

'You matter, we care'

Trust Board Meeting (Part 1)	Date: 30 July 2014
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Title:	Chief Executive's Report
Item:	BD/14/105

Executive Director lead and presenter	Chief Executive
Report author(s)	Head of Communications, Company Secretary

History:	N/A
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This report is for:	
Decision	
Discussion	x
To Note	

The following impacts have been identified and assessed in relation to this report:	
Equality	N/A
Quality	N/A
Privacy	N/A

Executive Summary of key issues
<p>The report signposts some of the key management and development issues facing our Trust and draws members' attention to recent national and local NHS and regulatory activity.</p>

This report addresses these Strategic Priorities:

We will deliver the best care	x
We will support and develop our staff	x
We will continually improve what we do	x
We will use our resources wisely	x
We will be future focussed	x

1. Introduction

I am pleased to report that during a visit to Bristol's new Southmead Hospital, I was able to accompany the Chief Executive of the NHS, Simon Stevens, when he visited the STEPS Eating Disorder Unit and our S136 Place of Safety Suite, meeting staff and hearing at first hand about the services they provide.

I have attended the South West Mental Health Commissioning Network, South West Ambulance Council of Governors meeting, the Avon & Somerset Chief Executives' Partnership and a System Leadership Event hosted by Bristol City Council. Internally I have attended the Team Leader and Ward Manager Conference, am conducting Appraisals with Executive Directors and together with the Medical Director met Fromside Consultants.

In relation to our procurement of a new Electronic Patient Record system, I attended the Programme Board and also the London & Southern Exit Board which is dealing with the termination of our current RiO arrangements.

With the chair, we spoke at a Mental Health Associates training day and we both participated in a North Somerset six a side football competition.

2. Current issues

2.1. Friends and Family test

Following a review, NHS England has issued new guidance which will affect how information is gathered. The review recognises that elements, such as the Net Promoter Score, are not understood by staff or patients and that changes should be made to explain the results in a clearer manner. In addition from April 2015, trusts will be mandated to collect free text comments from patients.

As the Board is aware, we have been operating the friends and family test ahead of the requirement for mental health trusts to do so (January 2015). Together with other indicators, the feedback has increased our understanding of service user attitudes towards the services they receive.

In an effort to make it easier for service users to give their feedback, we have this month introduced a text or email option for completion of the friends and family survey.

As indicated in the Quality and performance report, we continue to achieve a positive score overall, with improvement in response rates for both inpatient and community services.

2.2. Tariff

Monitor and NHS England has opened a period of consultation (until 15 August) over proposals for the 2014/15 national tariff payment system. A single efficiency factor across all healthcare sectors, ranging from 3 to 5 per cent is being considered.

Monitor wants the mental health clustering system to become the main driver of prices with other payment arrangements only permitted where they meet the principles of local pricing. This would spell the end of block contracts.

Monitor says it will "engage with the sector" and produce guidance to help ensure local prices reflect costs, promote improvements and balance financial risk between providers and commissioners.

2.3. Gaps in mental health services for new mothers

The Guardian has recently reported on research by The Maternal Mental Health Alliance which shows the NHS offers "patchy and at times dangerously inadequate" care to women who suffer mental health problems linked to having a baby. Women in almost half of the UK cannot gain access to support and treatment from specialist teams to help them cope with mental health problems that develop while they are carrying their baby or in the first year after giving birth. The Board will be well aware of our New Horizon, Mother and Baby Centre in Bristol which commands much praise for the quality of the service it provides.

2.4. Good leadership for NHS providers

The NHS Trust Development Authority, Monitor and the Care Quality Commission (CQC) have committed to developing an aligned framework for judging how well-led NHS providers are. As part of this process, they have published a Well-led Statement of Intent, setting out how the NHS Trust Development Authority will work together with Monitor and the CQC to provide trusts with a single view of what good leadership looks like for NHS providers.

The partners intend to test this approach with Trusts and put plans into action by October 2014. They believe that the framework will ensure a consistent view to inform regulatory judgements, allowing organisations to benchmark themselves against clear expectations and deliver improvements to organisational leadership.

2.5. NHS rated as best healthcare system in the world

Despite the pressures on the health service nationally and on our Trust, we should not lose sight of the fact that we support thousands of people a year. We must constantly strive to be more efficient and effective and to deliver an increasing quality of service.

It was interesting to note the recent report by the respected Commonwealth Fund which ranked the UK's health system first overall in comparison with ten other countries in quality, efficiency, cost and performance.

3. Local round-up

3.1. CQC Chief Inspector of Hospitals Inspection – Quality Summit

We have been advised that the CQC has experienced some delays in putting together the report and so the Summit scheduled for 13 August has been postponed until 10 September.

3.2. Francis

The latest six monthly update on our Trust's implementation of the Francis Report shows the progress being made against the key recommendations. Significant work is being undertaken across our Trust to ensure we maintain our absolute focus on quality and the report highlights the actions we have taken to implement recommendations made at the Board in January.

3.3. IQ Review

Our IQ (Information for Quality) system has made a significant contribution to the raising and monitoring of standards across a number of key domains. A recent review, drawing on the experience gained from the recent CQC inspection and feedback from operational managers and clinicians has resulted in a number of ways in which we could make IQ even better.

As a result a number of improvements will be made in the autumn to achieve realignment under the five headings now used by the CQC and a move towards a rating that feels less like a KPI and more like the categorisations used by the CQC (e.g. no concerns, moderate concerns).

3.4. Equality and Diversity annual plan

The action plan which appears elsewhere on this agenda is a good example of the Board working closely with staff to produce an effective programme. Feedback from both the Employee Strategy and Engagement Committee and from non-executive director Peaches Golding has informed the action plan.

3.5. Finance

The financial pressures facing the NHS is reflected in the most recent Kings Fund report which indicates that as a result of safer staffing, the nursing workforce has risen to its highest on record and that a quarter of NHS trust finance directors surveyed expect to overspend their budgets this year.

I am therefore pleased to note that our financial position is slightly ahead of plan for Month 3. However, there are Trust cost pressures (eg safer staffing, Bristol tender implementation) which will crystallise in the later part of the financial year. Therefore, to ensure we maintain our excellent financial track record, additional savings plans are being developed to address these cost pressures.

4. Trust update

4.1. Staff Friends and Family

I indicated in my last report that we would bring a detailed paper this month on the findings of our first staff friends and family survey. Such was the volume of comment that the Trustwide and local analysis is not fully complete and so we will be reporting the detailed results and the actions we plan to take in response at the August meeting. I am sorry for this delay.

Some 236 free text comments were received, 54 of which were positive, 44 neutral and 138 negative. Early themes indicate that staff believe we are heading in the right direction and that people are incredibly proud of their teams and the service they provide. Negative themes indicate low staff morale, workload pressure and inconsistent management/ leadership practices.

Each locality has been provided with their local data and are reviewing comments in order to make a local response and the executive team are considering comments received from corporate services.

We don't yet know if NHS England will present data using the Net Promoter Score which as indicated earlier in my report, is recognised as less than informative but for completeness it is included in the summary statistics below:

2013 National Staff Survey December 2013	Results	Staff Friends & Family Test May 2014	Results	Net Promoter Score
Care of patients / service users is my organisation's top priority	56%	Care of patients/service users is my organisation's top priority	70%	0.3
If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation	48%	How likely are you to recommend the service your team provides to friends and family if they needed care or treatment?	72%	6.5
I would recommend my organisation as a place to work	48%	How likely are you to recommend our organisation to friends and family as a place to work?	52%	-29.8
Number of respondents	419	Number of respondents	725	

4.2. Celebrating the work of team and ward managers

Earlier this month, we held our first-ever conference for team leaders and ward managers. Its aim was to highlight the importance of these roles to the Trust, provide practical tools to support managers, share best practice and to network. The conference offered colleagues the opportunity to discuss proposed new job descriptions for their roles and identify new training needs. The executive team attended the conference and welcomed the opportunity to hear direct feedback from managers about their experience of working in AWP and leading teams.

4.3. AWP boosts research figures

Clinical research is on the rise in the NHS and figures recently published by the National Institute for Health Research Clinical Research Network shows that AWP was amongst the 50% of NHS Trusts across the country who increased the number of clinical research studies undertaken last year.

4.4. Recovery and wellbeing festivals

I would like to congratulate staff in both Bath and in our Bristol drug and alcohol service for their contribution to two successful festivals.

Earlier this month, a wellbeing summer festival was held in Bath where AWP joined forces with St Mungo's Bridges to Wellbeing, Bath MIND and Creativity Works to put together an event for all the family. Staff from LIFT, the FT team, AWP in Bloom, our involvement co-ordinators, recovery teams, Fresh art at Hillview also participated in an event designed to promote positive health.

And last Friday, the second annual Recovery Festival was scheduled to take place in Bristol. It promised to be a true celebration of recovery in action and a showcase of the diverse, dedicated local agencies that are there to help. Anyone affected by drug or alcohol addiction or with an interest in recovery was invited to attend the festival which was focused on inspiring and encouraging people in their recovery.

4.5. Team of the Month

At the quality huddle, the STEPS eating disorders team in Bristol was voted team of the month. The huddle voted for STEPs based on its national reputation, its effectiveness, the standards provided by nationally-recognised practitioners and the fact that so many people visited the team to see for themselves the team's approach. The nomination also reflected the impending retirement of team leader Angie Jakubowska.

4.6. Staff awards

I am pleased to report that this year's staff awards attracted a fantastic response with a total of 344 nominations, which is 23% more than last year. The finalists have been shortlisted and are being notified of their success. I believe the judging panel was overwhelmed with the quality of this year's nominations and the inspiring stories, which really captured the excellent work staff are doing.

4.7. National success

Congratulations to Director of Resources Sue Hall who participated in 5 mile National Lottery Anniversary Games race at the Olympic Park in London and was the third placed lady.