

Title:	Chief Executive Officer's Report
Report to the:	Trust Board
Meeting date:	17 July 2024
Agenda item:	5
Report author:	Sarah Feal, Trust Secretary and Freedom to Speak-up Guardian Lea Fountain, Associate Director of Communications
Executive sponsor:	Matthew Winn, Chief Executive Officer

Assurance level:	Not applicable
Rationale:	Not applicable
Assurance action:	Not applicable

Executive Summary

This report provides information on national, regional, and local issues impacting on the organisation. The Labour Government has published its 5 Missions for a Better Britain that calls for an improvement in the NHS that is fit for the future. Core to this mission are well supported community services, which are essential for the next generation NHS (section 1.0).

There are recommendations to the Board on minor alterations to the corporate governance in the Trust (section 2.0), and an update on the communications strategy (section 3.0).

Recommendation

Trust Board members are asked to:

- **Approve** the revisions to corporate governance arrangements for the Trust.
- **Note and discuss** other elements within the report.

How the report supports achievement of the Strategic Objectives:

Provide outstanding care:	Section 3.2 set out a range of examples of our staff providing outstanding care to residents.
Be collaborative:	Section 3.4 details some of the joint work and campaigns we are involved in with system partners.
Be an excellent employer:	Section 3.3 celebrates our staff accomplishments and shines a light on our staff members.
Be sustainable:	Not explicitly covered in this report.

How the report supports tackling Health Inequalities

Not explicitly covered in this report.

Links to Board Assurance Framework / Trust Risk Register

There are none identified.

Legal and Regulatory requirements

There are none identified.

Previous report

22 May 2024, Chief Executive Officer's Report.

National issues:

1.0 New Government

1.1 The incoming Government has identified three big strategic shifts:

- moving more care out of hospital into primary and community – not just better for individuals, but offering the potential to release hospital beds for those who need them and deliver more for taxpayers' money;
- better utilising technology and data – offering the opportunity to deliver more effective use of money and staff time, give patients more convenience and control, and make the NHS a better place to work for our staff;
- and boosting prevention – maximising the opportunity of local partnership working to support people to stay well, reduce health inequalities and help people stay in work.

1.2 At a local level we will be developing some new relationships with MPs elected across Norfolk and Waveney.

1.3 The Chief Executive of NHS Providers has written a very clear [blog](#) – *'Home is where the heart is: Well supported community services are vital for the 'next generation' NHS'*

Community health services are core to the future sustainability of the NHS. These essential, but sometimes overlooked, parts of the health system support people throughout their lives by providing a range of services, including district nursing, health visiting, podiatry, and speech and language therapy.

Community services are now treating a rapidly growing number of people, many with high levels of acuity and complexity. The latest national figures show that there were 8.6 million community care contacts in January 2024 – a 13% increase on the same month in 2023.

1.4 We will use this information and intent to work with the Integrated Care Board when Government policy becomes real and specific.

Local / system issues:

2.0 Internal Governance

2.1 There are recommendations to the Trust Board on minor alterations to the corporate governance arrangements in the Trust. The Trust Board is asked to **approve**:

1. To establish a new **Quality Improvement Group** reporting to the Quality, Improvement and Safety Committee to delegate operational responsibility for quality improvement activities and allow the Committee more focus on assurance.

2. To dissolve the **Joint Children's Partnership Board**, which is a joint committee with Cambridgeshire and Peterborough NHS Foundation Trust, and to transfer the activities into the organisation's relevant operational Boards. This is a mutually agreed approach with Cambridgeshire and Peterborough NHS Foundation Trust as part of our approach of managing children services together for this financial year.

2.2 The [Quality Account](#) has been published, which provides an overview of the quality of services we delivered last year and demonstrates to leaders of healthcare, clinicians, staff, and the public our commitment to continuous, evidence-based quality improvement.

3.0 Communications Update

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

3.2 Improving access through innovation and new ways of working

Digital platform project – Positive progress is being made on the new Bedfordshire and Luton children's digital platform, which will go live later this year. Like the Cambridgeshire and Peterborough children's site launched earlier this year, it will provide a wealth of useful information for families and help facilitate our digital offer. All general advice information on the site has now been reviewed and includes local relevant links – a large milestone in the platform's development. The remaining work is focused on clinical service areas. When complete it will be available at www.bedslutonchildrenshealth.nhs.uk

Social media review – social media is an important way of communicating with the public and other professionals, so the Trust is looking at how it can improve the way it operates on social media channels. This has included reviewing the analytics of existing content, comparing our approach with best practice, reviewing examples of outstanding engagement and holding a workshop session with children's staff (with 40+ attendees). The deep dive analysis of our current social media offer is showing some good practice across each platform but also lots of areas to improve. This work will inform our social media approach going forward.

Neurodiversity support pack – Work is underway to improve the information we provide to support families referred to our neurodiversity service. The initial deep dive meetings with Bedfordshire and Luton parent carer forums to review and update the neurodiversity support pack have been very productive and positive steps have been taken to update content and support wider neurodevelopment work across the trust. Cambridgeshire and Peterborough colleagues are involved in the design sessions to ensure easy adoption of the work across geographical boundaries.

Dynamic Health Online Offer Review – In preparation for its new digital platform (after completion of the Bedfordshire and Luton platform), a review process with Dynamic Health staff and people who use the service has begun. Following a mapping exercise there are some quick wins to help support behaviour change and help ease pressure points in the service. A co-production workshop has been organised for further feedback.

QR Sheets – Learning from good practice in Norfolk, Cambridgeshire and Peterborough Children’s teams have been exploring alternative sustainable approaches to advertise their online offer. QR code sheets linking to key content have been designed to help clinicians have quick reference sheets. These can be used during clinics, at appointments or at events to help families access information on their mobile devices. Each code also can be tracked in the website analytics, so we are able to track their effectiveness.

3.3 **Strengthening our profile and celebrating accomplishments:**

Shine a light – Colleagues continue to be celebrated every month. Our latest award winners are Sam Major, an associate sexual health advisor at iCaSH Norfolk, and Jolomi Mogbeyiteren, a senior physiotherapist at Dynamic Health in Huntingdon/Doddington. Sam was nominated for managing an extremely complex case with many vulnerabilities. Jolomi was nominated for his ‘can do’ attitude, involvement with junior and student staff, friendly, caring manner, positive patient feedback and his passion for growth, development, and learning.

Annual staff awards celebration 2024 – We launched our annual staff awards in June to celebrate our amazing colleagues. There are 15 award categories in total this year and the ceremonies will be held in October.

Long Service Awards 2024 – We launched our long service awards nomination process in June to celebrate staff who have achieved significant milestones and thank them for their hard work and dedication.

Leadership and culture in healthcare podcast – Matthew Winn’s podcast is continuing, and we have been sharing it with weekly social media posts. This included sharing news of the finale of series one, which featured insights from Professor Michael West CBE on nurturing cultures of high-quality and compassionate care in health services. The information we shared on X (previously Twitter) had 8,697 views, 26 shares and 112 likes.

National awards – We’ve maximised opportunities to raise awareness of the importance and impact of community services through promotion and applications to the NHS Parliamentary Awards, Health Service Journal Awards and the CAHPO (Chief Allied Health Professions Officer) Awards.

Case study featured by NHS East of England – To celebrate Nurses’ Day on 12 May, we shared an inspirational case study featuring children’s community nurse Hayley Dicker sharing her incredible nursing journey. This was spotlighted by NHS East of England on X.

NHS staff survey – We shared a series of social media posts highlighting our fantastic 2023 NHS staff survey results. These included posts on our great culture, flexible working, being a compassionate and inclusive place to work and being the best performing community trust.

Children’s conference – We are preparing to run a Trust-wide Children’s Conference for our staff later this year. So much has happened since our last conference in 2019 so we’re excited to celebrate and showcase the work of our teams. Wider promotion started this week and is encouraging our teams to not only learn from each other but also to highlight the projects that make them feel proud.

3.4 **Working collaboratively to improve outcomes and support change**

Terrence Higgins Trust transfer – We’ve supported two teams to transfer from Terrence Higgins Trust to iCaSH Norfolk on 1 June and to iCaSH Milton Keynes on 1 July. These teams offer health promotion and training for professionals, so we’ve developed materials to support our teams as they promote their offer in our communities. The iCaSH website has also been updated to include sections under Norfolk and Milton Keynes for C-Card, Chlamydia Screening, and condoms by post.

Suffolk iCaSH transfer – On 1 May we said farewell to our Suffolk iCaSH team, with a celebration of all their achievements while part of CCS. We’ve worked alongside the new provider (Provide) to inform the public about the change and transfer social media accounts and online information to the new provider.

JON Mental Health update – We are continuing to promote the new advice and support service to professionals in Norfolk. This includes sharing information on the performance and developments of the first three months of Just One Number Norfolk and Waveney Access to Mental Health Advice and Support Service (0-25 years) through email updates and infographics.

Preventing skin tears – Our tissue viability team in Luton has developed information on skin tears to highlight the risks and share top preventative tips. This information is now being promoted by Bedfordshire Hospitals NHS Foundation Trust to ensure consistent helpful messaging across Bedfordshire and Luton.

System campaigns - The Trust is engaged with all three systems in developing campaigns to promote messages to make best use of NHS services and resources. Recently this included #NHS111, #HelpUsHelpYou #BetterHealth #MentalHealthAwarenessWeek #CervicalScreening #TickAware #NHSTalkingTherapies #SmileMonth #WorldHandHygieneDay #Measles #MMRVaccine and #Diabetes. We also shared hot weather alerts for the East of England and Cambridgeshire and Peterborough ICB’s summer toolkit featuring advice about heat exhaustion and sun safety.

Bank holidays – We’ve shared system-wide messages about how people can access medical help during the bank holidays i.e. reminders to order repeat prescriptions, visit NHS 111 if in need of urgent medical help for something that isn’t an emergency and keeping A&E available for those who really need it, as well as details of local pharmacies and minor injury units.

Vaccines – We’ve regularly shared posts on our social media channels about the importance of people boosting their immunity by having their measles, whooping cough and spring Covid-19 vaccines if eligible.

3.5 Creating a healthy culture

Pride Month – We have been delighted to mark Pride Month here at CCS. Our staff have been involved in Pride events across the region, teams have had outreach events on our sites, and we've created dedicated staff newsletters. This was an opportunity to celebrate our LGBTQIA+ colleagues and consider what more we can do collectively to make our workplace and services more inclusive. We encouraged more of our people to become an ally to our LGBTQIA+ Pride Network

Volunteers' Week – During Volunteers' Week (3-9 June) we shone the spotlight on our fabulous volunteers and the real difference they make to the people who use our services and our staff. We shared a series of thank you messages across our social media channels from those who welcome, supervise and support volunteers as well as some quotes from our volunteers themselves about their motivations for volunteering and their different roles. 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 – We celebrated Armed Forces Week in June with a special newsletter. We also posted on social media thanking those in the Armed Forces community and sharing that we're proud to be signed up to the Armed Forces Covenant and hold a silver award in the Defence Employer Recognition Scheme. #GoTeamCCS #SaluteOurForces #ArmedForces #VeteranAware.

Co-production Week – To mark Co-Production Week (1 July to 5 July), we shared 18 posts across our social media channels highlighting some fantastic examples of co-production work taking place across the Trust as well as profiles of our co-production team.

Celebration of Care Week – Our quality team organised an exciting week of learning and celebrating from 1 July to 5 July. Sessions took place virtually and face-to-face and we've been promoting these within our newsletters, as well as via screensavers and on the intranet homepage.

Celebration days – We celebrated Nurses' Day on 12 May by thanking all our wonderful nurses Trust-wide for their skills, expertise, kindness, resilience, and determination to support one another. We also celebrated the great work of our dietitians during Dietitians' Week (3-7 June) by sharing some wonderful patient feedback both internally and on our social media channels.

Monthly staff Q&A sessions – We've continued to host monthly Q&A sessions with the exec team which are an opportunity to share recent successes, news and developments as well as address any current challenges and/or concerns. Sessions are recorded and the links shared for those who can't attend.

Thankful Thursday – We've continued sharing our #ThankfulThursday social media posts across our services celebrating the many compliments received from service users.

Wellbeing information – We've regularly shared dates for our menopause cafes as well as details of wellbeing, financial and retirement webinars. We also shared reminders that our health and wellbeing pages on the intranet contain information to support physical, mental, emotional, and financial wellbeing and encouraging people to reach out to one of our health and wellbeing champions if they're unsure of the support and resources available to them. We also reminded our people to ensure they take rest breaks to recharge and refuel, book in annual leave, access peer support and challenge their team to switch one-hour meetings to 45 minutes to reduce meeting fatigue.

Network updates - We've continued to circulate meeting dates and updates from each of our five staff networks. We also included information for our staff about cultural sensitivities and ways to avoid unintentionally upsetting colleagues.

Pulse staff survey – We've continued to promote the national quarterly pulse survey, which provides an additional and more frequent opportunity to hear from staff, to help understand their experience and support decision making and actions for improvement, with the ambition of making the NHS the best place to work.

NHS staff survey feedback – We've communicated to staff about the actions we're taking to make improvements Trust-wide based on their feedback in last year's national NHS staff survey.

Industrial action – We communicated with our people about further industrial action by junior doctors in England during June and July and thanked everyone going the extra mile to support colleagues and minimise the impact on patient care.