

## REPORT TO PUBLIC TRUST BOARD

Date of Meeting:	13 May 2021		
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; Resource 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>We will attract, develop and retain the best people <input checked="" type="checkbox"/></li> <li>We will actively promote partnership and integrated models of working <input checked="" type="checkbox"/></li> <li>We will provide the highest quality, safe and effective services <input checked="" type="checkbox"/></li> <li>We will increase our efficiency and effectiveness through sustainable development <input checked="" type="checkbox"/></li> </ol>		
Risk / legal implications: Risk Register Reference	N/A		
Resource Implications:	N/A		
Funding Source:			
Diversity & Inclusion Implications: (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance	There is no direct impact on the protected characteristics as part of the completion of this report.		
Shadow ICS Alignment / Implications:			
Recommendations:	To receive the report for assurance and information		
Version	Name/group	Date issued	
1.0		04/05/2021	

### CEO Board Report

## Chief Executive's Report to the Trust Board 13 May 2021

### **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 TRUST RESPONSE SURVEY**

Nationally the COVID-19 picture is changing. While COVID vaccinations are helping us, it does not stop us from needing to continue to follow the guidelines to keep everyone safe. Deputy Chief Executive and Chair of the COVID-19 Incident Management Group Jonathan O'Brien continues to keep staff updated through his regular COVID Update email newsletters, of which we have issued 37 to date, and the dedicated COVID pages on our CAT intranet continue to be regularly updated to remind staff of our current guidelines.

We are reviewing how well the Trust responded to the COVID-19 pandemic during the past 12 months with a staff survey. The questions primarily cover our operational response to the pandemic, however there is also an opportunity at the end of the survey for staff to let us know about any other aspects of the Trust response.

The responses will help us to understand what we did well and where we can improve; a summary of all of the information that we receive will be used in a report to show how we managed the challenges of COVID-19.

### **2. REGROUP, RESTORE, REGENERATE**

It has been an extraordinary past year, and our Board and wider NHS leadership recognise the pace and pressure that our staff have all worked with for the last 12 months is not sustainable. Our Director of People, OD and Inclusion Shajeda Ahmed is leading the Regroup, Restore and Regenerate wellbeing initiative – we need to ensure that we have a wellbeing focus, so that we can keep doing what we do.

As we consider how best to Regroup, Restore and Regenerate, we will be seeking staff views and considering the next steps for change. All core leaders and supervisors will be having conversations with their staff on how best to ensure that we can all re-energise and continue to deliver services that are sustainable for everyone.

While we all recognise that we won't be able to do everything suggested, there are many positive changes to be made to help us all focus on our collective wellbeing.

### **3. FINANCE UPDATE**

Following the financial planning round for the second half of 2020/21, the Trust is forecasting to deliver a surplus of £2.6m.

At the end of M11 we were ahead of plan by £493k, which is partly due to the impact COVID-19 is having on recruitment and where available agency support is being utilised. We are currently in the middle of the production of the annual accounts.

Our longer-term financial planning and budget setting is continuing to develop and will be refined as the planning guidance for 2021/22 becomes clearer.

The requirement to deliver transformational CIP schemes will once again be a mandated requirement from 2021/22 financial year onwards.

#### **4. SYSTEM UPDATE**

Our ICS development programme continues at pace with ongoing focus across six key areas:

- Clinical oversight arrangements
- Governance arrangements
- ICP / Place development (Chris Bird – Executive system lead)
- Strategic Commissioner development
- Reporting arrangements – finance, performance and quality
- Provider collaborative.

National guidance to support a number of these work-streams is expected in mid-May. This detail is likely to significantly enhance the guidance already released to boost progress across the likes of Provider Collaboratives and Place. Appointment guidance is also expected shortly that will describe the mechanisms to appoint to senior ICS roles including Chief Executive and Finance Director positions. It is anticipated that these appointments will be completed by October 2021.

Our system Leadership Development programme is well under way being progressed under the umbrella of our ICS OD and Leadership work-stream (Shajeda Ahmed – Executive system lead). This programme is working with CEOs and Executives from all of our key ICS stakeholders. A first diagnostic phase is seeking views about where we are doing well and less well to inform an improvement programme that will span the summer. This work is timely given the expected transition into full ICS status during 2022 and nature of leadership style and approach required to effectively operate within this new collaborative and inclusive environment.

System “half-year” plans are being finalised during May with a separate detailed return required for Mental Health services that is required to be fully aligned with national Mental Health Long Term Planning guidance. This latter exercise is being overseen by our system Mental Health Programme Board (Jonathan O’Brien – Executive system lead).

#### **5. NEW SPECIALIST ADULT EATING DISORDER SERVICE**

There is fantastic work being developed and implemented as part of our remit in the Community Mental Health Transformation Programme. This is a significant and wide-reaching multi-million pound programme to transform community mental health services in Staffordshire and Stoke-on-Trent. Jonathan O’Brien is leading this work not only for the Trust, but as Programme Director for the Community Mental Health Transformation Programme in collaboration with STP partners including CCGs, Midlands Partnership NHS Foundation Trust and local authorities.

#### **CEO Board Report**

Corporate communications are underway on the programme, with partnership communication collaboration as well as our own communications throughout the Trust.

A significant new development as part of this programme is the launch of the Specialist Adult Eating Disorder Service (SAEDS). This is a brand new team and service who has been receiving referrals since February 2021. The service is a multidisciplinary team, comprising of; Consultant, Team Leader, Dietitian, Therapists and Senior Therapists.

The team specialises in treatment for those experiencing moderate to severe Eating Disorders in North Staffordshire aged 18+, and will be working in collaboration with other teams using a pathway approach to ensure that service users receive the right care and support by the right team. This may mean that a referral is forwarded onto, for example, the Wellbeing service.

More updates will follow as the Community Mental Health Transformation Programme progresses.

## **6. SPEAKING UP – LISTENING INTO ACTION SESSION**

We continuously look to improve the ways that everyone can continue to raise concerns and matters to the Trust, to the Executive Team and to me personally.

One of the most important aspects of being Outstanding is our commitment to our staff's Freedom to Speak Up. Our Freedom to Speak Up (FTSU) infrastructure has gone from strength to strength, and our network of champions has grown substantially, with champions from a range of roles and backgrounds.

One topic that has been raised at two of my recent drop-in meetings relates to our use of various speak up mechanisms, including Dear Peter. The Dear Peter mechanism was put in place at a point when our FTSU arrangement was nowhere near as well established as it is today.

I will be holding an online staff session on 17 May to take the opportunity to collectively think about how we use our various speak up mechanisms; it will be an open discussion in the format of our Listening Into Action processes, looking at what works well and why, and what's missing or needs changing.

## **7. RECRUITMENT CAMPAIGN LAUNCH**

Our Recruitment and Communications teams have recently collaborated on a Band 5 Registered RMN Nurses promotional campaign. The aim of the campaign was to attract these relevant Nurses to find out more about working for Combined Healthcare, by registering for an online Recruitment Evening with us which was held via MS Teams on 12 May.

Adverts were designed featuring our own Acute Nurses and with quotes from service users, talking about their experiences of our healthcare from the Trust. A video was also produced featuring our Acute Nurses talking about why other nurses should come and work at Combined Healthcare.

This is just the start of the ongoing collaboration between Recruitment and Communications on high impact promotional recruitment campaigns, with fantastic design and imagery which complements our Outstanding status. Look out for further campaigns coming very soon.

## **8. MARKING SIGNIFICANT 'WEEKS' AND 'MONTHS'**

The Trust has participated in a variety of high profile national and international awareness days and events, and religious holidays, throughout the past month.

International Nurses' Day was marked on 12 May with the theme 'A Voice to Lead – a vision for future healthcare', and we held an internal Nursing Conference on 11 May to celebrate our nurses and look to the future of nursing which was a brilliant success. The International Council of Nurses hosts International Nurses' Day every year to mark the anniversary of Florence Nightingale's birth and to celebrate the achievements of the nursing profession. The 12 May external recruitment online event also coincided with this celebration day.

We celebrated Vaisakhi and Ramadan, with the celebratory days of Eid al-Fitr across 12 – 13 May. Our spiritual rooms remain open for individual prayer and contemplation, and individual prayer mats are available via Harplands Reception.

We also supported Lesbian Visibility Week and International Transgender Day of Visibility.

## **9. TEAM SUCCESSES AND NEW DEVELOPMENTS**

Congratulations to Occupational Therapists Charlee Wise, Helen Perry, Amy Brockhurst and Megan Williams who have completed and successfully passed their postgraduate Level 3 Sensory Integration Training, and to Occupational Therapists Holly Parker, Amy Rushton and Niamh Broster who have completed and successfully passed their postgraduate Level 2 Sensory Integration Training.

The fantastic work of Occupational Therapists Helen Perry and Helen Campbell of the Community Learning Disability Health Team was also featured in the Royal College of Occupational Therapists' West Midlands newsletter.

Colleagues from our Acute wards successfully completed their step challenge to walk the distance of the UK – from Land's End to John O'Groats – which amounts to 3.5 million steps. They completed this within just 26 days, and 20 step trackers were kindly donated by mental health sports charity Sport in Mind. Well done to everyone involved.

It's great to see so many of our Wards participating in Morrisons' 'Seeds of Hope' campaign; the supermarket is giving away 2.5 million sunflower seeds to customers in a bid to spread sunshine and cheer. The Wards have even added a competitive element to the activity, with teams – together with patients – growing a number of sunflowers on-site as a way of symbolising growth and hope, culminating in a competition to see who has grown the tallest sunflower. This will be a wonderful display and challenge throughout the summer months.