

'You matter, we care'

Trust Board Meeting Part 1	Date: 24 September 2014
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Title:	Chief Executive's Report
Item:	BD/14/154

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

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

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> <p>The Board are requested to NOTE the report.</p>

The following impacts have been identified and assessed in relation to this report:	
Equality	None identified
Quality	None identified
Privacy	None identified

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

Since the last Board, I have had a number of meetings in relation to the CQC’s Chief Inspector of Hospitals report on the Trust, including meeting with Ian Biggs and Anthony Farnsworth from NHS England’s local area teams; attending a pre-Quality Summit meeting with Commissioners; participating in the Quality Summit; and attending our Post-Summit action planning meeting.

I have attended the first meeting of the BNSSG System Leadership Group; the NHS Chairs and Chief Executives meeting with South Gloucestershire lead members and officers; and the Academic Health Science Network Board meeting, participating also in a visit to the Network by a Cabinet Office team undertaking a “deep dive” into AHSNs.

I have met with North Wiltshire MP James Gray and with Bristol City Council to discuss our involvement in a peer challenge process.

Together with Medical Director Hayley Richards, I met the Bristol coroner and we are shortly meeting the Wiltshire Coroner.

Internally I have met collectively with all clinical directors and have a similar meeting with Heads of Profession and Practice on 25 September.

I also visited a team in Fromeside which has switched between Ladden Brook and Wellow wards. They worked effectively together to make the changes, ensuring the minimum distress to service users. I was impressed by the work they had done and their willingness to respond to changing needs.

Finally I am scheduled to participate in Consultant Forensic interviews and on behalf of the Trust I have signed the Healthwatch joint working agreement.

2. Current issues

2.1. CQC Chief Inspector of Hospitals Report on AWP

Following the inspection in June, the Chief Inspector of Hospitals has published its report into the Trust.

We are pleased that the inspection team recognises in the report the kind, caring and responsive approach of our staff and noted their high skills in the delivery of care. The report also highlights examples of good practice including evidence based practice, centres of excellence in specialist services and motivated clinical leadership.

These positive comments reflect the significant change in the Trust over the past couple of years as we have transformed the organisation into a quality focused, clinically led and locally integrated organisation.

Having radically overhauled the way the Trust is managed and run, we wanted our progress to be independently assessed and so pressed to be part of the mental health pilot inspections being undertaken by the Chief Inspector of Hospitals team. During the five day visit to the Trust, we made a particular effort to be totally open and transparent with the 70 strong team, alerting them not just to areas where we knew further action was needed but also explaining to them the plans we had put in place with our commissioners to tackle them.

The report therefore reflects both the verbal feedback the team gave the Trust and the problems we highlighted to the inspection team in June and which we were already tackling with our commissioners.

As a result many actions have been completed and improvements made such as increased recruitment, staffing being more closely matched to capacity and needs, an accelerated replacement and refurbishment programme to deal with estate issues, more training and changes to some of our systems. We are confident that by continuing to work with our commissioners we will strengthen our services and meet the CQC requirements.

The warning and compliance notices issued by the CQC have highlighted the need to re-prioritise some of the planned actions and to make sure that changes are made faster. Our Trust accepts the inspectors' conclusions and reaffirms its absolute commitment to delivering consistently the required standards.

At the quality summit hosted last week by the CQC and the NHS Trust Development Authority (TDA) the CQC expressed its confidence in the leadership of the Trust to resolve the inspection issues and to take the Trust forward.

The solution to some of the historic issues identified in the report will require a co-ordinated push from the Trust, commissioners and social care colleagues as well as support from the CQC and the TDA.

In each locality our clinical directors and local leadership teams have been working to respond to the CQC requirements and I would like to thank everyone for their efforts in seeking to resolve the concerns of the CQC. Many of the specific concerns raised in the Report are reflected in the Quality Report which appears elsewhere on this agenda..

I would also like to thank our commissioners and our social care colleagues for the support they have given to the Trust and their commitment expressed at the quality summit and since to work with us to resolve the system wide issues highlighted by the report.

2.2. Safer staffing

Recruitment problems, which are reflected across the health community, are highlighted in the safer staffing report which appears elsewhere on this agenda. For each ward we have identified a level of staffing which the ward manager supports and which is monitored via incident report forms and monthly reports. The Director of Nursing also reviews Fromeside numbers on a daily basis. The paper shows that in some instances we have fallen below the levels identified. We recognise that the availability of suitably trained and experienced staff impacts on the service user experience and we are doing everything we can to attract, train and retain the level of staff we have identified and we have also begun a review of review of potential new roles for inpatients including the use of Adult, Learning Disability Nurses, Social Workers within inpatient teams

2.3. Charitable funds

In the annual report which appears elsewhere on this agenda, we identify that for the first time there has been active fundraising for the charity, in an aim to raise the profile of the charity within the Trust. This is an approach which we will continue to follow in the coming months.

Some 95% of grants were made with a view to enhancing Service User facilities and experiences; ne per cent for staff enhancement with the remainder covering administration and governance costs.

Whatever the size of the expenditure, the grants ensured that the charity met its objective for the year; to add value to the service users and staff of Avon & Wiltshire Mental Health Partnership NHS Trust.

3. National issues

3.1. Future of the NHS

The past month has seen a number of reports published relating to the future of health and social care.

- Chief Medical Officer Annual Report. In her recently published annual report on Mental Health, the Chief Medical Officer Dame Sally Dav highlighted the toll of mental illness on individuals and the economy. In her report she indicates the number of working days lost to stress, depression and anxiety has risen by 24% since 2009 and says that 75% of people with diagnosable mental illness get no treatment at all. She urges commissioners and decision-makers to treat mental health more like physical health,
- Barker commission. The Commission on the Future of Health and Social Care in England, led by economist Dame Kate Barker, has recommended that the NHS and social-care systems in England should be merged. The commission recommends moving to a single, ring-fenced budget for the NHS and social care and proposes a number of funding changes. Dame Kate said the country was facing “difficult questions” but added the current system was simply “not fit to provide the kind of care we need and want”.
- A manifesto for better mental health: The Mental Health Policy Group – a coalition of six leading mental health organisations, including the Mental Health Network (MHN) – launched a manifesto calling on all political parties in England to make a positive commitment to valuing mental and physical health equally. Identifying five key priority areas for action, the manifesto sets out what the next Government must do to improve the lives of people with mental health problems.

These reports reflect the increasing focus on the NHS as we approach next year’s election and ways of responding to the increasing pressure on services.

3.2. ‘Scores on the doors’

The Department of Health is seeking views on draft regulations to make it a requirement for health and care providers rated by CQC to display their inspection ratings at their entrance or in waiting rooms. The plans would also apply to GP surgeries, private hospitals and care homes, according to a new consultation paper. The CQC will formally rate all NHS trusts, surgeries and care homes from next month. Mr Hunt said that ‘putting the scores on the doors’ would help ‘inform people’s choices’ about where they had treatment.

3.3. New chief executive

NHS Employers has appointed Danny Mortimer as its new chief executive, replacing Dean Royles. He joins NHS Employers from Nottingham University Hospitals NHS Trust where he was director of workforce and strategy.. Mr Mortimer has worked in the health service for over 20 years, including time as a porter and a healthcare assistant before joining management.

4. Local round-up

4.1. North Somerset PCLS

North Somerset Clinical Commissioning Group (CCG) is running a survey of people who have used the Trust's Primary Care Liaison Service (PCLS) and were discharged prior to September 2014. The survey is available from the CCG website and is designed to identify how this service could be made more effective. All responses are anonymous and the closing date is 14 December.

4.2. Bristol Mental Health

1 October sees the beginning of the changes to mental health services in Bristol following the tender process which completed earlier this year and which involves services being provided under the banner of Bristol Mental Health. Changes will be phased in over the coming six months and all the provider organisations, including AWP, have been working together to ensure a smooth transition to the new structure of services.

The procurement process was completed last month when the CCG announced the final contracts. St Mungo Broadway has successfully bid to run the new Sanctuary which will open in April 2015. It will provide a place where people can go out of normal working hours, which feels safe and welcoming. The service will be open on Friday, Saturday, Sunday and Monday nights from 7pm to 2am.

The new Community Access Support Service, which will build relationships with the diverse communities of Bristol will be launched in January 2015 and will be provided by the Healthy Living Consortium, a partnership led by Wellspring Healthy Living Centre and with Knowle West Health Park, Southmead Development Trust and Stand Against Racism & Inequality (SARI).

We are enthused by the opportunities presented by the new approach to work with our voluntary sector partners to deliver effective, quality services in the city.

5. Trust Update

5.1. Criminal Justice Liaison Services

Senior advisors from the Royal College of Nursing spoke highly of Bristol's Criminal Justice Liaison Services (CJLS) after meeting and talking to staff and seeing how the service operates.

5.2. National recognition

Three teams/initiatives have been shortlisted in the positive practice awards - The Substance Misuse Team's Inside Recovery programme at HMP YOI Portland; Bristol Boxfit; and the recently completed Trust Walking Challenge

5.3. Bright Ideas

The Trust has recently launched its Bright ideas initiative to identify up to five innovative, recovery focused projects which will be supported by the Trust charitable funds budget.

5.4. New Head of HR

We have recently appointed Jenny Turton as Head of HR. Jenny joins on 6 October from Somerset Partnership NHS Foundation Trust. I am sure the Board will join me in thanking Elaine Sheppard, who has been fulfilling the role on an interim basis for the past two years, for her significant contribution to the Trust.

5.5. Improving our work with carers

Following a review on how AWP works with carers, significant changes have been made to guidance which will improve the quality of our work while reducing time spent recording information on our clinical records system RiO. The changes reflect some innovative work initiated in Wiltshire and which has been shared across the Trust as part of a consultation. Among the changes being introduced is a clearer emphasis on Triangle of Care work and clarity on how this is recorded in RiO.

5.6. Team of the Month

This month's award goes to two teams who were jointly nominated for working in partnership to greatly improve the ward environment for service users - Sycamore Ward at Hillview Lodge, Bath and the Estates Team.

Other teams nominated at the Quality Huddle were Wiltshire intensive teams, Juniper Ward, Administration staff within Secure Services, Deaf Mental Health Services and Elizabeth Casson House,

Each Team of the Month winner is put forward for the Team of the Year award at next month's 2014 Staff Awards.