

## REPORT TO PUBLIC TRUST BOARD

Enclosure No: 3

Date of Meeting:	8 July 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"/>

Executive Summary:		Purpose of report	
The 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"/>	Document	
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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		
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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:			
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1.0		28/06/2021	

# Chief Executive's Report to the Trust Board

## 8 July 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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### **OUR "PEOPLE" STRATEGIC THEME**

#### **1. OUR WORKING ARRANGEMENTS**

The COVID pandemic has changed how we all work, and we have undertaken an extensive piece of work on working arrangements going forward. These have been deliberately designed to be staff-led and heavily shaped by engagement with our teams and managers - including via our staff survey feedback, Regroup-Reflect-Recharge initiative, individual team meetings, discussion at a range of staff and managers' forums including the Senior Leadership Team meeting, Clinical Professional Advisory Group, the Corporate Recovery Group, Clinical Recovery Project, Incident Management Group and the Executive Team.

The outcome of all of this activity is that we have been able to arrive together at a place where we can give everyone some clarity and certainty not just for the next few weeks, but for several months. We also have been able to agree a set of core principles which can be used to achieve consistency and structure around any individual discussions between frontline staff and their line managers.

We can now move forward with a set of working arrangements and principles that deliver what lies at the heart of what Combined Healthcare stands for - being Outstanding in ALL we do and HOW we do it.

Our arrangements are centred on three key messages:

1. Clarity - where staff can, we will work from home until the end of March 2022 at the earliest and continue to adopt our 'digital first' approach
2. Safety - the threat of Covid-19 will remain with us for some time and despite the tremendous vaccine effort and the ongoing IPC and social distance requirement, we must and will fulfil our obligation to keep our patients and staff as safe as possible whilst at work, by continuing with existing IPC requirements.

We continue to reinforce to Trust colleagues that there has been no change to the COVID rules in healthcare. During the past few weeks, the COVID-19 Delta variant has been spreading very quickly across the UK and now makes up of roughly 90% of all COVID infections currently being reported. We are seeing significant transmission rates in Stoke-on-Trent and Staffordshire, with cases once again nearing 100 per 100,000 people in Staffordshire and 10,000 cases per day across the county (similar rates to those seen in late February 2021). Staff must continue to follow all Trust guidelines for COVID.

3. Support - we recognise the challenges this may pose for individuals and teams and to support this a set of 10 principles have been developed to support how you work over the next 9 months initially

The [10 Principles to underpin line manager conversations](#) are:

- High Quality – We will embed quality in all our work across the Trust – irrespective of clinical specialism or corporate role
- People – All of our teams – Clinical and Corporate – will work collectively to drive our continued transformation
- Innovation – We will continually look to relentlessly innovate, innovate, innovate – as part of our overall commitment to being Outstanding
- Agile/Flexible Working – We will champion Agile/Flexible working in ways that meet both the individual and collective needs of our people, teams and service users
- Digital First – We are a Digital by Choice organisation developing a national reputation as a leader in the use of digital technology
- Support choice – We are opposed to adopting a “one size fits all” approach and will not do so
- Fulfil duty of care – We will always fulfil our most important duty – to care for each and every one of us
- Look forward not back – We will embrace the future, not the past – recognising that our best days are ahead of us
- Can Do Approach – We have done amazing things together and will continue to succeed together
- Be balanced and fair – we will be both balanced and fair in our approach – recognising and respecting the range of perspectives of all of us.

We know from staff feedback that the approach we have taken over the COVID period to communicating and engaging with everyone has been really welcome and useful. This has included a dedicated space on our CAT intranet, together with regularly updated FAQs and a feedback/question form. The same approach will be adopted in relation to these working arrangements.

Can I take this opportunity to thank each and every person who has contributed to the discussion and debate that has brought us to this very good place.

## **2. STAFF SURVEY – YOU SAID, WE’RE DOING**

Using our Staff Survey results, we continue to work with each Directorate, creating improvement plans to support bespoke positive change as well as working on Trust-wide changes that support Combined to be an Outstanding place to work.

Each Directorate is busy planning positive change using feedback from the Staff Survey and to do this, they are each developing a Task and Finish group. We’re now asking for volunteers to become members of each Directorate’s Task and Finish group; these colleagues will engage with the wider teams within their Directorate, asking for views and ideas that will help to improve our working lives. This work is being led by Marie Barley and Sharon Black.

## **3. AWARDS**

Summer is an especially busy time for healthcare and wider industry awards, and we have recently encouraged entries across the Trust to many of the leading awards including BMJ

Awards, Nursing Times Awards, Student Nursing Times Awards, and HSJ Awards. Good luck to everyone who has taken the time to submit an entry, and thank you to the Communications team for supporting the proofreading process of submissions.

By the time of our July Board Meeting, we will have attended the NHS Parliamentary Awards in London and we will know if we have won a prestigious national award. We attend the ceremony as a Midlands 'Regional Champion for Excellence in Mental Health Care', which is a fantastic achievement in itself. The accolade is for the work of the Trust's All Age Mental Health Access Team, Crisis Care Centre, and our submission was approved and put forward by Jo Gideon MP and Jonathan Gullis MP. Well done to everyone involved in putting this submission together in 2020.

Combined Healthcare is also shortlisted in the HPMA Excellence in People Awards 2021 in the Mills & Reeve Award for Leading in Equality, Diversity and Inclusion. Our submission is called 'Delivering on Diversity: Achieving a major shift in our Culture of Race Inclusion'. The awards ceremony is later this year on 7 October, good luck.

#### **4. SUMMER CELEBRATION OF LONG SERVICE**

The contribution of our staff through – literally – decades of service to the NHS is being recognised over the summer through our Summer Celebration of Long Service. The three weeks of celebratory films have been produced jointly by the OD and Comms Teams as an entirely online event.

The event was opened by our Executive Director of People, OD and Inclusion Shajeda Ahmed on the NHS' 73<sup>rd</sup> birthday and will be closed by our Vice Chair Janet Dawson.

A key message was the centrality of people to the NHS since its first day of operations on 5 July 1948 and that it had been exactly 26,663 days or over 3,800 weeks, 640,000 hours or 2.3 billion seconds since that first day!

Over every single one of those weeks, days, hours and seconds – someone, somewhere in the NHS has been hard at work, doing something very simple, but very profound. Caring for their fellow citizens – from before the cradle to the grave.

There have been generations of families who have followed each other into working in the NHS – or even worked in it at the same time. Parents and children. Grandparents and grandkids. Uncles, Aunties, brothers, sisters, nephews, nieces and cousins. Literally, generations of real-life families making up the overall family we like to call our NHS. And it's been people from all over the globe, from all backgrounds.

Our films will celebrate and highlight the contribution of over 400 members of our current staff who have devoted decades of their working lives to the NHS.

We grouped them into six strands – those who have worked at least 20 years in the NHS, or 25, 30, 35, 40 or incredibly 45 years. Each of these six groups was represented by one person who gave us a brief video snapshot insight into their personal story and individual history with the NHS – why they joined, what it was like, what the NHS means to them and what it has enabled them to do.

These vignettes are fascinating on their own – so they only hint at the treasure trove of memories and experience held by our people. You can watch the films on our YouTube channel.

We have also sent a personal card of congratulations and commemorative badge to all our Long Service staff.

## **OUR “QUALITY” STRATEGIC THEME**

### **5. TRANSFORMATION PROGRAMMES**

#### **5.1 PROJECT CHRYSALIS**

Project Chrysalis is an exciting programme to update our inpatient wards at Harplands Hospital. The initial driver for Project Chrysalis was the Trust’s successful bid for available national capital funding for the eradication of dormitories in mental health hospitals. On reviewing the options for this, it was soon recognised that there was an opportunity to also extend improvements of the estate and ward configurations in line with the clinical estate strategy.

It sets out to improve the inpatient facilities and patient experience for three services delivered by the Trust, specifically adult inpatient services, LD services and neurological services.

The programme will include:

- Eradication of dormitories in our acute and older persons wards which will improve privacy and dignity for our patients. Where possible our rooms will have en-suite facilities.
- Development of a new Neuro Ward and garden.
- Development of a new LD Ward to include ‘Pods’ with individual living space and garden access for service users requiring increased levels of observation.

The proposal designs have been clinically led with specialist input from our subject matter experts and are available to view on our CAT intranet, where colleagues can also submit questions.

The works are proposed to commence later this year, subject to approvals and the target date for completion will be Summer 2024.

We recently held a well-attended, all-staff online engagement event to launch this programme of work. It was led by the Ward Managers involved in the designs, Kenny Laing, Director of Nursing and Quality, and Jonathan O’Brien, Director of Operations.

#### **5.2. COMMUNITY MENTAL HEALTH TRANSFORMATION PROGRAMME**

The Community Mental Health Transformation Programme continues apace, with great work being delivered across the teams and colleagues involved. Thank you.

The programme was recently highlighted in the latest Combinations Podcast. [Episode 31](#) is a roundtable discussion featuring Jonathan O'Brien, Director of Operations and Deputy Chief Executive and Programme Director for the Community Mental Health Transformation Programme, as well as Jane Munton-Davies, Sue Parkes, Rachael Birks, Simon Wilson and Victoria Boswell, talking about what the programme is, and what it means for our local communities and the people we serve in Stoke-on-Trent and North Staffordshire.

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

John Roberts, Interim Service Manager, Crisis Care Centre, recently took part in a mental health podcast, as part of Mental Health Awareness Week, for St John Ambulance. You can listen to the podcast here <https://www.youtube.com/watch?v=XahNgr6qolA&t=1016s>

Ward 4's Senior Occupational Therapist Amy Brockhurst has taken the time to take some Polaroid pictures of one of the patients currently staying on the ward and send them to his family. The gentleman is very much missed by his wife and family, and due to limited visiting as part of COVID precautions, they have only briefly been able to see him over the past few weeks. Amy's lovely token to send the pictures to his family was such a thoughtful gesture during this difficult time, helping the family know he is thinking of them and doing well.

Charles Lwanga, Staff Nurse, Ward 7, continues to undertake impressive and generous fundraising work. Each year, Charles organises and sends donated items to Uganda, to help his community. Charles recently presented his story to the People, Culture and Development Committee; following the presentation, the committee agreed to encourage staff to support this initiative.

Many of the inpatient wards have been taking part in 'Seeds of Hope', a campaign from Morrisons which saw the supermarket give away sunflower seeds to customers. Patients and staff alike have been enjoying growing the flowers and there are some fantastic displays already.

## **OUR "PARTNERSHIP" STRATEGIC THEME**

### **7. SYSTEM UPDATE**

National guidance regarding the transition to become fully fledged Integrated Care Systems has now been released. The work-streams in place within the Staffordshire and Stoke-on-Trent system complement the direction provided within this latest guidance. A key milestone for all systems is the expectation that senior ICS personnel will be appointed during this calendar year, including CEO and ICS Chair. Latest guidance also details the operating framework that ICSs and NHS Providers are expected to operate within. This focuses on a number of key outcome and output measures across quality, finance, performance and system / collaborative working. The main focus for Mental Health Services remains on the ambitions within the NHS Mental Health Long Term Plan.

Place based work continues at pace with further national guidance expected on this and provider collaborative requirements in July. Work is ongoing to determine the most suitable way to align place, Health and Wellbeing Board and ICS Partnership Board activities. This action is one of a small number of key challenges that are being addressed through system

workshops during the Summer and Autumn. These workshops are being co-ordinated through the system OD and Leadership programme.

## 8. NHS WORKFORCE SUPPORT HUB

The Together We're Better Staffordshire and Stoke-on-Trent healthcare system has now launched its [confidential staff psychological wellbeing assessment and support hub](#) for the NHS and social care workforce.

We recognise that the intensity of work during the pandemic has taken a toll on the health and wellbeing of our workforce. Supporting the psychological wellbeing of our people is something that is ever more important.

The hub is an independent space to check in to see how you are doing/feeling and to think about what additional support that you may need if required.

Staff can check in, complete an assessment or an online 'wellbeing check' or do it over the phone if they prefer 0300 303 5406.

There is then the opportunity to speak with a mental health practitioner to discuss your needs and agree a plan of support.

This hub is in addition to existing staff support and you can still access help from those services in exactly the same way. It does not replace other staff wellbeing services but is complementary.

## 9. EVENTS SUCCESSES

The first of our local health and care system Cultural Education Programme sessions on race inclusion '*Comfortable Being Uncomfortable with Race*' were held recently, targeted at senior leadership from across the system. Phase two of this programme will involve conversion of the programme into a number of formats for onwards delivery through our system partner organisations from the Autumn.

Thank you to everyone who presented and attended the recent Combined Collective event, on 20 May 2021. We had a fantastic morning sharing and learning more about what is going on across the Trust. To watch the sessions and find out more about some of other projects and developments, visit our Combined Collective sharing page [here](#).

You can also find out and learn more about projects, training, and developments across the Trust with our new virtual 'Lunch and Learn' sessions, hosted during the summer. Visit the online '[Lunch and Learn](#)' page to register to host a session, see upcoming sessions (see some below) and add events to your calendar.

The second of our system Inclusion School Summer Masterclasses on the topic of *Authenticity, True Self and Imposter Syndrome*, was recently held online with a great turnout. 74 participants also took part in our first Summer Masterclass on *Unconscious Bias and Micro Aggressions*.



The sessions are introduced and closed by Shajeda Ahmed in her role as Executive Lead, OD, Leadership, Inclusion and Health & Wellbeing for Staffordshire & Stoke-On-Trent ICS.

The third and final Summer Masterclass will be held later this month on 29 July on the topic of *Understanding Privilege and the Power of Allyship*.

## **OUR “SUSTAINABILITY” STRATEGIC THEME**

### **10. MARKING SIGNIFICANT ‘WEEKS’ AND ‘MONTHS’**

We celebrated the NHS Birthday on 5 July and contributed our own videos to the Together We're Better system-wide Happy Birthday video.

Learning Disability Week and Learning Disability Pride Week have been celebrated at Combined Healthcare. The Communications team, in collaboration with the LD team, produced and published 27 videos showcasing the services our LD team offers and the achievements of our LD service users – the videos have had 1,962 views to date and over 200 pieces of content were published or shared across our corporate social media channels. There has been some great partnership working and engagement with Stoke-on-Trent City Council, PEGIS, Keele University, Landau and many others as part of these two weeks.

There were some fantastic displays across our estate and support for Pride Month in June. Thank you to Stoke-on-Trent Pride for the loan of the Pride flag which was proudly on display at Harplands until the end of June. Bev Turner-Matthews also organised a display in PICU, as did Stevan Thompson and patients on Ward 6, and Karl Weston on the Serco, Helpdesk, Harplands.

We also supported Autistic Pride Day, International Fathers' Mental Health Day, Carers Week, Gypsy Roma and Traveller History Month, Vesak and Loneliness Awareness Week.

### **11. FINANCE UPDATE**

The Trust submitted a detailed plan for the first half of 2021/22 on the 26 May 2021 forecasting to deliver a breakeven position for the period.

Full year budgets have been based on agreed local STP planning assumptions, whilst we await national planning guidance.

In month 1, the Trust delivered a small surplus of £47k due to vacancies.

CIP schemes are in the process of being identified for 2021/22 with PIDs being produced awaiting QIA.

The 2020/21 accounts have been approved by External Audit and have been submitted; thank you to everyone involved for their hard work on this process and in the production of the Annual Report by the Communications team.

Finance can now also offer Trust employees access to online training resources to enable a more sound knowledge of Finance. Take 5 is our new initiative that in five short digital learning modules will give colleagues information of NHS Finance, plus CPD hours. Nicola Perrins is the lead for this.



## 12. STUDENT PLACEMENTS

We're delighted to announce that we have almost doubled our student placement days in clinical practice areas over the past five years.

This fantastic achievement is another way we demonstrate our commitment to the student experience. What's more, we're planning further increases for future years.

Thank you to our practice supervisors, assessors and educators for making this possible and supporting our students to have quality clinical experiences in our Trust.