

<b>Title:</b>	<b>Chief Executive report</b>		
<b>Report to:</b>	<b>Trust Board</b>		
<b>Meeting:</b>	<b>19<sup>th</sup> July 2023</b>	<b>Agenda item:</b>	<b>5</b>
<b>Purpose of the report:</b>	<b>For Noting:</b> <input checked="" type="checkbox"/>	<b>For Decision:</b> <input type="checkbox"/>	

**Executive Summary:**

This report provides an update on key Trust, local and national developments since the last meeting.

In a change of ordering of Board agenda items, the Board Assurance Framework (BAF) is no longer part of this report, the item is now a standalone agenda item and would be discussed at the end of the meeting (see section 2.8-2.10).

The report updates the Board on the finalisation of system joint forward plans (section 3.4); finalisation of our annual accounts and quality account (section 2) and an update on the actions to contribute to our communication strategy for the past quarter.

**Recommendations:**

The Board is asked to note the content of the report.

	Name		Title	
<b>Report author:</b>	Matthew Winn Rachel Hawkins Lea Fountain Mercy Kusotera		Chief Executive Director of Corporate Affairs Associate Director of Communications Trust Secretary and Freedom to Speak Up Guardian	
<b>Executive sponsor:</b>	Matthew Winn		Chief Executive	
<b>Assurance level:</b>	<b>Substantial</b> <input type="checkbox"/>	<b>Reasonable</b> <input checked="" type="checkbox"/>	<b>Partial</b> <input type="checkbox"/>	<b>No assurance</b> <input type="checkbox"/>
<b>Rationale for Assurance rating:</b>	The quality account and financial accounts were undertaken within the guidelines laid down by Government and are presented without any conditions.			
<b>Assurance action:</b>	No specific assurance actions are recommended for Board to consider			

## How the report supports achievement of the Trust Strategic Objectives

Trust Objective	
Provide outstanding care	The quality account provides an accurate and complete review of quality across the organisation for the financial year 2022/23
Be Collaborative	The quality account and communications strategy section of the report, details the broad range of collaborative arrangements across the organisation.
Be an excellent employer	The support for our staff, detailed in the communication section, shows the huge amount of work being undertaken to support staff in their jobs.
Be Sustainable	Underpinning the outcome of the external accounts process
Equality and Diversity Objective	
Not explicitly covered in this report.	

### Links to BAF risks / Trust risk register

**Legal and Regulatory requirements:** The accounts and quality accounts have been prepared in accordance with the requirements of the National Health Service Act 2006

### Previous Papers (last meeting only):

Title:	Date Presented:
Chief Executive report	17 <sup>th</sup> May 2023

## **1. OPERATIONAL PRESSURES IN LOCAL SYSTEMS**

### **Industrial action**

- 1.1 The British Medical Association (BMA) Junior Doctor members took further industrial action between 14<sup>th</sup> – 16<sup>th</sup> June 2023. The Trust supported system partners during this period however there was no direct impact to the Trust services. That same cohort will next strike on 13<sup>th</sup> - 18<sup>th</sup> July 2023, and again in August 2023.
- 1.2 The threshold for the BMA ballot to Consultants was met and strike action is due to take place on 20<sup>th</sup> – 22<sup>nd</sup> July 2023. At the time of writing planning remains ongoing to mitigate any impacts.
- 1.3 The British Dental Association (BDA) ballot to Dental Trainees and Dental Consultants did not meet thresholds at the Trust, although national strikes will be held on 13<sup>th</sup> – 18<sup>th</sup> and 20<sup>th</sup> – 22<sup>nd</sup> July 2023, respectively. This is to align with BMA strikes.
- 1.4 Following the staff council vote to accept the pay offer, the Royal College of Nursing (RCN) balloted its members on further industrial action. The ballot did not meet the required 50% turnout of its members and therefore no planned strike action is anticipated at this time.
- 1.5 Since last reported teacher strikes have taken place on 5<sup>th</sup> and 7<sup>th</sup> July 2023. Impacts were managed well within individual team rosters.
- 1.6 The Trust was commended for its continued support to partner organisations during all strike periods in which CCS was not directly impacted.

## **2. TRUST ISSUES**

### **2022/2023 Annual report and accounts**

- 2.1 The Trusts Accounts were independently audited by Bishop Fleming LLP and on 29<sup>th</sup> June they issued their Annual Report and an unqualified opinion.
- 2.2 The audit concluded that the Trust's accounts gave a true and fair view of the financial position of the Trust at the year end, the Trust's expenditure and income for the year then ended; had been properly prepared in accordance with international accounting standards as interpreted; and the accounts had been prepared in accordance with the requirements of the National Health Service Act 2006 and adapted by the Department of Health and Social Care's Group Accounting Manual.
- 2.3 The Trust's accounts contained no material misstatements and the final reported surplus of £429k was an increase on the surplus of £103k reported to the Board in May 2023. The increase in surplus was due to a change in the cost and accounting treatment of a building leased to the Trust.
- 2.4 The Accounts and Annual Report will be made available to the public at the Annual General Meeting in September and the auditors Annual Report will be available on the Trust website.

### **Quality Account**

- 2.5 Following extensive work across the organisation, the 22/23 quality account was finalised and submitted to NHS England on 29<sup>th</sup> June 2023.

- 2.6 As can be seen from the finalised document, the views of our expertal partners (Local Authorities, Health watch and Integrated Care Boards) were actively sought and included in the process.

## **VISITS**

- 2.7 We were delighted to host visits from Mrunal Sisodia and Richard Sumray the Chairs of East of England Ambulance Trust and Bedfordshire Hospital NHS Foundation Trust. Both wanted to see the joint working we are undertaking with their staff across Bedfordshire and Luton. The ambulance Trust has recently co-located a staff member in our Luton control centre, allowing a live discussion on the people queuing in the ambulance system and finding alternative ways to support them in the community.

## **BOARD ASSURANCE FRAMEWORK**

- 2.8 The Board approved an update to our risk management policy, which introduced an issues register alongside our risk register. This will enable teams, division and the organisation to describe, manage and analyse issues that are impacting our services right now.
- 2.9 The issue register and detail will be articulated in the Integrated Governance report as part of the analysis and assurance on the current operational aspects of the organisation.
- 2.10 The risk register and Board assurance framework is detailed in the last agenda item to allow Board members to consider and discuss if the risk descriptors and appetite facing the organisation is accurately described.

## **3. LOCAL, REGIONAL and NATIONAL ISSUES**

### **NHS Long Term Workforce Plan**

- 3.1 The NHS Long Term Workforce Plan was published on 30<sup>th</sup> June 2023. The full document can be accessed on: <https://www.england.nhs.uk/publication/nhs-long-term-workforce-plan/>
- 3.2 We will be reviewing the content of the plan alongside our People Strategy. Updates to the Board on any proposed changes to our plans will come as part of our bi-annual update on our People Strategy scheduled for November 2023.

### **Integrated Care System**

- 3.3 Over the past month each of the Integrated Care Boards have been finalising their Joint forward plans with NHS, Local Authority and voluntary sector partners. The Trust has been involved in the process of developing the content and finalising the documents in each of the ICBs that we operate within.
- 3.4 The links to the plans of each of the ICBs are found through the links below:

[The Norfolk and Waveney 5-year Joint Forward Plan](#)  
[Cambridgeshire and Peterborough joint forward plan](#)  
[Living a longer, healthier life – BLMK joint forward plan](#)

## **4. UPDATE ON COMMUNICATION STRATEGY PRIORITIES**

- 4.1 The new Communications Strategy approved in March has four themes:
- Improving access through innovation and new ways of working.
  - Strengthening our profile and celebrating accomplishments
  - Working collaboratively to improve outcomes and support change
  - Creating a healthy culture

Highlights/activity under the four theme headings.

## 4.2 Improving access through innovation and new ways of working

- **Digital Platform Project** – The build of the platform progresses on schedule, including a working test site, allowing the team to road test features with a wide range of users and services and supporting design to start much earlier than originally planned. 18 interactive sessions focused on 'advice content' are in progress with volunteers, co-production, clinical/service teams. There are also 26 'shop window' sessions focused on designing landing pages and service specific information throughout July and August.
- **Consent process** – A new photography and filming image library and consent form has been developed to help service users make informed decisions about their involvement, involvement/non involvement of parents and clearer ways for people to withdraw consent.
- **Grove View** - Our iCaSH, children's rapid response and children's speech and language teams in Bedfordshire have successfully relocated to Grove View Integrated Health and Care Hub in Dunstable. This state-of-the-art purpose-built development is the first of its kind in Central Bedfordshire and hosts a range of health and social care professionals to enable closer working between a range of health and care services. The hub will also provide space for community and voluntary organisations to come together. Support has been given to communicate the changes to our teams and service users.
- **Virtual Wards** - The move to recruit more clinicians across Bedfordshire/Luton to support our Virtual Ward offer continues to move apace. And we are using different communication processes to support this work. Advert sample: [https://m.facebook.com/story.php?story\\_fbid=pfbid02vL7ooaqjuqVvaMH127c8jJbg2Fqwxve689Znyewq7a2GBVZBkNCPhcxLSbQtmJUHI&id=100063560744307](https://m.facebook.com/story.php?story_fbid=pfbid02vL7ooaqjuqVvaMH127c8jJbg2Fqwxve689Znyewq7a2GBVZBkNCPhcxLSbQtmJUHI&id=100063560744307)
- **Google Analytics GA4** – All Trust websites have transferred over to the latest Google analytics platform allowing for user focused reporting, and understanding how users interact on our existing sites in much more detail.
- **Social media (Cambridgeshire and Peterborough)** - website activity has had an 174% increase in engaged users, 28% increase in reach, 39% increase in shares and 63% increase in clicks since April. The most popular posts were information to families such as exam stress, GCSEs and educational posts. We are looking to put more emphasis on these type of posts in the upcoming months. Service user audiences (Facebook and Instagram) are most engaged on Tuesdays, Thursdays and Fridays.
- **Social media (Norfolk and Waveney)** –We are putting more emphasis on exam stress, GCSEs and educational posts in the upcoming months and use Polls, graphics and infographics. Children's health services, emotional health, family resources were the most engaged with hashtags. The most viewed posts were #FunFriday and #Feedback. Based on this, hashtags have been working as a call-to-action button. Service user audiences (Facebook and Instagram) are most engaged on Tuesdays, Wednesdays and Thursdays.
- **Social media (Bedfordshire and Luton)** - In Bedfordshire and Luton the most engaged hashtags were #bedfordshire, #breastfeeding and #new mums. Image posts with hashtags posted between 10am and 1pm tended to have the highest average likes

75%. Impression rates on Twitter have declined since April - despite an increase in postings and reasons for this are being explored.

#### 4.3 Strengthening our profile and celebrating accomplishments

- **HSJ Award for call stack work** – An urgent community response (UCR) project which is helping to reduce pressures on the ambulance service and emergency departments has been crowned the winner of the Improving Urgent and Emergency Care through Digital at the first ever HSJ Digital Awards. The news has been shared on our social media channels, our website and through local media.
- **NHS Parliamentary Award for Breastfeeding Buddies** – The volunteer scheme has won a regional NHS Parliamentary Award. The Buddies are volunteers with lived experiences of breastfeeding/chestfeeding who provide support at Baby Brasseries, which are infant feeding support groups based in children's centres in Bedfordshire. This news has also been picked up by the Biggleswade Chronicle - <https://www.biggleswadetoday.co.uk/news/people/nhs-volunteers-recognised-for-breastfeeding-support-via-baby-brasseries-across-bedfordshire-4203553>
- **HSJ Award shortlisting** – Last month the Norfolk Healthy Child Programme presented to a panel of judges for the Improving Back-Office Efficiencies through Digital award. The presentation included a personal vlog from Sarah Maddox to help speak for families and give a frontline perspective on impact of the A&E project – <https://vimeo.com/825081911/6784e51e1f>
- **Audit hero award** - Ella Howard from our emotional health and wellbeing service won the 'Influencing organisational change' category in the Healthcare Quality Improvement Partnership (HQIP)'s Clinical Audit Heroes Awards 2023. Read more about how Ella impressed the judges - <https://www.hqip.org.uk/news/caaw23-change-announce/>
- **Shine a Light** – Our latest Shine a Light award winners were Bethany Scarcelli and the St Neots zone 4 0-19 healthy child team. Bethany was nominated for her support towards the complex safeguarding cases within the iCaSH service she works in. Jeanette called her 'a champion for patients and their wishes'. The winning healthy child programme team comprises Angela Pendleton, Zoe Francis, Kara Nicholson, Sarah Shillington, Ingrid Wilson, Susan Bowling, Lisa Barrett, Mandy Jackson and Chloe Upshall. They were nominated for going above and beyond their support making a brilliant and welcoming placement for a student nurse who joined the team for 6 months. Last month's winner was Scott Ferguson who is a clinical psychologist with our Bedfordshire Acquired Brain Injury Service. Scott was nominated by Jane Willmott for his exceptional work in getting a young service user with a brain injury to access rehabilitation. He even went so far as to drive around the county collecting her mother and helping source items to make her transition as smooth and comfortable as possible. Jane said: "Without Scott's actions the service user might never have gone to a rehab bed due to the many obstacles that were in the way."
- **Research and Development Forum Conference 2023** - Jyothika Kumar presented on her project 'Language barriers to research participation: Can digital translation tools help?' which showcased the innovative progress that's been made on this project, and Katherine Vale received an award as runner up for the best overall poster presentation for her poster entitled 'Empowering the nurses of the future to deliver research in the community'
- **The Royal College of Paediatrics and Child Health conference in Glasgow** – The community paediatric team in Bedfordshire and Luton presented their research findings

at this conference in May. The conference provided a valuable platform for our colleagues to showcase their research, share insights and represent our organisation.

- **Child development expertise** – CCS guidance on child development milestones was featured on the Huffington Post. The information explained physical and communication stages to look out for - [https://www.huffingtonpost.co.uk/entry/when-does-a-baby-become-a-toddler\\_uk\\_648ae225e4b0756ff862a9a5](https://www.huffingtonpost.co.uk/entry/when-does-a-baby-become-a-toddler_uk_648ae225e4b0756ff862a9a5)
- **NHSE Mental Health Support Teams (MHSTs) case study** - Our MHSTs, have been identified as one of the best performing sites in England, developed a case study for NHS England highlighting the achievements and key work, including some valuable feedback shared by the service users.
- **Welcoming Aliyyah** – The good news of the arrival of our new NED Aliyyah-Begum Nasser has been shared internally and externally. <https://www.cambscommunityservices.nhs.uk/news/ccs-news/2023/06/22/aliyyah-begum-nasser-joins-ccs-nhs-trust's-board-of-directors>
- **Norfolk Healthwatch Health Visiting review** –Healthwatch produced a review on local health visiting services sampling a small number of families. The report highlighted some recommendations to help increase family's awareness on what is available to them. Quoted from the report: “We were particularly pleased to hear that parents and carers felt supported, reassured, and listened to, and that the health visitors were knowledgeable and tailoring advice to their individual needs.” A press release using a quote from Sian Larrington helped set context of the report resulting in well received report. Full release: <https://healthwatchnorfolk.co.uk/news/health-visitor-survey-report/>
- **Occupational Therapy** – Pinpoint, who help to support families with additional needs and disabilities in Cambridgeshire, have praised the Occupational Therapy team as a key collaborator showcasing the outstanding co-production work that took place to produce the advice line and digital training offers. The most recent example of this is how to deliver ‘ready to learn circuits’, an innovative new training approach co-produced locally for all schools.
- **Dreamdrops, SEND children sponsorship** – Dreamdrops has bought the Priory Parkside Pumas Football Club in St Neots a new playing strip as part of their continuing sponsorship. The committee wanted to sponsor the team and buy a new strip for them to play in as this would be hugely beneficial to all the children involved. Some of the children participating in the match were children who are part of the Collins Club, which is already supported by Dreamdrops. The children are all from around Huntingdonshire. It offers a great opportunity for the children to gain confidence and shows how the community can come together to support inclusivity.

#### 4.4 **Working collaboratively to improve outcomes and support change**

- **Little Library Project** – Recently the Cambridgeshire and Peterborough Healthy Child Programme, in collaboration with the local Child and Family centres, has launched The Little Library of Big Feelings project. This new project aims to support parents in helping their young children learn, name, identify, and manage their own feelings as well as helping them to identify other people’s feelings through the use of a small collection of books about feelings, specifically aimed at babies, toddlers and children under the age of five. The project has been promoted through media, internal comms and social channels.



- **Sunny and Safe** – Norfolk Healthy Child together in collaboration with Norfolk and Waveney Integrated Care System (ICS) has launched the Sunny and Safer summer safety campaign. The campaign includes information for parents, carers, and professionals on safety in the water, safety in the sun and safety at play throughout the summer months.
- **Mental Health Awareness Week** – In May we worked with our Emotional Health and Wellbeing Service to mark Mental Health Awareness Week, with a focus on anxiety. Throughout the awareness week we shared key messages across our social media channels and we also produced a newsletter for schools that focused on topics such as; what is anxiety, how to cope with your feelings, exam stress and where to go for help if things are getting too much.
- **#FreeToFeedCP** – Working with South Cambridgeshire, East Cambridgeshire District Councils and Peterborough City Council Businesses are being encouraged to sign up as a #FreeToFeedCP locations, to not only give families a 'safe space' to visit but also raise important feeding messages from the campaign. The 'nip advisor' has already received 3000+ views with more locations being added every week. Existing promotional materials are being adapted to meet the needs of each community <https://www.bit.ly/freetofeedcp> continues.
- **Beds and Luton SEND health focus week** - This week of talks and presentations have been taking place through a collaboration between CCS and ELFT staff and covered a range of topics from ADHD and sleep to autism and the positives of neurodiversity. The offer was promoted through both organisations. More than 300 parents and professionals from the Beds and Luton area attended. [www.cambscommunityservices.nhs.uk/Bedfordshire/services/co-production/send-health-focus-week-2023](http://www.cambscommunityservices.nhs.uk/Bedfordshire/services/co-production/send-health-focus-week-2023)
- **SENDfest** – We worked in partnership with Norfolk County Council leading up to the event to promote it and had a stand on the day promoting our Norfolk and Waveney Children and Young People's Health Services.
- **Community Diagnostic Centres (CDCs)** – We have been working alongside our partners at the Cambridgeshire and Peterborough ICB to facilitate communications around the next phase of work on CDCs, in particular the next steps at the Princess of Wales Hospital.
- **System and national campaigns** - The Trusts continues to support campaigns to promote messages to make best use of NHS services and resources (i.e., #HelpUsHelpYou #EveryMindMatters #BetterHealth #MentalHealthAwarenessWeek #SmileMonth #BowelCancer #Measles #MMRVaccine and #Diabetes). We've also shared hot weather alerts for the East of England and advice about heat exhaustion and heat stroke.

This also includes system-wide messages about how people could access medical help during the bank holidays and continuing to remind the public that it's not too late to get their Covid-19 vaccines.

#### 4.5 **Creating healthy culture**

- **NHS75** – We have been celebrating this occasion in lots of different ways.
  - Four of our colleagues represent areas across our geography and a broad range of professional groups at the NHS75 Westminster Abbey event.



- We've encouraged colleagues across the area to take part in the NHS75 Parkrun on 8 July. Colleagues will be running the event with specially made CCS NHS75 t-shirts.
- We've encouraged colleagues across our services to take part in the NHS Ambassador scheme, where NHS staff go out to local schools to explain their role.
- We've provided funding to teams to celebrate in a way that is most meaningful for them. For example, the Beds and Luton team is organising a celebratory event in Woburn. They've chosen to use it as an opportunity to raise awareness of important issues too, so will have representatives of the equality networks attending and activities to raise awareness on handwashing.
- **Pride Month** –Pride Month in June was actively support with a series of weekly newsletters and promotional material created for our LGBTQIA+ Pride Network who represented CCS at the Cambridge Pride event on 17 June. We continued to encourage staff to become an ally to our LGBTQIA+ Pride Network and shared details of future meetings.
- **Volunteers' Week** – During Volunteers' Week (1-7 June) we shone the spotlight on our fabulous volunteers and the real difference they make to patients' experiences of our services by sharing a series of thank you messages from those who welcome, supervise and support them as well as quotes from volunteers themselves. We also promoted volunteering opportunities across the Trust as we're always keen to welcome new volunteers who represent the diversity of our communities and who bring with them a wide range of skills and experience. #VolunteersWeek #NHS75 #GoTeamCCS.
- **Armed Forces Week** –During Armed Forces Week in June a special all staff newsletter included videos from Dr David Vickers, Medical Director and Board Champion for Veteran Aware and Clare Dinnick, Project Manager of the Veteran Aware Accreditation Project. The Trust continues our journey to become a 'Veteran Aware' accredited organisation.
- **National Healthcare Estates and Facilities Day** – On 21 June, we celebrated and thanked our estates and facilities team including staff from CBRE and OCS who work tirelessly behind the scenes to ensure our sites are well maintained, safe and provide a great overall experience for our patients, service users and staff.
- **International HR Day** – Many people across the organisation work behind the scenes to ensure we're able to provide outstanding care to local residents and International HR Day was the perfect opportunity to thank as well as recognise and celebrate the value and positive impact that colleagues from our HR, recruitment, education, training and development, ESR, workforce information and OD teams bring to CCS and our people.
- **Recruitment** – The Cultural Diversity Network is producing an animation on the importance of having a diverse interview panel.
- **Dreamdrops Volunteers Week** - Dreamdrops Committee Member Wendy Baker and former Chairman Anne-Marie Hamilton attended the Coronation Royal Garden Party held at Buckingham Palace on the 9th of May 2023.