

## REPORT TO OPEN TRUST BOARD

Enclosure No: 4

Date of Meeting:	23 <sup>rd</sup> May 2019		
Title of Report:	CEO Board Report		
Presented by:	Peter Axon, Chief Executive		
Author:	Peter Axon, Chief Executive		
Executive Lead Name:	Peter Axon, Chief Executive	Approved by Exec	<input checked="" type="checkbox"/>

<b>Executive Summary:</b>		<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 checked="" type="checkbox"/>
Seen at:	SLT <input type="checkbox"/> Execs <input type="checkbox"/>	Document	Version No.
Date:			
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, Culture &amp; 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 Integration Programme Board <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 support for Muslim members of staff during Ramandan		
STP Alignment / Implications:	Includes local system update		
Recommendations:	To receive for information		
Version	Name/group	Date issued	
1.0	Peter Axon		

## Chief Executive's Report to the Trust Board 23<sup>rd</sup> May 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 MONTH OF MEETS, GREETINGS AND PARTNERSHIPS**

Throughout the past month, a large part of my time has been spent meeting and greeting a whole range of frontline teams, local stakeholders and partners.

Our Chair, David Rogers, and I met with NHS Improvement to review a variety of topics, and it was a really positive meeting. They complimented us on our Outstanding status and noted that we are performing well across many areas. We looked at the challenges the Trust faces and had an open and frank discussion about what we're doing to address them.

I met with Paul Edmondson-Jones MBE, Director of Social Care, Health Integration and Wellbeing and Peter Tomlin, Assistant Director of Adult Social Care, both from Stoke-on-Trent Council. The Trust has a long-standing and strong relationship with the council, so I was looking forward to introducing myself to Paul and Peter in order to continue our partnership work. It was a very productive meeting – we were all clear on how we intend to move forward to improve seamless care for our communities, utilising local mechanisms such as multi-disciplinary teams. We also touched on how we can work to evolve the North Staffordshire Alliance Board to focus on delivering more service improvements.

Our colleagues and friends at Midlands Partnership Foundation Trust (MPFT) and its predecessor NHS Trusts have been one of our most important partners over many years. As the two providers of mental health services across Staffordshire and Stoke-on-Trent, it is particularly important that we are able to work together in the most beneficial and productive way possible for the benefit of service users and their families across the communities we serve. It was a pleasure, therefore, to be able to have a really valuable chat with the Chief Executive of MPFT, Neil Carr. Having recently taken over community physical health services, Neil described to me the various service developments planned over coming months. We also discussed how we continue to work collaboratively to ensure equity of mental health provision across the county and how we maximise our support for acute health services. We also agreed to bring executive teams together very soon to co-develop narrative to support the Mental Health and Learning Disabilities elements of the long term STP plan due for submission in the Autumn.

Supporting the development of the Primary Care across North Staffordshire and Stoke-on-Trent is at the heart of our long-term strategy and at the core of our vision to be outstanding in all we do and how we do it. The North Staffordshire and Stoke-on-Trent Alliance is essential to success in this regard, and so it was equally pleasurable to sit down with Mike Pyrah, Independent Chair of the Alliance Board. Mike is passionate about system-wide "population health" management to ensure that we maximise the clinical benefit derived from the limited resources available to us. This provider-led approach is at the heart of how

we plan to take our partnership forward with secondary, primary and social care partners over coming months.

## **2. LOCAL SYSTEM UPDATE**

It was a pleasure to chair my first stocktake as Senior Responsible Owner for the STP Mental Health Workstream and gladdening to hear a ringing vote of confidence in the progress made thus far by the Workstream which is led on behalf of the STP by our Director of Operations, Jonathan O'Brien, and has had the Combined Healthcare Chief Executive as its SRO to date. We know, of course, that we have faced – and will continue to face – really significant and deep-rooted challenges as we work together to build a sustainable future not just for mental health services, but for the entire Staffordshire and Stoke-on-Trent health and care economy. I would be the last person to underestimate the scale of the challenge we face.

But, as we do so, it is heartening that there is common recognition across all of our partners that the Workstream is building on strong foundations of honesty, imagination and a willingness to work together on behalf of the communities and people we are here to serve.

Regarding our 2019/20 operational and financial plans, we are on the verge of finalising contractual agreements with our main commissioner (Staffordshire CCGs). The process for this year has been difficult given the system financial challenges facing Staffordshire. As mentioned above, our ambition is to ensure a focus on Mental Health and Learning Disabilities within the STPs long term plan.

## **3. OUR 4<sup>TH</sup> ANNUAL NURSING CONFERENCE**

Our brilliant nursing staff came together this month for our 4th Annual Nursing Conference. Held in Keele Hall on Keele University's campus, the setting was no doubt nostalgic for many who will have graduated from our Official University partner. The conference was the perfect chance to celebrate the breadth and depth of the superb work our nurses do, and a time to say thank you.

Hosted by Maria Nelligan, Executive Director of Nursing & Quality, the theme of this year's conference was "the uniqueness of nursing" within mental health and learning disabilities healthcare.

Keynote speakers included some prestigious figures, including: Steven Prymachuk, Professor, Mental Health Nursing at the University of Manchester; Jim Blair, Clinical Lead Health Improvement at NHS England, Associate Professor Intellectual (Learning) Disabilities at Kingston University and St George's University of London, as well as our very own Ann Cox, Consultant Nurse & Clinical Lead, CAMHS, and Non-Medical Prescribing Trust Lead; and Christopher Fieldhouse, Consultant Nurse, Dual Diagnosis.

The event also celebrated 100 years of Learning Disability Nursing, where Jackie Shapland and Kieran Uttley from our Learning Disability services launched our Learning Disability Champion initiative.

The day concluded with an awards ceremony, which included the winning poster presentation, which celebrated nurse-led research.

#### **4. OUR AWARDS SUCCESS CONTINUES**

We were proud to host Positive Practice's Children & Young People's Mental Health Awards. This is the second year the awards have been held, which give us all the chance to give our thanks and support to those who work in CAMHS services across the country.

There is no greater priority in the NHS than supporting and caring for our young people and their mental health and wellbeing. As an NHS CAMHS Trailblazer with the leading reputation of our children's mental health services, we were delighted to be the host of the awards evening, which was held in Stoke-on-Trent.

Not only were we highly commended for the Inpatient Care award for The Darwin Centre, as well as Liaison and Intensive Support Service for The Hub, but we won the Partnership Working/Co-Production award. Chloe Jackson, one of the young volunteers on our CAMHS Trailblazer project, has been absolutely invaluable in her input into the project, so winning Champion of the Year was so well deserved.

Our Estates Team had two reasons to celebrate last week, when they won two awards at the Partnerships Bulletin Partnership Awards 2019. They took home The Public Sector Team of the Year Gold Award for how they worked together and managed to maintain services whilst going through major management of change with the Estates team, dealing with the collapse of Carillion and delivering the Trust's biggest capital project to the key parameters of time, cost and scope.

Secondly, they won the Silver Award for Best Operational Project for Harplands Hospital. This was a joint award to both the Trust Estates team and Imagile Professional Services for the way that they work so well together for their partnership working on the PFI and particularly for dealing with the collapse of Carillion as a provider of services on that contract.

Congratulations to everyone involved in this string of continued successes.

#### **5. RAMADAN MUBARAK**

The month of Ramadan began on the evening on Sunday 5 May and will end the evening of Tuesday 4 June. Ramadan involves periods of fasting for Muslims, which means abstaining from food, drink (including water) and smoking from sunrise to sunset. While fasting is an important part of Ramadan, it is also a time of self-reflection and self-evaluation for Muslims.

One of the ways in which we can support our Muslim staff is by providing a private space where they can pray or reflect. We have had the Oasis Room at Harplands Hospital and the Harmony Room at Dragon Square for a number of years. This year, for the first time, we have created "The Sanctuary" – a room at our Trust Headquarters in Lawton House. These spaces are not just for Muslim members of staff, but can be used throughout the year by all and any staff simply wishing to benefit from a quiet, reflective space.

To mark the start of Ramadan, our Combinations Podcast featured three of our Muslim colleagues talking with our Diversity and Inclusion Lead, Lesley Faux, about what Ramadan means to them and how their co-workers can support them and learn more during this period. It has proved to be one of our most popular podcasts to date. You can listen to it at <https://soundcloud.com/nhscombinations/ramadan-mubarak>

## **6. SUBSTANCE MISUSE COMMERCIAL SUCCESS CONTINUES**

Many congratulations are due to our Substance Misuse Team – lead provider for the Stoke Community Drug and Alcohol Service – who recently were part of the successful bid team to Public Health England led by the Stoke-on-Trent City Council Commissioners for Adult Social Care, Health Integration and Wellbeing.

The successful bid was awarded just under £400,000 for a three-pronged project.

- Dedicated alcohol access:
- Breakfast club for rough sleepers:
- Maximise engagement:

This is a great example of the power of collaborative working across our health and care partners.

## **7. BUILDING RESILIENCE THROUGH STAFF NETWORKS**

Staff networks can be a really effective voice for Combined, supporting all colleagues to create more inclusive environments where all employees, that want to, can progress.

They offer support to employees from different groups, are an effective mechanism of workforce engagement that can provide insight into unseen barriers and devise practical, creative and commercially viable solutions to help address the systemic challenges faced by certain groups.

The Trust has recently launched its BAME, LGBT and Neurodiversity Staff Networks. We are also keen to support the establishment of other networks where there is demand. Each Network will set its own terms of reference and agree how it will operate and keep in touch with its members.

Our Staff Networks will each have a direct route to a Trust Board member. It was great to be able to pop into a fantastic event this month, put on by the Trust to celebrate the National Day for Staff Networks.

## **8. BUILDING OUR NEW EXECUTIVE TEAM**

We have begun the process of appointing three new Executive Team Members. These will all be permanent appointments and are:

- Assistant Chief Executive
- Director of Nursing and Quality
- Director of Workforce, Organisational Development and Inclusion.

With the recent fantastic news about Combined becoming officially an Outstanding Trust – and with a strong reputation both for the quality AND the compassion of our services and our people – I know we will be a really attractive prospect for potential applicants. We being supported by a high-quality and experienced Executive Search company – Gatenby Sanderson.