

REPORT TO OPEN TRUST BOARD

Enclosure No: 4

Date of Meeting:	24th October 2019		
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"/>

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"/>	Date:	Document Version No.
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:	None		
Diversity & Inclusion Implications: (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance	None		
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 24th October 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.

1. OPENING OUR NEW £1.1 MILLION CRISIS CENTRE

We pulled out all the stops to celebrate and promote the opening of our brand new £1.1 million Mental Health Crisis Centre, based at Harplands Hospital.

The new service is unique in the NHS in bringing together under one roof a whole range of teams offering a service to people of all ages, 24/7 and 365 days a year. Anyone feeling they are in distress – or needing advice or reassurance – can ring 0300 123 0907 to speak to a mental health professional, who will be able to direct them to the most appropriate and accessible service to meet their individual needs. If they have a hearing impairment and are unable to utilise the telephone, they can text the Access Team on 07739 775202 and the team will respond as soon as possible.

We held 2 Open Days where staff, service users and local partners came to view the new facilities and meet the staff who will be providing the new service. We had a simply tremendous response with over 200 people through the doors in just two days, including colleagues from local government, Healthwatch and PEGIS.

Well done to Sandra Wright and the team for pulling together such a success. Our Chair, David Rogers, attended the first Open Day and helped us celebrate with a short speech and ceremony. I was able, a couple of days later, to have a tour myself of the centre and the sense of excitement and achievement from the staff I met was palpable.

We trailed the Open Days with a Special Edition Podcast featuring four of the key individuals involved in setting up the new service, sharing their expectations and hopes for what it will provide, as well as showcasing new recruitment opportunities for anyone wishing to join the fantastic new service. It's been our most popular Podcast we've ever done, with well over 250 listens.

And on the day itself, BBC Radio Stoke turned up and recorded a fantastic news item with our Director of Operations, Jonathan O'Brien and newly appointed Ward Manager Joanne Willis, which aired on the prime drive time show with Stuart George.

You can listen below to the Special Edition Podcast and BBC Radio Stoke item by clicking on the links below.

<https://soundcloud.com/nhscombinations/combinations-episode-20-crisis-care-centre>

<https://soundcloud.com/nhscombinations/combinations-episode-21-bbc-radio-stoke-reports-on-the-opening-of-our-new-crisis-care-centre>

2. MARKING WORLD MENTAL HEALTH DAY 2019

We were busier than ever this year this year to mark World Mental Health Day. The event takes place every year on 10 October and it aims to educate and raise awareness of mental health issues. The day was set up by the World Federation for Mental Health and it was first celebrated in 1992.

Each year the event has a different theme and this year it was psychological first aid and the support people can provide to others in distress. Suicide prevention was the primary focus for the 2019 theme for World Mental Health Day.

Amongst the activities we undertook to mark World Mental Health Day, was a 'Combinations' Podcast, featuring Lesley Whitaker, Patient Safety Manager and Sue Slater from our OD Team discussing the particular risk factors and demographics relating to suicide in Stoke-on-Trent and Staffordshire. They also talked of the STP's plans to introduce trainers across the whole of Stoke-on-Trent and Staffordshire using a "train the trainer" approach, to equip people working in mental health, the wider NHS, local government, primary care and education to spot suicide risk factors and help prevent suicide. To listen to the Podcast, click on the link below:

<https://soundcloud.com/nhscombinations/talking-about-suicide-world>

The second Suicide Prevention Conference took place on Friday 11 October 2019 at Stoke City Football Club, Stoke-on-Trent. I was proud to be able to offer some opening remarks.

This was the 2nd annual Together We're Better Suicide Prevention Conference – hosted by North Staffordshire Combined Healthcare NHS Trust – and led by our Medical Director, Dr Buki Adeyemo.

The day offered a unique opportunity to hear from a number of experts on topics such as Care of the Bereaved by Suicide, Young People's Mental Health and exciting updates about funding for Suicide Prevention across Stoke-on-Trent and Staffordshire. The challenge for everyone working in public-facing organisations will continue to be how do we work better together to prevent suicide. The conference enabled partner agencies to reflect on what they can do to help, better identify those at risk and hear about new innovations from our region and across the UK. Well done to all concerned with running the event, including our own Lesley Whittaker, who was the deserved recipient of the Suicide Prevention Award.

3. SUPPORTING TOGETHER WE'RE BETTER OPTIONS APPRAISALS WORKSHOPS

We have thanked everyone who attended and supported the events in the recent Together We're Better 12-week listening exercise. The feedback is now being analysed and a Report of findings is being produced. The final version will be reviewed by the CCG Governing Bodies in the Autumn.

The Together We're Better partnership is now looking forward to the next stage in the process and we are promoting their invitation to all to attend one of the below workshops, at which they will help to agree the overarching key themes that should drive our future healthcare arrangements.

The dates for the next workshops are:

- 24 October – 1pm until 5pm, Port Vale Stadium, Stoke-on-Trent
- 28 October – 12pm until 4.30pm, George Hotel, Lichfield
- 30 October – 12pm until 4.30pm, Entrust, Stafford

4. LOCAL SYSTEM UPDATE

As we head through autumn the system is preparing for whatever winter may bring by the co-creation of our winter plans. The system remains under considerable pressure with particular attention being given within these plans to our collective urgent care arrangements. We have a significant role to play within this area and earlier this month I had the privilege of visiting our Mental Health Liaison Team based within the A&E department at the Royal Stoke Hospital. The team was highly commended within this year's REACH awards, and the positive attitude and responsive service that came through loud and clear during my visit very much reinforced this nomination.

The system remains under significant financial pressure and work is ongoing to develop plans to reduce future system demand to ensure that we operate within our estimated annual funding uplift. This work is being completed as part of our four year system plan that is expected to be completed by mid-November.

Our evolving system architecture is also moving at pace, with an expectation that we will shortly move to become an Integrated Care System (ICS) supported by three Integrated Care Partnerships (ICP). The Organisational Development workstream across Staffordshire will shortly be working with key stakeholders such as PCNs and Local Authority colleagues to develop the ICP aspects of this new arrangement.

5. FURTHER ACTION TO PROMOTE FREEDOM TO SPEAK UP

This month is also Freedom to Speak Up month, where we highlight and continue to show our support and encouragement for an open culture, where everyone feels able to raise concerns.

As part of its celebrations of the month, we launched a new 'Freedom to Speak Up Champions Portal'. Available to all staff on the Trust's Intranet, the new portal contains an interactive tiled display of all of the current Champions. By hovering over each tile, staff can see biographical details of each Champion, plus contact numbers and email to allow them to get in touch direct.

Our Freedom to Speak Up Champions are located across localities and come from diverse staff and professional groups, with the aim of providing staff with a wide choice of who they may be most comfortable in speaking up to.

The Champions are supported by the Trust's Freedom to Speak Up Guardian, Zoe Grant. Their role is to support staff to speak up and help her identify themes and trends emerging from the front line.

I know that one of the things that staff want reassurance about is that the process is genuinely independent, confidential, valued and respected by myself and the Board. To help provide that reassurance, I recently recorded a video message which we released on our Intranet and public websites and across our social media channels – as well as embedding in a brand new interactive Induction Pack, which is under the final stages of production. You can watch the video by clicking on the link below

<https://youtu.be/RIRhXu8Co9M>

6. NATIONAL STAFF SURVEY GOES LIVE

The National Staff Survey has now gone live and we are inviting 100% of staff to respond.

This year, we are also holding a Directorate competition to encourage a much higher response rate than last year (58%). We are offering a £2,000 prize for the directorate with the highest percentage response rates. This is to be used for development activities or interventions across the winning Directorate.

I am personally encouraging all teams to take time out of their working day, to complete and submit the staff survey, therefore playing a part in letting the Trust know your views. If we don't receive views and perspectives, we can't initiate the changes needed to make working life as good as it should be here at Combined Healthcare.

Finally, we have also given all staff a reminder and complete assurance that any information that they provide will remain strictly confidential, as all personal details and individual responses will solely remain with Quality Health – an external provider to the Trust – who manage the staff survey on our behalf, and other Trusts nationally.

7. SIGNING THE RACE AT WORK CHARTER

We have signed up to the Business in the Community's 'Race at Work Charter' to guide and monitor our work in continuing to improve inclusion and experience for Black, Asian and Minority Ethnic (BAME) employees in the Trust. The Charter was launched in 2017 to address the findings that people from BAME backgrounds were still underemployed, under-promoted and under-represented at senior levels across UK workplaces.

The Charter is designed to foster this public commitment to improving outcomes. It consists of five commitments to ensure that organisations address the barriers to BAME recruitment and progression – a lot of which reflects some of the work we have already been undertaking:

1. Appointing an Executive Sponsor for race
2. Capturing data and publicising progress
3. Ensuring zero tolerance of harassment and bullying
4. Making equality in the workplace the responsibility of all leaders and managers
5. Taking action that supports ethnic minority career progression

The Trust has been developing BAME inclusion through our Inclusion Council projects since October 2018. Being added to the Charter's list of signatories, (comprising a wide range of organisations and sectors, including Network Rail, NHS England, EDF Energy, Santander and TSB) means that we have access to a network of support and good practice to help us on our journey towards positive workplace change and 'outstanding inclusion' for BAME employees.

We will be assessing our existing plans to ensure we are fully aligned with the Race at Work Charter commitments, including delivery of our Trust Workforce Race Equality Standard (WRES) 2019 Report and Action Plan and Workforce Disability Equality (WDES) Standard, which were both published this summer.

8. BLACK HISTORY MONTH

To celebrate and raise awareness of Black History Month, we've been carrying out a huge variety of activities and events during October, including:

- 'A Pilgrim's Tale - Tes Zaheer, Medical Secretary and BAME Inclusion Facilitator, shares stories and images of her recent pilgrimage to Mecca.
- BAME Staff Network Meeting – offering the chance to meet our new BAME Network Chair and discuss our plan of events for future network meetings.
- Attending the Royal College of Nursing Black History Month Conference in Birmingham – many congratulations to Manuel Kallukalam for receiving the award for “Outstanding Contribution to Equality, Diversity & Inclusion in Health & Social Care”
- 'Show Racism the Red Card' – urging staff to support Wear Red Day across all Trust sites – plus stalls at Harplands Reception area 11am–1pm.
- Staffordshire Stepping Up Graduates Summit with Sir Neil McKay, Together We're Better STP Chair & Simon Whitehouse, Together We're Better STP Director.
- “Why I am no longer talking to White People About Race” - A chance to participate in a storytelling discussion based around Reni Eddo-Lodge's book that sparked a national conversation – an engaging and entertaining way to learn.

9. INNOVATION NATION RETURNS AS WE HIT THE RESEARCH 100

Dr Rebecca Chubb (Acting Consultant) and Kerri Mason (R&D Lead), supported by the R&D team, hosted Combined's second Innovation Nation event. Built on last year's success, the event gave staff an opportunity to find out more about the fantastic innovative work we do at Combined. Innovation Nation 2019 shared and explored how Combined embraces innovation with a series of presentations in the morning, sharing their experiences and journey of the failures and successes of innovation.

Dr Amie Burbidge, Consultant, Acute/General Medicine at University Hospitals Coventry and Warwickshire NHS Trust, opened the day as our key note speaker with an honest account of 'How to Fail Successfully'. The afternoon comprised of a networking lunch and workshops exploring collaborations and creativity in innovation. Poster presentations, showcase stalls and interactive sessions were delivered throughout the lunch, exploring and discussing all things innovation.

We would like to thank everyone who presented, showcased their work and attended the event – you made it a fantastic day.

The R&D team is also pleased to announce that there have been 100 participants recruited into research studies open at Combined over the last six months. The R&D team would like to thank all staff, service users and carers who have supported or participated. Over the next six months, we hope to involve even more staff, service users and carers.

10. 2019 FLU CAMPAIGN RAMPS UP

This year's flu campaign is off to a flying start with over 200 people vaccinated in just the first week. With 40 vaccinators involved this year, it promises to be one our best ever!

We have a massive 28 flu clinics taking place across the Trust so far – we are asking all staff to keep an eye out for more clinic dates to be announced. Following on from last year's success, Dial-a-Jab and Text-a-Jab will be returning. We are asking staff to simply call or text 07740372868 to arrange to have their jab. If they prefer to email, they can also use flufightersnscht@combined.nhs.uk

As if protecting our patients, family and self was not enough we also have some exciting prizes! All staff who receive their vaccine will be entered into a random prize draw to win a £10 gift voucher, chocolate hamper or maybe even the star prize to be drawn on 16 December by our Director of Nursing & Quality.

The Board will be doing their bit at this month's Board Meeting, by having their own jabs!