

Barnet, Enfield and Haringey

Mental Health NHS Trust

A University Teaching Trust

Title:	Chief Executive's Report
Report to:	Trust Board
Date:	30 January 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 28 November, which include the following matters:</p> <ul style="list-style-type: none"> • Board Membership Update • Celebrating Excellence Awards Night • Contract Round • Carter Review of Productivity 	
Recommendations:	
<p>The Trust Board is asked to note the update on recent Trust matters since the last Trust Board meeting.</p>	
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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 28 November 2016.

2. Board Membership Update

- 2.1 Rebecca Harrington, Non Executive Director, came to the end of her appointment and left the Trust on 3 January.
- 2.2 Christine Harvey, Non Executive Director, is due to come to the end of her appointment on 8 February, and this is her last meeting.
- 2.3 Ruchi Singh has been appointed to replace Rebecca and started on 16 January. Ruchi has a background in both the public and private sectors, have worked on High Speed 2 development, the Old Oak and Park Royal development, as well as being employed at the Ministry of Justice, the Treasury, the Financial Conduct Authority and PricewaterhouseCoopers.
- 2.4 Paul Ryb has been appointed to replace Christine and will take up his position from 10 February. Paul has had a 20 year career in investment banking, working for Lehman Brothers and the Royal Bank of Scotland. He has served as a Trustee for the Royal National Institute for the Blind for six years.
- 2.5 Cedric (Cedi) Frederick has been appointed as a Non-Executive with effect from 1 April to fill an expected vacancy. Cedi has worked within the non-profit and private sectors as a Chief Executive and Non-Executive Director particularly within the residential and care markets. Cedi was a Non-Executive Director at Herts Partnership Foundation Trust for 6 years.

3. Celebrating Excellence Awards Night

- 3.1 The Trust's annual Celebrating Excellence Awards Night took place on 1 December 2016. The award winners were:

Compassion in Care Award

Birgit Duncan, OT Workforce Development Manager, Camlet 1, Specialist Services

Newcomer of the Year Award

Angels Mayordomo Aranda, Consultant Child and Adolescent Psychiatrist, Beacon Centre, Specialist Services

Supporting Star non-clinical

Andy Talbot, Post Porter/Support Services, Estates and Facilities

Supporting Star clinical

Angela Wright, Healthcare Assistant, Magnolia Unit, Enfield

Care Professional of the Year Award

Fatima Bibi, Lead for Project Future, Project Future

Nurse of the Year Award

Helen Kehoe, Acting Charge Nurse, Beacon Centre, Specialist Services

Doctor of the Year Award

Dr Amy Enfield-Bance, Consultant Psychiatrist, Liaison Psychiatry, Barnet

Manager of the Year Award

Lucy Ntorinkansah, Ward Manager, Cardamom Ward, Specialist Services

Diamond Team Award non-clinical

Patient Safety Team, Nursing Directorate

Diamond Team Award clinical

Enfield Improving Access to Psychological Therapies (IAPT), Enfield

Chief Executive's Award for Excellence

Project Future

3.2 Long Service Awards were presented to 31 members of staff.

3.2.1 23 Members of staff in recognition of serving the NHS for 30 years:

- Andy Kelly (Retired)
- Angela Hague, Nurse
- Annette Dibley-Harper, Health Care Assistant
- Antony Adkin, Lead for Legal and Patient Advice and Experience
- Deborah Greenhill, Clinical Practice Specialist
- Gwendoline Price, Occupational Therapist
- Jane Jones, Community Matron
- Jane Jones, Physiotherapy Manager
- Janet Nicolaou, Specialist Practice Assessor for Health Visiting
- Janice Troup, Adolescent Mental Health Worker
- Joseph Stephens, Nurse
- Julie Crossley, Nurse
- Karen O'Shaughnessy, Nurse (Community) Consultant
- Kay Lewis, Divisional Manager
- Lopa Vibhakar, Psychological Therapist
- Maria Edwards, Health Care Assistant
- Maxine Cull, FNP Supervisor
- Nicholas St John, Recreation Manager
- Nicky Gritten, Musculoskeletal Physiotherapy Manager
- Sarah Lawrence, ESP Physiotherapist
- Shiwajee Rama, Nurse
- Sunil Ramrecha, Nurse
- Therese Shaw, Consultant

3.2.2 7 Members of staff in recognition of serving the NHS for 40 years:

- Anita Millard, Administrator
- Debby Hunt, Child Health Administrator
- Leigh Saunders, Assistant Director
- Mavis Sealy, Health Care Assistant
- Neil Spencer, Pharmacist
- Paul Laurie, Porter
- Susan Hebbes, Nurse

3.2.3 1 Member of staff that had served the NHS for 50 years:

- Susan Jowett, Nurse

3.3 This year's Celebrating Excellence Awards Night also celebrated the hidden talents of staff across the Trust in the 'BEH's Got Talent' competition, which featured staff reciting poetry, singing, playing instruments and a performance of classical and contemporary Indian dance. The competition was won by Holly Worman, a Project Manager in the IM&T Department, for her rendition of 'I Will Always Love You' by Whitney Houston. She received a £100 gift voucher courtesy of UNISON.

4. Contract Update

4.1 Contracts with the main Clinical Commissioning Groups (CCGs) and NHS England (NHSE) were signed on 23 December 2016. Both include a Longstop list of issues to be settled by 28 February 2017 (31 January 2017 for NHS England).

4.2 The CCG contracts for mental health services included demographic and non-demographic growth equivalent to 3% per CCG, with non-demographic growth of £1.3m, which, subject to CCG agreement, will be invested in:

- NICE compliance for Early Intervention services; and
- Further psychology input to the adult inpatient wards as recommended by the Care Quality Commission following their inspection of the Trust at the end of 2015.

4.3 The NHSE contract has incorporated an element of growth, though not to the same extent as the CCG contract. The Trust has yet to resolve exactly what the CQUIN (Commissioning for Quality and Innovation) of 2.5% covers, and also NHSE's wish for a QIPP (Quality Innovation Productivity Prevention) reduction, which is as yet unagreed.

5. Carter Review of Productivity

5.1 The Trust has been selected as one of 23 Trusts nationally to take part in Lord Carter's review into hospital efficiency and savings. The purpose of the Review is to help determine how savings can be made through improving productivity and reducing non pay spend.

6. Freedom to Speak Up Guardian

6.1 The Trust is seeking to appoint a Freedom to Speak Up Guardian and has advertised the role internally. Seven applications have been received and interviews have been scheduled. Mark Vaughan, Executive Director of Workforce, has assumed the role of Interim Freedom to Speak Up Guardian until an appointment has been made.

7. Consultant Conference

7.1 One focus of the NHS Five Year Forward View is the integration of physical and mental health care. As part of exploring this connection and bridging the gaps in both the development and delivery of integrated care, the Trust held a conference for Consultant Psychiatrists on 5 December, which was attended by 70 doctors.

7.2 The Chief Executive addressed the conference highlighting the Trust's involvement in the North Central London (NCL) Sustainability and Transformation Plan (STP), the priorities for the Trust, and gave a presentation on workforce implications of the NCL STP.

8. Enfield Drug and Substance Misuse Contract – Mark Landy to provide

7.1 The Trust, in partnership with Blenheim, has been successful in the competitive procurement for Enfield community drug and alcohol services. The service will operate across two sites in Enfield, namely Vincent House, which will host the majority of the recovery based therapeutic services, and Claverings, which will provide the clinical

prescribing service. The contract is for a maximum of eight years and will start on 1 April 2017, with a weekly mobilisation meeting now in place leading up to the go live date.

- 7.2 This service is strategically important in that it will enable the cross borough development of the service in Haringey (at the Grove) and forms another important part of the criminal justice pathway from police custody-court-prison-community. The service in Enfield and Haringey will also play an important role in working with primary and acute care providers in areas of sexual health, Blood Borne Viruses and reducing alcohol presentations in A&E.

9. European Community based Mental health Service providers (EuCoMS) Network

- 9.1 The Chief Executive attended the EuCoMS Network meeting, hosted by the European Partnership for Delivering Quality Community Mental Health, in order to learn about European models of community mental health, and to share knowledge, experience and innovation across Europe. Countries represented at the EuCoMS Network meeting included Belgium, Croatia, Czech Republic, Germany, Greece, Ireland, Moldova, Netherlands, Norway, Romania, Scotland, and Spain,

- 9.2 Attendees, including the Chief Executive on behalf of the Trust, signed up to a Consensus on Values and Ambition. The Consensus set out a statement of intention to strengthen community mental health services and to provide effective alternatives to inpatient care.

10. Mayor of London's Healthy Workplace Award

- 10.1 The Trust has received the Mayor of London's Healthy Workplace Award in recognition of the initiatives developed by the Workforce Directorate under the BEHWell programme to get employees thinking about their mental and physical health.

- 10.2 Recent initiatives include the establishment of a Wellbeing Forum, made up of staff from across the organisation to consider ideas for improving the working lives of staff, and the establishment of Dignity at Work Advisers, to provide a listening ear for staff who are feeling down.

11. Health in Justice Summit: Best Clinical Team in Secure Environments - HMP Pentonville's Daycare Service

- 11.1 HMP Pentonville's Daycare Service, which has been run by the Trust for the past two years, was the runner up in the Best Clinical Team in Secure Environments category at the Health in Justice Summit.

- 11.2 The of Occupational Therapists, led by Deborah Murphy, the Daycare Team Manager and Lead Occupational Therapist, transformed a leisure activity service into a therapeutic day service, adapting the focus from a paternalistic "daycare service", to a less stigmatising, enabling, empowering therapeutic space which encourages service users ownership of their own well-being.

- 11.3 The award was judged on the role of the leader within the team, robust data collection, the ability to demonstrate improvement in health outcomes, the sustainability of the intervention and the specific problems associated with this project being set in a secure environment.

12. Hertfordshire University: Mentor of the Year – Damian Levy

- 12.1 Damian Levy, a Community Psychiatric Nurse with the Barnet Community Rehabilitation Team, was recognised by Hertfordshire University as their Mentor of the Year. Damian was nominated by Sancha Bernard, who was on placement as part of her second year as a Mental Health Nursing Student, for his encouragement in developing skills and knowledge.

13. Christmas Card Competition

13.1 The Trust held its annual Christmas Card competition and invited children of staff to design artwork to be featured on the Trust's official Christmas Card. The annual competition provides an opportunity for staff to engage with children about the valuable work that they do.

13.2 There were three age categories; the winners were:

- 0-5 year old category - Snowman on skates was designed by Dercilia Vital, aged five. Her uncle, Juanito Calip-Bird, works for the Community Stroke Rehabilitation Service at St Michael's Hospital.
- 6-9 year old category - Reindeer in the snow sketched by Daisy Hodges, aged nine. Her mother Sarah Hodges is an Occupational Therapist in Magnolia Unit.
- 10-12 year old category – Joint winners were:
 - Santa and his helpers by Harvey Webster, aged 11. His nan, Marilyn Webster, works for the Patient Safety Team.
 - A Festive Christmas tree by Mia Mason, aged 11. Her mother, Louise Mason, works for the Enfield Memory Service.

13.3 Winners in each category received a small prize and their artwork turned into Christmas cards. All the children who took part received also received a little treat for Christmas.

14. Workforce Update

14.1 Staff Engagement

13.1 Following engagement with clinical divisions, the 2016 Staff Survey has been 65% paper based and 35% electronic. The Survey began in September and closed on 2 December. The change in approach has resulted in a response rate of 53%, exceeding the target of 45% in the Workforce Directorate's annual plan and the response rate of 38% in 2015. The verified national and Trust results are expected to be published by NHSE next month. This year it will be possible to analyse responses consistently across the clinical divisions down to the level of all the teams reporting into an Assistant Director.

14.2 Embedding Trust Values

13.2.1 The Trust is more than half way through the 'Living our Values' programme of workshops to engage up to half of the workforce in a dialogue about the new values and the behaviours they feel would best illustrate them. Some 750 staff have already attended workshops to date. The feedback to the sessions has been overwhelmingly positive. On average, 98% of all attendees would recommend the session to colleagues. The sessions have also improved understanding across the following areas:

Area of understanding	Average increase in the % score before and after the course
I have a clear understanding of the revised Trust Values: Working together, Being positive, Compassion and Respect	28 points
I understand the importance of incorporating these values into everyday behaviours adopted by all staff in the Trust.	21 points
I understand the need to take personal responsibility for my own behaviour and how every single interaction creates either a positive or negative experience for others.	14 points
I feel confident and able to address unacceptable behaviour in a positive and proactive way.	18 points
I understand the importance of recognising and sharing best practice with my colleagues whenever and wherever I encounter it.	14 points
I realise that it is critical to the continuing development and long-term success of the Trust that I personally embody these values.	18 points

13.3.2 The Organisational Development and Learning team are working through participants’ suggestions on the behaviours towards service users, peers and managers to staff to identify the common themes. These will then be shared with teams across the Trust and the most relevant/appropriate will be used to illustrate the values in the annual appraisals framework.

14.3 Staff Wellbeing

13.3.1 The Trust has been awarded level 1 in the Disability Confident Employers programme, the replacement for the Two Ticks, positive about disability. Within the next 6 months the plan is to move to level 2 and be certified as a ‘disability confident employer’. This will require a higher level of provision for meeting the needs of people with disabilities than the old two ticks, or level 1.

14.4 Equality and Diversity

13.4.1 The Better Together Network is now established and has begun its programme of activities. Taking the Workforce Race Equality Standard outcomes as the starting point, the Network is in discussions with the Workforce Directorate on ways it can partner the Trust to help to improve career and progression prospects for staff from BAME backgrounds, address the disproportionate numbers of BAME staff involved in formal disciplinary matters, and reduce bullying and harassment.

14.5 Mandatory Training

14.5.1 As at 19 January, mandatory training compliance was at 79%. The Trust is continuing to provide alternative ways to encourage staff to become compliant by using quizzes/workbooks such as fire safety, equality and diversity, information governance (IG) and conflict resolution (non-clinical only) refresher training, bespoke training on wards/departments and targeted mailing to staff who are non-compliant or approaching non-compliance.

14.5.2 The feedback has been good and has proved a popular way to increase mandatory training compliance. Key messages continue to be featured in the Trust's internal communications, Take 2, and via Clinical Directors/Assistant Clinical Directors to encourage staff to become compliant.

14.6 Employee of the Month

- The November employee of the month winner was Shirleyvonne Banin. Shirleyvonne works as a Ward Administrator in Somerset Villa and was described by colleagues as being kind, friendly and exceptional member of the team, having a 'can do' attitude and always going above and beyond her role and performs any tasks asked of her.

15. Communications Update (1 November – 31 December 2016)

15.1 The Communications Team achieved the following outcomes in November and December:

- **Total News Value:** £744,920
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:** 433
This is the number of times Trust stories appeared in all media outlets.
- **Total News Reach:** 16.76m
The number of people who are expected to have seen Trust PR initiatives, and interacted with them.
- **Article Impressions:** 33.60m
The number of people who could possibly have seen Trust PR initiatives
- **Total Items inc Twitter:** 2,026
This is the number of tweets, retweets, mentions and tags involving the Trust
- **Total Twitter Reach:** 1.13m
The number of people who have seen Trust tweets
- **Total Twitter Impressions:** 2.40m
The number of people who may have seen Trust tweets

15.2 During November and December, the Communications Team issued the following news releases to the local press and partners:

- [Stress Awareness Day](#)
- [BEH receives Mayor of London Healthy Workplace Award](#)

15.3 The following stories have appeared in the press:

1. Multiple Local Papers - [BEH awarded Mayor of London's Healthy Workplace Award](#) - A number of local papers published a piece on the Trust receiving the Mayor of London's Healthy Workplace Award.
2. Daily Mail and Daily Mirror - [Royal Family threatened by more than 400 stalkers](#) – The Daily Mirror and the Daily Mail ran a story on police monitoring more than 400 stalkers who could be a threat to the Royal family. They re-ran an old quote from 2014 with Forensic Psychiatrist, Dr Frank Farnham.

3. Pharmaceutical Journal - [How your hobbies can boost your career](#) – The Pharmaceutical Journal ran a piece on the interesting hobbies of pharmacists and how the skills they gain translate into career skills. It featured Deputy Chief Pharmacist, Katherine Delargy who is also a school governor.
4. Independent Nurse – Debbie Hicks, Nurse Consultant in Diabetes featured in an article on the evolution of diabetes care since 1970.
5. [Hospital Pharmacy Europe](#) (HPE Issue 83) – Deputy Chief Pharmacist Katherine Delargy and Clinical Pharmacist Katrina Powell wrote an informative piece on maintenance treatment for schizophrenia.
6. [Health Service Journal](#) (HSJ) – The HSJ reported on the Trust’s success at the HSJ awards for the second year running. The article featured Project Future.
7. Drink & Drug News – The Chief Executive, Maria Kane featured in an article about the collaborative effort which needs to be made at an early stage to tackle drink and drug dependency.
8. [Borehamwood Times](#) - A student volunteer working in mental health has been awarded for his efforts by the Prime Minister, Theresa May. 16 year old Sharmarke Dhaqane, worked with the Trust to develop the Barnet Young People Mental Health Charter, a peer mental health mentor scheme at his school in Hendon.
9. [The Guardian](#). Consultant Forensic Psychiatrist Frank Farnham provided expert analysis as part of an article on stalking.

16. Visits

- 16.1 Since the last meeting of the Trust Board on 28 November, the Chief Executive has undertaken visits to the following services:
- Enfield Child and Adolescent Mental Health Services
 - Enfield Recovery House
 - Haringey Recovery House
 - Elysian Recovery House

17. Trust Seal

- 17.1 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
222	Deed of variation to the contract for the provision of specialist drugs treatment services with the London Borough of Haringey.	22/12/16	Michael Fox, Chairman Maria Kane, Chief Executive

Ends.