

<b>Title:</b>	<b>Chief Executive report</b>		
<b>Report to:</b>	<b>Trust Board</b>		
<b>Meeting:</b>	<b>28<sup>th</sup> September 2022</b>	<b>Agenda item:</b>	<b>5</b>
<b>Purpose of the report:</b>	<b>For Noting:</b> <input type="checkbox"/>	<b>For Decision:</b> <input checked="" type="checkbox"/>	<b>For Assurance:</b> <input checked="" type="checkbox"/>

### Executive Summary:

The report sets out how the Trust continues to respond to living with COVID-19 infections and supporting people with the Monkeypox virus.

The section on the Board assurance framework sets out an accurate and up to date analysis of the major risks being faced across the organisation and the overall risk profile across our service divisions.

Section two details two interesting and pertinent reports from NHS Providers, with great relevance to the Trust. Board members are encouraged to read them, following the links in both sections.

Finally, the Trust Board are asked to adopt the Critical and Major Incident Plan for the organisation, included in Appendix B.

### Recommendation:

The Board is asked to:

- (i) **Note** the content of the report.
- (ii) **Accept and agree** to the Board Assurance Framework as an accurate reflection of the strategic risks facing the organisation.
- (iii) **Approve** Critical and Major Incident Plan

	Name		Title	
<b>Report author:</b>	Matthew Winn Rachel Hawkins  Karen Mason Mercy Kusotera		Chief Executive Director of Governance and Service Redesign Head 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"/>

## How the report supports achievement of the Trust objectives

Trust Objective	
Provide outstanding care	The ability to respond to the COVID-19 infection rate increases and specifically the Monkeypox virus outbreaks show how the Trusts sexual health services are providing outstanding care.
Collaborate with others	Fundamental to the management of the Monkeypox outbreak and implementation of the green plan
Be an excellent employer	Freedom to speak up approach is fundamental to a healthy working culture
Be a sustainable organisation	Section 2.1 describes how provider collaboratives will support sustainable care delivery
Equality and Diversity Objective	
To fully implement the actions identified following our review of the No More Tick Boxes review of potential bias in Recruitment practices	Not covered specifically in this report.
The Trust Board will role model behaviours that support the Trust ambition to be an anti-racist organisation including actively implementing the Trust's and their personal anti racism pledges, to instil a sense of belonging for all our staff	Not covered specifically in this report.
To commence collection of demographic data for people who give feedback.	Not covered specifically in this report.
To work with the data team and clinical services to target the collection of demographic data	Will be integral to the work of integrated care systems as they are established and mature

### Links to BAF risks / Trust risk register

BAF risks set out as an item in this report

### Legal and Regulatory requirements:

Well Led Framework; emergency and incident response.

### Previous Papers (last meeting only):

Title:	Date Presented:
Chief Executive report	20 <sup>th</sup> July 2022

## 1 UPDATE ON INCIDENTS

### COVID-19

- 1.1 On 2<sup>nd</sup> September, the Department of Health and social care reduced the COVID-19 incident from a Level 3 to a Level 2 Incident. This means that COVID-19 is in general circulation in the UK, but direct COVID-19 healthcare pressures are low and transmission is declining or stable. The Trust continues to respond to the COVID-19 pandemic maintaining the incident centre arrangements, 7 days a week oversight of the incident and fulfilling our duties.
- 1.2 The Trust has commenced the COVID 19 autumn booster vaccination programme for people aged 50 years and older, residents in care homes for older people, those aged 5 years and over in a clinical risk group and health and social care staff. In addition, Trust will also be offering staff a flu jab starting at the beginning of October.
- 1.3 Trust staff continue to undertake lateral flow tests when they have any symptoms of COVID-19 and Personal Protective Equipment (PPE) continues to be available for all staff that need it and any support to partner organisations and families supporting children with complex needs, are given, as they are needed.

### Monkeypox Virus

- 1.4 On 25 May 2021, the UK notified the WHO of a laboratory-confirmed case of monkeypox. As a result, the UK Health Security Agency (UKHSA) activated an incident management team and implemented public health measures, including isolation contact tracing of all close contacts in the hospital and community.
- 1.5 The Trust's Sexual Health services, in conjunction with public health and health partners, continue to provide testing and 7-day monitoring and support for Monkeypox cases across Norfolk & Waveney, Cambridgeshire & Peterborough, Bedfordshire, Luton and Milton Keynes. In addition, the services have commenced vaccination for eligible clients working with our Large-Scale vaccination team.

## 2 NATIONAL REPORTS

- 2.1 On 25<sup>th</sup> August 2022, NHS Providers published a new report: [Realising the benefits of provider collaboratives](#). The report:
  - Provides a brief overview of how provider collaboratives are developing across England.
  - Illustrates some of the emerging benefits that collaboratives are working to realise.
  - Explores how trust leaders see the role of provide collaboratives developing within ICSs.
  - Identifies some key enablers and risks trust boards need to consider.
- 2.2 The community network (representing all NHS providers of community health services) have published a helpful insights paper on the [staffing challenges](#). We would recognise all of the details in the report and will continue to contribute regionally and nationally to lobby for the sustainability of the sector, services and staff.

## 3 CRITICAL AND MAJOR INCIDENT PLAN

- 3.1 The Critical and Major Incident Plan (CMIP) and Overarching Business Continuity Policy & Plans are due for review and approval by the Board this month as set out in their

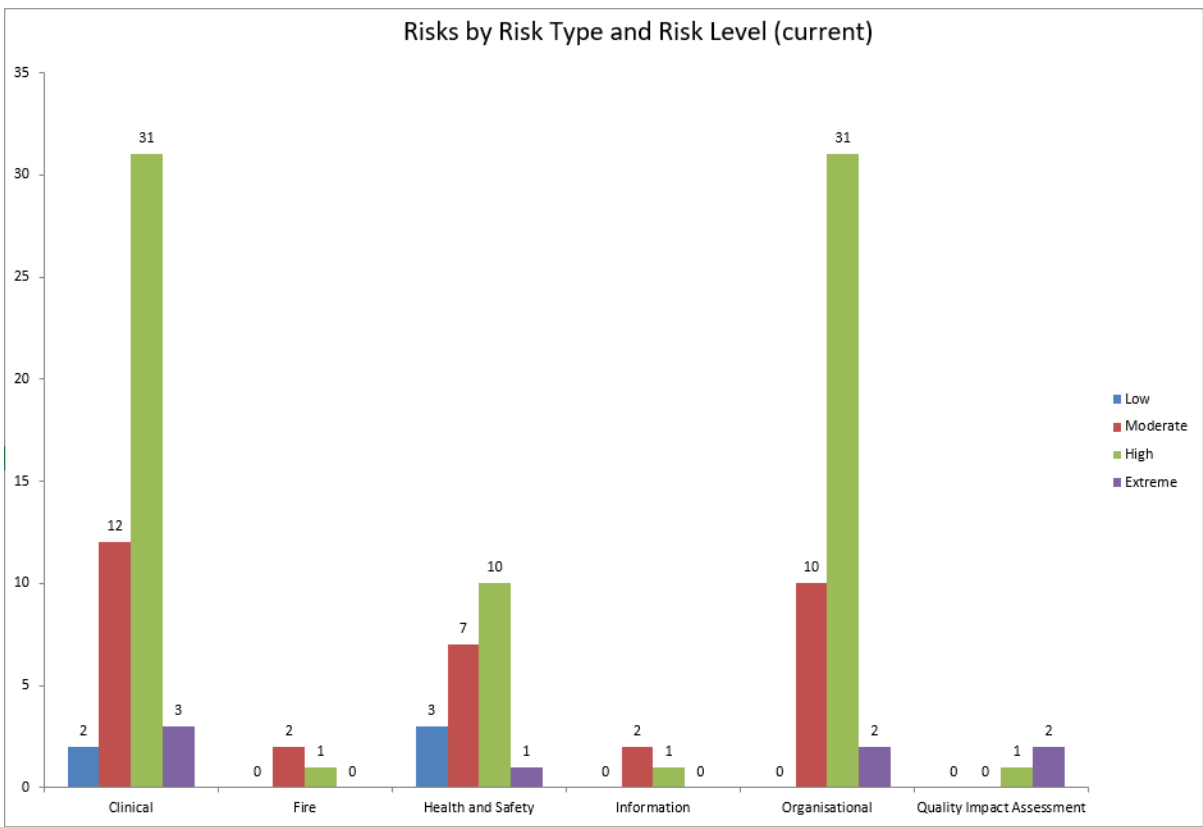
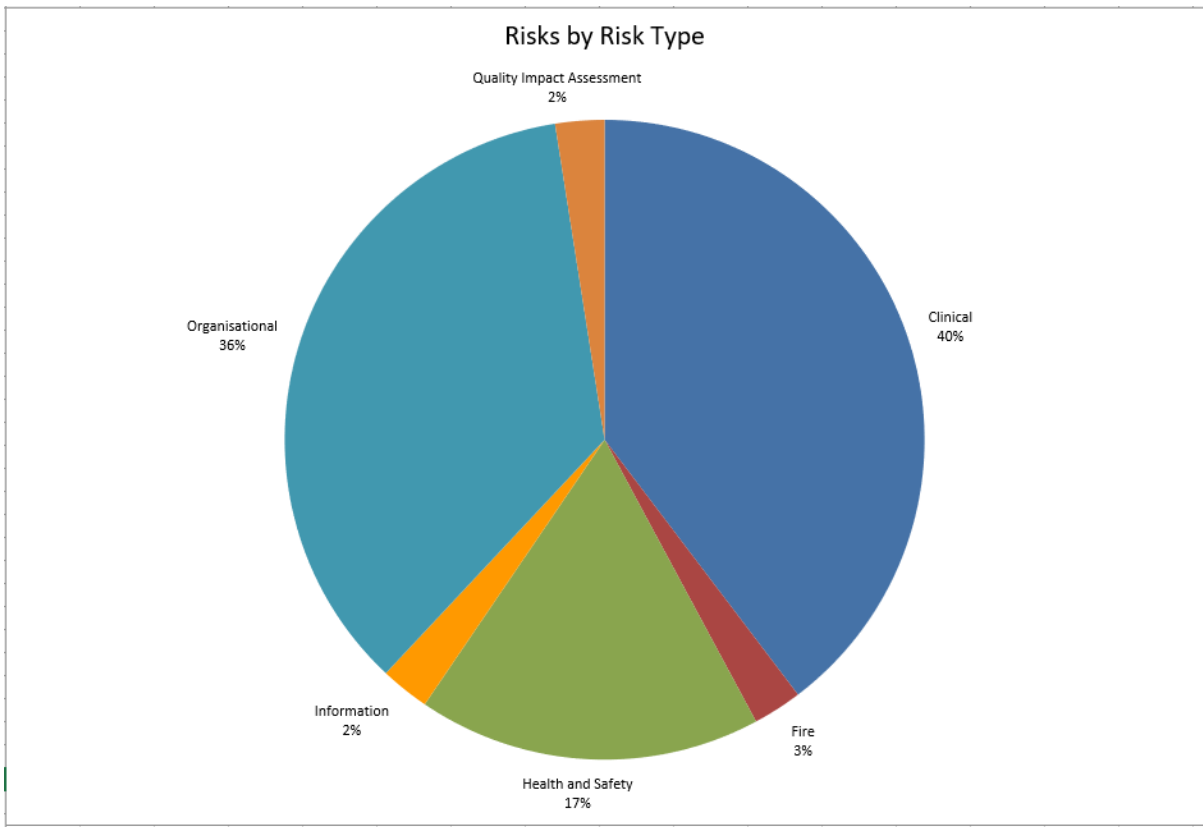
governance cycle. The plan is to undertake a more detailed review and update in the New Year in light of the significant legislative and regulatory changes that have occurred and which were anticipated. In the meantime, interim amendments have been undertaken for accuracy and were received by the Quality Improvement and Safety Committee (QISCom), earlier this month. The CMIP and the Business Continuity Policy and Plans are attached at appendix B for approval by the Board.

#### **4 FREEDOM TO SPEAK UP UPDATE**

- 4.1 The Trust is currently updating its Freedom to Speak Up (FTSU) policy to align it with the revised national FTSU policy (published in June 2022). The updated Trust FTSU policy will be presented to the Board for approval in November 2022. There are system discussions on how Integrated Care Boards will implement the national FTSU policy. The Trust FTSU Guardian attends both BLMK and Cambridgeshire & Peterborough FTSU system discussions.
- 4.2 The National Guardian's Office (NGO), in association with Health Education England launched three Freedom to Speak Up (FTSU) training modules. The Trust has already implemented the first module of the FTSU training and plans on how the Trust will ensure the learning in the remaining two modules are implemented in an interactive way.
- 4.3 Together with NHS England, the National Guardian's Office has also published new and updated FTSU guidance and a FTSU reflection and planning tool. Our next FTSU annual self-assessment scheduled for May 2023 Board will be completed in line with the new FTSU guidance.

#### **5 BOARD ASSURANCE FRAMEWORK**

- 5.1 The Trust's Board Assurance Framework (BAF) incorporates a live register of the principal risks faced by the Trust in meeting its strategic objectives. It provides the Trust with a clear and comprehensive method of:
  - ❖ describing the main risks to achieving the organisation's strategic objectives,
  - ❖ describing the controls, assurance and oversight of these risks and
  - ❖ identifying any gaps in controls and assurance
- 5.2 On 2<sup>nd</sup> September 2022 there were 10 strategic risks on the Board Assurance. There are 6 operational risks scoring 15 and above.
- 5.3 The Board Assurance Framework (BAF) and strategic risks were last reviewed by the Trust Board on 20<sup>th</sup> July 2022 to ensure they were aligned to 2022-23 Trust Strategic Objectives. The strategic risks were reviewed by the Executive Team on 6<sup>th</sup> September 2022 and risk 3502 relating to potential industrial action was added to the BAF increasing the total number of strategic risks to 11.
- 5.4 Detailed information on strategic risks and operational risks scoring 15 and above is provided in Appendix 3 of the Integrated Governance Report (agenda item 6).
- 5.5 There are a total of 121 risks on the risk register, 38 of which score above 12.
- 5.6 All operational risks scoring 12 and above are reviewed and discussed at sub- committees of the Trust Board and issues with the mitigation, controls and actions are escalated as appropriate to the Board. Sub-committees also undertake a bi-annual review of all risks assigned to the relevant sub-committee ensuring scrutiny of all risks on a regular basis.



5.7 All new risks are reviewed by senior leaders monthly at the Wider Executive Team together with high scoring and high impact risks. The monthly meetings also take a thematic review of all risks within a particular division. This has led to greater scrutiny of risks and greater consistency in articulation of risks throughout the Trust.

- 5.8 The assurance on how risks are identified, managed and impact mitigated is integral to the Trust Board's approach to performance through the Integrated Governance Report.
- 5.9 The risks relating to COVID-19 are reviewed monthly at the Incident Management Team meeting and at the Clinical Operational Boards that took place on 13<sup>th</sup> and 14<sup>th</sup> September 2022. The COVID-19 risk specific analysis is likely to be stepped down, down the COVID incident has reduced in intensity (see section 1.1).

# Appendix A

BOARD ASSURANCE FRAMEWORK 2022-2023																	
BAF Dashboard 2022-23																	
Strategic Priority	Risk No	Risk Description	Executive Lead	Lead Committee	Initial	Risk Score 2021/22					Risk Score 2022/23					Target	
						Aug/ Sept	Oct/ Nov	Dec/ Jan	Feb/ Mar	Apr/ May	Jun/ Jul	Aug/ Sep	Oct/ Nov	Dec/ Jan	Feb/ Mar		
Collaborate with others	3467	There is a risk that we fail to agree a cross organisational transformational approach for children and young people services which will result in the inability of the Integrated Care Board to support the establishment of the Accountable Business Unit.	CEO	Board	12						8	8	8	0	0	0	2
											NA	→	↑				
	3468	There is a risk that if during 2022-23 the Bedfordshire Care Alliance Committee of the Integrated Care Board does not successfully achieve planned changes then they will be unable to deliver improvements leading to sub-optimal care and outcomes for service users.	CEO	Board	12						8	8	8	0	0	0	2
											NA	→	→				
	3475	There is a risk that the C&P ICS and Trust fails to secure national funding for the redevelopment of Princess of Wales, Ely which would result in the facilities and infrastructure not being upgraded and as a result impact on the quality to patient care to service users.	Director of Governance & Service Redesign	Board / Infrastructure	18						12	12	12	0	0	0	4
											NA	→	→				
Provide outstanding care	3166	There is a risk that patients and service users do not receive outstanding care if services fail to remain compliant with CQC	Chief Nurse	Board	4	8	8	8	8	18	18	18	0	0	0	8	
						NA	→	→	→	↑	→	→					
	3227	Risk that the Trust will not be able to fulfil its statutory Safeguarding responsibilities	Chief Nurse	Board / QIS comm	12	18	18	20	18	18	18	18	0	0	0	4	
						NA	→	↑	↓	→	→	→					
	3486	There is a risk that the performance, stability and functionality of variability in performance with elements of the ICT Infrastructure service provided by SBS / Sopra Steria during the early adoption and transition phase, impacts our staff's ability to deliver quality services.	Director of Finance & Resources	Board / Infrastructure	12						12	12	0	0	0	8	
											NA	→					
	3164	There is a risk that the Trust is unable to maintain high quality care due to the number of services/teams facing workforce challenges.	Director of Workforce / Deputy CEO	Board	12	18	18	20	20	20	20	12	0	0	0	8	
						NA	→	↑	→	→	→	↓					
	3502	There is a risk that if industrial action is taken within the Trust that affected areas will be unable to deliver their services, which will lead to patients/service users not receiving the care that they need and potentially negatively impacting staff morale.	Director of Workforce / Deputy CEO	Board /	12						12	0	0	0	0	8	
											NA						
Be an excellent employer	3163	There is a risk that the delivery of high quality care will be adversely affected if levels of staff morale reduce.	Director of Workforce / Deputy CEO	Board	8	18	18	20	20	20	20	12	0	0	0	8	
						NA	→	↑	→	→	→	↓					
Be a sustainable organisation	3167	As the NHS is performance managed and discharges accountability at system level, there is a risk that the Trust is treated only through the view of the challenged Cambridgeshire/Peterborough system and therefore access to capital; revenue support and discretionary national transformation monies are not available to the organisation	CEO	Board	12	8	8	8	8	8	8	8	0	0	0	8	
						NA	→	→	→	→	→	→					
	3488	There is a risk the Trust will not deliver its planned breakeven financial plan for 2022/23 due to the unprecedented increases in non-pay costs. The increase in fuel and raw material prices due to a number of world wide demand and supply challenges has impacted UK wide prices with a predicted RPI of circa 10%. If unmitigated, the increase in costs could result in the Trust not delivering its balanced financial plan for 2022/23, and restrict the ability in the Trust to invest in service improvements and developments the requirement for further efficiencies.	Director of Finance & Resources	Board	12						12	12	0	0	0	8	
											NA	→					

## 6. COMMUNICATIONS UPDATE

6.1 The following initiatives have contributed to raising awareness of the services delivered by the Trust:

- our Luton Patients Know Best childhood epilepsy project, with partners, has been shortlisted for two prestigious national awards: the Health Service Journal 2022 awards in the 'Using Data to Connect Services' category, and the Patient Experience Network Awards 2022 in two categories. This is in addition to being selected by NHS England as a case study for their 'Beneficial Changes Network'. PKB is an online platform and digital handheld record designed to improve care and reduce the likelihood of being admitted to hospital for a seizure.
- our communications team has been shortlisted in the NHS Communicate national awards in the 'Use of insight and data for innovation in communication' category.
- our large-scale vaccination centre teams' outstanding work has contributed to the Cambridgeshire & Peterborough Integrated Care System being shortlisted in the Health Service Journal 2022 Awards 'Covid Vaccination Programme' category.
- Our Luton occupational therapy service will feature on CBBC's 'Operation Ouch' in September, featuring a young service user receiving support with his extreme hypermobility.
- An ADHD Treatment response form (created by young people for young people) will be presented to the Regional SEND Network as an example of good practice. As far as we know, this is the first tool of this type to be introduced as part of the clinical pathway and has been submitted as a poster abstract entry for the Royal College of Paediatrics and Child Health conference.
- Our Norfolk Healthy Child Programme are finalists in the Academic Health Science Network/NHS Confederation Awards in the Outstanding Contribution to Population Health Through Innovation category.

6.2 Social media campaigns have included:

- In Norfolk: promotion of the Lumi Nova therapeutic mobile game we are offering in partnership with BfB Labs to help 7–12-year-olds learn to self-manage fears and worries; access to a range of online resources and ChatHealth to support any worries young people had on returning to school; a range of online drop-in sessions for parents to talk with health professionals; promotion of a range of recruitment opportunities with our new mental health support teams in Great Yarmouth and Broadlands
- In Cambridgeshire and Peterborough: a 'free to feed' campaign with South Cambs District Council to support breast-feeding in public and encourage businesses to sign up as 'free to feed' premises; signposting to a new occupational therapy advice line and online resources; various recruitment/vacancies including to Mental Health Support Teams; resources to support early developmental impairment; and signposting to support for young people experiencing exam stress
- In Bedfordshire and Luton services: promotion of the children and young people's health hub; ICON all babies cry campaign; Luton Solihull support programme for parents; the neuro-developmental diagnosis support package; support and signposting for young people experiencing exam stress; infant feeding support; a wide range of recruitment campaigns



- 6.3 Positive feedback from service users has been shared across all social media channels, as have messages to promote Recite software – a web accessibility assistive toolbar providing text to speech functionality; customisable styling features and reading support aids and a translation tool for 100 languages (35 of which also have a text to speech option)
- 6.4 National promotional materials were disseminated via social media channels including for the following campaigns: Monkeypox; Autumn Covid-19 booster programme and 'flu campaign; Know your numbers week; childhood immunisations; 'Give Blood'; Help Us Help You cancer symptoms; accessing appropriate routine, urgent and emergency services over the holiday period; keeping well during heat health alert/high temperatures



**Cambridgeshire  
Community Services**  
NHS Trust