

Enclosure No: 3

CEO BOARD REPORT

Report provided for:				Report to:	Public Trust Board
Information	<input type="checkbox"/>	Assurance	<input type="checkbox"/>	Date of Meeting:	13th February 2025
Discussion	<input checked="" type="checkbox"/>	Approval	<input type="checkbox"/>		

Presented by:	Dr Buki Adeyemo, Chief Executive
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Executive Lead:	Dr Buki Adeyemo, Chief Executive

Aligned to Board Assurance Framework Risk	Risk 1 The Trust fails to deliver effective care leading to regulatory restrictions
Approval / Review:	Execs
Strategic Priorities:	The report contains information that aligns to the Trusts strategic priorities of - Prevention, Access and Growth
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	There is no direct impact on the protected characteristics as part of the completion of this report.
ICS Alignment / Implications:	Strategic fit with system priorities
Recommendation / Required Action	Receive and discuss
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 Planning Guidance issued
- NS winter strain continues
- Investigation and Intervention (I&I)
- Chief Executive and Chief Finance Officer to leave ICB
- Residents asked to share their views on adult mental health services
- Staff Psychological Wellbeing Hub to continue throughout 2025/26
- Improving the accessibility of our services
- Engagement event to inform our Quality Plan and priorities for the next few years
- Project Chrysalis: Dormitory Eradication Programme – Progress Update
- Combined launches video guides and new Combined Television (CTV) show for Quality Improvement
- National Staff Survey
- High Potential Scheme Cohort 2
- Proud to be Green campaign enters final quarter
- Equity and Equality in Physical Health Psychology event

VERSION CONTROL:

Version	Report to	Date Reported
V1	Public Trust Board	07.02.25

Chief Executive's Report to the Trust Board

13 February 2025

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 planning guidance issued

The National Planning Guidance was issued on 30th January 2025. The emphasis is on a more focused set of priorities to provide local systems with a greater level of 'earned autonomy' in how resources are allocated to meet the health of our population. A new approach to managing relationships with both ICBs and providers is outlined. This will be underpinned by an Improvement and Assessment Framework that will determine the level of oversight required.

The guidance is clear, all NHS organisations are expected to submit financial breakeven plans for 25/26 with a focus on transformation, efficiency and productivity. For us this means we will be working with our teams specifically in relation to children and young people's access and adult crisis pathways. This will also ensure a co-ordinated response across our Integrated Care System (ICS). The deadline for final plan submissions to NHS England is 27th March with an enhanced focus on board assurance of provider and system returns.

NHS winter strain continues

The latest NHS England figures, released in January 2025, show that 96% of adult hospital beds are occupied, with 13,500 beds filled by patients fit to be discharged.

This has been the busiest year on record for our ambulance and A&E services. NHS England Medical Director Prof Sir Stephen Powis compared the pressures in A&E to those during the COVID-19 pandemic. Much of the strain is driven by rising flu cases in hospital combined with the cold weather spell. The number of patients with flu is more than three times higher than this time last year.

Meanwhile, The King's Fund call the long waiting lists and overcrowded hospitals, together with poor weather and rising flu and respiratory conditions as a "toxic cocktail of pressures this winter". It also referred to staff shortages and deteriorating NHS buildings as adding to the pressures this winter.

On 15 January, the Health and Social Care Secretary made a statement in the House of Commons on winter pressures. The statement referenced the terrible attack on a nurse at Royal Oldham Hospital, before calling the experience of patients this winter "unacceptable". At Combined, we have a zero tolerance approach to violent attacks on our staff.

He also stated that the rise in respiratory infections saw 53,000 NHS staff forced off work sick in the first week of 2025, and reported that there is currently one live critical incident, down from 24 last week (as at 15 January). The statement concluded with a reminder of the £26



billion being invested into health and social care by the government in a bid to avoid annual winter pressures leading to an annual winter crisis for our healthcare system.

As ever, prevention has a key role to play, and we have been doing everything we can to vaccinate and protect as many people as possible, with the flu vaccinations still being offered to our staff. The public are encouraged to contact their GP or pharmacy to check their eligibility.

Many thanks again to all our staff for their dedication to looking after our patients during this challenging time.

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

Investigation and Intervention (I&I)

Weekly Financial Control and Recovery Group meetings continue with the support of Deloitte. The Trust is currently validating the level of savings made as a consequence of this work, the savings mainly relate to variable elements of pay, eg. overtime, bank and agency costs and additional scrutiny of vacancies.

The I&I contract with Deloitte and Kingsgate comes to an end in mid-February.

Chief Executive and Chief Finance Officer to leave ICB

On 23 January, it was announced that Peter Axon, Chief Executive of the Staffordshire and Stoke-on-Trent ICB, has decided to step down from the role.

After over three years in the role, and over 30 years in the wider NHS, Peter said that he has been “privileged to meet and work with some extraordinary people, genuinely wanting to make things better for the people we serve, leading in a compassionate and inclusive way.”

Peter will remain with the ICB until the summer and the Board will begin the process of recruiting his replacement in the coming weeks.

In the same statement, it was announced that Paul Brown, Chief Finance Officer at the ICB, has also chosen to move on. Having worked at the ICB for over five years, Paul will also be leaving in the summer and said: “I will focus on working with my team and system colleagues to ensure that there is a strong legacy, so that the system can go from strength to strength in the future”.

Residents asked to share their views on adult mental health services

The Staffordshire and Stoke-on-Trent ICB is asking for views on adult mental health services to inform the delivery of the new Adult Mental Health Inpatient Services Strategy 2024–2027. Throughout February and into March, there will be a series of online and in-person public involvement events, as well as an online survey to provide feedback.

The strategy has been developed with system partner organisations North Staffordshire Combined Healthcare NHS Trust (NSCHT) and Midlands Partnership University NHS



Foundation Trust (MPFT). Key priorities in the strategy include delivering responsive mental health services focused on patient wellbeing and providing joined-up care that reduces the need for inpatient admissions.

Staff Psychological Wellbeing Hub to continue throughout 2025/26

As the host of the Staff Psychological Wellbeing Hub, it was great to see the Staffordshire and Stoke-on-Trent Integrated Care Board has confirmed that it will continue to offer support throughout 2025/2026.

As we all continue working hard to keep patients supported and well, it's important we remember to look after ourselves and each other too. The service provides a safe, confidential space for you to open up about any challenges you're facing, whether these relate to work, personal life, or both.

The Hub offers one-to-one support with trained senior clinicians who are there to listen and help you manage stress, anxiety, or support you if you are feeling overwhelmed.

4.0 OUR TRUST

Improving the accessibility of our services

Quality
We will provide the highest quality,
safe and effective services



We are currently looking at our services in our adult community mental health teams to learn about how accessible the services are, particularly for those who are neurodivergent, autistic or waiting for an autism assessment.

Service users, carers and staff can get involved and share views in a number of ways, including in person, email or phone call, participating in a group discussion, or visiting a service with a staff member to assess the environment.

This forms part of our coproduction work with service users in developing our services to be the most effective and accessible as they can be.

Engagement event to inform our Quality Plan and priorities for the next few years

Kenny Laing (Chief Nurse), Dennis Okolo (Chief Medical Officer) and Zoe Grant (Deputy Chief Nurse) have hosted three sessions to welcome multi-disciplinary discussions to capture the voice of our clinical and professional colleagues within our quality plan.

There have been planning sessions on safety, effectiveness, with engagement the last event on 27 January.



Project Chrysalis: Dormitory Eradication Programme – Progress Update

As we enter 2025, the Project Chrysalis dormitory eradication programme at Harplands Hospital moves into its penultimate phase and final year of delivery.

Significant progress has been achieved across the completed phases, with recent milestones including the successful return of Ward 2 to its refurbished environment. This transition has enabled Ward 7 to relocate to the decant ward, facilitating the commencement of Phase 4. This critical activity, undertaken at the end of 2024, was made possible through the dedication and collaboration of ward and clinical staff, working in close partnership with the building contractors and the Project Chrysalis Core Group.

The current works on Ward 7 are scheduled for completion by late May 2025, enabling patients to return and benefit from the newly refurbished environment, including the provision of ensuite bedrooms throughout. Following this, the final phase of the programme will commence immediately, with a projected completion date of November 2025, marking the full delivery of the dormitory eradication initiative at Harplands.

Combined launches video guides and new Combined Television (CTV) show for Quality Improvement

Combined Healthcare is starting 2025 with a major initiative to drive understanding and engagement with our Quality Improvement agenda – through the release of three new videos.

These include a brand-new show on the Trust's Combined Television (CTV) digital channel called The Quality Show, a commissioned QI (quality improvement) film for the Integrated Care System (ICS) and an episode of Combined Minds, the Trust's very own version of TED Talks.

The Quality Show features the Chair of the Trust's Quality Committee and Senior Independent Director, Professor Pauline Walsh, in conversation with mental health nurse Christine Horler, Community Engagement Co-ordinator, Rachel Wooliscroft, and Patient Safety Facilitator, Alicja Truman. The episode tells the story of the fantastic success of a Quality Improvement initiative to increase training and support for service users and carers through adoption of a Triangle of Care approach.

The animated film for the Staffordshire and Stoke-on-Trent ICS Quality Team, specially commissioned from the Combined Communications Team, offers an easy-to-understand introduction to Quality Improvement.

Our latest episode of Combined Minds, features our Quality Improvement Lead, Jane Beasley, explaining the concepts and thinking which lie behind her passion for Quality Improvement.





National Staff Survey

The cohort results of the Staff Survey have been received from our provider and are being analysed in full, with a view to agreeing action plans in relation to areas of importance. The results are currently subject to embargo, but proactive work is underway to develop a striking and innovative communications and engagement plan around their findings, including celebrating areas of achievement as well as areas for action. In particular, we are working with frontline senior management to highlight actions and improvements made in response to the previous year's staff survey comments and findings.

The Board will receive a full briefing on the detailed findings of the staff survey and action plans in response as soon as these can be made public.

High Potential Scheme Cohort 2 graduate

Colleagues from Staffordshire and Stoke-on-Trent Integrated Care System (ICS) and Shropshire Telford and Wrekin ICS gathered at Port Vale Football Club to celebrate the graduation of our 27 participants of the High Potential Scheme (HPS) Cohort 2 'Buddy Model'.

Participants have been on an accelerated two-year development pathway to prepare them for very senior leadership roles. Built on the foundations of compassionate, inclusive and system leadership, this unique inclusive talent management programme recruited a diverse cohort of talented individuals recruited for their potential not positional hierarchy.

The programme immersed participants in intense experiential stretch placements across two ICSs, provided wrap around coaching, mentoring and peer support through action learning sets and delivered theoretical input via 5 workshops run mostly by NHS Employers. In addition, senior leaders have shared their own leadership journeys and insights via 'on the sofa' sessions throughout the scheme.

The day culminated in our graduation ceremony and it was wonderful to celebrate the achievement of our two Combined Healthcare participants Sarah Vincent, People Business Partner, and Jo Copeland, Education and Development Manager/Widening Participation Lead.

It was a joyous celebration of the achievements of the participants on the programme, with 67% achieving promotion to higher banded roles within their 2 years on the scheme. It was also a collective success with two Integrated Care Systems collaborating on the delivery of this pioneering talent management programme.



4.3



Proud to be Green campaign enters final quarter

Our Proud to be Green sustainability campaign has now entered the fourth quarter. The campaign forms part of our bid to raise the profile of the ongoing work that the trust is doing to support the NHS's national Green Plan.

The next three months will focus on being proud to offer patient choice by offering digital and sustainable options to put the patient in charge. The quarter will focus on the following key areas of focus: Clinical transformation (sustainable models of care, digital) and Medicines.

This will include shining a spotlight on PatientAide, the app which allows our service users to take control of their health and wellbeing to help make informed decisions about how best to manage their care. The campaign will close with videos and podcasts in the pipeline to convey the messages to our staff and service users.



Equity and Equality in Physical Health Psychology event

The Physical Health Psychology service is based in the heart of Stoke-on-Trent, providing psychological therapy to people diagnosed with a long-term physical health condition, pain or cancer. Unfortunately, the service receives very few referrals for people from minoritised racial groups.

The event, aimed at system partners, health professionals, psychologists and key community stakeholders, takes place on 26 February. It aims to understand the barriers to accessing the service, raise awareness of how the team can help, and provide a networking opportunity.

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.

