

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:	11th September 2025
Discussion	<input checked="" type="checkbox"/>	Approval	<input type="checkbox"/>		

Presented by:	Dr Buki Adeyemo, Chief Executive
Prepared by:	Joe McCrea, Associate Director of Communications
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	Activities of the Chief Executive Officer support the Trusts approach to Diversity and Inclusion.
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:

- Guidance for education settings responding to a sudden unexpected death being treated as a suspected suicide published
- Staffordshire and Stoke-on-Trent Integrated Care Board plan to cluster with Telford and Wrekin Integrated Care Board
- Supporting children and young people with behaviours of distress project
- Epilepsy Model
- Memory Clinic welcomes Allison Gardner MP
- Crisis Care Centre receives 'good' CQC rating
- Combined Healthcare publishes Green Plan for 2025-28
- Combined pioneers use of virtual walkthroughs to increase access to mental health services
- Darwin Centre opens 'first of its kind' specialist treatment area
- Kenny Laing elected Vice Chair of the National Mental Health Nurse Directors Forum

VERSION CONTROL:

Version	Report to	Date Reported

Chief Executive's Report to the Trust Board September 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 STAFFORDSHIRE AND STOKE-ON-TRENT INTEGRATED CARE SYSTEM (ICS)

Guidance for education settings responding to a sudden unexpected death being treated as a suspected suicide published

Staffordshire and Stoke-on-Trent Integrated Care System (ICS) has published a new guidance document to support leaders in schools, colleges and education settings across Staffordshire and Stoke-on-Trent around the immediate processes involved in a child death by suspected suicide, and to provide advice about ongoing support and communications.

The guidance was developed through system-wide collaboration with oversight from Combined Healthcare's Chief Operating Officer and Senior Responsible Officer for Mental Health, Learning Disability and Autism across Staffordshire and Stoke-on-Trent ICS, Ben Richards.

The guidance aims to support those effected by a suspected suicide, who may become at higher risk of suicide themselves.

Staffordshire and Stoke-on-Trent Integrated Care Board plan to cluster with Telford and Wrekin Integrated Care Board

There are plans to cluster Staffordshire and Stoke-on-Trent Integrated Care Board (ICB) with Telford and Wrekin ICB, as the six West Midlands ICBs (Birmingham and Solihull ICB, Black Country ICB, Herefordshire and Worcestershire ICB, Coventry and Warwickshire ICB, Shropshire, Telford and Wrekin ICB, and Staffordshire and Stoke-on-Trent ICB) group into three 'strategic clusters' with a view to reducing costs.

If the plans go ahead, the ICBs will remain their own statutory organisations with their own legal responsibilities and local accountability.

Supporting children and young people with behaviours of distress project

The Staffordshire and Stoke-on-Trent ICS Children and Young People's Project, led by Liz Mellor, Chief Strategy Officer has now been completed. The initiation phase of the project has delivered training to over 300 professionals across health and social care, developed a new crisis pathway and designed an integrated workforce model to support children and young people with behaviours of distress. This new pathway is a tailored intervention offering a dedicated MDT approach to providing co-ordinated, trauma informed care across health, social care and education.

Adoption of this integrated MDT pathway will enable the system to shift from reactive crisis intervention to proactive coordinated care. This transformation will lead to better outcomes for children, young people and their families, reduced financial strain on services, and long-term systemic improvements in health and social care partnerships.

A business case to secure funding has been developed and is currently going through external governance arrangements. Funding is being sought via the West Midlands CAMHS Provider Collaborative (Toucan), following the outcome a formal mobilisation process would be enacted across local partners in health and both Local Authorities.

Epilepsy Model

Following a review of the national bundle of care a project group as part of the Health and Wellbeing Board has agreed that the initial areas of focus would be to address the variation in care and supporting the mental health and wellbeing of CYPs.

Access to an Epilepsy Specialist Nurse (ESN) is key to reducing the variation in care experienced by our children and young people; locally we are below the recommended ratio levels. The clinical teams have scoped the skill mix required to provide an effective robust service and the associated risks with current practice have been escalated within the ICS; a business case with a view to securing additional resource is under discussion via governance routes.

Following a request from SSOT ICB to provide a psychology service to children with epilepsy (under are primarily under the paediatric team at UHNM), for which they have provided £110k additional funding, we have proposed a clinical model, (to which commissioners have now agreed), we are currently finalising the associated activity and outcome measures.



3.0 OUR TRUST

Memory Clinic welcomes Allison Gardner MP

The Memory Clinic at Marrow House was delighted to welcome local MP, Allison Gardner, for a visit on 7th August. The City Memory Clinic is one of two memory services which support the population of North Staffordshire and Stoke on Trent. The service offers assessment, diagnosis and the initiation of treatment for Dementia (Alzheimer's/Vascular etc) con-current mental health issues related to dementia are also supported.

The Memory Service continues to excel in achieving high dementia diagnostic rates. The service achieved accreditation with the Memory Services National Accreditation Programme (MSNAP) which promotes learning and excellence in order to deliver the best possible service.

The multi-disciplinary team is made up of doctors, occupational therapists, health care support workers, nursing staff and administrative support.. Additionally, they have dementia primary care nurses working closely with general practitioners (GPs), who also support and manage people living with dementia.

The Memory Clinic also has close links and solid working relationships with the Alzheimer's Society, Drivability and other agencies/ stakeholders that support the patients and carers. Growing and expanding relationships like this remains a key priority.

Crisis Care Centre receives 'good' CQC rating

The Crisis Care Centre was inspected by the Care Quality Commission (CQC) in May 2025. The report has now been published with the CQC rating our mental health crisis services and health-based places of safety based at the Harplands Hospital as 'good'.

The inspection was conducted over three days, with inspectors visiting the site on each occasion. They found that the service had enough appropriately trained staff to ensure patient safety and to meet their needs, it also found that care records demonstrated that patients were fully assessed and risk was managed well, while patients said they felt included in their treatment planning.

The CQC found that, overall, people's experience with the service was positive, and they felt staff had helped and supported them. People said staff were kind, compassionate and knowledgeable and felt the team had helped them through their crisis period and arranged appropriate aftercare which had been communicated well.

The CQC also found areas for improvement around care plans and person-centred goal setting, and regular supervision and appraisals for staff.



Combined Healthcare publishes Green Plan for 2025-28

North Staffordshire Combined Healthcare NHS Trust is proud to support the NHS ambition to achieve Net Zero by 2045.

The Trust's Green Plan 2025-28 outlines the steps we will take over the next three years to reduce carbon emissions, improve sustainability, and build climate resilience across our services.

This plan builds on the progress we've already made and reflects our ongoing commitment to a healthier environment for our patients, staff, and communities. It is intended that this plan will help people to stay well, closer to home and reduce health inequalities through smarter, more sustainable services.

Combined pioneers use of virtual walkthroughs to increase access to mental health services

Combined Healthcare is pioneering the use of virtual walkthroughs of its mental health services to allow service users and their loved ones to preview the facilities they will be using. In doing so, the Trust is breaking down barriers to accessing mental healthcare facilities by dispelling myths or misconceptions about what modern, compassionate NHS mental healthcare looks and feels like.

The use of virtual walkthroughs has been highlighted through the launch of a new film called 'Sarah and Barry – a 360-degree virtual walkthrough of Ward 4'. In this short film, created in partnership with Matterport, we meet Barry and his daughter, Sarah. Before she agreed to her dad being admitted to Ward 4, Sarah was able to use our 360-degree virtual walkthrough of Ward 4 to see the facilities and allay any concerns or preconceptions she may have had about what a mental health facility looks like.

The film is available on the Trust's YouTube channel at <https://youtu.be/qx0qcxKwzGg>

We have now completed walkthroughs for the majority of our facilities, and they are available on each individual service's page at <https://www.combined.nhs.uk/services/> or together in one showcase at <https://discover.matterport.com/account/DW3mbfdc1vC>



CEO Board Report



Darwin Centre opens 'first of its kind' specialist treatment area

The Darwin Centre, an inpatient mental health service for children and young people, has opened its doors to a new multifunctional enhanced support suite – the first of its kind in the UK.

Its aim is that the 'Peace Pod' will help the Darwin Centre to avoid admissions to a psychiatric intensive care unit (PICU) or specialist eating disorder unit (SEDU), reduce the length of stay for patients with complex needs through timely therapeutic interventions tailored to the individual, and meet the multi-faceted requirements of patients with complex or dynamic needs.

Funding for the Peace Pod was awarded for an Enhanced Support Model through Toucan, the West Midlands CAMHS (Child and Adolescent Mental Health Services) Provider Collaborative. Funding covers the development of the centre itself, as well as training for the inpatient MDT (multidisciplinary teams) and community teams.

The launch of the Peace Pod was featured by BBC Online at <https://www.bbc.co.uk/news/articles/czxeyy1rw7zo>

Kenny Laing elected Vice Chair of the National Mental Health Nurse Directors Forum

Finally, I am delighted to inform you that Kenny Laing, Chief Nursing Officer and Deputy Chief Executive at North Staffordshire Combined Healthcare NHS Trust, has been elected as the new Vice Chair of the National Mental Health Nurse Directors Forum.

He will work alongside Vanessa Smith, Chief Nurse at South London and Maudsley NHS Foundation Trust, who will be stepping into the role of Chair.

4.0 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.

