

Council of Governors – 3 May 2018

Chief Executive's report to the Council of Governors

C

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

NHS England and NHS Improvement: working closer together

NHS England and NHS Improvement have recently announced some key steps that they are taking to bring the organisations closer together. At its heart, what they are announcing is about recognising that we have one NHS, that commissioners and providers in each part of the country are serving the same people, and that we need to use the resources that Parliament gives the NHS to greater benefit for local patients. This requires a much stronger focus on collaboration and joint working nationally as well as in local health systems. Subject to NHSE and NHSI's Boards' approval of more detailed proposals, they will begin to establish the following working arrangements from September 2018:

- increased integration and alignment of national programmes and activities – one team where possible;
- integration of NHS England and NHS Improvement regional teams, to be led in each case by one Regional Director working for both organisations, and a move to seven regional teams to underpin this new approach.

NHS England and NHS Improvement still have distinctive statutory responsibilities and accountabilities and nothing they are proposing cuts across these. The legislation also means that a formal merger between the organisations is not possible; instead they propose to combine forces for those functions where they can better work as one.

Local Developments

Northamptonshire Sustainability and Transformation Partnership

Northamptonshire Sustainability and Transformation Partnership is now known as the Northamptonshire Health and Care Partnership. This change signifies our joint aim to work collaboratively to make sure we deliver both what we need to today, whilst making sure we keep an eye on delivering the transformation we need in the future. Importantly, it recognises our focus on inclusivity and the significance of our collective strength and collaboration in transforming the care we provide. It underlines our core purpose; working together to improve the quality of care and outcomes for people in the county. So while the national drivers for our work are outlined in the NHS Sustainability and Transformation planning frameworks and the NHS Five year forward view we know that at our very core, to help our community to flourish, we must make sure that working effectively in partnership is our enduring theme.

Northamptonshire Health and Care Partnership is delighted to welcome Dr Miten Ruparelia to the role of Clinical Lead. The role is taken as a secondment from his role as Clinical Lead at Corby CCG. Miten's role will be to ensure the work of the STP is clinically robust and reaches out to clinicians from across the STP membership organisations. This includes GPs, nurses, consultants and allied health professionals in secondary, primary and community services.

Northamptonshire County Council's Children, Families and Education directorate

On the 3rd April 2018, the name of Northamptonshire County Council's Children, Families and Education directorate changed to Children First Northamptonshire. This change is a key part of the Council's Children's Services Transformation Programme which is funded by the DfE (Department for Education) and signifies what the organisation, together with our partners, is passionate about achieving. Children First Northamptonshire is still part of the county council and will continue to work closely with its partners to deliver a range of statutory, regulated and targeted early help services for children, young people and families.

Short Breaks for Children with Special Educational Needs and Disabilities (SEND)

NHFT currently provides the residential Short Breaks for Children with Special Educational Needs and Disabilities (SEND) at three locations in Northamptonshire. In March 2018, Northamptonshire County Council (NCC) put the residential short breaks service out to tender with a new model, which included a significant reduction in funding. Following this decision, NHFT has explored all options to continue to deliver this service safely. NHFT's priority is to ensure a quality service is provided to service users, their families and carers. Our focus on quality care has regretfully brought us to the decision of not bidding to continue to provide the residential short breaks service as we don't believe we can provide the level of service we would want to within the finances available. We have not taken this decision lightly as the residential short breaks service is one we value highly. We remain open to discussions with NCC, who are one of our closest and most important partners. We acknowledge while we can't provide the service to the level we would want within the financial envelope, this might not be the case for other organisations who might be submitting tender bids for this service. We will be engaging with staff, stakeholders, service users, patients and carers to ensure they are clear on our reasons for this decision and to help offer support at this uncertain time. I will ensure Governors are kept informed of any further developments.

3Sixty Care Partnership: working in partnership to benefit patients

The work of the 3Sixty Care Partnership that formed in February last year (2017), is continuing to deliver benefits for patients through partnership working.

A pilot at Queensway Medical Centre to offer children under the age of 3, presenting with an acute illness, a same day appointment with a nurse, has proved successful. The aim is that by the summer the service will be available to patients at other surgeries.

The programme of offering extended access to GP services has begun. The Wellingborough GP hub has commenced implementing their extended access provision from a hub at Albany House; the hub consists of Queensway, Wollaston and Bozeat, Irchester, Redwell, Castlefields, Albany and Abbey practices serving a total population of 74,000. Extended access to appointments will be provided by the hub during evenings, weekends and bank holidays. In addition 3 Kettering practices are offering extended access to their patient populations. Rothwell and Desborough, Burton Latimer and Drylands practices are offering this service on a rotational basis at each of the sites.

The partnership is also now collaborating with Age UK to offer elderly and frail patients extended health and social care navigation and support. The collaborative working helps to enhance the medical support offered by practices to address the social issues associated with health, as well as contributing to the development of patient care plans, which is especially beneficial in the case of on-going chronic disease management.

Care Quality Commission (CQC) inspection

I wanted to let Governors know that I have received notification from the CQC advising us that our next routine inspection of services will be during week commencing Monday 4th June 2018. Since our last overall rating of Good, and Outstanding for caring in 2017, we have been on a journey working towards outstanding and we have achieved so much during this time.

Earlier this year we were contacted by the CQC with a Provider Information Request (known as a PIR) which includes information on staffing data, bed data, quality metrics, policies/procedures and service level information. All of this data was collated and returned to the CQC as part of their new inspection process. They have analysed this information and confirmed our inspection visit. As per usual practice, the unannounced visits by the CQC will continue and it is important we also continue to provide business as usual to our patients, service users and carers. Our inspection in week beginning 4th June 2018 will be an inspection of core services (like the one we had in January 2017). The lead inspector has confirmed that a number of core services will definitely be visited during this week – however we need to be mindful that whilst we have been informed they are inspecting core services it is possible they will visit other services whilst in the Trust.

The Trust will also receive a well led review which will take place week beginning 2nd July 2018. This involves a deeper look at our procedures and how we operate; this is also new to the CQC inspection process. I will keep you updated on the forthcoming inspections as I hear more.

Staff survey

Our 2017 NHFT NHS staff survey results have recently been published. Whilst the results are the subject of a separate Governor agenda item, I wanted to share my initial personal reflections. As always, staff responses help us determine our areas for action and it is pleasing we had an increase in the number of staff completing the survey this year. Some of the headlines from this year's survey are:

- Our staff engagement score has increased to 3.91 out of 5 and we continue to be above average for combined LD/MH and community trusts
- We have the highest recommendation as place to work and receive treatment (3.90 out of 5) for trusts of our type
- We have the highest score for the effective use of patient and service user feedback (3.99 out of 5) for trusts of our type

I am particularly proud of the score for recommending NHFT as a place to receive care, and how staff feel we are making use of feedback we receive from our service users through compliments, iWantGreatCare and patient experience groups. Working to make a difference with and for our patients, service users and staff is important and will be a priority area of focus. Care is and remains our top priority and the recent examples of staff going the extra mile over recent weeks in the face of really difficult weather conditions highlights the dedication to putting

our patients first. These will continue to be a central focus to us as an organisation. Our results also highlight areas for improvement, and we will be focusing on these issues as part of our ongoing plans to continue to make sustained progress on this agenda.

Staff Friends and Family Test – Quarter 4 results

We have just received our Q4 Staff Friends and Family Test (FFT) results and I am pleased to report positive improvements in both the questions of recommending the Trust as a place to receive care and treatment (now 85%, up 3%) and recommending the Trust as a place to work (73%, up 4%). The Staff FFT survey is undertaken throughout the year so we can capture regular feedback from staff on these two questions. These improvements clearly indicate how staff feel, proud to work for the Trust and how they are making a difference and achieving the Trust's vision of "to be a leading provider of outstanding, compassionate care."

Individual Placement and Support (IPS) Transformation Fund

As a response to one of the recommendations in the Five Year Forward View in Mental Health, NHS England has committed to doubling access of Individual Placement and Support (IPS) Services by 2020/21. I am pleased to confirm that we have recently been awarded funding of almost £300,000 towards this excellent scheme that is making a difference to the long-term employment of service users with severe and enduring mental health.

Apprenticeship Award ceremony

In March 2018 National Apprenticeship Week was held and along with other employers across the country, the Northamptonshire NHS Partnership celebrated by hosting our first ever Apprenticeship Awards ceremony. This exciting event took place at Northampton Saints rugby grounds and provided a great opportunity to recognise the valuable contribution apprentices make to the NHS, our patients and our communities.

Green Award for Sustainability 2018

The Trust has recently been awarded the Green Award 2018 by Investors in the Environment. It is good to see continued positive progress in this area, with carbon emissions reduced by 24% across the organisation.

HSJ Value Award nomination

NHFT and LGSS have been shortlisted for a prestigious Health Service Journal (HSJ) Value Award. We've been shortlisted in the category 'Improving the value of NHS Support Services' for the work undertaken by LGSS and NHFT to remove costs from the IT service whilst improving quality. Since work began with LGSS to deliver NHFT IT services substantial budgetary savings of hundreds of thousands of pounds have been made by reducing the total baseline IT budget and additional non-recurrent savings alongside a multi-year continuous improvement programme. As well as on-going savings to the cost of delivering the service LGSS has offered NHFT access to further savings through more competitive procurement, this has included telephony and rationalisation of licenses and contracts. Outstanding though the financial savings have been the entry was equally based on improvements to the quality of the IT services to NHFT and this was evidenced through outstanding feedback from user surveys with half of respondents rating the service they received as excellent and less than 1% as poor. A judging day took place in London on 5th April and we will find out if we have won the award on 7th June 2018 at the awards ceremony in Manchester.

HSJ Patient Safety Award nomination

NHFT has been shortlisted for a prestigious HSJ Patient Safety Award. Our pilot use of body worn cameras on mental health wards has been shortlisted in the Product or Innovation – Public Category. In 2017, the Trust trialled the use of body worn cameras on wards, as a way of keeping patients and staff safer. The 12 cameras were trialled by 60 staff for three months across five wards and feedback was collected from staff and patients via focus groups and questionnaires. 83% of patients felt the cameras were of benefit, describing the main positives

as things like safety for everyone, respect for staff and accurate recording. The next stage is a presentation to the judges in London in May with the final announcement being made at the ceremony in Manchester on 9th July 2018.

Royal College of Nursing Institute Awards 2018

The Trust has been shortlisted in two categories within the Royal College of Nursing Institute Awards for 2018. Rebecca Goadsby, who now works as a Mental Health nurse on Bay Ward at Berrywood Hospital, has been shortlisted for the Andrew Parker Student Nurse award, and the body worn camera project has been shortlisted in the Mental Health Nursing category. The Andrew Parker award is for student nurses who can demonstrate that their nursing practice, perceptions or interactions with patients changed as a result of an incident or experience during training. We will find out how they did at the awards ceremony on 9 July 2018.

Annual nursing/AHP conference

The Trust will be holding their 11th annual Nursing and Allied Health Professional conference on 8th May 2018 where the theme is leading with compassion. At the conference the Trust's draft clinical leadership strategy will be discussed and there will be presentations by Dr Joanne Fillingham, Clinical Director AHP's for NHS Improvement and Yvonne Coghill, OBE Director of Workforce Race Equality Standard Implementation, NHS England.

Involvement week – 5th to 9th March 2018

The Involvement Team spent a week in March visiting Berrywood and St. Mary's Hospitals, The Old Brackley Fire Station, Brackley and the Rectory Road Clinic in Rushden, talking to patients, service users, carers and staff, promoting involvement and talking about NHFT's future strategy. Thank you to everyone who came and talked to us. Feedback and views received at these events will help inform our plans for the future.

Council of Governors elections

Over the last couple of months, elections for the Council of Governors have been taking place. I look forward to meeting and working with the 7 new governors who have been elected from 24th April 2018 and extend my congratulations to them.

Visits to the Trust:

- We have recently had visits from Andrew Lewer MP for Northampton South and Chris Heaton-Harris MP for Daventry. During these visits we discussed the Trust's services as well as mental health provision, improved health outcomes and toured Berrywood Hospital;
- We also welcomed Professor Wendy Burn, President of the Royal College of Psychiatrists, to see our Transcranial Magnetic Stimulation facility and hear patient stories.

Recommendation

The Council of Governors is asked to receive and consider the contents of the report.

Angela Hillery
Chief Executive
27th April 2018