

## REPORT TO TRUST BOARD

Enclosure No: 4

Date of Meeting:	25th July 2019		
Title of Report:	CEO Board Report		
Presented by:	Dr Buki Adeyemo Acting 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 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; Performance 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> <li>• Business Development Committee <input type="checkbox"/></li> <li>• Primary Care Integration Programme Board <input type="checkbox"/></li> </ul>		
Strategic Objectives (please indicate)	<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>		
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			
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 25<sup>th</sup> July 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.

It is just over 100 days since I joined the Trust as Chief Executive (116 on 25<sup>th</sup> July to be precise) and the period since then has seen us take significant steps forward as we continue without let-up the improvement journey Combined has been on.

### 1. CELEBRATING OUR STAFF

This year's REACH Awards were a real highlight of the past month and were a very special occasion. As I said in my opening remarks at the event, deciding the Highly Commended and Overall Winners was a difficult but delightful challenge staff gave us.

We had twelve categories this year and a record number of nominations – over 330 for the first time, showing that in record numbers staff really want to recognise their colleagues' efforts. That's one of the signs of an Outstanding Organisation - the degree to which the family that make up its staff and service user community want to praise and support each other.

We were delighted to welcome the Shadow Secretary of State for Health and Social Care, Jon Ashworth MP to deliver a keynote speech, as well as Liz Ellis from BBC Radio Stoke.

I know the whole Board will wish to officially recognise and congratulate the winners and those who were highly commended, who are listed below:

Award	Winner	Highly Commended
Diversity and Inclusion	Step On Vocational Service	Lesley Faux and Tanisha Simpson Tehsien Zaheer
Leading with Compassion	Leah Benson	Wendy Thorley Richard Bagnall Sandra Storey
Partnership	LAC CAMHS Team	Primary Care Team – Moorcroft and Mass Green Surgeries Dean Burgess and Andy Bough Awake Craniotomy Service
Research and Development	DBT Team	Felicity Watkin and Phil Emery Practice Education Team
Rising Star	Joanne Willis	Amy Davidson Fiona Campbell
Unsung Hero	Steve Jones	Sarah Tombs

		Corrina Bentley Adam Chambers
Proud to CARE	Carole Rowley	Beth Condliffe Brenda Pennington
Valuemaker	Dave Norcup	
Volunteer / Service User Representative of the Year	Craig Boulding	Linda Anderson Russell Barratt Tom Wilson
Service User and Carer Council	Wendy Dutton Marie Barnett	
Team of the Year	Nurse Prescribers (ADHD CAMHS Team)	Mental Health Liaison Team Family Group Ward 4
Chairman's Award		

Success, of course, can also lead to challenges – and one of the biggest but nicest headaches for our Communications Team organising the event was the sheer numbers of staff wishing to attend. It was simply impossible to have enough places available for all members of every Team to attend in person on the night, so we put in place arrangements to be as fair as possible and to ensure that as many staff as possible could be part of the celebration. To that end:

- We asked all nominated teams to select a maximum of two people to represent them physically at the event itself
- We livecast the whole event in a live stream available on our Facebook Page from 7pm on the evening; this was one of the most popular Facebook posts of the year
- We have created a playlist of films of each Award being announced and presented - as well as what nominators said about each Highly Commended and Overall Winner - on our YouTube channel at <https://www.youtube.com/playlist?list=PLuLnRckD7bTfxZcs4lfpc3nhF6CbWWB5j> - These were viewed over 500 times in the first 2 weeks after the REACH Awards and have also been shared via our Twitter, Facebook and LinkedIn accounts

I truly appreciate how difficult it can be for Team Managers to have to decide who should attend. So I have also made a commitment that I will personally come to visit any Team who made the Team of the Year Awards shortlist, who I have not yet had the chance to visit. I also will be coming to visit the overall winners and highly commended teams for a photocall with their certificates and trophies.

We will also be conducting a venue search for potential larger venues for REACH 2020, to see if we can identify other options that provide additional space without compromising on the quality of the event itself and respecting the need to not deflect funding away from front line services.

## 2. LOCAL SYSTEM UPDATE

My last CEO Board update contained a detailed description of the challenges and opportunities facing the Staffordshire and Stoke-on-Trent system, as well as my perspective on how we can meet them. We continue to constructively work these through with colleagues across our local and regional health and care system and I will update the Board with any strategic issues as they arise.

We have been continuing to promote the overall STP public conversation, which continues until midnight on 25 August. Our Associate Director of Communications is part of the Together We're Better STP Communications and Engagement Task and Finish Group, which oversees arrangements for publicising the public conversation. Individual work streams have all been involved in drawing up the documents supporting the listening exercise, which make clear that this is the pre-consultation period, rather than the formal statutory consultation and that no specific proposals have yet been developed.

We have been promoting the exercise in the following ways

- News items and digital documentation made available for download on our public website and CAT Intranet
- Items in our main e-mail digital outputs - (Newsround, CEO Blog)
- Main agenda item at our Leadership Academy
- Tweets, Facebook posts and item on our LinkedIn page, including retweets of core TWB social media outputs
- Continuing use of the social media toolkits made available to the Comms Team by the central TWB Comms Team
- Publicising TWB engagement events, roadshows and survey opportunities
- Making hard copies of the listening exercise documentation available in receptions and coffee across our locations

More information on the public conversation can be found via the STP website - [www.twbstaffsandstoke.org.uk/get-involved/health-and-care](http://www.twbstaffsandstoke.org.uk/get-involved/health-and-care)

I have also been continuing my programme of 'meet and greets' with local stakeholders and partners, which this month has included Martin Tideswell, Editor in Chief of the Stoke Sentinel; Simmy Akhtar, Chief Officer of Healthwatch Stoke on Trent and Trevor Macmillan, Vice Chancellor of Keele University. All were productive discussions and agreed a variety of things that will continue to positively grow our relationships across the system.

## 3. CONTINUING TO BUILD DELIVERY OF OUR INCLUSION AGENDA

We continue to build delivery of our Inclusion Agenda. It was a pleasure and privilege to welcome Professor Mala Rao to the Trust to lead a session of the Leadership Academy, where our senior management team were able to spend some quality time discussing the issues we face in becoming a truly inclusive employer and identify specific pledges we could make at an operational level to make it a reality.

I also had my second reverse mentoring session with my mentor which continues to be both informative and illuminating.

#### **4. OUR AWARDS SUCCESS CONTINUES**

One of the real pleasures of each month's CEO Board Report is that this topic appears to present as a standing item virtually every month. I am delighted, once again, to have the chance to celebrate continuing Awards success.

Congratulations to our Care Home Liaison Team in being Highly Commended in the national Older People's Mental Health and Dementia Awards.

#### **5. APPOINTMENTS TO OUR EXECUTIVE AND LEADERSHIP TEAM**

We continue to make appointments to our Executive and Leadership Team.

We are delighted to announce the appointment of Shajeda Ahmed as our new Director of Workforce, Organisational Development and Inclusion. Shajeda will be joining us in October from her role as Associate Director of Workforce & Organisational Development at Coventry & Warwickshire Partnership NHS Trust. She is an experienced HR professional with a genuine passion for driving forward cultural change, leadership development and workforce sustainability through harnessing the talents of the workforce. Her expert knowledge around diversity and inclusion, organisational development and transformation is combined with her deeper understanding of how to set a clear strategy toward achieving equality for both workforce and patients.

We are also delighted to announce the appointment of Tosca Fairchild as the new Assistant Chief Executive Officer at Combined. Tosca has a wealth of senior experience in corporate affairs, corporate governance, clinical governance, compliance, risk management, legal services and communications. She will be joining us on 4<sup>th</sup> November from her role as Director of Governance & Communications at University Hospitals of Derby & Burton NHS Foundation Trust. She previously has held roles at Burton Hospitals NHS Foundation Trust, Royal Derby Hospital, Worcestershire Acute Hospitals Foundation Trust and Barking and Dagenham Primary Care Trust.

Liz Mellor has been successfully appointed as the Deputy Director of Operations. Liz joins us on the 9th September 2019 from her role as Senior Commissioners at Staffordshire County Council.

And we are delighted to welcome back to the Trust, Dr Matt Johnson as Head of Psychology. Matt first joined the Trust in 1996 as an honorary Assistant Psychologist working with older adults and completed his older adults, child and specialist family therapy placements whilst he was training from 2001-4. He took his first job as a clinical psychologist in the CAMHS Learning Disabilities (LD) Team on qualifying in 2004 and worked in the CAMHS LD Team for 10 years, holding a number of roles including Quality and Governance Lead, Clinical Lead, Service Line Manager and Team Leader. He moved to our Learning Disabilities directorate in 2015 and took on a joint role as Clinical Director of Children and Young People's services, where he did a superb job before taking up an opportunity to join the senior team at Keele University. My one to one chat with Matt earlier in the month reminded me of what an important role professional heads have within the Trust and healthcare more generally.

#### **6. FAREWELL TO MARIA NELLIGAN**

Of course, new faces joining Combined mean inevitably that we have to say some goodbyes as well. In this regard, it is with sadness but gratitude that we say farewell to Maria Nelligan, who has served us well as our Executive Director of Nursing and Quality since 2015. As our lead member of the Executive Team liaising with the Care Quality Commission, she can take particular pride and no little credit in the Trust achieving its

Outstanding rating in 2019. She has also been relentless in raising the profile and recognition of our nursing staff and our Allied Health Professionals

Maria's championing of the voice of service users at Combined Healthcare has been a particular success and something I know she feels passionately about. So it was entirely fitting – and no surprise – the Service User and Carer Council chose the REACH Awards to present Maria with a Special Recognition Award for all of her hard work and dedication in this area. She leaves with at the end of August our very best wishes and thanks.