

Trust Board meeting (Part 1)		Date:	24 June 2015
Agenda item	Title	Executive Director lead and presenter	Report author(s)
BD/15/069	Chief Executive's Report	Iain Tulley, Chief Executive	Deputy Company Secretary, External Communications Manager
<b>This report is for:</b>			
Decision			
Discussion			
To Note			X
<b>History</b>			
<i>None.</i>			
<b>The following impacts have been identified and assessed within this report</b>			
Equality	None identified		
Quality	None identified		
Privacy	None identified		
<b>Executive summary of key issues</b>			
<p>This report advises the Board on some of the key management and development issues facing our Trust, considering internal and external influences.</p> <p>The Board is asked to <b>note</b> the report.</p>			
<b>This report addresses these strategic priorities:</b>			
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 National issues

## 1.1 Trust Development Authority (TDA) and Monitor to move to single leadership

On 11 June 2015 the Secretary of State announced that Monitor and the Trust Development Authority (TDA) will be brought under the leadership of a single chief executive.

The announcement confirmed closer working between the two bodies, 'encompassing the functions and duties of both organisations' as well as moves to more consistent 'support' and 'interventions' for both foundation trusts (FTs) and NHS trusts.

It also importantly highlighted that 'no changes to the foundation trust model are currently envisaged...' with continued political 'support for the principle that NHS organisations should have access to greater freedoms as their delivery for patients and taxpayers improves.'

As an aspirant FT we are keen to understand the implications of this announcement on the FT authorisation process, the regulatory framework and the preservation of the FT model, and note the clear confirmation from the Secretary of State that the current FT model will remain in place.

Challenges anticipated in this development include the necessity for clear lines of accountability to be defined and robust management and understanding of conflicts of interest in the combined oversight of both the development and authorisation processes of aspirant trusts.

## 1.2 Right Here Right Now

On 12 June 2015 the Care Quality Commission published Right Here Right Now, its report into people's experiences of help, care and support during a mental health crisis.

The review explored service user experiences and quality of services for three routes to accessing crisis care:

- Attendance at accident and emergency departments (with a particular focus on people who self-harm)

- Access to and support from specialist mental health services
- Detention under Section 136 of the Mental Health Act (MHA)

The Crisis Care Concordat that was launched in February 2014 focused on how services respond to help people with mental illness at the time of their greatest need. The latest report builds on the momentum built up by the concordat. It highlights some beacons of good practice and innovation, such as the pilot street triage services that divert people with mental illness from the criminal justice system. There is however unacceptable variation in the quality and availability of crisis services.

The report highlights some key lessons for the wider system, including commissioning services to meet local needs, and the different agencies involved in crisis care taking a more joined up approach. The report also gives a strong evidence base for recommendations to our local concordat groups and will help us work with commissioners and other providers to make improvements to services. Our Trust has reviewed and is in the process of revising and developing the acute care pathway. Crisis care will have prominence in this work.

This will be considered in more detail by the Clinical Executive later in today's meeting.

## 1.3 The Culture of Care Barometer

The development of the Culture of Care Barometer is part of the governmental response to the Francis Report: Hard Truths (Department of Health, 2014), which outlined a series of measures designed to improve the consistency of quality across the NHS.

An overview of the purpose and requirements of the Culture of Care Barometer is provided at appendix 1 to this report.

The Executive Team has agreed that the lead Director for this work will be Rachel Clark, Director of Organisational Development and provides assurance to the Board that the

importance of the development of a local tool is recognised.

Reporting will be to the Quality and Standards Committee and to the Trust Board via the Quality and Performance Report as required.

## 2 Local issues and Trust news

### 2.1 Appointment of Acting Director of Operations

Our Deputy Director of Operations, Mathew Page, will be acting up as Director of Operations.

Mathew takes on the role from 22 June in readiness for current Director of Operations, Kris Dominy, leaving for her new role in London.

Mathew brings a great deal of experience with him and is an excellent choice for overseeing the work of the Operations Directorate whilst the process of recruitment for a substantive Executive Director of Operations is underway.

### 2.2 Staff briefings

June will see the start of a brand new briefing aimed at keeping staff in touch with the latest Trust news, strategy and developments.

Every month, staff will be able to hear direct from me via a new short film, then put their questions to a director and take part in discussion and debate with colleagues.

The briefings will be on the Friday following every Board meeting, starting on Friday 26 June and will take place Trust-wide, led by senior staff.

### 2.3 Appointment of substantive Managing Director for Bristol

Sarah Branton has been appointed to the role of Bristol Managing Director after a period of six months acting as the interim Managing Director. Already, she has made inroads into some of those challenges and is currently working hard towards alleviating the stress some Bristol staff are experiencing around moving to new working locations

and meeting the demand for hot desks, as well as improving the visibility of the Managing Director's role.

I would like to congratulate Sarah on her appointment and look forward to working with her as we continue to embed the new ways of working in Bristol.

### 2.4 Team of the Month

This month's Team of the Month is the Business Intelligence Team, a corporate services team based at Trust Headquarters.

The team was nominated by Director of Organisational Development, Rachel Clark, who said, "Thank you to Toby and his colleagues for their fantastic work in making quality information accessible and visible. This allows us to have really valuable conversations about quality and how we can make improvements and find solutions so that ultimately, we can deliver the best care to our service users."

The Business Intelligence team provides a range of information to support the running of the Trust, including the analysis of key activity, finance and workforce data. They give information to staff at all levels, from bespoke reports for individual clinicians or teams, to locality reporting and information reported to the Trust Board.

### 2.5 Chief Executive diary

From 3-5 June the NHS Confederation held its Annual Conference in Liverpool which I attended.

On 10 June I attended the West of England Academic Health Science Network in my role as a member of the Board. On the same day I also chaired the West of England National Institute for Health Research Clinical Research Network meeting.

I was a member of the Bristol Health Partners Board meeting on 11 June.

On 22 June I met with James Gray MP, re-elected MP for North Wiltshire to discuss services in his constituency.

On 25 June I will be meeting with all Chief Executives at the TDA (South) meeting.

### 2.6 Retirement of Wiltshire CCG Chair

I would like to extend my thanks to the Chair of Wiltshire CCG, Stephen Rowland, who retired this month. We have developed a strong working relationship between the Trust and the CCG during his time as Chair and would like to wish him congratulations on his retirement.

## 2.7 Back to the floor

On 26 June I will be working a shift on Juniper Ward in the Long Fox Unit in Weston-super-Mare.

## 3 Serious Untoward Incidents (SUIs)

There were 8 serious untoward incidents externally reported during May 2015.

There were 2 fractures as a result of falls on Ward 4, which the initial management investigations suggest were as a result of the patients' frailty.

There was a potential delayed diagnosis of a patient on Hazel Unit.

A patient absconded from Juniper Ward, later returning safely to the ward.

There was a serious suicide attempt by a patient on Imber Ward.

A discharged patient was involved in a serious incident on the Green Lane Hospital site.

There were two safeguarding incidents relating to allegations towards healthcare professionals. One was historical relating to a staff member who used to work in BaNES and the other relating to a staff member on Ashdown Unit.

Investigations in relation to each of these cases are underway.

## 4 Staff Survey 2014 – areas of greatest focus

The Trust Board agreed three areas of greatest focus which it would maintain an oversight of during 2015-16, driving improvement for our staff. A detailed report on these areas was received by the Board on 27 May 2015.

The Board should note information included in the Quality and Performance report, Finance and Resources report and Clinical Executive report provided to the meeting in addition to the below.

### 4.1 Bullying and Harassment

During May 2015 staff were asked to complete a survey (either online or in written format) describing their experience of bullying and harassment in AWP. This closed on 19 June 2015 with over 50 people having completed it.

In response to the letter I sent to all staff in May 2015 I have received direct communication from two members of staff which I am currently taking action to address.

Amy Shortridge, Independent Consultant, is leading on holding 'listening surgeries' for the Trust, which are face to face or telephone conversations. These are taking place over a period of 5 weeks and Amy has interviewed more than 40 people to date. Final interviews will take place on 25 June 2015.

The Board will receive detailed feedback on work in this area during its seminar on 8 July, with a report to the Board meeting later in the month.

### 4.2 Appraisal quality

New appraisal documentation has been launched in June and training on the use of this commences from 2<sup>nd</sup> July.

The Board will discuss appraisal rates as reported in the Quality and Performance Report for month 2 later today.

### 4.3 Staff engagement

#### 4.3.1 Quality walkarounds

During May 2015 3 Executive Directors and 2 Non-Executive Directors undertook a total of 3 walkarounds of:

- Linden Ward, Callington Road Hospital, Bristol
- Hodson Ward, Victoria Centre, Swindon
- Ward 4, St Martins Hospital, Bath

### 4.3.2 Leadership impact workshops

Leadership impact workshops have been held with unregistered practitioners, team leaders and Ward Managers, senior clinical leaders and senior corporate leaders to investigate issues raised in the annual staff survey and staff friends and family test.

### 4.3.3 Staff awards

153 nominations have been received for the AWP Staff Awards across the 10 categories. Nominations can be received up until 30 June 2015.

### 4.3.4 Leadership development

The third cohort of the Leadership Development programme commenced this month, with a total of 58 leaders now having begun the programme since January 2015.

A Wiltshire Management Development Programme was launched in June to support recent structural changes. The three-day programme designed in collaboration with Carol Bowes, Head of Profession and Practice, is tailored to respond to local issues.

### 4.3.5 Fitness Challenge

148 staff participated in the Fitness Challenge, a six-week challenge aimed at encouraging staff to exercise more, follow healthy lifestyle choices (such as eating 5-7 portions of fruit and vegetables per day), take a break at work and cut down on alcohol, smoking and processed food.

The challenge ran from 10 May to 20 June 2015. Those achieving the most steps and highest exercise levels will be announced soon.

Examples of staff engagement led by our Locality leadership teams are included in the Quality and Performance Report.

## 5 Recommendation

The Trust Board should **note** the report.