

Chief Executive's Report to the Trust Board 26th September 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. CQC RETURNING TO TRUST – OUR JOURNEY CONTINUES

As we said at the time, the results of our 2017 CQC inspection confirmed that the Trust's journey of improvement – previously described by the CQC itself as the fastest improving mental health trust in the country - had continued without let-up. We also said we are not complacent and we want our journey of improvement to continue.

Since then, we have done just that, particularly with our move towards locality working and our continuing leadership of key workstreams in the Together We're Better STP.

We all know the amount of effort that goes into supporting a CQC inspection, particularly in the middle of major change and transformation can seem a challenge. So I know it will come as mixed news that we have received a request from CQC for our Routine Provider Information Request – something we have to complete annually as part of the new well-led inspection regime. This also served as an announcement that we will receive an inspection within 6 months.

We submitted our provider information request (PIR) with over 200 returns by the deadline of 21st September. The requests were split between qualitative (narrative information requests) and quantitative (numerical data requests). Key operational and corporate leads worked on the data requests to ensure the return is an accurate reflection of our services and Trust performance.

We also have completed our own self-assessment of our 11 core services which demonstrate continual improvement. This was discussed collectively at the Senior Leadership Team meeting and will be presented to the Board.

The CQC inspections we have had to date have helped us to continually improve and we need to approach this next one with a mindset of showing the inspection team continued progress demonstrating the dedication and commitment shown by our staff.

2. LOCALITIES UPDATE

Our progress towards locality working continues. At the start of September, we published for our staff a response to the Stage 3 consultation. A really important principle of our process has been to make sure we are co-producing the new structure in partnership with staff. That is one of the main reasons that we have designed the process in 4 phases so we can co-produce, listen and respond.

There were five main themes that came out from the consultation:

- Directorate Makeup / Placement of Services
- Substance Misuse

- Psychology Structure
- Quality Improvement Lead Nurse / Matron
- Acute / Urgent Care

In the response document, we provided a considered response on each of these. As part of our commitment to openness, we made the Report available on the web after the staff have been given the opportunity to read it first. This is being presented by the Director of Operations later on the Agenda.

As you will be aware, the Trust has also created a dedicated website - <http://localities.wpengine.com> - to support the consultation process. This generated the majority of feedback. Every question and answer handled by the website is also published on the publicly available website.

As we said in the conclusion to our Response document, we thank all our staff affected by this consultation for their continued professionalism, engagement and for their valuable contributions to the finalised structure. We recognise that this process can be stressful and we have valued throughout the process their input into embedding a structure which further enhances the ability of our teams to deliver the fantastic, patient led services of which they - and we - are rightly so proud.

3. HEALTH AND WELL-BEING BOARD HEARS OF PROGRESS ON CQC LOCAL SYSTEM IMPROVEMENT PLAN

In August, I attended the latest meeting of the Stoke-on-Trent Health and Wellbeing Board. One of the key roles of the Board is to oversee the system CQC Improvement plan, which to date I have led. It was really positive to be able to present the plan in a very positive light and hand over the leadership to Paul Edmondson-Jones, the City Council's Director of Social care, Integration and Wellbeing. A call followed with the Department of Health lead Director who passed on compliments from the Secretary of State for Health on the progress we have made as a system - it has been a great example of system working - a massive thank-you to all who have contributed. We have just been informed that the CQC are returning in November to do a review of progress on the Stoke system. In addition, a CQC system review starts on 17th October across Staffordshire County Council and its partners.

4. ACTION ON INCLUSION

I was delighted to be able to open our Second Staffordshire Symphony of Hidden Voices. The inclusion conference which was chaired by Jenny Harvey our staff side chair was absolutely fabulous. I spent the whole day listening to incredible real life stories and insights:

- life as a British-born nurse, health expert, tutor, lecturer and medical professor of Irish and Nigerian descent by Professor Dame Elizabeth Anionwu;
- growing up as a young black man in the West Midlands in the aftermath of Enoch Powell's Rivers of Blood speech, by Roger McKenzie, Assistant General Secretary Unison
- how it was to live as a gay man before decriminalisation of homosexuality in 1967 and to have recovered from AIDS, by Maurice Greenham, Older People's LGBT Group;
- fascinating stories of living with a learning disability from service users in the Combined Healthcare Talk and Change Group
- insight into the work of Trans Staffordshire from Kirsty Lewis;
- discussion of the complexity of how different identities intersect with LGBT inclusion from Emma Jennings, Stonewall
- stories of how deafness can introduce particular challenges in living with and

providing support for people with mental health issues, from Julia Grint, Community Psychiatric Nurse

One particular highlight were two contributions from local poet Gabriella Gay. The second of her poems was an incredibly powerful piece about coping with racism in the workplace - which itself was based on the true life experience of a nurse working at Combined. It was truly humbling and painful to hear of her experiences. It is essential we learn and improve from them. We also were proud to give the Unison Award for Equality and Inclusion to Stevan Thompson.

Hearing about challenges and gaining insights means nothing if we don't act on what we hear. We will be working through all we have heard and coming forward with a very detailed plan of action, building on the work we have already undertaken on diversity and inclusion. On 20th September, I was pleased to chair the first meeting of our Inclusion Council where streams were identified for us to make improvements. These are:

1. 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)
2. Supporting the development of our BAME staff : Developing equal and inclusive access to career, leadership and education development opportunities
3. 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)
4. 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.
5. Communication for inclusion – delivering clear communication inclusion, including: feedback from staff (including trainees); BAME network; engaging with our agency staff; events; posters; staff; BAME champions; app to gather staff experiences on exit – and starting with #WearRedDay #19Oct #ShowRacismTheRedCard

We have identified BAME Leaders to sponsor each of the programmes to ensure co-production.

5. SYSTEM DIAGNOSTIC

Over the last few weeks the STP have been leading on a 'System Diagnostic'; this looks at all the data and statistics that we have from across Staffordshire & Stoke-on-Trent and builds a story outlining where are key challenges and opportunities lie for improved quality and financial savings but from a system perspective rather than individual organisations. This work has been supported by the NHS Delivery Unit which is headed up by Tessa Walton the Director of RightCare so we are really privileged to have this level of support from her team but it's also important that we work together to get real value from what its telling us. The initial themes emerging highlight mental health where there is under investment across the system but high spend across acute, ambulance, primary care, mental health etc; which suggests that people aren't always able to access the support they need in the right setting and with clear pathways. This analysis supports the work that I have leading on through the STP Mental Health programme and I will be working with system partners to further develop our plans.

6. MENTAL HEALTH REGIONAL CONFERENCE

I was delighted to chair a fantastic regional mental health conference at the start of

September. The conference focused on sharing good practice with nearly all of our trusts across the region showcasing different services and innovations. Combined shared the work we have done on compassionate leadership. The event was opened by the Feel Good Choir - a community choir who were fantastic and talked to us about the importance of connection and wellbeing. We were also really pleased that Clare Murdoch, National Mental Health Director for NHS England, came to talk to us about progress of the mental health national strategy and thoughts for future priorities.

7. HEALTH KEELE UNIVERSITY PARTNERSHIP GOES FROM STRENGTH TO STRENGTH

In August myself, Dr Buki Adeyemo and Andrew Hughes went to visit Professor Trevor McMillan - Vice Chancellor and Helen Duffy - Partnership and Engagement manager from Keele University.

We had a really positive and exciting meeting and discussed the excellent progress the Trust has made from both an educational and research perspective. Really well done to everyone who has been involved.

Particular thanks to Dr Chris Link and Dr Darren Carr who have made such good progress. We will hopefully soon have more of our clinicians taking up senior lecturer roles in both education and research with Keele University and more plans afoot all which will help us improve patient care and attract and retain talented staff. Andrew is presenting an update later on the Agenda.

8. FIRST CONFERENCE FOR NON-REGISTERED CARE WORKERS

Maria Nelligan led a great conference this month to celebrate and support the work of our care workers. This staff group is amongst the biggest in the Trust, with the most proportion of time in direct patient-facing roles.

The event also featured keynote presentations from a great friend of the Trust, Tommy Whitelaw – Leading Change Adding Value Champion at NHS England and from Shaun Maher, Principal Educator Quality Improvement Team at NHS Scotland.

The morning session of the event gave opportunities from our care workers to share insights into the fantastic work they do at Combined, including presentations from:

- Ben Walmsley and Matt Wright – HCSWs, Darwin
- Lisa Boon – STR Worker, Access and Home Treatment
- Jackie Weightman – Assistant Practitioner, Ward 7
- Workers from our Learning Disabilities Team
- Amanda Dibble – HCSW, Intoxication Observation Unit
- David Hilton – Activity Worker, Ward 7

The afternoon session was devoted to a Listening Into Action event, facilitated by our OD Team, listening to feedback and ideas from our staff on how they feel about their work, the opportunities it offers as well as they challenges they face, what more the Trust can be doing to support them and how we can maximise the routes for personal and career development. Well done to everyone involved in putting on a great event.

9. CONTINUING TO SUPPORT POSITIVE PRACTICE

We are strong supporters of the Positive Practice in Mental Health Collaborative. This is a user-led multi-agency collaborative of 75 organisations, including NHS Trusts, CCGs, Police Forces, third sector providers, front line charities and service user groups. It exists to identify and disseminate positive practice in mental health services by working together across organisations and sectors to facilitate shared learning and to raise the profile of mental health with politicians and policy makers.

We're proud to play a very active role in the collaborative and to have been featured regularly in their Positive Practice Awards. This year's entries from Combined were the highest ever and we're really looking forward to the Awards ceremony in Liverpool next month. We're delighted to have been shortlisted for two of these awards - within the Mental Health Safety Improvement Category and the Mental Health Workforce Wellbeing Category.

We're even more proud to have been asked to lead the national Children's Positive Practice Awards next year. Myself, Carol Sylvester and Joe McCrea, had an enjoyable session this week with Angie and Tony Russell, Directors of Positive Practice, brainstorming ideas about how we can make the Awards a really fun and memorable event. We will be providing the Board with an update on progress.

10. BBC RADIO STOKE FOCUS ON MENTAL HEALTH

We have developed a strong and productive relationship with our local radio station, BBC Radio Stoke - and in particular with the breakfast programme "Liz Ellis and John Acres at Breakfast". This has included working with the programme's presenters and producers on developing and/or contributing to story ideas that raise the profile of mental health in an informed way, promote a recovery-based approach, and raise awareness of the services and support available either directly from ourselves, from our partners or more widely across our patch.

In August, the breakfast programme devoted a slot every day to stories on mental health - many of which featured input from ourselves or our partners. The stories were approached from the perspective of the service user or their families and provided a fascinating insight - not pulling punches, but also being positive and fair in the way they explained and included the input and perspective of services as well.

The week's topics were:

- Monday - the personal journey of recovery of a service user
- Tuesday - Coping with OCD
- Wednesday - Brighter Futures
- Thursday - Step On
- Friday - Coping with Eating Disorders and out of area placements

We continue to develop our relationship with the BBC as well as other local media outlets.

11. WORKING TOGETHER TO MEET THE CHALLENGE OF MONKEY DUST

Monkey Dust is a particular feature of substance misuse in Stoke-on-Trent and has been something on which we have been actively involved, both in providing support services via the Community Drug and Alcohol Service and in developing partnerships across the local NHS, local government, voluntary sector and emergency services including the police.

As with any relatively new substance, there is always the danger for the press to over dramatise the situation or exaggerate its prevalence. In times like this, it's really important that all of the agencies involved work together to ensure we communicate calmly and responsibly the reality of the situation and what is being done to address it.

I was really pleased to see that approach being adopted over recent weeks, in particular some really good work by Dr Derrett Watts, our Clinical Director for Substance Misuse and colleagues from the Community Drug and Alcohol Service. This welcome has been shared by Paul Edmondson-Jones, Director of Social Care, Health Integration and Well-being at Stoke City Council, who shared a message of thanks and appreciation for the collaborative approach being taken with the communications teams and services across our area.

We have collectively been emphasising:

- We have been aware of monkey dust in Stoke on Trent for some time
- Even though it's a small number of substance misuse users (we estimate about 5% of all substance misuse in Stoke-on-Trent and less in Newcastle) it's a challenge we recognise and certainly don't underestimate its significance and the importance of developing partnerships to deal with it and support users
- We have been leading the development over the past 12 months of a partnership approach to tackling the issue and supporting users in coming off the substance and recovery, together with colleagues in local government, public health, voluntary sector and emergency services including police.

12. DOUBLE CONTRACT SUCCESS FOR SUBSTANCE MISUSE

I am pleased to announce the Trust has been successful in securing the Stoke-on-Trent Drug and Alcohol Service (CDAS) contract in partnership with Addaction and BAC O'Connor through a procurement process.

The bid was submitted on the 10 July 2018 to Stoke-on-Trent City Council and was awarded on 23 August 2018 with commencement of service delivery on 1 January 2019. The contract period is 5 years plus option to extend the contract for a further two years and has a value of £3.9m per year.

CDAS offers support to adults, young people, carers, partners and families who live in Stoke-on-Trent to make a positive and sustainable change to their lives and the community they live in. It is a free service commissioned by Stoke-on-Trent City Council.

Also - 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). The partnership brings together three exceptionally experienced, passionate and proven healthcare providers with extensive experiencing 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.

As a Trust we have been proud of our successful delivery of Substance Misuse services and we are excited to extend our service offer to include Mental Health services within the prison. We know how important it is to respond positively to Mental Health conditions whatever the environment and setting.

13. COLLABORATION WITH MICHAEL WEST ON NATIONAL WEBINAR

It was both a pleasure and a privilege to be asked to go to London with our Associate Director of Organisational Development, Jane Rook, to present a national webinar with Professor Michael West of The Kings Fund London.

This was part of a series of webinars to support the national Developing People, Improving Care Strategy. There are 5 conditions that underpin this, condition 2 is the need for compassionate, inclusive and effective leaders at all levels.

It was an opportunity for us to share insights on our Trust improvement journey and how our staff have been front and centre of that. Jane also shared the work we are doing to

strengthen our approach to inclusions. We now have over 756 of our staff who have been recognised for their acts of compassion.

It was a real pleasure to be able to share our work, with all the people nationally who dialled into the webinar. Some of you may remember meeting Michael at a previous Leadership Academy session which went down extremely well. I used the opportunity to invite him to work with us as part of the STP leadership development programme that I am SRO for.

14. COMBINED PLAYS ITS PART IN THE WORLD'S BIGGEST COFFEE MORNING

Lawton House are holding a 'World's Biggest Coffee Morning' on 28th September, fund raising in support of Macmillan Cancer Support. It's a great thing to be involved with, particularly because as part of this event our own Sue Slater, Education and Development Manager, is 'Braving the Shave' so at 1pm she will be having all of her hair removed!

You can support Sue by clicking onto the link to go to her funding page: <https://bravetheshave.macmillan.org.uk/shavers/sue-slater>

We will be having cake and coffee for donations for the charity. We will also be filming and photographing Sue's shave so if you can't make it you will certainly be able to see it afterwards.

15. COMBINED SHORTLISTED FOR HSJ PATIENT DIGITAL PARTICIPATION AWARD

Combined has been shortlisted for the HSJ Patient Digital Participation award for our Autographer project. The new category has been introduced to recognise how the use of digital technology can radically improve patient interaction with their own care. The wearable camera 'Autographer' was used as a memory support intervention for patients with dementia, which helped to build self-care and management capabilities.

16. WINTER PLANNING

As normal, over the summer months our operational teams have been working with partners across the health economy to plan for the forthcoming winter period. This has involved partners working together to ensure that additional capacity and resources are available over the winter months and specifically December 2018 to March 2019. Our local acute trust, University Hospitals of North Midlands, have received a capital allocation of almost £9m to build two additional wards and these are currently on plan to open in December 2018.

Combined Healthcare has been supporting by planning to provide additional capacity within our older peoples' community teams, mental health liaison services and crisis services. Specifically, we have been asked once again to contribute by increasing capacity on Ward 4 in Harplands Hospital from 15 to 19 beds over this period. We are currently awaiting confirmation that funding will be made available for this uplift in capacity and will communicate further on this, once we have confirmation.

17. WELCOME TO LINDA HOLLAND

Alex Brett will be taking up a new role with MPFT on the 1st October. We are delighted that Linda Holland will be starting as Interim Director of Workforce and Organisational Development from mid November 2018, starting to work in the Trust on ad hoc days from September onwards. Linda is a very experienced Director and we are lucky to attract her from her current Director role at Mid Cheshire Hospitals NHS FT. We are really looking forward to welcoming Linda to Combined Healthcare. In the meantime the HR function will

be led by Jonathan O'Brian, Communications by Buki Adeyemo and Organisational Development by myself.

NATIONAL UPDATE

18. NEW FLU VACCINATION TO REDUCE BURDEN ON NHS THIS WINTER

Delegates at the Public Health England (PHE) conference heard that a more effective flu vaccine for those aged 65 and over this winter has the potential to prevent deaths and significantly reduce the burden on the NHS.

The vaccine, available for the first time this year in the UK for those aged 65 and over, could reduce GP consultations by 30,000, hospitalisations by over 2,000 and prevent over 700 hospital deaths from flu in England, alleviating some of the health burden that seasonal flu places on the population, workplaces and the NHS.

The newly available 'adjuvanted' vaccine is expected to significantly boost effectiveness by improving the body's immune response to the vaccine. This is important because typically, older adults' bodies do not respond as well to the flu vaccine due to their naturally weaker immune systems. Older adults are also more likely to suffer complications from flu.

Rob Sillito from Combined Healthcare was interviewed this month by Stuart George on BBC Radio Stoke. The main focus on the interview was to promote health care and social care staff to get their free flu jab. But also to promote the general public to seek out more information about the flu jab.

Rob discussed who is eligible for a free Jab, these being people over 65, children, people with some chronic medical conditions e.g. diabetes, chronic heart disease, COPD and also healthcare and social care staff. He also discussed how people can get their flu jab by speaking to infection control or Team Prevent. He then went on to discuss the importance of staff getting the flu jab - for protecting ourselves, other staff, family and most importantly protecting the patients we are caring for. Finally, he dispelled people's false beliefs that the flu jab can give you the flu or a cold and explained that the flu jab has a killed virus in and this makes the body produce antibodies and when we are exposed to the flu virus in the flu season, our body is ready to fight the virus.

Combined Healthcare will be kicking off our flu campaign on the 5th October with a 24 hour Jabathon, with a member of staff roaming and giving as many staff as possible the flu vaccine throughout the day and night.

19. MENTAL HEALTH THERAPISTS IN GP PRACTICES COULD BE THE NORM

New guidance has been drawn up to encourage doctors to place mental health therapists in practice surgeries – bringing more mental and physical health services under one roof. These new therapists will be integrated into primary care teams and focus on common mental health disorders such as anxiety and depression, particularly where this occurs in patients with a long term physical health condition such as diabetes, respiratory or heart problems.

Evidence suggests nine out of 10 adults with mental health problems are supported in primary care and broadening the range of services for patients, means local health services are better equipped to deal with patients' physical and mental health needs.

Claire Murdoch, NHS England's national director for mental health said: "Joining up talking therapy services in primary care settings is another big step forward for our patients and a

key plank in putting mental health at the centre of the long-term plan for the NHS. We are on track to deliver 3,000 therapists in primary care, with over 800 in surgeries at the end of last year and this handy guidance should convince those practices that are yet to take the plunge of the benefits.”

In line with the National Directive the Healthy Minds service operates a Stoke Locality Hub and Spoke Model where IAPT Long Term Condition therapists are located in the therapy suite at the northern part of the city and a the second hub operates in a shared location with third sector in south stoke.

The spokes of the service where therapy is delivered are:

- GP Practice's
More specifically some GP Practices have offered room space for IAPT Long Term Condition (LTC) therapists to be co-located with the nursing practice teams so that there is a holistic approach to client care for people where the therapist is part of the overall GP Primary Care Team.
- Primary Care Centre's
The Healthy Minds IAPT- LTC therapists have been co-located in Primary Care Centre's and Health Centre's with the Specialist COPD and Diabetes Physical Health Teams.
- Community Venues

The Interface within Primary Care has been implemented including:

- Outreach visits by the IAPT Clinical Lead to GP Practice Teams and GP Locality Meetings.
- Co-location with the Specialist Physical Health Teams (COPD, Diabetes, GP Teams) across the locality enables therapists to attend physical healthcare clinical team meetings, provide opportunities for clinical consultation.
- Specialist Case Recognition Training has been delivered for the COPD and Diabetes teams and physical health training has been reciprocated for the IAPT-LTC/Core team.
- Shadow working arrangements have been developed with the Community COPD and Diabetes Teams to understand the roles between practitioners.
- IAPT-LTC therapists deliver 'wellbeing educational programs' as part of the COPD Pulmonary Rehab and Diabetes treatment programs within practices.
- Cardiac Educational Programs have been developed and rolled out for the Cardiac Rehab Team by IAPT-LTC therapists.
- To improve access to the service specialist physical health leaflets have been marketed and distributed across the locality.