'm delighted to share with you Dr Alex O'Neill-Kerr, Medical Director also has an additional role. As well as being the Trust's Medical Director, Alex will undertake the role of visiting professor of neuromodulation for the University of Northampton. This is an excellent opportunity to showcase the Trust and its services to local students and many congratulations to Alex for securing this exciting role.

### *4.3 Northamptonshire County Council Director of Public Health*

I have been informed by Northamptonshire County Council they have appointed an acting director of public health, Lucy Douglas-Green. NCC is one of our main partners and key

stakeholders and we look forward to working with Lucy in continuing and building our partnership working further.

#### *4.4 Meetings with our regulators*

Members of the Executive team have met over recent weeks with both our CQC and NHSI relationship teams as part of the regular cycle of review meetings. Both sessions went well and no significant issues were raised by regulators through these sessions. We continue to enjoy positive and constructive relationships with CQC and NHSI colleagues.

#### *4.5 Local area SEND (special educational needs and disability) inspection*

A huge thank you to all those staff involved in the local area SEND (special educational needs and disability) inspection earlier this year. Ofsted and the CQC conducted a joint inspection of the Northamptonshire to judge the effectiveness of the area in implementing the SEND reforms as set out in the Children and Families Act 2014. The inspection report was published on 22<sup>nd</sup> June 2017, including strengths and areas for development as well as positive comments in regards to health services. The commitment and support during the inspection week was frequently acknowledged by the CQC and contributed significantly to the positive comments for Northamptonshire.

#### *4.6 Joint work with primary care*

NHFT has been working with its partners in 3Sixty Care and GP Alliance to co-design and test new ways of providing same day primary care - a critical part of the Northamptonshire Sustainability and Transformation Partnership (STP). Musculoskeletal (MSK) physiotherapists and mental health workers have been working in several practices with GPs screening, assessing and treating patients with MSK and mental health problems who request an appointment the same day with their practice. Anecdotal evidence suggests the new model has been beneficial for patients and for staff, providing improved access to same day care and new career development opportunities. The Trust is working with the GPs to undertake a formal evaluation of the model, which it expects to complete later in the financial year.

#### *4.7 Winter planning across health and social care*

The Northamptonshire Health and Social Care Economy Winter Plan 2017-2018 sets out the steps that are being undertaken across the Northamptonshire health and social care community to ensure that appropriate arrangements are in place to provide high quality and responsive services through the winter period.

#### 4.8 *PICU developments*

I am pleased to report that the Trust is scheduled to open its female psychiatric intensive care unit (PICU) in September 2017. The unit, which is located at the Welland Centre, St Mary's Hospital, Kettering, is to be called Shearwater. The creation of the new unit should reduce the need for female patients requiring PICU admission to receive their placement out of county.

#### 4.9 *Reverse mentoring*

I am pleased to report that the Trust is taking part in a reverse mentoring initiative. Stacey Johnson (Associate Professor, University of Nottingham) provided an overview of her research project into reverse mentoring to the Trust's Diversity Network Leads Meeting on 6<sup>th</sup> April 2017.

Reverse mentoring involves senior grades of staff being mentored by colleagues in lower grades. The project will utilise NHFT BME colleagues as mentors for senior managers to create an open space for conversation and feedback. This will provide a unique insight into the barriers faced by BME colleagues and challenges or areas of concern within the Trust. NHFT are looking to support 6 to 10 mentors. The project is due to be launched in November 2017.

#### 4.10 *Global Challenge*

Once again the Virgin Pulse Global Challenge was an extremely popular activity for staff in 2017. With funding for 80 teams, this meant that just under 600 members of staff were able to participate from all over the Trust. The challenge was for 100 days and staff took this on with great positivity. As a Trust we managed to walk/cycle/swim a total of 224,030 miles, this equates to walking around the world 9 times, which is a fantastic achievement. With a sleep app, a balance app and also a nutrition app this year, it meant that the challenge had so much more to offer staff in terms of their overall wellbeing.

We look forward to receiving the final baseline report in September, which will highlight the success and all of the hard work and extra effort that the staff have put in and also give us comparisons with other NHS trusts around the UK. Well done Team NHFT!

#### 4.11 *Trust events:*

*4.11.1 Council of Governors' and Board of Directors' Joint Event:* On 24th August 2017 I was pleased to attend the joint Board of Directors' and Council of Governors' event. The main focus of the session was to jointly explore the Board's and Council's respective leadership and governance responsibilities in the context of both our ambition to move

from Good to Outstanding in terms of the CQC's Well Led domain, and the new requirement that all Trusts will be subject to an annual CQC Well Led inspection.

The session, facilitated by NHS Providers, generated some excellent debate and contributions, as well as some practical ideas to further strengthen our leadership and governance processes. Feedback from the session was overwhelmingly positive, with 100% of respondents rating the event as Excellent or Good.

*4.11.2 Board of Directors' Development Programme - cyber security:* Also on the 24<sup>th</sup> August 2017 the Board of Directors, as part of its Board Development Programme, undertook a simulation exercise led by PwC. The purpose of the session was to facilitate discussion and learning on cyber security and to help the Trust understand the key decisions it needs to make during a cyber attack. The session allowed the Board to further reflect on its cyber security arrangements and identify further areas for development.

*4.11.3 Involvement event:* I was delighted to join some of our service users and carers at a recent involvement gathering in Kettering. The event was used for the involvees to get together and share their experiences of involvement and co-production. The feedback from the day has been collated into themes and will be included in the Trust's involvement processes and strategy going forward.

*4.11.4 Welland Centre social event – 16<sup>th</sup> August 2017:* The Welland Centre Summer social event took place on 16th August as a fete in the OT garden. The fete was well attended throughout the afternoon, and in total £110.00 was raised for the Welland Centre Activity Charitable fund.

## **5. Recommendation**

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

Angela Hillery, Chief Executive

5<sup>th</sup> September 2017