

Chief Executive's Report to the Trust Board 24 May 2018

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.

LOCAL UPDATE

1. CELEBRATING OUR CQC RESULTS AND TEAMS

On May Day we celebrated our journey of improvement to date and kept up the pace and trajectory towards outstanding we started over four years ago. Our live celebration at Harplands Hospital of our fantastic CQC results was attended by staff, service users and stakeholders. Many thanks for all those who attended.

Hosted by myself and our Chairman, David Rogers - the event was livestreamed across social media and included links to our Outstanding Services - our Adult Rehab Teams at Summers View and Florence House hosted by our Medical Director, Dr Buki Adeyemo. We also live streamed our Community CAMHS Team at Dragon Square hosted by our Director of Nursing and Quality, Maria Nelligan, celebrating that everyone of their 5 CQC domains are rated Good, this is a fantastic achievement and gives confidence to our community on the quality of services provided.

The full proceedings and a highlights package of a great event - including a special CQC Celebration Film featuring staff and management talking about their achievement - have been made available via our YouTube channel, where they have received over 800 views to date.

2. TOWARDS OUTSTANDING ENGAGEMENT EVENT HIGHLIGHTS SUCCESSES OF ITS FIRST COHORT

On Tuesday 8 May the first cohort of our staff went through our Towards Outstanding Engagement Programme. The event was shared across the Trust's social media channels and showed the fantastic achievement and dedication from our staff.

The event was attended by our Chair, David Rogers, our Non-Executive Directors Lorien Barber and Joan Walley - and chaired jointly by our Executive Director of Workforce, OD and Communications Alex Brett and our Executive Director of Operations, Jonathan O'Brien. It shows the strong commitment of our senior leadership team to the programme.

The Towards Outstanding Engagement Programme is carefully designed and structured to allow teams across the Trust to really understand and own their own improvement in a robust and planned way. By assessing their own strengths and development areas both at the outset of their journey and at its completion, they are able to plan a tailored improvement journey that really means something to them and is built on their own reality.

The average increase in engagement scores across the teams was 5.6%, with some teams seeing improvements as large as 12.8% increase in their engagement scores. Each team is at a different stage and are all being supported to continue their work to improve staff engagement - it's clear that the programme is being owned, valued and embraced by the full range of services and operations we provide, with some amazing results that were shared and celebrated.

3. STP DIGITAL WORKSTREAM GATHERS PACE

A full day meeting took place with the four potential suppliers who may be providing our new Integrated Care Record as part of our STP Digital Programme. It was a really positive day with many people including clinicians attending to hear from the suppliers about how they would work with us and what they could do. This will really progress our plans for clinical information to be able to be shared across organisations.

The really exciting thing for me was the potential for patients to be in control of their record and having access to their own information and in some instances being able to choose which professionals/ organisations would have access to their information. This would have the potential to really change the balance of power between the professional and the patient and enable a stronger focus on people taking responsibility for their own health.

The day was only part of the procurement process which will also include some site visits and detailed analysis of the business cases submitted. The site visits will take place during May and the plan is to have a supplier in place by July.

The workstream also held a celebratory and sharing event to recognise the great achievements of our range of healthcare teams who have deployed technology enabled care. The event had a packed agenda, focusing on people's experience of telehealth, video consultation, mobile apps, Patient Online and online clinical consultation triage.

An afternoon session looked a variety of uses of Facebook- whether in public settings or closed groups for example in UHNM. It also looked at social media use in GP practices, Patient Participation Groups, as part of screening and within maternity services.

Almost 100 people across the day saw a range of presenters, and there was lots of interest and discussion and reflections on how others can adopt and share the learning; a massive thank-you and well done to Dr Ruth Chambers - Chair of Stoke-on -Trent CCG and lead for Technology Enabled Care workstream as part of our Digital STP Programme.

4. LISTENING INTO ACTION EVENT FOCUSES ON DEVELOPING OUR SUPPORT FOR BAME STAFF

I was really pleased to be leading a special Listening into Action event this month, particularly focusing on our continuing efforts to support and develop our Black, Asian, Minority Ethnic (BAME) staff. Lots of our BAME staff attended as did our Medical Director Dr Buki Adeyemo, Executive Director of Nursing and Quality, Maria Nelligan, Director of Workforce Organisational Development and Communications, Alex Brett, and Non-Executive Director Gan Mahadea. It was great to hear the personal stories from our staff about their experiences, but our WRES scores also indicate that we have more to do. The LIA event produced some great ideas on what would make a difference, which will be taken forward with support from our great staff.

This will build on the progress we have started this past year, including:

- the Trust identified as an NHS Employers Diversity and Inclusion Partners Programme Champion;
- being commended by the CQC for progress on developing our approach to Diversity and Inclusion;
- holding our first Trust BAME Focus Groups for service users and staff with Yvonne Coghill, national Programme Director from the NHS England Workforce Race Equality Scheme (WRES); and
- launching our Trust BAME Staff Network, led by Cherelle Laryea, Trainee Clinical Psychologist

5. SECOND ANNUAL NURSING CONFERENCE

As a nurse by clinical background myself, I know just how central our nurses are to what we do. So it was simply wonderful to be able to kick off our celebrations of Nurses Day with our second Annual Nursing Conference. Congratulations are due to Maria Nelligan, Julie Anne Murray, Amanda Miskell and the working group for putting on a fantastic day-long celebration of everything our nurses do and what they achieve.

We were pleased to welcome Siobhan Heathfield, Regional Nurse for NHS Improvement and the inspirational Tommy Whitelaw, who is a great friend to the Trust and a national champion for Dementia.

The day featured workshops on such diverse topics as suicide awareness, understanding health inequalities and asylum-seeking. It also gave our team across the Trust the opportunity to show off a range of Pledge Trees produced to show what they have done to date and what they commit to do in the coming year. I was immensely impressed with the massive amount of poster presentations from so many teams. This really demonstrated the amazing work that they do day in day out. So many teams had articulated the improvements and changes they were making for service users and carers with a real evidence base.

We live streamed the main session for the event, which can be watched via our Facebook page. The day was rounded off by every one of our attendees being presented with our Combined Nursing Badge and delivering a Happy Nurses Day message via Twitter to their colleagues across the NHS

6. PREPARATIONS FOR PICU

I am delighted that our new Psychiatric Intensive Care Unit (PICU) building is now complete which will be a pleasant well designed environment for service users and carers. Massive thanks to Andrew Hughes, Geoff Neild and Ian Ball for their work on overseeing the design and build of the unit. Also a big thank you to Carol Sylvester, Natalie Larvin, Maxine Tilstone, Jackie Clowes and our clinical staff who have done a superb job working with service users and staff to ensure the clinical plans are fit for purpose

Our biggest challenge now is being able to recruit registered nurses. We have a scheme running whereby anyone introducing a doctor or trained nurse in a patient facing role at the Trust can be awarded an Amazon voucher. We are also running another series of One Stop Shops to quickly recruit nurses in where staff can walk away on the same day with a job offer - subject to ID and other appropriate checks.

This will be the first time ever that our local communities will have access to such a facility preventing people from having to travel out of area to receive treatment.

A team from across HR and Comms have produced a series of films on our social media as part of a rolling series, including a walk-around of the new PICU featuring Natalie Larvin and Maxine Tilstone which has received over 500 views on YouTube, as well as other communications products including leaflets, job adverts and media promotion and advertising widely in various newspapers and publications.

We are also working with the Stoke Sentinel on an extended piece in the newspaper on the PICU and the job opportunities available there.

7. CQC SYSTEM IMPROVEMENT AND STP

We have been working together as a system for some months on our improvement plan for the STP and some really great improvements are now being delivered. The Stoke Council Delayed Transfers of Care have reduced significantly and the Council's ranking in the country has gone from close to the bottom to the top third. The innovative collaborative care homes project led by the GP Federation in partnership with SSOTP, Combined and Douglas Macmillan hospice is showing a 16% reduction in attendances to A&E - really well done to everyone.

As part of the Staffordshire STP, OD and System Leadership workstream which I chair, we commissioned a Primary Care Leadership Development Programme. This was facilitated externally with input from a range of Combined staff, including Neil Clarke and Jane Rook from our OD team.

The programme is aimed at developing leadership capability amongst primary care across the whole of Staffordshire and Stoke-on-Trent, with a particular emphasis on developing new models of care.

I was delighted to attend the final workshop of the first Cohort on the programme involving a range of colleagues from across primary care, together with our Director of Workforce, OD and Communications, Alex Brett and the STP Director Simon Whitehouse. It was a great event, with lots of debate and insight into the innovations, improved ways of working and development of effective working relationships that are catalysing change and improvement across Staffordshire. Each participant had led the development of a project which was really impressive – collectively there has been such improvement.

I chaired the Midlands and East STP Board this month which had a real focus on growing the workforce, which will be one of the biggest challenges facing us as we move to implement the STP vision.

8. CONTINUING TO ENGAGE AS WE MOVE TOWARDS LOCALITY WORKING

Our plans to introduce new integrated locality-based structures within Combined Healthcare continue apace. We have held a series of engagement forums with staff groups and our stakeholders, while members of the Executive team have been out and about meeting Trust teams to seek their views on the proposals.

The driving principle of this new way of working is to strengthen how our wider community teams work across primary care, social care and community services.

We propose to implement Integrated Locality Working in a phased approach.

- Phase 1 – Reconfiguration of Clinical Directors, Associate Directors (HODs), Deputy Director of Operations - Go Live 2 July 2018
- Phase 2 – Configuration of Trust-wide Professional Heads- Go Live 16 July 2018
- Phase 3 – Configuration of Associate Clinical Directors & Clinical Leads, and all Service, AHP and Psychology Leads and Matron/Quality Leads - Go Live 27 August 2018
- Phase 4 – Transformation and redesign of clinical teams - Go Live 3 September 2018

Corporate structures (e.g. Finance, HR) will be aligned by July in order to report in line with new Directorates.

These new proposals, we feel, will enable us to be even more responsive and effective in delivering compassionate care to our local service users, their carers and families. We will be holding further engagement forums over the course of the next six to eight weeks and will continue to involve frontline staff and teams across the Trust.

We want to continue the conversations with everyone as we move to this new way of working, including finalising a new web microsite we will be introducing to enable everyone to keep fully informed about our plans and progress, ask questions of us and see answers to questions asked by others. All staff are encouraged to get involved in the conversations about this exciting development in how we deliver our services.

9. NOMINATIONS FOR OUR REACH 2018 AWARDS DRAW TO A CLOSE

The Recognising Excellence and Achievement in Combined Healthcare (REACH) Awards are an annual celebration of our staff and teams who go above and beyond in delivering excellent services. To mark the NHS 70 celebrations, this year's REACH will take place on Thursday 5 July at the Stoke-on-Trent Moat House. Nominations will open on Monday 26 March and we are hoping to beat last year's record-breaking total of 290 nominations. This year's awards will recognise outstanding achievements in the following categories:

1. Leading with Compassion Award
2. Rising Star Award
3. Volunteer/Service User Representative of the Year Award
4. Innovation Award
5. Valuemaker Award
6. Developing People Award
7. Partnership Award

8. Service User and Carer Council Award (decided by the Service User and Carer Council)
9. Unsung Hero Award
10. Proud to CARE Award
11. Team of the Year Award
12. Chairman's Award (decided by the Chair)

For more information about the awards, including how to nominate, please visit our REACH website www.reachawards.org/nscht.

10. FINALISTS IN NATIONAL PATIENT SAFETY AWARDS

During the month, we were delighted that two of our teams travelled to London to present their excellent work around Patient Safety. The Trust has been nominated twice in the category of Mental Health and Learning Disabilities in the national Patient Safety Awards.

The Learning Disabilities team presented to a judging panel of eight national experts on the programme of medication reduction in the Learning Disability Inpatient Service, whilst a second team presented on the work of the High Volume User Service, which operates in collaboration with the British Red Cross and University Hospitals of North Midlands in supporting people who use services intensively. I would like to extend congratulations to both teams for their efforts and for representing Combined Healthcare and the North Staffordshire System at these prestigious awards and I look forward to hearing the outcome from the awards celebrations, which are being held for finalists in Manchester on 9 July 2018.

11. TOWARDS SMOKEFREE

Together we have made significant steps collaboratively in stopping smoking across our wards and gardens, as part of our overall ambition to become smoke free this year, we are offering smoking cessation advice and Nicotine Replacement Therapy to anyone who needs it. Thank you to all our patients, visitors and staff that have worked tremendously hard in supporting our journey.

We have recognised that patients are leaving the wards at Harplands to smoke, and congregating outside reception. The signs at key points at Harplands will be reinforced and revised reminding patients and visitors that we are now a smoke free site. It will also sign post where to get advice and support with regards to stopping smoking. Staff are also asking visitors and patients to move away from the area to smoke and we all have a part to play in this.

We are all committed to making our hospital and grounds a pleasant and healthier environment, and ask that staff, patients and visitors are tolerant as we move forward with this significant change. Together we have made significant steps collaboratively in stopping smoking in wards and gardens, and offering smoking cessation advice and Nicotine Replacement Therapy. Thank you to all our patients, visitors and staff that have worked tremendously hard in supporting our journey.

12. FLYING THE FLAG FOR COMBINED AT THE POSITIVE PRACTICE MENTAL HEALTH COLLABORATIVE

I was pleased to attend the Positive Practice CEO dinner and national conference with our Director of Nursing and Quality, Maria Nelligan. The National Positive Practice Mental Health Collaborative is a user-led, multi-agency collaborative of 75 organisations, including NHS Trusts, CCGs, Police Forces, third sector providers, front line charities and service user groups. Its aim is to identify and disseminate positive practice in mental health services by working together across organisations and sectors, to facilitate shared learning and to raise the profile of mental health with politicians and policy makers.

We're strong supporters and active members of the Collaborative, and it was great to be able to attend the first ever Collaborative Convention and Learn and share with other mental health organisations. We have been asked to start a national substance misuse collaborative which Dr Derrett Watts our Clinical Director for substance misuse will be leading. Some of the Executive Team have also been asked to be on the judging panel for the positive practice awards.

13. LEADERSHIP ACADEMY FOCUSES ON APPRENTICESHIPS

Our latest Leadership Academy featured an interactive and informative session, updating knowledge, understanding and perceptions about apprenticeships in a bid to encourage our senior managers to think differently about how to access and utilise the apprenticeship levy in developing our future workforce. We also had a guest speaker, Anne Longbottom, Development Manager from Staffordshire University discuss updates and opportunities for higher level apprenticeships.

We offer a range of apprenticeships and apprentice qualifications at different levels to enhance skills with the Trust, support talent management and draw maximum benefit from the funding available. We understand our current staff qualification levels to further enhance the skills of the workforce through apprentice qualifications and are developing new roles and pathways to enable staff to progress their career.

14. WOLVERHAMPTON UNIVERSITY

Our medical director Dr Buki Adeyemo has been invited to sit on the board of the University of Wolverhampton as an independent governor. This is great news for the Medical Director and the Trust and further enhances our growing relationships with our education partners.

15. HEALTH AND WELLBEING BOARD

On 18 April 2018 the Stoke-on-Trent Health and Well-Being Board met for the first time in its reconstituted form following the Stoke-on-Trent CQC System Review. The Board agreed a shared determination to provide system leadership as described in the CQC report. As a first demonstration of this commitment, the Board approved the Joint Commissioning Strategy prepared by the CCGs on behalf of health, social care and public health commissioners

NATIONAL UPDATE

16. HEALTH AND SOCIAL CARE COMMITTEE AND EDUCATION COMMITTEE PUBLISH REPORT ON 'THE GOVERNMENT GREEN PAPER ON MENTAL HEALTH'

A report on the government's mental health green paper, titled *The government's green paper on mental health: failing a generation*. The committees argue that the green paper which looks at children and young people's mental health provision lacks ambition and will provide no help to the majority of those children who desperately need it.

We have delivered significant improvements in our CAMHS services in the recent past, including significant progress on waiting times and quality of services, which were significant factors in the CQC's decision to rate our CAMHS Community and CAMHS Inpatient services as 'Good' – up from Inadequate and Requires Improvement respectively only 2 years ago.

We have also won national awards and been shortlisted for others in recognition both of the quality of our CAMHS Leadership and pioneering new models of care in partnership with Stoke-on-Trent schools.”

17. RECENT REPORTS ON MENTAL HEALTH AND LEARNING DISABILITIES PROVISION

Three significant reports have been published in the last week with a focus on mental health and learning disabilities, but with relevance to all NHS foundation trusts and trusts. This overview briefing provides a summary of each and NHS Providers' view. The reports are:

- The Government's Green Paper on mental health: failing a generation – a joint report by the Health and Social Care Select Committee and the Education Select Committee
- The Learning Disabilities Mortality Review (LeDeR) Programme – the annual report by the Healthcare Quality Improvement Partnership, on behalf of NHS England
- The interim report of the Independent Review of the Mental Health Act – the review being chaired by Professor Sir Simon Wessely and commissioned by the Department of Health and Social Care

<http://nhsproviders.org/media/4788/recent-reports-on-mental-health-and-learning-disabilities-nhs-providers-on-the-day-briefing-may-2018.pdf>