

Barnet, Enfield and Haringey

Mental Health NHS Trust

A University Teaching Trust

Title:	Chief Executive's Report
Report to:	Trust Board
Date:	27 March 2017
Security Classification:	Public Board Meeting
Purpose of Report:	
<p>This is a regular report to the Board, intended to provide an update on recent Trust matters, since the last meeting held on 30 January, which include the following matters:</p> <ul style="list-style-type: none"> • Board Membership Update • Revised Trust Vision and Objectives • Redevelopment of St Ann's Hospital • Carter Review of Productivity • Appointment of Freedom to Speak Up Guardians 	
Recommendations:	
<p>The Trust Board is asked to note the update on recent Trust matters since the last Trust Board meeting.</p>	
Sponsor:	Maria Kane, Chief Executive
Report Author:	<p>Name: Maria Kane Title: Chief Executive Tel Number: 020 8702 6000 E-mail: maria.kane@beh-mht.nhs.uk</p>
Report History:	Regular Report
Budgetary, Financial / Resource Implications:	No particular matters to highlight
Equality and Diversity Implications:	No particular matters to highlight
Links to the Trust's Objectives, Board Assurance Framework and / or Corporate Risk Register	None.
List of Appendices:	
<ul style="list-style-type: none"> • None 	

Report

1. Introduction

- 1.1 This report reflects Trust matters since the last Trust Board meeting held on 30 January 2017.

2. Board Membership Update

- 2.1 Cathy Hamlyn, Non Executive Director, is due to come to the end of her appointment on 31 March, and this is her last meeting. I would like to record my personal thanks, as well as those of the Board, to Cathy for her huge contribution to the Trust over many years.
- 2.2 As reported at the last meeting, Cedi Frederick has been appointed with effect from 1 April to replace Cathy.

3. Revised Trust Vision and Objectives

- 3.1 Each year, the Trust reviews its Vision and Objectives. An initial discussion on these was held at the last Trust Strategy and Leadership Awayday in November 2016, with a broad range of senior clinical and managerial leaders from across the organisation. This was followed by further discussions by the Trust Board at recent Board Workshops.
- 3.2 The Trust's Vision has been revised to reflect the Trust's focus on Enablement:
- To help people 'Live, Love and Do'.
- 3.3 The Organisational Objectives have been revised to make them clearer and simpler to understand for patients, carers, staff and partners. The Trust's revised organisational Objectives are:
- Excellent care
 - Happy staff
 - Value for money services
- 3.4 The new Vision and Objectives will become effective from 1 April and will be widely publicised across the Trust, on the website and to external stakeholders. The revised Objectives will feed through to the personal objectives of staff in the forthcoming round of appraisals and objective setting for 2017 / 2018.

4. Redevelopment of St Ann's Hospital

- 4.1 Following approval of the Trust Strategic Outline Case (SOC) for the redevelopment of St Ann's Hospital by NHS Improvement in late 2016, the next stage involves appointing a new design and build contractor for the new mental health facilities. This follows the decision by the Trust's original partner, Wilmott Dixon, to withdraw as it no longer wished to continue under the national NHS Procure 21+ Framework through which it was originally appointed. The appointment of a new design and build contractor is due to be completed by early April 2017.
- 4.2 Following this, work will progress on developing the detailed clinical design for the new inpatient facilities, with input from patients, carers and Trust clinical staff. In parallel, the Trust will also work with Haringey Council on obtaining final planning approval for the new inpatient facilities. The Trust will also develop its Outline Business Case (OBC), which will include more details on the costs and affordability of the proposed redevelopment. The OBC will include a summary of the Trust's proposed approach to disposal of the surplus

land, which will fund the redeveloped health campus. All this work is due to be completed by September 2017.

- 4.3 It is anticipated that NHS Improvement will then approve the OBC, to allow the Trust to finalise the design of the new health facilities and begin marketing the surplus land. The Trust will then produce a Full Business Case (FBC) by February 2018 and, following NHS Improvement approval of the FBC, work on the new health facilities will commence by early summer 2018.
- 4.4 Throughout the next stages, the Trust will engage with patients, carers, its staff, external partners and wider stakeholders, to ensure the wide scale support for the redevelopment continues and that the redevelopment meets the expectations of all those involved.

5. Visits to Trusts

- 5.1 The Chief Executive has undertaken visits to the following Mental Health Trusts in order to view how services were are delivered and the way in which the estate is used, with reciprocal visits to be arranged:
- Northumberland, Tyne and Wear NHS Foundation Trust, Barton Centre, Hopewood Park, Sunderland (rated as 'Excellent' by the Care Quality Commission (CQC)).
 - Tees, Esk & Wear Valley NHS Foundation Trust, Roseberry Park Hospital, Middlesbrough (rated as 'Good' by the CQC).

6. Carter Review of Productivity

- 6.1 The Trust is one of 23 mental health and community Trusts nationally taking part in the Carter review of productivity in mental health and community services. Representatives from the Trust attended the national launch event in February, and have had held an initial kick off meeting with the Carter team. The Trust has submitted a large amount of data and are now awaiting feedback and clarity about the next steps.

7. Appointment of Freedom to Speak Up (FTSU) Guardians

- 7.1 The Trust invited expressions of interest in the FTSU Guardian role and, following a selection process, the Trust has appointed two FTSU Guardians; Anna Spiteri (Physiotherapist in Enfield Health) and Tony Ross Gower (Team Manager in the Beacon Centre). They have been appointed for one year on a part-time basis so that the Trust can review the effectiveness of the role. Both attended the recently held first national FTSU conference and will begin the role from 1 April 2017.
- 7.2 The FTSU Guardians will report to the Executive Director of Workforce for day-to-day issues and their work will be overseen by a Non-Executive Director. The Trust is keen that the Guardians present a report regularly to the Trust Board so that Board members can have oversight of the issues being raised and receive assurance that such issues are being handled appropriately.
- 7.3 There will be a communications plan in April to raise the profile of the FTSU Guardian role and to encourage staff to raise concerns.

8. London NHS Leadership Recognition Awards 2017

- 8.1 The annual London NHS Leadership Recognition Awards highlight the incredible achievements of those who have gone above and beyond to make a difference.

- 8.2 Dr Suchitra Bhandari won the award for 'Leading Systems Transformation'. Dr Bhandari has been the Trust's lead for the HSJ award-winning Project Future. The judges commented that "the project has been able to change lives but has also challenged and changed the system for the better. She has made genuine steps to share learning and ensure sustainability across the system".
- 8.3 David Harty, who works as the Lead Specialist Practitioner in Psychotherapy, won the 'Inspirational Leader' award. The judges commented that "this person showed a natural ability to lead and support others, fostering an open and transparent culture in their team, despite the challenging environment. They are an authentic leader with obvious care and regard for the team and their patients."
- 8.4 Dr Suchitra Bhandari was also shortlisted for the 'Service Improvement and Innovation' category.

9. University College London (UCL) Partners Improvement Fellows Programme

- 9.1 The following four members of staff have been appointed as members of the UCL Partners Improvement Fellows programme:
- Dr Alexandra Lewis, Consultant Forensic and Child & Adolescent Psychiatrist
 - Gareth Jarvis, Consultant Psychiatrist.
 - Patricia McHugh, Consultant Clinical Psychologist.
 - Mark Pritchard, Interim Service Manager.
- 9.2 The four individuals were selected from over 140 applications to join a group of 38 individuals from across north central and east London, Essex and Hertfordshire, who have been brought together.
- 9.3 Appointment to the Programme will help Trust staff learn and challenge each other, with the ultimate aim of leading and facilitating improvement within the Trust. As part of a twelve-month programme, the four individuals will take part in workshops with national and international experts that provide the opportunity to reflect and explore ideas in improvement. They will be collaborating with people from across the region to create new ideas, seek opportunities and share learning so that teams and departments across organisations can benefit from the programme.

10. Lesbian, Gay, Bisexual and Transgender Programme for Better Care

- 10.1 The Trust launched a programme to provide even better care for lesbian, gay, bisexual and transgender (LGBT) service users. The programme was launched with a conference held on 21 February, which was co-hosted with Barnet Council and Middlesex University, who already include LGBT health needs in their mental health nurse training programme, to mark LGBT history month in February.
- 10.2 At the conference, delegates noted that there was extensive research which shows that LGBT individuals have different health requirements from those who identify as being straight. Delegates produced a long list of actions for the Trust to consider implementing alongside the existing commitment to support a LGBT+ equality group and to establish an allies programme; Allies programmes are an established method for straight staff to volunteer to signpost LGBT+ service users or staff to advice and information specific to their needs.

11. Murals at Cedar House, St Michael's in Enfield

- 11.1 Children, parents and staff attended the unveiling of a bright and creative mural at Cedar House, St Michael's in Enfield on 8 March. The mural was painted by art and design students from Barnet and Southgate.
- 11.2 The team at Cedar House had received some funding which allowed them to refurbish the clinic to make it more child friendly and had approached the College's Art Department to carry out the work.

12. Workforce Update

12.1 Recruitment

- 12.1.1 Skype Interviews took place as part of the EU recruitment campaign on 28 February and 9 March. Six interviews were held, four offers were made and two offers have been accepted for Registered General Nurse (RGNs) posts. Further interviews are scheduled for April – June with some visits to be scheduled for face to face interviews where sufficient cohort numbers are available.
- 12.1.2 The selection panel for the Philippines recruitment has been agreed, and will be undertaking interviews in the Philippines between 27 – 31 March. It is anticipated that during this week the selection panel will interview up to 450 candidates.
- 12.1.3 The Trust has attended the Royal College of Nursing's (RCN) Job Fair in Birmingham and a discussion forum for third year nursing students at Hendon. Further events are scheduled for the year including University fairs, RCN events and Trust recruitment open days.
- 12.1.4 Work is on-going to finalise a nurse rotation programme to allow newly qualified nurses access to areas within our organisation to assist them in deciding where to specialise. The plan is to advertise this from April.

12.2 Employee of the Month

- The December employee of the month went to Jane Hitchman, Lead Physiotherapist for Older People's Mental Health in the Magnolia Unit. Jane was described by a patient as being hard working, positive, very encouraging of others, kind and always going above and beyond to look after her patients.
- January employee of the month winner was Eliza Furman, Assistant Occupational Therapist in the Magnolia Unit, in recognition of her contribution to the team through her excellent work ethic and positive, caring personality.
- Kiera McKeown, a Recruitment Officer in the Workforce Directorate, was selected as the February employee of the month. This was in recognition of her support to managers in the recruiting process, through providing valuable information and assistance when requested and ensuring a prompt and expert service.

13. Communications Update (1 January – 28 February 2017)

- 13.1 The Communications Team achieved the following outcomes in November and December:
- **Total News Value:** £154.51k
This is the amount it would have cost the Trust if the Trust had wanted to pay for advertising across the media which ran Trust stories.
 - **Total number of stories:** 85

This is the number of times Trust stories appeared in all media outlets.

- **Total News Reach:** 3.75m
The number of people who are expected to have seen Trust PR initiatives, and interacted with them.
- **Total Items inc Twitter:**
This is the number of tweets, retweets, mentions and tags involving the Trust
- **Total Twitter Reach:** 652.48k
The number of people who have seen Trust tweets
- **Total Twitter Impressions:** 46.8k
The number of people who may have seen Trust tweets

13.2 During January and February, the Communications Team issued the following news releases to the local press and partners:

1. [Community nurse who goes the extra mile wins university award](#)
2. [BEH goes SmokeFree](#)
3. [Improving children's understanding of mental health](#)
4. [BEH launches LGBT programme for better care](#)
5. [BEH wins substance misuse tender](#)

13.3 The following stories have appeared in the press:

1. Multiple Local Papers – [Trust goes SmokeFree](#) – Patients and staff go SmokeFree in January. The story recognises people with mental health problems die between 10 and 20 years earlier than the national average, because they tend to smoke more heavily, and develop smoking-related diseases. Dr Jonathan Bindman, Medical Director, is quoted explaining how the Trust must take the opportunity to care for people's long-term health and support them to quit.
2. Multiple papers - [Scheme to help asthma sufferers](#)
An asthma programme launched by Barnet CCG, in conjunction with the Trust, has been shortlisted for the HSJ Value in Healthcare Awards. GP and Community Pharmacy staff have been trained to coach patients on inhaler use which has saved an estimated £50,000.
3. Multiple papers - [Nursing Associate Training](#)
Middlesex University are training 59 students to become nursing associates, a new role which bridges the gap between healthcare assistants and graduate registered nurses. The students will begin working for the Trust and neighbouring Mental Health and Acute Trusts following their training.
4. Multiple papers [Community Nurse who goes "the extra mile" wins university award](#)
Damian Levy, who works with the Trust's Community Rehabilitation Team, was nominated for Hertfordshire University's Mentor of the Year Award. Damien was put forward by second year Mental Health Nursing Student Sancha Bernard, who was on placement at the Springwell Centre at Barnet Hospital.
5. BBC News - Dr Jonathan Bindman on BBC News
Medical Director, Jonathan Bindman, featured on the BBC's Victoria Derbyshire Show as well as on BBC afternoon news on Friday 6 January. He discussed the length of stay in mental health wards, the importance of care in the community and funding in social care.

6. HSJ Value in Healthcare Awards shortlist revealed
Online: HSJ website
7. National Health Executive - [Carter review of community and mental health trusts due by late 2017](#) - Lord Carter of Coles is leading a review into community and mental health trusts with the findings expected to be published in late 2017. As part of the review process, headed by a team under the auspices of NHS Improvement (NHSI), the Carter team will work with the Trust and other Trusts to "specify the benchmarking criteria for an 'optimal model' NHS community or mental health care trust".
8. Ham & High - Better care needed for LGBT service users: The Trust launched a programme to provide better care for LGBT service users. Mary Sexton, Executive Director of Nursing, Quality and Governance, opened the event underlining her personal commitment to ensure equality for LGBT service users.
9. Diabetes Wellness News - Are you up-to-date with your insulin injection?: Due to the increasing numbers of people living with diabetes in the UK there is likely to be a rise in people needing insulin therapy. Debbie Hicks, Nurse Consultant for Diabetes, discussed the best techniques for insulin injection to ensure clinicians are able to avoid problems such as lipohypertrophy.
10. OT magazine - [Project to support autistic prisoners wins prestigious award](#) - The Royal College of Speech and Language Therapists' Sternberg Clinical Innovation Award was awarded to Her Majesty's Young Offenders Institute (HMYOI) Feltham. The award is shared jointly between the project's partners - the National Autistic Society (NAS), HMYOI Feltham and the Trust. The project involved developing and implementing standards across the prison to improve the identification and support of autistic people at Feltham.
11. Multiple papers [Dad of two's suicide in the park](#) A number of local papers covered the inquest into the death of Irenuesz Tomasz Kosek. The story did not fault the care that the Trust provided but included quotes from Dr Richard Parkin during the inquest about Mr Kosek's financial concerns which were affecting his mental health.
12. Health Service Journal and Nursing Times - [NHS challenges reflected by record high bed occupancy](#): The latest NHS bed occupancy figures are the highest ever recorded for a third quarter since quarterly data collections began in 2010. The most challenged trusts on this metric were mainly acute trusts, but the second and third highest recorded figures were from mental health providers Sussex Partnership NHS Foundation Trust, and Barnet, Enfield and Haringey NHS Mental Health Trust.

14. Visits

- 14.1 Since the last meeting of the Trust Board on 28 November, the Chief Executive has undertaken visits to the following Trust services:
- Haringey East Community Support and Recovery Team
 - Haringey West Support and Recovery Team
 - Haringey Community Rehab Team
 - Haringey Wellbeing Clinic
 - Fairlands Ward (Female Acute Inpatient)

15. Trust Seal

- 15.1 Since the last report, the Trust seal has been affixed to the following documents:

Seal no.	Description of the document	Date sealed	Names of those attesting Seal
223	Deed of Variation re S106 agreement regarding Chase Farm Hospital with Royal Free London and Enfield Council.	13.01.17	Maria Kane, Chief Executive Simon Goodwin, Chief Finance and Investment Officer
224	Deed of Variation re S106 agreement regarding Chase Farm Hospital with Royal Free London and Enfield Council.	13.01.17	Maria Kane, Chief Executive Simon Goodwin, Chief Finance and Investment Officer
225	Deed of Variation re S106 agreement regarding Chase Farm Hospital with Royal Free London and Enfield Council.	13.01.17	Maria Kane, Chief Executive Simon Goodwin, Chief Finance and Investment Officer
226	Deed of Variation re S106 agreement regarding Chase Farm Hospital with Royal Free London NHS FT and Enfield Council.	13.01.17	Maria Kane, Chief Executive Simon Goodwin, Chief Finance and Investment Officer
227	12 Month contract extension with Equitini	15.02.17	Simon Goodwin, Chief Finance and Investment Officer Mark Vaughan, Executive Director of Workforce
228	Contract extension with the London Borough of Barnet for mental health and learning disability services	15.02.17	Simon Goodwin, Chief Finance and Investment Officer Mark Vaughan, Executive Director of Workforce
229	Contract extension with the London Borough of Barnet for mental health and learning disability services	15.02.17	Simon Goodwin, Chief Finance and Investment Officer Mark Vaughan, Executive Director of Workforce
230	Lease with Royal Free London NHS FT re use of the Basement at the Springwell Centre.	15.02.17	Simon Goodwin, Chief Finance and Investment Officer Mark Vaughan, Executive Director of Workforce

Ends.