

Council of Governors – 6 March 2018

## 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

#### ***2018/19 Planning guidance from NHS England***

NHS England recently published its planning guidance for 2018/19, which is a refresh of plans already prepared under the two-year NHS Operational Planning and Contracting Guidance 2017-2019. It sets out detail of how the additional funding from the November 2017 budget will be allocated and the developments in national policy with regards to system level collaboration.

#### ***The NHS turns 70***

2018 is going to be a big year for the NHS as it turns 70 on 5 July. Over the last 70 years, the NHS has transformed the health and wellbeing of the nation and is the UK's largest employer, with over 1.5 million staff from all over the world and more than 350 different careers. I am extremely proud to be part of the NHS and to lead this great organisation. We have come so far in transforming our services, introducing innovative treatments for our patients, and our developing health and wellbeing initiatives for both our staff and patients. The NHS continues to face challenges as is mentioned daily in the media, whilst we accept there will always be challenges ahead, I am clear we will continue to strive towards becoming an outstanding Trust and I very much look forward to working with you on our continual journey.

#### ***Funding boost for new mums' mental health***

The NHS has confirmed extra funding will be made available to improve the mental health of at least 3,000 pregnant women and those who have recently given birth. The £23 million funding is part of a major programme

of improvement and investment by NHS England. This will help an additional 30,000 women get specialist mental health care, in person and through online consultations, during the early stages of motherhood. Perinatal mental ill health affects up to 20% of women during pregnancy and in their first year after giving birth.

### ***Survey launched to understand people's experience of personal health budgets***

NHS England has commissioned Quality Health to run an online survey to gather feedback about people's experiences of personal health budgets in England. All current or previous personal health budget and integrated personal budget holders, can [register now to receive a link to the survey](#) when it opens on 1<sup>st</sup> March. Commissioners and providers are encouraged to share details of the survey with all personal health budget holders in their area. The findings will be used to improve how personal health budgets are offered in England and the survey closes on 30 April 2018.

### ***Working together to protect and prevent harm to vulnerable people***

NHS England has supported the launch of a joint consensus statement to improve people's health and wellbeing, prevent crime and protect the most vulnerable people. The statement between policing, health and social care organisations commits partners to working together to use shared capabilities and resources.

## **Local Developments**

### ***CQC Placed based review***

The CQC has been commissioned by the Secretaries of State for Health and for Communities and Local Government to undertake a local system review in Northamptonshire. The local system review is looking at how people move between health and social care and of the governance systems and processes in place in respect of the management of resources. The intention is that the system review should provide a useful reflection for each of the local areas highlighting what is working well and opportunities for improving how the system works for people using services. A scheduled site visit in Northamptonshire will take place between 9th and 13th April 2018. I attended a Local System briefing day on 12 January 2018. On completion of the system review the findings will be reported to Northamptonshire's Health and Wellbeing Board. It is expected that all system leaders will agree a joint action plan to progress any recommendations that are made.

### ***CQC Information request update***

I wanted to keep you updated and share that in the last few weeks the CQC has asked us to send them some information about our Trust performance and procedures. Known as a PIR (Provider Information Request), the CQC can ask us for this at any time. As part of their new inspection regime, after such requests have been submitted, we will have unannounced visits to our services. We will need to be ready for this and anticipate areas of focus so we can continue to demonstrate the strengths we have and the work that has taken place since they last visited us. They are unlikely to visit all services; however we should anticipate the visits across the whole Trust. The CQC will also undertake what's known as a well led review, which is part of the routine inspection process of Trusts. This will comprise a deeper look at our procedures and how we operate. My colleagues and I will keep you as up to date with any news or progress.

### ***Northamptonshire County Council Best value review – Finance***

The Secretary of State for Communities and Local Government has instructed the commencement of a Best Value review of Northamptonshire County Council finances and governance arrangements. An Inspector will undertake this work on behalf of the Secretary of State and will report back by the middle of March. The Secretary of State will then use the findings of this inspection to decide what action, if any, the government needs to take regarding NCC financial systems and corporate governance.

### ***Northamptonshire Sustainability and Transformation Partnership***

The Northamptonshire Sustainability and Transformation Partnership board have developed a frequently asked questions style update on STP progress so far and their reset areas of focus. It is hoped the document (Appendix 1) is a helpful overview of their plans. Over the coming months more information will be shared about the partners and their plans as work develops.

### ***Shaping how people will access future healthcare services in Corby***

NHS Corby Clinical Commissioning Group (CCG) is inviting local people and organisations to shape how they will access future healthcare services in the town. From Monday 12 February until midnight on Sunday 8 April you can submit your comments and views using a questionnaire available online and in paper format. The online version can be found here: <http://www.corbyccg.nhs.uk/current-conversations/> and paper copies can be picked up at GP surgeries across the town and the main reception at the Corby Cube. Workshops will also be held as part of this engagement activity that will further help the CCG develop how people access services going forwards and how the introduction of trained navigators will help people get the right care at the right time. Details will be circulated once confirmed.

### ***Serenity service expansion***

Serenity (Sexual Assault Referral Centre) was successful with regard to two recent tenders for the Regional Paediatric and SARC adult services. Working alongside Nottingham University Hospitals, Serenity has been awarded the Paediatric service. The service will operate from 2 main hubs; both hubs will offer a highly specialised clinical and forensic medical examination (FME) service for children and young people from across the East Midlands who have been the victim of rape and/or sexual abuse. Serenity will also be continuing to work with adults who have been a victim of rape/sexual assault. Both services will go live from the 1 April 2018 and have been awarded as part of a three year contract with the option to extend for up to two years.

### ***Working carers – level 3 accreditation achieved***

NHFT have been just been awarded Working carer level 3 accreditation which is a fantastic achievement. We received our certificate at the Carer Award ceremony on 24<sup>th</sup> January 2018. Congratulations to Jayne Evans too for being shortlisted and winning the Jane Roebuck, Northamptonshire Carer Award for Carer of the Year as well as being highly commended for working carer of the year - a fantastic achievement

### ***#weareNHFT case studies booklet and video launch***

We have launched a [video](#) and [booklet](#) to highlight some of the behind the scenes work going on across our sites and within the community. It's part of the on-going #weareNHFT campaign to demonstrate the work of our dedicated staff across the Trust. The video follows a number of different services across a typical day and is available on our Trust's [YouTube](#). The [booklet](#), now available on our website, features examples of some of the work we are most proud of over the past 12 months.

### ***5 4 3 2 1***

We have now officially launched our '54321' roadmap of NHFT. It brings together what we stand for, it acts as our compass, gives us clarity on why we are doing things, helps us to make decisions, to act quickly and shape how we behave. In a busy NHS and a challenging healthcare environment our 54321 roadmap gives us clarity on who we are, how we behave, what we want to achieve and what we stand for - and we are clear that at the end of the road it's about making a difference for those we care for and those we work with. A more detailed version of this can be found at Appendix 2.



### Visits to the Trust:

- **Rt Hon Jeremy Hunt MP, Secretary of State for Health and Social Care**

On 15<sup>th</sup> February 2018 the Trust was visited by the Rt Hon Jeremy Hunt MP. The focus of the visit was on quality and safety. Julie Shepherd, Director of Nursing, Quality & AHPs and Professor Alex O'Neill-Kerr, Medical Director, gave presentations on the Trust's approach to these areas, including examples of innovative practice.

- **Yvonne Coghill from NHS England**

I was delighted to welcome Yvonne Coghill, Director of WRES Implementation at NHS England and Dave Ashton, Organisational Development Coach on 23<sup>rd</sup> January 2018. They visited NHFT to meet with our diversity network leads and some of our staff to discuss what we are looking to achieve, how we are supporting our BME colleagues and get a general sense of what we do here at NHFT.

### Recommendation

The Council of Governors is asked to note the contents of the report.

Angela Hillery

Chief Executive

22<sup>nd</sup> February 2018

# Northamptonshire's Sustainability and Transformation Partnership

## Briefing January 2018

### Document purpose

As the NHS nears its 70<sup>th</sup> year and our population grows older and increases, it has become clear that we need to do things differently. What does remain constant is the drive and focus of all those providing health and care to make sure that we can continue to deliver health and high quality services – now and for future generations. So with this in mind sustainability and transformation partnerships (STPs) have been created across the country. Each STP also has a coordinated plan for action. Northamptonshire has its own sustainability and transformation partnership and accompanying plan and this document provides an overview of our purpose and an update on our future plans and activities.

### Document overview:

**Subject:** Sustainability and Transformation Partnership (STP) briefing and status update  
**Purpose:** General briefing / update  
**Date:** January 2018  
**Report by:** Angela Hillery, STP Lead on behalf of STP Partnership board

## What is an STP?

STP stands for Sustainability and Transformation Partnership. This partnership is not just about shaping NHS care, more than that it represents a way of working for providers of care and support in the area it serves. It is about building on local best practice and shaping a collective approach to delivering health and care - now and for the future. It is here because we know we must focus on working together to ensure local care is sustainable and represents both the national priorities and the needs of our local community.

Nationally, the 44 STPs are the main vehicle for ensuring the clinical and financial sustainability of health and care services in England. They set a framework through which the NHS and local partners can ensure the sustainability of services through a process of transformation in the delivery of health and care in their local communities. A key theme is the closer integration of health and care services. NHS England are committed to developing the most joined up care system in any major western country.

In March 2017 the NHS published the '[Next steps on the five year forward view](#)', (FYFV). This publication reviewed NHS services and delivery in light of increasing pressures as the NHS nears its 70<sup>th</sup> year. It outlined health priorities, collective national challenges and set measures to deliver a better, more joined-up and responsive NHS. It focussed on the issues that matter most to the public, on collaboration to ensure services are designed around patients and on sustainability so that we can all continue to deliver health and high quality care – now and for future generations.

The main improvement priorities highlighted are:

- A focus on improving the ways we work together and share information, especially GPs, community services and social care teams, so together we can be better at understanding when people are at risk and then take steps to help stop them attending hospital if they don't need to.
- More investment in community based services.
- Looking at how we organise emergency care.
- Looking at how we organise hospital services across the county rather just in the local area. Bringing the public sector in the county together to reduce costs and improve the links between services.

## What is the focus of Northamptonshire's STP?

Firstly and most importantly, the STP for Northamptonshire is about all of us; it is about transforming the ways in which we shape our services and work together so the care and support we provide can remain responsive and sustainable.

Our core focus is to make practical improvements – like improving the way we share information about care, speeding up diagnosis and treatment for cancer, bringing more specialist care and treatments into local GP surgeries or offering help faster to people with mental illness. Very importantly through all our work we want to find the best ways to help people take more responsibility for their health and wellbeing.

The organisations in our partnership include those from the health, social care and the voluntary sectors. Our plan covers the whole of Northamptonshire. National guidance states that the formal partnership structure must be based on *statutory* organisations. However, our local partnership's governance framework includes a range of mechanisms for collaboration with stakeholders. In particular, we are establishing a Collaborative Stakeholder Forum comprised of representatives of a wider group of community organisations to develop frameworks for excellence in public engagement and more opportunity for increasing our reach into the communities we serve.

## Is our STP just a plan?

No, it's a partnership and a way of shaping our priorities so we can be most effective. We cannot work in isolation any more as we know that what happens in one area or service may impact on another. The STP framework shines a light on these more traditional, independent ways of working and asks that we all come together around key work streams and those who need our care. We have a plan that accompanies how we will achieve this. A great example of this is our mental health crisis care concordat that has brought care providers together to shape access to local mental health crisis care. Another example is our recruitment leads who have worked together on the ground breaking 'Best of both worlds' campaign which pools our collective efforts and also works with private provider St Andrew's Healthcare and the University of Northampton to recruit health care workers into the county under one campaign.

## Didn't you launch the STP some time ago? What has been happening since then?

Following NHS England guidance, our formal sustainability and transformation plan was submitted as a working draft in June 2016 and then as a final draft in October 2016. Since that time we have continued to work through the planning process, amending our plans to ensure fit with the national FYFV next steps priorities, existing national priorities and our own local priorities.

We needed to reset our focus and understand the best ways to work together to address the priorities so on 27<sup>th</sup> September 2017 we held a provider stakeholder event to discuss recent changes, our emerging challenges, what a local reset of our STP could focus on and how it could be shaped. At the event 65 stakeholders from 22 partner organisations and local stakeholder groups took part.

At the event we;

- discussed and developed a collective understanding of the priorities for Northamptonshire
- talked about important networks across the system
- discussed how to work together to address the FYFV updated priorities
- brought the voice and views of our communities through their local engagement work
- identified a need to refresh stakeholder engagement and communication.



*Some pictures from the event*

## So what does our reset STP look like?

In line with the updated national priorities and following the review of our local priorities at the reset event our STP will now focus on its priority work streams. These are the most important areas for us to work together and so improve outcomes for those we care for. It's important to be clear that by selecting these priorities this doesn't mean that other areas of health and care are not important, quite the opposite. By deliberately focussing on these areas we know we can make a difference, be more sustainable and transform care. By being more efficient, coordinated and focussing on key outcomes, this will have a knock on effect on other areas of care in our county – this is the purpose of STPs and working together.

**In order to help Northamptonshire to flourish, our STP will now focus on the areas below as our main local priorities for change:**

### Urgent and emergency care

We know we must find ways to reduce the demand on our urgent and emergency services and we know that an important part of this is making sure we help and support people who may access these services to manage their health and wellbeing and to remain well. We also know that when urgent and emergency care is needed we must make sure this is available in the right place, in the right ways and at the right time.

There are many factors that will help to make this happen and we will address these by looking at how people who might need urgent or emergency support access *all* their care support, their journey through our services when they are receiving care, how we support prevention by helping people to remain well and how we help in a crisis. We will be looking at these things and making changes where it makes sense and it will support our community to do so.

**Together we will focus on:**

- People who might be more likely to access urgent and emergency care will be able to access excellent urgent and emergency care and they will also be able to access the right, coordinated services that will help with their self-care.
- We will provide effective and personalised services outside of hospital, delivered in or as close to people's homes as possible so those with urgent but non-life threatening physical, mental health or social needs will get the support they need.

- Care for people with more serious or life threatening emergency physical or mental health needs will be delivered by experts in care across the STP area in a collaborative, safe and high quality way. Together we will focus on getting the best outcomes for our patients receiving emergency and urgent care and helping as many people as possible to safely return to their own homes.

## Primary, community and social care

Helping people to stay well and using our community and general practice resources wisely is a key focus of this work stream, there are many ways to do this so we must be clear on what we want to achieve. So this work stream will focus on bringing together local health and social care providers as well as some services provided by the voluntary and community sector to work together to develop a wider range of joined-up services based around populations and local needs within our county.

### Together we will focus on:

- Improving patient and service user outcomes through prevention, improving diagnosis and helping people to manage their care.
- Helping people to stay out of hospital and get care closer to home.
- Using our collective resources wisely.
- Monitoring, responding to and supporting our local and national priorities for primary, community and social care.

Patients and service users will benefit by having access to a range of personalised services, delivered closer to where they live, at times convenient to them. Services will be focused on preventing illness, empowering self-care and reducing the overall need for acute hospital-based care.

## Cancer

The aim is to ensure more people with cancer have a better long term quality of life and that we achieve the very best cancer outcomes by 2020. Together we will work with national best practice to make sure things that can help us achieve this are delivered in Northamptonshire.

### Together we will focus on:

- Early detection – we will make sure that things like awareness campaigns, more cancer education for staff in primary care, information resources, screening and regular reviews are developed and delivered to the registered population of Northamptonshire.
- Making sure our pathways of care and our performance consistently delivers quality, sustainable services focused around the patient and across the county. We will work with key partners, patients and the public to make this happen.
- Helping those living with cancer by making sure that our pathways and the elements of the recovery package (holistic needs assessments, treatment summaries, cancer care reviews in primary care and health and wellbeing events) are commissioned, developed and delivered to the registered population of Northamptonshire.

## Mental health

In line with national focus on valuing mental health equally with physical health, mental health has been recognised within our STP as a priority. We also recognise that this work stream is about supporting all ages and so we are looking at support and care for children and young people, working aged adults and older people.

### Together we will focus on:

- Early intervention and supporting initiatives and best practice which can improve this for all.
- Providing targeted input and support in community settings.
- Clear pathways of care and ways to access support.
- Working together effectively and focusing on the same models of care.

## Unified acute model

This area of work is a key part of how we will help our systems to work together more effectively so it is taking a high priority in our reset focus. It is about making the most of how we work together as we have two acute general hospitals in our county which provide a similar range of services. Here we will focus on how we can bring greater collaboration and joint working across the county and between our clinical experts and other partners in the STP.

### Together we will focus on:

- Making sure all patients in the county have the access to the same high quality standards of care.
- Bring care closer to patients' homes where safe and effective to do so.
- Improving the sustainability of services by working at scale and being more efficient.

## Key themes through all work streams

Work on the priorities will be underpinned by;

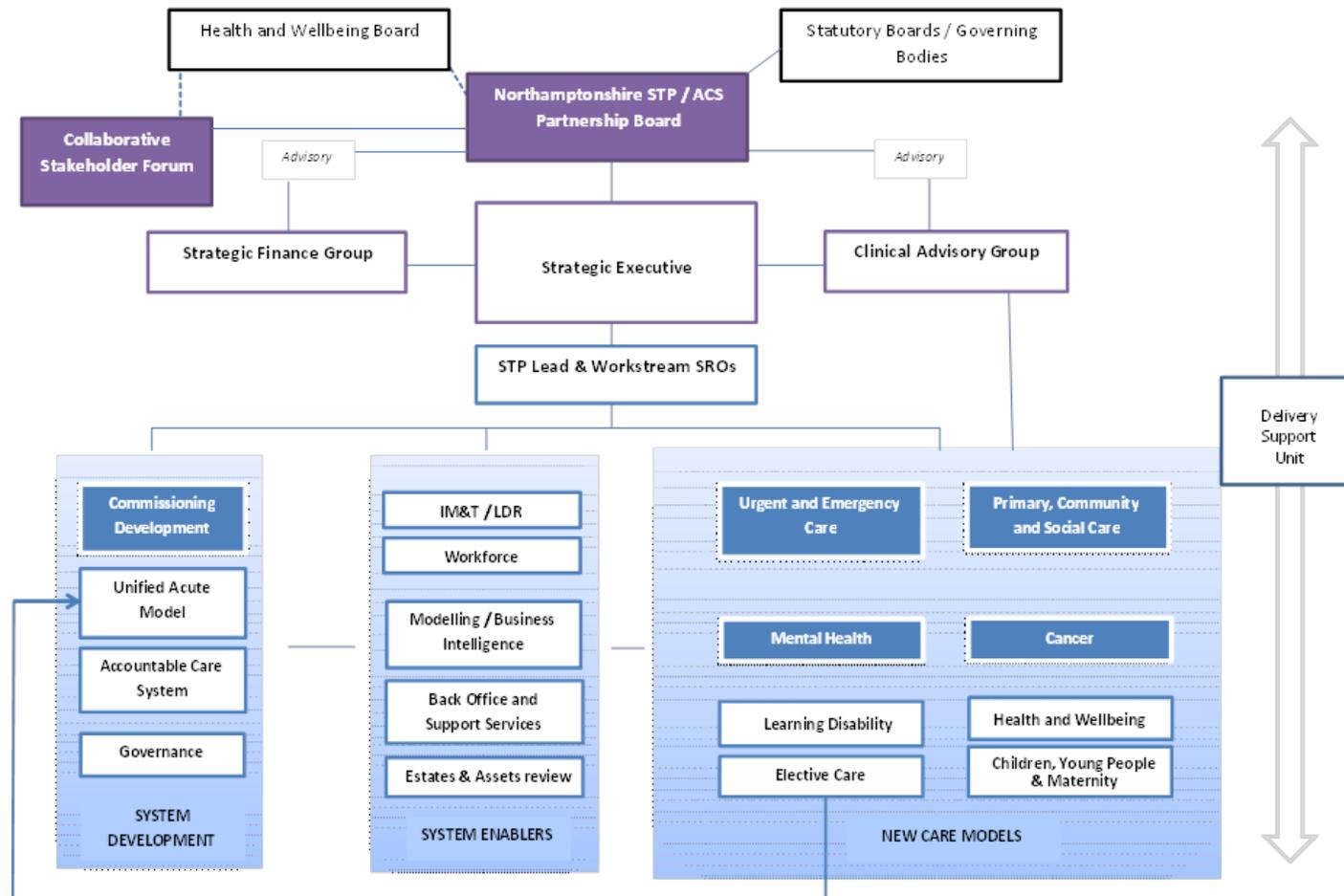
- a focus on prevention, health and wellbeing
- key enablers such as technology, workforce, finance, estates and back office functions
- refreshing stakeholder engagement and communication
- stakeholders working collectively to identify key next steps in achieving the ambitions.

Additionally, throughout all work streams we will continue to address the three top priorities facing the NHS across the country:

1. **Health and wellbeing:** By promoting healthier lifestyles, we can improve people's quality of life and reduce the pressure on our health and social care services.
2. **Care and quality:** We want to ensure that needs are met by services of consistently high quality.
3. **Funding and efficiency:** Efficient use of our limited resources is essential if our services are to remain effective, affordable and able to provide up-to-date treatments.

## Our governance framework

This governance framework represents a major change in how we work together. We know it will not be easy and it will take time to get it right. It is also no secret that our health and social care services and staff are under pressure and there is much to do, however we must all embrace these updated ways of shaping our services and working together so we can find ways to be both more efficient and more effective – the two go hand in hand.



## Next steps

In September 2017, Angela Hillery, chief executive of Northamptonshire Healthcare NHS Foundation Trust took the STP lead role. Shortly before this Mike Coupe had taken up the role of Programme Director. In December 2017 the STP partners agreed an updated governance framework to ensure connectivity between all stakeholders. We are bringing together colleagues to support delivery of each aspect of the governance framework and the priority work streams as part of our reset and plan delivery.

## Listening to and getting it right for those we care for

A core part of the structure, and one we are now focussing on developing in partnership, is our collaborative stakeholder forum. It is crucial that to get it right we involve our staff, clinical experts, partner providers, patients, service users, carers and members of our community. Made up of key stakeholders to represent our community and quality engagement, this forum will provide engagement expertise and a crucial link between partners to ensure our community can input in the shape of our future provision.

## Want to know more?

We are committed to sharing more detail, engaging with our community and delivering a transformed, sustainable health and care provision for Northamptonshire. As the reset builds momentum we be able to share more of what we are doing, evolve and develop how we engage and communicate, share examples of how we are making a positive difference for those we all care for and of how we are working together to do things differently.

Following our reset, this briefing update is a first step in starting to share more information on what we are doing. In the coming weeks we will be focussing on updating and sharing more information on our website and in different ways to keep our community updated and informed. We look forward to sharing more, hearing your views and working together to help Northamptonshire to flourish.

In the meantime, if you have any questions or queries at this time you can send them to: [northants.stp@nhs.net](mailto:northants.stp@nhs.net)

# Northamptonshire STP: at a glance update...

## Sustainability and Transformation Partnerships and our local plan

1. STPs are a national initiative and are in place across the county.
2. STP stands for sustainability and transformation *partnership* and each STP has a local plan.
3. STPs are about working together differently in better, more collaborative ways.
4. Northamptonshire has a partnership and plan that covers our county.
5. Northamptonshire's STP is about all of us; it shapes our future ways of working together differently to provide quality care.
6. Our STP is a long term plan for delivering sustainable health and care in the community.

## Northamptonshire STP - our priorities

We have recently reset our STP priorities in line with updated Five Year Forward View (5YFV) national and local priorities. While there are many key areas of work and pathways of care that will underpin all we do, our key priorities are:

- Urgent and emergency care
- Primary, community and social care
- Cancer
- Mental health
- Unified acute model

Through all our work we are committed to engaging and working with our community to shape our future plans.

**Our aim is to work together in new and different ways so we can continue to deliver high quality care and services – now and for future generations.**

If you have any questions or queries at this time you can send them to: [northants.stp@nhs.net](mailto:northants.stp@nhs.net)

# OUR 54321 ROADMAP

As you know we are NHFT and we provide a range of NHS services including physical, mental health and specialty services...but do you know what we stand for as an organisation? This is guided by our values, behaviours, directorates, enablers and mission... sounds complicated? Actually it's as simple as 54321!



54321 brings together our PRIDE values, leadership behaviours, directorates, our enablers and mission in one place and to make it memorable for you. Whether you are out in the community or working on one of our wards, in an administrative office or one of our logistics drivers, 54321 is part of your daily routine, you might just not have realised it yet.

## 5 - PRIDE VALUES

**Our PRIDE values are like a compass, they help us make decisions and decide what matters most to us.**

It's simple really... we've streamlined them more to help you remember what PRIDE stands for:

- People first
- Respect and compassion
- Improving lives
- Dedication
- Equality

## 4 - LEADERSHIP BEHAVIOURS

**Our leadership behaviours are all about how we do things, what we say and how we say it, how we treat others and how we expect to be treated.**

Leadership is everyone's business – we all take the lead in different ways in our roles and to reflect this the Trust developed four core leadership behaviours for every member of staff, regardless of role and grade. These are:

- Working Together – we work together as a team to deliver the best possible outcomes for our patients and colleagues
- Taking Responsibility – we take pride in our work and deliver to the highest standard
- Being Authentic – we demonstrate fairness and integrity in everything we do

- Embracing Change – we use our creativity and innovation to deliver change and continuous improvement

Together they form the useful acronym TRAC, making them easy to remember. Having a set of recognised leadership behaviours means we all know what is expected, and are all measured consistently and fairly against these.

## 3 - DIRECTORATES

### How we work together as team NHFT.

We provide healthcare services to the people of Northamptonshire, as well as some specialist services in bordering and nearby counties. We offer a comprehensive range of physical, mental health and specialist services, many of which are provided in hospitals, GP surgeries and clinics. These services are supported by corporate services.

## 2 - ENABLERS

**Our enablers are how we prioritise and shape our future and these are completed through our Trust Strategy (DIGBQ) and our operational plan.**

So what does DIGBQ stand for?

- **Develop** - in partnership
- **Innovation** - to improve quality
- **Grow** - our staff capability
- **Build** - a sustainable organisation
- **Quality** - and safety at the foundation of everything we do

Our Trust strategy (DIGBQ) sets out the choices we make and driven by our vision of: to be a leading provider of outstanding, compassionate care. In developing a strategy, organisations decide where they want to be in the future and how to get there. DIGBQ provides us with just that, our ability to develop, innovate and grow depends on building an organisation with highly effective people, systems and processes with quality and safety at the foundation of everything we do.

## 1 - MISSION

### It's why we do what we do.

Our mission "**Making a difference for you, with you**" was chosen by you, our staff and stakeholders in 2016. It represents our future road map and outlines our purpose and sets the standard for our actions and decisions.

It means, in everything we do and through every service we provide, we want to make a difference in people's lives – for those we care for, those we work with and those who work for us.