

Enclosure No: 3

CEO BOARD REPORT

Report provided for:				Report to:	Trust Board
Information	<input type="checkbox"/>	Assurance	<input type="checkbox"/>	Date of Meeting:	10th July 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	Report contains details of activities during black History Month
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:

- The NHS 10 Year Plan
- New NHS Oversight Framework
- Government announces plans to address health inequalities
- Government announces investment of £750 million for hospitals across England
- Commissioner Guidance for Community Mental Health (CMH) Rehabilitation services
- Bid to make Biddulph the first mental health friendly town
- Infected Blood Psychological Service (IBPS) opens for self-referrals
- NHS England publishes urgent and emergency care (UEC)
- REACH 2025 is launched
- Holmcroft Surgery receives 'good' CQC rating
- Combined colleagues win Tessa Jowell Centre of Excellence Award
- Combined wins Highly Commended at HSJ Digital Awards for Keep Warm, Keep Well
- Frieza Mahmood joins as Chief People Officer
- Dr Buki Adeyemo appointed as chair of the NHS Confederation's Mental Health Network

VERSION CONTROL:

Version	Report to	Date Reported

Chief Executive's Report to the Trust Board 10 July 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

The NHS 10 Year Plan

The NHS 10 Year Plan was published on 3rd July.

Three key shifts

The 10 Year Health Plan aims to get the NHS back on its feet and to make it fit for the future, delivered through three big shifts:

- **From hospital to community;** transforming healthcare with easier GP appointments, extended neighbourhood health centres, better dental care, quicker specialist referrals, convenient prescriptions, and round-the-clock mental health support - all designed to bring quality care closer to home.
- **From analogue to digital;** creating a seamless healthcare experience through digital innovation, with a unified patient record eliminating repetition, AI-enhanced doctor services and specialist self-referrals via the NHS app, a digital red book for children's health information, and online booking that ensures equitable NHS access nationwide.
- **From sickness to prevention;** shifting to preventative healthcare by making healthy choices easier—banning energy drinks for under-16s, offering new weight loss services, introducing home screening kits, and providing financial support to low-income families.

Neighbourhood Health Services

Neighbourhood Health Services will be rolled out across the country, bringing diagnostics, mental health, post-op, rehab, and nursing to people's doorsteps.

Neighbourhood teams will include staff like nurses, doctors, social care workers, pharmacists, health visitors, palliative care staff, and paramedics. Community health workers and volunteers will play a pivotal role in these teams, and local areas will be encouraged to trial innovative schemes like community outreach door-to-door – to detect early signs of illness and reduce pressure on GPs and A&E.

Neighbourhood health centres will house services under one roof, open at evenings and weekends The Plan for Change will rebuild the NHS to train thousands more family doctors, transform hospital outpatient appointments, and provide personalised care plans for complex needs. Millions of patients will be treated and cared for closer to their home by new teams of health professionals.



Open letter to NHS staff

The Secretary of State has also released an open letter to all NHS staff to coincide with the launch of the new Ten year Plan. You can download a copy of the full letter [by clicking here](#).

In the letter, Wes Streeting says

"Thank you for everything you do, each and every day, on behalf of our patients. You are the people who make the NHS so special and, through your commitment, compassion and creativity, we will take this plan and create an NHS that is truly fit for the future."

New NHS Oversight Framework

The new NHS Oversight Framework 2025/26 was published at the end of June. It describes a consistent and transparent approach to assessing integrated care boards (ICBs) and NHS trusts and foundation trusts, ensuring public accountability for performance and providing a foundation for how NHS England works with systems and providers to support improvement. It has been developed with the engagement and contributions from the NHS leadership and staff, representative bodies and think tanks, including through two public consultations.

The 1-year framework sets out how NHS England will assess providers and ICBs, alongside a range of agreed metrics, promoting improvement while helping us identify quickly where organisations need support.

The framework will be reviewed in 2026/27 to incorporate work to implement the ICB operating model and to take account of the ambitions and priorities in the 10 Year Health Plan

Government announces plans to address health inequalities

Health Secretary Wes Streeting has announced a funding pledge of more than £2bn to improve healthcare infrastructure in deprived areas of England.

This funding was previously set aside for deficit support for NHS trusts and integrated care boards; however, this is now planned to be phased out by 2026-27. Instead, the funding will be used for staff, medicines and equipment in deprived regions with poor access to quality primary and hospital care. The announcement is ahead of the government's 10-year plan to reform the NHS, which is due to be fully unveiled soon.



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Government announces investment of £750 million for hospitals across England

Over 400 hospitals, mental health units and ambulance sites will receive investment to tackle long-term problems including leaks, poor ventilation and electrical issues, to help prevent cancelled operations and appointments – as the government claims NHS services were disrupted over 4,000 times between 2023-2024 due to building maintenance issues. The funding is part of the government's focus on public service infrastructure as part of its Plan for Change.

Commissioner Guidance for Community Mental Health (CMH) Rehabilitation services

Guidance has been published on the Commissioner Guidance for Community Mental Health (CMH) Rehabilitation services. The guidance will support systems with the continued implementation of Community Mental Health transformation programmes - including Community Mental Health Rehabilitation services. The goal is for all adults have access to support for rehabilitation in their community, providing opportunities to regain or learn skills, lost or not acquired, due to mental illness.

Bid to make Biddulph the first mental health friendly town

Adam Parkes, chairman of Staffordshire Moorlands District Council has trained 60 mental health first-aiders as part of his drive to make Biddulph, Staffordshire, the country's first mental health friendly town. The chairman has had his own struggles with mental illness and nearly took his own life a decade ago. He says he was 'saved by strangers', and his hope is to have enough residents who can spot when people were having difficulties and would know how to reach out to them.

Infected Blood Psychological Service (IBPS) opens for self-referrals

A service offering bespoke psychological support for people who have been infected and affected by contaminated blood or blood products has now opened for self-referrals, with 16 centres across England now offering this service.

NHS England publishes urgent and emergency care (UEC) plan

NHS England has published its urgent and emergency care plan, setting out plans to improve services over the next year. The plan recognises the problems that UEC has faced in the NHS, particularly during the winter, and sets out how the NHS will try and avoid this from happening again. Key goals include faster ambulance response times, a reduction in A&E waiting times, improved patient flow with increased same-day discharge where possible, increased community care, improved mental health support initiatives for early intervention and access to care during crisis, along with increased vaccination uptake among frontline staff.



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

Local NHS leaders discuss savings plans with Stoke-on-Trent Health and Wellbeing Board Elizabeth Disney, Chief Transformation Officer at Staffordshire and Stoke-on-Trent Integrated Care Board (ICB), recently met with the Stoke-on-Trent Health and Wellbeing Board to discuss the significant £306 million total savings target, which represents around nine per cent of NHS spending in the county.

During the meeting, NHS representatives emphasized that all changes to services will be implemented thoughtfully and with engagement from partners, including the Health and Wellbeing Board. They also highlighted the focus on quality improvement as a means to achieve financial savings, along with increased productivity and better oversight of contracts.

4.0 OUR TRUST



REACH 2025 is launched

The 2025 awards will take place on 13 November at the DoubleTree by Hilton, Stoke-on-Trent. For those not able to attend in person, the whole event will be broadcast live via our social media and this website. We are delighted to be presenting REACH in partnership with our new main event sponsor, Dedalus.

We are also grateful for awards and event sponsorship from the following organisations:

- Browne Jacobson
- Interclass
- LEDsynergy
- Port Vale FC
- RLDatix
- Rowtype Printers Ltd
- SERCO
- Stoke City FC
- Town Hospitals Ltd
- UNISON

The range of sponsors ensures that, once again, we will be able to deliver REACH at nil net cost to the Trust.



The awards recognise outstanding achievements in the following categories:

- Diversity and Inclusion Award
- Leading with Compassion Award
- Learner of the Year Award
- Lived Experience Shining Star Award
- Partnership Award
- Proud to CARE Award (staff-voted award)
- Research and Innovation Award
- Rising Star Award
- Service User and Carer Council Award (nominations only by service users)
- Team of the Year Award
- Unsung Hero Award
- Chair's Award (chosen by the Chair)

Nominations are open now and can be made by our staff, service users and stakeholder at any time up until midnight on Sunday 10 August.

REACH truly embodies the best of Combined Healthcare and our vision to be Outstanding in ALL we do and HOW we do it. We don't just gather each year to hand out accolades and awards – as important as that is. We come together to have fun, reconnect with familiar colleagues, and meet new ones. It's an opportunity to learn more about the incredible breadth and diversity of our work and how we do it."

The fantastic submissions we receive each year demonstrate the relentless pursuit of continuous improvement and innovation that burns brightly at Combined. Being part of these Awards is the highlight of my year. I eagerly look forward to reading all the wonderful nominations we will receive and encourage everyone to submit as many as they can."

Holmcroft Surgery receives 'good' CQC rating

The Care Quality Commission (CQC) has published its report following a recent inspection of Holmcroft Surgery, granting a score of 'good' across all domains for the site. This was the first CQC inspection at Holmcroft Surgery since the site's integration with Combined Healthcare, and involved large evidence submissions, completion of staff questionnaires and interaction with key stakeholders including the Patient Participation Group and Integrated Care Board.

Holmcroft Surgery is a community GP practice based on Holmcroft Road in Stafford. The surgery is one of four GP practices that make up Combined Healthcare's primary care provision – alongside Keele Practice, Moorcroft Medical Centre and Moss Green Surgery. During its visit to the surgery, the CQC found that people were protected and kept safe, with facilities and equipment that met the needs of people and were clean and well-maintained. People were treated with kindness and compassion and their privacy and dignity was protected, with staff wellbeing supported.

The CQC also found that the surgery was well-led, with leaders visible, knowledgeable, and supportive, helping staff develop in their roles. People were involved in assessments of their needs, with staff who reviewed assessments taking account of people's communication, personal and health needs.



Combined colleagues win Tessa Jowell Centre of Excellence Award

Dr Gemma Wall and Dr Gill Cooke, Consultant Clinical Neuropsychologists at North Staffordshire Combined Healthcare NHS Trust, are part of the team at the West Midlands Neuro-Oncology Network, which has just received the Tessa Jowell Centre of Excellence award.

NHS teams, charity leaders and MPs gathered in May to celebrate 14 UK hospitals being designated Tessa Jowell Centres of Excellence for their outstanding brain tumour care and research, including the West Midlands network.

Inspired by Dame Tessa Jowell's vision of better treatments and more equitable care, Tessa Jowell Centres of Excellence represent a lasting commitment to improving brain tumour care, showing what the NHS can do even in a tough funding climate. Patients can have confidence that they are able to access good care in every part of the UK, with Centres of Excellence leading the way on world-class treatment, cutting-edge clinical trials, and compassionate, patient-centred care.

The West Midlands Centre of Excellence is a collaboration between University Hospitals of North Midlands NHS Trust (UHNM), University Hospitals Birmingham NHS Foundation Trust and the University of Birmingham. To receive the award, the network met rigorous, expert-led criteria to ensure the highest standards of patient treatment, innovation, and research.

Combined wins Highly Commended at HSJ Digital Awards for Keep Warm, Keep Well

We are delighted that Combined Healthcare was 'highly commended' in the 'Driving Change Through Data and Analytics' category at the HSJ digital awards in June. The project was a collaboration with UHNM rolling out the Keep Warm Keep Well scheme at the Moorcroft Medical Centre. The project is entirely digital in its approach - using the One Health and Care digital shared care record to target and refer the neediest children (those with an asthma diagnosis and living in high levels of deprivation). This is still in place now and is funded through grant awards.



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4.2

People

We will attract, develop and retain the best people



Frieza Mahmood joins as Chief People Officer

The Trust is delighted to welcome Frieza Mahmood as its new Chief People Officer. Frieza is an experienced NHS Board Director having previously worked as a Chief People Officer for the last 5 years at Sandwell and West Birmingham NHS Hospitals Trust where she led the development and implementation of an innovative workforce planning model and transformational change programme to support the opening of the new Midland Metropolitan University Hospital.

Frieza has an undergraduate degree in BSc Human Resource Management from Aston Business School and carried out further postgraduate qualifications in Human Resources, Organisational Development and Healthcare Leadership.

Frieza carries out several other regional and national roles outside of her responsibilities at Combined Healthcare. These include a role within the education sector as non-executive director for Washwood Health Multi Academy Trust, one of the largest academy school trusts in the country and also working as a careers ambassador for the Midlands and East region. She is also active in the field of leadership development, for which she speaks and dedicates her time to the organisation of professional development and training in her role as a vice president for the national Healthcare People Management Association (HPMA). Frieza is passionate about widening access to opportunities and facilitating participation for hard-to-reach groups. She is also actively focused on improving staff experience to aid retention and deliver better outcomes for service users.

4.3

Partnerships

We will actively promote partnership and integrated models of working



Dr Buki Adeyemo appointed as chair of the NHS Confederation's Mental Health Network

Finally, I am delighted to share that I have been appointed as the new chair of the NHS Confederation's Mental Health Network, replacing Ifi Majid who stepped down in April this year. After serving on the Mental Health Network advisory board as an NHS Chief Executive representative for the last two years. The Mental Health Network represents providers from across the statutory, independent and third sectors. Working with government, regulators, opinion formers, media and the wider NHS to promote excellence in mental health services and the importance of good mental health.

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.

