

# Barnet, Enfield and Haringey

Mental Health NHS Trust

*A University Teaching Trust*

<b>Title:</b>	Chief Executive's Report
<b>Report to:</b>	Trust Board
<b>Date:</b>	2 October 2017
<b>Security Classification:</b>	Public Board Meeting
<b>Purpose of Report:</b>	
<p>This is a regular report to the Board, intended to provide an update on recent Trust matters, since the last meeting held on 18 July, which includes the following matters:</p> <ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Board Membership Update</li> <li>• Care Quality Commission's (CQC) Inspection</li> <li>• Redevelopment of the St Ann's Hospital site</li> <li>• Sustainability and Transformation Plan</li> </ul>	
<b>Recommendations:</b>	
<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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<b>Report History:</b>	Regular Report
<b>Budgetary, Financial / Resource Implications:</b>	No particular matters to highlight
<b>Equality and Diversity Implications:</b>	No particular matters to highlight
<b>Links to the Trust's Objectives, Board Assurance Framework and / or Corporate Risk Register</b>	None.
<b>List of Appendices:</b>	
<ul style="list-style-type: none"> <li>• None</li> </ul>	

## Report

### 1. Introduction

- 1.1 Over the summer period, I have had the privilege of spending time in a number of different services in the U.K. and abroad. Of special interest were my visits to:
- Ribera Salud, a public-private partnership Accountable Care Organisation, combining acute, mental health, community and primary care, based over five sites (Alzira being the most notable) in Valencia, Spain, with thanks to Javier Palau, Chief Executive Officer of Alzira hospital.
  - Sydney Local Health District Mental Health Services, Royal Prince Alfred Hospital, Camperdown, Sydney, with thanks to Professor Victor Storm, Director of Mental Health and Conjoint Associate Professor, School of Medicine, University of Western Sydney, as well as Clair Edwards, Director of Nursing, Deputy Director of Mental Health Services and Adjunct Associate Professor, University of Western Sydney
  - The Australian Council on Healthcare Standards, Sydney, Australia - the main accreditation body overseeing national standards in Healthcare organisations across 18 countries (Australia, New Zealand and others in Asia, Pacific and Middle East), with thanks to Dr Christine Dennis, Chief Executive, and her team.
  - Eastern Health, Melbourne, Mental Health Services, Box Hill Hospital, Upton House Inpatient Unit, Maroondah Unit and Koonung Community Clinic, with thanks to Associate Professor Paul Katz, Executive Clinical Director, Mental Health Program, Department of Psychiatry, Monash University, Melbourne.
  - North West Area Mental Health Service, Royal Melbourne Hospital, Coburg, Melbourne, with thanks to Dr Vinay Lakra, Deputy Chief Psychiatrist for Victoria, Director of Clinical Services and Consultant Psychiatrist
- 1.2 I will be arranging feedback sessions with the Executive Management Team, Trust staff, Cavendish Square Group colleagues, and other interested parties. I have also extended an invitation to those international colleagues who may wish to see how services work on the other side of the world, and Professor Victor Storm will be visiting the Trust on 5 October.
- 1.3 It has been a fascinating and enriching time, and I have learned a huge amount, which I hope will be of benefit to the Trust and London's mental health community.
- 1.4 I would like to thank the Chairman, Michael Fox, and the Non-Executive Directors for allowing me to undertake this programme of visits, and my fellow Executive Directors for covering everything while I was away, with particular thanks to Mary Sexton, Executive Director of Nursing, Quality and Governance, and Andy Graham, Executive Chief Operating Officer, who both did a fantastic job each as Acting Chief Executive over the Summer. I am very grateful and I hope it was an interesting and developmental experience.
- 1.5 The remainder of this report reflects Trust matters since the last Trust Board meeting held on 18 July 2017 and activities undertaken by Mary Sexton and Andy Graham.

### 2. Annual General Meeting

- 2.1 The Trust held its Annual General Meeting on Monday, 18 September at the Millfield Theatre in Enfield. The meeting was attended by around 70 service users, carers, staff and representatives from a number of stakeholders, and included presentations on:

- The Annual Report
- The Quality Account
- The Annual Accounts
- Enable, The Enfield Alcohol and Drug Service
- Improving the Value of Primary Care Services in Barnet

2.2 The presentations were followed by a round table discussion which allowed attendees to provide input into how the Trust can develop the Enablement Programme in partnership with the Third Sector.

### **3. Board Membership Update**

3.1 David Griffiths was appointed as the Chief Finance and Investment Officer and took up his post on 1 September 2017.

3.2 David Stonehouse, who was appointed as Interim Chief Finance and Investment Officer, left the Trust on 19 September 2017.

### **4. Care Quality Commission's (CQC) Inspection – 25 September**

4.1 At the time of writing, the CQC was due to undertake a comprehensive Inspection of the Trust during the week beginning 25 September, as well as a thematic review of the Enfield Child and Adolescent Mental Health Services.

4.2 The CQC have already undertaken an unannounced comprehensive inspection of the Eating Disorders Service located on Phoenix Ward on the 4/5 September. Details of which are included in the Clinical, Quality and Safety Report elsewhere on the agenda.

4.3 As part of the inspection process we will be welcoming CQC inspectors who will be observing this Trust Board meeting.

### **5. Redevelopment of the St Ann's Hospital in Haringey**

5.1 The Trust submitted its Outline Business Case (OBC) for the redevelopment of St Ann's Hospital to NHS Improvement (NHSI) on 1 September, ahead of the agreed timetable.

5.2 The OBC is a technical document developed in accordance with the detailed requirements of the NHS Capital Investment Manual and other guidance. The OBC demonstrates that the preferred option as set out at the Strategic Outline Case (SOC) stage remains the preferred option. This will involve building new mental health inpatient facilities which meet modern requirements and the refurbishment of the current ward blocks that will be retained for clinical and corporate services. The OBC demonstrates that this option is affordable to the Trust and NHS commissioners in both revenue and capital terms. The OBC seeks formal approval from NHSI to keep the full land sale receipt for reinvestment in the proposed new and refurbished mental health facilities. A decision on the OBC by NHSI is expected following the NHSI Resources Committee meeting on 16 October 2017.

5.3 The Trust is now working with its design and build partner, Integrated Health Projects, to develop the detailed design for the new mental health inpatient facilities and with Haringey Council on securing the full planning consent required. Following OBC approval by NHSI, the surplus land at St Ann's Hospital will be put on the open market for sale through the Trust's agent, CBRE.

5.4 Following Full Business Case approval by NHSI, expected around March 2018, the construction of the new mental health building is due to commence in early summer 2018 with completion by early 2020.

## **6. North Central London (NCL) Sustainability and Transformation Plan (STP)**

- 6.1 The Trust continues to be heavily involved and play a leadership role in the development of the NCL STP. The Trust is actively engaged in shaping the mental health development work as part of the STP and is also closely involved in the estates work stream, to ensure that its plans for the redevelopment of St Ann's Hospital are fully integrated with, and supportive of, the wider NCL estates plans, which they are.
- 6.2 I am the Lead and Sponsor for the STP Workforce work stream, which is developing new staff roles and seeking to address key workforce issues such as staff recruitment, retention and development across NCL.

## **7. New Model of Care for Secure Services**

- 7.1 The Trust was successful in its application to be appointed as the lead provider of a consortium of NHS Trusts for the provision of forensic mental health services in the North Thames Region. As lead provider the Trust will have responsibility for overseeing a devolved budget from NHS England. The new model of care aims to provide care closer to home and reduce the need for hospital admissions and out-of-area treatments.
- 7.2 The consortium consists of the following NHS Trusts:
- Barnet, Enfield and Haringey Mental Health NHS Trust
  - East London Foundation Trust
  - West London Mental Health Trust
  - Central and North West London Foundation Trust
  - North East London Foundation Trust

- 7.3 A further report will be presented to Board members at the Board Workshop on 30 October.

## **8. New IT Provider – Atos**

- 8.1 The Trust has signed a contract with Atos to provide IT services. Atos are a global leader in digital transformation and will take over from DXC (formerly known as Hewlett Packard).
- 8.2 The contract initially for a period of five years, runs through a digital partnership with University College London Hospitals NHS Foundation Trust (UCLH), enabling the Trust to benefit from better rates than if procuring a providers directly.
- 8.3 The aim of the partnership focuses on enhancing productivity and business performance and helping staff connect, communicate and collaborate more effectively using the latest technologies.
- 8.4 Andy Graham is chairing a Mobility Project Board which is overseeing the development of options to improve mobile working for staff. The Board is conducting two mobile working pilots across the Trust, one being the use of video conferencing to supervise staff working in Post-Traumatic Stress Disorder services and separately in District Nursing wound assessment. The other pilot is using a tablet or other digital device for full access to the RiO system on the move, appointment scheduling, route planning and patient appointment booking. Two of the Trust's District Nursing teams and Crisis teams in Barnet and in Haringey will be the first to trial these products.

## **9. Health Service Journal (HSJ) Awards 2017**

- 9.1 The Trust has been shortlisted in the HSJ Awards' Innovation in Mental Health category for the LINKS project. The HSJ awards are the largest celebration of excellence in UK

healthcare, highlighting the most innovative and successful people and projects in the sector.

- 9.2 The LINKS project, currently being delivered in Barnet, is an innovative approach which aims to work with vulnerable service users and their families where domestic violence and abuse is a factor. Through the work of the project, there has been a significant increase in the number of referrals being made to the Barnet Domestic Violence and Abuse support services.

## **10. Enfield in Bloom**

- 10.1 The Trust won the Enfield in Bloom Bronze Award in the Public Spaces category for the garden at the Hawthorn Recovery Unit. The Hawthorn Recovery Unit, located at Chase Farm Hospital in Enfield, provides assessment, treatment and rehabilitation for Older Adults with acute and complex mental health problems.
- 10.2 The garden is attended to by service users, providing an opportunity to participate in an activity that promotes independence which is especially important for older people to help them to remain living independently in their own homes.

## **11. National Infant Mental Health Awards**

- 11.1 The Enfield Parent Infant Partnership (EPIP) won the People's Choice Award at the National Infant Mental Health Awards run by the Parent Infant Partnership (PIP) UK.
- 11.2 EPIP is a joint project involving Enfield Health (the Child and Adolescent Mental Health Service and Enfield Health Visiting), Enfield Council, a local charity - Every Parent and Child and PIP UK.
- 11.3 The Enfield Parent Infant Partnership works with parents and their babies where mothers have suffered with severe post-partum mental health issues, families where their previous babies have been removed from their care, vulnerable teenage mothers and couples and parents who have felt overwhelmed by the experience of becoming new parents. The team are also committed to involving fathers wherever possible and have encouraged antenatal referrals trying wherever possible to establish a relationship with pregnant women to begin to think about the baby in preparation.
- 11.4 The service, which was also runner up for Exceptional Infant Mental Health Service Provision and in the Locality Award for Infant Mental Health category, has been running for three years and the staff have worked with more than 150 babies and their parents.

## **12. Dragon's Den**

- 12.1 The Dragon's Den is an opportunity for staff to seek funding for a project which will make a real difference to service users, carers and staff. This year, 17 applications were shortlisted out of 37 applications received.
- 12.2 Winning applications include projects to make buildings more dementia friendly and to involve service users and staff in outdoor spaces.

## **13. Outsider Gallery**

- 13.1 The Outsider Gallery London opened its doors at Clarendon Recovery College to celebrate the creative work produced by service users that took part in the Creative, Recovery, Enablement and Wellbeing (CREW) program, showcasing the stories of service users through art and music in a bid to fight the stigma of mental health.

- 13.2 CREW, which was funded by the Trust's Dragons' Den programme in 2016, supports people on their mental health recovery journey by helping them to recognise their potential and increasing their level of self-belief.
- 14. North London Forensic Service 12<sup>th</sup> International Conference – Serious Untoward Incidents: Deaths in Custodial Settings and How to Avoid Them**
- 14.1 The North London Forensic Service held its 12<sup>th</sup> International Conference on 25 / 26 September at Emmanuel College, Cambridge. This year's conference focused on deaths in custodial settings.
- 15. Workforce Update**
- 15.1 Recruitment**
- 15.1.1 The first cohort of nurses from the Philippines will arrive in November. They will be working to pass the Nursing and Midwifery Council (NMC) Objective Structured Clinical Examination which upon completion allows them entry to the NMC register to practice as a nurse in the UK.
- 15.1.2 The Trust is supporting 61 newly qualified nurses with their employment checks and were due to take up posts with the Trust across September and in to October 2017.
- 15.1.3 There have been seven trainee Care Coordinators appointed in Haringey. Of the seven, six were internal. This opportunity will enable them to develop and progress within their careers and remain at the Trust. Following starting in the new role they will be working through competencies to gain sign off as being competent as a Care Coordinator.
- 15.1.4 The Trust launched a 'Buddy Scheme' to support new starters by allocating a buddy to support their on-boarding process.
- 15.1.5 All interview panels are now supported by an independent panel member to aid in the transparency of recruitment decisions and address any concerns of perceived bias in recruitment decisions.
- 15.2 Apprenticeships**
- 15.2.1 The Trust is in the process of developing new apprenticeship programmes aimed at existing staff and funded through the Apprenticeship Levy.
- 15.3 Career Development Day**
- 15.3.1 The Trust held a Career Development Day on 29 August 2017, which aimed to help inform staff of career development opportunities at the Trust. The Day was supported by Unison.
- 15.4 Mandatory Training**
- 15.4.1 Mandatory training compliance continues to rise (currently 87%) and support is being given to all services to help achieve full compliance.
- 15.5 Employee of the Month**
- 15.5.1 The July employee of the month was awarded to Nasima Mamun, Executive Assistant at the Trust's Headquarters, in recognition of her calm, efficient and caring personality.
- 15.5.2 The August employee of the month award went to all staff that work in Cornwall Villa for going above and beyond their duties and treating patients as their own family. There has

been two deaths on the ward of patients with no family and the staff have organised the funeral and held a wake.

## 16. Communications Update (1 July – 31 August 2017)

16.1 The Communications Team achieved the following outcomes in July and August:

- **Total News Value:** £126.46K  
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:** 64  
This is the number of times Trust stories appeared in all media outlets.
- **Total News Reach:** 1.23million  
The number of people who are expected to have seen Trust PR initiatives, and interacted with them.
- **Total Items inc Twitter:** 587  
This is the number of tweets, retweets, mentions and tags involving the Trust
- **Total Twitter Reach:** 383.06K  
The number of people who have seen Trust tweets
- **Total Twitter Impressions:** 523.21K  
The number of people who may have seen Trust tweets

16.2 The following stories have appeared in the press:

1. [Atos extends UCLH contract to Barnet, Enfield and Haringey Trust](#) - Atos has extended its contract with University College London Hospitals (UCLH) NHS Foundation Trust to add the Barnet, Enfield and Haringey Mental Health NHS Trust for an initial five-year long contract. The supplier will become the main IT partner at the trust to help speed up digital transformation, promising to provide savings.
2. [Hendon Today](#) and North London Today - Enfield psychologist alerts public to symptoms of post-traumatic stress disorder. Dr Jennifer Hall, a Clinical Psychologist at BEH is urging people to look out for post-traumatic stress disorder (PTSD), as research suggests that the anxiety disorder can affect more than a third of people involved in a terror attack.
3. [Borehamwood Times](#) - New app made by students of Hendon School and Middlesex University to launch, providing young people with mental health support
4. [Islington Tribune](#) - Studies show that fitting bridge barriers cuts suicides
5. [The Times](#) - Waiting times rise for eating disorders. An investigation by The Times found that waiting times actually rose in parts of England as health trusts struggle to cope with demand.
6. [Independent Nurse](#) - Sarah Kiernan, Consultant nurse in tissue viability is featured in the magazine
7. [BBC News](#) - Feltham young offenders institution 'not safe for staff or boys'  
Staff at both the YOI and prison were praised, with healthcare - particularly mental health provision - described as "impressive".

**17. Chief Executive Officers' (CEO) Forum**

17.1 There have been two CEO Forums since the last meeting

- 18 July at Edgware Community Hospital in Barnet chaired by Mary Sexton.
- 15 September at Chase Farm Hospital in Enfield chaired by Andy Graham.

17.2 Discussions covered a number of topics including preparation for the Care Quality Commission inspection and how the Trust celebrates staff.

**18. Trust Seal**

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

<b>Seal no.</b>	<b>Description of the document</b>	<b>Date sealed</b>	<b>Names of those attesting Seal</b>
245	Contract agreement with University College London Hospitals NHS Foundation Trust and Atos IT Services	7.8.17	Michael Fox, Chairman Mary Sexton, Acting Chief Executive
246	Contract agreement with University College London Hospitals NHS Foundation Trust and Atos IT Services	7.8.17	Michael Fox, Chairman Mary Sexton, Acting Chief Executive
247	Contract agreement with University College London Hospitals NHS Foundation Trust and Atos IT Services	7.8.17	Michael Fox, Chairman Mary Sexton, Acting Chief Executive
248	Call off Contract for managed print services with Ricoh	31.08.17	Andy Graham, Acting Chief Executive David Stonehouse, Interim Chief Finance Officer
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Ends.