

NORTHUMBERLAND, TYNE AND WEAR NHS FOUNDATION TRUST

BOARD OF DIRECTORS

Meeting Date: 22 July 2015

Title and Author of Paper: Chief Executive's Report
John Lawlor, Chief Executive

Paper for Debate, Decision or Information: For Information.

Key Points to Note:

National issues

1. The Budget
2. Changes in significant NHS Leadership positions
3. Safeguarding Vulnerable People in the NHS – Accountability and Assurance
4. NHS Providers' Board meeting

Regional issues

5. Urgent and Emergency Care Vanguard Bids

Trust issues

6. Transforming Care Update – Learning Disabilities
7. Corporate Transformation Update
8. 2014/15 NTW Quality Account
9. Inspiring journeys, inspiring stories, inspiring lives event

Outcome required: For Information.

Chief Executive's Report

July 2015

National issues

1. The Budget

The Chancellor of the Exchequer George Osborne, presented his Budget on 8 July 2015 and a useful summary from NHS Providers of the measures introduced, is attached. At this stage it is not considered that the measures will have a significant impact on the financial strategy of the Trust as currently set out. The restriction in public sector pay will go some way to meet the wider efficiency requirements of the NHS but this may need to be balanced off against the challenges in recruitment and retention that it may present. There is little indication that the restrictions on NHS Provider finances will be lifted and the additional funding announced needs to be seen in the light of a forecast deficit for NHS Providers of around £2bn in 2015/16 and commitments that have been made around delivering 24/7, seven day a week services. It remains the expectation that the NHS will deliver around £22bn in savings over the next five years.

The announcement on the national living wage will not impact directly on the Trust, as we had already made the commitment to pay the living wage. However, it is likely to have a significant impact in the social care market, potentially increasing costs to local authorities by an estimated £1.5bn nationally. Changes in welfare may disproportionately hit some lower wage households and this has the potential to increase demands on mental health services in our region, over the period. The devolution and integration agenda has been further promoted with Cornwall expected to receive devolved powers. This is likely to gain significant traction over the life of the Parliament and discussions continue across the North East about developing a response to this initiative. As further details and impacts of the Budget emerge, we will continue to review their impact on the Trust's service and financial strategy and on the people who use our services.

2. Changes in significant NHS Leadership

Dr David Bennett is to step down as Monitor Chief Executive by the end of the year and Monitor and the Trust Development Authority have announced plans to appoint a single Chief Executive, moving to work much more closely together. In a separate announcement, Dame Barbara Hakin has announced her retirement from the post of National Director for Commissioning Operations in NHS England, after 41 year of service in the NHS. The aim is to take the opportunity to ensure more aligned functions between the national NHS leadership bodies

3. Safeguarding Vulnerable People in the NHS – Accountability and Assurance

This revised document updates and replaces the Safeguarding Vulnerable People in the Reformed NHS Accountability and Assurance Framework, issued by the NHS Commissioning Board in March 2013. It sets out clearly the safeguarding roles, duties and responsibilities of all organisations commissioning NHS healthcare. This updated framework builds on the previous framework and reaffirms and strengthens commitment to safeguarding vulnerable individuals. It has been refreshed in partnership with colleagues across the health and social care system, the Department of Health and the

Department for Education, particularly recognising the new responsibilities of the Care Act 2014 that came into force on 1 April 2015. The full document can be found at <http://www.england.nhs.uk/wp-content/uploads/2015/07/safeguarding-accountability-assurance-framework.pdf>

Safeguarding is everyone's responsibility. Fundamentally it remains the responsibility of every NHS organisation and each individual healthcare professional working in the NHS, to ensure that the principles and duties of safeguarding adults and children are holistically, consistently and conscientiously applied with the needs of adults and children at risk of abuse or neglect at the heart of all that we do.

4. NHS Provider Board meeting

I attended my first NHS Providers' Board in London on 1 July 2015, as the newly appointed Chief Executive of a Mental Health NHS Trust. (There are two Chief Executive posts and two Chair posts on the Board from the Mental Health sector).

I was greatly encouraged by the quality of the discussions; the commitment to work together across the NHS provider system to maintain high quality, responsive services, despite the very significant financial challenges. I will provide further details at the Board of Directors' meeting.

Regional issues

5. Urgent and Emergency Vanguard Bids

Following the process for identifying 'Vanguards' for developing new models of care, a further opportunity has been offered to submit bids to become a national vanguard site for urgent and emergency care. The North East Urgent Care Network (NEUCN), covering primary care and specialist providers of services with a population of 2.61 million people, will be submitting a bid under this process.

The aim of the 'Vanguard' proposal is to ensure emergency and urgent care services across the North East are highly responsive, effective and deliver safe and personalised care, as close to the patient's home wherever possible. In addition, the aim will be to ensure that more serious cases can access specialist care in one of the regions specialist centers, ensuring care is provided in the 'Right place, at the right time by the right clinician'. Key elements of the bid will:

- Improve services for our patients and public, so they receive the right care with no delays, which would include the use of innovative solutions, such as telehealth and telecare.
- Create capacity within the system by preventing inappropriate admissions.
- Achieve effective patient flow across the region, with improved responses and pathways, through trust and collaboration between all providers and stakeholders.
- Harness the use of technology to facilitate seamless access to appropriate and relevant healthcare information, which will include consistent care planning and data recording in real time, wherever a patient presents.
- Address the fragmentation and different terminology of Urgent and Emergency Care services across the region, (in common with the situation across much of the NHS), to reduce confusion amongst patients and healthcare professionals, in terms of services offered.

- Develop options of new payment mechanisms for testing across the system.

Linked to this bid, Newcastle will be submitting a separate bid through its System Resilience Group, to become a city wide vanguard. Both bids are being led and co-ordinated through Gateshead Newcastle Clinical Commissioning Group (CCG). NTW has been involved in the development of both bids and Dr Jonathan Richardson is travelling to London as part of the bid team.

Trust issues

6. Transforming Care Update – Learning Disabilities

Representatives from the Trust attended the Transforming Care Fast Track Launch event on the 8 July 2015 and Tim Docking, deputising for John Lawlor, attended the Northern Regional Learning Disability Transforming Care Programme Board on the same day.

As a designated Fast Track site and co-ordinated via the North East and Cumbria Learning Disability Transformation Board (SRO David Hambleton) we will be asked collectively to submit one joint transformation plan by early September:

- To close some inpatient services and strengthen support in the community (Clinical Commissioning Groups (CCGs), locality authorities and NHS England).
- Use a population approach.
- Change relationships with the whole provider market in this field.
- Liaising with other Commissioners as appropriate (especially where two fast track plans impact on one provider in a significant way).

The costs of the future model of care will need to be met from the health and social care services resource for this population, across the fast track footprint. This will involve moving spend from some services along the pathway to others. A range of financial mechanisms may need to be used to do this, including pooled budgets where appropriate and NHS funded dowries for people being discharged after very long spells in hospital (in development).

The costs of transitioning to the future model of care will need to be funded out of existing allocations, through additional investment in learning disability/autism services and/or efficiency savings. For the five fast track areas nationally, there will be access to a £10 million national transformation fund in 2015/16 to help fund some of these transition costs (with that funding to be matched by additional funding from CCGs either in 2015/16 or 2016/17).

Concerns have been raised at a number of levels about the speed of the process, the reliance on data and projections which do not reflect the true nature of the different services provided, based on the very differing needs and support required, and the need to get the Ministry of Justice and Children's services involved in the discussions at this stage, if real sustainable change is to be achieved through this process.

The Trust is well represented at a number of further groups developing the service model.

7. Corporate Transformation Update

Board members were updated last month with regards to the progress with the design work for the future business model of corporate services. Over the last four weeks, local discussions to help shape final plans have been held with those likely to be affected in the first phase but also wider colleagues across corporate services, and of course, our operational services. The Programme Directors have gathered all feedback and are in the process of discussing this with the Executive Team to finalise the model for the formal consultation process. Key current work includes the drafting of job descriptions, scoping of evaluation options and discussions with staff side with regards to the HR Framework. Subject to this work being concluded on time, formal consultation should commence in August.

8. 2014/15 NTW Quality Account

The 2014/15 the NTW Quality Report was submitted to Monitor within the Annual Report, at the end of May. The final, standalone version of the document (known as the Quality Account) has since been published on NHS Choices, the NTW internet site and also on the intranet. While no different in content, this version is redesigned to be more user friendly and also includes examples of quality initiatives from throughout the year. An easy read version of the 2014/15 NTW Quality Account has also been published on the NTW website.

9. Inspiring journeys, inspiring stories, inspiring lives event

I had the great honour and privilege to be involved with a fantastic event on Friday, 10 July 2015. Its focus was to celebrate the successes of people who have been working with our staff and partners through the different stages of the vocational pathway we are co-producing and co-delivering, with people with lived experience of mental health conditions, together with their families.

The day consisted of some fantastic musical performances by graduates and participants of the programme and some inspiring and emotional stories from people who have been on the journey together on their road to lasting recovery.

The whole event was informal, light hearted, positive and an uplifting experience for everyone. It would be remiss of me not to congratulate Graeme Smith for organising such a great event and to also thank everyone behind the scenes who did all the work in organising everything. But most of all, thanks to all the brave, honest and wonderful people who shared their personal stories - some through music and others through standing up in front of the audience and inspiring us all.

John Lawlor
Chief Executive
July 2015