

Enclosure No: 3

CEO BOARD REPORT

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| Report provided for: | | | | Report to: | Trust Board |
| Information | <input type="checkbox"/> | Assurance | <input type="checkbox"/> | Date of Meeting: | 12 th September 2024 |
| Discussion | <input checked="" type="checkbox"/> | Approval | <input type="checkbox"/> | | |

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| Presented by: | Dr Buki Adeyemo, Chief Executive |
| Prepared by: | Joe McCrea, Associate Director of Communications |
| Executive Lead: | Dr Buki Adeyemo, Chief Executive |

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| Aligned to Board Assurance Framework Risk | Risk 1 The Trust fails to deliver effective care leading to regulatory restrictions |
| Approval / Review: | Execs |
| Strategic Priorities: | Prevention - To will continue to grow high-quality, integrated services delivered by an innovative and sustainable workforce |
| Key Enablers: | Quality - We will provide the highest quality, safe and effective services |
| Sustainability: | Share learning and best practice |
| Resource Implications: | No |
| Funding Source: | N/A |
| Diversity & Inclusion Implications | Includes details of support delivered to all staff following recent civil unrest and racist incidents |
| ICS Alignment / Implications: | Strategic fit with system priorities |
| Recommendation / Required Action | IReceive for information and assurance |
| Executive Summary | The Report updates the Board on strategic activity undertaken since the last meeting and draws the Board's attention to any other issues of significance or interest. |

These include:

- National Pay Award
- System Suicide Conference
- Supporting each other following recent civil unrest and racist incidents
- Publication of our Annual Report and Accounts (ARA), plus arrangements for our Annual General Meeting (AGM)
- Care Quality Commission (CQC) report into the care and treatment provided by Nottinghamshire Healthcare NHS Foundation Trust (NHFT) to Valdo Calocane
- REACH 2024
- Combined get the green light to be collaborators for UK research project
- East and Southeast Asian Heritage Month
- Mental Health Liaison team accredited by PLAN
- Practice Education Team shortlisted for prestigious Nursing Times Award
- Cycle to Work
- Right Care Right Person – phase 3
- Edge of Reality film shortlisted for film awards

VERSION CONTROL:

| Version | Report to | Date Reported |
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Chief Executive's Report to the Trust Board 15 September 2024

1.0 PURPOSE OF THE REPORT

This report updates the Board on strategic activity undertaken since the last meeting and draws the Board's attention to any other issues of significance or interest.

2.0 NATIONAL CONTEXT AND UPDATES

National Pay Award

On 29 July, the Government announced that it had accepted the recommendations of the NHS Pay Review Body (NHS PRB), as outlined in its 37th report, and agreed a 5.5 per cent consolidated uplift, backdated to 1 April 2024 for staff employed on an Agenda for Change contract.

Electronic Staff Record (ESR) colleagues have received the detail of the pay award and have confirmed the increase to salaries and retrospective pay (backdated to 1 April 2024) will be paid in October salaries, in line with ESR lead times.

Additional detail from the NHS PRB report includes:

- Agenda for Change band 8 pay - a recommendation has been accepted, to add an intermediate pay point at each of bands 8a, 8b, 8c, 8d and 9 to which staff should progress after two years at the respective band. This is likely to be paid in November 2024.
- Agenda for Change pay structure – the NHS PRB recommendation that the UK government provides the NHS Staff Council with a mandate to resolve outstanding concerns within the Agenda for Change pay structure has also been accepted.

For doctors and dentists this will mean uplifting salaries by six per cent, applying to:

- Consultants, specialty and specialist (SAS) doctors, doctors and dentists in training who will also receive a uplift of £1,000, salaried dentists including those working in community dental services and public dental services, contractor general medical practitioners, salaried general medical practitioners pay ranges, pay element of dental contracts.
- No uplifts in Local Clinical Excellence Awards (these remain frozen).

For Very Senior Managers:

The Government announced that it had accepted the recommendations of the Annual Report for Senior Salaries recommendation and agreed a 5% per cent consolidated uplift, backdated to 1 April 2024 for staff employed on such contracts. Steps will now be taken internally for this matter to be formally considered at the Trust's Remuneration Committee.



3.0 STAFFORDSHIRE AND STOKE-ON-TRENT INTEGRATED CARE SYSTEM (ICS)

ICS Financial Position

NHS England wrote to the Integrated Care Board (ICB) in late July stating that there is no room for any overspends (over and above agreed plans) in any system this year. All systems were given a rating of 1-4, with 1 indicating high confidence in delivery through to 4 meaning greatest concern of delivery. Staffordshire and Stoke-on-Trent ICB were given a rating of 3+ indicating concern and likely deterioration of the financial position. Systems with a '4' rating are being directed to undergo a rapid intervention process to reduce their rate of spend. At the end of Month 3, the ICS had an overspend of £33.4m against the year-end plan of a £90m deficit. As a consequence of the Month 4 position continuing to deteriorate, the ICB have been informed that we are moving to level 4.

It is expected that external consultants will be commissioned to work with all ICS partners to improve their financial position and get as close to the £90m deficit plan as possible by the year-end.

Suicide Conference

This year's Suicide Conference will take place on 19 September and is hosted by North Staffordshire Combined Healthcare NHS Trust, with a theme based around 'Continuing the Conversation' – how we work together to reduce the risk of suicide across our region.

Staff and stakeholders are invited to attend for insightful conversations, workshops, and networking opportunities. This event aims to raise awareness, share resources, and continue conversations about what is going on locally to prevent suicide.

To start the day, our keynote speakers will share insights into local data, experiences, and initiatives to support suicide prevention, followed by a panel discussion about services and experiences from across our communities including, Students and Veterans.

Attendees also have the choice to participate in one of two learning workshops - all designed to support learning more about how we work together. Together, we can make a difference and work towards preventing suicide in our communities.

Supporting each other following recent civil unrest and racist incidents

I have been heartened by the positive reaction received from staff across Combined to our messages of support, following recent civil unrest and racist incidents.

At Combined, we have always been proud of our strong anti-racist and anti-discrimination stance and actions across a range of inclusion areas and backgrounds – including LGBTQ+ and transgender. We have been very clear on our stance of zero tolerance and assured all our people that racism has no place at Combined.



We also recognise that while the impact of recent events has deeply affected all our people and our local communities in their entirety, it has been felt particularly strongly by our global majority colleagues and their families as they have been the target of some of this abuse.

Many of our staff wanted to be reassured that everything was being done - both publicly and behind the scenes - to continue to be vigilant and supportive to all of our staff, whether directly or indirectly affected.

To that end:

- Drop-in listening sessions for all staff have taken place through MS Teams
- A series of meetings of our ENRICH network have been held
- We have carried out direct briefings for Line Managers, to support them and enable them to directly support their own teams; and
- Executive drop-in sessions for staff have taken place.

We have also produced a guide for our staff, covering a range of topics, including:

- Key actions and advice
- Dealing with racial abuse
- Wider support available to our people

There is also much that each of us can do to support each other and colleagues across the Trust. Many of these things are already well-established Trust policies and procedures, but they assume extra importance in challenging times. In particular, the role of social media has received much attention in recent days. The Trust has a very clear and supportive social media policy which sets out useful guidance on what staff should and should not do when engaging in this way online.

In particular, we have stressed the following advice:

- When online, use the same principles and standards that you would apply to communicating in other media with people you do not know. If you wouldn't say something in an email or formal letter, don't say it online;
- Don't use personal insults, obscenities, or engage in any conduct in relation to others employed by or working with Combined Healthcare that would not be acceptable in the workplace;
- You should also show proper consideration for others and be mindful of the impact or implications of anything you may post on social media in relation to topics that may be considered objectionable or inflammatory, such as politics and religion.

All of the relevant authorities across the local system - including our police and emergency services colleagues - have been in constant contact with each other to share intelligence and insights into any emerging issues or developments, as well as agree and implement swiftly any specific actions we may need to take individually or collectively to keep each other safe and supported. Many of these have already taken place, sometimes behind the scenes, and we will continue to act swiftly but sensitively whenever the need may arise.



4.0 OUR TRUST

Publication of our Annual Report and Accounts (ARA), plus arrangements for our Annual General Meeting (AGM)

Our Annual Report and Accounts was published on our Trust website on 8 September, to allow staff, service users and stakeholders to read its contents a week in advance of our Annual General Meeting.

The Annual Report is available to download [at this link](#).

The AGM will take place in the afternoon of 15 September, in the Boardroom at Lawton House. The event is free to attend for stakeholders, service users and members of the public. It will also be livestreamed and available for participation via MS Teams.

At the AGM, we will be unveiling our Review of the Year Film, our Quality Review of the Year and our animated Financial Review of the Year, all of which will be available for watching subsequently on catch-up via our Trust website and Combined Television (CTV).

4.1



Care Quality Commission (CQC) report into the care and treatment provided by Nottinghamshire Healthcare NHS Foundation Trust (NHFT) to Valdo Calocane

The Trust notes the recent publication of the Care Quality Commission (CQC) report into the care and treatment provided by Nottinghamshire Healthcare NHS Foundation Trust (NHFT) to Valdo Calocane. The CQC were commissioned by the Secretary of State for Health and Social Care to carry out a rapid review of NHFT under section 48 of the Health and Social Care Act 2008, following the conviction of Valdo Calocane (VC) in January 2024 for the killings of Ian Coates, Grace O'Malley-Kumar and Barnaby Webber.

The CQC report identifies points where poor decision-making, omissions and errors of judgement contributed to a situation where a patient with very serious mental health issues did not receive the support and follow up that he needed. The report summarises the key issues found in the care of VC as follows:

- Care planning and engagement was inconsistent. Care planning did not always take a holistic person-centred approach, which hampered the clinicians' ability to identify risk and complete care plans. VC family's concerns were not consistently acted upon. VC was often difficult to engage and although attempts were made to engage him, he was eventually discharged back to his GP without the knowledge of his family or other agencies
- Medicines management and optimisation. VC's wishes were at the forefront in decisions around the choice of medicine and treatment regime. However, his



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decisions and wishes were not always balanced with other information. VC had an obvious pattern of VC not taking his medicine while in the community. VC had multiple hospital admissions and he was often still symptomatic on the treatment prescribed, there was no real change to his care and treatment.

- Discharge planning. There were differences between the records we reviewed from the trust and the independent hospital in relation to the third discharge in October 2021. At this discharge, VC was unable to access specialist crisis team care. There is no evidence of discussion around the value of depot medicine or a community treatment order (CTO) until his fourth admission. The evidence over the course of VC's illness and contact with services and police indicated beyond any real doubt that VC would relapse into distressing symptoms and potentially aggressive and/or intrusive behaviour. The decision to discharge VC back to his GP in September 2022 did not adequately consider or mitigate the risks of relapse and violence or his lack of engagement with services.

In response to the learning which has been identified from the review of the care and treatment of VC, the Trust is working with key partners across the ICS to review our current clinical practice, policy framework, workforce and resources. All recommendations and actions will be reported to and overseen by the Trust's Quality Committee.

4.2

REACH 2024

Nominations have now closed for REACH 2024. Many thanks to everyone who took the time to make a nomination and recognise their colleagues and shine a light on the excellent work going on across our Trust.

The REACH Awards 2024 will take place at the Doubletree by Hilton Hotel on Wednesday 20 November. The awards recognise outstanding achievements in the Trust. We will be publishing details shortly on how everyone can get involved with voting in the Proud to CARE Award.

Combined get the green light to be collaborators for UK research project

Combined Healthcare has been confirmed as the England Research Collaborators for an important UK research study which aims to support carers of those with a learning disability.

As collaborators, our role is to let local carers of those with learning disabilities (also referred to as intellectual disabilities) know about the project, so that they can take part if it is something of interest to them. If they are interested, they can then contact the project lead Rachel for more information or via Jessica Lister on jessica.lister@combined.nhs.uk.



East and Southeast Asian Heritage Month

September is East and Southeast Asian (ESEA) Heritage Month, with the aim to celebrate and honour people of East and Southeast Asian heritage and their culture, history and everything in between. ESEA Heritage Month was founded by besea.n (Britain's East and Southeast Asian Network). It is a time to pause and reflect on the diverse lived experiences of ESEA people living, studying and working in the UK.

Mental Health Liaison team accredited by PLAN

PLAN (Psychiatric Liaison Accreditation Network) was established by the Royal College of Psychiatrists to support quality improvement and develop a set of guidelines for high quality delivery of Liaison Psychiatry services. The Combined Healthcare Liaison Psychiatry team (also known as Mental Health Liaison) applied for PLAN accreditation and began working through the robust guidelines back in early 2023 to ensure that the team offer is meeting the high standards outlined in the PLAN guidance. Now, more than a year later, the team has been accredited by the committee.

The team has worked hard to meet the recommended clinical and organisational standards outlined by PLAN, including evidencing; high-quality mental health and risk assessments, the use of appropriate evidence-based approaches, access to safeguarding supervision and guidance, delivering the service within the strict time pressures, access to a suitable room to conduct high-risk assessments, regular clinical and operational supervision, up-to-date liaison information for signposting, accessible feedback channels and information for all service users, highlighting depth of collaborative working, MDT input for service users, staff have access to training programmes, use of outcome measures – and more.

Practice Education Team shortlisted for prestigious Nursing Times Award

Congratulations to our Practice Education Team on being shortlisted for the Nursing Times Workforce Summit & Awards 2024 in the 'Best Use of Workplace Technology' category for their innovative Practice POD (Point of Discussion) and Digital Evidence Tracker initiatives.



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4.3



Cycle to Work Day

We were delighted to unveil a [special episode of the Combinations podcast](#) recorded on Cycle to Work Day in August. We discuss the benefits of cycling as a healthier way to commute and chat with local partners who are championing cycling as a sustainable way to travel.

We hear from Staffordshire County Council about its innovative bike recycling programme which gives bikes a second life in the community or strips them down for recycling.

We also had an insightful conversation with Ben Cooper, the trust's Travel and Transport Area of Focus Lead, who shared his perspective on the environmental impact of cycling. Plus, hear from our very own staff members as they embark on a ride to showcase the practicalities of a green commute and the many health benefits that come with it.

4.4



Right Care Right Person – phase 3

Following the [launch of Right Care Right Person](#)(RCRP) in February 2024, phase 3 commenced in August 2024.

Phase 3 has a focus on Transportation and the conveyance of people with mental health needs.

The trust has an internal project group driving work around phase 3 while linking in with system partners. A review of the trust's Missing Persons Policy is underway.

Further information around phase 3 will follow, along with lessons learned from the implementation of phase 1 (Responding to mental health-related concerns for welfare) which launched in February and phase 2 (AWOL (absent without leave) from mental health inpatient wards) which launched in June.

If you have any queries in relation to Right Care Right Person please contact your line manager.



Edge of Reality film shortlisted for film awards

We are delighted that the 'The Edge of Reality' film produced by the Early Detection Intervention and Engagement (EDIE) team at Combined Healthcare, alongside Junction 15 Productions and Newcastle College has been shortlisted for a number of awards at film festivals, nationally and internationally.

These include the CineHealth Film Festival in Philadelphia, USA, which will take place from the 10 to 11 September, Greenwich Film Festival in London on 19 September and Nottingham Film Festival on 11 to 13 October.

Congratulations to the teams and individuals involved.

5.0 Conclusion

Once again, it has been a busy month at Combined, full of further examples of the initiatives and activities that continue to contribute to us being outstanding in all we do and how we do it.

