

## REPORT TO PUBLIC TRUST BOARD

Enclosure No: 4

Date of Meeting:	9 September 2021		
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 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.	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"> <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:		
Recommendations:	To receive for information	
Version	Name/group	Date issued
1.0		19/08/2021

## Chief Executive's Report to the Trust Board 9 September 2021

### **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**

#### **SUMMER LONG SERVICE CELEBRATIONS**

We've had an absolutely fantastic Summer Celebration of Long Service over the past few months for over 400 members of current staff who have dedicated decades of service to us. Thank you to every member of the staff for their work and outputs over the years, it's truly valued.

With an opening film by Shajeda Ahmed, Director of People, OD and Inclusion, we launched our Summer Celebration of Long Service on the NHS' 73<sup>rd</sup> birthday. We celebrated and paid tribute to all of the staff receiving recognition in our virtual Long Service Awards with 'rolls of honour' and interviews. Our films featured colleagues from Combined Healthcare giving insights into their personal stories within the NHS – why they joined, what the NHS means to them and what it has enabled them to do. We also took a light-hearted look at what was going on in the country at those particular moments in time, from the launch of the iPod, to Nelson Mandela's visit to the UK.

You can [watch the films online here](#) – we've had over 2,000 views so far, which is great profile for our brilliant staff!

We also had brilliant feedback from colleagues to the Long Service Recognition cards and badges that have landed in people's homes. It's been brilliant to see how much they have been welcomed and appreciated. And, of course, initiatives like this show how much we value our people and why Combined Healthcare is such a great place to work.

#### **VACANCY MANAGEMENT PLAN (VMP)**

The Trust's Vacancy Management Plan (VMP) focuses on new recruitment and the retention of existing staff, and has been established due to the increased workforce needed to transform and develop services resulting in the organisation expanding at pace.

It has been developed and influenced by Regroup, Reflect, Recharge activity, staff survey findings, Senior Managers, Ward Managers, Matrons and other staff representatives.

A Task and Finish Group has been established and will meet fortnightly over the next 12 months, and is chaired by the Deputy Director of Operations Liz Mellor. 33 schemes have been recorded as part of the plan – four are completed, and 29 are on track or require some further development. The success will be measured by a baseline of 14.2 percent vacancy rate, and 10.36 percent staff turnover rate (June 2021).

## **COACHING AT COMBINED**

Coaching is a great mechanism to help staff unlock their personal potential and to achieve their goals. We are developing a Coaching culture at Combined Healthcare, and have recently hosted two 'Conversations that Count' workshops to help colleagues learn more about the value of coaching, and what a coaching conversation looks, feels and sounds like.

Conversations that Count are everyday interactions between colleagues that focus on supporting and helping each other to be the best they can be in their roles, feel confident in their knowledge and abilities, recognise and develop their skills, use on-the-job learning opportunities, and feel trusted and empowered to make decisions and take action.

Participants in the workshops built a practical understanding of the differences between coaching, mentoring, supervision and training and an appreciation of the value and impact of coaching in the workplace, as well as learning a clear and simple process that enables them to hold effective everyday coaching conversations, and a tool for reviewing and developing your own coaching skills.

Well done to everyone who took part, as we nurture and support colleagues through Conversations that Count.

## **SUPPORTING FLEXIBLE WORKING FURTHER**

We have recently undertaken a staff survey, throughout August 2021, to understand if there is more we can do to support flexible working in the Trust.

We are keen to make sure colleagues have the right work/life balance, and responses will be kept completely anonymous and centrally collated via the Smart Survey system that we have in place.

We will be analysing the results and using them to inform discussions about what else we can do to support the work/life balance of Combined Healthcare colleagues going forwards.

## **OUR PEOPLE – SUCCESSES AND NEW DEVELOPMENTS**

The Trust is delighted that Sarah Wanjiku, Senior Mental Health Practitioner, has been selected as our Staffordshire and Stoke-on-Trent System participant on the Aspirant BAME Leaders programme. The programme commenced in June, and runs for 12 months. Well done to Sarah.

It was a real Combined effort with five CAMHS clinicians at the Trust contributing to a book release by Dr Ann Cox entitled 'Helping Your Child With Worry and Anxiety'; congratulations to Dr Kristina Keeley-Jones, Clinical Psychologist at South Stoke CAMHS, Ben Lea, MH Nurse and CBT Therapist at North Stoke CAMHS, Dr Ruth Fishwick, Clinical Psychologist at Paediatric Psychology, Lisa Dale, North Staffs CAMHS, and Dylesia McKnight, North Staffs CAMHS. This is an outstanding example of the knowledge and expertise we have within our CAMHS services.

Lots of our staff are undertaking some phenomenal fundraising efforts at the moment. A group of colleagues from Ward 3 are participating in Race for Life's Mud Run in September in aid of Cancer Research, and Rob Sillito is running the Potters 'Arf Marathon – also that month – in aid of Parkinson's UK.

Two healthcare support workers from Ward 5 Neuropsychiatry, Mark West and Rhys Howley, are bravely skydiving in November with all proceeds going to the Ward.

David Jones from City Memory Services is raising money for Alzheimer's Society, and has recently completed a 500-mile total cycle ride.

We had some great staff support for the recent England and Team GB successes in the Euros and Tokyo 2020 Olympics and Paralympics over this summer. The Crisis Care Centre was decorated for the Euros final, and the Edward Myers Unit enjoyed making England flag bunting, hats and flags. And for the Olympics, Stevan Thompson created a beautiful piece of artwork on Ward 6.

We had our own personal link to Team GB Tokyo 2020 too; three Trust members of staff – Dean Burgess (father), Carole McGranachan (mother), and Janine Burgess (stepmother) – proudly watched their son Adam Burgess, slalom canoeist, successfully reach the final round of his competition in Japan. A huge congratulations to Adam from everyone at Combined Healthcare.

The Darwin Centre recently held a fun day, raising a fantastic amount of money. The day featured a car wash, a card tournament, a raffle and lots more, including some amazing prizes kindly donated by local businesses. The team and young people successfully raised £800. These funds will go towards activities for the young people who will be staying at the Darwin Centre over the summer holidays. Well done to the team and thank you to everyone who supported the day.

## **OUR “QUALITY” STRATEGIC THEME**

### **PERFORMANCE**

The Performance and Clinical systems teams are effectively supporting Directorates remotely to ensure that the Trust continues to report our national, commissioner and internal measures and evidence the outstanding work that is taking place in all of our teams during the COVID-19 pandemic. Performance overall remains positive – thank you to all staff for their efforts in ensuring this. Key highlights for month 4 are below -

#### *Highlights*

##### *Workforce*

- 89 percent of staff have completed their Statutory and Mandatory Training
- 87 percent of staff have received an annual performance development plan (appraisal).

##### *Access and waiting times*

- 97.3 percent service users referred have received an assessment within 4 weeks and 99.2 percent received treatment within 18 weeks
- 87.5 percent of referrals made to the Early Intervention team were treated within 2 weeks
- 100 percent of referrals made to the CYP Eating Disorders team received an assessment within 4 weeks and 100 percent received treatment within 18 weeks
- 98.0 percent of Children and Young People referred received an assessment within 4 weeks and 100 percent received treatment within 18 weeks

- 95.2 percent of service users referred to the MH Liaison team were seen within 1 hour, 100% within 4 hours and 98.4 percent within 24 hours
- 97.1 percent of 48 hour follow ups were completed against 95 percent target.

#### *Quality*

- 100 percent of all CPA service users discharged from an adult inpatient service were followed up within 7 days (95 percent target)
- 15.4 percent service users on CPA have a recorded employment status (national target 8 percent) and 74.5 percent service users on CPA are in settled accommodation (national target 61 percent)
- 95.8 percent of service users have a Care Plan in place and 96.1 percent of service users have received a completed risk assessment (target 95 percent)
- 96.5 percent of service users have a risk assessment recorded (target 95 percent)
- 94.3 percent of service users have an ethnicity status recorded (target 85 percent)
- 92 percent of people who completed their Friends and Family Test survey said they would recommend Combined Healthcare
- There have been no under 18-year-old admissions to adult inpatient wards during June.

#### *Data Quality*

##### Data Quality Maturity Index

- (DQMI) up to 98.1 percent (National average 84.8 percent). In top 10 Providers in England.

#### Areas for Improvement

Our vacancy levels remain high and although not out of line with Mental Health Trusts across the country they are of concern. We are mitigating this through use of Bank and Agency staffing however, this is on a long term solution. The situation is largely a result of converging multiple factors including the impact of Covid on training programmes (especially qualified nursing), personal decisions regarding work life balance and unprecedented investment into Trust services. The vacancy management plan detailed above holds within it a variety of key mitigations that over coming months will ensure various actions are put in place with an emphasis on qualified nursing and medical staffing gaps.

## **FINANCE**

In month 3, the Trust delivered a small surplus of £0.185m due to vacancies.

The Trust is forecasting to deliver a breakeven position for the first half of 2021/22 and £1.200m (FYE) of CIP schemes were transacted in month 3. Further savings projects are being produced through the autumn and will all be thoroughly assessed through our Quality Impact Assessment process.

The Trust is awaiting planning guidance for the second half of 2021/22.

## **BLOOD SAMPLE LABELLING**

At the end of June, we completed the blood sample labelling project. This followed a successful pilot across inpatient and community teams.

This now gives staff the ability, within Lorenzo, to print sample bottle-sized labels containing the required patient demographics, which can be attached to both the sample containers, and request cards.

There are two label templates; one including the current date and time, and one with a blank space to write this information (useful if you are printing the labels ahead of time).

There are two main benefits that this work has delivered:

- Reduction in labelling errors leading to sample rejection – such as incorrect patient details, illegible handwriting etc.
- Reduction in time – printing the labels is very quick, reducing the time spent hand writing information on the bottles and request cards

Directorates have the information required to place purchase orders for printers and rolls of labels. Please speak to Sandra Wright, Ben Boyd, Rachel Birks, or Simon Wilson.

## **AWARDS**

Although we did not win the national award, it was a great achievement for the All Age Mental Health Access Team, Crisis Care Centre to be named as the Regional Champion in the 'Excellence in Mental Health' Care category of the 2020/21 NHS Parliamentary Awards – well done to everyone involved.

The team was nominated by Jo Gideon MP and Jonathan Gullis MP, and Dr Nigel Sturrock, Regional Medical Director at NHS England and NHS Improvement in the Midlands, said: "I was impressed by the high standard of all entries from the Midlands this year..."

Jodie Heath, Care Coordinator with the Early Intervention Team, has been shortlisted for a prestigious RCN Nursing Award, shortlisted in the Patient's Choice Award after Michelle Craggs, the parent of a service user, nominated her. Jodie has made it as a finalist against hundreds of nominations and is down to the final six nominees. The winner of the category is decided by a public vote. Good luck Jodie!

## **THE DIGITAL ASPIRANTS PROGRAMME**

Following the success of the Digital Exemplar project delivering the CAMHS Wellbeing Portal, the Trust has been selected to become an outstanding Digital Aspirant.

We have already embarked upon an exciting new programme of work which will improve the experience of Trust staff, service users and partner organisations. The projects are:

- Wellbeing Portal - development of an all-age portal to provide services for service users, carers and professionals
- Smart Documentation – develop the core assessment, risk assessment and care plan to collect the right information and avoid duplicate entry

- Handheld and mobile working solutions – deploy digital technology that supports clinicians and service users at the point of care in the community or by the bedside
- Clinical Insights – provide the ability to analyse and dashboard patient information direct from the clinical system
- Electronic Patient Medication and Administration (EPMA) deployment – deploy Lorenzo EPMA to all inpatient wards CAMHS optimisation – expand and enhance the current CAMHS Wellbeing Portal
- Referral Strategy review – options appraisal and recommendations for change
- Discharge process digitisation – improve the discharge process and the support given to service users after discharge
- Smart Communications review - review the current communication methods and define better ways of engaging with service users
- Integration – develop a solution to allow information exchange between disconnected systems.

In order to deliver these projects a team has been assembled consisting of Trust and Dedalus staff. Clinical leads have each been given projects to lead on.

Over the coming months, Digital Aspirant workshops will be held across the Trust to ensure the programme delivers what our staff need. We look forward to hearing more and continuing to drive forward this brilliant programme.

## **OUR “PARTNERSHIP” STRATEGIC THEME**

### **SYSTEM UPDATE**

The appointment process for our Integrated Commissioning Board Chief Executive is now under way with an announcement expected in mid-October.

An array of national guidance was published during August and early September including –

- ICS establishment guidance – defining items such as due diligence and workforce transition
- Provider collaborative guidance
- Thriving places guidance (Place based Partnerships)
- Clinical leadership guidance

All of the above is influencing the various work-streams that are in place to support the transition process. All work-streams report into an ICS Transition Committee that in turn reports into the system CEO group (Executive Forum). On a regular basis this Transition Committee also provide progress updates to NHSEI representatives.

Our Place based Partnership programme is entering a key phase of work with two workshops planned throughout September and October that intend to use key design principles (such as “subsidiarity”) to determine the roles and responsibilities of our Places as we enter the 2022/23 period.

## **POSITIVE BEHAVIOUR SUPPORT TRAINING FOR CARE PROVIDERS IN STAFFORDSHIRE**

The Specialist Directorate is running a Positive Behaviour Support Project which will involve PBS training and supervision to external care providers in Staffordshire, supporting people with a learning disability, who may present with behaviours that challenge.

Two half-day virtual training sessions will be offered, followed up by bi-monthly supervision and access to a PBS forum, to continue learning and development.

Participants will also have access to a virtual platform designed for networking and sharing examples of good practice to further their learning. This platform will also help to improve relationships between care providers and offer awareness of what support is available locally.

All participants will be expected to become Practice Leaders within their areas of work, who will champion PBS practice and help others to develop their own skills in PBS.

## **MARKING SIGNIFICANT 'WEEKS' AND 'MONTHS'**

First established in 2020, the month-long celebration of South Asian Heritage Month provides a platform to help people better understand the diversity of present-day Britain. Two members of staff - Amina Begum, Recruitment Administrator, and Sharon Jean Parke, Service Manager – LD & CAMHS IP – Community Health Services - took part in a video chat together to discuss their culture and experiences as part of South Asian Heritage Month, which was shared across our internal communications channels.

Stoke Community Drug and Alcohol Service (SCDAS) raised awareness of World Hepatitis Day; the theme this year was 'Hep Can't Wait', and the team shared their 'Hep C U Later' photos and messages across our social media and communications channels, and promoted how simple and painless a blood test is for testing.

We also celebrated Eid-ul-Adha, Muharram, International Non-Binary People's Day and Health Information Week.

## **LET'S TALK NURSING**

We're all well aware of the recruitment and supply challenges facing our nursing workforce over the next few years. The Trust, in collaboration with representatives from the University of Derby, recently held a 'Let's Talk Nursing' online information event aimed at this year's Year 13 school and college leavers to promote routes into mental health and learning disability nursing. There were opportunities to find out about apprenticeships, direct entry to university and work-based pathways, as well as gaining an understanding of what it means to be a nurse working in mental health and learning disabilities.

## **CELEBRATING STOKE-ON-TRENT PRIDE 2021**

Members of the Trust and partner health and care organisations worked together to participate in Stoke-on-Trent Pride 2021. It was a truly fantastic day, with a constant stream of visitors to the Staffordshire and Stoke-on-Trent system stall throughout the afternoon – the first time we have attended jointly as a local health and care system. We were delighted that Dr Chandra Kanneganti, Lord Mayor of Stoke-on-Trent, visited our stall too.

## **OUR “SUSTAINABILITY” STRATEGIC THEME**

### **GREENER NHS – CALL TO ACTION**

Climate change poses a major threat to our health & planet –the environment is changing, change is accelerating, and this has direct and immediate consequences for our patients, the public and the NHS. The UK government has committed to reaching net zero carbon by 2050 – health & care system contributes c4-5 percent of the country’s carbon footprint and therefore has a major role to play,

The report *Delivering a Net Zero Health Service* sets a clear ambition and target for the NHS. Two clear and feasible targets are outlined:

- The NHS Carbon Footprint: for the emissions we control directly, net zero by 2040
- The NHS Carbon Footprint Plus: for the emissions we can influence, net zero by 2045.

*NHS Vision: To deliver the world’s first net zero health service and respond to climate change, improving health now and for future generations*

To support achievement of this ambitious agenda the following actions will be delivered by all NHS organisations in 2021/22:

- Board-level net zero leads: every NHS trust and ICS will need to confirm a board-level net zero lead with accountability for this work, to their NHS regional team, by 1 October 2021. The lead for our Trust will be Chris Bird, Director of Partnerships, Strategy & Digital –Chris will also be leading the coordination of this programme across our NHS partners.
- Organisational net zero strategies: To support our net zero ambition, every NHS trust needs to develop a board-approved, three-year Green Plan. These Green Plans will set out each organisation’s strategy and ambitions to reduce emissions in line with the national trajectory.
- More than a million actions to tackle climate change: Delivering the world’s first net zero healthcare system will require support, shared learning, and energy from every part of the NHS and every member of staff. Throughout July, the launch of a new all-staff engagement campaign across the NHS will collect and share best practice from across the system, based on the idea that all staff have something they can personally do to tackle climate change while improving their own health and the health of their patients.

Over the coming weeks, the Trust will be establishing a new Sustainability Group which will act as the coordinating vehicle for the development of the Trust’s Green Plan and all associated activity as well as enabling Sustainability Champions across the Trust; interested members of staff have been asked to contact Chris Bird if they would like to become a Champion.

## **THE BIG LAWTON CONVERSATION**

Falling also into sustainability discussions, is how we use our space at Lawton House in the best way possible for the Trust and how we can collectively transform the working lives and experiences of those of us primarily based up until now at Lawton House.

We engaged colleagues in a 'Big Conversation' via sessions on Teams, as well as taking suggestions and comments via internal communications and a web form with eight simple questions on going forward.

We will take all responses, suggestions and feedback, and consider them alongside the data analysis we have already done about Lawton working practices, financial information and other contexts such as its use by SSHIS.