

TRUST BOARD IN PUBLIC		Date: 30th October 2014	
		Agenda Item: 1.6	
REPORT TITLE:		CHIEF EXECUTIVE'S REPORT	
EXECUTIVE SPONSOR:		Michael Wilson Chief Executive	
REPORT AUTHOR:		Gillian Francis-Musanu Director of Corporate Affairs	
REPORT DISCUSSED PREVIOUSLY: (name of sub-committee/group & date)		N/A	
Action Required:			
Approval	Discussion	Assurance (√)	
Summary of Key Issues			
<p>National Issues:</p> <ul style="list-style-type: none"> • The NHS Five Year View <p>Local Issues:</p> <ul style="list-style-type: none"> • Mutuals In Health Pathfinder Programme • Visit by the CEO of the Trust Development Authority 			
Relationship to Trust Strategic Objectives & Assurance Framework:			
SO5: Well – led			
Corporate Impact Assessment:			
Legal and regulatory implications	Ensures the Board are aware of current and new requirements.		
Financial implications	N/A		
Patient Experience/Engagement	Highlights national requirements in place to improve patient experience.		
Risk & Performance Management	Identifies possible future strategic risks which the Board should consider		
NHS Constitution/Equality & Diversity/Communication	Includes where relevant an update on the NHS Constitution and compliance with Equality Legislation		
Attachments: N/A			

TRUST BOARD REPORT – 30th October 2014 CHIEF EXECUTIVE'S REPORT

1. National Issues

1.1 The NHS Five Year Forward View

The NHS Five Year Forward View was published on 23 October 2014 and sets out a vision for the future of the NHS. It has been developed by the partner organisations that deliver and oversee health and care services including NHS England, Public Health England, Monitor, Health Education England, the Care Quality Commission and the NHS Trust Development Authority. Patient groups, clinicians and independent experts have also provided their advice to create a collective view of how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services.

The purpose of the Five Year Forward View is to articulate why change is needed, what that change might look like and how we can achieve it. It describes various models of care which could be provided in the future, defining the actions required at local and national level to support delivery. Everyone will need to play their part – system leaders, NHS staff, patients and the public. It covers areas such as disease prevention; new, flexible models of service delivery tailored to local populations and needs; integration between services; and consistent leadership across the health and care system.

The Five Year Forward View starts the move towards a different NHS, recognising the challenges and outlining potential solutions to the big questions facing health and care services in England. It defines the framework for further detailed planning about how the NHS needs to evolve over the next five years.

The report sets out why the NHS needs to evolve, the challenges that lie ahead and how these can be met. It also details the actions that will be taken to deliver transformed care for patients, and the help that will be needed from others. Setting out the stark choices facing the country, arguing that unless decisive action is taken now, in five years' time we will face a growing health and care quality gap.

Simon Stevens, Chief Executive of NHS England outlines how action needs to be taken on the following four fronts:

- Do more to tackle the root causes of ill health. The future health of millions of children, the sustainability of the NHS and the economic prosperity of Britain all now depend on a radical upgrade in prevention and public health. The Forward View backs hard-hitting action on obesity, alcohol and other major health risks.
- Commit to giving patients more control of their own care, including the option of combining health and social care, and new support for carers and volunteers.
- The NHS must change to meet the needs of a population that lives longer, for the millions of people with long-term conditions, and for all patients who want person centred care. It means breaking down the boundaries between family doctors and hospitals, between physical and mental health and between health and social care. The Five-Year Forward View sets out new models of care built around the needs of patients rather than historical or professional divides.
- Action needed to develop and deliver the new models of care, local flexibility and more investment in our workforce, technology and innovation.

The document also concludes that action will be needed on demand, efficiency and funding. More action on any one of the three will reduce the pressures on the other two. It shows how delivering on the transformational changes set out in the Forward View, combined with staged funding increases as the economy allows could feasibly close the £30 billion gap by 2020/21, and secure a far better health service for England. The trust will need to review the report in detail and consider the part we have to play and the potential short and longer term strategic impacts. The full report is available at:

<http://www.england.nhs.uk/ourwork/futurenhs/>

2. Local Issues

2.1 Mutuals in Health National Pathfinder Programme

Last week the Trust heard that it has been successful in its application to be part of a national Pathfinder Programme which will mean that we can explore the viability and feasibility of becoming a Mutual organisation.

In July this year the Cabinet Office and Department of health invited NHS Trusts and Foundation Trusts to apply to be part of a National Pathfinder programme for Mutuals in Health which is designed to support health and care organisations to explore the potential benefit of mutualisation for their services. The programme is open to all Foundation Trusts and NHS Trusts and only nine have been successful following a rigorous application process.

The background to this Pathfinder programme is that the Mutual Model (where an organisation is owned by its staff) can improve clinical outcomes, patient experience as well as staff engagement, satisfaction and motivation. John Lewis is probably one of the best known examples of a mutual organisation in the private sector but there are a number of public sector organisations including libraries, social care, community service and youth service providers where the mutual model has been successfully implemented and staff engagement and satisfaction levels have been significantly improved. So far Mutual organisations in the public sector have only been for relatively small organisations but this Pathfinder programme is offering the opportunity for both NHS Trusts and Foundation Trusts to be part of a national work stream to explore whether the mutual model can work in much bigger organisations. This is a great opportunity for us in terms of being part of something that is new and exciting, testing out how it fits with our Foundation Trust application and for the reputation of the Trust as a whole.

Using a £1m fund, the programme will provide Pathfinder Trusts with up to £100,000 worth of bespoke technical, legal and consultancy support. Designed to help Trusts to consider the potential advantages of the public service mutual model, it will enable us to understand what mutualisation means for us, the potential benefits, including increasing staff engagement across our organisation, and identifying solutions to practical barriers regarding implementation. Government will work in partnership with the Trust to design a bespoke package of expert support that meets our needs and will then run the procurement process on our behalf although we will be actively involved in choosing our support provider.

As part of our participation in the Pathfinder programme we would like to explore with staff:

- how the role of staff governors can further be enhanced once we have become a Foundation Trust
- how a staff council can influence the decisions made by the Trust and how we ensure that it is valued by staff, clinicians, managers and the Trust Board

- what rewards and incentive schemes would support and encourage a greater sense of ownership by staff
- whether a Mutual Model will support us in moving towards delivering “outstanding” care and services to patients

As an organisation I am particularly proud of the high levels of patient satisfaction, motivation and engagement that the Trust currently has and we see this as an opportunity to taking this to the next level.

2.2 Visit by the CEO of the Trust Development Authority

David Flory, the Chief Executive of the Trust Development Authority toured our Trust on 3rd October. When he was one of the Department of Health’s Director Generals responsible for Safety, he only knew about our Trust from its reputation. He acknowledged the significant improvements the Trust had had made both in terms of performance and our committed to safety and high quality patient experience. He said he had the real sense that our staff loved what they did - he couldn’t be more impressed. Thank you to all staff who made this visit such a success.

3. Recommendation

The Board is asked to note the report and consider any impacts on the trusts strategic direction.

Michael Wilson
Chief Executive
30th October 2014