

REPORT TO OPEN TRUST BOARD

Enclosure No: 4

Date of Meeting:	27 th June 2019		
Title of Report:	CEO Board Report		
Presented by:	Peter Axon, Chief Executive		
Author:	Peter Axon, Chief Executive		
Executive Lead Name:	Peter Axon, Chief Executive	Approved by Exec	<input checked="" 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 & Performance Committee <input type="checkbox"/> • Audit Committee <input type="checkbox"/> • People, Culture & Development Committee <input type="checkbox"/> • Charitable Funds Committee <input type="checkbox"/> • Business Development Committee <input type="checkbox"/> • Primary Care Integration Programme Board <input type="checkbox"/> 		
Strategic Objectives (please indicate)	<ol style="list-style-type: none"> 1. To enhance service user and carer collaboration. <input checked="" type="checkbox"/> 2. To provide the highest quality, safe and effective services <input checked="" type="checkbox"/> 3. Inspire and implement innovation and research. <input checked="" type="checkbox"/> 4. Embed an open and learning culture that enables continual improvement. <input checked="" type="checkbox"/> 5. Attract, develop and retain the best people. <input checked="" type="checkbox"/> 6. Maximise and use our resources effectively. <input checked="" type="checkbox"/> 7. Take a lead role in partnership working and integration. <input checked="" type="checkbox"/> 		
Risk / legal implications: Risk Register Reference	None		
Resource Implications:	None		
Funding Source:			
Diversity & Inclusion Implications: (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance	Includes support for Muslim members of staff during Ramandan		
STP Alignment / Implications:	Includes local system update		
Recommendations:	To receive for information		
Version	Name/group	Date issued	
1.0	Peter Axon		

Chief Executive's Report to the Trust Board 27th June 2019

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. DEVELOPING OUR LONG TERM THINKING

It's been just over 3 months since I started as Chief Executive and I can honestly say it feels, at one and the same time, as if it was a lifetime ago and only yesterday. As the Board will know, I've been spending a lot of that time getting around to meet teams and leaders across the Trust as well as with our partners and colleagues across the Together We're Better STP.

Many thanks to everyone for making me feel so welcome and for your willingness to share your views and ideas with me - warts and all. It really has been invaluable and much appreciated.

For this latest Board Report, I thought it might also be useful to provide a 'heads up' on my comments at the latest meeting of our Leadership Academy, which featured some of the major themes I've picked up and, having reflected on what I've heard and learnt so far, some indication of where I see our overall direction of travel over the next few weeks and months.

As I told our Senior Leadership Team at the latest meeting of the Leadership Academy, they and the teams they lead are the lifeblood of Combined - they make or break it - so I want to ensure that the Leadership Academy is something they can help mould and shape and really look forward to with enthusiasm and excitement. We had a really productive brainstorming session and there were tons of ideas which our OD team will now work up.

I had the great pleasure of being able to reflect on a latest set of performance statistics that I referred to as a "summer meadow of performance green", which is fantastic. As I have been continuing my tour of teams across the Trust, a number of people had emphasised the importance of ensuring our performance reporting is as good as it can possibly be, including data quality and the way in which we report our performance. So we will be rethinking over the next weeks and months how we deal with the data quality agenda - everything from data input to training, through support for managers, to how we roll out our information reporting and - most critically - how we utilise it to continually improve the services we provide.

It's great to have arrived at an agreed financial position for the Trust for the current financial year in discussion with our commissioners and regulators and after a herculean effort from our finance team, led by Lorraine Hooper and Jonathan O'Brien, our Director of Operations. The challenge will be to deliver on not insignificant commitments on our Cost Improvement Programme - in particular looking at how and where we can go beyond non-recurrent items year on year to a genuine transformational mode, supported by increased transformational capacity across Combined. One of the things that has also come through loud and clear from my visits to teams across the Trust is that on our frontline, people have the ideas we need, but ironically often don't have the time to develop those ideas and then create the additional capacity for themselves.

I have also been reflecting on the complexity of developing Primary Care Networks and Integrate Care Partnerships. The scale of the challenge we face particularly over the next 12 months cannot be underestimated and, whilst I have no doubt that we are up to that challenge, the importance in particular of working on developing our patient pathways with partners is becoming ever clearer. Chris Bird, our Executive Director of Strategy and Partnerships will be overseeing our strategic links with key system partners over coming months and coupled with clinical and operational colleagues will ensure that our care pathways perfectly reflect healthcare system changes such as planned growth in GP services.

2. LOCAL SYSTEM UPDATE

I have really enjoyed getting to know my fellow leaders across the Together We're Better STP. Having now had the chance to take stock and reflect, I believe there are three main driver for progress.

The first are the individual Cost Improvement Plans within each Trust, which I've mentioned above.

The second are the SPRINT programmes, essentially system-wide CIP initiatives. It's particularly heartening to see that the mental health element of these initiatives is rated Green, which is a testament to the work of Jonathan and continuing partnership with our colleagues at Midlands Partnership Foundation Trust.

The third is our system wide architecture, where work continues to develop the best possible arrangements for developing our Programme Management expertise. In this respect, I think it is worth saying that we genuinely appear to have moved away from what might have been caricatured hitherto as an adversarial culture in relation to individual organisations. As a result there is an opportunity for us to reflect on what Combined Healthcare is particularly best placed to contribute to the success of our system as a whole.

One of our other strategic priorities at the STP level will be to ensure that our system response to the NHS Long Term Plan - due for November - is as high quality as possible, with the right profile and importance attached to mental health investment and services, including mental health and learning disabilities. I believe there is an opportunity for us to produce a really compelling vision for services and transformation, to drive ourselves and the services we provide forward. This will include articulating why the case for investment is rooted in our local communities and the needs of our service users.

3. WE'RE REACH-ING HIGHER THAN EVER

At the end of last week, I had the real pleasure of sitting down with colleagues to decide the overall winners and highly commended awards for REACH 2019. These were chosen from a shortlist which has been whittled down from a record 336 nominations received. Many thanks to everyone who has taken the time to submit a nomination.

This year, the shortlisting has been carried out by a wider cross-section of individuals across Combined than ever before - involving the entire Board including Executive and Non-Executive Directors, Associate Directors, Clinical Directors, staff side and the Service User and Carer Council - each with an equal say and vote in the shortlisting process.

We also entered our third year of our Proud to CARE Award – which is unique in that it is voted on solely by our frontline staff.

The sum total of all these efforts means that REACH 2019 – celebrated on 4th July at the Moat House Hotel – will be the Trust's most popular and most open celebration of its staff in Combined's history.

4. STEPPING UP PROGRAMME CELEBRATES ALUMNI

A personal highlight of the month was having the opportunity to open the Staffordshire and Stoke BAME Conference and Stepping Up Alumni event. Our staff came together at The Bridge Centre to celebrate the stepping up graduates, plus educate staff and students on personal journeys that current staff have taken.

Each of our brilliant Stepping Up graduates explained their journey they took to where they are now. The conference was about celebrating diversity but also about addressing deep societal and systemic issues that mean that not all of our NHS colleagues enjoy the same experiences and opportunities as others. The key theme for the Accelerator event was personal journeys.

Speakers included:

- Patrick Nyarumbu: Director of Nursing - North Midlands, NHS England. Presentation on "Career reflections and insights"
- Owen Chinembiri: Senior analytical manager, workforce race equality (WRES) Team, NHS England.
- Mueid Kaleem, Stoke Pharmacist and known from the ITV show "School for Stammerers". Mueid talked about his journey and leadership qualities
- Dr Helen Waite, from Lancaster University . Talked about "understanding how and why change is experienced across the course of an individual's career"
- Gaynor Walker; Equality and Health Inequalities coordinator, NHS England and NHS Improvement. Talked about "How can we contribute? Changing the environment of the organisation.
- Executive Medical Director, Dr Buki Adeyemo. Took us on her personal journey

The event ended with 3 focused group discussions:

- “Why I’m no longer talking to white people about race” by Reni Eddo-Lodge
- Educational story telling exercise and group discussion. Referencing the book “Small great things” by
- Stepping up Graduates and Senior Leaders - what has changed, what hasn’t changed and what further help is needed?

5. OUR AWARDS SUCCESS CONTINUES

Another monthly Board Report – another chance to celebrate continuing Awards success.

Last month saw no less than three of our teams being celebrated at the HSJ Value in Healthcare Awards. The Executive Team were represented by Jonathan O’Brien, our Director of Operations.

And whilst we didn’t land the main prize, it was a fabulous achievement to have made it to being finalists. Congratulations to our Rapid Falls Improvement Team, All Age Mental Health Liaison Service and the Healthy Minds Integrated Long Term Condition Service. You really do us and your colleagues proud.

Congratulations to everyone involved in this string of continued successes.

6. MORE REASONS TO BE ‘PROUD’

We celebrated Pride Month by inviting our staff sign up to become an LGBT Champion, and receive the new NHS Rainbow Pin.

We now have 143 staff signed up which is around 10% of the workforce, but we would love to see much wider coverage than this showing support and respect for our LGBT service users and colleagues.

The month ended with staff from the Trust taking part, once again, in Stoke Pride. Well done to all who took part and helped fly the Combined flag for tolerance and inclusion.