

Title:	Chief Executive's Report		
Report to:	Trust Board		
Meeting:	27-09-2023	Agenda item: 5	
Purpose of the report:	For Noting <input checked="" type="checkbox"/>	For Decision <input type="checkbox"/>	

Executive Summary

This paper provides information on national, regional and local issues impacting on the organisation.

The report updates the Board on our work in response to the neo-natal service deaths in the Countess of Chester hospital; Reinforced Autoclaved Aerated Concrete in our North Cambs community hospital site and for sharing a new report on community health services by the Nuffield trust.

Our communication activities to support our local and system work is included, as is an update on developments in health inequalities work across the Trust.

Recommendation

The Board is asked to **note** the report.

Report author:	<ul style="list-style-type: none"> ▪ Sarah Feal, Trust Secretary and Freedom to Speak-up Guardian ▪ Lea Fountain, Associate Director of Communications (section 4.0) ▪ Dr David Vickers, Medical Director (section 3.0) 			
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	Intracule to the response to the events at the Countess of Chester hospital
Be collaborative	Not applicable
Be an excellent employer	Not applicable
Be sustainable	Not applicable

Equality and Diversity Objective
An update on health inequalities is provided at section 5

Links to Board Assurance Framework risks / Trust risk register

There are none identified.

Legal and Regulatory requirements

- Section 4.0 will help the organisation to meet the requirements of the Equality Act 2010.
- Section 7.0 will help the organisation to meet the requirements of Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

Previous Papers (last meeting only)

Title:	Chief Executive's Report
Date:	19-07-2023

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.
- 1.2 Consultant and junior doctors are currently on strike. Whilst the impact on the services provided by the Trust are negligible, we are supporting other acute hospitals who are stretched because of the impact of the strikes on their own services and patients. This is in line with our duties and responsibilities (referenced in the Quality committee recommendations) from the emergency preparedness resilience and response standards).
- 1.3 The Nuffield trust has published a new report [on Building community health and care capacity: Reflections from other countries](#). The report is informative and I commend it to Board members to read as identifies five hypotheses as to why countries with similar constraints have been better able to build community capacity. We will ensure this is shared and used with our Integrated Care Boards.

2.0 Reflections on Countess of Chester case

- 2.1 Most individuals will have been appalled and angry about the terrible crimes and the impact on the families and staff in the Chester neo-natal unit. Whilst we no longer provide neo-natal services in our organisation, we must also learn from what happened to avoid harm happening anywhere in our Trust – especially in adult palliative care services and children services for those with life limiting illnesses.
- 2.2 The organisation is committed to doing everything possible to prevent anything like this happening in our organisation and have recently approved a new framework for patient safety incident responses. The Board will be involved in plans to ensure our clinical data is specific and timely in the services that are involved in supporting people at the end of their lives and this will be reflected in future mortality reporting/data received by the Trust Board. A key focus will be on using our data to understand patterns and variation.
- 2.3 Within the organisation we recently had 10 staff volunteer themselves to become new Freedom to Speak-up Champions. ‘Speaking up’ is about anything that gets in the way of employees doing a great job. In October we celebrate speak-up month and the theme for this year is ‘Breaking Barriers’.
- 2.4 NHS England has recently developed a revised Fit and Proper Person Test framework in response to recommendations made by Tom Kark in his 2019 review. This framework also considers the requirements of the Care Quality Commission in relation to directors being ‘fit and proper’ for their roles. This was highlighted for action in the [NHS England letter](#) dated 18th August 2023.
- 2.5 The framework becomes effective from 30 September 2023 and implemented by all Boards. This will enhance existing processes by bringing in additional background checks, including a Board member reference template, which also applies to Board

members taking on a non-Board role. This assessment will be refreshed annually and, for the first time, recorded on Electronic Staff Record so that it is transferable to other NHS organisations as part of their recruitment processes.

- 2.6 In December, the Board will be considering our approach to these recommendations and receiving an update on our plans to be fully compliant by March 2024.
- 2.7 Rachel Hawkins is the lead executive overseeing the implementation of the 'Kark recommendations'.

3.0 Reinforced Autoclaved Aerated Concrete

- 3.1 The Trust has identified Reinforced Autoclaved Aerated Concrete (RAAC) at North Cambs Hospital (NCH). We have put in full mitigation plans to avoid patients and staff operating in the affected areas. At the request of NHS England, we have submitted a business case to support eradication of the problem areas and wait the result of national decision making.
- 3.2 NHS England wrote to all Trusts on the 5th September 2023 asking that Boards assure themselves that Trusts are 1) responding to and communicating with regional/national operations centres 2) ensuring assessments have been made on all buildings were sufficiently thorough 3) implementing appropriate management plans where RAAC has been identified.
- 3.3 This matter was discussed at the Infrastructure Committee at the beginning of September and will be a standing item in future meetings. All of the three 'asks' from NHS England are in place and acted upon.

4.0 Key communication updates

- 4.1 Chief Executive Officer announcement – the organisation worked closely with Norfolk Community Health and Care NHS Trust to announce that Matthew Winn will be serving as Chief Executive across both organisations from 1 November 2023 for the next twelve months. The announcement was a public opportunity to highlight the importance of community services and how they can support people to live healthier lives. It also provided an opportunity to highlight the strengths of Cambridgeshire Community Services, including being an outstanding care provider and our focus on culture and values. [The story was covered by the Health Service Journal.](#)
- 4.2 We are pleased that the Trust has been awarded the 'Veteran Aware accreditation'. This accreditation recognises your work identifying and sharing best practice across the NHS as an exemplar of the best standards of care for the Armed Forces community and is part of the NHS's commitment to the Armed Forces Covenant.
- 4.3 Shine a Light – Colleagues continue to be celebrated every month. Our latest joint Shine a Light award winners were Charlotte Wiggins and Jan Wilkins. Charlotte is a children's continuing care sister in Cambridgeshire and was nominated by a foster parent for relentlessly advocating for her foster daughter who has complex health needs to receive continuing care from her local authority. Jan Wilkins is a family support practitioner based in Cambridge and was nominated by her clinical supervisor

for the compassion and humanity with which she treats families during the toughest moments of their lives.

- 4.4 Long Service Awards 2023 – We launched our long service awards nomination process in July to celebrate staff who have achieved significant milestones and thank them for their hard work and dedication. This year we've added extra 45 year and 50-year milestones. Celebration events are being organised for October.
- 4.5 Communications campaigns have helped to support various service changes including the launch of the new iCaSH online booking for Peterborough, Norwich, King's Lynn and Great Yarmouth, the Dynamic Health move to new clinic spaces and the migration of eye and audiology service calls and emails into the health hub.
- 4.6 Integrated Contraception and Sexual Health services (iCaSH) Bedfordshire – Our teams have been successful in securing the contract to continue providing sexual and reproductive health services across Bedfordshire. The new contract goes live in December 2023. Work is underway to reinvigorate communications activity, particularly via social media, to continue growing our profile for this service.
- 4.7 In August our Luton Unscheduled Care Hub was profiled in the national Integrated Care Bulletin. The article showed how paramedics working can now transfer suitable patients directly from the ambulance service to their community colleagues, helping to avoid people needing to go to emergency departments for treatment.
<https://blmkhealthandcarepartnership.org/new-unscheduled-care-hub-launched-in-bedfordshire/>
- 4.8 #FreeToFeed launched its second promotional wave during World Breastfeeding Week. Working in partnership with South Cambs District Council, East Cambs District Council and local families, a multichannel social media campaign promoted new co-produced images and messages. Posts highlighted local #FreeToFeedCP locations, breastfeeding advice for families and a call out for local businesses to sign up as a location. Across Facebook the campaign appeared on 38,000 feeds with 3,462 link clicks and 51 comments. The nip advisor map has had over 5,000 views. The campaign also received press coverage on the BBC and in local outlets:
<https://www.bbc.co.uk/news/uk-england-cambridgeshire-66365562>
- 4.9 The first Integrated Front Door stakeholder event (Norfolk children services) took place in July 2023. It was well attended with 41 attendees who had the opportunity to learn more about the Just One Number team in its current form, learn more about the future plans for the service and to ask questions.
- 4.10 Promotion has just started for this year's national NHS staff survey. We're encouraging as many of our people as possible to participate, as well as encouraging friendly competition among service divisions by sharing regular updates on response rates via a leader board.
- 4.11 This year's staff flu and COVID vaccination campaign has just launched. As in previous years, we'll be adopting a digital approach and will be using several different

channels to increase vaccine uptake. This will enable us to reach frontline and non-frontline staff more effectively, as well as allow us to measure and evaluate the success of the campaign.

5.0 Health Inequalities Update

5.1 Health Inequality work is referenced throughout the Integrated Governance Report and was also discussed in both Clinical Operations Boards. A summary of work against the forward plan agreed by the Trust Board in May 2023 is below:

Data

5.2 Health inequalities dashboard. The Clinical Systems Team have developed an Equality and Diversity template for SystemOne, which is now in the testing phase with a pilot group of staff. The team are also exploring the idea, after feedback from clinical staff, of converting this template into a questionnaire that can be sent directly through to the patient for them to complete, with back-up systems put in place for patients where English is not their first language, have communication needs or do not have access to technology. Similar work is starting in relation to our other two clinical systems.

5.3 The Health Inequalities iHub dashboard is on the iHub roadmap (and part of the Digital Transformation Strategy Implementation Plan Year 1), with a plan to commence in October 2023.

Governance

5.4 As part of the year one review of Service Plans, services have considered how health inequality is addressed within these plans.

5.5 The Clinical Operations Boards are starting to include data on health inequalities as part of routine reporting. Examples include work with Cambridgeshire and Peterborough Integrated Care Board in relation to access to Dynamic Health services and adjustment of service offer in Dental Access Centres to areas identified as having higher need. Adult Services have identified that our Pulmonary Rehabilitation Service is less well used by patients from a variety of ethnic backgrounds and have started targeted advertising using culturally specific media outlets.

Care models

5.6 Waiting lists - work is in progress to embed deprivation indices into waiting list management. A Population Representation Analysis tool has been developed to allow waiting list analysis by health equity factors, including deprivation and ethnicity.

5.7 Virtual wards - review of this service has indicated that as the pathway is responding to facilitate early discharge and prevent admissions, targeting inequality is not central to the model. However, it seems likely that we will see a higher proportion of referrals

from more deprived areas, and we will in time be able to model this based on postcode data. There is a dedicated respiratory virtual ward which is part of the target population in Core20plus.

Training

- 5.8 The delivery of the Numsense training was paused to allow an update of the content. It will be available from October, and every month thereafter, and will include health inequalities in the training.
- 5.9 In addition, services have made bids to Bedfordshire, Luton, and Milton Keynes Integrated Care Board for Health Inequality funding, including supporting adult patient transport, as not being able to get to clinic due to affordability of transport was identified as an issue, and in Children's Services to enhance the early intervention offer for children with special educational needs, and for health inclusion practitioners to work with vulnerable families. Outcome of these bids is awaited.

NHS Equality, Diversity, and Inclusion Improvement Plan

- 5.10 In June 2023, NHS England issued a new accountability framework to improve equality, diversity, and inclusion, and the aim of the plan is to enhance the sense of belonging for NHS staff to improve their experience. This plan sets out targeted actions to address the prejudice and discrimination – direct and indirect – that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.
- 5.11 A full copy of the plan is available from this link <https://www.england.nhs.uk/long-read/nhs-equality-diversity-and-inclusion-improvement-plan/> and further detail can be found within the Integrated Governance Report (Be an Excellent Employer - section 6.4).