

Northumberland, Tyne and Wear NHS Foundation Trust

Board of Directors Meeting

Meeting Date: 29 November 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. International Visit
2. Speak Easy
3. Operational Management Restructure and Move to Locality Model
4. Walkergate Park - 10 year Celebration
5. Joint Recovery Conference

Regional updates

6. STP Mental Health workstream
7. North East 200 Business Leaders Event
8. CQC Community MH Survey 2017
9. Deciding Together, Delivering Together

National updates

10. NHSI Quarter 2 Finance and Operational Report

Outcome required: For information

Chief Executive's Report

29 November 2017

Trust update

1. International Visit

On Thursday 15th November NTW hosted a visit from Mr Jurgen Verbeek. Mr Verbeek is Director of Parnassia, a private mental health organisation located in Haaglanden and Zoetermeer, Netherlands, who treat and support adults with severe psychiatric disorders, elderly people with a combination of psychiatric and physical problems, elderly people with memory complaints, adults with an autism spectrum disorder and young adults with a first psychosis.

On the morning of his visit, he visited Hopewood Park Hospital where he met with the interim chair, Alexis Cleveland. He was then shown presentations on the Initial Response Service including the Single Point of Access and Crisis Services, including home-based treatment and the Street Triage Service, after which he was taken on a guided tour of the Initial Response Service and a tour of Springfield (Acute Inpatient Ward).

In the afternoon Mr Verbeek met myself, Dr Rajesh Nadkarni, Executive Medical Director and Darren Mckenna, Director of Informatics. We had a discussion about services, challenges and innovations in both of our organisations. We have agreed for Mr Verbeek to liaise with Dr Nadkarni in the next few weeks to develop some joint innovations.

2. Speak Easy

The 8th set of the Speak Easy staff engagement events were held in early November. This is planned to be the last centrally co-ordinated round. From January of 2018 onwards they will be locally owned and managed by our three locality operational groups. It is likely that events for corporate staff will continue to be organised from the centre of the organisation.

The theme for Speak Easy 8 was, 'our mental health.' We provided participants with an overview of evidence, much of which was published on or around the recent World Mental Health day by organisations such as the Mental Health Foundation. These reports highlight concerns such as:

- As many as one in four of us will experience problems with our mental health in the course of a year.
- 40% of workers felt their workplace culture wouldn't allow them to be completely candid regarding concerns around their mental health.
- 62% managers agreed taking time off due to physical illness or injury is treated more seriously in the workplace than taking time off to improve mental wellbeing.
- Mental ill-health is the leading cause of sickness absence in the UK.
- 95% of employees calling in sick with stress gave a different reason.

The goals of the session were:

- To learn more about the kinds of things that we do at work that have a real and positive impact on maintaining our mental well-being.

- To talk about what we might do in order to tackle some of the underlying causes of work related stress.
- To explore how we might better support staff who are experiencing mental health issues.

Locality staff were, for the first time, involved in the planning and facilitation of each of the three events that were attended by approximately 180 people. Additionally, we heard from a member of staff, with lived experience, who helped us to focus on some of the real issues affecting the mental well-being of all staff members. We learnt a great deal about some of the things that we need to be attentive to, as an organisation. These themes will be written up and initially presented to the Trust's Corporate Decisions Team in December. Meanwhile, work is being undertaken to ensure that the locality groups feel supported in their drive towards the development of a locality approach to the way they engage their staff.

The evaluations from the session were very positive.

3. Operational Management Restructure and Move to a Locality Model

On the 2nd October 2017 the new management structure and the move to a Locality based service provision model came into effect. The handover of the range of services into the new teams went extremely well with minimal disruption, which is a credit to all those staff involved in what has been a significant organisational restructure.

To support the embedding of the new models the Trust is running a six month Collective Leadership Development Programme for the members of the new Clinical Business Units (CBUs). The programme will run until April 2018 and is facilitated by Mark Spybey, Head of Team and People Development, Mark Knowles, Programme Director, and Gary O'Hare, Executive Director of Nursing and Chief Operating Officer.

We are also providing focused additional technical training on areas such as finance, workforce etc. to equip the CBUs for future challenges.

We will be launching the Strategic Clinical Networks on the 6th December 2017. The Strategic Clinical Networks will provide a focus on developing and maintaining quality, standards, and consistency across localities.

We will be reviewing the impact of the new arrangements at six and twelve months post implementation, taking any remedial actions required to strengthen or enhance the model.

4. Walkergate Park – 10 year celebration

Walkergate Park (WGP), the purpose built centre providing neurological rehabilitation and treatment, has celebrated its 10th birthday. WGP was opened 10 years ago by Dame Tanni Grey-Thompson and since then has provided rehabilitation, treatment and assessment for thousands of people with a disability caused by injury or disease to the brain from across the region.

Facilities available at Walkergate Park include a hydrotherapy pool, gyms, a therapy garden and therapy rooms, and an incredibly well-equipped Drive Mobility centre.

The philosophy of staff at WGP is to work in partnership with service users, families and carers to give all their patients a good quality of life, to help individuals re-learn skills in order to help them achieve independence and ultimately return to the most appropriate setting within the community.

Staff, service users and families from across the 10 years were invited to the event, where a small plaque was unveiled. There were speeches from Nick Headley, chair of the service user forum. Sandra Stark Associate AHP Director followed this with tours of the hospital and a buffet lunch. The event was a great success, enjoyed by all.

5. Joint Recovery Conference

TEWV and NTW hosted a joint Recovery Conference in Durham on 6 November 2017. The event was aimed at senior leaders in both trusts to support the embedding of a recovery-focussed approach to the way in which services are co-produced and delivered in partnership with service users.

Presentations were given by staff from the two trusts and also by a team from Cambridgeshire about the positive impact in their services from a recovery-based approach to delivering care.

Regional update

6. STP Mental Health Workstream

The STP Mental Health Workstream across the North East and North Cumbria patch is now fully constituted with a Steering Group made up of health provider, CCG, Local Authority and primary care representation from across the patch, as well as representation from NHSE, Clinical networks and the other core STP workstreams. The priorities for the workstream have been agreed and confirmed as follows:

- Child Health
- Suicide zero ambition
- Employment
- Integration of mental health into acute hospital pathways
- Long Term Conditions and Medically Unexplained Systems
- Older people
- Physical health of people with Severe Mental Illness

Sponsors have been identified for each of these workstreams from the Steering Group Membership, and work is now ongoing to fully establish the working groups to take each priority forward. An operational group has also been formed to oversee and support the work of the steering group. A conference is now planned for early in the New Year to communicate the work and progress; provide an opportunity to showcase examples of good practice across the region; and offer wider opportunities for people to engage in the work.

The Board will be kept informed as this develops.

7. North East 200 Business Leaders Event

I was invited to be the guest speaker at the NE Top 200 businesses' event on 16 November 2017.

I took the opportunity to share with business leaders some of the key facts and figures concerning mental illness in the NE, including the likely numbers of their staff experiencing mental distress at any given time.

I also encouraged the leaders to take seriously their responsibilities in terms of supporting the mental health and wellbeing of their employees. Both from the point of view of it being good employment practice but also in terms of the positive impact on productivity and thus their "bottom line".

I also highlighted the recently published report "Thrive at work" which makes a number of recommendations about how employers (both public and private sector) to help to secure the mental health of their workforce.

The contribution appeared to go down well, with positive comments of Twitter with several business leaders asking for support in addressing their needs at the end of the event. These connections may be helpful in supporting the Mental Health STP work stream as well as promoting business leaders' understanding of the pool of potential employees living with mental illness.

8. CQC Community MH Survey 2017

This national survey gathered information from over 12,000 adults in receipt of community mental health services between September 2016 and November 2016. All English providers of NHS Mental Health services were included and NTW's response rate was in line with the national response rate of 26%. This annual survey is a helpful analysis, complementing the findings of our internal service user and carer experience tool (Points of You), with a broader range of questioning. It also provides the opportunity to compare performance against previous years and track trends, and helps to evaluate long term progress in achieving our Quality Goal of "Working with you, your carers and your family to support your journey".

Overall, the Trust scored 7.2/10 in response to the question about overall experience of care. This was within the expected range for the Trust and remains unchanged from the 2016 survey. There are two areas in 2017 where NTW performed better than other trusts and one where NTW performed worse than expected.

A separate survey of mental health inpatients has also taken place during 2017 which, unlike the community mental health survey, is not mandated by CQC, resulting in lower trust participation. CQC do not publish the results of this survey. As with the community mental health survey, this is an opportunity to compare results with the findings of our Points of You process and explore issues in further detail. Individuals age 16-64 who had been admitted to an NTW acute mental health ward for at least 48 hours in the period 1st July 2016 to 31st December 2016 were surveyed and 22% responded. Two areas of improvement have been identified along with areas of good practice.

Further information can be found in a detailed report to be presented separately to the Board.

9. Deciding Together, Delivering Together update

Work has been ongoing in progressing on the outcomes of the workshops for Deciding Together Delivering Together. A steering Group has been set up chaired by Chris Piercy, Director of Nursing at Newcastle Gateshead CCG and involving the major providers of services in the system including NTW, Gateshead Health NHS FT, Newcastle and Gateshead Councils and Insight Group. The Steering Group also includes representation from the voluntary sector, User and carer representation linked into the Mental Health Programme Board and from Healthwatch. Underneath this group, an operating group has been set up, again including partners from across the system and this will be chaired by Julie Ross, Director of Integration and Transformation across Newcastle Gateshead.

A Finance and Resources Group has already been established to support this work. Finally it has been proposed that a joint infrastructure and capital developments group be established across the key providers in the system to ensure a joined up approach to maximising value from our combined estate and to ensure that investment decisions are optimised in the light of the outcome of the workshops and the blueprint for services that has been established.

Update papers are to be submitted to Gateshead Health and Wellbeing Board on 1st December and Newcastle Wellbeing for Life Board on 4th December, outlining the outcome of the workshops and the proposed way forward. A formal paper on progress will be brought to the Trust Board in January.

Mental Health Programme Board draft report is attached as appendix 1.

Gateshead Health and Wellbeing Board report is attached as appendix 2.

National update

10. NHSI Quarter 2 Finance and Operational Report

NHSI released its second quarter report on November 16th. This shows that the financial forecast outturn has deteriorated from £526m reported at Q1 to £623m at quarter 2. However, the actual financial position at quarter 2 showed Trusts reporting a deficit of £1.151m. In order therefore for the year end forecast to be reached a significant turnaround in performance will be required, which will be heavily dependent on the delivery of one off measures. Across the mental health sector of 53 provider organisations, 24 are reporting a year end deficit, although the sector as a whole is broadly breaking even.

In terms of service performance, the figures show a broad stabilisation of the position, which means that overall performance against key standards remains significantly under target in advance of winter. It is recognised that this represents an enormous challenge both in terms of maintaining levels of patient quality and delivering on the financial agenda in the second half of the year.

The on the day briefing from NHS Providers is attached as appendix 3