
Trust Leadership Forum

Systems Leadership: Changing the Way We Change



Introductions

**Dawn Hanwell, Chief Financial
Officer & Deputy CEO**

Trust Leadership Forum, 21st November 2018

Programme

- 1.30 pm: Introductions: Dawn Hanwell, Chief Financial Officer and Deputy CEO
- 1.35 pm: Looking back and looking forward – Sara Munro, CEO
- 1.50 pm: Systems leadership and our current context – Myron Rogers
- 3.15 pm: break
- 3.30 pm: Design Café: Applying the dynamics of systems to our real work environment - Myron Rogers
- 4.30 pm: Design Café debrief and where to from here Myron Rogers
- 5.00 pm: Forum Close – Dawn Hanwell

Looking Back - Looking Forward

Dr Sara Munro
Senior Leaders Forum
21 November 2018

Welcome and thank you





What a year - Workforce

Successes

- Preceptorship
- NHSI retention programme
- Recruitment to Forensics in York
- Staff health and wellbeing programme
- Staff awards
- New internal coaches trained
- Internal mediators trained
- Staff survey local action plans
- Embedding values and behaviours
- NHS 70 long service awards
- WREN network
- Working in partnership with trade unions
- Nursing Associates

More to do

- Consultant psychiatry recruitment in core services
- Sickness absence/staff support
- Core staff support through appraisal and supervision
- CPD programme for all staff
- Apprenticeships
- Workforce planning and talent management
- Bullying and harassment
- Equality and diversity of our staff
- Retire and return
- Mainstreaming health and wellbeing of all our staff including bank staff!!

What a year - Performance

Successes

- Access to CMHT
- 7 day follow up
- Access and diagnosis in memory services
- Liaison access and response
- Eating Disorders
- CAMHS and Deaf CAMHS
- Data collection
- Quality of information
- Simple and clear reporting
- Performance reporting
- Performance management

More to do

- Delayed Transfers of Care
- Out of Area Placements - Acute and Locked Rehab
- Crisis access and gatekeeping
- Gender services
- Access to some specialist services
- Reference cost activity

What a year – Clinical Service Development

Successes

- Veterans service
- CMHT and Older Adults Service redesign work
- Specialist supported living
- Community LD
- Eating Disorders NCM
- Expansion of Liaison Psychiatry and Perinatal services
- Enhanced Care Homes Service
- Forensic Development
- Partnerships

More to do

- Gender service
- Acute inpatient care and PICU
- Acute out of hospital services
- Learning Disabilities assessment and treatment
- CAMHS Tier 4 Leeds
- Primary Care Mental Health
- Review of Rehab and recovery services

What a year – Quality & Safety

Successes

- Learning from deaths
- Nursing and AHP strategies launched on World Mental Health Day
- Patient experience and involvement
- Learning from incidents
- Delivery on CQC action plan
- Safer Staffing Steering group
- Quality Impact Assessment of Community Redesign
- Clear and supportive governance structures

More to do

- CQC!
- Patient experience and involvement
- Clinical outcomes
- Health and Safety
- Roll out of Keith Hurst safer staffing tool
- Joined up suicide prevention work
- Work with the IHI on our approach to quality

What a Year - Estates and IT

Successes

- Procurement of Care Director
- Roll out of virtual desktop
- Roll out of smart phones and BigHand dictation for smart phones
- Improved BI and performance data
- Disposal of poor estate and refurb of existing
- Response to the fire, transport and refurb work
- One of the first Trust to achieve Cyber Essentials accreditation for Systems Security
- Compliance with General Data Protection Regulation (GDPR)
- Wifi for service users & public across the Trust
- Introduction of Skype for Business

More to do

- Engagement and implementation of Care Director
- Inpatient refurbishments and upgrades
- Medium term estates plans
- One public estate
- Redeveloping St Marys and supporting CAMHS development

What a Year - Finances

Successes

- Control total
- Additional investment to cover cost of OAPs
- PFI refinancing
- Sale of old estate
- Income from CPC
- CIPs delivery

More to do

- Cost pressures in inpatient units
- Cost of out of area placements
- Addressing underspends/overspends
- Ongoing 1.1% efficiency challenge
- Agency breaches
- Benchmarking metrics

What a Year - Leadership

Successes

- Mary Seacole Programme
- Shadow Board
- Senior leaders forum- Prof Michael West, Paul McGee, Rebecca Lawton
- Staff engagement events by the senior leadership team
- Leeds Plan – lead responsibility for Workforce
- Clinical Leadership structure in Care Groups
- Leadership across Care Services

More to do

- Skills in coaching
- Mediation skills
- Partnership with Leeds H&SC Academy
- More collaborative working with MH partners across the ICS
- System leadership skills
- Widespread clinical leadership skills

National Context

- The B word!!!
- Budget announcements and the 5 year settlement for CCGs
- The NHS Long Term Plan
- New Care Models roll out
- Financial and regulatory environment
- Workforce – national shortages
- Development of Integrated Care System

Delivering on our commitments

- Core Services
- Gambling Service
- IAPT and primary care mental health
- Community Forensic Services in York
- Estates and capital investment
- Roll out of Care Director
- Inspections

**Its all about the
people...its all
about you!**

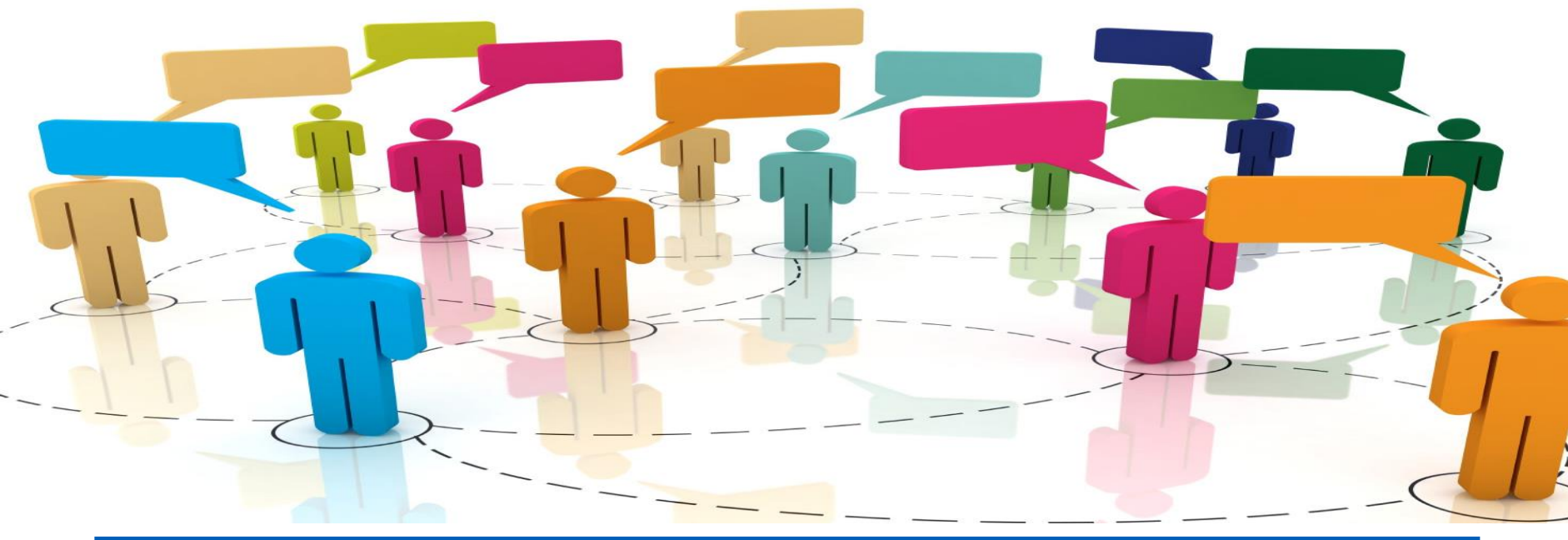


Our Trust strategy

Our purpose	Our vision	Our ambition
Improving health, improving lives	To provide outstanding mental health and learning disability services as an employer of choice.	We support our service users and carers, our staff and the communities we serve to live healthy and fulfilling lives. We want to achieve our personal and professional goals; to live our lives free from stigma and discrimination; and to improve the lives of people with a learning disability and mental ill health.
Our values		
<p>We have integrity</p> <p>We treat everyone with respect and dignity, honour our commitments and do our best for our service users and colleagues.</p>	<p>We keep it simple</p> <p>We make it easy for the communities we serve and the people who work here to achieve their goals.</p>	<p>We are caring</p> <p>We always show empathy and support those in need.</p>
Our strategic objectives and priorities		
1. We deliver great care that is high quality and improves lives.	2. We provide a rewarding and supportive place to work.	3. We use our resources to deliver effective and sustainable services.



Design Cafe



Feedback and review

*Thank
You*

Thank You for attending today