

## REPORT TO PUBLIC TRUST BOARD

Enclosure No: 4

Date of Meeting:	14 <sup>th</sup> May 2020		
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 recent activities, developments and news of interest across Combined and the wider STP.	<b>Approval</b>	<input type="checkbox"/>	
	<b>Information</b>	<input checked="" type="checkbox"/>	
	<b>Discussion</b>	<input type="checkbox"/>	
	<b>Assurance</b>	<input checked="" type="checkbox"/>	
Seen at:	SLT <input type="checkbox"/> Execs <input checked="" 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> </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	N/A		
Resource Implications: Funding Source:	N/A		
Diversity & Inclusion Implications: (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance	Includes details of our resources made available to promote health and wellbeing of our BAME workforce during COVID, plus launch of a national NHS/football collaboration to combat racism		
STP Alignment / Implications:	N/A		
Recommendations:	Note contents		

CEO Board Report

## Chief Executive's Report to the Trust Board 14<sup>th</sup> May 2020

### **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. COVID-19**

Combined Healthcare continues to rise to the challenge of Covid-19. A detailed item is on the Board Agenda, but in this report I would like to summarise what we have been doing at a macro level.

We have continued to provide support, information and advice to our frontline staff via regular Covid updates from our Deputy Chief Executive and Chair of Incident Management Group, Jonathan O'Brien. I have also used my CEO Blog to reinforce our support and admiration for the fantastic efforts of our staff.

We have continued to develop the range of advice and resources available to our staff via dedicated sections on our CAT Intranet. This now encompasses standard operating procedures and circulars, health and wellbeing support, OD initiatives and workforce. We have produced specific advice and guidance on support for our BAME workforce, recognising the specific impact of Covid-19 on this group. All of these new channels and resources have been well received by our staff.

Reinforcing our commitment to transparency and openness, we have made as much of this information as possible also available via our public website. We have used our website to provide our local communities with the most up to date advice and guidance from the Government, NHS England and Public Health England. We have also published guidance and resources for our local communities to enable them to understand Covid and how they can keep themselves safe, with specific advice for older people, parents, children and young people, and those with a learning disability or autism.

Of course, the most obvious priority has been organising our day-to-day operations, making sure they are delivered safely, excellently and in line with requirements from the NHS and national guidelines. The work of colleagues on the Incident Management Group, as well as all of the back office staff supporting them, has been superb.

We have also fully participated in system-wide groups and networks on strategic, operational and communications fronts. We have provided support to the wider system where requested, consistent with maintaining the safety and integrity of our own services, for example opening up Ward 4 to admissions from UHNM.

In terms of trends such as staff absence rates, these have started to reduce and the improved access to staff testing is helping this. Infection rates across the Trust are variable, but we are now testing patients on admission to our wards and finding few, if any positive test results.

## **2. SUPPORTING HEALTH AND WELLBEING**

Protecting the health and wellbeing of our staff is one of the most important duties of the Trust as a whole and for myself as Chief Executive. That is true in normal times and even more important in the uniquely challenging times like we are currently living and working through.

Our Executive Director of Workforce, OD and Inclusion, Shajeda Ahmed, has been supported by her team, our Communications Team and the Trust's Head of Psychology, Matt Johnson, to produce a whole range of advice and resources to enable our staff to support themselves and those in their teams who they line manage.

In addition, for those staff who don't have easy access to our Intranet, we have highlighted the further fabulous advice, support and links to resources available via our national NHS England People portal. I was struck by one particular piece of advice used by NHS England - "With uncertainty and challenges of COVID situation, it's completely normal to feel unsettled, anxious and worried. As NHS staff, we are often portrayed as heroes – and can be. However, it's unrealistic to be heroic all the time and even heroes need help."

Sometimes, our staff may simply need to speak to someone. We have flagged up that the NHS has introduced a confidential staff support line, operated by the Samaritans and free to access from 7am–11pm, seven days a week. Call: 0300 131 7000 alternatively, they can text FRONTLINE to 85258 for support 24/7 via text.

Or there is also our own fantastic staff counselling service available. We have set up a specific COVID Support Helpline so staff can speak to members of the team as and when they require. This service operates Mon-Fri, 9am–4pm. They can contact the service on 0300 124 0104 to access the Support Helpline. During lockdown, the counselling service is following social distancing guidance and conducting counselling sessions virtually through video calls. Those that don't have access or feel comfortable using this technology can also carry out sessions over the telephone.

## **3. COMBINED HEALTHCARE SUPPORTS BAME COLLEAGUES DURING COVID-19**

The Trust has applied additional measures to protect its staff from BAME (Black, Asian and Minority Ethnic) backgrounds during the coronavirus pandemic.

This is to protect BAME staff in response to reports from Public Health England, which show that these groups of people are more likely to be adversely affected by COVID-19.

Since the outbreak, the Trust has implemented various changes to support and protect all staff, and has strengthened its infection prevention procedures, including offering single-use prayer mats and disposable religious headwear.

Changes announced to support BAME staff in particular include offering Risk Assessments to identify any potential factors which may increase their risk, free health check appointments with occupational health, and dedicated health and wellbeing resources on the intranet.

## **4. RESTORATION AND RECOVERY**

'Restoration and Recovery' is a topic we'll be hearing a lot about in the coming weeks and months. It's a rather grand phrase which is being adopted by senior leaders across the local system to describe something which is actually quite simple, but also exciting.

At its heart, it can be summed up as saying that, when we come through the current crisis, things should not simply go back to how they were before. And it's a commitment to recognise and take long-term advantage of all of the enormous energy, innovation, ideas and solutions that have been introduced in recent weeks - as I said in my previous blog, recognising that often "necessity is the mother of invention".

Our current thinking is that there are four stages to Restoration and Recovery:

- **Manage the immediate issues** – which is what we are now in;
- **Restore** – bring back essential services that may have reduced and ensure that patients are confident to engage with the NHS;
- **Recovery** – addressing the backlog of need that may have accrued. Developing our approach to new ways of working; and
- **The New NHS** – from April 2021 move forward with the transformation agenda to fundamentally reduce inequalities and improve effectiveness of our healthcare system offer.

In this respect, I think it is worthwhile to reflect on just some of the innovations we've introduced in recent weeks:

- moving significant parts of our business from a largely buildings- and desk-based operation to virtual and cloud-based;
- replacing staff face-to-face meetings with online and digital;
- introducing video consultations between service users and clinicians;
- equipping our teams with the most up-to-date laptops and mobile devices to facilitate federated working;
- significantly reducing our carbon footprint as a number of people work remotely
- introducing Exec Drop-Ins Online to maintain the momentum and welcome for our new Exec Drop-In face to face sessions;
- introducing online "Ask the Board" to enable the public and stakeholders to ask questions of the Board via a webform up to 48 hours before our Open Trust Board meetings, maintaining the innovation in transparency and openness we began at the start of this year through video archives of key sections of our Open Trust Board proceedings; and
- introducing enhanced service user risk assessment processes to ensure we maximise the effectiveness of our service offer.

Doing all of the above has been a massive undertaking and has given us the opportunity to really 'think big' about what we can achieve when we combine confidence with determination. We are, of course, conscious that many of these ideas are being trialed and piloted and we will wish to learn from what works and adjust where necessary. This would not have been possible without the hard work and dedication from our excellent staff. I would want to thank them all for the way in which they have adapted and adopted very quickly to ensure that we continue to support people who need our services

We also need to be aware that coming out of the current situation and returning to a "new business as usual" will not be without significant risk. So we also need to be thinking now about what those risks are and how we can mitigate them.

That's a conversation I want everyone to have together over the coming weeks.

## **5. COMBINED UNITED BUILDING A LASTING RECORD OF TRIBUTES AND RECOGNITION**

Our health and wellbeing approach is directly linked to staff morale, as there is no better way to boost morale than to recognise and celebrate our amazing achievements during difficult times.

At the start of the Covid challenge, we launched our Combined United initiative with the aim that "over the coming days and weeks we hoped to build a lasting tribute and record of the extraordinary things we are doing and all we are going to do."

Six weeks in, we are meeting this aim fully. There are now over 100 tributes available on the Combined United Hall of Fame, received from frontline staff, managers, stakeholders and service users.

'Combined...United' is freely available on our public website and open to anyone – whether they work for Combined or not. Anyone who wants to do so can use an online form to provide their own message of appreciation for something being done by an individual or a team. It can be anything they like, big or not so big. It could be that they simply want to say "I really value what you do and how you do it" or a message of support and encouragement. Or maybe they want to give a public profile for something being done that otherwise might go unnoticed.

Each message or tribute is reviewed by the Communications Team, before being included in the Hall of Fame. We look to ensure this happens as quickly as possible, as we know people will wish it to be shared. We have asked everyone to please make sure that they have permission from anyone in any pictures or videos that they share. We ask them to confirm that you are happy for the material to appear on our public website and across our social media channels. We also ask them to ensure that any photo or video they take complies with the Government's advice on social distancing.

It really has been heartening for me and the Executive Team to be able to read the messages that are being exchanged with each other and shared with the wider world. We have had great traction on social media, in particular Twitter and the Trust Facebook Page, where staff and service users have been able to further share and amplify their admiration and support for one another. The Communications Team has also been assiduously using LinkedIn to spread the word of what we are doing far and wide as an example of what an Outstanding place our Trust is.

The words of support and admiration for each other on Combined United are a continuing testament to what a great place Combined Healthcare is. If anyone needs their batteries recharging or hope restoring, can I suggest you simply take five minutes to have a browse. You won't regret it. And, of course, anyone can feel free to add their OWN tribute to what you see.

The Communications team has also produced an analysis that summaries the key words and phrases people are using to each other. Not surprisingly, amongst the highest appearing words are:

- NHS
- team

- staff
- support
- patients
- care
- ward
- service
- working
- challenging

## **6. TOSCA FAIRCHILD HEADS NATIONAL NHS/FOOTBALL COLLABORATION TO COMBAT RACISM**

At our last Open Trust Board, I explained we were delighted at the news of the election of our Assistant Chief Executive, Tosca Fairchild, as Chair of Show Racism the Red Card.

Show Racism the Red Card is the UK's leading anti-racism educational charity. One of its key campaign strategies is the national Wear Red Day usually held in October. It provides educational workshops, training sessions, multimedia packages, and a whole host of other resources, all with the purpose of tackling racism in society.

On 1st May, it launched a new video which follows the stories of frontline NHS staff as they recount their experience of racial discrimination at work.

The charity is dedicated to combating racism in society through education, and utilises the high-profile status of football and football players to publicise its message. After survey findings showed that 11% of people have experienced racist behaviour at work, it knew it needed to take action.

Commenting on the new campaign, Tosca said:

“Racism is an issue that sadly continues to exist in today’s society and it the responsibility is upon all of us to challenge and fight it.

“As Chair of Show Racism the Red Card and Assistant CEO in the NHS, it is a privilege to bring the two organisations together in a collaboration to highlight and challenge racism in the NHS.

“I have worked in the NHS for a long time and not only experienced racism myself but have also seen the devastating effects it has on hard working colleagues from a BAME background. The NHS is dependent on its workforce and simply cannot deliver the high quality care it does without its diverse workforce.

“We only need to look at the staff demographics being highlighted during COVID-19 to appreciate how diverse the NHS workforce is and how NHS staff from a BAME background contribute and dedicate their lives to the NHS – to care for the people of the United Kingdom; with some sadly paying the ultimate price and losing their lives.

“It is my hope that through this work, we will all challenge racism in the NHS, honour those that have lost their lives and remember them when the new normal is here.

“We must remember that the NHS needs its diverse BAME workforce. Remember that BAMEs working in the NHS contribute to the NHS. Remember that BAME staff in the NHS are humans. We are all humans. We are the human race. Show love not hate. Show racism the red card in the NHS.”