

Trust Board meeting (Part 1)		Date:	25 May 2016
Agenda item	Title	Executive Director lead and presenter	Report author(s)
BD/16/041	Chief Executive's Report	Hayley Richards, Acting Chief Executive	Company Secretary, Trust Paralegal, Head of Communications
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 Trust Issues - National

1.1 Deal reached over junior doctor contracts

After many months of negotiation and of action by junior doctors across England, the BMA has reached agreement on new contract terms and wider issues which address the concerns which members have raised.

The key improvements for junior doctors are:

- Recognition of junior doctors' work and contribution across every day of the week
- Proper consideration of and provision for equality in the contract, with concrete support, including targeted accelerated training and pay protection for parents and carers
- Improved flexible pay premia for specialties – such as A&E and psychiatry – to address the current recruitment and retention crisis in these areas
- More rigorous oversight of the new guardian role to ensure safe working for junior doctors.

There will be a referendum at the end of June to decide whether the contract is accepted.

2 Trust News

2.1 Monthly briefing

This month, I took the difficult decision to cancel our Trust-wide monthly briefing for May. This was as a result of the CQC inspections which have been occupying our staff over recent weeks and months. The briefing will return in June.

2.2 AWP wins Excellence in Diversity Award

Our Trust has won the national Excellence in Diversity Award (EIDA) for the 'Diverse Company Award' in the public sector category.

The award means that we are amongst leaders in the public sector for promoting a diverse workforce and understanding why this adds so much value to a public service.

Diversity within the work place brings many different skills, perspectives and talents which help us to meet the needs of our diverse communities. For us, these include different ethnic groups, travelling communities, military families, urban and rural communities.

There were over a thousand nominations in total, covering different categories and we were shortlisted with the best mix of diversity leaders such as Leeds & York NHS Trust, the RAF, South Wales Police and Transport for London, so to have won this award was a real commendation.

2.3 New Clinical Director for Swindon

I am delighted to report that Dr Tina Malhotra has been appointed as the Interim Clinical Director for Swindon.

Dr Malhotra has worked in AWP since 2012 and has been Medical Lead for Swindon for the last 18 months. She has worked as a Consultant Psychiatrist in acute inpatient service and now works in Primary Care Liaison Service.

She replaces Dr Simon Manchip, who is stepping down from his role as Clinical Director to focus on his clinical work in Swindon as Consultant Psychiatrist.

Aside from her work in AWP and the NHS, Dr Malhotra volunteers in rural India providing charitable mental health care and training and is passionate about improving mental health services in low income countries.

2.4 Research on the radio

One of our research studies for people with dementia has been discussed on the BBC Radio 4 programme 'All in the Mind'.

The study looked at the emotional impact of a diagnosis and how people with dementia process information about their diagnosis.

In 2015 AWP's Research and Development team collaborated with The University of the West of England on this study and it was recently discussed at the British Psychological Society Conference. The BBC Radio 4 programme All in the Mind reported the findings of the study.

2.5 New Director of Operations

Following interviews for the Director of Operations, we are pleased to formally announce that Sue McKenna from Lancashire Care Foundation NHS Trust has been appointed as our new Director of Operations. Sue is a nurse (RMN and RGN) and has worked within operational services in various roles, as a clinician and manager for the majority of the last 32 years.

Sue said "I am extremely grateful to be given this opportunity to join AWP. My aim will be to work hard for you, as staff, service users, families and carers; to build on what you have already achieved, in order that we are continually working to improve the quality of our services. I am very much looking forward to starting and meeting you all."

2.6 Bright ideas and Shining Examples

A film has been made showing how some bright ideas from a small group of staff has led to some brilliant projects making a real difference to our service users.

The Bright Ideas Innovation in Mental Health competition was launched by the Quality Academy last year to find new and exciting ideas to improve our services.

Staff were invited to pitch for funding from our charitable funds to support their idea.

33 proposals were submitted to the judging panel, with six going on to become a reality. A year on and you can now watch a film about the positive effect these 'bright ideas' are having to the lives of our service users and carers. These include developing a sensory library for people with autism and providing Deaf health information online and more.

Dr Janet Brandling, Research and Evaluation Specialist at AWP's Quality Academy said "The Bright Ideas projects have been excellent examples of innovation and collaboration between service users and staff to promote recovery and hope. The enthusiasm of each team has been a force to be reckoned with.

2.7 Clinical Executive Report

The Clinical Executive Report contains a summary of key priorities that the Clinical Executive wish to bring to the attention of the Committee this month.

In the absence of the Quality and Standards Committee being held this month, a reduced, summarised edition of the monthly Clinical Executive report is provided for Trust Board.

Items included are:

- **Nursing update**
- **Safewards**
- **SUI Update**
- **CQC preparation** - The Trust is pleased to welcome its Regulator to undertake a full compliance inspection of our services over a 2 week announced period. I have thanked staff for their preparation for the visit and encouraged them to speak proudly about the work that they do.

2.8 Finance Report

We are using a new format for the Finance Report as from this month, designed to give an improved narrative of the figures and present a clearer picture of where the Trust is.

At Month 1 all units except Bristol LDU are within budgets for both pay and non-pay.

For Bristol at Month 1 there is a net pay overspend of £258k, this is an underspend of £215k on substantive staff and an overspend of £472k for non-substantive. If actions cannot be agreed to resolve ongoing staffing issues this would result in an overspend of approximately £3m on a straight line basis.

2.9 Performance Report

2.9.1 Monitor Compliance:

Performance is sustained against the majority of indicators

Delayed Transfers of Care (DToc) remains above target and is subject to a large number of actions detailed in the appendices.

2.9.2 Locally agreed indicators:

Performance is sustained against most indicators.

IAPT moving to Recovery rates, service users with a review (non-CPA) and service users in settled accommodation remain the subject of action plans due to being below acceptable performance.

Referral to assessment remains below target although significantly improved performance in Bristol should be noted; performance in two other areas is receiving urgent attention.

2.9.3 Bed Management

This remains a key area of priority of the operations directorate. Block purchasing arrangements have now been reviewed to ensure optimum access and best value. There has been some increase in out of trust usage, noting that there is a rolling programme of temporary bed closures due to reduced ligature work. The substantial majority of service users are being cared for within AWP geographical boundaries.

2.10 HR Report

Again, we have a new format report to present from this month. Some of the key messages from this are:

2.10.1 Current position

The Trust currently has 307.92 vacancies against establishment (excluding CAMHS), 15.2% of those are qualified nurses

2.10.2 Hotspots and issues

There is a recognised shortage of mental health nurses affecting application numbers for RMN roles; on some occasions no applications are received.

15.2% of LDU nurse posts are currently vacant. Revised ward establishments require a 73% increase (205 WTE) in registered nurses against current staffing models.

Recruitment of nursing staff in Wiltshire is a particular issue due to the cost of living, poor transport links and the fact that there is no local student training provider.

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 five serious untoward incidents in April 2016.

Investigations in relation to all cases have been commissioned.

3.2 CEO meetings during May

During the month I have attended a number of meetings with:

- **4 May** – attended a meeting of the Bristol Safeguarding Adults Board to report on actions taken to address the concerns raised by the CQC report on Bristol Community Services
- **5 May** – attended the induction day for the next ILM5 leadership cohort
- **13 May** – hosted by Wiltshire County Council, I joined other Chief Executives at a lunch with Jon Rouse, Director General, Social Care, Local Government and Care Partnerships
- **19/20 May** – attended the South West Mental Health Chief Executives Forum. Stephen Dalton, Chief Executive, Mental Health Network NHS Confederation, joined the meeting to provide an update on national issues.

3.3 Sustainability and Transformation Plans

I have attended workshops in relation to both the BNSSG and BSW STPs, as well as attending various Executive Group and Operational meetings. As Senior Responsible Officer for the BNSSG Workforce work stream, I met with Workforce leaders to discuss work stream methodology, the top three issues for workforce for each organisation, an analysis of Health Education England/NHS England data packs, and workstream outputs and data gaps. On 24 May I attended SW Strategic Workforce Planning event.