

## REPORT TO PUBLIC TRUST BOARD

Enclosure No: 4

Date of Meeting:	10 <sup>h</sup> September 2020		
Title of Report:	CEO Board Report		
Presented by:	Peter Axon, Chief Executive Officer		
Author:	Peter Axon, Chief Executive Officer		
Executive Lead Name:	Peter Axon, Chief Executive Officer	Approved by Exec	<input checked="" type="checkbox"/>

<b>Executive Summary:</b>		<b>Purpose of report</b>	
This Report updates the Board on recent activities, developments and news of interest across Combined and the wider STP.		<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"/>
<b>Seen at:</b>	SLT <input type="checkbox"/> Execs <input checked="" type="checkbox"/>	<b>Document Version No.</b>	
<b>Committee Approval / Review</b>	<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>		
<b>Strategic Objectives (please indicate)</b>	<ol style="list-style-type: none"> <li>1. To enhance service user and carer collaboration. <input checked="" type="checkbox"/></li> <li>2. To provide the highest quality, safe and effective services <input checked="" type="checkbox"/></li> <li>3. Inspire and implement innovation and research. <input checked="" type="checkbox"/></li> <li>4. Embed an open and learning culture that enables continual improvement. <input checked="" type="checkbox"/></li> <li>5. Attract, develop and retain the best people. <input checked="" type="checkbox"/></li> <li>6. Maximise and use our resources effectively. <input checked="" type="checkbox"/></li> <li>7. Take a lead role in partnership working and integration. <input checked="" type="checkbox"/></li> </ol>		
<b>Risk / legal implications: Risk Register Reference</b>	N/A		
<b>Resource Implications: Funding Source:</b>	N/A		
<b>Diversity &amp; Inclusion Implications:</b> (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance			
<b>STP Alignment / Implications:</b>	N/A		
<b>Recommendations:</b>	Note contents		

CEO Board Report

## Chief Executive's Report to the Trust Board 10<sup>th</sup> September 2020

### 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.

### 1. NHS PEOPLE PLAN

The long awaited National 2020-21 NHS People Plan was launched this month, which provides the National direction, Promises, Commitments and Practical Actions we are signed up to delivering in order to make our NHS the best place to work.



The People Plan sets out practical actions for employers, systems and NHS England and NHS Improvement and Health Education England for 2020/21, grouped under the following 4 people commitments:

- **Looking after our people** particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically.
- **Belonging in the NHS** highlighting the support and action needed to create an organisational culture where everyone feels they belong.
- **New ways of working and delivering care** emphasising that we need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care.
- **Growing for the future** particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.

The key themes from the plan include;

- A commitment to look after the workforce with particular focus on tackling the discrimination that staff from the BAME community can face.
- The NHS needs more people, working differently, in a compassionate and inclusive culture.
- Covid-19 should be viewed as "springboard" for further change and innovation - harnessing the momentum, scale and pace of transformation that Covid-19 has brought about.
- Implementation plans will differ across settings but there is a need for local systems to work together to deliver the Plan's principles.
- The Plan calls for all systems to develop a local People Plan, with organisations encouraged to develop these alongside partners – including in social care and public health. In particular, all systems should review their local workforce position with providers and implement arrangements for their areas to "increase resilience and capability".
- On expanding the workforce fit for the future, including the plans for education and training details are pending and subject to the Government's autumn spending review commitment.

The launch of the People Plan supports our Trust Vision, Corporate Objectives and the work we are already carrying out to help further improve Combined as a place to work.

Building on our cultural development work, we have a continued focus on developing our culture of inclusivity, with particular focus on racial inclusion and addressing health inequalities.

The health and wellbeing of our people was already very important to us, but in light of the unique challenges of the Covid-19 pandemic, we have taken additional steps and measures to ensure we are better able to support the physical and psychological wellbeing needs of our people. This will continue to be a focus as we expand the breadth and depth of our health and wellbeing offer.

We want our People to stay with us because they have the opportunity to contribute their thoughts and ideas for change, they can personally and professionally develop with us and for those that have the aspirations to develop and progress their careers, they have opportunities to do so.

We fully endorse and support the National People Plan as our People are the lifeblood of this organisation and the key to successfully delivering high quality, person-centred care to our communities and local populations.

## 2. INNOVATION NATION IS BACK

Innovation is something that is very close to my heart and to which I'm absolutely fundamentally committed to as a Chief Executive. As the Board will know, ever since I took up my post, I have made clear that I think it's one of the key elements to a successful organisation. So I am delighted that our Innovation Nation initiative is back – in a new virtual format, given the constraints of COVID-19.

We are inviting all staff to join us at our our third Innovation Nation Event, via MS Teams. This virtual event aims to enable all staff an opportunity to share and find our more about the innovative changes and new ways of working over the last few months.

The morning will consist of a range of presentations from staff across the Trust, followed by a series of breakout sessions to attend.

Although this is a virtual session we wanted to provide staff with some refreshments, therefore with confirmation of their place, they will receive a lunch voucher which can be used when they are next at the Cafe at Harplands.

I really look forward to seeing the latest ideas and innovations that continue to flow from this fabulous initiative.

## 3. HARPLANDS ROYAL RECOGNITION FOR ALL OUR STAFF

It's great from time to time to see that wider world shares the esteem and recognition we have for each other.

In that vein, it was a genuine pleasure to receive a message from Mr Ian Dudson CBE KStJ, Her Majesty's Lord-Lieutenant of Staffordshire. Ian is HM The Queen's personal representative in the County. He represents Her Majesty on a wide variety of occasions which merit Royal support and which celebrate significant achievement in the public, private and voluntary sectors.

I was delighted and honoured to receive a thank you card and message from him on behalf of the Queen thanking each and every one of our staff for their efforts to combat Covid-19. In turn, I have sent a personal thanks to Ian for his thoughtfulness in challenging times.

The card was accompanied by a request that I find ways to cascade the message down to all our staff. This CEO Board Report is one way of doing that, as well as similar messages in my CEO Blog this week and a message that our Comms Team included in the weekly staff Newsround. We'll also be framing the card and putting it on display in reception at Harplands Hospital.

We have also suggested that team managers help us make sure all of our staff see the message from Her Majesty, by downloading a copy of the message and card and displaying them on their team and ward noticeboards or bring it to staff's attention in their next team meeting.

#### **4. HARPLANDS NURSE RECEIVES PERSONAL MESSAGE FROM THE PRIME MINISTER!**

If royal recognition wasn't enough, congratulations are due to student nurse Hollie Shepley who was selected to be part of a video by the Prime Minister's/Cabinet Office. Their Communications team came into Harplands Hospital to film Hollie and presented her with a surprise - a personal message from Prime Minister Boris Johnson.

You can watch the video by this link - <https://northstaffordshirecombinednhstrust.cmail20.com/t/d-l-codrx-ekitjthhh-j/> - Hollie also talks about her experience of being in the video and her journey towards becoming a nurse [here](https://northstaffordshirecombinednhstrust.cmail20.com/t/d-l-codrx-ekitjthhh-o/). <https://northstaffordshirecombinednhstrust.cmail20.com/t/d-l-codrx-ekitjthhh-o/>

Hollie, in Year 2 of BSc Nursing (Mental Health) at Keele University, was approached after her case study was highlighted by Health Education England. The video was also released on 10 Downing Street social media channels.

Laura Jones, Ward Manager at Harplands Hospital, commented: "I'm immensely proud of all the students for stepping up and supporting the NHS during these unprecedented times.

"Hollie has stepped out of her comfort zone to highlight the amazing work that she and her fellow students have done during their time on extended placement.

"Hollie is an absolute role model for her peers and those aspiring to go and do their nurse training, she is motivated, compassionate & a true asset to any team."

#### **5. "LET'S TALK ABOUT RACE" CONVERSATION AT THE LEADERSHIP ACADEMY**

Our first Leadership Academy since the COVID-19 pandemic was successfully held virtually during August, with nearly 70 participants taking part, including a few regional and national colleagues keen to learn from our conversations and the work we are doing. It was a really good session with lots of debate and discussion.

Our Director of Workforce, OD & Inclusion, Shajeda Ahmed, introduced the session explaining the real need to have fluent conversations about race and equality in the workplace, recognising both the national and local picture from BAME colleagues around wanting to see visible change on being supported.

With our focus on Race Inclusion, we had the pleasure of a special guest speaker, Jagtar Singh OBE, who is the current Chair of Coventry and Warwickshire Partnership Trust and the Asian Fire Service Network. Jagtar was also voted one of the top influencers on race inclusion in the NHS.

Jagtar's insight, experience and conversational style approach really helped to enrich participant's insight and understanding, whilst also stimulating open conversations and lots of healthy chatroom comments and ideas.

These conversations on Race Inclusion will be the first of many conversations as we recognise that as part of developing our inclusive culture everyone's feedback is really important to help us progress our work around inclusion.

## 6. A MONTH OF AWARDS, RECOGNITION AND DEVELOPMENT

As a Trust, we are proud to be the regular recipients of awards and recognition. But the past month has been quite unprecedented, so I wanted to bring some of the details to the Board's attention as proof of our ability to continue to attract praise and develop our staff in the midst of the most challenging of times.

### NURSING TIMES AWARDS 2020

This year is the 30th anniversary of the annual Nursing Times awards. And what better time to receive a fantastic number of shortlisting finalists. In particular, many congratulations are in order for our LD Team, who have been successful in being shortlisted in no fewer than 4 categories - an amazing haul.

#### 1. LD Champion Scheme

Kieran Uttley, Acute Liaison Nurse, Jacque Shapland Health Facilitation Lead Nurse, Rosie Zacune Health Facilitation Community Learning Disability Nurse, Angela Wilson LD Enablement Worker, Sue Phillips Team Administrator and Amanda Forrester Expert by Experience Volunteer have all been shortlisted for a Nursing Times Award in the Category of Learning Disability Nursing for their work on the LD Champion Scheme. They have worked really hard on this project and successfully recruited 116 LD Champions from the staff and volunteers from across UHNM, Combined MH services, and Primary Care. The LD Champions help to make the services they work in accessible for people with a learning disability; they lead change, share knowledge and provide support to help improve outcomes and peoples experience of health care.

#### 2. Emotional Regulation Group

Hannah Bloor, Community Learning Disability Nurse, Community Learning Disability Team has been shortlisted for a Nursing Times Award in the Category of Learning Disability Nursing for leading a group approach to improve emotional literacy and increase emotional coping skills for adults with learning disabilities.

#### 3. Promoting safe sexual wellbeing

Phil Emery, Community Learning Disability Nurse, Community Learning Disability Team has been shortlisted for a Nursing Times Award in the Category of Learning Disability Nursing for being proactive and collaborative with the MDT to ensure service users receive effective support with their emotional and sexual well-being needs.

#### 4. PBS Clinics

Emma Baker, Community Learning Disability Nurse, Community Learning Disability Team has been Shortlisted for a Nursing Times Award in the Category of Learning Disability Nursing for her work improving service efficacy and efficiency using an MDT education and clinic based approach for PBS (Positive Behavioural Support) interventions

In addition, Tracey Hird (Clinical Pharmacist) and Mike Groden (Senior Advanced Nurse Practitioner) have been shortlisted in the **Care of Older People** category, having co-designed the '**Parity of Esteem in Action - Fit for Frailty in Mental Health Care**' quality improvement project for ward 4. This was delivered collaboratively through multidisciplinary working across the health economy. The project sought to introduce frailty assessments to the mental health setting and unlock the potential benefits of optimising physical health medications. This holistic approach to address individual patient need took into account the frailty syndromes of a falls risks, delirium, sudden changes in continence and side effects of medication and used the START/STOP tool to make incremental changes that informed decision-making and optimised care. The subsequent co-authored report highlighted:

#### STOP

- 55% of patients had their regular medicines reduced by 1 or more
- 17% of patients had an inappropriate PPI stopped
- 22% of patients had their antihypertensive medication stopped or reduced

#### START

- In patients that had their medications increased this was primarily starting medications for dementia, optimising pain relief or starting bone protectors in patients where these were indicated.

It's hats off to Hannah Bloor Community LD Nurse CLDT, Heather Dunn Senior Nurse A&T, Becky Jones Ward 7 and Aimee Bramwell CAMHS. All have been successfully accepted onto the **Florence Nightingale Foundation Nurse Leadership Programme**.

Congratulations to everyone and we'll be keeping an eagle eye out for the announcement of the winners on 14th October!

And finally, huge congratulations are in order for Rachael Birks and Marie Barley, who found out this month that they have achieved their **Masters in Senior Leadership and Strategic Management**.

The Stoke Community Mental Health Services Directorate have undoubtedly benefitted from the fresh ideas and knowledge that Rachael has brought back to the teams. It really demonstrates the value of embracing and supporting apprenticeships at every level within the professional structure. We look forward to jointly building on the skills that this qualification has provided Rachael with and using it as a platform to support service development.

The OD team are delighted with Marie's success and absolutely thrilled they been able to offer support, challenge and opportunities to support her development. The team have always appreciated Marie challenging them with critical topics and putting some energy into our lively meetings. In this way, Marie has helped every member of the team to think differently. This is Marie's time to shine now by putting those theories into practice. Combined and team OD are justifiably proud of her achievement and wish her every good wish for her future career in the NHS.

## 7. DEAR PETER – A VALUED RESOURCE TO ME

Notwithstanding this slew of good news, I have also used my CEO Blog to provide a note of reassurance to everyone working for Combined that our entire Leadership Team, and myself personally, are under no illusions about how difficult it is out there for our staff and the several extra miles - never mind a single extra mile - they are all going in very challenging circumstances.

I'm a relentlessly optimistic chap by nature and will always look to praise achievements and successes, banging the drum for us all - and this CEO Board Report is another example of that. But I attach equal importance to hearing when things are tough and doing what I can - together with my senior colleagues - to acknowledge and address concerns, worries and problems.

To that end, I have made a point of thanking everyone who has made use in recent weeks of the Dear Peter facility - available at <http://dearpeter.org>. This is a totally anonymous entirely separate, secure website that allows anyone to raise concerns they have about quality or any other related issue in our Trust. Contributors don't need to give any information about themselves, and are free to say as much or as little as they are able about their concerns. I personally read every single submission that comes in to Dear Peter and wherever possible, we always publish my response on the CAT Intranet. In return, I ask that any submissions are honest and specific.

In that regard, hearing first hand for example about the realities of day to day challenges faced, for example, by services such as Summers View or Kniveden or Crisis Access, is always welcome and will always be treated by me with respect and the utmost seriousness.



Of course, we attach equal importance to mechanisms such as our Freedom To Speak Up Champions as an alternative route to raise concerns. Whilst the first port of call, if at all possible, should be to discuss concerns with your line manager, I know sometimes people can feel this isn't something they feel comfortable doing.

Offering and supporting the ability for everyone to "speak truth to power" is one of the signs of a humane and outstanding organisation and it's something to which I attach real importance.

## **8. SYSTEM UPDATE**

The STP has continued to progress key initiatives throughout August and September, including the creation and submission of a refreshed plan for the remainder of this year. Within this all providers have been asked to describe how restoration and recovery targets will be achieved. Our specific focus has been on delivery of the ambitions within the National Mental Health long term plan (MHLTP). I'm pleased to report that our system is one of the highest performers within the region across a range of MHLTP ambitions. Additional funding allocated to Mental Health this year over and above our baseline is expected to be in the order of £10m, all of which will go into increasing access to front line services.

Our focus on the development of Integrated Care Partnerships has also progressed well with the announcement that Chris Bird, our Director of Strategy, Partnerships and Digital will take over the Executive Lead role for ICP development across the county. Chris has also agreed to oversee the co-ordination of our system wide sustainability programme.

## **9. LOTS DONE, MORE TO DO**

Finally, as we all get ready for the months ahead, I'd like to look forward as we being to gear up for Autumn and Winter.

There is a massive agenda in our in-tray for our Trust, our local health and care system, the NHS nationally and all of us a society.

Opportunities as well as challenges. Things to celebrate and things to address. But NEVER anything to fear. As a brilliant US President, Franklin D. Roosevelt said nearly ninety years ago - "The only thing to fear is fear itself".

Combined Healthcare, its Board and its people have never seemed to me to be an organisation or a collection of friends and colleagues who have EVER feared a challenge or failed to rise to it. I am 100 per cent confident we'll prove that again over the coming weeks and months.