

## REPORT TO OPEN TRUST BOARD

Enclosure No: 4

Date of Meeting:	26th September 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"/>

<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"/>	Date:	Document Version No.
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:	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 26<sup>th</sup> September 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.

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### **1. CQC RETURNS TO COMBINED**

The Board may recall that in March 2018 we featured in a national CQC publication called "Driving Improvement" which contained case studies from seven Trusts who had significantly improved their ratings (at that time, our rating had gone from Requires Improvement to Good).

We were contacted at the end of July by the CQC to invite us to be part of a short follow up with a few trusts to find out how they have maintained or improved on their rating. They were aware of course that we had gone on to achieve Outstanding and the focus of their interest was providing evidence of how we had continued to maintain service improvements and momentum in the aftermath of receiving the highest rating possible.

Myself and a number of Executive Directors met with the CQC Report author for interviews to form the basis of this follow-up and were able to provide them with evidence to support the following key points:

1. In March 2019, we were delighted and proud to announce that the Care Quality Commission had awarded the Trust an overall "Outstanding" rating – the highest overall rating they can award
2. The news meant that Combined Healthcare is 1 of only 2 specialist mental health Trusts in England with an overall 'Outstanding' rating
3. The news capped an Outstanding Year of award-winning delivery
4. Since the CQC announcement, our performance figures demonstrate we have continued to deliver
5. But we are not complacent and we have made clear that we want our journey of improvement to continue. Our aim is to be Outstanding in ALL we do and HOW we do it
6. As well as appointing a new Chief Executive, we have strengthened our Executive Team with new appointments with significant NHS experience across a range of NHS organisations, widening our direct knowledge and experience of wider regional perspectives
7. We have continued to develop our system leadership roles, reputation and credibility
8. Having reflected on the complexity of developing Primary Care Networks and Integrate Care Partnerships we realise that the scale of the challenge we face particularly over the next 12 months cannot be underestimated and the importance of working on developing our patient pathways with partners is becoming ever clearer
9. We are keen to build on the success of recent years so will be sustaining our commitment to our principles and values in relation to CARE and SPAR but will be seeking to reset a small number of strategic themes which we can use to build our ambitions around. We are keen to provide an opportunity for colleagues to engage with this refresh and will be actively consulting with our Service User and Carer

Council, Senior Leadership Team, Leadership Academy and Clinical/Medical Leads over the coming months.

This CQC publication will be a shorter case study than the original, but still presented in our own words and will be published on the CQC national web site.

## **2. LOCAL SYSTEM UPDATE**

We continue to constructively work with colleagues across our local and regional health and care system on the challenges we face and I have promised to update the Board with any strategic issues as they arise.

In this light, the Staffordshire system leaders held discussions this month with our regulator (NHSI/E). We described a variety of initiatives that will improve system flow as we enter the autumn months, including work that Combined is doing, such as the opening of our Crisis Care Centre. It is important to remember that we all have a role to play in ensuring that our county-wide urgent care arrangements deliver the best outcomes possible for our local population. We are also discussing the financial challenges that Health and Social Care partners face both during this and future financial years. Work is ongoing to address these issues and I will update the Board further over coming months.

From a longer term perspective, Staffordshire health and social care partners continue to evolve plans to work towards becoming an Integrated Care System with Integrated Care Partnerships operating at a local level. Key to this is the development of Primary Care Networks. To support this large programme of work the system is completing a number of development sessions to better understand the skills and capacity needed to successfully implement this new system architecture.

## **3. STRATEGY REFRESH**

The NHS Long Term Plan published in January 2019 and subsequent national policy documents place a particular emphasis on the development and expansion of mental health services. This, coupled with our achievement of the CQC 'Outstanding' rating, means it is the right time to refresh our strategy and set out our ambitions for the next few years.

We are keen to build on the success of recent years so will be sustaining our commitment to our principles and values in relation to CARE and SPAR but will be seeking to reset a small number of strategic themes which we can use to build our ambitions around. We are keen to provide an opportunity for colleagues to engage with this refresh and will be actively consulting with our Service User and Carer Council, Senior Leadership Team, Leadership Academy and Clinical/Medical Leads over the coming months.

## **4. LEADING THE STP HIGH POTENTIAL SCHEME**

As part of our contribution to system leadership, I am proud that Combined has been asked to lead on behalf of the STP OD and System Leadership Workstream, the High Potential Scheme (HPS). This is an exciting new National Leadership Academy development programme that is being piloted for the first time within Staffordshire and Stoke-on-Trent STP. Seeking to develop the next generation of NHS leaders, the scheme is like no other. It is a fully funded, 24-month career development scheme to help high potential, aspiring middle level clinical or non-clinical leaders accelerate their career to senior executive roles at a faster pace.

The scheme focuses on gaining practical experience in a range of role settings and strategic experience through assignments and projects. With the help of a careers coach, throughout the scheme participants will also develop the knowledge, skills and behaviours needed to become an outstanding, compassionate and inclusive senior leader across health and care. This hands-on experience is something that many developmental programmes can't always offer, so we are urging any of our staff interested to apply, as there is a limited number of places available.

## **5. STOKE SENTINEL SALUTE OUR HEALTH HEROES**

As part of my initial round of 'meet and greets', I had the chance to meet up with Martin Tideswell, Editor in Chief of the Stoke Sentinel, and he brought my attention to their NHS Heroes awards. This is a chance for our local paper to shine a light on some of the really positive things that are done by our local NHS staff, but that sometimes can get lost in the more negative stories that seem to occupy much media coverage.

So it was great to see the following two examples that came about as a result of my chat with Martin:

One highlighted our Children and Young People's Dialectical Behavioural Therapy Service – see <https://www.stokesentinel.co.uk/news/health/meet-psychologists-helping-young-teens-3135600>

The second focused on the success of CAMHS in transforming access to services for young children – see <https://www.stokesentinel.co.uk/news/stoke-on-trent-news/diagnosis-waits-slashed-north-staffordshire-3156799>

Congratulations to both teams and happy to have helped in a small way to raise the profile in our local newspaper for some of the great things we do.

## **6. COMBINED IS SHORTLISTED AS HSJ MENTAL HEALTH PROVIDER OF THE YEAR**

The Health Service Journal (HSJ) has announced that we have been shortlisted as one of the finalists for Mental Health Provider of the Year 2019 in the HSJ Awards. Being a Mental Health Provider finalist is great news for the trust and the wider geographical area. This year has been a fruitful one for teams across our Trust – and a pattern we hope to continue!

Alongside five other great mental health providers, we are extremely proud of this recognition. Myself and colleagues will be traveling to present to the judging panel on 30<sup>th</sup> September and we will find out the outcome on 6 November.

## **7. APPOINTMENTS TO OUR EXECUTIVE TEAM**

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

We are delighted to announce the appointment of Kenny Laing as Executive Director of Nursing and Quality. Kenny will be joining the Trust from November, from Midlands Partnership NHS Foundation Trust (MPFT), where he is currently the Deputy Chief Nurse.

He is an experienced mental health nurse leader, with a real enthusiasm for improvement and innovation in mental health and community services. He has been a key member of the senior management team at MPFT during a period of considerable change and has led a number of key national projects, most recently in relation to standardising approaches to safe staffing in mental health. As someone with a deep and longstanding knowledge of Combined Healthcare, he is someone who will be able to understand, lead and support colleagues across the entire Trust. He is a proven leader and passionate advocate both for

nursing and for the whole range of services we provide and the service users and their families we support and care for.

We very much look forward to welcoming him back on a 12 month secondment to the Trust from 1 November”

## **8. SUICIDE PREVENTION CONFERENCE 2019**

The Suicide Prevention Conference will take place on Friday 11<sup>th</sup> October 2019 at the Bet 365 Stadium, Stoke

This is the 2nd annual Together We're Better Suicide Prevention Conference, hosted by North Staffordshire Combined Healthcare NHS Trust.

The day offers a unique opportunity to hear from a number of experts on topics such as Care of the Bereaved by Suicide, Young Peoples 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 aims to enable 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.

Attendance is free. [Click to book a place](#)