

REPORT TO PUBLIC TRUST BOARD

Enclosure No: 4

Date of Meeting:	12 th March 2020		
Title of Report:	CEO Board Report		
Presented by:	Peter Axon, Chief Executive Officer		
Author:	Peter Axon, Chief Executive Officer		
Executive Lead Name:	Peter Axon, Chief Executive Officer	Approved by Exec	<input checked="" type="checkbox"/>

Executive Summary:		Purpose of report	
This Report updates the Board on recent activities, developments and news of interest across Combined and the wider STP.		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 checked="" type="checkbox"/>	Document	
	Date:	Version No.	
Committee Approval / Review	<ul style="list-style-type: none"> • Quality Committee <input type="checkbox"/> • Finance & Performance Committee <input type="checkbox"/> • Audit Committee <input type="checkbox"/> • People, Culture & Development Committee <input checked="" type="checkbox"/> • Charitable Funds Committee <input type="checkbox"/> • Business Development Committee <input type="checkbox"/> • Primary Care Committee <input type="checkbox"/> 		
Strategic Objectives (please indicate)	<ol style="list-style-type: none"> 1. To enhance service user and carer collaboration. <input checked="" type="checkbox"/> 2. To provide the highest quality, safe and effective services <input checked="" type="checkbox"/> 3. Inspire and implement innovation and research. <input checked="" type="checkbox"/> 4. Embed an open and learning culture that enables continual improvement. <input checked="" type="checkbox"/> 5. Attract, develop and retain the best people. <input checked="" type="checkbox"/> 6. Maximise and use our resources effectively. <input checked="" type="checkbox"/> 7. Take a lead role in partnership working and integration. <input checked="" type="checkbox"/> 		
Risk / legal implications: Risk Register Reference	N/A		
Resource Implications: Funding Source:	N/A		
Diversity & Inclusion Implications: (Assessment of issues connected to the Equality Act 'protected characteristics' and other equality groups). See wider D&I Guidance	Includes details of our involvement in the High Potential Scheme, plus first Trust LGBT+ Conference		
STP Alignment / Implications:	N/A		
Recommendations:	Note contents		

CEO Board Report

Chief Executive's Report to the Trust Board 12th March 2020

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.

1. COMBINED HEALTHCARE WINS NATIONAL PRAISE IN NEW CQC REPORT ON SUSTAINING IMPROVEMENT

Combined Healthcare is proud to have been singled out by the Care Quality Commission as an example for others to learn from in how to sustain improvements in high quality care and performance after receiving the CQC's highest possible rating – Outstanding.

The praise from the CQC comes in a new Report – “Sustaining Improvement”, published on 5th March 2020. The Report features case studies from four NHS Trusts exploring how each has sustained improvements and, in some cases, improved further. Combined Healthcare is the only one of the four to have sustained improvement after being rated Outstanding overall.

It can be accessed at <https://www.cqc.org.uk/publications/themed-work/sustaining-improvement>

In particular, the CQC says:

- at the heart of their success has been the continued focus on strong and accessible leadership;
- the trusts invested in staff through training and support; and
- sustaining and improving in the long term is only possible through working in partnership.

The CQC's Chief Inspector of Hospitals, Ted Baker, said

“CQC Inspection Reports can be a springboard for action, but fully embedding improvements across the organisation and maintaining momentum in driving positive change is not easy.

“Despite the pressure of staff shortages and the increasing demand, these case studies show the commitment and efforts of staff at all levels to learn and improve. They also demonstrate just how important it is to have open, honest and accessible leadership that engages and empowers staff across all departments to contribute to improving patient care.”

We were proud last March to be awarded the highest overall organisational rating from the CQC – Outstanding. But straight away, we made clear that we were far from complacent and saw our achievement not as an end, but only as a further step in a continuing and relentless improvement journey to become Outstanding in ALL we do and HOW we do it.

We are delighted that the CQC have recognised – as we do – the central role played by our magnificent staff and partners in continuing to improve and deliver.

In its report, the CQC says they hope our story will encourage and inspire other trusts in their improvement journey. That is a sentiment I am happy to endorse and we would welcome any enquiries or requests for advice or help from our wider NHS colleagues.

2. RECORD RESPONSES AND ENCOURAGING RESULTS FROM THE NHS STAFF SURVEY

We are delighted to announce the standout results from the National NHS Staff Survey 2019, having received a record number of responses.

This year, an impressive 52.6% of Combined employees took the time to respond to the NHS Survey – the highest figure for the Trust to date. This annual anonymous survey, which goes to all NHS Trusts in England, provides valuable data that provides an insight into how staff feel about Combined as a workplace.

Highlights include:

- 95% of respondents have been supported to undertake training, learning or career development opportunities
- When discussing the Trust's core values, we scored significantly higher than average, with 90% (compared to the sector average of 84%)
- Staff would recommend Combined as a place to work nearly 10% more than in 2018

The full set of results will help to inform and guide improvements in the Trust, as well as indicate the areas that we have performed well in. The data will be carefully analysed and Identified areas will be shared with senior leaders in the Trust, including the Board, to plan how the Trust makes use of this crucial feedback to improve.

A huge thank you is due to our colleagues who took the time to complete the survey. At Combined, we are proud of our approach to employee engagement and know that, by listening and responding to our staff, we will continue to cultivate a positive working environment. This is why it's so important for us to hear from as many staff as possible so that we are truly able to understand what it feels like to work at Combined Healthcare.

3. FIRST "EXEC DROP IN' SESSION" DELIVERS REAL INSIGHT

As part of the work I have initiated to review how we can modernise our engagement approach with frontline teams, this month we held the first trial of our new "Exec Drop-In" sessions, which proved to be both popular with staff and a success in being able to hear ideas and perspectives from frontline staff in a more informal setting than other established channels.

I made myself available for over 2 hours for any staff to drop in and there was an enthusiastic take-up. Some staff simply wanted to drop in to have a brief chat, others stayed for a longer period of time to be involved in chats across a range of topics.

Posters around Harplands Hospital, produced by our Comms Team, advertised the event, as well as flagging up that staff could raise items confidentially with me if they preferred - and this option was taken up in one instance and is being progressed through the Freedom To Speak Up route.

Amongst the items and ideas raised non-confidentially with me were:

- The need for a consistent team / department list for the Trust that includes the name of the team lead. This list needs to be accessible on the Intranet and maintained by one person / team - (*Encouragingly, this is something that was already in hand by the Comms and Governance Teams, so it is heartening to see that is something which will be welcomed by the frontline*)

- A perceived need to make the staff offer clearer, detailed and less “box ticking”. and a need to ensure that staff are more supported on a face to face basis through programmes such as the Exec Drop-in sessions as well as improving the visibility of Execs and senior managers on the shop floor and increase senior managements understanding of staff challenges on a daily basis - *(This is something that we can evolve through the refresh of the People Strategy supported through the Comms Strategy implementation)*

What was particularly encouraging to me was that the direction of travel and range of initiatives we have put in place within the Executive, workforce and communications teams appears to chime strongly with views and opinions on our ‘shop floor’. This suggests they will land on fertile territory when completed and deployed.

Many thanks to everyone who ‘dropped in’ to have a chat with me and share ideas at the first ‘Drop-In’ session. It was really enjoyable and helpful and we will be taking action on what staff told me. Further Exec Drop In sessions are planned for the coming weeks.

Our overall Review of Frontline Feedback methods has progressed well and will be completed this month. We will publish the findings and recommendations of the review in due course.

4. PREPARATIONS FOR STRATEGY LAUNCH

Preparations are underway for the launch of our updated Trust Strategy, which we are currently planning for April. The following strategies are being presented to the March Board:

- Organisational strategy
- Clinical Quality
- People
- Digital
- Partnerships

The enabling strategies for MH Implementation Plan and Long Term Financial Plan will be presented to the April Board to allow for the contracting process to be concluded. The implementation plan for the Strategic Review of Communications, signed off by the Trust Board last Autumn, also dovetails with all of the above, in particular close integration with our partnerships and stakeholder management plans.

All strategies will be presented as a ‘family’ of documents, largely following the format of the recent Psychology Strategy which was very well received by the Board – by adopting this approach we will be able to have a cohesive thread across the strategies but equally be able to position them as stand-alone documents in their own right.

Together with Tosca, Chris Bird and Joe McCrea, I am working on a launch programme - ‘Vision into Action’ - which will go-live in April and, at headline level, consist of a launch event supported by Director roadshows and supporting material on our CAT Intranet, public website and social media channels.

We are proposing that a range of frontline staff do a ‘talking heads’ spot and record a brief video about what the strategy(ies) mean to them and how they will support delivery – encompassing colleagues from across the organisation so we can evidence a ‘vision into action’ thread and support and drive a real connection to the organisation more widely.

Finally, I’d like to say a big thankyou to Chris Bird for his hard work coordinating the production of these documents.

5. FURTHER PROGRESS ON SUSTAINABILITY

At its January 2020 meeting, the Trust Board committed to sign up to the NHS Pledge to reduce Plastic Waste. Through this pledge, we have committed to:

- By April 2020 – no longer purchase single-use plastic stirrers and straws
- By April 2021 – no longer purchase single-use plastic cutlery, plates or cups
- By April 2021 – go beyond these commitments by reducing single-use plastic food containers and other plastic cups

Consequently, with effect 1 March 2020, it will no longer be possible to order single-use plastic stirrers, straws and cups. Any such orders must be replaced with recyclable options (unless there is a specific need on an exception only basis). We have also identified specific staff members available to provide advice to any colleagues with queries.

To support the Trust develop a wider ranging programme to deliver our commitments a new Sustainability Group is being established, chaired by Chris Bird, (Director of Partnerships, Strategy & Digital) and meeting bi-monthly to ensure we develop momentum on the changes that will be required.

We are seeking volunteers to become ‘sustainability champions’ from within their area to be part of this group, it is particularly important that we have volunteers from patient-facing services to ensure we develop a programme that is fully reflective of the impact of the proposed changes.

A communications programme will be developed to encourage patients, colleagues and visitors to use recyclable and/or reusable food & drink containers wherever possible

A Corporate Social Responsibility Statement will be included as part of the Trust’s refresh of its Strategic Plan to confirm our commitment to improving our sustainability

In the meantime, please be mindful of the environmental impact we all make as we go about our working lives and consider how you can contribute to a more sustainable delivery model.

6. TOSCA FAIRCHILD ELECTED CHAIR OF ‘SHOW RACISM THE RED CARD’

The Trust is delighted at the news of the election of our Assistant Chief Executive, Tosca Fairchild, as Chair of Show Racism the Red Card.

Show Racism the Red Card is the UK’s leading anti-racism educational charity. One of its key campaign strategies is the national Wear Red Day usually held in October.

It provides educational workshops, training sessions, multimedia packages, and a whole host of other resources, all with the purpose of tackling racism in society.

Established in January 1996, the organisation utilises the high-profile status of football and football players to publicise its message. Across Britain, Show Racism the Red Card delivers training to more than 50,000 individuals per year.

Tosca has been a Non-Executive Director at Show Racism the Red Card since May 2019. Her election as Chair will not affect her existing role as Assistant Chief Executive with Combined Healthcare.

I am simply thrilled at this news - both for Tosca personally and for Combined Healthcare. When we appointed Tosca to her role as Assistant Chief Executive, we were hugely impressed not just with her NHS experience, but also her track record and achievements on the national stage with organisations such as Show Racism the Red Card. I have no doubt

that she will bring to this new role with the charity the same insight, dedication and energy that we see day-in, day-out at Combined Healthcare.

We are proud at Combined of our track record in confronting and tackling racism head on wherever we find it. Having our own Assistant Chief Executive elected to this additional high profile national role is a further strong statement of our own anti-racism values and commitment.

7. FIRST COMBINED HEALTHCARE LGBT+ CONFERENCE A GREAT SUCCESS

As flagged at last month's Trust Board, our first LGBT+ Conferend took place on Friday 14th February (Valentine's Day) - at the Bridge Centre - and was a great success.

Hosted by Jonathan O'Brien and Jenny Harvey, the conference was thought provoking, heart breaking and uplifting in so many ways, and gave the audience lots of opportunities to ask questions, learn from each other and listen to each other's stories.

This was put into practice in Joey Knock's afternoon session. Joey, from Stonewall, invited guests to put "allyship" into action, by doing the following in their day-to-day lives:

- Educate and empower yourself
- Listen
- Be visible and challenge
- Influence others
- Recognise multiple identities

The varied agenda of speakers was enjoyed by a full auditorium of guests, and included local poet Gabriella Gay, who not only performed her poem called 'See A Rainbow', but closed the conference with a poem she had written throughout the day after being inspired by the speakers' stories and discussions, called 'Valentine's Day'. The theme of LGBT History Month this year was Poetry, Prose and Plays, and this theme tied in beautifully with Gabriella's performances.

In a further move to mark LGBT History Month and allow staff to show their own personal support and mark the celebrations, our Inclusion and Comms Teams created our very own Trust rainbow Facebook frame and Twitter logo, which was taken up corporately and by a number of staff.

8. LIAISON TEAM RECOGNISED IN UHNM VALUES AWARDS HEALTH WEEK

Congratulations are due to Leanne Norman and Simon Bratt, from the Liaison Team, who were nominated in UHNM's Values Recognition Scheme, for the 'Together' value.

The nomination said: "Leanne and Simon have supported Child Health and a young patient on ward 216 and across multi-agency services to ensure a young girl who has had a very challenging start to her life will achieve the support and care she requires to assist her in her future years. They have guided the ward team, senior nurses and senior managers, sharing their invaluable knowledge and skills to assist in her times of crisis. We are very lucky to have our mental health Liaison Team working TOGETHER with us."

Well done Leanne, Simon and the whole team for this fantastic achievement and recognition for their work

9. COVID-19 (CORONAVIRUS)

As the Board would expect, our Infection, Prevention and Control Team, supported by our Comms Team, have been actively involved in providing guidance and advice to all our staff in relation to COVID-19.

Regular communications and advice has been circulated to all staff via e-mail as well cascaded down the management chain. Our IPC Team and Team Prevent are available constantly to provide one to one advice to any staff. We have also taken part in local system, as well as national, teleconferences and webinars with local health and care colleagues and national leads. We are content that we are doing everything we need or are required to do, fully consistent with national guidance and advice.

We will continue to be fully involved and active in this regard as the situation continues.

7. LOCAL SYSTEM UPDATE

The system continues to work towards its 2019/20 financial and operational targets. Winter pressures particularly in relation to Acute beds and A&E have to an extent eased over recent weeks. The system is working hard to develop affordable plans for the coming financial year from April and to support this we are continuing to evolve our Integrated Care Partnership arrangements across the county. The Northern Staffordshire and Stoke-on-Trent ICP is currently in the process of agreeing its key clinical priorities for the coming year and I will update you with progress on this next month.