
TRUST BOARD

Title:	Chief Executive's Report
Action:	FOR DISCUSSION/NOTING
Meeting:	09 January 2019

Purpose:

The report references the national development of planning for the 2019/20 financial year and the appointment of the new East of England regional director for the two national regulators. The publication and the new appointment are important steps as they will be instrumental in delivering the new NHS Plan and 2019/20 is the first year of that 5 year planning cycle.

The risks facing the organisation are summarised in the report and detailed more fully in Annex B and C. The new risk is related to the issues that impact on the Trust and its operations if the country leaves the European Union without an exit agreement in place. The Board will have more opportunities to discuss this issue at a later date.

Recommendation:

The Board is asked to note the report

	Name	Title
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Executive sponsor:	Matthew Winn	Chief Executive

1. LOCAL, REGIONAL AND NATIONAL ISSUES

- 1.1 NHS Improvement and NHS England have appointed Ann Radmore as the East of England new joint regional director. Ann is currently the Chief Executive of Kingston Hospital NHS Foundation Trust. She will take up her new role hopefully full time in April 2019.
- 1.2 NHS England/Improvement have issued preparatory guidance for the financial year 2019/20. Full guidance and the new NHS Plan will be released in early January. Highlights from the preparatory guidance include:
- Systems will receive a 3.8% increase in allocations and financial assumptions are based on NHS Providers achieving a 1.1% efficiency improvement.
 - Systems (providers and commissioners) need to agree realistic activity and financial plans together
 - Clinical Commissioning Groups will be given indicative 5 year funding allocations and will be expected to reduce their core operating costs as organisations by 20% by the end of 2020/1.
 - The timetable for national sign off of plans is included in the final page of the guidance (see Annex A).
- 1.3 The Trust will be working with partners in both the Cambridgeshire/Peterborough and Bedfordshire/Luton/Milton Keynes areas to develop system plans. Importantly the trust is anticipating splitting its income and expenditure into the control totals of each of these systems to better reflect where the Trust operates.

2. TRUST ISSUES

- 2.1 It was great to see Anne- Marie Hamilton recognised for her amazing charitable fundraising with our charity, Dreamdrops and her work with the east of England rural community in the Queen's New Year's Honours List. Anne- Marie was awarded a Member of British Empire (MBE) and on behalf of the Board I have written to congratulate her on her award.

3. BOARD ASSURANCE FRAMEWORK

- 3.1 The key issues report structure has been revised to highlight emerging risks or significant issues and areas of outstanding practice.
- 3.2 There are currently 7 risks on the strategic risk register concerning Board level strategic issues. The details of the strategic risks and mitigation in place are contained within **Annex B** attached.
- 3.3 There was 1 new strategic risks added to the risk register since the last Board meeting relating to the potential impact on the Trust if the UK leaves the EU with no agreed deal or with a limited deal.
- 3.4 The highest rated strategic risks facing the organisation are:
- **Risk 2776** - There is a risk that the organisation, services and staff face instability as NHS Improvement resorts to structural changes in the NHS Provider sector to drive greater provider efficiency.
 - **Risk 2897** - There is a risk that the UK leaves the EU with no agreed deal or with a limited deal resulting in disruption to and delays in imports, fuel shortages, travel disruption and food shortage.

- **Risk 2610** - There is a risk that the Trust doesn't fully identify plans to recurrently deliver the £3m savings target for 2018/19, and the result would be that this could contribute to the Trust being financially unsustainable in the future.

3.5 **Annex C** shows an overview of all open risks across the Trust. The Trust currently has 166 open risks across all services as at 03 January 2019.

There are currently 3 risks scoring 15 or above:

- **Risk 2777** – There is a risk that 0-19 Single point of Access in Bedfordshire in its current form will impact negatively on 0-19 performance and the ability to achieve key performance indicators.
Update: The risk was discussed at the December 2018 Clinical Operational Board. No action required from the Board at this time.
- **Risk 2834** – There is a risk that the capacity within the Cambridgeshire Children's Safeguarding team is not sufficient to support staff in their safeguarding responsibilities.
Update: The risk was discussed at the December 2018 Clinical Operational Board. Interim plan is in place to support staff in their safeguarding duties. Named Nurse advert has closed with interviews were held in December 2018. No action required from the Board at this time.
- **Risk 2850** – There is a risk that the staffing required may not be available to deliver the Luton Enhanced Model of Care.
Update: The risk was discussed at the December 2018 Clinical Operational Board. The anticipated closure date has been revised to align with proof of concept. No action required from the Board at this time.

The Board receives assurance via the Clinical Operational Boards and other subcommittees that any risk scoring 12 or higher is being managed appropriately and that a mitigation plan is in place and working. The new risks added will all be scrutinised and discussed at the relevant committee as appropriate.

3.6 The Wider Executive Team conducts a monthly review of risks covering all new risks, all risks scoring 15 or above and a thematic analysis of risks in a specified service area or function.

4. COMMUNICATION ACTIVITY IN THE PAST MONTH

Communications/promotional activities since last Board meeting

4.1 Trust-wide initiatives

- Meetings are taking place across the Trust to create promotional activity calendars to ensure the fantastic work and innovation is promoted regionally and nationally on a rolling basis.
- Trust representatives attended the national Health Services Journal Awards event in London as a finalist in the Trust of the year category. Whilst we were pipped to the post, being identified as a finalist was a fantastic achievement given the hundreds of applications submitted across the range of categories.
- The latest stakeholder update on the North Cambridgeshire Hospital, Wisbech site redevelopment was shared across a wide range of partners.

- Promotion of the national staff survey, the annual flu vaccination campaign, the CCS Christmas Kindness initiative continued through a variety of channels.
- Promotion via social media of various service initiatives/achievements, recruitment opportunities, Shine a Light award winners, national and local campaigns.

4.2 Ambulatory services

- A monthly newsletter 'Dynamic Download' has been introduced for staff across the DynamicHealth service, sharing news, good practice, innovation and more.
- Filming has been undertaken of various clinical activities within DynamicHealth, and is now in the process of being uploaded to the GP education area on the DynamicHealth website.
- Communications to support the role of the Physio Advice Line have been developed for sharing with referrers/service users.
- The official opening of the Dunstable priority iCaSH hub in Luton took place and was well attended by partner representatives.
- A proactive social media plan has been implemented to promote widely the iCaSH services delivered across our localities.
- Promotional activities during HIV Testing Week included a multi-agency interview with BBC Radio Norfolk, Pamtengo radio broadcasting from iCaSH Beds, social media messaging.
- The iCaSH service received an award at the National Institute of Health Research Eastern Inaugural Infection & Immunology Research Symposium for their success in recruiting to various research projects

4.3 Luton and Bedfordshire

- The second monthly staff newsletter promoting the work of the CCS/ELFT Joint Partnership Board was designed and disseminated to Bedfordshire staff.
- A series of staff engagement events were held with Bedfordshire staff to launch the official service redesign consultation. External communications are being developed to support this programme of work.
- Work is progressing to improve website information for Bedfordshire children's services.
- Case studies, poster presentations, a short film, notice board, intranet page, regular staff updates have been developed to support internal and external understanding of the Enhanced Collaborative Models of Care programme.
- The Luton social media presence is growing following the introduction of a new twitter site in November.
- A monthly Watch This Space newsletter for staff across the Luton children and adult services is produced and disseminated, with staff proactively contributing to this on a regular basis.

- Communication collateral has been produced to support the launch of ChatHealth in Luton in the New Year.

4.4 Norfolk and Cambridgeshire Children & Young People's Services

- A series of staff briefings were held for our Cambridgeshire Healthy Child Programme Staff. An update was provided on the integrated HCP services being developed in partnership with Cambridgeshire & Peterborough NHS Foundation Trust. This new approach will be introduced in April 2019 subject to commissioner approval. Further staff briefings have been arranged for February 2019.
- Promotional collateral was developed to support the introduction of a centralised Duty Desk for the Cambridgeshire Healthy Child Programme services.
- Discussions have been held with the Cambridgeshire OT team, S< team, School Immunisations and Paediatric Diabetes teams to develop further their website and/or social media presence.
- A major programme of work resulted in the successful launch of Just One Norfolk and Just1Norfolk health passport app for 16-19 year olds, delivering round the clock access to online advice and guidance for children, young people and families. The launch included a significant social media campaign, pop-up events across the Norfolk area and the projection of JON Bear (the website mascot) on to Norwich Castle.
- An animation was created to support the launch of the new Norfolk emotional health pathway, and the successful Norfolk Children & Young People's services mental health conference was promoted widely across social media.
- A range of services and activities were promoted during Self-Care Week which ran from 12-18 November
- Award submissions are being developed for the PENNA (Patient Experience Network National Awards)

Attachments:

Annex A – National planning guidance

Annex B – Board Assurance Framework: Strategic Risk Register

Annex C – Overview of all open risks across the Trust