

REPORT TO TRUST BOARD

Enclosure No:

Date of Meeting:	25 th October 2018		
Title of Report:	CEO Board Report		
Presented by:	Caroline Donovan		
Author:	Caroline Donovan		
Executive Lead Name:	Caroline Donovan	Approved by Exec	<input type="checkbox"/>

Executive Summary:		Purpose of report	
		Approval	<input type="checkbox"/>
		Information	<input checked="" type="checkbox"/>
		Discussion	<input type="checkbox"/>
		Assurance	<input type="checkbox"/>
Seen at:	SLT <input type="checkbox"/> Execs <input type="checkbox"/>	Document	
	Date:	Version No.	
Committee Approval / Review	<ul style="list-style-type: none"> • Quality Committee <input type="checkbox"/> • Finance & Performance Committee <input type="checkbox"/> • Audit Committee <input type="checkbox"/> • People & Culture Development Committee <input type="checkbox"/> • Charitable Funds Committee <input type="checkbox"/> • Business Development Committee <input type="checkbox"/> • Primary Care Integration Programme Board <input type="checkbox"/> 		
Strategic Objectives (please indicate)	<ol style="list-style-type: none"> 1. To enhance service user and carer involvement. <input checked="" type="checkbox"/> 2. To provide the highest quality services <input checked="" type="checkbox"/> 3. Create a learning culture to continually improve. <input checked="" type="checkbox"/> 4. Encourage, inspire and implement research & innovation at all levels. <input checked="" type="checkbox"/> 5. Maximise and use our resources intelligently and efficiently. <input checked="" type="checkbox"/> 6. Attract and inspire the best people to work here. <input checked="" type="checkbox"/> 7. Continually improve our partnership working. <input checked="" type="checkbox"/> 		
Risk / legal implications: Risk Register Reference	None		
Resource Implications:	None		
Funding Source:			
Diversity & Inclusion Implications: (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance	Staff Survey and Freedom to Speak Up Champions integrated with our diversity and inclusion strategy		
STP Alignment / Implications:	Move to locality working integral to STP. Includes CQC system learning and STP Digital workstream		
Recommendations:	To receive		
Version	Name/group	Date issued	
1.0	Caroline Donovan	11 th October	

Chief Executive's Report to the Trust Board 25th October 2018

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.

LOCAL UPDATE

1. LOCALITY STRUCTURE GOES LIVE

1st October was a really exciting day as we mobilised into our new structure, with Associate Directors and Clinical Directors formally responsible for their new Directorates. Service Managers and Quality Leads (Matrons) will be working with their new ADs and CDs to coordinate handover to new roles as swiftly and efficiently as possible.

Alastair Forrester has been appointed as Head of Nursing & Professional Practice and will transition to his role starting from 1 October 2018.

We have also completed our appointments to Service Manager and Quality Improvement roles. Congratulations to everyone on their appointment:

NORTH STAFFORDSHIRE

- Clinical Director – Darren Carr
- Associate Director – Sam Mortimer
 - Brigitte Hamlett – Quality Improvement Lead Nurse (Matron)
 - Simon Wilson – Service Manager – Newcastle
 - Nicky Griffiths – Service Manager – Moorlands

STOKE-ON-TRENT

- Clinical Director – Dr Dennis Okolo
- Associate Director – Jane Munton-Davies
 - Sue Parkes - Quality Improvement Lead Nurse (Matron)
 - Rachael Birks – Service Manager – North
 - Darryl Gwineth – Service Manager – South Stoke
 - David Smith – Service Manager - South Stoke and Social Care Lead

SPECIALIST CARE

- Clinical Director – Dr Darren Perry
- Associate Director – Ben Boyd
 - Stuart Fisher – Quality Improvement Lead Nurse (Matron)
 - Tina Mottram – Quality Improvement Lead Nurse (Matron)
 - Jessica Fitzgerald – Service Manager – LD & CAMHS IP
 - Fiona Platt - Service Manager – Neuro & Rehab
 - Darren Bowyer – Senior Service Manager – Substance Misuse
 - Craig Heffernan-Stone – Service Manager – Substance Misuse

ACUTE & URGENT CARE

- Clinical Director – Carol Sylvester (Interim)
- Associate Director – Natalie Larvin (Interim)
 - Dawn Burston – Quality Improvement Lead Nurse (Matron)
 - Val Stronach – Quality Improvement Lead Nurse (Matron)
 - Josey Povey – Service Manager – Urgent Care

We have started transitioning to our new structures and appreciate that this will mean change for lots of people – in who their manager may be and in starting to think about how we may need to work in a different way.

Phase 4 of the restructure will really be about how we can think of new ways of working and transformation. Our improvement partner, AQUA, will be working alongside us supporting this next phase. We really need to enable as many of our staff as possible to be equipped with improvement skills.

A very big thank-you to Jonathan O'Brien, our Executive Director of Operations, who has done a fantastic job in supporting the redesign to date. Jonathan of course hasn't done this alone – Maria Nelligan and Dr Buki Adeyemo have led the professional structure and Nicky Griffiths has given Jonathan great support, as have the Clinical and Associate Directors, Nursing and HR teams – so a massive thank-you to everyone.

2. NHS STAFF SURVEY

Our staff are our most valuable resource and ensuring the Trust is a great place to work is essential. That's why the annual NHS Staff Survey feedback is crucial for us to understand what we are doing well and where we can further improve.

Following feedback from last year, staff identified areas for us to improve, resulting in:

- Focused work on Diversity and Inclusion and specifically on how to improve the experiences of staff from a BAME background
- 16 teams supported to complete our Towards Outstanding Engagement programme
- A quality improvement approach to encourage greater empowerment of teams to make improvements
- Refreshed being open and raising concerns at work through the Freedom to Speak up Guardian
- Medical staff development programme
- The launch of our first care conference for frontline staff, which included an LiA big conversation

Last year, we achieved a response rate of 52% and, whilst this is higher than the national average, we want to increase this even further.

We have put in place incentives to encourage as many people as possible to take part:

- Teams reaching their target response rate will automatically be entered into a prize draw to receive £250 to spend on a team-focused priority
- Staff will have dedicated time off for completing the survey – managers have been encouraging them to take this 10 minutes to do so
- We are providing roaming polling stations, providing space and a laptop to complete surveys, with staff on hand to provide IT support

All survey responses will be strictly confidential. Personal details and individual responses will remain with Quality Health, which is external to the Trust.

3. COMBINED FLUFIGHTERS 2018

It's that time again, as the colder months draw nearer, that we do our utmost to protect our patients and colleagues by getting a free flu vaccination from the Trust. Our #CombinedFluFighter 2018 campaign launched formally on Friday 5 October. We have been holding clinics at various locations throughout the Trust – a full list of upcoming clinics and information on how to get their vaccination has been shared with all staff. We have also been giving full comms support to the campaign with posters, leaflets, videos, pictures, dedicated e-newsletter and social media support.

This year, we have 27 peer vaccinators and a record number of people received their jabs in the first couple of weeks. The flufighter team have reported there is a “real buzz about the flu jabs this year, with loads of people/services asking for it”.

If staff have had the flu jab elsewhere (GP, Pharmacy, supermarket, other trust) we are asking them to complete a declaration form and email the completed form to flufightersnscht@combined.nhs.uk

This year, we have 20 golden tickets randomly placed across the vaccines. Once a vaccine box is open, if it contains a golden ticket, staff can exchange this for a £10 Love To Shop voucher.

We want to be the best-performing mental health Trust in the country for vaccination of our frontline staff and are urging all staff to be a #CombinedFluFighter to help us achieve this goal.

We have dial a jab, email request, a “jabber near you” and peer vaccinators, as well as our Team Prevent colleagues at Feel Good Fridays etc.

4. ANOTHER GREAT CONTRACT WIN FOR SUBSTANCE MISUSE

Hot on the heels of their success in securing the contract from Stoke City Council for Community Drug and Alcohol Services, our Substance Misuse Team have been successful again. Working in a partnership of three organisations, the team have won a new contract for the delivery of health services at Stoke Heath Prison. The five-year contract – which was commissioned by NHS England – begins in April 2019 and includes a potential two-year extension that would take it to 2026.

It sees North Staffordshire Combined Healthcare NHS Trust teaming up with Shropcom and The Forward Trust to form what is being called the Stoke Heath Integrated Care partnership (SHIC), with Shropcom taking the lead. The partnership brings together three exceptionally experienced, passionate and proven healthcare providers with extensive experience, safely and seamlessly transitioning services. Combined will deliver secondary mental health and clinical substance misuse services. All three organisations already deliver health services at the prison, near Market Drayton, but the new contract involves the introduction of a new model of care that will be shaped over the next six months in the run-up to the launch on 1 April.

5. LEARNING FROM CQC REVIEWS

I was privileged to be asked by the CQC to present at a national conference on our experiences and learning from the Stoke-on-Trent CQC system review. York and Birmingham were also asked to share their experiences.

Paul Edmondson-Jones, Director Social Care, Health Integration & Well-being Stoke-on-Trent Council, and Mark Seaton supported the event. It was really good to hear of others' experiences and quite cathartic to be able to talk about the progress that has been made. The CQC is returning to Stoke in November and has already started a system review of Staffordshire. Both reviews will report on their findings before the end of the year.

6. SECOND AHP CONFERENCE

The Trust held our second AHP Conference, chaired by our Director of Nursing and Quality, Maria Nelligan. The event was a chance for team leaders, senior leadership team members, executives, AHP colleagues, partners and service users to find out about our innovative practices, as well as formally launching the AHP strategy.

There was a packed programme, including a 'Who wants to be a millionaire' AHP quiz, presentations and videos from a whole range of teams and a keynote presentation from Glenn Westrop, AHP Clinical Fellow at NHS Improvement.

Congratulations to all involved for a fabulous and informative event.

7. DIGITAL BOARD

I am really pleased with the progress that has been made at our STP Digital Board. All our organisations across Staffordshire have worked really well together identifying collective digital priorities for us to submit to NHS England for significant funding to come into Staffordshire.

I need to say a big thank-you to Gwyn Thomas, Digital STP Lead Director, Paddy Hannigan, the STP Chief Clinical Information Officer, and Chris Bird, Integrated Care Record Senior Responsible Owner, for leading this within a very short timescale. Thanks also to all the Chief Information Officers for their work.

8. GREAT MENTAL HEALTH ACT REPORT FOR FLORENCE HOUSE

It was a real pleasure to read a great Mental Health Act Report following an unannounced MHA inspection. The report was in keeping with the teams CQC rating of outstanding and acknowledges some of their good practice. I was particularly pleased that the report acknowledged the service's least restrictive approaches to the care of their patients.

It went onto to highlight the following areas of good practice;

- Florence House producing its own newsletter for patients; the letter is succinct with information about local and Trust events and is used to tell staff stories, healthy food recipes and other interesting topics
- a copy of the MH code of conduct available in the lounge area for all patients (their patients had designed some of the booklet)
- employed an STR worker who is happy to share his own experience of receiving mental health care, creating a sense of hope amongst the patients
- patients describing a very positive response from Advocacy and IMCA service
- staff explaining that patients were provided with a swipe card to exit the unit when they wished to smoke; this included informal and detained patients (who had the required leave). There had been no concerns.
- work towards a least restrictive environment with a view to converting the unit into an open rehabilitation unit
- Florence House staff actively promoted independence and autonomy – patients' care & risk plans were clearly developed with them and person centred
- regular patient community meetings and a 'you said, we did' board that was up to date and evidenced a response to patient requests for a BBQ, Karaoke machine etc.

Invariably, as a result of an inspection, there are areas for improvement which I am pleased to say the team have promptly responded to, including a telephone ringing during the night and a few of the community meetings not always having a response / update from the ward manager. The report also highlighted the need for the medical team to ensure that they are recording, in Lorenzo, any discussions that they have with patients relating to consent.

9. LAUNCH OF FREEDOM TO SPEAK UP CHAMPIONS

October was Freedom to Speak Up month and we marked the event by launching our Freedom to Speak Up Champions initiative. Working with the Trust's Freedom to Speak Up Guardian, Zoe Grant, the Champions will help to promote a positive culture in which staff feel comfortable and supported to speak up about things that may concern them.

By having Freedom To Speak Up Champions across the Trust's localities and diverse staff and professional groups, the aim is to give staff a wide choice of who they may be most comfortable in speaking up to.

The Champions will be supported by Zoe, and their role will be supporting staff to speak up and helping her identify themes and trends emerging from the front line.

The opportunity to become a Champion is available to all Combined staff. Anyone interested in becoming a Champion can, in the first instance, e-mail Zoe Grant

10. ACTION ON DIVERSITY

Our latest Leadership Academy took the opportunity to watch and reflect on the insights and lessons we can learn from our recent Staff Nurse Story film, featuring the words of a BAME member of staff, and discussed the action plan we are putting in place. We have identified the five key areas for action for us as a trust below – which I am personally leading:

- Developing our HR Processes for inclusion – including recruitment and selection; disciplinary and grievance; workforce equality info processes; bank and agency staff (building in inclusion from start to finish of the process)
- Supporting the development of our BAME staff – developing equal and inclusive access to career, leadership and education development opportunities
- Reporting, learning and improving following incidents and incidences of racist abuse and aggression (both preventing incidents as far as possible and responding better, and supporting people better when incidents do happen)
- Culture of Inclusion – developing clear standards of expected and unacceptable behaviour (policies, training, leadership styles, service user involvement). Addressing how we treat each other day-to-day; inclusive treatment of colleagues; addressing micro-assaults and inequalities). Also considering religion and culture, food, etc.
- Communication for inclusion – delivering clear communication, including: feedback from staff (including trainees); BAME network; engaging with our agency staff; events; posters; BAME champions; app to gather staff experiences on exit – and starting with #WearRedDay #19Oct #ShowRacismTheRedCard

We have BAME Leaders sponsoring each of our programmes who will work alongside each of the project managers to ensure co-production. I have given a personal commitment that each BAME leader will be released from their workplace to enable us to truly develop our improvements in partnership.

We all have a responsibility to speak out if we observe any behaviours which are not congruent with our values and I personally ask you to discuss diversity and inclusion within your team meetings and seek the views and support of teams to stamp out racism.

11. CHANGES TO THE EXECUTIVE TEAM

I was delighted to announce that we have appointed Ursula Martin to be Assistant Chief Executive Officer. This is a new role for which the Board had recognised the need - particularly with my role increasingly demanding as I focus on the leadership of pan-Staffordshire STP priorities. The post will lead on corporate governance and quality improvement, working very closely with other Executive Directors. It will also lead on Freedom to Speak Up and Communications.

Ursula joins us from Warrington and Halton Hospitals, where she is currently the Director of Governance and Quality. She is hugely experienced, having worked at a senior level in the NHS for 10 years. Ursula has worked across primary care, the acute sector and has worked in Mental Health trusts, in primarily governance and quality improvement roles, for 18 years in the NHS.

On her Twitter account, Ursula describes herself as "Proud to be NHS through and through" and this pride in the NHS shone through during the interview and appointment process. What impressed us particularly was the importance that Ursula placed on supporting staff to deliver excellence and quality services, whilst demonstrating Trust and NHS values.

It is with truly mixed emotions that I informed colleagues that Suzanne Robinson, our Director of Finance, Digital and Performance, is leaving us. She has been appointed as Director of Finance at Pennine Care NHS Foundation Trust, which provides Mental Health & Community services across Greater Manchester. Whilst we are very sad to see Suzanne leave the Trust, we are extremely proud that she has been appointed to the role, which is a promotion for Suzanne and incredibly well deserved. This opportunity also allows Suzanne to continue working in the mental health sector of the NHS which she has come to love, but removes the significant commute from the North West each day that she has been doing since 2016.

Suzanne has been an extremely highly valued member of the Trust Board and Executive Team and has made a significant contribution to increasing the profile and understanding of finance across the Trust, leading her teams to achieve a number of awards and recognitions. She will also be stepping down from her position as STP Director of Finance over the coming weeks and I know Simon Whitehouse, STP Director, and Sir Neil McKay, STP Independent Chair, will join me in thanking her for her contribution. Although we will greatly miss her, we wish her every success in the future.

We have also advertised for a substantive Director of Strategy and Development post. Andrew Hughes has worked with us since the summer last year on a fixed-term contract. Andrew has always been clear that he did not want to take up a substantive role, as he has worked as a consultant across the health sector as well as various other roles, including being a trustee on the Teenage Cancer Trust.

We have been incredibly lucky to have Andrew working with us over the last four years. His first stint was in 2015-2016 and again more recently from summer 2017. He has been very well regarded and his leadership of business development has resulted in successful tender bids. He has also taken a key role in supporting the development of the North Staffordshire Alliance Board. I know the Board will join me in thanking Andrew for the enormous amount of commitment and dedication he has shown in this role.

NATIONAL UPDATE**12. NAO REPORT ON IMPROVING CHILDREN AND YOUNG PEOPLE'S MENTAL HEALTH SERVICES**

The National Audit Office published a report during October on improving children and young people's mental health services.

It says that steps taken by the government to improve parity of esteem between physical and mental health are welcome but there is a long way to go to ensure equal access to care.

It also warns that even if current initiatives are delivered as intended, there would remain significant unmet need for mental health services amongst young people.

It adds that slow progress on increasing the mental health workforce in England by 40% is emerging as a major risk to delivering the government's ambitions to implement its 2015 strategy, Future in Mind, in full.

The NAO says that most up-to-date estimates indicate that 10% of five-to 16 year olds have a mental health condition, although as little as 25% of children and young people with a diagnosable condition actually access services.

The NAO Report is available at <https://www.nao.org.uk/report/improving-children-and-young-peoples-mental-health-services/>

13. NEW MINISTER FOR SUICIDE PREVENTION

The Government has announced the appointment of a minister for suicide prevention.

Jackie Doyle-Price will be given the new brief and tasked with ensuring that every local area has effective plans in place to stop unnecessary deaths, and investigating how technology can help identify those most at risk.

The Minister will lead a new national effort on suicide prevention, bringing together a ministerial taskforce and working with national and local government, experts in suicide and self-harm prevention, charities, clinicians and those personally affected by suicide.

She will also ensure every local area has an effective suicide prevention plan in place, and look at how the latest technology can be used to identify those most at risk.

Starting in 2019, the government will publish a 'State of the Nation' report every year on World Mental Health Day, highlighting the trends and issues in young people's mental well-being – the first time children's mental health will be reported in this way, alongside their physical health and academic attainment.