

Chief Executive's Report to the Trust Board 26th July 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 TRANSFORMATION PASSES SIGNIFICANT MILESTONES

Our programme to introduce locality working has passed significant milestones.

Phase 1 formally completed on schedule on Friday 6th July. Following formal consultation I am delighted that the appointment of the new Clinical Directors (CD) and Associate Directors (AD) has taken place.

These are:

- **Stoke Directorate** - Jane Munton-Davies (AD) and Dennis Okolo (CD)
- **North Staffordshire Directorate** - Samantha Mortimer (AD) and Darren Carr (CD)
- **Specialist Services Directorate** - Ben Boyd(AD) and Darren Perry (CD)
- **Acute & Urgent Care Directorate** - we currently have a remaining vacancy for the post of Associate Director and Carol Sylvester has been appointed as Interim Clinical Director.

Phase 2 commenced on the 4th June 2018 through formal consultation and closed on the 4th July 2018. This phase relates primarily to the senior Professional Leadership Structure within the Trust concerning Heads of Nursing, Allied Health Professionals, Psychology, Social Work and Medical Associate Directors. This phase was led by the Trust's Medical Director, Dr Buki Adeyemo and Director of Nursing and Quality, Maria Nelligan.

The next part of the process will involve considering any feedback received to date as part of the consultation, ensuring we have responded where required and confirming the structure moving forwards leading to the appointment of any vacancies.

Phase 3 – Configuration of Associate Clinical Directors & Clinical Leads, and all Service Managers, AHP and Psychology Leads and Quality Improvement Lead Nurse - began on 16th July.

Phase 3 of the locality restructure focuses on the Management structures within each of the newly established Directorates. These include the roles of Service Managers, Quality Improvement Lead Nurses, Clinical, Psychology, AHP Leads and Social Care Leads. The newly appointed CD's and AD's are leading this phase, including ownership of the launch and the resulting consultation under a Management of Change process. This will be co-produced by teams themselves.

We have reminded all staff that, if they have any questions about our plans, how they affect them and the opportunities it offers, they can get in touch either with the project lead, Nicky Griffiths, the HR Team or alternatively they can use our dedicated web page <http://localities.wpengine.com/> including an FAQs page and a web form they can use to ask us anything they like and get an answer. They can, if they prefer, even ask a question or give us a comment anonymously.

We are also holding a number of Engagement Sessions with affected teams over the coming months.

2. LATEST AWARDS SUCCESS

It was a real pleasure to see two projects from Combined making the finalists in the mental health category at the recent HSJ Patient Safety Awards.

The first was medication reduction in a Learning Disability inpatient service. Antipsychotics and antidepressants are often prescribed for people with a learning disability without appropriate clinical indications and a substantial number who are prescribed drugs for the purpose of behavioural management can safely have their medication reduced or withdrawn. Prescribing often starts at a specialist level and is then passed onto primary care resulting in GPs overseeing the management and prescribing long term, often unnecessary, medications. The aim of this project was to improve the quality of life of people with a learning disability admitted to our Assessment & Treatment unit by reducing the potential harm of inappropriate psychotropic drug use.

The second was for our High Volume User Pilot. A small number of patients make frequent attendances to emergency departments and account for a disproportionate amount of the total Accident and Emergency (A&E) workload. The team is made up of registered mental health staff working in collaboration with the British Red Cross, both having expertise in reach work to support complex health and social care needs. The team works in collaboration with the UHNM, the ambulance service and local Clinical Commissioning Groups, all of which have signed up to a data sharing agreement to support a system wide approach to the reduction in attendances at A and E .

3. APPEARANCE IN FRONT OF STAFFORDSHIRE OVERVIEW AND SCRUTINY

I was pleased to attend the Staffordshire Overview and Scrutiny Committee with my STP colleague Dr Abid Khan, Medical Director at Midlands Partnership Foundation Trust and Jonathan O'Brien, our Director of Operations. We were there to discuss with councillors the Together We're Better STP Mental Health Programme.

It was a positive session and we were able to discuss how joint working across the whole of Staffordshire and Stoke-on-Trent is bearing fruit and delivering real results for local patients and their families.

We were able to report real progress, including:

- New IAPT services for people with Long Term Conditions across Staffordshire
- Improved support for frail elderly via outreach services – supporting winter pressures
- Integration of mental health into place based locality teams – MPFT and NSCH redesigning their organisations to align with this.
- Alliance Boards established to support integration
- 24/7 Crisis and Home Treatment Services for adults – now recurrently commissioned across Staffordshire
- 24/7 Mental Health Liaison Teams supporting patients in all the emergency portals at Stoke hospital. 7 day support is offered at Burton hospital.
- Development of plans for Mental Health Crisis Care Centre including increased capacity for Place of Safety at Harplands Hospital
- STP is currently ranked 4th out of 44 STPs for Out of Area Placements as at November 2017

- New Psychiatric Intensive Care Unit (6 beds) to open in Autumn 2018
- Development of Pan-Staffordshire suicide prevention campaign.
- Latest data shows fall in three-year rolling total of suicides across Stoke and Staffordshire
- GPs and wider primary care staff to have suicide prevention training in 2018/19

4. PAN STAFFORDSHIRE AND STOKE-ON-TRENT NEDS, POLITICAL LEADERS, CHAIRS AND CEOs MEETING

I was pleased to attend a meeting of all the NEDs, Political Leaders, Chairs and CEOs from across Staffordshire and Stoke-on-Trent. It was useful to be able to come together as a whole group to talk through the challenges we face system-wide and share insights and lessons with each other.

I was asked to present alongside Neil Carr, Chief Executive, Midlands Partnership NHS Foundation Trust and Dr Shammy Noor, Chair of the South East Staffordshire and Seisdon Peninsula CCG the work we are doing together to support integrated locality working and integrated teams.

It was really positive that progress is being made with great examples given, including from Shammy, the Lichfield Care Home Project, which has achieved:

- Much lower demand on GPs
- Higher continuity of care for patients
- Lower ambulance conveyance
- Lower admission rates
- Less form filling
- More confidence in the care homes
- Direct access to a range of services (i.e. not back through the GP)
- Patients know who will be coming to visit them

5. STP DIGITAL CONFERENCE

I was delighted to open the first ever Together We're Better Digital Conference.

A packed audience of over 100 digital leaders from across our patch were able to hear from a range of external speakers from Leeds to the Wirral and from Hampshire to Bristol. All of them were happy to share their experiences and lessons-learned to inform the Staffordshire and Stoke-on-Trent Digital Strategy.

We livestreamed the opening sessions and the event also featured an introductory video welcome from the STP Chair, Sir Neil McKay, who unfortunately was unable to attend due to a prior commitment, but who wanted to stress his own personal commitment and support for our digital vision.

The livestream and Sir Neil's video welcome can be seen on our YouTube channel at <https://www.youtube.com/channel/UCdnVBUltgNMs6WAJCddjZwQ>

6. RECORD BREAKING REACH AWARDS

Both myself, our Chairman, David Rogers and the Board were absolutely delighted and felt very privileged to present our Annual REACH Awards. This year's event was the biggest we've ever held, with more nominations and awards than ever before.

We received over 300 nominations - a record number. The winners and those highly commended in each category were:

- **Leading with Compassion Award** - (Joint Winners, Carol Sylvester and Carolyn Wilkes - Highly commended, Rachel Birks, Darren Perry, Andrew Adams, Zoe Grant)
- **Proud to CARE Award** - (Winner, Sharon Tunicliffe)
- **Volunteer/Service User Representative** (Winner, Simon Voiels - Highly commended, Phil Leese, Narissa Meredith, Jean Cunningham)
- **Developing People** - (Winner, Melanie McNair - Highly commended, New Beginnings, Dr Mike Jorsh, Phil Wardle, Dr Laura Stevenson)
- **Innovation** (Winner, Ward 3 - Highly commended, Assessment and Treatment Team, CAMHS ADHD Team, Parent and Baby Unit, BeAble App - NOAP)
- **Valuemaker** (Winner, Dr Ravi Belgawar - Highly commended, Christine Horler, Nicky Wood, Joshua Deakin, Julianne Kettle)
- **Partnership** (Winner, Care Home Liaison Team - Highly commended, Criminal Justice Mental Health Team, Staff Side, NOAP Outreach Team, Health Facilitation and Acute Liaison Team)
- **Unsung Hero** (Winner, Samantha Dawson - Highly commended, Wahida Mohamed, Georgia May Ellis, Rania Mosedale, Lesley Birkin)
- **Service User & Carer Council** (Winner, Julie Baker - Highly commended, Phil Leese, Linda Lock)
- **Rising Star** (Winner, Dr Rebecca Chubb - Highly commended, Lisa Lummis, Cherelle Laryea, Gavin Hicks, Sarah Tombs)
- **Team of the Year** (Winners, Service User and Carer Council - Highly commended, Recovery and Resettlement Team, Ward 4, Ward 1, Older Person's City CMHT)
- **Chairman's Award** (Winner, Dr Rebecca Chubb)

A very special part of the evening was announcing the first recipients of the Justin Griffiths scholarship. In creating the scholarship, we really wanted to encourage research, personal development and education in Justin's memory throughout the services that he played a crucial part in setting up and supporting throughout his career, and in providing this scholarship fund we felt that this would be the best way to celebrate his life and work.

Following last year's REACH awards we opened up the scholarship for applications and trustees met to review the applications we were very happy to agree the following six applications:

- **Books for all the Community Mental Health Teams** to support service user needs - **Lynne Burton**
- A book fund to support his higher education - **Simon Bratt**
- To attend a workshop regarding a specialist area of need within the MHA - Jane Clewes
- To attend an Approved Mental Health Professional conference - **Laura Rushton**
- A team training event for the Stoke AMHP team - **Denise Heatley**
- To attend the National Mental Health Law conference at Nottingham University - **Nick Slater**

It was really lovely having Nicky and her 2 delightful daughters Nya and Eva with us.

We also gave a special presentation to Jenny Harvey for her achievements and recognition by Stonewall as Diversity and Inclusion Role Model of the Year in the North West.

The Proud to CARE Award is our "Players' Player" Award - nominated and voted on by the staff. We produced a short film featuring some of the lovely things our staff said about each other in their nominations. This can be viewed at https://www.youtube.com/watch?v=R1_WfSRq6wl

Another highlight at the REACH Awards was the launch of our Review of the Year. It has been a fantastic year for Combined Healthcare - and it was great to see it all brought together. You can watch the film at <https://www.youtube.com/watch?v=aXmRIR5fIH4>

7. CELEBRATING THE NHS 70TH BIRTHDAY

We held our REACH Awards to coincide with the NHS 70th Birthday and, as part of the evening, we showed a special film which you can watch at <https://www.youtube.com/watch?v=JuitMoQuzkg&t=1s> celebrating the creation of the NHS, the values of its founder Nye Bevan and its amazing achievements over its first 70 years.

Throughout the day, events exhibitions and tea parties were being held by staff and volunteers across our sites.

Our Healthcare Support Workers at the Darwin Centre, enjoyed the birthday celebrations with a Tea Party and some amazing creations. Well done to all the young people and staff who made this happen.

At the Harplands, we had a special NHS70 Birthday cake and our friends from BBC Radio Stoke turned up to film to interview our staff and get a glimpse into the history of NHS mental health care through 3 objects (including one "mystery" object)! You can watch the BBC Radio Stoke film on their Facebook Page [by clicking here](#).

8. MEDICAL LEADERSHIP EVENT

It was great to be invited to the medical leadership workshop, at Port Vale Football Club, chaired by our Medical Director, Dr Buki Adeyemo and have a discussion about the future and the key role our medical workforce play in delivering high quality care. There are a number of future developments that the medics were keen to be involved including working more closely with GPs through our new locality working.

In this regard, it was really useful that our Director of Operations Jonathan O'Brien was able to deliver a presentation on our vision for transformation through locality working and John Tacchi, our Programme Director for Integration, on the strategic landscape in North Staffordshire.

NATIONAL UPDATE

9. HEALTH ANNOUNCEMENT ON NHS FUNDING

It was very welcome to hear the outcome of discussions between 10 Downing Street, HM Treasury and NHS England on a future 5-10 year funding settlement for the NHS. The details were set out in a speech by the Prime Minister last week, in which she said

- NHS funding will grow on average by 3.4 per cent in real terms each year from 2019/20 to 2023/24.
- By 2023/24 the NHS England budget will increase by £20.5 billion in real terms compared with today. That means it will be £394 million a week higher in real terms.
- We also know we need to improve social care and continue to support prevention and public health, both for the benefits they bring in themselves and to relieve pressure on NHS care.
- So we will come forward with proposals to put social care on a more sustainable footing. And we will set out budgets for both social care and public health as part of the forthcoming Spending Review.

The PM also stressed her personal commitment to mental health.

“We will not have succeeded in building the NHS of the future unless we recognise the importance of looking after our mental health, just as much as our physical health, and we put the resources in to mental healthcare to make that a reality. So these are my five priorities: Putting the patient at the heart of how we organise care; a workforce empowered to deliver the NHS of the future; harnessing the power of innovation; a focus on prevention, not just cure; and true parity of care between mental and physical health.”

10. HEALTHCARE SAFETY INVESTIGATION BRANCH (HSIB) PUBLISHES NATIONAL INVESTIGATION REPORT, ‘CAMHS TO AMHS’

- The Healthcare Safety Investigation Branch (HSIB) has published its second national investigation report – *CAMHS to AMHS*.
- The investigation reviewed the transition of care from child and adolescent to adult mental health services. It identified possible issues with the transition process.
- It finds that young people using child and adolescent mental health services would benefit from a flexible, managed transition which has been carefully planned with the young person.
- It recommends that NHS England addresses some of the issues uncovered within the upcoming ten-year plan for the NHS.
- One of the key benefits of our new locality structure will enable improvements in young people transitioning into our adult services.

Read the report [here](#).