

Title:	Chief Executive Officer's Report		
Report to:	Trust Board		
Meeting:	22-11-2023	Agenda item: 5	
Purpose of the report:	For Noting <input type="checkbox"/>	For Decision <input checked="" type="checkbox"/>	

Executive Summary

This paper provides information on national, regional, and local issues impacting on the organisation. Nationally the Care Quality Commission has published a state of care report – summarised briefly in section 2. The Government has published details of the Provider selection Regime, which supersedes the EU procurement laws that governs health and care contracts (see section 3).

Additionally, there are updates on the governance of the Trust, freedom to speak up activity, updates on our inequalities work and details on how we are delivering on our communications strategy.

Recommendation

The Trust Board is asked to **discuss** the report and **approve** section 6.0 Corporate Governance update.

Report author:	<ul style="list-style-type: none"> • Sarah Feal, Trust Secretary and Freedom to Speak-Up Guardian. • Lea Fountain, Associate Director of Communications. • Bruce Luter, Assistant Director of Business Development and Strategy. 			
Executive sponsor:	Matthew Winn, Chief Executive Officer			
Assurance level:	Substantial <input type="checkbox"/>	Reasonable <input type="checkbox"/>	Partial <input type="checkbox"/>	No assurance <input type="checkbox"/>
Rationale for Assurance rating:	Not applicable			
Assurance action:	Not applicable			

How the report supports achievement of the Trust Strategic Objectives:

Provide outstanding care:	Our horizon scanning on the state of health and social care in England is described in section 2.0 and 3.0
Be collaborative:	Our joint working on health inequalities is described within section 4.0.
Be an excellent employer:	Our work to improve the organisation’s culture is described within section 5.0.
Be sustainable:	Not covered in this report.

Equality and Diversity Objective
Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they may experience and the care that is available to them. An update on health inequalities is provided in section 4.0.

Links to Board Assurance Framework risks / Trust risk register

There are none identified.

Legal and Regulatory requirements

- NHS England Code of Governance for NHS Provider Trusts.
- NHS Provider Selection Regime.

Previous Papers (last meeting only)

Title:	Chief Executive Officer’s Report
Date:	27-09-2023

1.0 Introduction

- 1.1 The purpose of this paper is to provide information on key national / regional / local issues that impact upon the organisation.

National:

2.0 The state of health care and adult social care in England 2022/23

- 2.1 The Care Quality Commission's [annual assessment of the state of health and adult social care](#) in England looks at the quality of care over the past year. They have found that “the combination of the cost-of-living crisis and workforce pressures risks ‘unfair care’ – longer waits, reduced access and poorer outcomes for some”.
- 2.2 The report is themed into 6 key areas, which are summarised below:

Access to care

Problems with people's access to care in England is an enduring issue.

Quality of care

The quality of care that people experience is affected by many different factors.

Inequalities

Inequalities pervade and persist, and some people are more likely to face inequalities in access and experience when using health and care services.

The health and care workforce

Staff regularly feed back of being overworked, exhausted, and stressed – sometimes to the point of becoming ill, injured, or leaving their job altogether. They say this can affect their ability to provide safe and effective care to people.

Deprivation of Liberty Safeguards

There are ongoing problems with the current Deprivation of Liberty Safeguards system that have left many people who are in vulnerable circumstances without legal protection for extended periods.

Systems

The way health and social care works in England has changed significantly over the past year, with new integrated care systems now formalised.

3.0 Provider Selection Regime

- 3.1 The Provider Selection Regime is expected to come into force on 1 January 2024. It is a new set of rules governing how local authorities, Integrated Care Boards and NHS Trusts purchase healthcare. Goods such as medicines or medical equipment and social care are not embraced by the new rules.

- 3.2 Under the Regime, competition – instead of being the default – is an option for commissioners allowing for a more flexible, proportionate, and collaborative approach. The Regime will give commissioners the ability to follow a variety of award processes to select providers, to ensure that all decisions are made in the best interests of the local population. The new regime will make it more straightforward to continue with existing service provision where arrangements are already working well, while also ensuring there is a clear and transparent process for decision-making.

Regional:

4.0 Health Inequalities

- 4.1 The Denny Review investigated health-related inequalities in Bedfordshire, Luton, and Milton Keynes, to seek to understand where health inequalities are greatest and what can be done to improve the situation for those affected.
- 4.2 As an organisation we fully support the approach and commit firstly to review the report in the context of our community services, secondly to contribute to the system-wide / place-based improvement work and thirdly to update the Integrated Care Board in Bedfordshire, Luton, and Milton Keynes at least annually.
- 4.3 The full report can be accessed from this link:
<https://blmkhealthandcarepartnership.org/denny-review/>

Trust:

5.0 Freedom to Speak-Up Update

- 5.1 This update includes concerns raised during the reporting period April to September 2023 on the concerns raised through the Freedom to Speak-up Guardian route but does not include case management information relating to other speaking-up channels across the organisation, for example, line manager or HR routes.
- 5.2 The Trust's Freedom to Speak-up Guardian completed their part 1 training in August 2023 and their part 2 training in October 2023. The Freedom to Speak-up Guardian continues to work collaboratively with the local and regional Guardian networks and has been allocated a 'buddy' from the National Guardian's Office for mentoring and peer support.
- 5.3 The Trust's Freedom to Speak-up Guardian has direct access to the Chief Executive, the lead Executive for Freedom to Speak-Up, Anita Pisani, and holds regular meetings with the lead to talk through case management including raised concerns, escalation routes, themes, outcomes and sharing of learning. The Guardian also has direct access to an independent Non-Executive Director, Catherine Dugmore.
- 5.4 There are currently 16 Freedom to Speak-up Champions in place supporting the work to help ensure that our culture is one where 'Speak-Up, Listen-Up, Follow-Up' become business as usual. Their details are found via the following link, and during Quarter 3,

the organisation will train a new cohort of Champions, who have recently volunteered: <https://nww.cambscommunityservices.nhs.uk/my-ccs/raising-concerns/meet-our-freedom-to-speak-up-champions>

- 5.5 October 2023 was Freedom to Speak-up month and the Freedom to Speak-up Guardian raised awareness on the barriers to speaking up.
- 5.6 Between April and September 2023, there have been 7 concerns raised. The anonymised reporting data was submitted to the National Guardian’s Office on time and a summary of the key learning points for the organisation is provided below:

Figure 1 - Table of cases reported to the National Guardian's Office

2023	April to June	July to September	Total
Total number of cases	4	3	7
Themes			
Attitudes and Behaviours	2	1	3
Other	2	-	2
Quality and Safety	-	1	1
Staffing levels	-	1	1

6.0 Corporate Governance

- 6.1 In March 2023, the Trust Board committed to an earlier review of its Terms of Reference due to changes in the external environment that impacted the organisation. Establishing terms of reference and reporting arrangements of all committees and sub-committees that are established by the Board is a matter reserved to the Trust Board for decision.
- 6.2 The Trust Board reviewed the proposed amendments in their workshop 18 October 2023 and is asked to **approve** the following amendments.
- To amend the People Participation Committee to ‘People Participation and Equalities Committee’.
 - To add ‘Armed Forces’ to the Diversity and Inclusion section of the People Participation and Equalities Committee to support Veteran Aware accreditation.
 - Appendix 11 – Board and Committee Membership and Leads to reflect current membership (see abridged table at paragraph 6.3).
- 6.3 The following table sets out the current non-executive membership for approval.

Committee	Non-executive membership
-----------	--------------------------

Audit Committee	Catherine Dugmore – Chair Fazilet Hadi Aliyyah Nasser
Charitable Funds	Gary Tubb – Chair Mary Elford
Clinical Operational Board -Adults	Aliyyah Nasser – Chair Catherine Dugmore Fazilet Hadi
Clinical Operational Board - Children	Anna Gill – Chair Richard Iles Gary Tubb
Infrastructure	Gary Tubb – Chair Richard Iles
Joint Children’s Partnership Board with Cambridgeshire and Peterborough Foundation Trust	Anna Gill – Co-chair
People Participation and Equalities	Fazilet Hadi – Chair Mary Elford Anna Gill
Quality, Improvement and Safety	Richard Iles – Chair Anna Gill Aliyyah Nasser
Remuneration	Catherine Dugmore – Chair Mary Elford Fazilet Hadi

6.4 Following a review of governance and decision-making processes within the organisation, both the internal and external auditors noted minor inconsistency between the Standing Orders and Terms of Reference related to committee administration and the circulation of papers. The Trust Board is asked to **approve** an amendment to the Standing Orders to ‘at least 5 working days’ to ensure alignment.

6.5 Catherine Dugmore to become the Senior Independent Director.

7.0 Trust key communication updates

7.1 A broad range of communications activity has been carried out across the Trust since the last Board meeting, supporting both the Trust’s Strategy and business as usual work.

The 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

To provide a clear view of progress, this report groups activity highlights under those four theme headings.

7.2 Improving access through innovation and new ways of working

- **Community Diagnostic Centres (CDC)** – Work is progressing well on the two Community Diagnostic Centres (CDCs) at North Cambs Hospital in Wisbech and the Princess of Wales Hospital in Ely. On 6 October 2023, we welcomed Lucy Frazer, the Member of Parliament for South East Cambridgeshire, to the CDC site at Princess of Wales Hospital. Lucy Frazer MP was shown around the site by Matthew Winn and Richard Dickson, the site project director, where she was able to see the construction site for the new CDC, hear more about our plans for the site, and see some of our other services at the Ely hospital, including the physiotherapy department. Her visit was covered by the Ely Standard as well as through our website and social media channels.

<https://www.elystandard.co.uk/news/23904739.princess-wales-hospital-ely-community-diagnostic-centre/>

- **Digital platform** – The first digital platform is on track to launch this month, having soft launched at the end of September. The new site – which can be found at <https://cambspborochildrenshealth.nhs.uk/> - will give families more helpful, relevant and easier-to-access information about our services and supporting their child's health. It also has a raft of other capabilities to support the accessing of even more services from home – or wherever people are. The platform's development has closely involved services users and clinical teams to ensure it meets people's needs now and in the future.

The soft launch allows continued testing and development to take place, including conducting accessibility audits, content tagging and search engine optimisation (SEO) improvements, to make sure content is easy to find and accessible to all when it fully launches.

Work will begin on the Bedfordshire and Luton Children and Young People CYP platform after the Cambridgeshire and Peterborough (CYP) platform launch.

- **New life-enhancing Changing Places toilet installed** – From 1 November 2023, people with complex care needs who require specialised facilities when out and about have been able to use a new Changing Places toilet which has been installed at North Cambs Hospital in Wisbech. The new facility will be available to use during the hours the hospital is open and will support people with profound and multiple learning disabilities, as well as those with other physical disabilities who require extra equipment and space to allow them to use the toilet safely and comfortably. As well as sharing this news through our website and social media, our chief nurse Kate Howard was interviewed live on BBC Radio Cambridgeshire's breakfast show to let people know about the facilities.
- **Dental open day** - On 10 October, the dental team ran their first open day to showcase the service and encourage future recruits. A paid campaign on Facebook encouraged bookings. The campaign reached more than 30,000 people and cost less than £40 for every person who booked and attended, providing a value for money approach to recruitment.

7.3 Strengthening our profile and celebrating accomplishments

- **Veteran Aware accreditation**– In October 2023, we were formally accredited as a veteran aware healthcare provider in recognition of the Trust’s commitment and work as an exemplar of the best standards of care for serving personnel, veterans, reservists, adult cadets and families of the armed forces community. The good news has been shared with media as well as via social media channels and our website.
- **Silver NHS Pastoral Care Quality Award** – After taking part in the pilot NHS Pastoral Care Quality Award for clinical support workers, we were awarded silver status in October 2023 and are currently the only community trust to have achieved this. To attain the award, we successfully met a set of standards and demonstrated best practice pastoral care for support workers, including recruitment and induction, in-role support, ongoing learning and development, valuing staff and recognition.
- **Diabetes and pulmonary rehab** - Our diabetes and pulmonary rehabilitation services in Luton featured on Inspire FM, a community radio station which offers varied programmes and Muslim prayers. The aim was to increase referrals into the seven-week programme (particularly among seldom heard groups) and minimise the number of patients not completing the programme.
- **Shine a Light** – Colleagues continue to be celebrated every month. Our latest joint Shine a Light award winners were Lauren McCartney and Aderonke Odumade. Lauren’s an education mental health practitioner in Cambridgeshire and was nominated by Emma Sillet for the extra support she’s been giving to a young person. Aderonke Odumade, quality assurance acting team manager and case manager for Milton Keynes children's continuing care, was nominated by Jo McDonnell for going above and beyond what was expected of her to ensure a young man received the highest level of end-of-life care.
- **Valuing our Volunteers Award** – The latest winner of our quarterly valuing our volunteers award was Simreet Mahal, a volunteer for our Dental HealthCare service in Peterborough. Simreet supports the service by welcoming patients, completing admin activities and collecting patient feedback. She’s also supported the service by contributing sustainability ideas for the service, which link into their current Green Impact criteria.
- **Queen’s Nurses** – We were delighted to hear that 12 more of our nurses have been awarded the Queen’s Nurse status. This prestigious title is awarded by The Queen’s Nursing Institute to community nurses who demonstrate a commitment to high standards of patient care, learning and leadership.
- **Long Service Awards 2023** – This year we have 82 members of staff celebrating an incredible collective total of 2,180 years’ long service. Three celebratory events are taking place in November to mark their work milestones as well as celebrate our apprentice graduates.

7.4 Working collaboratively to improve outcomes and support change

- **System campaigns** - The Trust's is engaged with all three systems in developing campaigns to promote messages to make best use of NHS services and resources. Recently this included #MenACWY, #MMR, #HPV #HeartAttack #KnowYourNumbers #FeelBrighter #WorldSepsisDay #SickleCellAwarenessMonth #OrganDonationWeek #NHS111

#WorldMentalHealthDay #Stoptober #BreastCancerAwarenessMonth
#ItAllCounts #UTIs #CelebratingCommunityServices #AHPsDay
#RestartAHeartDay #ReturnToPractice #WorldMenopauseDay #ClearOnCancer
and #NationalCholesterolMonth.

7.5 Creating a healthy culture

- **Black History Month** - This year's theme is Celebrating our Sisters which emphasises the vital role black women have played in shaping history, inspiring change, and building communities. A screensaver was uploaded to all devices Trust-wide, and we shared an all-staff email with a message from Ashley Sumbhoolaul, chair of our cultural diversity network. As part of our celebrations for both Black History Month and Allied Health Professions Day on 14 October, we also shared a podcast with Ashley, who is a senior physiotherapist in Huntingdon and Doddingdon, in which he talked about what inspired him to be a physiotherapist, the steps he took since leaving school to embark on his career, his experience of being an AHP/physio from a culturally diverse background, why he feels it's important to be able to bring our authentic personalities and celebrate cultural diversity in the workplace, his career highlights and challenges, as well as his advice for colleagues from culturally-diverse backgrounds.

Last year our board made a commitment to anti-racism, with a collective pledge and each board member making their own personal commitment to tackle racism. During Black History Month 2023, our board members have been reflecting on those pledges and what they've done since making them. In addition, our wider leadership team has been exploring how it can make a difference too, with people making their own anti-racism pledges. We shared their reflections and pledges in Comms Cascade on 12 October which was read by 63% of staff. In Comms Cascade on 26 October, we shared a round-up of events including some vibrant photos of activities and food tasting sessions that members of our cultural diversity network have hosted across our sites to celebrate Black History Month. This edition of Comms Cascade was read by 56% of staff. Furthermore, we also created a dedicated intranet page which is bursting with content including an interview with Myrna Loy, **an administrator in the Safeguarding Children Team in Luton, who shared the importance of music and dance, identity issues and the challenges of life away from your homeland or the home of your ancestors.**

- **Speak Up Month** – This year's theme Breaking Barriers focuses on removing the obstacles which people feel stop them from speaking up about our culture at work and for people who use our services. We reminded our people through Comms Cascade that there are many ways they can speak up if they're concerned about anything within our organisation. This included sharing the contact details for our Freedom to Speak Up Guardian Sarah Feal and our network of Freedom to Speak Up Champions as well as our Executive Lead Anita Pisani and Non-Executive Lead Catherine Dugmore.
- **Allied Health Professions' Day** – AHPs' Day on 14 October is a great opportunity to shine the spotlight on our AHPs across the Trust and thank them for the incredible impact they have on patient care and wellbeing. We have almost 400 AHPs at CCS consisting of dietitians, a drama therapist, a podiatrist, occupational therapists, orthoptists, physiotherapists and speech and language therapists. We celebrated with an all-staff newsletter which included a video message from **Claire D'Agostino, Assistant Director of Allied Health**

Professionals, details of three face-to-face events taking place across the Trust, three online events, six inspirational podcasts featuring a selection of our AHPs, reflections from some of our AHPs and some fabulous feedback from patients and service users. The newsletter was read by 63% of staff.

- **Supporting colleagues affected by the conflict in Israel and Gaza** – Our staff support hub has set up a support forums for people affected by this crisis. These online support forums are facilitated by an experienced clinical psychologist with specialist skills in trauma and peer support. Our other health and wellbeing sources are also being promoted to support those affected directly or indirectly.
- **NHS Staff Survey** – We've been promoting this year's national NHS staff survey which has involved highlighting the importance of the survey and encouraging our people to participate, as well as encouraging friendly competition among service divisions by sharing regular updates on response rates via a leader board.
- **Vaccines** – We launched this year's staff flu campaign with an all-staff newsletter which included a video message from Kate Howard, a flu myth busting infographic and a link to the flu clinics booking site. Since then, we've continued to promote the importance of staff having their flu vaccine to protect themselves and others through regular messages in Comms Cascade, screensavers, emails and text messages. We've shared photos of our Board members having their flu vaccines and a video message from Charlotte King, an administrator in Norfolk, explaining how easy she found it to book an appointment and have her flu vaccine whilst at work. In addition, we've also shared how our people can get their autumn Covid-19 booster and the importance of making sure staff are protected against measles.
- **Service visits** – A new programme of service visits is underway to support our senior leaders to fully understand the daily realities of working in our services. These visits allow leaders to hear what makes our people proud as well as see the challenges they face and understand how we can continue working together to improve the experiences of both the people who work for us and the people who receive our services. Mary Elford and Steve Bush visited the Rapid Response Team on 11 October and Mary Elford shared on her Twitter feed *'Terrific visit to @LutonCommNHS @ccs_nhst Rapid Response team today. Powerful example of what can be achieved through true partnership working, with colleagues from @EastEnglandAmband and @LandDHospital working together as one team. So much for all to be proud of.'*