

## REPORT TO TRUST BOARD

Enclosure No: 4

Date of Meeting:	28 <sup>th</sup> March 2019		
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 type="checkbox"/>

Executive Summary:	<b>Purpose of report</b>		
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"/>
Seen at:	SLT	Execs	Document Version No.
Committee Approval / Review	Date: <ul style="list-style-type: none"> <li>Quality Committee</li> <li>Finance &amp; Performance Committee</li> <li>Audit Committee</li> <li>People &amp; Culture Development Committee</li> <li>Charitable Funds Committee</li> <li>Business Development Committee</li> <li>Primary Care Integration Programme Board</li> </ul>		
Strategic Objectives (please indicate)	<ol style="list-style-type: none"> <li>1. To enhance service user and carer involvement.</li> <li>2. To provide the highest quality services</li> <li>3. Create a learning culture to continually improve.</li> <li>4. Encourage, inspire and implement research &amp; innovation at all levels.</li> <li>5. Maximise and use our resources intelligently and efficiently.</li> <li>6. Attract and inspire the best people to work here.</li> <li>7. Continually improve our partnership working.</li> </ol>		
Risk / legal implications: Risk Register Reference	None		
Resource Implications:	None		
Funding Source:	None		

<b>Diversity &amp; Inclusion Implications:</b> (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance	Includes NHS staff survey results.	
<b>STP Alignment / Implications:</b>	Includes details of new NHS regional teams	
<b>Recommendations:</b>	To receive for information	
<b>Version</b>	<b>Name/group</b>	<b>Date issued</b>
1.0	Caroline Donovan	19 <sup>th</sup> March

## Chief Executive's Report to the Trust Board 28<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. OUTSTANDING COMBINED**

Our rating has just come through from the CQC which is subject to factual accuracy. It is really fantastic news for the Trust. The publication of the results will be on 28th March.

The report is incredibly positive and a really proud moment in the Trust's history. Our staff should be really, really proud of the feedback from the CQC, which recognises the really excellent responsive services we provide, as well as the personalised and compassionate way they support service users and carers day in and day out.

Of course, there are some areas where we still have more to do. We will be putting together an action plan to address these, working in partnership with our frontline staff.

But having spent years on what we described as our improvement journey, this is the moment when we can take stock and pride in everything we have achieved, through the hard work and dedication from hundreds of staff over many years.

We must not however become complacent in any way and must continue to focus on continually improving. We're building an even better future to be outstanding in ALL we do and HOW we do it:

- the best teams and people
- the most compassionate quality services
- the most collaborative engagement with service users and partners

Later today we will be enjoying a fabulous celebration across the Trust in every team and a central event at Harplands Hospital.

We are really keen that everybody has the opportunity to celebrate this great achievement either in person at Harplands or by having their own mini-event in their own teams and services. So we are encouraging as many people as possible to have some time with their teams, service users, carers and partners on the afternoon of 28 March to share some afternoon tea. We are giving each team some funding to enable them to buy or make some cakes.

We'll be broadcasting the whole event live via our Facebook Page. And we have sent celebration packs of support materials to teams to enable them to hold their own event.

#### **2. WE CELEBRATE OUR NHS STAFF SURVEY**

The month got off to a positive start with the publication of the NHS staff survey results. Everyone across the Trust put in a particularly strong effort this year to give their views and it was great to see a 6% increase in our response rate (58%) compared with last year and 4% higher than the average rate in our benchmark group of 23 other mental health and LD trusts in England.

What was even more gratifying was what our staff told us. This year the staff survey has been presented differently into 10 themes. Our results show we are average or above on all 10 themes which is really positive.

One of the 10 themes is “Safe environment – bullying & harassment”. We were the highest performing of all mental health Trusts in England for this which is a fantastic tribute to our staff and managers and indicates we are living our values.

On individual questions I was particularly pleased that we scored the highest mental health trust in the country for staff saying they felt well supported by their colleagues, again this is wonderful and demonstrates we are creating really supportive climates and valuing each other.

I was also really pleased that we scored the highest mental health trust in the country for service user feedback being collected within our services, this is great recognition of all the work we have done on collaborating and listening to service users and carers to continually improve.

We have also made a whopping improvement with a reduction from 21% of BAME staff to 3% of BAME staff experiencing discrimination from manager/team leader/colleague. This is a great acknowledgement of the priority and investment we have put into making our Trust more inclusive and a really big thank-you to everyone who has supported this ongoing improvement in our culture. We do however have much more to do on continuing this particular improvement journey.

Whilst we are enormously proud of the staff survey results we must not be complacent and we need to continue focusing on improvement.

### **3. BOARD DEVELOPMENT SESSION**

As an example of how we will be building on our successes, the Board held an all-day development session, where we were able to further develop our plans and thinking for moving forward. The theme of the day was strengthening our integrated working and considering how we move from our current Alliance Board to an Integrated Care Partnership.

The day involved sessions with Sir Neil McKay, the Chair of our STP, Mike Pyrah, the chair of our Alliance Board, Councillor Ann James, leader of Stoke-on-Trent Council and Paul Edmondson-Jones, Director of Social Care and Wellbeing, also from the Council. The sessions were really positive and a very productive exchange of views on the opportunities and challenges we face as a system and how we can rise to them.

We continue to have discussions with our health economy partners and I was pleased alongside other Executive colleagues to support the Northern Alliance Board reset workshop last week. It was great to hear from Marcus Warnes the CCG Accountable Officer setting out the CCGs plans for developing an Integrated Care System of which the Northern Alliance Board will emerge into an Integrated Care Partnership.

### **4. TOWARDS OUTSTANDING MEDICAL LEADERSHIP**

Our Medical Leaders are hugely important to the success of Combined, so it was a real pleasure to be able to attend their latest "Towards Outstanding Medical Leadership" event.

It was great to be able to share with our Medical Leaders the great success of the CQC results. Other members of the Executive team also attended the workshop, led by Dr Buki Adeyemo our Medical Director, which has had really positive feedback. It has been really positive to see how our medics have been working together in the last year or so to really embrace the journey the Trust is on and play an important role as part of this.

## **5. TRIPLE WHAMMY OF AWARDS**

We are deeply proud of our track record in winning awards and securing nominations as we continue on our journey towards outstanding.

And this month has seen a series of fantastic announcements from healthcare and industry that demonstrates our commitment to continually improve.

The awards and nominations recognise our achievement and success across a whole range of what we do and who we are. Overall leadership and transformation, frontline teams delivering fantastic and compassionate care and services, and partnerships with health and care colleagues and the private sector.

We simply couldn't be more proud of our staff, what they achieve and how they achieve it. Details of our awards and nominations are below:

### **Leading Healthcare – Winner – Healthcare Provider of the Year**

On 6th March, we won the accolade of Healthcare Provider of the Year in the Leading Healthcare awards. Leading Healthcare is a major news and online content provider for healthcare leaders looking to make an impact to health and care. We were given the award for our fantastic success over the past year in delivering nationally leading transformation and improvement, alongside unparalleled financial performance and value.

### **HSJ Value in Healthcare Awards – Shortlisted in three categories**

Also on 6th March, we received the news that we were shortlisted in no less than three categories in the Health Service Journal Value in Healthcare Awards 2019.

- Diabetes Care Initiative of the Year – Healthy Minds Integrated Long Term Condition Service
- Emergency, Urgent and Trauma Care Efficiency Initiative of the Year – All Age Mental Health Liaison Service
- Improving Value in the Care of Older Patients Award – Rapid Falls Improvement

We were also delighted that the North Staffordshire GP Federation has been shortlisted in the category Primary Care Initiative of the Year for its Staffordshire Physician Associate Primary Care Internship of which we are one of the partners supporting this new role.

### **Partnerships Awards – Shortlisted for Public Sector Team of the Year**

Now in its 21st year, the Partnerships Awards brings together key decision-makers from the public and private sectors to recognise and reward outstanding achievements in public-private partnerships. We were delighted to be shortlisted in 2 categories

- Public Sector Team of the Year
- Best Operational Project – Harplands Hospital

## **6. LEADERSHIP ACADEMY FOCUSSES ON DIRECTORATE PLANNING**

The latest meeting of our Leadership Academy focussed on the development of our Directorate Plans.

Each Directorate presented their draft plans sharing ideas about how the Directorate plans could be further enhanced. I know just how much hard work and thought is going into developing these plans, and the whole Executive Team are really appreciative of the efforts of everyone.

The directorate plans are part of the overall approach to developing the trusts plans which is in turn part of the approach for developing the system plans. As an executive team, we have been very involved in work and discussions across Staffordshire for our collective plans for 2019 onwards. We are leading the mental health transformation plans which have are prioritising next year supporting service users to receive care closer to home, further supporting service users who intensively use services and supporting service users who need alcohol and substance misuse support. The system is as you know very financially challenged and we are continuing to support the need for continual investment in mental health in line with the national direction of travel to achieve parity in mental and physical health.

## **7. CELEBRATING APPRENTICESHIPS**

We've made fantastic progress with apprenticeships...tripling our numbers of apprenticeships in just 3 years, although we still have a little more to do to hit the overall public sector target.

Our Interim Executive Director of Workforce, OD and Inclusion - Linda Holland - hosted our apprenticeships event at Longton Rugby Club - including handing out awards certificates to some of our apprentices.

We held a drop-in session at Harplands Hospital Reception to support anyone interested in finding out more about apprenticeships.

And on Wednesday 6th March, the latest episode of our new Podcast – “Combinations” – was a National Apprenticeship week podcast special – featuring some of our apprentices and training providers talking about their success, what apprenticeships have delivered for them and where people can go to find out more. It's free to listen or download and available at <https://soundcloud.com/nhscombinations> or via iTunes

## **8. COMMUNICATIONS TEAM INVITED BY NHS IMPROVEMENT NATIONAL TEAM TO SHOWCASE OUR INNOVATION IN DIGITAL AND SOCIAL MEDIA**

We're proud of our track record of innovation in digital and social communications and engagement. So we were delighted to be invited to showcase some of what we're doing to the national Communications and Engagement Team at NHS Improvement.

Our Associate Director of Communications, Joe McCrea, demonstrated our use of a powerful social media tool Find SoMeone in Health to identify and plug gaps in our followers on social media - particularly amongst Seldom Heard groups. This is a key priority for the Comms Team for the coming year.

And we were able to show NHS Improvement our highly innovative "Windows on the World". These bring together real time content produced by selected Twitter accounts, Facebook Pages and Instagram. They enable users to see and interact with what is being talked about right now on social media by different worlds of individuals, organisations and groups.

They are a uniquely powerful way to hear and engage with a range of voices and perspectives, including Seldom Heard voices, in particular, our "Symphony of Hidden Voices" Window.

## **9. A BIG THANK-YOU TO NATALIE LARVIN AND WELCOME TO NICKY GRIFFITHS**

We are delighted that Natalie Larvin is moving into a new role as consultant nurse for Acute and Urgent Care Directorate and clinical lead for adult mental health. A big thank-you to her for the dedication she has shown supporting the adult in-patient and subsequent acute and urgent care role. I know she is very excited to be moving into her new clinical role.

I am also delighted to welcome Nicky Griffiths into her new role as Associate Director for Acute and Urgent Directorate working alongside Carol Sylvester, our Clinical Director. Good luck Nicky - we look forward to welcoming you to the senior leadership team

Changes have also taken place in the Specialist Services Directorate this month, with Clinical Director Darren Perry moving on to pastures and we wish him every success in his new role. I am delighted to confirm that Hardeep Uppal is taking up the role of Clinical Director and officially starts on 1<sup>st</sup> April 2019, we look forward to working with Hardeep as part of the Leadership Team for Specialist Services.

## NATIONAL UPDATE

### 10. LEADERSHIP ANNOUNCED OF NHS REGIONAL TEAMS

NHS England and Improvement have announced new leadership arrangements. NHS England chief executive Simon Stevens will assume leadership of both organisations, supported by a chief operating officer.

Simon Stevens becomes directly responsible for controlling the provider sector deficit as well as improving care through commissioning. NHSE and NHSI began a process of working closer together last year and now hold some joint board meetings, with joint directors now appointed at national and local level.

The organisations indicated last year that the law prevented them appointing a single chair and chief executive across the two bodies.

However, they now state that Mr Stevens is the “leader” of NHS Improvement, even though a new chief operating officer – to be appointed across the two organisations – will be formally designated as NHSI’s chief executive.

The COO will report to Mr Stevens on most issues but “for regulatory purposes” to NHSI chair Baroness Dido Harding.

The seven recently appointed joint regional directors, national emergency and elective care director Pauline Philip, and national director for improvement Hugh McCaughey will report to the COO.

### 11. LEADERSHIP ANNOUNCED OF NHS REGIONAL TEAMS

NHS England and Improvement have identified the directors who will work in their new joint regional teams. The changes are being made as part of the major restructure combining NHSE and I’s regional and local offices into seven combined regional teams. The new Midlands leadership team has been announced as below-

Midlands Leadership Team	
Regional Director	Dale Bywater
Chief Nurse	Siobhan Reilly (Heafield)
Finance Director	No appointment so far

Medical Director and Chief Clinical Information Officer	Nigel Sturrock
Director of Workforce and Organisational Development	Stephen Morrison
Director of Performance and Improvement	Jeffrey Worrall
Director of Strategy and Transformation	No appointment so far
Director of Commissioning	Alison Tongue