

Chief Executive's Report Report for the AWP NHS Trust Board			
Meeting Date: 27-04-2012	Meeting Time: 10:00	Agenda Item: 7	Serial: 12.0107
This Report is presented by the Chief Executive for Noting in Part One (Public session) of the Board			

Report Summary	
<p>Purpose of this Report:</p> <p>This is the monthly report of the Chief Executive. The report highlights key strategic issues associated with quality, safety, financial sustainability and modernisation relevant to the Trust.</p> <p>The report also updates on the work of the Chief Executive's Office, and her own contribution to the national, regional and local agendas in the context of leading the organisation.</p>	
<p>Board Decisions Recommended:</p> <p>The Board is recommended to note the report.</p>	
<p>Actions Arising from the Report:</p> <p>None specific</p>	
Report Links	
Quality and Safety Implications	Quality and Safety best practice is shared via the dissemination of information in the Chief Executive's briefing
ALE	All
CQC	All
IG Toolkit	All
Corporate Risk Register	All

1. Overview of the month

- 1.1 Work continues to ensure that the Trust maintains and improves its quality arrangements and meets its financial control total, and colleagues are working incredibly hard to achieve this in the challenging financial climate.
- 1.2 There are reports elsewhere on the agenda in respect of the Trust's financial position.
- 1.3 In respect of the overall quality of our services, we continue to make progress to achieve improvements in a number of quality targets and indicators. Whilst our commissioners have expressed their satisfaction with our SDAS, L3, S&SS and Adult Inpatient Services, we continue to work very closely with them to address some challenges with some aspects of our Adult Community Services. Commissioners continue to closely performance manage in these areas.
- 1.4 The Trust is delighted to confirm that the excellent position of Monitor Compliance on all performance indicators was maintained to year end. This is particularly impressive given the significant programme of change underway within Adult and Liaison and Later Life services as we implement redesign.
- 1.5 The executive team continues to develop options to strengthen delegated SBU decision-making responsibilities, as well as shift the relationship between the SBUs and corporate services.
- 1.6 Following discussion during the March Board, the Chief Executive's Office is taking forward the proposals to strengthen users and carers voices in Board business.
- 1.7 Elsewhere, the Trust recently undertook the SHA's annual Emergency Preparedness Assurance process. Board members will be pleased to note that AWP has come out of the process as the best prepared NHS Trust in the south of England.
- 1.8 After consultation with SBU directors, and building on the success of the monthly Laura's Lunches, the Chief Executive is also reviewing the opportunities for her to engage more effectively with front line staff.

2. Quality and Safety highlights

- 2.1 By the time of the Board Meeting, there should have been one Executive Patient Safety Visit since the last Board Meeting: to the Swindon CMHT, led by Peter Wilson (on Paul Miller's behalf) on 20 April 2012. There are reports elsewhere on the agenda in respect of Service Users and Carer Engagement, and the Staff Survey.

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- 2.2 At year end, sixteen complaints had been referred to the Ombudsman, fifteen of which had been declined. These cases include the two complaints referred last month (March) of which one had been declined.
- 2.3 The Quality Risk Profile at year end continues to demonstrate that the Trust has no safety and quality outcome indicators displaying as Red. All indicators are either Green or Neutral. During the past month, ratings of four indicators have changed. There were slight increase for Outcome 12 and 14 both relating staff. The ratings increased from Low Green to High Green. It is believed the changes relates to the results of the staff survey.

3. Improvement and Modernisation Programme

- 3.1 Work continues to implement significant changes in the structures and roles of community teams in order to deliver local Primary Care Liaison, Intensive and Recovery Services. Planning for further service changes and continued delivery of efficiencies across the Trust is being taken forward by the Executive Directors for Finance and Commerce, and for Operations, whilst the Executive Director for Strategy and Business Development is maintaining the Trust's progress in the establishment of Payment by Results.

4. Discussions with Commissioners

- 4.1 Ongoing discussions with commissioners through the Directors of Commissioning Group and through the six local modernisation boards continue in respect of our service redesign plans; as does our engagement with commissioners and Local Authority Overview and Scrutiny Committees regarding our draft Quality Accounts.

5. External Engagement

- 5.1 The Chief Executive attended the monthly SHA Chief Executive's Meeting. Elsewhere, she has held discussions with NHS Wiltshire regarding the resourcing for memory services; attended a meeting of the Mental Health Network; and held discussions with a range of potential partners. The Chief Executive was also present at the farewell lunch to mark the dissolution of the South West Development Centre – where she took the opportunity to thank them for their support over the past years.
- 5.2 At the time of writing, the Chief Executive and Hazel Watson are due to attend the quarterly meeting between AWP and the Directors of Social Services.

6. The Chief Executive's Office

6.1 The Chief Executive's Office comprises the FT Programme team, Company Secretariat, the Communications Team and the Assistant Chief Executive and there are some key issues of note in the following section.

6.2 Assistant Chief Executive

6.2.1 Mike Relph, Andy Johnston and others met with Steven Williams, the Liberal Democrat MP for Bristol West, at Callington Road Hospital on Wednesday 4 April 2012. This was a very positive meeting where there was an opportunity to brief Steven on the work of the Trust and the challenges faced in his constituency by front line staff.

6.2.2 In his role as Deputy Chair of the Avon and Somerset Local Resilience Forum, Mike chaired a number of meetings to co-ordinate Avon and Somerset's response to potential industrial action by the tanker fuel drivers.

6.2.3 Elsewhere, Mike

- has attended NHS South Gloucester's annual Partners Conference, which focused on localism;
- with Ann Tweedale, attended a number of Local Authority Overview and Scrutiny Committee meetings, which reviewed AWP's draft Quality Accounts.
- and, with David Bolwell, the Wiltshire Community Area Services Manager, met with Help for Heroes, Combat Stress and the nascent Wiltshire Clinical Commissioning Group to discuss AWP's support for veterans who transit through Tedworth House.

6.3 Company Secretary

6.3.1 The Company Secretary returned to work on 17 April 2012. Prior to this business continuity arrangements were in place via the FT Director and Assistant Chief Executive. Some additional support to the Company Secretary from these two posts will continue through April to June, particularly with regard to Board administration, meetings, seminars and forward planning to support the return to work process. Temporary administrative support is in place following on from the departure of the Assistant to the Company Secretary in this period.

6.3.2 In this last month forward planners for Board meetings and seminars have been established. For Board seminars this is now fed by an issues log populated from Board meetings and activity. A number of end of year/start of year activities have been taken forward as normal including Company Secretary support for the annual governance statement and review of SFIs and SFOs.

6.4 FT Programme Director

6.4.1 The progress of the FT programme is reported elsewhere at Board.

6.4.2 The role of the FT Programme Director includes undertaking lead work to facilitate fitness for purpose for FT. In this month this has particularly focused on support for and response to the Independent Review including the due diligence work reporting elsewhere at the Board.

6.4.3 Work to commission, launch and oversee the senior leadership development programme that started in March 2012 has been ongoing for the FT Director. It is sponsored by the Executive Director of People. This is now in its diagnostic phase prior to leadership interventions co-created with senior leaders and clinicians in the Trust.

6.4.4 The FT Director has led the development work to facilitate the roll out of Prince 2 methodology, principles and disciplines to support project and change management in the Trust. This includes an Our Space site containing guidance, a suite of standardised project management, the auditing and the production of a register of the projects currently underway in the Trust. This includes IMP, IMT, Estates, corporate and SBU projects.

6.4.5 It has involved and built on the work undertaken by the IMP Board to develop improved project reporting (including the 'project on a page' approach) as well as the expertise of the range of Prince 2 practitioners in the Trust who routinely implement larger change management projects in the Trust (eg PFI; RIO; PbR). The outcome of this first phase of work is due at EMT at the end of April for approval prior to loading onto Our Space and launch.

6.4.6 In addition work led by the FT Director to support the development of 2012/13 SBU and Facilities Management Business Plans has concluded. It has included a presentation with Director of Operations to the Finance and Commerce Committee and fed work undertaken with the CEO to review the Trust strategy for discussion by Board at

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the April Board seminar. There will be a learning workshop for those who have produced Business Plans in May/June to inform how the process and outcome can be further improved for 2012/14. This will incorporate feedback from the Finance and Commerce Committee.

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