

## REPORT TO PUBLIC TRUST BOARD

Enclosure No:3

Date of Meeting:	13 <sup>th</sup> January 2022		
Title of Report:	CEO Board Report		
Presented by:	Dr Buki Adeyemo, Interim Chief Executive		
Author:	Dr Buki Adeyemo, Interim Chief Executive		
Executive Lead Name:	Dr Buki Adeyemo, Interim Chief Executive	Approved by Exec	<input type="checkbox"/>

<b>Executive Summary:</b>		<b>Purpose of report</b>	
This report updates the Board on activities undertaken since the last meeting and draws the Board's attention to any other issues of significance or interest.		<b>Approval</b>	<input type="checkbox"/>
		<b>Information</b>	<input checked="" type="checkbox"/>
		<b>Discussion</b>	<input type="checkbox"/>
		<b>Assurance</b>	<input checked="" type="checkbox"/>
Seen at:	SLT <input type="checkbox"/> Execs <input type="checkbox"/>	Document Version No.	
Date:			
Committee Approval / Review	<ul style="list-style-type: none"> <li>• Quality Committee <input type="checkbox"/></li> <li>• Finance &amp; Resource Committee <input type="checkbox"/></li> <li>• Audit Committee <input type="checkbox"/></li> <li>• People, Culture &amp; Development Committee <input type="checkbox"/></li> <li>• Charitable Funds Committee <input type="checkbox"/></li> </ul>		
Strategic Objectives (please indicate)	<ol style="list-style-type: none"> <li>1. We will attract, develop and retain the best people <input checked="" type="checkbox"/></li> <li>2. We will actively promote partnership and integrated models of working <input checked="" type="checkbox"/></li> <li>3. We will provide the highest quality, safe and effective services <input checked="" type="checkbox"/></li> <li>4. We will increase our efficiency and effectiveness through sustainable development <input checked="" type="checkbox"/></li> </ol>		
Risk / legal implications: Risk Register Reference	N/A		
Resource Implications:	N/A		
Funding Source:	N/A		
Diversity & Inclusion Implications: (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance	There is no direct impact on the protected characteristics as part of the completion of this report.		
Shadow ICS Alignment / Implications:	N/A		
Recommendations:	To receive for information and assurance		
Version	Name/group	Date issued	
2.0		05/01/2021	

## Interim Chief Executive's Report to the Trust Board 13 January 2022

### **PURPOSE OF THE REPORT**

This report updates the Board on activities undertaken since the last meeting and draws the Board's attention to any other issues of significance or interest.

### **OUR "PEOPLE" STRATEGIC THEME**

#### **Changes to Executive Team**

Dr Buki Adeyemo has been appointed as Interim Chief Executive of Combined Healthcare, following Peter Axon's appointment as Interim CEO of the Staffordshire and Stoke-on-Trent Integrated Care System. Dr Adeyemo started working in the NHS in 1997, the vast majority of which has been spent working at all levels as part of the family at Combined Healthcare..

The Trust considers the appointment of Peter to lead the ICS to be in part a recognition of Combined's strong support for system-wide working alongside the Trust's own achievements, values and success. Well done to Peter.

Congratulations to Dr Dennis Okolo who has been appointed as the Trust's Interim Medical Director. Dr Okolo has been with Combined Healthcare for over 20 years, having trained in and around the Staffordshire

We are delighted to announce the appointment of Ben Richards as Executive Director of Operations, and wish Jonathan O'Brien every success in his new role in the NHS. Ben will be joining the Trust in spring from Birmingham Community Healthcare NHS Foundation Trust where he is currently Deputy Chief Operating Officer.

#### **NHS Staff Survey**

We received the best response rate ever on the recent NHS Staff Survey that was promoted to staff, at 64 per cent. Thank you to everyone who took the time and effort to respond.

The full national picture will be published early this year but we already know from the company who handled our staff survey responses – Quality Health - as well as those for 127 other NHS Trusts, that it is the best result of any mental health trust handled by Quality Health and it puts us in the top eight per cent of Quality Health NHS trusts overall.

All of this was achieved by our magnificent staff during one of the most challenging years the NHS has ever faced. It's further evidence of our determination and our people's continuing commitment to being Outstanding in all we do and how we do it

Our staff have shown they are keen and willing to tell us what they think. We will now match their commitment with our most imaginative and determined response ever to listen and act on what they have told us.

In the meantime, our staff also have an additional and more frequent opportunity to help us further understand employee experience, and to support decision making and actions for

improvement with the ambition of making the NHS the best place to work. This is through the quarterly NHS People Pulse survey which complements and augments the full annual national survey. We will be offering staff more regular opportunities from the New Year to share how they feel we are engaging with them, and the latest quarterly survey link will be launched shortly.

### **Latest External Awards**

The Learning Disabilities Team were finalists for their Experts By Experience initiative in three categories of the RIDI (Recruitment Industry Disability Initiative) Awards 2021 in December 2021; 'Getting Started', 'Making a Difference – Public Sector' and 'Inclusive Recruiter of the Year'. Well done to the team.

Congratulations to Jessica Fitzgerald and Jessica Sinden who were finalists at the recent Student Nursing Times Awards. Jessica Fitzgerald was nominated in the 'Learner of the Year: Post-registration' award and Jessica Sinden in the 'Student Nurse of the Year: Learning Disabilities' category.

The Trust was also a finalist in the 'Staff Engagement Award' category at the recent HSJ Awards. Our submission was entitled 'A Combined Approach to Staff Engagement' and was led by Shajeda Ahmed and her team.

### **Staff Achievements**

Well done to colleagues at Greenfields CMHT who held a Christmas Jumper Day and raised over £130 for The Donna Louise Hospice for Children & Young People and Douglas Macmillan Hospice.

Rhiannon the Christmas Elf lead the toy donations drive internally for the Trust's contribution to the recent Signal 1 radio station 'Mission Christmas' appeal. Over 150 gifts were donated for disadvantaged children in our local area – a big thank you to everyone who kindly donated.

The inpatient wards at the Trust also participated in the Shoe Box Initiative to raise money for The Salvation Army over the festive season. Colleagues packed shoe boxes with items such as hats, gloves, scarves, blankets, bedding, toiletries, hygiene products, grooming products, underwear, non-perishables and warm clothes.

Many congratulations to Phil Wardle on attaining his Advance Nurse Practitioner qualification. He completed a three-year Master's degree course at Keele University which included four pillars of capability; Clinical Practice, Leadership, Education and Research.

Dr James Boardman was recently interviewed by BBC Radio Stoke's Stuart George about the subject of teenage mental health.

Dr Boardman was interviewed with Dr Waheed Abbasi and you can [hear the interview at around 2:17 on the broadcast here](#).

Congratulations to Rhys Howley and Mark West, Healthcare Support Workers in Neuropsychiatry, who skydived to raise funds for their new ward.

Well done to Ward 7 who have achieved AIMS accreditation from the Royal College of Psychiatrists. This means they have been recognised as a benchmark for standards as an Older Adult Inpatient Mental Health Service.

Ward 6's Activity Co-ordinator Steve Thompson was recently supported by the Trust's training department to attend a hairdressing course. Following this, patients on the Ward can now receive support to have their hair both cut and styled. This has been a fantastic therapeutic addition to the care that patients receive on Ward 6.

## **OUR "QUALITY" STRATEGIC THEME**

### **Combined Healthcare's Primary Care Leadership Rated Outstanding by CQC**

We were proud to announce that our primary care leadership of Moorcroft Medical Centre and Moss Green Surgery has been rated as Outstanding by the Care Quality Commission – the highest leadership rating it is possible to achieve.

The Outstanding rating from CQC in the well-led domain of its inspection of Moorcroft Medical Centre and Moss Green Surgery – carried out in November 2021 – is accompanied by a Good rating for all other domains – Safe, Effective, Caring and Responsive.

The CQC said of Moorcroft Medical Centre "leadership, governance and culture were used to drive and improve the delivery of high-quality person-centred care."

### **Our Christmas Films for 2021**

Our Christmas Films, created and released in December 2021 by our Communications team, have had over 1,000 views to date. In our first film, we had a very special message from Santa to all members of staff, thanking them for caring for people and going the extra mile at all hours of the day and night. It can be viewed at <https://www.youtube.com/watch?v=bvwcoxWBpKI>

Our main external Christmas film highlighted the work of our frontline and back office staff to serve the people of North Staffordshire and Stoke-on-Trent, and had a very special message for everyone – you are not alone this Christmas and New Year. It can be viewed here [https://youtu.be/N8\\_cBo0s-qQ](https://youtu.be/N8_cBo0s-qQ)

We also teamed up with the Stoke Sentinel to provide further details of the range of help available, which you can also see here <https://www.stokesentinel.co.uk/special-features/nhs-here-you-christmas-6282256>

And for the first time this year, we created a special video Christmas Card for staff to send out, for example, to contacts at partner organisations or volunteers. This video card had a simple message of thanks and appreciation on behalf of the Trust Board and our staff. It's available to view here <https://youtu.be/ToMel-urBnQ>

### **Wellbeing College To Launch In 2022**

Combined Healthcare is proud to announce that it will be launching a Wellbeing College programme and offer in early 2022.

The project is currently being led by Zoe Grant and a co-production working group involving Trust staff and service user representatives, with two permanent, full-time members of staff joining the project and Trust this month to manage and deliver the programme.

The vision for the Wellbeing College is to offer, together with partner organisations, a variety of courses, workshops and activities that will support people aged over 18 who live in Staffordshire to discover interests and develop their skills on their wellbeing journey with a built 'by you, for you' approach.

As part of the co-production and to understand what courses may be of interest to local communities, a survey is being run until 31 January 2022 to ask people for feedback and ideas. The survey can be accessed at <https://www.smartsurvey.co.uk/s/881QT8/> and a website is in development at <https://wellbeingcollege.combined.nhs.uk> – there is also a bespoke email address available for queries on [wellbeingcollege@combined.nhs.uk](mailto:wellbeingcollege@combined.nhs.uk)

## **QI In Action**

We're embarking on a really exciting journey of QI (Quality Improvement) which '...aims to make a difference to patients by improving safety, effectiveness and experience of care further by using understanding of our complex healthcare environment, applying a systematic approach and designing, testing and implementing changes using real time measurement for improvement...' ([source: BMJ 2019;364:k5408](#))

Many colleagues are now engaging in the QI process at Combined, with developments including QI Quickstart 'Quality Improvement into Action' sessions on learning how to begin a QI project using available tools and techniques, and colleagues sharing their Quality Improvement projects.

There will be many more QI updates throughout 2022, so please do watch this space.

## **Combinations Podcast Receives Top Rating**

Our Combinations podcast, created and managed by our Communications team, has been placed in an independently produced list of the top ten of UK healthcare podcasts and is the only frontline podcast to make the list.

The listing is from Feedspot, the internet's largest human curated database of bloggers and podcasts.

Listen to Combinations here <https://www.combined.nhs.uk/combinations/>

## **Community Mental Health Survey Results Published**

Listening to the views and feedback from our service users is crucial to Combined Healthcare as part of our Active Listening strategy. This helps us to deliver further improvements in our services, and we welcome and appreciate our service users' feedback in the 2021 Community Mental Health Survey.

Commissioned by CQC on an annual basis, the Community Mental Health Survey looks at the experiences of people who use community mental health services. For the 2021 survey,

people were eligible to take part if they had at least one contact with services between September and November 2020, with another contact before, during or after this period.

The survey was sent to 1,250 service users in total and was open from February to June this year. Combined Healthcare's response rate was 26%, which is in line with the national average. Results of the 2021 survey were published for all Trusts on 1 December 2021.

We were pleased to note that the Trust received good scores on questions relating to Organising Care, NHS Therapies and in Overall Views of Care and Services, in the 2021 survey.

When compared with other mental health and learning disability NHS organisations nationally, the Trust is broadly comparable with most other trusts that took part in the survey for the majority of questions.

There are a small number of areas for improvement highlighted from the survey and senior managers will be meeting over the coming weeks to discuss these and to look at ways to further improve the quality of services.

The survey and acting on results is part of our overall aim at Combined to be Outstanding in all we do and how we do it.

### **OUR “PARTNERSHIPS” STRATEGIC THEME**

The national planning guidance for 2022/23, published on Christmas Eve, confirms a new target date of 1 July 2022 has been agreed for the new statutory arrangements for ICSs to take effect and ICBs to be legally and operationally established. This remains subject to the passage of the Health & Care Bill through Parliament.

National and local plans for ICS implementation will be adjusted to reflect this timescale. Locally, it has been agreed that this new target date offers an extended preparatory phase for the current plans and progress will continue towards this revised date.

Recruitment of Non-Executive Directors and leadership teams will continue to be progressed and the designate ICB leadership will work closely with CCG leaders – who will remain legally constituted until the revised date – to ensure that all individuals affected by these changes have clear roles and responsibilities during this extended phase.

The national planning guidance for 2022/23 has been reviewed by Finance & Resource Committee and a short briefing note will be available to colleagues at the Trust Board meeting.

### **Three Years' MedicAlert Membership and A Free ID For All Staff**

Combined Healthcare and The MedicAlert Foundation have joined forces to protect staff living with medical conditions, providing free MedicAlert membership and medical ID jewellery.

As the UK's only charity providing life-saving medical ID services, MedicAlert has partnered with the Trust to offer this exclusive package and the project – fully funded by MedicAlert – is one of the first of its kind in the UK.

Supporting our staff and service users living with a medical condition by providing access to a potentially life-saving service is something we are very excited to be part of.

Our collaboration with MedicAlert will allow an opportunity to not only access the membership, but it will also provide valuable training and insights into the use of MedicAlert in an emergency. We would like to thank MedicAlert for this fantastic opportunity and we look forward to working with them.

### **Ward 6 Participates In British Ceramics Biennial Exhibition**

Ward 6 patients have recently been involved in the BCB2021 Exhibition (British Ceramics Biennial Exhibition), decorating plates which were displayed at the event – a phenomenal achievement, well done to all involved.

The fun and individual ceramic pieces were proudly displayed at the BCB Exhibition at The Goods Yard in Stoke-on-Trent, and were created in one-to-one sessions with the Ward's Activity Co-ordinator Stevan Thompson.

The plates have been returned to Ward 6 and are on display in the cabinet in the main corridor of the Ward.

### **Trust Participating in Phase II Roll-Out of NHS Rainbow Badge**

Combined Healthcare first joined the NHS Rainbow Badge scheme in 2019 and since then approximately a third of Trust staff have made a pledge to be a champion of LGBT+ inclusion and to proudly wear the NHS Rainbow Badge pin.

The NHS Rainbow Badge initiative has now developed into a second phase, in conjunction with the LGBT Foundation, with the addition of a new assessment framework to benchmark and award NHS organisations for their work on LGBT+ inclusion.

The Trust is delighted to have been selected to take part in the next tranche of trusts participating in this programme and we are preparing for the first stage of assessment over the period of February – June 2022. Stage 1 (by 14 February) relates to assessment of core Trust HR policies and the Trust's internal and external statements of LGBT+ inclusion. Stage 2 (by 13 June) involves wider assessment of practices and environments in clinical and non-clinical services, and includes a staff and service user survey.

Our evidence and survey results will be assessed and we will be awarded either Bronze, Silver or Gold standard accreditation. The process overall provides the basis for us to form an action plan to further enhance LGBT+ inclusion across Trust services for patients, service users, carers and colleagues alike, which will be overseen by our Trust LGBT+ Staff Network and Inclusion Council.

There is also a 'new look' NHS Rainbow Badge which can be used to accompany the process, and the original NHS Rainbow Badge is still current and appropriate for continued use also.

## **EMU Open Morning**

As part of Dry January 2022, the Edward Myers Unit recently held a successful Virtual Open Morning.

Partner agencies, professionals, commissioners, external organisations and members of the public from across the country were invited to 'virtually' visit the unit and meet the staff, learn more about the work and find out about the services available, including the private alcohol detox service.

The service has developed a new website to showcase its substance misuse recovery services for people with complex physical and mental health needs to community drug and alcohol services across the UK, as well as private individuals. It can be viewed at <https://edwardmyersunit.co.uk/>

## **Celebrating Awareness Days and Events**

The theme for this year's Occupational Therapy Week, led by the Royal College of Occupational Therapists, was #OTsForEquity and the following video from our Community Learning Disability Occupational Therapists and Expert By Experience Advisors helped to explain the importance of equity to people with a learning disability and how the team is making positive changes to improve equity <https://www.youtube.com/watch?v=qtXZ8xj2N3g>

The Safeguarding teams from Combined Healthcare and MPFT worked together to organise a week-long event to promote current key messages in Adult Safeguarding Practice during Adult Safeguarding Week. They hosted 30-minute virtual lunchtime learning sessions.

We also celebrated Disability History Month, World Antimicrobial Awareness Week, Hanukkah, Trans Awareness Week, World AIDS day, Nursing Support Workers Day, International Men's Day, Movember, Psychological Professions Day, commemorated Armistice Day and Remembrance Sunday, and highlighted support during Fraud Awareness Month.

## **STR Pathway Roadshows**

The Support Time & Recovery (STR) Pathway team was on the road, showcasing their offer at three local Tesco stores recently.

The team provided mental health advice, resources and education to members of the public at Tesco Extra Hanley, Tesco Trent Vale and Tesco Kidsgrove.

Given recent unprecedented times, adjustment back to our new normal, dark nights and Christmas, it can be a period of time that exacerbates stress and mental health difficulties, and the roadshows aimed to proactively offer advice to support people to manage, know what is out there and that help is available.

## OUR “SUSTAINABILITY” STRATEGIC THEME

### Creating A Greener NHS

The NHS is the world’s first health service to commit to reaching carbon net zero, in response to the profound and growing threat to health posed by climate change. The [“Delivering a Net Zero Health Service”](#) report sets out a clear ambition and two evidence-based targets.

Partners in Staffordshire and Stoke-on-Trent are working together to tackle climate change, and there are lots of ways we can all do our bit.

[Watch this film](#) featuring Chris Bird, System Lead for Sustainability on what we are doing locally.

Subscribe to the Greener NHS Bulletin here <https://www.england.nhs.uk/email-bulletins/greener-nhs/>

You can also join the Greener NHS Community [here](#)

Watch this space throughout 2022 as there will be more work and announcements on this important work.