

TO: 2gether NHS Foundation Trust Board

FROM: Shaun Clee, Chief Executive

DATE: 25 April 2008

SUBJECT: Chief Executives Report

1. PURPOSE

To bring to the attention of the Board significant items of business in progress.

Items of business requiring decision or reporting performance against service agreements are the subject of specific papers on the Board's agenda. The Chief Executive's Report provides the opportunity for significant issues to be brought to the attention of the Board outside this framework.

2. SUMMARY OF KEY POINTS

- Local staff survey results show steps in the right direction
- Engaging colleagues progresses with learning event
- Solid platform for progress on Social Inclusion established
- National recognition for member of staffs outstanding contribution to their profession
- Significant progress made in Child and Adolescent Mental Health waiting lists

3. RECOMMENDATIONS

- The Board is asked to note the contents of this report.

4. WHICH TRUST KEY STRATEGIC OBJECTIVES DOES THIS PAPER PROGRESS OR CHALLENGE?

Supporting clinical care	P	Skilled workforce	
Getting the basics right		Using better information	
Social inclusion	P	Financial efficiency	
Seeking involvement	P	Legislation	

5. WHICH TRUST VALUES DOES THIS PAPER PROGRESS OR CHALLENGE?

Seeing from a service user perspective			
Excelling and improving	P	Inclusive open and honest	
Responsive		Can do	
Valuing and respectful	P	Efficient	

6. REVIEWED BY:	
Relevant Directors	Date 16 April 2008
Forums / Community groups who's views have been sort	
None	Date

7. CONTEXT

7.1 National Context

7.1.1 Annual Staff Survey results.

The results from the 2007 survey of NHS staff provide an overall positive picture of employment in the NHS with some clear improvements since the 2006 survey. It found that staff were generally satisfied with their jobs and identified high levels of access to training, learning and development, appraisals, strong support from managers, and access to flexible working opportunities. It found encouraging improvements in responses around the promotion of good hygiene, infection control and the reporting of errors.

The survey also identified the need for action on levels of violence, harassment and bullying against staff and these issues are being vigorously addressed locally and nationally.

Information on the results for our own organisation is highlighted below.

7.1.2 Pension Scheme modernisation

Major changes to the NHS Pension scheme were introduced on 1 April 2008. One of the key messages that it is important that we inform all of our colleagues about is that of using the strategic benefits of the scheme to not only support general recruitment and retention but also offer significantly increased flexibility to colleagues as they plan retirement. Comprehensive guidance material is available from www.pensions.nhsbsa.nhs.uk.

7.1.3 Partnering children's trusts

This new guidance on the duty to co-operate reflects the thrust of the Children's Plan to develop greater cultural change within children's trusts., so they better understand and increase focus on children's needs. The guidance will also help key stakeholders and service providers, including PCTs, SHAs, and others become more active partners in children's trusts.

The Chief Executive has asked the Director of Operations to ensure that the guidance is reviewed by the CAMHS management board and that any implications or recommendations are reported back to the Executive Team.

7.1.4 Bercow Report on children

John Bercow, MP was asked by Ed Balls and Alan Johnson to conduct an independent review of services for children with speech, language and communication needs. The interim report was published on 20 March. The final report will be delivered to the Government in July 2008. A background briefing about the interim report is enclosed at Appendix A. David Nicholson has, via the bulletin to CEO's provided the opportunity for comment on the conclusions of the interim report.

The Chief Executive has asked the Director of Operations to coordinate any comments from the Clinical and Service Directors from Learning Disability services and Child and Adolescent Mental Health Services SSU's

7.1.5 Child And Adolescent Mental Health Services (CAMHS) Review Launches National Call For Evidence

The above review launched, by Jo Davidson, the Chair of the Independent CAMHS review, on 14 April 2008, has been asked to examine recent progress towards improving services, and to make practical recommendations to further improve the commissioning and delivery of services.

The Chief Executive has asked the Director of Operations to work with the Clinical and Service Directors from CAMHS to coordinate a recommended submission from ²gether NHS Foundation Trust. Consultation closes on July 4th 2008, so a draft submission will be brought to the June Board. Background information is included at Appendix B.

7.1.6 Corporate Manslaughter Legislation

On 6th April 2008 the main provision of the Corporate Manslaughter and Corporate Homicide Act 2007 came into effect. All of the indications are that the NHS is well placed to deal with its provisions and that the current risk management procedures, if properly implemented and regularly reviewed, will enable that to continue.

The Chief Executive has asked the Director of Corporate Affairs to ensure that the Governance Committee provides this assurance to the Board.

7.1.7 Monitor Nine Month Performance Review.

Monitor, the independent regulator has published a report on Foundations Trusts performance in the nine month period to 31 December 2007 this is the first of a series of more detailed reports which focus on areas of service performance, with the focus in this report being on MRSA and emergency (A&E) admission targets.

The report also highlights that financial performance of NHS Foundation Trusts remaining strong. At the end of quarter three, 81 of the 83 foundation trusts had achieved a net surplus of £376 million. There was a total of 18 mental health trusts authorised at that time.

Of the 83 Foundation Trusts, the profile of Governance Risks Ratings and Financial Risks Ratings were as follows

Governance Risk rating	
Green	43
Amber	38
Red	2
2gether NHS Foundation Trust	Green

Financial Risk rating	
5 (lowest risk)	25
4	47
3	11
2	0
1	0
2gether NHS Foundation Trust	4

7.2 Local Context

7.2.1 National Award

The College of Occupational Therapists has awarded Jane Melton, Consultant Occupational Therapist with 2gether NHS Foundation Trust a National Merit Award. Jane has been recognised for her outstanding contribution to the profession of Occupational Therapists and is one of only five OT's who have received recognition.

This is a fantastic achievement and the Chief Executive on behalf of the Board would like to express both the congratulations of the Board as well as our thanks for the services provided to the population of Gloucestershire.

7.2.2 Social Inclusion

Following a meeting between the Chief Executive and the lead for the National Social Inclusion Programme the Chief Executive is able to confirm the following. Firstly, I can confirm that we are one of a small number of Trusts who have been invited to become a "Community of Influence" site. This is an initiative from the NSIP and I have included a summary of the initiative at Appendix C.

Secondly, our community broadcast DVD on social inclusion and membership has been picked up as an example of good practice and will feature as a link on the NSIP website.

These initiatives, together with the progress we reported in the last board position us well to make progress on one of our key strategic objectives for 2008/9.

7.2.3 Learning Event focuses on Outcomes

Hazel Watson, the Director of Nursing Allied Health Professionals and Social Care, opened the third of our learning events on 15 April. The Event, held at the Guild Hall in

Gloucester, was attended by 74 colleagues from across the organisation with good representation from all of the Strategic Service Units and Corporate departments.

Keynote speaker, Margaret Oakes who is the National Lead for Mental Health Outcomes Project with Care Services Improvement Partnership provided information on the National Project for Clinical Outcomes.

Dr Attila Sipos, Consultant psychiatrist presented work on outcomes achieved from within the trusts Assertive Community Treatment Team.

John Cash, Joint Lead Psychologist for Learning Disabilities and Trust Psychology Advisor presented work on outcomes from within the trusts Community Learning Disability Teams.

The Learning Event also provided an opportunity for colleagues to say goodbye to Robert Maxwell who had been the Chair of the trust for six years until the end of March 2008.

The Chief Executive would like to thank the Director of Nursing, Allied Health Professionals and Social Care and all colleagues who attended for contributing to the success of the event.

7.2.6 Local Results of Annual Staff Survey

The results of the staff attitude survey for 2007 were recently published. Members of the Trust Board may be aware that questionnaires are distributed to a random sample of staff during October and December with results being available during February and March of the following year.

750 questionnaires were sent out of which 747 were deemed 'eligible' and 384 questionnaires were returned. This gave the Trust a response rate of 51.4% which was less than the previous year's response of 54.5%. However this compares favourably against the Picker Trust average for 2007/8 which was 49.8%.

The NHS annual staff survey that is carried out by the Healthcare Commission indicated that 2gether NHS Foundation Trust has shown significant improvements in a number of key areas, these include:

- * improved access to health and safety training,
- * how to report incidents and accidents and
- * a reduction in the number of certain types of injury;
- * communications and
- * the number of staff receiving an appraisal.

Together, staff side and managers reviewed the results from last year and then took action to make a difference. The results provide encouragement that those actions have been effective and are taking the trust in the right direction.

The Workforce Committee at their meeting next week will consider these alongside the Human Resources action plan for 2008/09.

7.2.5 Significant Progress within CAMHS

The Clinical Director and Service Director have reported significant progress within CAMHS on reducing waiting lists. Concerted efforts by CAMHS teams during 2007/8 resulted in waiting lists continuing to reduce throughout the year to the present situation of 40 people on the waiting list. This represents an 83% reduction over the past year.

Shaun Clee
Chief Executive

BERCOW REVIEW: SPEECH, LANGUAGE & COMMUNICATION SERVICES FOR CHILDREN AND YOUNG PEOPLE MUST IMPROVE (20 March 2008)

Children and young people must be given the support they need to overcome speech, language and communications difficulties so they enjoy the same opportunities to learn, socialise and succeed as anyone else, according to an interim report presented by John Bercow MP to the Secretaries of State for Health and for Children, Schools and Families. The Bercow Review, which the Government commissioned in September 2007, aims to improve services for children and young people from birth to 19 who have speech, language and communications difficulties, which could range from a delay in speaking to a severe stammer, or could be related to other disabilities such as autism or cerebral palsy. Over 2,000 people responded to the Review's consultation, with almost 1,000 responses from families.

Government has invested in measures to address children's speech, language and communication needs, for example through the Children's Centres programme, and the numbers of speech and language therapists increased by over a third between 1997 and 2006. However, families highlighted that concerns about services remain. Some families feel their children are not a priority for local services and they have to struggle to obtain help. Information can be hard to find and services hard to access. Many feel agencies do not work together effectively or share a common language. Others found it difficult to maintain continuous support, especially as some professionals are stretched for time and resources – while others don't have the training to step in.

The interim report highlights the main issues and has identified five key themes:

- Speech, language and communication are essential life skills and a fundamental human right - they should be a priority for all in the system;
- Early identification of problems and intervention are essential to avoiding social and economic problems later in life;
- Services should be a continuous process from an early age - not just the odd sessions or for very young children - and designed with the needs of the family in mind, making them easy to access;
- Joint working between services and with families is critical. Local authorities, primary care trusts and other services need to cooperate more; and
- The current system is patchy – there is in effect a 'postcode lottery'.

John Bercow said:

"I am very pleased to present this interim report to Ed Balls and Alan Johnson. Thousands of people have contributed to the Review and my colleagues and I on the Review team are especially grateful to the many families who have taken the time to tell us of their experiences. "Although there are some skilled professionals and very good facilities, the overall position is highly unsatisfactory. Access to information and services is often poor, services themselves are very mixed, continuity across the age range is lacking, effective joint working between the health and education services is rare and there is something of a postcode lottery across the

country. Above all, local commissioners attach a low priority to the subject and this must change. In this interim report, I set out the principal issues which need further consideration and the next steps I will take. Both the DCSF and DH Ministers and officials have co-operated fully with the Review and I look forward to making final recommendations in July.”

The review was launched by Children’s Secretary Ed Balls and Health Secretary Alan Johnson in September 2007.

The report describes a series of possible ‘next steps’, which the final review will consider:

- The possibility of a Year of Speech, Language & Communication;
- Whether there are enough speech and language therapists;
- Bolstering the effectiveness of Children’s Trusts to improve access to services and to improve co-operation between local councils and PCTs;
- Providing local authorities and PCTs with an ‘audit tool’ to see what children’s needs are in each area.

John Bercow’s final report, with recommendations to Government, will be published in July 2008.

Building on the Education and Skills Committee report: Special Educational Needs: Assessment and Funding (October 2007), the DCSF last week set the terms of reference for Brian Lamb, Royal National Institute for Deaf People director, to lead an inquiry into how best to increase parental confidence in the special educational needs (SEN) assessment system. This is alongside a package of measures supported by £18m of additional investment over 2008-2011 outlined in the Children’s Plan. This package will improve the skills of the workforce in meeting children’s special educational needs and focus on the outcomes being achieved. Ed Balls, Secretary of State for Children, Schools and Families, said:

“It is vital that children and young people with speech and language difficulties are identified at the earliest possible stage and the right support is then put in place. If these problems aren’t identified and treated early on it can have a fundamental impact on children and young people throughout their lives. I want Children’s Services to work together with Primary Care Trusts to provide speech and language services that meet the needs of children and families.

“In recent weeks I have visited the Michael Palin Centre for Stammering in London with John Bercow and the West Green Primary speech and language unit in Haringey and I saw there the huge difference speech and language therapists and support staff make to the lives of children and young people with communication difficulties.

“I want to see the good services I have seen replicated in every area so I am therefore very pleased that John Bercow undertook to carry out this review. I thank him for his work so far and look forward to reading the final report and recommendations later this year.”

Alan Johnson, Health Secretary, said:

“Speech, language and communication are fundamental aspects of a child’s health and well-being. It is essential that health and other agencies work together to support children with SLC needs and their families. Over the last 10 years, we have increased the number of speech and

language therapists and worked hard to improve access to professional programmes to help children overcome early speech problems.

“But we recognise that more needs to be done. This review will support commissioners in their role of identifying local need and purchasing appropriate services to ensure that every child who needs support with their communication gets it when they need it.

“I welcome the findings of this interim report and look forward to the final recommendations in July.”

Scope of the Bercow Review

The review will advise on:

- the range and composition of universal and specialist services to best identify and meet the diversity of needs and secure value for money within the context of the CSR and available resources;
- how planning and performance management arrangements and effective co-operation between Government departments and responsible local agents can be used to promote early intervention and to improve services;
- examples of good practice in commissioning and delivering services which are responsive to the needs of children, young people and families and which can be viewed as benchmarks for the delivery of local services across the country.
- Specific issues to be considered by the review will include:
- how the health service commissioning framework ensures sufficient and responsive services to meet local needs;
- clarity of accountability and responsibility for planning and service delivery from national to local level across health, social services and education, including joint and consistent priorities;
- strategic, professional and operational leadership of services;
- recruitment and deployment of NHS speech and language therapists, particularly those specialising in working with children;
- analysing good practice in joint working by education and health services, particularly joint commissioning, including needs assessment and design of service delivery;
- the balance between intervention in the early years and provision to children and young people throughout the age range; including those in vulnerable situations such as those at risk of offending or re-offending;
- how to further improve workforce skills in early years and schools;
- effective provision of assistive and augmentative communication technology;
- improving support and information for parents & young people; and
- transition to adult services.

CHILD AND ADOLESCENT MENTAL HEALTH SERVICES (CAMHS) REVIEW LAUNCHES NATIONAL CALL FOR EVIDENCE (14 April 2008)

Jo Davidson, the Chair of the independent CAMHS Review, today launched a national call for evidence to help inform the deliberations of the review team, and ensure that all interested individuals and organisations have an opportunity to contribute to the debate about how to improve services to effectively meet the educational, health and social care needs of children and young people at risk of, and experiencing, mental health problems.

The independent review has been established by the Department for Children, Schools and Families and the Department of Health to examine recent progress towards improving services, and to make practical recommendations to further improve the commissioning and delivery of services.

For the purposes of the review, CAMHS is defined in its broadest sense to include all services that promote emotional health and well-being or which respond to and meet the mental health needs of children and young people at targeted or specialist levels. This includes universal services, such as GPs, early years settings and schools, targeted services such as social care and specialist services such as community child and family mental health clinics and hospital based services.

The review team now wishes to hear the views of individuals and organisations on the current performance of services, and what can be done to better meet the needs of children and young people who need to access them. Those wishing to submit views can:

- Find out more about the review and how to contribute to the consultation by visiting the review's website at www.dcsf.gov.uk/CAMHSreview/
- Email views to CAMHS.Review@dcsf.gsi.gov.uk; or
- Post views to: Department for Children, Schools and Families, Sanctuary Buildings, Great Smith Street, London, SW1P 3BT

The consultation period will run until 4 July 2008.

1. The Secretary of State for Children, Schools and Families and the Secretary of State for Health have asked Jo Davidson (Chief Officer at Gloucestershire County Council) and Dr Bob Jezzard (Child Psychiatrist and formerly CAMHS Professional Adviser to DH) to lead an independent review to see how to improve services to effectively meet the educational, health and social care needs of children and young people at risk of, and experiencing, mental health problems.

2. The main aims of the CAMHS Review are to investigate:

- What progress has been made, since the launch of Standard 9 of the Children's National Service Framework and the publication of Every Child Matters in 2004, in delivering services to meet the educational, health and social care needs of children and young people at risk of and experiencing mental health problems? (including those with complex, severe and persistent needs).

- What practical solutions can those developing policy and delivering, managing and commissioning services use to address current challenges and deliver better outcomes for children and young people with mental health problems? How can these solutions be monitored?

3. It is planned that the review will report in autumn 2008.

Information on Community of Influence

I am writing to invite your participation in the work of the National Social Inclusion Programme (NSIP), the University of Central Lancashire (UCLAN) and the Department of Health Pacesetter Programme, on Foundation Trusts and their scope for promoting positive social inclusion outcomes for users of services in at community level.

This work programme aims to identify, evaluate and disseminate the innovative ways in which lay expert members and governors of FTs can be engaged in positively influencing opportunities for inclusion and social networks in the various communities of which users are members, and in helping to achieve a corresponding reduction in stigma and discrimination.

NSIP was established to lead implementation of the action points of the Social Exclusion Unit report of 2004 and those (on adults of working age with MH problems) in 'Reaching Out' - the Social Exclusion Action Plan of 2006. (Further information on NSIP'S work can be found at: www.socialinclusion.org.uk). The programme works through a national team, NIMHE regional development centres, an extensive affiliates network and several key partnerships, including the Pacesetters Programme, and the Department of Health Equality and Human Rights Group.

Central to these is a partnership with the NHS Confederation - through which a number of Trusts are already engaged with NSIP and with a network of universities, led by UCLAN, established to provide, in the form of practical dissemination, evaluation and research - support for MH Trusts and commissioners as they work to implement the various areas of inclusion policy.

Foundation Trust status and the process of securing it would seem to afford opportunity to engage local communities on an unprecedented scale. There is widespread interest in matching the scale of participation to practical outcome in terms of Trust purpose; in creating real opportunities to engage members in supporting service transformation.

We would like to explore with you how this transformation can work - or in some cases is working - to build service involvement in promoting inclusion beyond conventional service boundaries, in the many communities - neighbourhood, employment, education to which service users belong. We will be working in partnership with the Pacesetters Programme to deliver this, (further information about their work can be found at: www.dh.gov.uk/pacesetters).

Our intention is to establish a learning network of key Trusts with academic, user and other organisational participants being drawn in from NSIP networks, to critically review existing activity on these issues and to develop shared thinking and action for future effectiveness.