

Trust Board meeting (Part 1)		Date:	28 October 2015
Agenda item	Title	Executive Director lead and presenter	Report author(s)
BD/15/161	Chief Executive's Report	Iain Tulley, Chief Executive	Company Secretary, Trust Paralegal
This report is for:			
Decision			
Discussion			
To Note		X	
History			
<i>None.</i>			
The following impacts have been identified and assessed within this report			
Equality	None identified		
Quality	None identified		
Privacy	None identified		
Executive summary of key issues			
<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 note the report.</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 National issues

1.1 NHS Financial Pressures

Responding to the recent release of Quarter 1 financial data by Monitor and the NHS Trust Development Authority (TDA), showing a projected £2 billion plus 2015/16 provider sector deficit, Chris Hopson, Chief Executive of NHS Providers, the Association of NHS Foundation Trusts and Trusts said:

“These results are not a surprise – providers have been flagging their rapidly deteriorating financial position for more than two years now. NHS trusts and foundation trusts are doing everything they possibly can to avoid financial deficits, but they are experiencing a triple whammy: rapidly rising patient demand; an extra £2 billion unfunded staff cost they have been required to add; and the deepest and longest funding squeeze in NHS history, despite the NHS ring fence. The fact that more than 80% of all hospitals are now in deficit and more than 50% of all types of trust are projecting a year end deficit, shows that this is a system level problem, not one of poor trust performance.”

AWP has been asked to increase its current planned surplus by 50% to £3m for 15/16. The board have raised concerns to the TDA around the ability to achieve this given our own financial pressures and our commitment to ensuring we deliver our cost improvement plans and surplus as intended. We have robust plans, managed via the Future Focused Programme Board, to reduce our agency use, improve our recruitment blackspots and reduce our out of area bed usage which will mitigate our current overspends by the year end. This is not insignificant and remains the Executive’s top priority.

2 Local issues and Trust news

2.1 Daisy Project

A new purpose built service and home for adults with complex learning disabilities and challenging behaviour is being built in Devizes. AWP is working with NHS Wiltshire

Clinical Commissioning Group (CCG) to provide accommodation for up to nine vulnerable adults who are currently being cared for out of the area. These individuals will be brought back home to Wiltshire, to live closer to their families and receive gold-standard care suited to their specific needs.

This service will be based at Green Lane Hospital, Devizes and is due to open next summer. It will be called the Daisy, as the finished building layout will resemble a flower pattern.

This new service allows for Individuals to live within a home setting and each living area will be fully equipped with a kitchen, en-suite and lounge allowing independent living and self-management - providing them with a 'home from home'.

Jane Anderson, AWP's Clinical Lead for Specialised Services, says that the new accommodation will provide a safe and supportive environment.

Plans for the building were on display within Devizes Library between 12th and 19th October.

2.2 Chief Executive’s Diary

This month, I have met with Karin Smyth, MP for Bristol South, John Glenn, MP for Salisbury and Rt. Hon Dr Liam Fox, MP for North Somerset.

On 2nd October, I attended a meeting of the South West Mental Health Chief Executives, as part of our continuing programme of meetings.

On 12th October, I visited Imber Ward and have also worked a shift on the ward.

On 21st October, I attended the Mental Health Network Board.

On 22nd October, Tony Gallagher and I attended an interview for the Consultant Psychiatrist Liaison post, and on 29th October Ruth Brunt and I attended an interview for the Learning Disabilities Consultant Psychiatrist post.

On 26th October, Sue Hall and I met with the Bristol CCG to discuss their financial position.

3 Serious Untoward Incidents (SUIs)

There were 10 externally reportable incidents in September 2015. Three involved in-patients – the suspected suicide of a patient on Imber Ward, a fall leading to a fracture on Amblescroft South and the potential sub-optimal care of a patient's physical healthcare needs on Sycamore Ward.

There were 7 incidents involving community patients. These included 4 cases of serious self-harm of patients known to STEPS, Bristol Crisis Team and Sarum CMHT (2 cases). A patient known to Swindon Recovery service suffered smoke inhalation following a fire at home. There was a suspected suicide of a patient known to Wiltshire Early Intervention Team and a sexual assault by a patient known to Wiltshire CMHT.

Management reports have been completed and RCA investigations commissioned. The efforts of staff who had to deal with the incredibly difficult incident on Imber Ward are to be commended.

4 Staff Survey 2014 – Areas of Greatest Focus

4.1 Staff Engagement

4.1.1 Staff Awards

We celebrated the AWP annual staff awards on Friday 9 October in the Bath Pavilion. The event was attended by 330 members of staff, partners, service users and volunteers. The event preceded World Mental Health Day (10 October) and we were privileged to have mental health campaigners, Johnny Benjamin and Neil Laybourn, attend the event and share their moving story that was the subject of TV documentary, *The Stranger on the Bridge*. They acknowledged the amazing contribution of NHS staff in providing care that promotes recovery and hope.

The sense of pride in the room was palpable as we celebrated staff, partners and volunteers who exemplify the dedication of our staff. Our congratulations goes to all those who were nominated as well as to the finalists and winners who attended the celebration event.

4.1.2 Quality Forum

This month we have seen the establishment of the Quality Forum, a monthly meeting of staff to focus on key quality standards. The Quality Forum is sponsored by Locality Quality Directors and participating staff will be drawn from across our organisation. Invitation to the Quality Forum will not be limited to those who hold leadership positions but will include individuals recognised as being influential in shaping culture and quality.

4.1.3 Strategy Summit

We held the twice yearly Strategy Summit on 14 October, bringing together 60 leaders from across the organisation to focus on making AWP a high performing organisation. We were delighted to welcome Professor David Shore (Harvard University) and Suzannah Howard (Enable East) to this event to provide input about the prerequisites for effective change and innovation.

The output of the Strategy Summit was draft annual objectives for 2016/17 and the first draft of a performance framework which will define 'success' for both corporate services and local delivery units. Both outputs will be tested and refined by the Quality Forum in November.

4.1.4 Talkaoke – Celebrating World Mental Health Day

There were a number of events around our Trust to celebrate World Mental Day on 10 October. One innovative approach to provoking conversation about mental health was used in Callington Road Hospital, Bristol.

Talkaoke is a hosted public conversation designed to engage people in interactive participant-led discussion. The host creates an environment where participants feel comfortable and confident enough to join in the discussion.

Talkaoke in Callington Road saw service users and staff engaged in a lively conversation about promoting and sustaining positive mental health for both service users and staff. This approach was introduced by Lucy Pike, Silver Birch ward manager, and Michael Stynes, Modern Matron, and supported by AWP Charitable Funds. The

team hope to hold the event in central Bristol next year.

4.1.5 Annual Staff Survey

The annual staff survey was launched on 5 October. All substantive staff have been invited to complete the survey and share their experiences. Staff feedback directly influences the priorities for the organisation for 2016/17. Feedback from the 2014 NHS Staff Survey led to a number of Trust-wide actions as well as locality actions:

- a country-wide recruitment campaign
- recent bullying and harassment consultation and launch of the bullying and harassment hotline
- introduction of person centred appraisal paperwork and supervision and appraisal training
- significant increase in development opportunities through apprenticeship schemes, management and leadership training, bursaries
- Team Based Working Programme that will support every team to develop and work more effectively.

4.2 AWP Culture of Care Barometer

As a Board we committed to developing a Culture of Care Barometer as a means of asking staff whether they consider delivery of care to be the organisations first priority and a place where they feel supported to provide high quality care. We have developed a prototype Culture of Care Barometer (informed by the Barometer of Care developed by Peterborough and Stamford Hospitals NHS Foundation Trust) that will be piloted in our Specialised and Secure Delivery Units between November and January.

The pilot Culture of Care Barometer includes questions currently used in the Staff Friends and Family Test and about confidence to report incidents and raise concerns, opportunity to contribute ideas for innovation and improvement and support from immediate and senior managers. Learning from the pilot will inform a Trust wide roll out from April 2016.

5 Recommendation

The Trust Board is asked to **note** the report.