
TRUST BOARD

Title:	Chief Executive's Report
Action:	FOR DISCUSSION/AGREEMENT
Meeting:	8 May 2019

Purpose:

The report details the risks facing the organisation; updates on the communications and best practice examples across the Trust and issues impacting us from a local, regional and national basis.

In the report there is detail about the latest Care Quality Commission report on learning from deaths and the work we are undertaking to learn from any other good practice from outside the Trust. There are two important statements to consider concerning our approach to Slavery and Human Trafficking and also annual governance self-certification.

The Board are asked to consider the two recommendations below as actions.

Recommendation:

1. The Board is asked to review and approve the Annual Slavery and Human Trafficking Statement for publication on our website. *See section 2.1 and Annex A.*
2. The Board is asked to review the annual self-certification and authorise the Chair to sign on behalf of the Board after the External Audit Report is issued; unless material concerns are identified by the auditors that would materially affect the Trust's compliance with conditions below. *See section 2.3 and Annex B and Annex B1.*

	Name	Title
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Executive sponsor:	Matthew Winn	Chief Executive

1. LOCAL, REGIONAL AND NATIONAL ISSUES

1.1 The CQC have published a report on "Learning from Deaths - a review of the first year of NHS trusts implementing the national guidance"

The key points are:

- CQC's review finds that awareness of the guidance is high. Inspections have found evidence of some trusts having taken action to revise policies and establish more robust oversight of the investigation process to ensure learning is shared and acted on.
- Overall, CQC found that the key to enabling good practice is: an open and learning culture; clear and consistent leadership; values and behaviours that encourage engagement with families and carers; positive relationships with other organisations; and the ability to support staff with training and the wider resources needed to carry out thorough reviews and investigations.
- However, progress made to date varies between trusts and some organisations have found it harder than others to make the changes needed. In particular, improving engagement with bereaved families and carers is an area where some providers have struggled.
- Issues such as fear of engaging with bereaved families, lack of staff training, and concerns about repercussions on professional careers, suggest that cultural issues within some organisations may be a barrier to putting the guidance into practice.
- The report includes a case study analysis of three NHS hospital trusts – West Suffolk NHS Foundation Trust, Greater Manchester Mental Health NHS Foundation Trust and Norfolk Community Health and Care Trust – that have demonstrated areas of good practice in implementing changes to improve investigations and learning when patients in their care die.
- Following this review CQC has committed to further strengthening its assessment of how trusts are investigating and learning from patient deaths and to providing additional support and training for inspection staff involved in monitoring and inspecting trusts progress.
- CQC also set out where the challenges lie for the Learning from Deaths programme to continue to support implementation, and to make sure that learning from deaths remains a priority for the NHS so there is the necessary investment made by trusts.

As reported to the Board by Dr David Vickers in February and more recently in March 2019 (section 11.0), the Trust has a robust process in place, but will be taking the issues highlighted in the report into consideration when the Policy is updated in the near future.

NHS Improvement and NHS England are currently undertaking detailed work to merge their organisations together. This will mean that all teams and functions will operate in a joint way, but this approach will take some time to achieve. The local/regional teams are yet to go through their local merging and our relationship managers stay the same for the foreseeable future.

2. TRUST ISSUES

2.1 Annual Slavery and Human Trafficking Statement 2019/20

Section 54 of the Modern Slavery Act 2015 requires organisations to develop a slavery and human trafficking statement each year. The Slavery and Human Trafficking statement sets out what steps organisations have taken to ensure modern slavery is not taking place in their business or supply chains. The legislation applies to any commercial organisation which:

- supplies goods or services;
- carries on a business or part of a business in the UK; and
- has an annual turnover of £36m or more.

Annex A is the Trust's Annual Slavery and Human Trafficking Statement for 2019/20.

The Board is asked to review and approve the Annual Slavery and Human Trafficking Statement for publication on our website.

- 2.2 The Trust has been inspected by the Care Quality Commission as part of its planned core services inspection regime. The Well Led inspection will take place on the 4th and 5th June. When we have feedback from inspection teams, I will brief the Board.
- 2.3 The Trust Board is required by its regulator, NHS Improvement, to sign off a self-certification of its governance. This brings NHS Trusts into line with NHS Foundation Trusts Board governance. The Board is asked to certify that the Trust complies with conditions similar to Condition G6(3) and Condition FT4(8) as detailed in **Annex B** and the guidance from NHS Improvement in **Annex B1**.

The evidence of compliance with conditions similar to G6(3) is:

- Internal and external audit
- Reviews by other external organisations e.g. Commissioners, CQC and NHS Improvement
- Clinical audit
- Quality Way Peer Reviews
- Reports to the Board and subcommittees including on quality, finance, performance and risk
- The Board's Well Led Domain self-assessment and improvement plan.
- Complaints and incidents
- Whistleblowing

The evidence and compliance statement for FT4(8) is:

- Internal and external audit
- Reviews by other external organisations e.g. Commissioners, CQC and NHS improvement
- Clinical audit
- Quality Way Peer Reviews
- Reports to the Board and subcommittees including on quality, finance, performance and risk
- The Board's Well Led Domain self-assessment and improvement plan.
- Self-assessment tools e.g. Quality Early Warning Trigger Tool
- Annual Staff survey
- Benchmarking data against other NHS providers
- Staff and Patient Stories to the Board and Clinical Operational Boards
- Complaints and incidents
- Whistleblowing

The above list, while not exhaustive, highlights some of the key sources of assurance for the Board in 2018/19. Where improvement actions have been identified, the Board and its sub committees will have oversight of implementation of the action plan in line with the escalation framework.

The Head of Internal Audit Opinion was circulated to the Audit committee members after the April 2019 meeting. The external audit opinion will be presented at the extraordinary meeting on 24 May 2019. We do not anticipate that there will be any concerns which will materially impact the Trust's compliance with the conditions as set out below.

Recommendation:

The Board is asked to review the annual self-certification and authorise the Chair to sign on behalf of the Board after the External Audit Report is issued; unless material concerns are identified by the auditors that would materially affect the Trust's compliance with conditions below.

	Confirmed	Not Confirmed
NHS provider licence condition:		
Condition G6(3) – The provider has taken all precautions necessary to comply with conditions similar to Condition G6(3) of the Foundation Trust licence and has complied with requirements placed on it under NHS Acts and NHS Constitution.	✓	
Condition FT4(8) – The provider has complied with governance arrangements as set out in this Condition.	✓	

All Trusts are required to get annual Board sign off. The Trust does not need to submit this to NHS Improvement. However, an annual audit will be undertaken on a small sample of Trusts to ensure compliance. If selected for an audit, Trusts will need to provide evidence that the self-certification was signed off by the Board.

3. BOARD ASSURANCE FRAMEWORK

- 3.1 The Trust has completed its annual yearend review of strategic risks. As requested at the April 2019 Private Board, **Annex C** summarises the process adopted for identifying strategic risks for 2019-2020 as well as the overarching approach to managing risks as set out in the Trust's Risk Management Policy.
- 3.2 There are currently 9 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 D** attached.
- 3.3 The Trust currently has 7 strategic risks rated at 12 as shown in **Annex D**. These are the highest strategic risks to the organisation.
- 3.4 **Annex E** shows an overview of all open risks across the Trust. The Trust currently has 181 open risks across all services as at 30 April 2019.

There are currently 2 risks scoring 15 or above:

- **Risk 2919** – There is a risk that children with community nursing needs may not be supported due to current Bedfordshire Children's Community Nursing (CCN) vacancies and transformation of the service.

Update: Interim arrangements for use of bank staff are still in place. Recruitment for substantive staff is in progress. The team has also liaised with Bedford Hospital Neonatal Community Team to agree to support babies discharged for up to 28 days corrected age. No action required from the Board at this time.

- **Risk 2915** – There is a risk that we will be unable to complete safeguarding work (in Luton) as necessary due to staffing pressures placing clients and children at further risk of harm.

Update: An escalation framework has been shared with commissioners and action plan drafted which was due to be reviewed by the Chief Nurse. No action required from the Board at this time.

- 3.5 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 Learning from the Wider Executive Team’s monthly review of risks continues to be implemented to support continuous improvement in the Trust’s risk management systems and processes.
- 3.7 The work to strengthen the Trust’s Board Assurance framework continues as part of the Well Led Improvement priorities.

4. COMMUNICATION AND PROMOTIONAL ACTIVITY IN THE PAST MONTH

Our continued focus on raising awareness at a regional and national level of the great work our services are doing continues to bear fruit. Below is a summary of activities over the last two months:

Awards

- Public Engagement Network National Awards (PENNA): The Cambridge Community Nursing Service were finalists in the Engaging and Championing the Public, and Communicating Effectively with Patients and Families categories.
- Student Nursing Times Awards 2019: our Cambridgeshire Community Nursing team was a finalist in the Community Placement of the Year category. School Nurse Victoria Fenton was a finalist in the Learner of the Year Post Registration category.
- Our Bedfordshire adult neuro rehabilitation team were finalists in the Advancing Healthcare Chroma Award for Realising Potential through Creativity for bridging the gap between intensive support and the community through its Brushstrokes art sessions and Neurotones choir

Media coverage

- BBC Look East filmed at our Peterborough Dental Access Centre to highlight the difficulties local residents have in accessing high street dentists, and the knock on effect this is having on the DAC which is commissioned to deliver urgent (rather than routine) dental services.
- The Rt Hon Stephen Barclay MP opened the Rowan Lodge refurbished accommodation with coverage from local media. BBC Look East/Radio Cambridgeshire are filming/interviewing on site w/c 29 April (date to be confirmed).

Publications

- A research vignette by Dr Malini Raychaudhuri was published in the Sexually Transmitted Infections journal comparing positivity and activity between weekday and weekend clinics.
- Dr Jean Penman had an article published in the Institute of Psychosexual Medicine ejournal on 'Crossing the divide between physical and mental health interventions'.
- Our Research Team contributed to an article on visualisation of mood and well-being research with the University of Nottingham and NIHRMindTech which was published online in April 2019
- Three blogs from Jenny van Maurik, Clinical Lead (DynamicHealth), Austin Chinakidzwa, Luton Community Matron, and Matthew Winn, CEO, were published on the Department of Health and Care "Talk Health and Care" digital platform as part of a focus on opportunities and challenges within the community sector.
- An article in the Health Service Journal promoted the need for parity in investment between NHS England commissioned services and Public Health Grant funded services included contribution from the Trust's CEO and was followed up by various national social media channels
- The Trust's CEO contributed to NHS Providers 'Community Services: Our time' publication which explores the opportunities and risks for the sector as a result of the NHS long term plan.

Conference Speakers/presentations

- Dr Gillian Mitchell, Consultant, completed a research project with the University of Warwick on Nutritional Assessment of Children with Cerebral Palsy and will be giving a poster presentation at the Royal College of Paediatrics & Child Health (RCPCH) Annual Meeting in May 2019.
- Dr Kate Head, Consultant Community Paediatrician, won best poster presentation at a regional showcase event for co-producing information leaflets for caregivers with children with Global Development Delay. Poster accepted for RCPCH Annual Meeting in May 2019.
- Drs Mohamed Hassan, Francesca Omisakin, and Rakesh Tailor, having presented research findings on Gender and Autism at the International Annual Paediatric Meeting in Georgia, Russia, will be giving a poster presentation on this research at the RCPCH Meeting in May 2019.
- Dr Chinnaiah Yemula's abstract: 'A clinic based survey of teenagers with and without ADHD to understand their sleep habits, impact of poor sleep and whether gender differences exist' gave a poster presentation at the 7th World Congress on ADHD in Lisbon, Portugal in April 2019. Dr Yemula will also give an oral presentation on this study at the RCPCH conference in May 2019.
- Dr Tapomay Banerjee, Consultant Community Paediatrician will be presenting a poster 'Health needs of unaccompanied asylum seekers – observations from initial health assessment in community paediatric clinic' at the RCPCH conference in May 2019.
- Andrew Bateman will be delivering a talk "Bridging clinical and research worlds: a vision for AHPs in research" at first ever Council for Allied Health Professions Research conference in the region in May 2019.

- Vittoria Romano, Beds Dietician is speaking at the Primary Care Show for BDA Dietitians in May 2019 - promoting importance of food when managing #undernutrition and the Food First approach

Additional Trust-wide promotional activities

- The Trust received further good news about our survey results. Staff survey results nationally were grouped into 10 themes. We were rated the joint best performing Trust across the country in 3 themes: immediate manager; tackling bullying and harassment; and tackling violence. We were also rated 3rd best across the country for the staff engagement theme and were in the top 10 performing Trusts across the country in the remaining 6 themes.
- The Trust's 'Keeping in Touch' stakeholder newsletter was disseminated in April 2019 incorporating highlights from across the Trust.
- Promotional activities for the 2019 Staff Excellence Awards have been developed and disseminated across the Trust.
- Social media promotion of a range of service initiatives/achievements, recruitment opportunities, Shine a Light award winners, patient feedback; national campaigns including World Immunisation Day

Divisional highlights

- Norfolk children's services: the main focus in Norfolk has been the continuous promotion of the Just One Norfolk digital platform and the wide range of information and advice available; launch of the Norfolk Parents Peer Support online forum; ongoing engagement with partner organisations' communication teams to identify joint opportunities; and promotion of recruitment opportunities and patient feedback through the service's social media channels.
- Cambridgeshire children's services: external stakeholder update promoting developments to date with developing an integrated Cambridgeshire and Peterborough Healthy Child Programme service; developments to the digital presence for specialist services; promotion of a wide range of information, advice and opportunities via the service's social media channels including Autism Awareness Week; World Immunisation Week; patient feedback and more.
- Luton services: various internal and external communications to promote understanding of the Enhanced Models of Care; various films produced to support recruitment initiatives; on-going promotion of ChatHealth text messaging service for young people; launch of the Redgrave Art Project where more than 120 youngsters took part in producing artwork to brighten up the corridors for our young visitors. Promotion of information, advice and local and national campaigns via the service's social media channel, including promotion of the children's rapid response service which can help parents assess their child's health over the phone if they have a concern.
- Bedfordshire services: ongoing website development; promotional activities and literature for stakeholders (including schools) to promote launch of ChatHealth and Parentline; infographic in development to explain redesigned 0-19 service; communications to explain medical needs training for special schools; promotion of a film developed by OTs and S<s of activities to help children's speech and language, hand and independence; promotion of recruitment opportunities and various campaigns via social media.

- Ambulatory services: continued proactive social media to promote widely the iCaSH services; posters, social media guidance, programme and tweeting throughout the day at the iCaSH annual conference; patient information leaflets/posters to promote pelvic health service; and development of a new website for the DynamicHealth service continues.

Attachments:

Annex A – Annual Slavery and Human Trafficking Statement for 2019/20

Annex B – Annual NHS Trust Self-certification

Annex B1 – Annual Self-certification Guidance for NHS Trusts

Annex C – Context to the review of the strategic risk register

Annex D – Strategic Risk Register

Annex E – Overview of all open risks across the Trust

Annex F – CQC inspection verbal feedback letter