

## REPORT TO PUBLIC TRUST BOARD

Enclosure No: 4

Date of Meeting:	9 <sup>th</sup> July 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"/>

<b>Executive Summary:</b>		<b>Purpose of report</b>	
This Report updates the Board on recent activities, developments and news of interest across Combined and the wider STP.		<b>Approval</b>	<input type="checkbox"/>
		<b>Information</b>	<input checked="" type="checkbox"/>
		<b>Discussion</b>	<input type="checkbox"/>
		<b>Assurance</b>	<input checked="" type="checkbox"/>
<b>Seen at:</b>	SLT <input type="checkbox"/> Execs <input checked="" type="checkbox"/>	<b>Document</b>	
	Date:	<b>Version No.</b>	
<b>Committee Approval / Review</b>	<ul style="list-style-type: none"> <li>• Quality Committee <input type="checkbox"/></li> <li>• Finance &amp; Resource Committee <input type="checkbox"/></li> <li>• Audit Committee <input type="checkbox"/></li> <li>• People, Culture &amp; Development Committee <input checked="" type="checkbox"/></li> <li>• Charitable Funds Committee <input type="checkbox"/></li> </ul>		
<b>Strategic Objectives (please indicate)</b>	<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>		
<b>Risk / legal implications:</b>	N/A		
<b>Risk Register Reference</b>	N/A		
<b>Resource Implications:</b>	N/A		
<b>Funding Source:</b>	N/A		
<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 details of our resources made available to support and celebrate Pride 2020, our activities to support Learning Disabilities awareness week, a special edition of our Podcast featuring "Jenny's story – life as a trans woman", and additional support for BAME staff		
<b>STP Alignment / Implications:</b>	N/A		
<b>Recommendations:</b>	Note contents		

CEO Board Report

## Chief Executive's Report to the Trust Board 9<sup>th</sup> July 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.

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#### **1. COVID-19**

Combined Healthcare continues to rise to the challenge of Covid-19.

Detailed reports on various aspects of our operational activities on Covid will be delivered as part of the Board proceedings. As a high level summary, we have continued to provide support, information and advice to our frontline staff via regular Covid updates from our Deputy Chief Executive and Chair of Incident Management Group, Jonathan O'Brien, as well as our Director of Workforce, OD and Inclusion, Shajeda Ahmed. We also use my CEO Blog and Team Brief to reinforce our support and admiration for the fantastic efforts of our staff.

Over the past month this has included information, advice and guidance on:

- PPE;
- Test and Trace Procedure;
- Workplace COVID-19 Health & Safety Risk Assessments and Estates Work;
- Workforce Implications and 'Personal Plans';
- Staff Engagement to inform Restoration and Recovery Plans; and
- Personal Plans and support for working from home

#### **2. MARKING LEARNING DISABILITY AWARENESS WEEK**

Learning Disability Week, presented by the charity Mencap, ran this year from 15 – 21 June. We undertook the widest range of activities we have ever undertaken to mark Learning Disability Awareness Week, supporting the efforts of our frontline teams from across the Trust, as well as awareness content from our corporate social media channels.

The theme for 2020 was the importance of friendships during lockdown. Due to the COVID-19 pandemic, we have all been living in lockdown. This means that many people with a learning disability are feeling isolated, as they have been unable to see their friends and families.

We promoted a series of videos each day made by our Learning Disability Services team, incorporating our Community Learning Disability Health and Intensive Support teams, as well as launching a sunflower competition designed to encourage increased activity and inclusion. We also supported a Virtual Coffee Morning on Tuesday 16 June, a craft session at 11am on Wednesday 17 June, and much more.

### 3. SUPPORTING PRIDE 2020

Combined Healthcare has always been a strong supporter of Pride and we really value our relationships with Stoke-on-Trent Pride. This year, as always, we put on a series of events and activities, celebrating and raising awareness about Pride, despite the pandemic. It is important to us to show our support for all our colleagues and service users and their families who are LGBT+.

We were proud to have held our own socially-distanced Pride 'flag wave of honour' at Harplands Hospital, led by one of our student nurses. We also sent out some Pride-themed goodies to our teams, including our 'Proud to be LGBT' inclusive stickers and Trans flag stickers which have been displayed across team and services.

One particular highlight was a special edition of our Podcast, Combinations, entitled "Jenny's story – life as a trans woman". Jenny Harvey is our Chair of Staff Side and attends the Trust Board. She has worked for years for Combined Healthcare NHS, representing staff in all aspects of industrial relations, negotiation, representation and advocacy. She is a member of our People, Culture and Development Board Sub-Committee and our Inclusion Council and provides inclusion training for our staff.

In her story, Jenny tells of her childhood and teenage years, university and joining the NHS. She talks of her journey to transitioning to live her life openly as a trans woman, including difficult details of some of the attacks and abuse she has experienced along the way. She also talks of her hopes for Pride as it continues into the future, celebrating LGBT people whilst never forgetting its roots as a movement of protest.

The Podcast can be accessed via Apple Music, Spotify or on the web at <https://soundcloud.com/nhscombinations/combinations-episode-28-1>

### 4. RESTORATION AND RECOVERY AT COMBINED

Over the last few weeks, two teams – one for corporate services and one for clinical operations - have been engaging with all staff, seeking feedback on how they have found new ways of working throughout the Covid response period, as well as beginning to shape ideas and options for how we can modernise and introduce innovations in the way in which we work and deliver services, including providing training and support to staff to enable them to take full advantage of these innovations.

The clinical approach to recovery has focused on the directorates reviewing the service areas with managers and staff teams, giving all professional roles within teams the opportunity to evaluate the arrangements over the past 3 months. Service risk assessments and individual personal plans are being developed to inform action plans to recover services, these will include infection prevention controls, health and safety of the workforce and patients, the use of PPE and addressing service location. Over the next period of time service areas will start to implement the 'new' business as usual arrangements delivering high quality patient care whilst managing the continuing threat and risk of Covid-19.

From the corporate side, the work has been orientated around every member of staff completing a Personal Plan, looking at their own priorities and preferences as to how they would like to work over the coming period. The challenge for us is to bring these together to align those individual Plans with their teams' and directorate requirements, ensuring that they can be operationalised.

We will also need to consider how these new ways of working dovetail in the medium to long term with our proposals for creating a Programme Office to oversee and drive forward our transformational agenda.

Our aims are to:

- create the best possible working environment and working arrangements for each team and person;
- enable people to work more collaboratively, smartly, enjoyably and flexibly across corporate services and all parts of our Trust; and
- take forward the best of what we have experienced becoming more creative, efficient, innovative and productive by Dec 2021.

The Corporate Life Working Group, led by Lorraine Hooper, has established Task and Finish Groups to bring together relevant staff to develop detailed ideas and practical proposals in the following areas:

- Training
- Standards and How to Keep in Touch (including Using Microsoft Teams/Meeting Formats)
- Wellbeing and working Practices (include new staff induction)
- Digital Communications, Engagement and Knowledge Management
- Digital Resilience
- Expenses/Finance
- Office Model
- New staff handbook

The Board will continue to be kept updated on progress on this critical piece of work for the way in which Combined Healthcare operates in the future.

## **5. UPDATING OUR TRUST STRATEGY**

Work is continuing, led by Chris Bird our Executive Director of Partnerships, Strategy and Digital, to complete our update to the Trust's overall strategy, ensuring it aligns with the national NHS strategy as well as embedding the work that has been done to date by the Executive Team and Board in making subtle adjustments to our strategic aims and themes.

We anticipate this work coming to the Trust Board in September.

This will then be operationalised through an updated BAF and Annual Plan, cascading through to Directorates and teams in the second half of the year.

## **6. ICP / ICS**

In addition to the Trust's own emphasis on recovery and restoration, work continues to progress across system partners to identify a small number of cross-cutting priorities that will form the first cut of a Northern Staffordshire ICP work plan.

The work programmes are detailed below. All schemes have one or two Executive leads allocated to them and programmes of work are being developed to ensure that detailed plans will be in place and work commencing during the summer.

- Sustained focus on restoration and recovery
- Frail and elderly
- Long term conditions

- Improved access to integrated Mental Health support
- Children and young peoples services.
- Asset based approach to demand management
- Integrated Care Partnership development.

## 7. INNOVATIONS IN EXECUTIVE AND BOARD ENGAGEMENT

We have continued to innovate the ways in which the Executive Team and Board engage with our staff and service users:

- Our “*Executive Online Drop-In*” sessions have been a considerable success, proving to be popular with the frontline teams as a way to have an informal, small format chat, whilst giving Exec colleagues valuable insight into the realities of life and operations on the front line. We have conducted over 20 of these sessions since we launched them at the start of May. They have also led directly to innovations in the way teams themselves are able to operate and engage. For example, as a direct result of an Exec Online Drop-in session which I conducted with the Sutherland Team, they have co-designed with the Comms Team a Service Web page, featuring much more information and resources than hitherto which, once completed, will become a standard for all service pages on our public website;
- Our new “*Ask the Board Online*” facility continues to attract interest. Using this new facility anyone can use a webform – [available by clicking here](#) – to make a comment or suggestion or ask a question in advance of each Open Trust Board meeting. A response is provided as part of the Chair’s Report to the Board meeting, which are publicly available as videos shortly after the meeting. We launched it last month and answered an initial question on “NHS and Care Sector employees’ wellbeing”. This month we have had 3 questions on (i) death rates amongst people with Learning Disabilities and Autism (ii) support for Pride 2020 and year-round for LGBT staff and service users and (iii) support for BAME employees
- Our “*Board Video Archive*”, introduced from the start of 2020 from last month was expanded to include Ask the Board responses and Patient Stories discussion
- From this month, we are introducing another new innovation – this is a new and expanded version of our Patient and Service User Stories, which we are calling “*Service User Story Plus*”. Under the new arrangements, the Board will still watch a pre-recorded film and have the chance to discuss any issues with the Executive Director of Nursing and Quality at the Board meeting itself. This film and subsequent Board discussion will continue to be available via the Board video archive. However, moving forward, the patient or service user will then be given a new opportunity to have a detailed follow-up discussion with the Executive Director of Nursing and Quality, to receive feedback on the actions we intent to take to respond to their contribution and any issues raised. This follow-up discussion, together with the original patient story, will then be released each month via our Combinations Podcast