

REPORT TO TRUST BOARD

Enclosure No:4

Date of Meeting:	22 nd November 2018		
Title of Report:	CEO Board Report		
Presented by:	Caroline Donovan, Chief Executive Officer		
Author:	Caroline Donovan, Chief Executive Officer		
Executive Lead Name:	Caroline Donovan, Chief Executive Officer	Approved by Exec	<input checked="" type="checkbox"/>

Executive Summary:		Purpose of 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.		Approval	<input type="checkbox"/>
		Information	<input checked="" type="checkbox"/>
		Discussion	<input type="checkbox"/>
		Assurance	<input type="checkbox"/>
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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:	None		
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. Includes update on Stepping UP BAME programme, Freedom to Speak Up Champions and meeting of the Inclusion Council		
STP Alignment / Implications:	Stepping Up BAME programme is Staffordshire wide.		
Recommendations:	To receive for information		
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1.0	Caroline Donovan	14 th November	

Chief Executive's Report to the Trust Board 22nd November 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. CONTINUING OUR STRATEGY OF BEING OPEN

Our latest Board Development session focused on being open. Our session on openness was led by our Freedom to Speak Up Guardian, Zoe Grant. Zoe updated the Board on plans for our Freedom to Speak Up Champions and we spent a fascinating session brainstorming how we can move to become truly outstanding in our approach and delivery of being open, allowing staff to raise concerns bringing together the various strands of our listening and responding to concerns and ideas.

We also had the opportunity to discuss the launch of the Trust's Freedom to Speak Up Champions. Working with Zoe, 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.

Our second strand was a hugely enjoyable session led by our Director of Strategy and Development, Andrew Hughes, looking into the future and how we can ensure that our existing Strategic Priorities remain absolutely aligned with our future needs and strategy. The good news was that we considered them to remain fundamentally sound and fit for purpose, but we had a range of ideas and contributions for how we could refine them slightly to make them absolutely aligned with our future priorities and direction of travel.

2. TOWARDS OUTSTANDING AWAYDAY ON PERSON-CENTRED FRAMEWORK

Our Director of Nursing and Quality, Maria Nelligan, led a quality, compliance and person-centredness workshop. The day was an opportunity to meet and greet the newly appointed service managers and quality leads aligned to their new structures. CQC compliance was a key theme, staff were apprised of the core service actions and the relevance to the new structure.

The day also involved an update regarding the Freedom to Speak up / raising concerns issues and the recent action taken to address concerns. The FTSU champions were presented and discussions about managers' responsibilities were held.

There was space in the day to watch the BAME staff member's poem / story and an opportunity to reflect on how improvements can be further accelerated. The afternoon focused on the person centred framework and for patients and staff. The day ended with 2 workshops, focusing on the outstanding characteristics within 2 CQC domains.

3. INNOVATION NATION LIVE

Innovation Nation was our Trust’s very first research and innovation conference and was a lively and forward-thinking event, which was well attended by staff from across the Trust. I was delighted to introduce the event and I hope that there will be more opportunities in the future to host future events, to nurture and celebrate our culture of research and innovation.

Held at North Staffordshire Conference Centre, the event was a great opportunity to share ideas and promote research findings with colleagues. Oral and poster presentations were delivered throughout the morning, with attendees having the chance to network over lunch and discuss all things research and innovation based.

Our guest speaker for the event was Dr Scott Border, Principal Teaching Fellow in Anatomy within Medicine at the University of Southampton. Scott discussed the pitfalls and promises of innovation – giving an honest account of the challenges faced during the innovation journey within Trusts.

The conference concluded with Dr Chris Link, R&D Director, thanking all those who took part and presented. The award for best presentation went to Dr Jenni Watson and Dave Jefferson from our ADHD CAHMS Team, for their insightful presentation about their ADHD pathway project titled: “How a questionnaire influenced a pathway”.

We also launched a fabulous collection of initiatives celebrating nursing excellence and bringing our nursing strategy to life. You can download a copy of this collection via the Combined website.

4. NHS STAFF SURVEY UPDATE

The latest figures up to 16th November show that our staff survey response rate has risen to 46 per cent. The breakdown by staff working in each area is as follows:

	%
Staff working in Workforce and Leadership	100%
Staff working in Finance, Performance & Digital	91%
Staff working in Nursing and Quality	80%
Staff working in Estates	69%
Staff working in Substance Misuse	64%
Staff working in Medicine and Clinical Effectiveness	58%
Staff working in Children and Young People	50%
Chief Executives Office	50%
Staff working in AMH Community	40%
Staff working in Learning Disabilities	39%
Staff working in AMH In Patient	38%
Staff working in Neuropsychiatry and Old Age Psychiatry	34%

We are continuing to encourage all staff to complete the survey and stressing that we listen to all responses and take actions appropriately.

5. COMBINED FLUFIGHTERS UPDATE

A huge thank you to everyone who has had their flu vaccination. The latest figures show that, as of 15th November, 59.87% of our 75% target for patient facing / frontline staff have been vaccinated. This means we have vaccinated 761 patient facing / frontline staff amongst an overall total of just under 900 staff.

Our Flu Fighters Team have been busy vaccinating across the Trust since our campaign started on Friday 5 October, and these results are really important, as we are ensuring we are safer for our patients, ourselves and our relatives.

However, there is still work to be done. Our peer vaccinators are working relentlessly but staff need to be seriously considering having the vaccines.

A further Jabathon has been organised for 20th December, to coincide with giving out star prizes open to anyone who has had the vaccination, including the opportunity to win an iPad mini.

6. STEPPING UP BAME LEADERSHIP PROGRAMME A GREAT SUCCESS

Our leadership programme to empower black, Asian and minority ethnic (BAME/BME) health and care staff to embrace leadership roles in Staffordshire and Stoke-on-Trent is already proving a huge success. More than 20 existing and aspiring BAME leaders from across the local health and care system are looking to the future with a renewed zeal after becoming the first group to complete the Staffordshire Stepping Up programme.

Utilising the NHS Leadership Academy's Stepping Up programme, it is coordinated by North Staffordshire Combined Healthcare NHS Trust and forms part of the Organisational Development (OD) programme run by the Together We're Better health and care partnership Staffordshire and Stoke-on-Trent. As well as supporting the participants to further develop their leadership skills, it has also helped them to enhance their skills to assist with career progression.

Feedback from the participants has been overwhelmingly positive, with the next Staffordshire Stepping Up cohort underway in November, with a further cohort taking place in February 2019, I am excited to see where this continues. Our BAME leadership programme provides a safe space to discuss shared issues and experiences, and to develop confidence and skills to access these roles and is something that is very important to us as a Trust.

7. INCLUSION COUNCIL RAMPS UP

It was both a pleasure and a privilege to chair the second meeting of our Inclusion Council in the middle of the week. The Council is one of the important initiatives we have established to ramp up our activities and determination to make Combined truly inclusive and equal in the way we treat and support our staff and service users.

We heard some fantastic ideas from our newly established work stream leads and the energy in the room was palpable. To remind the Board, our five initial workstreams are:

- **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

One of the most striking parts of the meeting was a presentation about the apparent disconnect between the proportion of applicants from BAME backgrounds for posts at Combined compared with the proportion eventually offered jobs. We agreed we should conduct a further deep dive into the processes and data underlying the presentation to see where and how we may need to improve our recruitment training and awareness of those appointing to posts - to see if unconscious bias is playing a part or what else we could do to redress the apparent imbalance.

We also agreed that though our initial particular focus for the first six months of the Inclusion Council's work will be primarily on the BAME agenda, it will be really important to bear in mind the need for our Inclusion programme to incorporate all aspects of inequality, for example in LGBT.

We also took the opportunity, as did a number of teams across the Trust, to celebrate Diwali with lights and food. It was a lovely way to mark the occasion.

I will continue to keep everyone updated on progress and you should see some fabulous outputs from the Council's work in the coming weeks and months.

8. BOARD DEVELOPMENT SESSION LED BY AQUA

Our latest Board Development session was led by colleagues from our partners AQUA (the Advancing Quality Alliance) and focused on our efforts to become truly outstanding in creating the right culture so that everyone feels part of our improvement journey to become outstanding in all we do and how we do it. As a Board it is essential that our culture is open and supportive. We recently asked AQUA to work with our front line staff to hear from them what their experiences of our culture. The feedback was positive which is encouraging with more to do in terms of communication style with our staff. Sometimes the language we are using is strategic and can be not as relevant to our front line staff so thank-you for the feedback and we will be working with our comms team to see how we can get better.

One of the major themes we discussed is the importance of ensuring that when people speak up, that they see that something positive has happened as a result of them doing so. Through Dear Caroline we share what actions we have taken but again we are going to see how we can strengthen messages about what has changed and include our freedom to speak up champions. What we would really like is for teams to be discussing these issues on a regular basis as part of their team meetings and looking at how things have improved as a result of being expressing views, some things can happen immediately, or sometimes the benefit can be many weeks or months down the line.

9. LAUNCH OF “ROSE CHAMPIONS”

Our determination to be amongst the very best in the NHS in our use of digital continues unabated and there is now a further opportunity for staff to play a leading role in our ROSE Digital Programme.

We're looking to recruit ROSE Champions to help us continue to improve our Lorenzo

system and work with us to make Combined a true NHS Digital Exemplar.

When we implemented our new Electronic Patient Record back in May 2017, our army of ROSE 'Super Users' were one of the most important factors in the successful deployment of the system - which drew praise from NHS Digital at the time as being one of the most successfully managed implementations they had seen in the NHS.

18 months on, we're looking to refresh our approach and as part of this we're looking to build on the 'Super Users' role and make it a "Champion" for digital excellence.

These will be hugely important roles and a great opportunity for individuals across the Trust to get dedicated skills training not just on Lorenzo, but also in Digital Technology in general.

Our new Champions will help develop our systems, support staff on the ground where they are struggling and work with the Executive and Digital Leadership teams to develop new digital solutions and training packages.

We'll provide all the necessary support and training to fulfil this role.

10. FINANCE TEAM SHORTLISTED IN TWO HFMA AWARDS CATEGORIES

Our Finance Team are no strangers to being shortlisted or winners at Awards, but this month they excelled even by their own high standards.

It was absolutely fabulous to see the shortlist for the national HFMA Healthcare Finance Awards. In a year when the HFMA received record numbers of nominations, Combined made the final shortlist in not one - but two - categories.

Our Executive Director of Finance, Performance and Digital - Suzanne Robinson - has been shortlisted in the category of Finance Director of Year.

And her Deputy - Mike Newton - is one of only four shortlisted for the post of Deputy Finance Director of the Year.

For Combined to have beaten off record competition to secure both of these accolades is truly remarkable and only goes to show what tremendous strength in depth we have throughout our Finance Team.

Fingers crossed for the announcement of winners and, very many congratulations to all concerned for this stunning success.

11. INTRODUCTORY MEETING WITH NEWCASTLE UNDER LYME BOROUGH COUNCIL

Myself and our Chairman, David Rogers attended a meeting with John Tradewell, CEO, Councillor Simon Tagg and Councillor Jill Waring of Newcastle-under-Lyme Borough Council. We had a positive meeting and discussed how we could be working closer together. They are keen to join our Alliance Board which is really positive.

12. MEIR COMMUNITY MEAL – AN EXAMPLE OF COMMUNITY SPIRIT

Community spirit was in full force in Meir as our Trust hosted a free lunch at the Meir Community Centre. Over 100 people attended the meal, from a range of different backgrounds – from local residents and workers in the area, GPs, community police, the fire service and members of the Local Authority were there to share a meal together.

Community events such as this, are key to our Meir Community Partnership, where we have developed co-located Health, Social care and Community practitioners, responding to individuals within five GP practices across the area.

In addition to the monthly meals, Meir Community Centre hold free Tea, Talk and Toast

sessions every Friday morning at 9 – 11am – championed by our STR Worker, John Clayton.

Sessions allow people to pop-in for a chat, and/or get any support they might need in a relaxed, friendly environment. Often we are able to sign-post people for support, which can reduce referrals and is a more informal, community orientated way to support.

13. DARWIN DRESS FEATURED IN STOKE SENTINEL

Regular visitors to Lawton House will have been greeted over the past few weeks with a fantastic display in our reception. The "Darwin Dress" is one of a set of really imaginative creations by a team led by Amanda Smith at the Darwin Centre.

The dress was originally produced to mark World Mental Health Awareness Day. The team began thinking about how mental health can be a hidden illness. That we may appear to be perfectly fine on the outside, but beyond the layers we may feel anxious, depressed, frightened or confused.

They discussed this and decided to make a dress mostly out of paper, because they thought it was a good medium to use, as it is fragile and well suited to the purpose. They also found quotes and wrote their own about mental health. The meaning behind the whole activity was to reinforce to others and themselves that mental health can be hidden and a message to all not to judge a book by its cover.

The dress is actually made from copies of The Sentinel newspaper and when the paper got to hear about it, they despatched one of their photographers down to take a picture of Amanda with the dress and featured it in the paper.

14. CHANGES TO THE BOARD AND EXECUTIVE TEAM

Lorien Barber, who has been a Non-Executive Director at Combined since 1 December 2016 has completed her term. Lorien has been a fantastic and highly valued member of the Board and it is with real sadness, but also with huge gratitude, that we say goodbye to her as a natural break of her two-year tenure period comes to a close and with her work commitments making it not possible for to continue to devote the amount of time she would like to the Trust.

Lorien brought to the Board a huge amount of insight, experience and talent, having worked for nearly 20 years in the voluntary sector. For seven years, she served as Director of North Staffs Users Group, the mental health campaign group and voice of service users locally. During that time, she was also elected as Co-Chair of the local Mental Health Partnership Board. More recently, she worked as Strategic Liaison Manager, connecting local health, social care and the voluntary sector at VAST, a charity providing services and support to voluntary and community groups, charities and social enterprises in Stoke-on-Trent and Staffordshire. She was also appointed as Partnership Manager at Macmillan to improve cancer support across Staffordshire and the Black Country.

Amongst the many contributions that Lorien has made to Combined, her period serving as the Chair of the People and Culture Development Committee has made a real impact on the day-to-day working lives of staff across the Trust and I know it is an area that is particularly important to her.

On a personal note, and as our Chair has also noted in his communication to staff, we will truly miss Lorien's wise advice, support as a colleague and insight. She really has been an embodiment of our Trust values of being Proud to CARE.

15. ON A PERSONAL NOTE

I have been appointed Chief Executive at Lancashire Care Foundation Trust, a provider of Mental Health & Community services across Lancashire.

As our Chairman has said, I will have worked as part of the Combined family for nearly 10 years by the time I leave and it has really felt like being part of a family. I am truly proud of what we have achieved together, dramatically improving the quality of the services we provide, establishing a culture of openness and compassion, and all the time sustaining financial balance.

It has been an honour and a wonderful privilege to be able to lead the Trust through such a period of change and improvement. I am immensely proud of what we have achieved together which has only been realised by our dedicated and committed staff working with Service Users, Carers and Partners. I will look forward to watching the Trust achieve its ambition to be Outstanding in all it does and how it does it. An enormous thank-you to everyone who has supported me on a personal level – I have made many wonderful friendships that I will always treasure.

NATIONAL UPDATE

16. NHSI AND HEE ANNOUNCE NEW WORKING ARRANGEMENTS

NHS Improvement and Health Education England (HEE) have announced plans to work more closely together to ensure the national workforce system is aligned. This includes the role for both organisations in developing the mandate set by the Government on workforce planning, staff education and training, and the NHS Leadership Academy becoming part of the new People function, which will be hosted by NHS Improvement.

The Government's announcement of the five-year funding settlement and the development of the long-term plan has demonstrated the importance of national, regional and local organisations working together effectively to support the NHS.

The arrangement will build on the close working arrangement that NHS Improvement and HEE already have on workforce, including jointly overseeing the workstream on workforce for the NHS's long-term plan.

As part of this, NHS Improvement is moving towards integrating its national and regional functions with NHS England and it is shifting its focus from regulation to improvement. This includes the creation of a Chief People Officer role and a People directorate, which will be hosted by NHS Improvement and will be responsible for providing a cohesive approach to recruiting, retaining, deploying and developing the current NHS workforce.

The announcement confirms that:

- HEE will work jointly with NHS Improvement to develop its mandate for 2019/20 onwards. HEE's board will continue to sign-off the draft mandate, but as a new step the mandate will then need to be approved by NHS Improvement's Board to ensure it aligns with service requirements, before approval by the Secretary of State. This will ensure that workforce plans are more closely aligned with NHS service plans.
- Subject to any necessary consultations and any other necessary legal steps, from 1 April 2019 the NHS Leadership Academy will transfer from HEE to the new People function that will be hosted by NHS Improvement. This will maximise the natural fit between the work of the NHS Leadership Academy and the People function's responsibility for executive and non-executive leadership and talent across the NHS.

- Opportunities will be identified for HEE's regional teams to align with the seven integrated regional teams of NHS Improvement and NHS England, in order to continue to build on the strong collaborative working that already exists across the country in support of local health systems.

Ian Cumming, Chief Executive of Health Education England said:

“As set out in the draft workforce strategy HEE believes that closer alignment between service, financial and workforce planning is essential and I therefore welcome greater collaboration between the bodies responsible for these areas. At national, regional and local level NHS must have confidence that our organisations are working together on workforce challenges to support both day to day delivery and the long-term plan.

“The move of the NHS Leadership Academy to NHSI also allows the Academy to align even more closely with NHSI's responsibility for talent management.”

Ian Dalton, Chief Executive of NHS Improvement, said:

“A strong workforce is critical to the future of the NHS. By integrating the work of Health Education England with NHS Improvement, we will develop a more coherent approach to workforce development across the NHS.

“I look forward to building a closer working relationship with Health Education England and welcoming colleagues from the NHS Leadership Academy from next April.”