

REPORT TO PUBLIC TRUST BOARD

Enclosure No: 3

Date of Meeting:	9 June 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"/>

Executive Summary:	Purpose of 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.	Approval	<input type="checkbox"/>
	Information	<input checked="" type="checkbox"/>
	Discussion	<input type="checkbox"/>
	Assurance	<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"> • Quality Committee <input type="checkbox"/> • Finance & Resource Committee <input type="checkbox"/> • Audit Committee <input type="checkbox"/> • People, Culture & Development Committee <input type="checkbox"/> • Charitable Funds Committee <input type="checkbox"/> 	
Strategic Objectives (please indicate)	<ol style="list-style-type: none"> 1. We will attract, develop and retain the best people <input checked="" type="checkbox"/> 2. We will actively promote partnership and integrated models of working <input checked="" type="checkbox"/> 3. We will provide the highest quality, safe and effective services <input checked="" type="checkbox"/> 4. We will increase our efficiency and effectiveness through sustainable development <input checked="" type="checkbox"/> 	
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
1.0		24/05/2022

Interim Chief Executive's Report to the Trust Board 9 June 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 "QUALITY" STRATEGIC THEME

New initiative at Edward Myers Unit celebrates recovery

Edward Myers Unit was proud to recently launch a new initiative, the result of staff and service user feedback which highlighted a desired drive to celebrate and capture a service user's accomplishment in completing a period of inpatient treatment as part of their recovery from drug or alcohol addiction.

On discharge, patients are now provided with a Certificate of Completion; a recognition of what they have accomplished and a motivational card with useful contact numbers for support going forward.

The completion of inpatient treatment on the ward is a significant part of recovery, and this initiative marks the day of their discharge prior to their care being transferred to the community.

Community Mental Health Survey 2022 – closing soon

Service user feedback is key to informing development and quality improvement for our services. The 2022 Community Mental Health Survey is currently ongoing, with surveys and reminders distributed to a sample of eligible service users.

The survey is closing to responses on 17 June 2022 so there is still a period of time for service users to return their surveys if they wish to do so.

Project Chrysalis update

Our exciting transformation programme Project Chrysalis represents a significant opportunity to reconfigure and further improve our inpatient facilities on the Harplands site. The Trust has secured funding from NHS England to eradicate dormitory accommodation within our inpatient wards, improving the experience of inpatient care for adult and older age service users. Over the next five years, we will eradicate dormitories from Wards 1, 2 3, and 7 through a programme of works including:

Enabling Works – The package of enabling works has started on the refurbishment works on the Academic Corridor. The reason this is needed is to create a modern, agile working space in the Academic Corridor. Thanks to all staff impacted by these changes so far. There is a mixture of dedicated and agile / bookable space being created and the digital bookable space system will ensure efficient space utilisation to accommodate agile working demands. This refurbished space will be available for staff in June 2022.

Decant Works – The package of decant works is to refurbish the CT corridor to create a brand-new ward environment. These works will allow the inpatient wards affected by Project Chrysalis to move sequentially into functioning clinical space, while each ward is being refurbished and the works start to remove the dormitories. Thanks again to all staff affected by these changes and for their continued support. This new ward environment will be available for the first team to move into in spring 2023.

Main Works – This package of main works is the refurbishment of bedrooms and removal of dormitories and shared bathrooms in Wards 1, 2, 3 and 7. This programme of works will be completed in summer 2025.

A number of principles are followed by everyone involved in the Chrysalis Project at each stage:

- The decision making will have service users and their experience at the centre
- Aim of increasing the clinical space on the Harplands site
- Support the agile and flexible working strategy for Trust staff
- Productivity review of space utilisation (including hot desking)
- Be inclusive and informed by the service, teams and clinical staff in these areas
- Consideration of the needs of teams and the learning post COVID-19 pandemic as identified by the operational teams themselves.

There is a dedicated FAQ and Q&A section on CAT, and the Programme is managed by Nicky Griffiths, Programme Manager.

Combined Healthcare features in Top 10 Trusts in the latest WRES Report

Combined Healthcare is delighted to have been identified in the top 10 Trusts nationally in 3 of the 9 indicators of workplace experience and opportunity in the latest Workforce Race Equality Standard (WRES) report:

- Indicator 6 - % of BME staff experiencing harassment, bullying or abuse from staff in the last 12 months (staff survey measure)
- Indicator 7 - % of staff believing that their trust provides equal opportunities for career progression or promotion (also staff survey measure)
- Indicator 9 - board membership

It is also noted that the Trust was in the bottom 10 Trusts on one measure:

- Indicator 3: Disciplinary measure: Relative likelihood of BME staff entering the formal disciplinary process compared to white staff

The Trust however has put in place proactive steps around implementing a just restorative culture to ensure the appropriateness of any formal processes.

The [national report](#) provides a summary of the 2021 national WRES data analysis and key findings and recommendations and was published by the national Equality, Diversity and Inclusion team from NHS England.

This good news follows a year when the Trust has worked exceptionally hard on further embedding inclusion – and specifically on race inclusion – both through our own organisation and at system level.

Our Inclusion Schools, our Comfortable Being Uncomfortable with Race development programme, New Futures programme, our inclusion council projects (inclusive recruitment, inclusive development, addressing personal abuse incidents, and culture of inclusion) and the work of our Equality Network for Racial Equality and Cultural Heritage (ENRICH) have all been important contributors to this and we anticipate these will pave the way to even better results in the 2022 WRES.

However, we are clear that we have lots more to do to reach our goal of offering truly equally outstanding experiences to all our colleagues with minority ethnic heritage.

Additionally, Combined Healthcare is ranked as a leading performer nationally in the Workforce Race Equality Standard (WRES), appearing in the 15 Trusts (top 7% of Trusts nationally) on no less than 7 measures including: low presenteeism, board representation, reasonable adjustments, declaration rate, feeling engaged, feeling valued and believing the Trust offers equal opportunities for career progression.

The Trust is working to bring about further improvements in our WDES measures in 2022, including specifically on our score on harassment, bullying and abuse scores and our non-executive director disability declaration/representation.

Combined Television goes from strength to strength

We have been absolutely delighted with the response and feedback to the launch of our very own digital TV channel, Combined Television – or CTV for short. It attracted over 650 views in its first two weeks of operation, with the celebration of our newly qualified nurses being the most popular item of content.

Available via YouTube, our website, social media and being rolled out across digital screens on our estate – including in the main entrance to Harplands Hospital – CTV broadcasts a live, rolling four-hour schedule of content and the films and topics it covers are available ‘on demand’ even once the live show has moved on.

As well as colleagues embracing the content opportunities CTV offers, we’ve had enquiries from external healthcare organisations on how to promote their campaigns and messages on the show.

Anyone interested in CTV can email ctv@combined.nhs.uk

Combined Collective

Our second, annual Combined Collective event was a great success and thank you to everyone who took part. We enjoyed some brilliant speaker sessions and wide-ranging discussions to further support our staff to develop their ideas and projects. Combined Collective is one of the many platforms the Trust supports to share and showcase fantastic research, evaluation, audit, and service improvement. It aims to provide staff with an insight into initiatives and developments, and generate discussion on how to get involved.

Letters/Documents to GPs – now live and being sent via Docman

The Trust is now able to send over 40 documents to GP practices electronically via Docman.

More document templates have been added to the automated Docman process - this process sends letters / documents electronically to the GP.

OUR “PEOPLE” STRATEGIC THEME

Ben Richards takes on role of Exec Sponsor for LGBT+ Staff Network

We are delighted to announce that Ben Richards, Executive Director of Operations, will be Executive Sponsor for our Trust’s LGBT+ Staff Network.

Ben will be working alongside Stevan Thompson, Network Chair. After a hiatus of network meetings during the pandemic, our LGBT+ Staff Network will be resuming with invites to meeting dates shared with members to get involved in planning our Trust’s actions in response to the NHS Rainbow Badge assessment process.

New Freedom To Speak Up Guardian

Congratulations to Marie Barley who has been appointed as the Trust’s new Freedom To Speak Up (FTSU) Guardian alongside her role as OD and Engagement Lead.

Freedom To Speak Up is a national NHS initiative, aiming to create the right conditions for NHS staff to speak up, share what works right across the NHS and to get all organisations up to the standard of the best and provide redress when things go wrong in the future.

We wish Marie every success in her new role.

New ENRICH lead for Trust

Combined Healthcare has welcomed Sarah Wanjiku as our new Network Lead for the Equality Network for Race Inclusion and Culture Heritage (ENRICH).

Sarah has worked with the Trust since 2020 in the role of Senior Mental Health Practitioner in the High Volume User team and has seven years of experience in nursing within the NHS.

She is currently conducting her 12 months development experience on a NHSEI Midlands initiative, Aspirant Black, Asian and Minority Ethnic Managers Programme, throughout which she has received sponsorship and mentoring from Kenny Laing, Executive Director of Nursing and Quality.

Sarah picks up the ENRICH Lead role from Amina Begum, who recently left the Trust for an opportunity at Black Country Mental Health Trust.

New Coaching Culture platform launched

Supporting the delivery of the NHS People Plan and People Promises, the Trust is proud to have launched its new digital learning platform ‘Coaching Culture’ which gives all staff access to a range of self-coaching modules and coaching training.

The first content released includes modules on ‘Mindfulness’, ‘Happiness’ and ‘Resilience’ and lessons in ‘Asking Powerful Questions’ and ‘The Power of Silence’.

Access is via the LMS Learning Platform under Courses/Browse Catalogue/Coaching Culture.

OUR “SUSTAINABILITY” STRATEGIC THEME

ICS Green Plan Launch

Staffordshire and Stoke-on-Trent Integrated Care System (ICS) recently launched its Green Plan, a strategy which brings together the actions across all the partner organisations – including Combined Healthcare – which will help to improve people’s long-term health and wellbeing, reduce our impact on the environment, and meet national targets to be Net Carbon Zero by 2040.

The event was open to all regional health and care workers, the voluntary sector and partners, giving attendees an opportunity to share their views on the strategy and how we can work together to reduce our carbon footprint.

You can read more about a ‘Greener Staffordshire and Stoke-on-Trent’, including a copy of Combined Healthcare’s Green Plan, at [Greener Staffordshire and Stoke-on-Trent - Together We're Better \(twbstaffsandstoke.org.uk\)](https://twbstaffsandstoke.org.uk)

OUR “PARTNERSHIPS” STRATEGIC THEME

Celebrating Awareness Days and Events

This month is Pride Month and we’ll be celebrating throughout June, including taking a stand at Stoke-on-Trent Pride on 18 June in Hanley Park.

As a Trust, we marked the important national occasion and celebration of Her Majesty The Queen’s Platinum Jubilee.

The Ward 6 team and patients marked World Dementia Awareness Week, dedicating time in their arts and crafts group to raising awareness and highlighting the support available for those with dementia and their families.

Learning Disability Week is coming up this month and there will be lots of information and activities throughout the week, with supportive messaging across our corporate communication channels.

The Safeguarding teams from Combined Healthcare and MPFT are working together on a week-long event to promote key messages during Child Safeguarding Week later this month.

They will be hosting 30-minute virtual learning sessions during each day of the awareness week covering topics including ‘Challenges of using the escalation policy’, ‘Young people and domestic abuse’ and ‘The impact of parental mental ill health and substance use on the unborn’.

The Trust also supported the campaigns for Hep CU Later, Diabetes Prevention Week, International Day of Midwives, Deaf Awareness Week, World Hand Hygiene Day, Volunteers Week, World Environment Day, Carers Week, International Day Against Homophobia, Transphobia and Biphobia, Gypsy, Romany and Traveller History Month.

VCSE appointments in Community Mental Health Transformation Programme

Stoke-on-Trent-based charity Changes Health and Wellbeing has been appointed by Combined Healthcare to manage and deliver a new peer recovery coach service as part of the Community Mental Health Transformation Programme.

The vision of the Community Mental Health Transformation Programme is that we work in collaboration with partners, such as organisations in the Voluntary, Community and Social Enterprise (VCSE) sector, to create mental health services that are inclusive, accessible, value people as they are and are responsive to their needs.

Five Community Mental Health Peer Recovery Coaches have been recruited and have joined the Trust's Community Mental Health Teams offer. They will use their lived experience and other skills to support service users in their communities to keep well throughout their recovery journey.

Citizens Advice Staffordshire North and Stoke-on-Trent has been appointed to operate its Potteries MoneyWise service also part of the Programme, in a continuation of the partnership between the charity and the Trust.

The role of the financial wellbeing service provision by Potteries MoneyWise is to offer a range of flexible support options to people with financial difficulties within the region. The service will advise and support patients who are under the care of the Trust's Community Mental Health teams.

Independent Prescribing Conference

The recent Independent Prescribing Conference was another great success, with many different speakers and sessions. Opened by Kenny Laing, the theme was 'Back To The Future' with a morning of reflection and an afternoon looking forward to the development of prescribers and how to support the future workforce.

This included the ePMA team presenting the electronic prescribing Quality Improvement project which showcased innovation in our prescribing practices, London Southbank University running a session on the RPS Prescribing Competency Framework, Keele University speaking on supporting future prescribers, and much more.