

## REPORT TO TRUST BOARD

Enclosure No:4

Date of Meeting:	25 <sup>th</sup> April 2019		
Title of Report:	CEO Board Report		
Presented by:	Peter Axon		
Author:	Peter Axon		
Executive Lead Name:	Peter Axon	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"> <li>• Quality Committee <input type="checkbox"/></li> <li>• Finance &amp; Performance Committee <input type="checkbox"/></li> <li>• Audit Committee <input type="checkbox"/></li> <li>• People &amp; Culture Development Committee <input type="checkbox"/></li> <li>• Charitable Funds Committee <input type="checkbox"/></li> <li>• Business Development Committee <input type="checkbox"/></li> <li>• Primary Care Committee <input type="checkbox"/></li> </ul>		
Strategic Objectives (please indicate)	<ol style="list-style-type: none"> <li>1. To enhance service user and carer collaboration. <input checked="" type="checkbox"/></li> <li>2. To provide the highest quality, safe and effective services <input checked="" type="checkbox"/></li> <li>3. Inspire and implement innovation and research. <input checked="" type="checkbox"/></li> <li>4. Embed an open and learning culture that enables continual improvement. <input checked="" type="checkbox"/></li> <li>5. Attract, develop and retain the best people. <input checked="" type="checkbox"/></li> <li>6. Maximise and use our resources effectively. <input checked="" type="checkbox"/></li> <li>7. Take a lead role in partnership working and integration. <input checked="" type="checkbox"/></li> </ol>		
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	Includes Inclusion Council update		
STP Alignment / Implications:	Includes system update and CAMHS Trailblazer		
Recommendations:	To receive		
Version	Name/group	Date issued	
1.	Peter Axon	19 <sup>th</sup> March 2019	

## Chief Executive's Report to the Trust Board 25<sup>th</sup> March 2019

### **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. A WARM AND GENEROUS WELCOME**

This is my first CEO Report to the Board and, as such, it is only fitting that I begin by recognising and express my sincere thanks to all my new colleagues at all levels of Combined Healthcare for the kind, warm and generous welcome they have given me.

When I applied to be Chief Executive, I spent some time researching how the Trust performed, the strengths of its people and its services. At my Stakeholder Panel and interview I was able to say how impressed I was with how truly outstanding Combined Healthcare appeared to be. But, I can honestly say, in just the short time I've managed to spend with the Trust - managers, frontline staff and partners - I have been amazed at the amount of energy, positivity and quality I have encountered.

The Trust journey over the last 5 years is truly inspirational and it is clear that our staff are proud to be part of this transformation.

I have also heard a clear message that there is more to be done to achieve the ambition of being outstanding in all that we do and how we do it.

As we enter this next phase of our development, it is important to reflect on the challenges that we will face, whether they be an increasing population or financial pressures.

However, I truly believe that the foundations set over recent years provide us with a fantastic opportunity to continue our improvement journey over coming months and years.

#### **2. LOCAL SYSTEM UPDATE**

Planning documents for 2019/20 at an organisation and system level were submitted to NHS Improvement in early April. We are progressing various programmes of work to achieve the operational, clinical and financial objectives described within these plans. Most notably for Combined Healthcare, is the launch of the CAMHS Trailblazer pilot mentioned later in this briefing. Our financial discussions with commissioners at the point of writing this paper remain ongoing for this financial year. We are committed to ensuring a sustainable final agreement for Mental Health and Learning Disability services whilst recognising and where possible influencing, the wider system financial challenges.

In addition to in year programmes of work, we are also eager to support the creation of the longer term direction for the STP, including the evolution of the North Staffordshire Alliance Board, utilising the principles of Integrated Care Partnerships as referenced within the NHS Long Term Plan.

### **3. LEADERSHIP ACADEMY LOOKS TO THE FUTURE**

Having had the pleasure of delivering my first Team Brief, followed by the latest meeting of the Trust Leadership Academy, it's really clear to me just how determined everyone is to ensure that we look to the future and continue the Trust's fantastic journey of improvement.

The Leadership Academy brought together managers from across all our Directorates and the Executive Team to brainstorm how we can build on the Trust's transition to its new locality-based structure, the improvements in services secured in recent years and the energy and ideas of all of our staff.

I was able to give a brief initial explanation of some of the areas I am particularly interested in, for example, harnessing the clearly positive working and professional relationships that exist between our frontline teams with their colleagues across the whole of our local health and care system.

The OD Team will be taking away the outputs from the event and collating them into a summary that we can collectively consider as we begin the next phase of our journey.

### **4. INCLUSION COUNCIL**

As I am well aware of the great work that the Trust's Inclusion Council has been doing since its inception last Autumn. So I was really pleased to be able to participate in its latest meeting - thanks to Linda Holland for her support.

There are a whole range of projects being taken forward by the Inclusion Council, from inclusive recruitment and micro aggression, to looking at how we adapt our zero tolerance approach to racist abuse towards our staff. We also had a fascinating in-depth discussion about how the Council has delivered in its first few months and how we can continue to build on its success.

### **5. LAUNCH OF CAMHS TRAILBLAZER PILOT**

It was great to go to the launch of the CAMHS Trailblazer pilot.

As the Board will know, Combined Healthcare has been selected as a Wave 1 pilot site to receive almost £2 million a year from this April to invest in children's mental health services across Stoke-on-Trent and North Staffordshire.

The money is split into two parts. After a simply fabulous effort from our recruitment team, the first part has delivered over 30 new posts in CAMHS to form four educational mental health support teams of children's mental health specialists and trainees to work directly with schools. There are two teams in each of the locality Directorates of Stoke-on-Trent and North Staffordshire, serving between 10 and 20 schools per team.

The second element of the funding is being used to expand our existing three CAMHS community teams in order to provide additional staffing to each team, with the aim of reducing children's mental health waiting times to under four weeks.

This major development will benefit parents, children and schools across Stoke-on-Trent and North Staffordshire. Having attended the event, and witnessed the enthusiasm from our own staff, as well as partners from the wider STP, local government and local schools, I know everyone is simply thrilled to have been chosen to deliver this multi-million transformation for children's mental health and are raring to go.

## **6. STOKE HEATH PRISON CONTRACT GOES LIVE**

Our new contract for the delivery of health services at Stoke Heath Prison went live from 1st April.

We are working alongside two partners – Shropshire Community Health Trust (SCHT) and the Forward Trust – in a partnership called Stoke Heath Integrated Care.

A five-year contract has been commissioned by NHS England, with the option to extend it for a further two years that would take us to 2026.

It was back in September last year that we were able to announce the successful awarding of this contract to our new partnership.

Since then, a lot of work has taken place to shape the new model of care that we have created together, and which we will be embedding from this week.

Shropcom will develop the primary care aspects of the contract, while NSCHT will deliver secondary mental health and clinical substance misuse services. The Forward Trust will provide psychosocial intervention and recovery planning for substance misuse.

## **7. NORTHERN ALLIANCE WORKSHOP FOCUSES ON PLANNING**

The Trust hosted an Northern Alliance Board (North Staffordshire and Stoke on Trent) workshop which brought together over twenty colleagues from a broad range of backgrounds including commissioners, provider colleagues, voluntary organisation representatives and clinicians to support a refresh of our strategic direction of travel as we build towards becoming an Integrated Care Partnership (ICP) over the next couple of years.

The workshop provided an opportunity to consider in detail, the Localities Manifesto which has been approved by the Health & Care Transformation Board and which sets a blueprint for how services will be redesigned to ensure they are responsive to local population needs and integrate care provision with the patient at the centre. The launch of our new Directorate model means North Staffs Combined are well placed to engage with partners in the development of ICPs.

The next steps will be the publication of an ICP Roadmap which will articulate our vision for the ICP, define the priorities for the next two years and set a delivery path including key milestones and assurance criteria.

## **8. ACHIEVING APPRENTICESHIPS TARGETS**

2018/19 has been a successful year in terms of implementing new apprenticeship programmes and increasing our numbers of apprentices across the Trust from new people joining the Trust on apprenticeship contracts and existing staff taking up apprentice opportunities.

In 2016, the government introduced specific targets for public sector organisations to meet in relation to new apprentice starts with each organisation required to have the equivalent of 2.3% of its workforce as new apprentice starts annually. We're pleased that our numbers have been increasing year on year, with new starts having more than quadrupled since 2016, finishing this financial year with 33 new apprentice starts against a target of 34.

We have been delighted that we have been able to implement cohorts in relation to Residential Childcare, Nursing Associates and Associate Project Managers alongside individual starts for Business Administration, Adult Care Workers, Plumbing, Leadership and Management and Financial apprenticeships amongst others.

We have also increased the range of apprenticeships on offer and now have staff undertaking apprenticeships from a Level 2, which is the equivalent to GCSE's, to a Level 7, which is equivalent to a masters degree.

Apprenticeships are fast being seen as a route to enable staff to learn substantial new skills and develop within their careers, as well as supporting the diversification of our skill mix through the development of new roles.

## **9. IN-PLACE LEADERSHIP PROGRAMME BEGINS**

We are delighted to announce the launch of the In-Place Leadership Programme for System Leaders in our organisation this month. The programme is a 14 month programme which is being delivered over 2 cohorts in partnership with AQuA (Advancing Quality Alliance).

It offers a range of challenging opportunities in which to explore and develop leadership and team skills in the context of work related scenarios. Adopting a collaborative approach, the programme has been co-designed with input from participants from the Leadership Academy. Recognising the importance of equipping our senior leaders with the skills that they need to continue to drive the organisation forward and support the transition to our new locality structure, this programme is a key enabler in our continuing journey to be Outstanding in ALL we do and HOW we do it.

## **10. MARIA NELLIGAN TO LEAVE COMBINED**

It is with very mixed emotions that I announced that Maria Nelligan our Director of Nursing and Quality will be leaving the Trust to take up a new opportunity closer to home.

Maria has been appointed as Director of Nursing and Quality at Lancashire Care NHS Foundation Trust which provides Mental Health & Community services across Lancashire, Cumbria and Merseyside.

Whilst we are very sad to see Maria leave the Trust, we are extremely proud that she has been appointed to the role. This opportunity also allows Maria to continue working in the Mental Health sector of the NHS and support Lancashire Care NHS Foundation Trust with its improvement and transformation. This also removes the significant commute from Liverpool each day that she has been doing since 2015.

Maria has been an extremely highly valued member of the Trust Board and Executive Team and has made a significant contribution to obtaining our recent Outstanding rating from the CQC.

Although we will greatly miss her, we wish her every success in the future. We won't be losing her quite yet and I'll keep you updated with plans for her replacement in due course.