

Trust Board meeting (Part 1)		Date:	25 November 2015
Agenda item	Title	Executive Director lead and presenter	Report author(s)
BD/15/187	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 Agency Staffing

This month has seen us continuing to respond to national drives to both reduce the amount of agency staff usage, and to drive down the cost of agency staff. Guidance published by Monitor and the NHS Trust Development Authority for NHS foundation trusts and NHS trusts which came into effect on 1 September 2015, applies to agency spend on registered nursing, midwifery and health visiting staff only. In addition, proposed caps on the total amount NHS providers can pay per hour for an agency worker have been introduced in November by Monitor and the TDA.

We are working towards using no agency staff at all by January 2016.

1.2 Patients, staff and NHS organisations to have their say on first national whistleblowing policy

A national whistleblowing policy has been unveiled by Monitor, the NHS Trust Development Authority (TDA) and NHS England.

People working in the NHS who raise concerns about poor quality care will receive more support under plans unveiled today by the national NHS bodies.

The national whistleblowing policy, drawn up by Monitor, the NHS TDA and NHS England, aims to improve services for patients and the working environment for staff across the health sector by improving how the service learns from whistleblowing.

The proposals, to be adopted by NHS organisations, detail who can raise concerns, how they should go about doing so, and how organisations should respond. The policy also sets out a commitment to listen to staff, learn lessons from mistakes and to properly investigate concerns when they are reported.

A consultation on the proposals will run for 8 weeks, after which the national bodies will update the policy and publish a consultation response document.

2 Local issues and Trust news

2.1 Awards season

Jane Anderson from our Specialised Services has won a South West Leadership Recognition Awards 2015.

One of four finalists for the Development Champion Award, Jane has led a range of service improvements for patients within the prison system.

Jane led the design and development of the Brunel Unit in HMP Bristol and the 'Res 4' Unit at HMP Eastwood Park. Both these units are jointly staffed by prison officers, healthcare workers and mental healthcare workers and focus on treating mental illness in a therapeutic environment. This has had an enormous impact on the treatment that can be offered and meets the needs of not only the prisoners and the prison community, but has also improved the motivation of the prison staff, who now believe that they can effectively help those within their care.

She has also been key in developing a new personality disorder service in HMP Eastwood Park. There is clear evidence that personality disorder often drives re-offending, so effective treatment is a key part of effective rehabilitation amongst women prisoners.

Tim Williams Clinical Director says, "Jane is a very powerful ambassador for prisoners. She rightly recognises that these are people with the highest need for healthcare, particularly mental healthcare. People who are incarcerated have the highest incidence of unmet mental health needs of any sub-population within our healthcare system. Jane is passionate about meeting this unmet need and has campaigned vociferously for improved healthcare interventions to reach people who have not previously been in contact with mental health services."

2.2 On tour to fight dementia

AWP's Research & Development team are going on the road with their tour bus to tell the public about Join Dementia Research

(JDR) and how volunteers can support the fight against dementia. Their aim is to get 1000 JDR volunteers registered by Christmas.

Vital studies into early diagnosis, prevention and new treatments for dementia are making progress but more volunteers are needed to ensure this continues.

The tour could have a large impact on the future of volunteering and how people sign up and get involved. It allows anyone over the age of 18, with or without a diagnosis of dementia, to register their interest in national dementia research and to be matched to a huge range of research activities which they might wish to take part in.

The bus will be staffed by AWP's R&D team along with staff from 2gether NHS Foundation Trust. They will be talking about JDR, handing out leaflets and encouraging members of the public to sign-up. There will also be fun activities plus balloons, cakes, mince pies and children's games.

Look out for the team between 10am-3pm on:

- Monday 7th December- Stroud (King Street)
- Tuesday 8th December- Weston-Super-Mare (pier)
- Thursday 10th December- Swindon (Orbital Asda)
- Friday 11th December- Bristol (Callington Road Tesco)

Julian Walker Director of R&D said, "When people are given a dementia diagnosis by their GP, they can be left wondering what to do next. Often, people want information about their diagnosis and the research studies that may be available to them. Our aim is to spread the word about Join Dementia Research so that everyone gets the chance to know which dementia research is available."

Over 850,000 people are living with dementia in the UK today. Many of us know someone who is affected by dementia and would like to do more to help fight this

disease. Research is crucial for looking at what new treatments work and how to improve the lives of people affected by dementia.

2.3 Chief Executive's Diary

On 29 October I participated in the Interview Panel for a Consultant Psychiatrist in Learning Disabilities.

On 2 November I met with Bristol City Council representatives to discuss the Armed Forces Community Covenant. In June 2014 AWP signed up to the Bristol Armed Forces Community Covenant, along with a range of other signatories representing the city's key public and voluntary service organisations, and the armed forces. Since then an action plan has been developed and some significant steps have been taken to fulfil the covenant's commitments. This was a production meeting, and I hope work continues on this.

On 5 November I attended NHS Providers Mental Health Group with a range of other senior leaders, and on the 10/11 November I attended NHS Providers Annual Conference and Exhibition in Birmingham.

I have held separate meetings with Julie Connolly (RCN) and Christina Cook (Unison) relating to an issue in Bristol which had arisen relating to concerns about the new model of service provision in Bristol.

In November I led the programme of six-monthly Performance Reviews of our locality Triumvirates. These will be complete by early December.

During the month, I met with two MPs - Rt Hon Dr Liam Fox MP and John Penrose MP.

The week of the Board, 26 November I will continue my programme of walkabouts and will visit one of our Psychological Therapies teams where I am sure I will meet some inspirational staff members. Finally, on the 30 November I plan to attend an NHS Leaders meeting to discuss Planning priorities for 2016/17 and beyond.

3 Serious Untoward Incidents (SUIs)

3.1 Summary of incidents in month

Each month I bring you a snapshot of the most serious incidents reported in month. This keeps the board apprised of the issues we are reviewing, investigating and learning from as they are occurring. These incidents are subject to investigation, and reporting through our usual quality governance routes and subject to scrutiny by the Quality and Standards Committee in due course.

There were seven serious untoward incidents in October. Two were suspected suicides, one of a patient known to Bristol Recovery (Central and East) and the other a patient known to North Somerset Primary Care Liaison. There were two separate incidents on Applewood Ward, one a serious self-harm attempt and the other violent and aggressive behaviour by a patient. There were two allegations of abuse made – one in relation to a Trust volunteer and the other against a non-professional member of staff working in Bristol. Finally a patient known Swindon Recovery Team was arrested on suspicion of arson. Investigations in relation to all cases have been commissioned.

4 Staff Survey 2014 – Areas of Greatest Focus

Following 2014 Annual Staff Survey results the Board identified 3 improvement priorities: staff engagement, bullying and harassment and appraisal quality. A brief summary of actions taken during November is described below.

3.2 Staff Engagement

3.2.1 Strategy Summit

Our twice yearly Strategy Summit brought together Board members and 50 leaders from across the organisation to focus on becoming a higher performing organisation. We received world class development from Professor David Shore, Harvard University, to help us think about the key ingredients of sustainable organisations. Reinforcing the issue of

sustainability, the Organisational Health Index (McKinsey) was used to gain feedback from leaders on how we are performing on the nine dimensions of organisational health.

Feedback from this event has been considered by Board as part of a Board Seminar and by our Directors' Team. The following priorities have been agreed:

- Further develop and embed the Accountability Framework
- Review our structures to support innovative projects and spread evidence and ideas
- Re-engineer meetings: purpose, style, structure and management
- Directors' Team to consider Locality 'Earned Autonomy'

Following the Strategy Summit a Trust wide consultation is underway to invite feedback from staff on 2016/17 annual objectives. Annual objectives will be considered by Board at its Seminar in January and considered for approval at its February 2016 meeting.

3.2.2 Quality Forum

The second Quality Forum took place on 23 November bringing staff from across our organisation together to identify how to improve the Care Planning Approach. The Quality Forum, led by Newlands Anning (Quality Director for Swindon Locality), was well attended and positively received.

3.2.3 ILM Leadership and Management Programme

The second cohort of our ILM5 Leadership and Management programme completed their development programme this month. The final day included discussions with Hayley Richards, Deputy CEO, Director of Organisational Development and three Locality Managing Directors about the role of leaders in moving AWP forward.

Participants were positive about programme content and quality of delivery; the opportunity to network with leaders from across the organisation; having regular time to reflect and identify improvements. This

leadership development programme represents significant organisational investment in increasing leadership capability and creating a leadership talent pipeline that will support succession planning.

3.2.4 Team of the Month

A revised approach to Team of the Month was launched this month. Using Ourspace individuals and teams nominate teams that exemplify Trust values. Nominations and voting for the Team of the Month will be undertaken by staff to create transparency and encourage celebration of excellent teams more widely.

A report describing the Strategy Summit held on 14 October is included in Board reports this month. As a result of the Strategy Summit a series of priorities were identified for development and objectives are being consulted on with the wider workforce.

3.2.5 Bullying and Harassment

Earlier this year an in depth review of bullying and harassment experienced by staff concluded that AWP does not have a systemic bullying culture. Specific actions were undertaken in relation to 3 specific concerns raised through this process.

To ensure staff are supported to raise concerns in relation to bullying and harassment a Bullying and Harassment Hotline was introduced in July. Delivered by our Occupational Health Provider, this service provides advice on how to raise concerns and offers staff support. Calls are anonymous but information is collected concerning the nature of the experience and relevant Locality. Staff are encouraged to report through standard reporting mechanisms set out in the Bullying and Harassment Policy. Anonymised information is passed onto the Human Resource Business Partners who make the relevant locality aware of the concern raised.

Since the introduction of the hotline in July, nine calls have been received.

3.3 Appraisal Quality

We are delivering a programme of supervision and appraisal training in each Locality. Six sessions have been delivered to date with a further 12 scheduled before 31 March 2016.

We have developed a specification for an electronic platform to support appraisals. An electronic platform will allow us to:

- support nurse revalidation
- understand the quality of appraisals
- more robustly capture a training needs analysis for the organisation
- effectively target organisational development programmes
- manage career development and spot emerging talent.

Our aim is to launch an appraisal system in April 2016.

4 Recommendation

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