

**REPORT TO:** TRUST BOARD **PUBLIC** SESSION – 25 January 2024

**PRESENTED BY:** Douglas Blair, Chief Executive Officer

**AUTHOR:** Douglas Blair, Chief Executive Officer

**SUBJECT:** **REPORT FROM THE CHIEF EXECUTIVE OFFICER AND EXECUTIVE TEAM**

<b>If this report cannot be discussed at a public Board meeting, please explain why.</b>	
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<b>This report is provided for:</b>			
Decision <input type="checkbox"/>	Endorsement <input type="checkbox"/>	Assurance <input checked="" type="checkbox"/>	Information <input checked="" type="checkbox"/>

**The purpose of this report is to**

Update the Board on significant Trust issues not covered elsewhere as well as on my activities and those of the Executive Team.

**Recommendations and decisions required**

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

**Executive Summary**

The report summarises the activities of the Chief Executive (CEO) and the Executive Team and the key areas of focus since the last Board meeting, including:

- Chief Executive Overview
- System updates
- Achievements / Awards
- Statutory Guidance on Children's Safeguarding
- Reinforced Autoclaved Aerated Concrete (RAAC)
- SEND Inspection Update

**Risks associated with meeting the Trust's values**

None identified.

Corporate considerations	
Quality Implications	Any implications are referenced in the report
Resource Implications	Any implications are referenced in the report
Equality Implications	None identified

Where has this issue been discussed before?
N/A

Appendices:	Report below.
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Report authorised by: Douglas Blair	Title: Chief Executive Officer
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## CHIEF EXECUTIVE OFFICER AND EXECUTIVE TEAM REPORT

### 1.0 CHIEF EXECUTIVE OVERVIEW

#### 1.1 Chief Executive – Service/Team Visits

I have continued to carry out service visits, team meetings and to ‘hot desk’ from different sites. I have welcomed the opportunity to meet with colleagues, learn about their roles and understand any of the challenges facing their service areas. My visits since the last Board meeting have included:

- North Cotswold Hospital
- George Moore Community Clinic
- Cirencester Hospital
- Mental Health Liaison Team, Gloucester Royal Hospital
- Hope House
- Collingwood House
- Stroud General Hospital
- Weavers Croft
- Park House
- Stroud Health visitors, school nurses and Children and Young People services base

#### 1.2 System Position and Winter Plan

The Gloucestershire system has experienced significant pressures during the first calendar month of 2024, which has been exacerbated by industrial action (further details provided below) and flooding across Gloucestershire. Our teams have worked collaboratively with system partners to manage these issues, and we were pleased to see an improvement in the position in the second week of January. Throughout this period, we have been guided by the One Gloucestershire winter plan, details of which can be found below.

##### Winter Plan

One Gloucestershire’s winter plan, ‘*Working with you through winter*,’ outlines the health and care providers commitment to working together in the challenging winter months. You can read the plan [here](#).

The comprehensive plan is about putting service users at the heart of everything. Despite the inevitable pressures that face health and care services during the winter, the priority is ensuring the best possible measures are in place to maintain high quality care and to work more seamlessly across our health and care family. The plan includes detail on the raft of measures being put in place to help services and staff to take the strain over the coming months, including investing in staff, services and beds, ward space and discharge areas.

With a real emphasis on home first, the plan focuses on helping people to avoid unnecessary hospital stays and supporting them to recover in the most appropriate place once they are ready to leave hospital. The aim is to support

people to get the right advice and care in the right place when needed to meet their individual needs.

Whilst setting out proactive plans, the plan also recognises the scale of the challenge and understand that our health and care workforce across the system, are already working harder and longer than ever.

### 1.3 Update on industrial action

Junior Doctor members of the British Medical Association took industrial action from 20<sup>th</sup> to 23<sup>rd</sup> December and 3<sup>rd</sup> to 9<sup>th</sup> January.

There were a number of changes to Cheltenham A&E during this period:

- Closed from 19<sup>th</sup> to 23<sup>rd</sup> December, with no Minor Injury and Illness Unit (MIIU) services provided.
- MIIU services only provided from 23<sup>rd</sup> December to 1<sup>st</sup> January 2024.
- Closed from 1<sup>st</sup> to 9<sup>th</sup> January.
- Emergency care services (A&E) were centralised at Gloucestershire Royal Hospital 24/7 throughout this period.

Gloucestershire system's highest priority was to minimise disruption as far as possible, care for those in most immediate and urgent need and safeguard patient care. The temporary changes helped NHS services to prepare for industrial action and enable available emergency care staff to come together at Gloucestershire Royal Hospital to keep services safe.

Many parts of the NHS, including hospitals, community services and GP practices, felt the impact of the industrial action and local people were urged to use services responsibly. Advice was provided on the best routes to access healthcare, including 111, GP practices, Minor Injury and Illness Units and local pharmacies.

Thank you to everyone involved in helping to plan our contingencies, as well as all those working additional shifts or working hard to rearrange appointments.

### 1.4 Retirement of Director of Strategy and Partnerships

Our Director of Strategy and Partnerships, Angela Potter, has shared her plans to retire from her role at the end of May. Angela began her NHS career as a frontline nurse and recently undertook the return to practice course, with a view to working part time in clinical settings once again.

On behalf of the Board, I would like to thank Angela for her dedication and commitment over the past four years. We will be taking some time to consider the next steps in terms of recruiting a replacement, and these will be shared in due course.

### 1.5 Stakeholder Engagement

I continue to participate in regular discussions with MPs and other key stakeholders on matters affecting the Trust and our local communities. Further

information on specific engagements with MPs and the Health Overview and Scrutiny Committee are included in the Chair's report.

## **2.0 SYSTEM UPDATES**

### **2.1 Reciprocal Mentoring Programme**

On 6<sup>th</sup> December I attended the in-person induction and development session, held at Churchdown Community Centre. This was a kick off meeting for Cohort 2 of the One Gloucestershire Reciprocal Mentoring Programme.

The primary objective of the programme is to establish a mutually beneficial partnership where employees with protected characteristics and who have underrepresented voices are afforded the chance to share their personal experiences and professional growth needs with leadership to enhance their knowledge around these issues. Leadership, in turn, utilises their growing understanding of diversity and inclusion to offer professional development opportunities to these groups. This two-way relationship is not based on seniority or status and is driven by the partners involved to support each other's learning needs.

I, along with other colleagues from across the health and care system, have now been paired with our mentors/mentees and look forward to being involved in the programme to gain further understanding and insights.

### **2.2 Community Mental Health Transformation**

The CMHT programme continues to make good progress with the Locality Community Partnerships (LCPs) embedded now in Forest of Dean, Newent and Gloucester City and implemented in Stroud. Cheltenham and Tewkesbury town will now go live in February 2024 and the Cotswolds LCP is due to commence in March. We have completed a successful round of small grant applications from our Voluntary Sector partners with over £100,000 allocated across 11 bids. As we were significantly over-subscribed we have been able to secure a further allocation of funds and will be aiming to open up a 2nd round of grant applications shortly.

We continue to have oversight of the annual physical health check for those on the Serious Mental Illness (SMI) register which is now fully embedded within operational services. We have seen a slight dip in performance during Q2 which we believe is predominately due to a change in counting approaches by NHSE although further exploration is ongoing.

### **2.3 ICB Board Meetings**

Gloucestershire ICB held a Board Development session on 20<sup>th</sup> December which was attended by the Chair, Ingrid Barker, Vice-Chair, Graham Russell, and I. Further information is included in the Chair's report.

### **2.4 South West Mental Health Programme Board**

On 12<sup>th</sup> December I attended the South West Mental Health Programme Board. A National update was provided by Claire Murdoch, along with an update on the Mental Health Learning Disability and Autism Inpatient Quality Transformation Programme by Justine Faulkner. An update was presented on the regional workforce, which is focussed on collectively delivering a stable and expanding workforce, ensuring the South West is a great place to work.

## 2.5 New Forest of Dean Hospital

The new Forest of Dean Community Hospital is due to open in Spring 2024 and we have now commenced our transition plans with a focus on reducing the inpatient beds at Lydney Hospital, with inpatient beds being consolidated at the Dilke Hospital prior to moving the inpatient service over to the new community hospital. This will take us several weeks to ensure that we achieve a safe transition to the reduced bed numbers.

We have moved forward with the purchase and installation of the new x-ray machine which we anticipate to be delivered at the end of January. This equipment is complex to commission and will take approximately 14 weeks, therefore we are aiming for it to be operational at the new hospital in early April. Until the new machine is ready, we will not move the Minor Injury & Illness service which will remain at Lydney Hospital along with the existing x-ray service until the new x-ray is operational.

## 2.6 Partnership updates

The Annual report from the Director of Public Health has been published in November 2023 – Just another Drop. It has a focus on alcohol consumption and the hidden risks associated with this. It makes a number of recommendations regarding safe drinking at both a public health and system level. The full report can be found [here](#) (please use the bottom link on the page).

## 3.0 ACHIEVEMENTS / AWARDS

### 3.1 Apprenticeships

Congratulations on the achievements of our apprentices who have recently successfully completed their apprenticeships:

- James Hanna – Level 3 IT Solutions Technician
- Nicola Goodall – Level 3 Business Administrator
- Hayley Jones – Level 3 Customer Service
- Clair Lait – Level 6 Quality Improvement Leader (Distinction)

### 3.2 South West Personalised Care Award

Lucinda (Lou) Williams from Abbeyview Ward, Tewkesbury Hospital has been awarded the ‘Seeing Me’ award at this year’s South West Integrated Personalised Care Awards for her CARE Dementia Support Tool she has developed.





Lou was nominated by colleagues for her excellent work in developing the CARE Dementia Support Tool - a document designed to help ward staff ensure they are doing all they can to support patients with dementia.

The tool ensures the individual communication needs of a person living with dementia are considered and understood when admitted to the ward. It specifically signposts to resources and assessment tools to assist with learning about each individual person, so that nursing staff understand and are better able to support the person's behaviour, consider the environment and put in place any adaptations which will improve their experience while in hospital.

NHS England's South West Personalised Care Awards are a way to give back, recognise and thank those people who work within health and care, who focus on the 'What Matters to You' approach and have influenced the lives of individuals, as well as the health and care system as a whole.

### 3.3 Joint Advisory Group (JAG) accreditation awarded



Royal College  
of Physicians

**JAG** Joint Advisory Group  
on GI Endoscopy

Following submission of an annual review by the endoscopy services at Cirencester Hospital, the team are pleased to confirm that the service has demonstrated they meet best practice quality standards and all the required JAG accreditation standards to have their accreditation renewed.

Congratulations the team for the high standard of achievement, and for their hard work during the accreditation process.

### 3.4 Cavell Star Award



Congratulations to Homeless Healthcare and Special Allocation Team Lead Dawn Harris who has been awarded a prestigious Cavell Star Award for Excellence in Nursing Care.

The Cavell Star Awards are designed to give amazing nursing and midwifery teams up and down the county a morale boost, and are a way to say a big thank you for the incredible work nurses, midwives and healthcare assistants do every day for all of us.

### 3.5 Trust presented with Defence Employer Recognition Scheme Gold Award

Representatives from our Trust were honoured to receive the Defence Employer Recognition Scheme (ERS) Gold Award in November from the

Wessex Reserve Forces' and Cadets' Association (WRFCA), in recognition of its commitment and support for defence personnel.

The award was presented by Jon Beake, Regional Employer Engagement Director, WRFCA, to veteran and GHC's Lead for Employment of Veterans and Reservists, Andrew Collins-Mills MBE.



The Gold ERS award comes after the Trust signed up to the Armed Forces Covenant in December 2019, which demonstrates that GHC is armed forces-friendly and open to employing reservists, armed forces veterans (including the wounded, injured and sick), cadet instructors and military spouses / partners. The Trust's commitment to driving improvements in NHS care for defence personnel and their families was further recognised in May 2021, when it was named a Veteran Aware Trust.

### 3.6 Individual Placement Support Team - Good Rating score

Our Individual Placement Support (IPS) team has been awarded a **Good** rating following a fidelity review conducted by IPS Grow, a team of IPS experts who provide expert assistance to support the development and delivery of evidence-based employment services across the health system.

The reviews are conducted every two years to ensure we are adhering to the IPS model and is conducted over two days by two assessors.

The assessors speak to clients, clinical staff, GHC leaders and commissioners, employers, colleagues in the Department of Work and Pensions (DWP) as well as colleagues in our IPS team. They interviewed and observed two IPS employment specialists at work and assessed the team against a 25-point scale which related to the core IPS principles.

## 4.0 STATUTORY GUIDANCE ON CHILDREN'S SAFEGUARDING

On 15<sup>th</sup> December the Government published the revised Working Together to Safeguard Children Statutory Guidance following a period of consultation. Please click [here](#) to view a summary of the changes.

This revision to the guidance focuses on strengthening multi-agency working across the whole system of help, support and protection for children and their families, keeping a child-centred approach while bringing a whole-family focus, and embedding strong, effective and consistent multi-agency child protection practice.

The update includes:



- Principles for working with parents and carers that centre the importance of building positive, trusting and co-operative relationships to deliver tailored support to families
- Expectations for multi-agency working that apply to all individuals, agencies and organisations working with children and their families, across a range of roles and activities
- New national multi-agency child protection standards that set out actions, considerations and behaviours for improved child protection practice and better outcomes for children

The following related information may also be of interest:

[Working together to safeguard children 2023: statutory guidance publishing.service.gov.uk](https://publishing.service.gov.uk)

[Working together to safeguard children: statutory framework \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

## 5.0 REINFORCED AUTOCLAVED AERATED CONCRETE (RAAC)

Further to the update provided to the Board in September, following additional work undertaken in partnership with the appointed Structural Engineer, it has now been confirmed that the Trust's estate has been given the "all clear" and we can state with confidence we have no Reinforced Autoclaved Aerated Concrete (RAAC) in any of our premises.

## 6.0 SEND INSPECTION UPDATE

Ofsted and the Care Quality Commission (CQC) visited Gloucestershire during December 2023 to assess how effective the local education, health, and care services are at identifying and meeting the needs of children and young people with special educational needs and disabilities (SEND) aged 0-25. As part of this Inspection, there were good involvement from parent/carer forums, children and young people's groups as well as local area leaders and practitioners from all parts of the county.

The final outcome will be known at the end of February 2024 and we will welcome their recommendations to build upon our ambitions of the Gloucestershire SEND & Inclusion Local Area Partnership Board co-chaired between the ICB and Education.

## 7.0 CONCLUSION AND RECOMMENDATIONS

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