

**Northumberland, Tyne and Wear NHS Foundation Trust**

**Board of Directors Meeting**

**Meeting Date:** 25 October 2017

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

**Paper for Debate, Decision or Information:** Information

**Key Points to Note:**

**Trust updates**

1. Secretary of State Visit
2. HSJ Provider of the Year
3. Operational Management Restructure
4. Collective Leadership
5. National Institute of Mental Health and Neurosciences (NIMHANS) Visit

**Regional updates**

6. World Mental Health Day
7. Newcastle Gateshead Deciding Together, Delivering Together
8. Wave 2 New Care Model Site for Tertiary Mental Health Services
9. Sustainability and Transformation Partnership (STP)

**Outcome required:** For information

# Chief Executive's Report

25 October 2017

## Trust updates

### 1. Secretary of State Visit

The Trust welcomed the Rt Hon Jeremy Hunt MP, Secretary of State for Health to Hopewood Park on Friday 29<sup>th</sup> September.

Mr Hunt met privately with the Chair and Chief Executive and this was followed by a larger meeting with staff. The focus of the visit was patient safety. Mr Hunt is keen for NTW to support the Department of Health and NHS England to develop appropriate patient safety metrics for mental health services.

Mr Hunt said, 'Everyone I spoke to (at NTW) was clearly incredibly committed to delivering the highest possible standards of care. I was particularly struck by your focus on continuous improvement and your work across multiple localities and commissioners to spread best practice.'

### 2. HSJ Provider of the Year

We are delighted that NTW has been shortlisted as a 'Provider of the Year' in the annual HSJ awards. The judges have visited NTW and received a presentation from the Chief Executive and other staff. The awards ceremony will take place on 22<sup>nd</sup> November. The Chief Executive of the Year Award will also be announced at that event.

### 3. Operational Management Restructure update

After an extensive period of engagement and consultation we can confirm that the new organisational leadership arrangements commenced on Monday 2<sup>nd</sup> October 2017. This approach to leadership is predicated on increasing clinical involvement and greater devolution. The principles behind this model have been discussed extensively with senior managers and leaders throughout the organisation and there is a general feeling of positivity in relation to this approach. All posts, other than one vacant post have been successfully filled and the twelve Clinical Business Units are now established and developing new effective working relationships.

### 4. Collective Leadership

An organisational development plan has been developed to support the recent organisational restructure. A second phase, six month development programme is now underway for all of the new Clinical Business Unit members. This programme seeks to support the Clinical Business Units (CBU) by providing them with dedicated time to develop their strategies and approaches to working in a more devolved way, utilising a collective leadership approach. Workshops will explore system leadership, staff engagement, personal and collective resilience and the giving and taking of autonomy.

A suite of leadership and management masterclasses are also being developed. The Trust continues to be supported by Ken Tooze, management consultant in this work but a number of other members of staff are also taking an active role in leading these development initiatives. A collective leadership programme for corporate staff is also currently being developed which will commence in December 2017. This will create the opportunity for our senior corporate leaders to explore what devolution and collective leadership means to them and to consider the way they lead and support others and how they might best support and enable clinical staff to deliver high

quality care to service users. Participants will learn more about how they lead and support others and will explore how they might, in times of challenge and change, maintain the motivation of staff.

#### **5. National Institute of Mental Health and Neurosciences (NIMHANS) Visit**

Professor Gangadhar, Director of the National Institute of Mental Health and Neurosciences (NIMHANS) in India visited Hopewood Park on Thursday 12 October. NIMHANS is an internationally recognised multidisciplinary institute for patient care and academic pursuit in the field of mental health and neurosciences based in Bengaluru, India. Professor Gangadhar was interested in the range of clinical, academic, research, educational and transformational work that we do in NTW and was able to make a brief tour of the Initial Response Service.

This was followed by presentations about transformation, affective disorders, addictions, liaison, neuropsychiatric and complex neurodevelopmental services, and the Nursing Academy. There was a very useful discussion about the potential for future collaborative work in terms of research, building up clinical services and sharing good practice and new models of delivery. Dr Rajesh Nadkarni, Executive Medical Director said, "There are many areas of common interest and endeavour and it is really exciting to plan to take this forward." The Trust will be working toward a joint symposium next year and plan to build on existing and potential collaborative work.

### **Regional updates**

#### **6. World Mental Health Day**

Change for Life Health and Wellbeing Champion Network took place in South Tyneside on 10<sup>th</sup> October, World Mental Health Day which ran as a question time panel raised by members of the public. This was a well-received event and was thankful for everyone's time and the excellent responses at the question time panel. This is the third time that they have ran an event like this and always find it very reassuring there is so much enthusiasm and passion for the health and wellbeing agenda.

#### **7. Newcastle Gateshead Deciding Together, Delivering Together**

The last week-long workshop considering the design of community support for adults with urgent and complex mental health needs had its report out on 20<sup>th</sup> October. All four workshops have been very well attended, with representatives from statutory organisations, the third sector, the voluntary sector, local authorities, primary care and service users and carers. In addition fringe events were held by Healthwatch and the organisations involved to ensure wider engagement and involvement in the work. This has resulted in a lot of challenging but constructive debate and consideration and a rich design output.

At the same time, work is ongoing to determine the resource, demand and activity baseline for the "current state" and model and what the "future state" design could look like. Other work-streams are developing the process of implementation, considering the best vehicle for delivery of the concepts enshrined in the design, developing the business case for estate and capital implications, and ensuring an ongoing process of engagement and involvement.

More detailed updates will be provided to the Board in November and December.

## **8. Wave 2 New Care Model for Tertiary Mental Health Services**

Northumberland, Tyne and Wear NHS FT has been awarded a Wave 2 pilot for Tier 4 CAMHS Services including for people with a Learning Disability from the 1<sup>st</sup> October 2017. The pilot will run for 2 years.

The NHS Planning Guidance 2016/17-2020/21 identified the opportunity for areas to express an interest in 'secondary mental health providers managing care budgets for tertiary mental health services'. In 2016/17, more than 100 organisations, from both the NHS and independent sector, responded to a call for applications. Following a rigorous selection process, six sites were selected for wave 1 and these went live on 1 April 2017.

The first wave sites have taken responsibility for more than £350m of expenditure on tertiary mental health services. The six sites plan to save more than £50m over the next two years through admission avoidance, shorter lengths of stay, and repatriating patients from out of area placements. These savings will be reinvested in new local services including crisis and home treatment teams; supported housing; other community services; and where needed additional beds.

Building on the enthusiasm and success of wave 1, providers of secondary mental health services were invited to submit formal applications to become part of the second wave of the programme.

NTW is one of five sites which were scheduled to go live for CAMHS on 1<sup>st</sup> October 2017. In partnership with Tees, Esk and Wear Valleys NHSFT, NTW is also progressing a further proposal around the Adult Secure pathway across the NE. A further update will be given to the Board next month.

## **9. Sustainability and Transformation Partnership (STP)**

It has been confirmed that Alan Foster, Chief Executive of North Tees and Hartlepool, has been asked to lead the programme of work to develop a single Sustainability and Transformation Partnership (STP) across the North East and North Cumbria. This will pull together the work that has been undertaken in each of the three existing STPs across the Region. Work is ongoing to develop the governance, work-plan and support arrangements to enable this to happen.

The Mental Health STP Programme had already started looking at managing its work across this footprint, and John Lawlor has been confirmed as its Chair. A first meeting of the wider Steering Group took place in September, and work is now ongoing to develop a single mandate, agree governance and delivery arrangements, and confirm relationships with other bodies and networks across the Region. As this work is completed over the coming weeks the Board will be kept informed on developments.