

**REPORT TO THE TRUST BOARD: PUBLIC 27 APRIL 2017**

<b>Title</b>	Chair's Report
<b>Author</b>	Marie Gabriel, Trust Chair

**Purpose of the Report:**

The report informs the Board of Chair's Action taken in appointing Consultant medical staff, provides feedback from the Council of Governors and outlines the Chair's most significant activities.

**Summary of Key Issues:**

To receive information on Governor discussions and the process for Chair's action in appointing consultants.

**Strategic priorities this paper supports (Please check box including brief statement)**

Improving service user satisfaction	<input checked="" type="checkbox"/>	Effective service user engagement in quality improvement and in the appointment of high quality clinical leaders significantly contributes to improving service user experience and outcomes.
Improving staff satisfaction	<input checked="" type="checkbox"/>	Quality improvement and sharing best practice along with NED visits to services provides additional opportunities to meaningfully engage staff.
Maintaining financial viability	<input checked="" type="checkbox"/>	Maintaining effective relationships and learning from best practice will support our aim to provide sustainable, integrated services

**Committees/Meetings where this item has been considered:**

Date	Committee/Meeting
23/04/17	Council of Governors

**Implications:**

Equality Analysis	The report refers to national priorities to improve access to mental health and community health services for specific communities.
Risk and Assurance	External stakeholder engagement and shared learning assists in mitigating risks
Service User/Carer/Staff	The report highlights service user engagement in quality improvement and Council of Governors feedback on how they believe we can further improve staff engagement.
Financial	There are no financial implications above existing budgets
Quality	NED visits and attending national and regional events help to ensure an understanding of our context and how we may best respond.

**Supporting Documents and Research material**

Five Year Forward View, Next Steps
------------------------------------

**Glossary**

Abbreviation	In full
STP	Sustainability and Transformation Plan

## **1.0 Background/Introduction**

- 1.1 The report informs the Board of Chair's Action taken in appointing Consultant medical staff and requests approval of these appointments. It also provides feedback from the Council of Governors meeting and outlines the Chair's most significant activities.

## **2.0 Council of Governors**

- 2.1 The March Council of Governors considered two strategic items, Integrated Care and Staff Engagement. Richard Fradgley provided an overview of what Integrated Care means and how this concept is being applied in our two main STP areas. Governors raised a number of points including the:

- Difficulty of integration with social care, which is means tested.
- Need for staff to be allocated time to develop and participate in new integrated arrangements.
- Need to develop new partnerships, for example with schools.
- Concern that integrated care expects us to deliver more for less without the evidence to support this result.
- Risk of not effectively engaging with all partners.
- Complexity of both the redesign that is needed and of the differing and changing needs of residents.

Mason Fitzgerald presented the latest annual staff survey results and the points raised by Governors included:

- Congratulations for our continued success and the need to sensitively celebrate this.
- The challenge of maintaining team stability at a time of major change.
- The need to develop a 'thank you' culture.
- The need to consider the correlation between service user and staff surveys.

- 2.2 The Council meeting made a number of decisions. It approved the appointment of John Bennett, Gary Tubb, Adrian Thompson, Larry Smith, Ernell Watson and Rosemarie Eggleton as members of the Significant Business Committee. It also approved the appointment of Shirley Biro as Chair and Rubina Shaikh as Deputy Chair of the Communications and Engagement Committee along with an amended Terms of Reference.

- 2.3 A report from the February Governor Open Forum meeting led to two further decisions. The first being that given the numbers of Governors interested in Equalities and Diversity that the Forum should receive two presentations a year on this matter. The second decision was agreement to the Council of Governors canvassing members on changing their period of tenure from two three-year terms to three three-year terms. This latter decision will require a change to the Constitution and will therefore need to be ratified by the Board in either June or July before being put to Members at the Annual Members Meeting in October.

- 2.4 Finally, we welcomed Theresa Osei-Kofi as a new Public Governor for Hackney following a recent resignation and said goodbye to two colleagues, Olusola Ogbajie, staff governor who had also chaired the Communications and Engagement Committee and Jamal Haig, Membership Office Apprentice. I take this opportunity to thank them both for their contribution and offer our best wishes for their future. We also agreed that we would review how we communicate with Governors about service change.

### **3. Consultant Appointments**

- 3.1 The Trust held an Advisory Appointments Committee on 21<sup>st</sup> March 2017, to interview for three Consultant Psychiatrist posts in Luton Mental Health and Well Being Service:

1. Early Intervention Service (a new post)
2. Inpatient Coral Ward (a replacement post)
3. Community Mental Health Team (a replacement post)

- 3.1.1 The appointments panel consisted of:

Ken Batty, Non-Executive Director as Chair  
Dr. Kevin Cleary, Chief Medical Officer for Chief Executive  
Dr. Dinesh Sinha, Associate Medical Director  
Dr. Farid Jabber, Clinical Director  
Dr. Sen Kallumpuram, Dual role as Local Consultant and Royal College Representative  
Elaini Gale, Service User Representative

- 3.1.2 Five people were shortlisted, two attended for interview.

- 3.1.3 The recruitment and interview process was conducted in accordance with Trust policies and procedures.

- 3.1.4 The appointments panel recommended Dr. Sangeetha Kolli for appointment to the post of Consultant Psychiatrist, Early Intervention Service Luton.

- 3.2 The Trust held an Advisory Appointments Committee on 27<sup>th</sup> March 2017, to interview for three Consultant Psychiatrist posts in Bedford Mental Health and Well Being Service:

1. Special Addiction – Pathway to Recovery (a new post)
2. Community Mental Health Team (a replacement post)
3. Community Mental Health Team-East (a replacement post)

- 3.2.1 The appointments panel consisted of:

Ken Batty, Non-Executive Director as Chair  
Dr. Kevin Cleary, Chief Medical Officer for Chief Executive  
Dr. Dinesh Sinha, Associate Medical Director  
Dr. Zelpha Kittler, Clinical Director  
Dr. Konstantinos Stagias, Local Consultant

Dr. Alan McNaught Royal College Representative  
Clive Travis, Service User Representative

- 3.2.2 Five people were shortlisted, two withdrew and three attended for interview.
- 3.2.3 The recruitment and interview process was conducted in accordance with Trust policies and procedures.
- 3.2.3 The appointments panel recommended, Dr. Sally-Ann Porter for appointment to the post of Consultant Psychiatrist Special Addiction Pathway to Recovery, Bedfordshire.
- 3.3 The Trust held an Advisory Appointments Committee on 4<sup>th</sup> April 2017 to interview for a Consultant Psychiatrist and Clinical Director for Learning Disability Psychiatry Luton & Bedfordshire Mental Health and Well Being Service, a new post.
- 3.3.1 The appointments panel consisted of:
- Ken Batty, Non-Executive Director  
Mason Fitzgerald, Executive Director for Corporate Affairs for Chief Executive  
Dr., Richard Evans, Deputy Medical Director  
Dr. Zelpha Kittler, Clinical Director  
Dr. Deepak Thalitaya, Local Consultant  
Dr. Indermeet Sawhney, Royal College Representative  
Shazia Hameed, Service User Representative
- 3.3.2 One person was shortlisted for interview.
- 3.3.3 The recruitment and interview process was conducted in accordance with Trust policies and procedures.
- 3.3.4 The appointments panel recommended Dr. Sanjay Nelson for appointment to the post of Consultant Psychiatrist and Clinical Director for Learning Disability Psychiatry.

#### **4.0 Chair Activities**

- 4.1 As recommended by the Well Led Board Review undertaken last year, the Non-Executive Directors have established a programme of visits in addition to the individual visits they already undertake. Since our last Board meeting this has involved visits to Community Health Newham's Sickle Cell and Thalassemia Service and Stratford Physiotherapy Service and the Newham Mental Health Services including the Coburn Centre. These visits highlighted excellence and identified that demand could be better met if we had the resources to improve capacity.
- We were very impressed by the Sickle Cell and Thalassemia team's proactive and responsive approach and their determination to consider the whole person aspirations at different stages in their lives. It was gratifying to hear that elements of this work were being cited as best practice. To be more

responsive the team would like to be able to offer a Saturday service and to update their videos and leaflets but this would require additional resources from the Commissioner.

- The Stratford Physiotherapy Service was also impressive, particularly in the way in which it has worked through the complexity of a partnership across a number of organisations. The team had been particularly successful in its application of quality improvement but found that its current premises were limiting the number of appointments and additional activities that could be offered.
- Kingsley and Paul will provide feedback on the visit to Newham Mental Health Services at the Board meeting.

4.2 Mary Elford, Vice Chair and NED lead for Quality had a very productive visit to the inpatient wards at Luton and Bedfordshire on 28<sup>th</sup> March 2017. She was particularly impressed by the significant improvements to the patient environment. All wards are now single sex with single rooms and a lot of work has gone into designing welcoming communal areas and spaces for activities. Patients spoke highly of the quality of care and the fact the wards feel much calmer. Jade Ward, the male PICU, is proving particularly effective and the team have fostered positive relations with the police and acute trust. Ash Ward is a large ward and the team are looking at ways of reducing the impact of this. Significant progress has been made with recruitment through building better links with local universities. However challenges remain and the team are considering some innovative ways of improving recruitment and retention.

QI projects are now underway, including one on reducing female self-harm (all wards) and the use of seclusion (Jade ward). Mary was encouraged to see the real progress being made with patient involvement and impact peer support workers are having.

In terms of future priorities, there is scope to widen the range of activities on wards in the late afternoons and evenings and at weekends. Not all wards had ready access to exercise equipment. You said / we did boards are on all the wards but some needed updating. Patients generally spoke well of the food, but felt there was not enough healthy food and fruit available.

4.3 It has been quite a month for learning and celebration:

- Our Trust Wide Annual Planning meeting gathered together the feedback from each of our Member, Governor, service user, carer and staff constituencies to identify priorities for next year. Integrated care including transition between services, ensuring quality at a time of diminishing resources and accessible services were amongst some of the themes discussed. This feedback will be featured within our plan.
- I spent a very pleasant Saturday afternoon and a weekday morning welcoming our new Tower Hamlets Community Health staff. They are excited by the possibilities of working within ELFT but understandably cautious of the

changes that such a new type of integrated, system will bring. We will continue the dialogue and have more dates planned for May.

- We also held two Annual QI Conferences, one for Bedfordshire and Luton and one for East London. They were both well attended, highlighting the work of staff and the effective involvement of service users but we will need to improve as some Governors and members were disappointed not to be able to attend. This was followed by us holding an Experience Day for 150 global visitors as part of the 2017 International Forum on Quality and Safety.
- The final event I wish to highlight was the launch of the Newham Recovery and Wellbeing Groups Programme, now known as 'Getting There'. This programme provides a wide range of activities to support recovery and inclusion and was co-produced by those who use our services.

4.4 The changing context and expectations of the NHS has been the focus of many national discussions that I have attended and more recently the NHS leadership has published a delivery plan that provides more clarity. These discussions include the strengthening of STPS as they develop into accountable care systems and the aligned expectation that Boards should increasingly think wider than their own organisational boundaries. This should be positive for those who use our services but as a Board we will still be held to account for performance. Last month saw the publication of the Five Year Forward View Next Steps, a delivery plan to assist the NHS to move forward. This document recognises the NHS's achievements and its challenges and identifies a number of priorities including boosting mental health services by increasing beds for children, young people and new mothers, reducing out of area care and more staffing to prevent crisis. It also prioritised better care for older people to be achieved by bringing services together, reducing emergency admissions and reducing the time spent in hospital. Other priorities include improving cancer care and improving efficiency. The Board has begun to consider what this might mean for the Trust and will be engaging our staff, service users and Governors in our deliberations.

## 5.0 Action Being Requested

5.1 The Board is asked to **RECEIVE** the report and **APPROVE** Chair's Action in appointing Dr. Kolli, Dr. Porter, and Dr. Nelson.