

NORTHUMBERLAND, TYNE AND WEAR NHS FOUNDATION TRUST

BOARD OF DIRECTORS

Meeting Date: 24 June 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. Department of Health announcements on use of agency staff
2. HSJ Provider Summit
3. Monitor Risk Assessment Framework Changes

Regional issues

4. North East Combined Authority Stakeholder engagement on Devolution
5. Greater Manchester Health and Social Care Devolution
6. Health Education North East 2015 Workforce Planning Round

Trust issues

7. Transforming Care Update – Learning Disability Services
8. Transforming Corporate Services
9. Speak Easy 2 – the sequel
10. Improving Physical Health and Wellbeing – everybody's business
11. Third Annual Nursing Conference: Delivering Compassion in Practice: Promoting Professionalism and trust
12. Opening of the new Sunderland Learning Disability Community Treatment Team

Outcome required: For Information.

Chief Executive's Report

June 2015

National issues

1. Department of Health announcements on use of agency staff

Board members will undoubtedly have seen press coverage in relation to agency spend within the NHS. This has been an area of focus for us for some time and the Executive Director of Nursing and Operations chairs a working group specifically to look at levels of bank and agency spend across the trust. Compared to other trusts, and notably those in the south, our level of agency spend is relatively low at £11.2m last year (some trusts are reporting a spend in excess of £60m). However, all spend remains subject to scrutiny and is balanced against safe staffing levels and quality of care issues.

The Executive Director of Workforce and Organisational Development attended a Monitor briefing at the beginning of June where a new agency staffing toolkit was launched to assist trusts in the management and ongoing scrutiny of agency spend. The Nurse Bank Manager and Deputy Director of Workforce are attending a further session (with an operational/implementation focus) in July and a paper will be submitted to the July Board as regards to the expected completion of the Board self assessment for agency staffing.

2. HSJ Provider Summit

On 18-19 June 2015 I attended the HSJ Provider Summit in Lincolnshire. It is an annual event where leaders across the NHS attend a 2 day conference, by invitation, to discuss, debate and challenge the policy and strategy context in which NHS services are being developed and delivered. The event is fully funded by the HSJ and I will provide a fuller briefing at the Board meeting.

3. Monitor Risk Assessment Framework Changes

Since 1 April 2013 all NHS foundation trusts have needed a licence from Monitor (the NHS provider licence) stipulating specific conditions that they must meet to operate. Monitor's risk assessment framework, introduced at the same time, sets out the financial and governance metrics that they monitor and the thresholds that prompt them to assess whether they should investigate a foundation trust for a potential breach of these licence conditions.

Last year was the first year that the foundation trust sector as a whole ended the year in deficit and plans for 15/16 indicate the financial position of foundation trusts will deteriorate further. Given this challenging context Monitor are proposing a number of measures to strengthen their regulatory regime, so that they can help foundation trusts live within their means and support improvements in financial efficiency across the sector.

These measures, which Monitor is consulting on, include proposed changes to the risk assessment framework and the NHS foundation trust accounting officer memorandum. They are proposing these changes to enable them to take regulatory action earlier if a foundation trust is in deficit, failing to deliver its financial plan, or not providing value for money.

For the risk assessment framework, it is proposed to retain the existing continuity of service measures (liquidity and capital service capacity) and re-introduce:

- a measure of foundation trust deficits - the income and expenditure (I&E) margin.
- two additional measures of variance from plan: variance of I&E margin and variance of capital expenditure.

A trust's ratings on these additional measures will feed into its new overall financial sustainability and performance risk rating. Based on the Trust's 15/16 financial plans, the Trust's weighted rating would be a 3, if the changes are introduced. However, its overall rating would be capped at a 2, because where any individual metric is rated as a 1, it is proposed to introduce an over-ride that the trust's overall rating will be capped as a 2. The trust's planned capital service capacity rating is a 1 this year. A 2 rating could lead to a potential investigation.

In terms of value for money, Monitor are proposing to add an additional measure to the governance rating that they may consider investigating if a foundation trust demonstrates inefficient or uneconomical spend (actual or forecast) against published benchmarks and a change to the accounting officer memorandum that the accounting officer must ensure that financial considerations are fully taken into account and that the trust operates efficiently and economically.

The trust has reviewed this consultation through the Corporate Decisions Team and a response to the consultation questions will be submitted by the deadline of 1 July 2015. The short duration of the consultation period reflects the urgency and Monitor's desire to see measurable improvement by the end of 2015/16. After considering feedback from this consultation, Monitor will update and publish a revised risk assessment framework in Q2 2015/16. The changes will take effect from the publication date.

Regional issues

4. North East Combined Authority Stakeholder engagement on Devolution

You may be aware that the North East Combined Authority (NECA) Leadership Board has undertaken a consultation exercise on its proposals for devolution in the North East. More than 300 people gave their views on the initial proposals over the course of 8 events across the NECA area. Publication of the devolution proposals and the subsequent consultation activity generated a significant level of interest and debate and one of the issues that many respondents wished to be considered further is the potential for greater local devolution of responsibilities around health, social care and wellbeing.

5. Greater Manchester Health and Social Care Devolution

Along with a number of partner agency colleagues across Newcastle upon Tyne, I attended an event in Manchester on 5 June 2015, hosted by leaders across Greater Manchester. The event was an excellent opportunity to hear about their plans to fully integrate NHS and LA resources across Greater Manchester – "Devo Manc" and some of the challenges and opportunities they foresee moving forwards.

6. Health Education North East (HENE) 2015 Workforce Planning Round (to inform the 2016/17 investment plan)

On an annual basis HENE requires all providers of NHS services to produce an annual workforce plan. This involves an estimate of workforce figures and skills mix changes over the next five years and a narrative for all staff groups which includes areas such as direction of travel, workforce risks and issues, workforce modernisation, role development etc. The workforce team and professional leads across the Trust have worked together to complete this year's plan which was submitted to HENE on 11 June 2015. This will be collated regionally and submitted to HENE to inform the numbers of training places commissioned nationally.

Trust issues

7. Transforming Care Update – Learning Disability Services

NHS England's work aims to ensure that people with learning disabilities and/or autism receive high quality care in the most appropriate settings. They have developed a programme of work with national partners, outlined in 'Transforming Care – Next Steps' that builds on activity that is already underway and drives system-wide change. This work is led jointly by NHS England, the Association of Adult Social Services, Care Quality Commission, Local Government Association, Health Education England and the Department of Health. The North East and Cumbria is one of the five 'fast track' sites who will receive extra support to transform services. The transformation will be about improving lives by closing inpatient beds, where appropriate by strengthening services in the community.

To support this work the Corporate Decisions Team has established a Learning Disability Development Project, led by Tim Docking and a number of work streams have been established internally to drive this work forward. One of the key components of this work is around partner engagement and linking with national working groups and sharing good practice. NTW are members of the newly formed North East and Cumbria Learning Disabilities Transformation Board which is due to meet for the first time in July.

We have recently hosted a number of visits by key learning disability policy leaders who have been impressed by the investment in staff positive behavioural skills development and by the high standards and recovery/person centred focus which they have seen.

I have recently been invited to join NHS England's LD Strategy Provider Reference Group and I will seek to ensure the implementation plans are ambitious but equally are realistic.

8. Transforming Corporate Services

Over the past few months work has been undertaken to review the corporate services model to align this more closely to our frontline clinical services. On Friday 5 June 2015 senior corporate services managers were briefed on the proposed model as part of an engagement process leading up to formal consultation. Several sessions have also been held with the wider corporate services staff, operational directors and staff side colleagues.

Feedback from these sessions will be considered prior to the launch of formal consultation of the final proposed model which is planned for August. The Board will then be provided with a report setting out the key issues to come out of the consultation before a decision is taken to move forward with the changes.

9. Speak Easy 2 – the sequel

The second phase of Speak Easy sessions took place between 9 and 11 June 2015. In response to feedback, we arranged a greater number of smaller meetings in venues as far apart as Hexham, Ashington and South Tyneside.

The focus of the sessions was on the ‘stuck’ issues in the staff survey – those issues which have been a consistent concern for our staff over the last five years. There was also space within the sessions for staff to raise any other issues which mattered to them.

Attendance at the sessions was mixed with some being less well attended and some “full to the rafters”. Those individuals who did attend had a lot to contribute. The majority had not been to the first round of Speak Easy sessions and their feedback was very positive about the events.

Feedback from the sessions is being collated by the Organisational Development Team and will be shared with staff and the Board in due course. A structure is in place with Group Directors and corporate staff to take forward the actions as a result of staff suggestions. However, it is important to remember that the main aim of Speak Easy is to empower teams to make changes themselves, and to remove barriers which prevent that.

10. Improving Physical Health and Wellbeing – everybody’s business

Following the success of last year’s event, the Trust will be holding a further Physical Health and Wellbeing Conference on Monday 6 July 2015. The aim of the conference is to inform staff of the physical health assessments and interventions guided by the Lester Tool. It will also signpost staff to where they can get help and support around physical health and wellbeing and provide an update on this year’s CQUINs in this area.

11. Third Annual Nursing Conference: Delivering Compassion in Practice: Promoting Professionalism and Trust

On the 23 June 2015 the trust hosted its third annual nursing conference, with over 200 nurses attending. The focus this year has been one year on from the launch of our Nursing Strategy 2014 -2019: Delivering Compassion in Practice with the emphasis on Promoting Professionalism and trust. 2015 is a significant year for nursing with the:

- Introduction of the revised NMC Code – new professional standards for nurses
- Publication of Raising the Bar : Shape of Caring: A review of the future education and training for registered nurses and care assistants
- Introduction of Revalidation

The conference was chaired by Bev Reilly, Director of Nursing, NHS England, and key note speakers included Len Bowers, Professor of Psychiatric Nursing South London and Maudsley NHS Foundation Trust, who spoke of his work in relation to the safeguards

project, and Guy Cross, Department of Health Policy Lead for Positive and Safe Care, who spoke about the implementation of positive and proactive care.

Workshops aligned to our strategic aims included:

- Developing the role of physical health link nurses and health champions
- Peer Support: informing practice and promoting recovery
- Clinical effectiveness
- Building and strengthening leadership through the development of maxi nurses
- Widening participation through the creation of career pathways for our non-registered nursing workforce
- Changing times ; learning through positive staff experience

12. Opening of the new Sunderland Learning Disability Community Treatment Team

On the 17 June 2015, I had the pleasure of opening our new Sunderland Learning Disability Community Treatment Team at Monkwearmouth Hospital.

Our key external speaker was Dr Dominic Slowie, National Clinical Director for learning disabilities, who spoke very positively about the services and our staff working in the local area.

But the most powerful and inspiring speech was from Rachel Simpson, one of our Governors, who described the excellent support she receives from local services to enable her to live independently in the community.

**John Lawlor
Chief Executive
June 2015**