



Trust Board – 24 September 2024

Chief Executive's Report

Purpose of the Report

This paper provides an update on current local issues and national policy developments since the last meeting. The details below are drawn from a variety of sources, including local meetings and information published by NHS England, NHS Providers, the NHS Confederation, and the Care Quality Commission (CQC).

Analysis of the Issue

National Developments

Civil Unrest

I, like many, have reflected deeply following the horrific acts of violence, racism and intimidation that we as a nation saw and experienced in early August.

As an organisation, a group and as part of the wider NHS we stand together against racism and I am clear that there is no place for it.

We continue to work closely through our existing internal networks and those within our wider community to offer support to our staff and patients and we give time for people to share their experiences so we may better understand and support them.

Interim findings of the DASH review into CQC Operational Effectiveness

In May 2024, Dr Penny Dash was asked to conduct a review into the operational effectiveness of the Care Quality Commission (CQC). The purpose of the review was to examine the suitability of CQC's new single assessment framework methodology for inspections and ratings of health and care providers.

The interim findings of the review were published on 26th July, with the full report expected in Autumn 2024. This interim report provides a high-level summary of the emerging findings and sets out 5 key recommendations from these findings:

- Rapidly improve operational performance.
- Fix the provider portal and regulatory platform.
- Rebuild expertise within the organisation and relationships with providers in order to resurrect credibility.
- Review the Single Assessment Framework (SAF) to make it fit for purpose.
- Clarify how ratings are calculated and make the results more transparent particularly where multi-year inspections and ratings have been used.

The CQC have accepted the findings and recommendations and work is underway to address these points.

A copy of the review can be found here: [Review into the operational effectiveness of the Care Quality Commission - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/review-into-the-operational-effectiveness-of-the-care-quality-commission) – <https://www.gov.uk/government/publications/review-into-the-operational-effectiveness-of-the-care-quality-commission>

CQC Section 48 Report

Following the conviction of Valdo Calocane in January 2024 for the killings of Ian Coates, Grace O'Malley-Kumar and Barnaby Webber, the Secretary of State for Health and Social Care commissioned CQC to carry out a rapid review of Nottinghamshire Healthcare NHS Foundation Trust under section 48 of the Health and Social Care Act 2008. The review was asked to consider 3 specific areas:

1. The available evidence related to the care of Valdo Calocane
2. An assessment of patient safety and quality of care provided by Nottinghamshire Healthcare NHS Foundation Trust
3. An assessment of progress made at Rampton Hospital since the most recent CQC inspection activity

A copy of the findings of parts 2 & 3 can be found here, the findings into part 1 are yet to be released - <https://www.cqc.org.uk/publications/nottinghamshire-healthcare-nhsft-special-review>

A series of recommendations have been made and the CQC are carrying out a wider review into Community Mental Health providers across the country which we will engage with. In the meantime, we are reflecting on the findings of the review to identify any lessons for our own local services.

Independent investigation of NHS performance

The Secretary of State for Health and Social Care commissioned an immediate and independent investigation of the NHS. It had a particular focus on assessing patient access to healthcare, the quality of healthcare being provided and the overall performance of the health system. The purpose of the report was to

- provide an independent and expert understanding of the current performance of the NHS across England and the challenges facing the healthcare system
- ensure that a new 10-year plan for health focuses on these challenges
- stimulate and support an honest conversation with the public and staff about the level of improvement that is required, what is realistic and by when

Further information can be found here: [Independent investigation of NHS performance: terms of reference - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/independent-investigation-of-nhs-performance-terms-of-reference/independent-investigation-of-nhs-performance-terms-of-reference) - <https://www.gov.uk/government/publications/independent-investigation-of-nhs-performance-terms-of-reference/independent-investigation-of-nhs-performance-terms-of-reference>

The report was published on 12th September 2024, a copy can be found here: [Independent Investigation of the National Health Service in England \(publishing.service.gov.uk\)](https://publishing.service.gov.uk). The report highlighted three areas of focus for the NHS, the move from hospital to community care, a move towards digital solutions and a focus on prevention of sickness. We will reflect on the findings of this report and engage with the associated outcomes and plans.

Industrial Action

The government and the British Medical Association (BMA) have now reached an agreement to put a new pay offer for junior doctors to members. The BMA will recommend members accept the offer which will bring an end to the junior doctors strikes that have taken place over the last 15 months.

Further information can be found here: [Fresh offer paves way to end junior doctor strikes - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/fresh-offer-paves-way-to-end-junior-doctor-strikes) - <https://www.gov.uk/government/news/fresh-offer-paves-way-to-end-junior-doctor-strikes>

Cyber Assessment Framework

As part of the Department of Health and Social Care's [cyber security strategy for health and social care: 2023 to 2030](https://www.gov.uk/government/publications/cyber-security-strategy-for-health-and-social-care-2023-to-2030), (<https://www.gov.uk/government/publications/cyber-security-strategy-for-health-and-social-care-2023-to-2030>) the National Data Guardian (NDG) and NHS England have jointly announced an update as to how health and social care organisations measure and self-report their data security capabilities. The NHS Data Security and Protection Toolkit (DSPT) will gradually transition from using the NDG's 10 data security standards to the National Cyber Security Centre's Cyber Assessment Framework (CAF) as its underpinning assessment mechanism

Gender services for Children & Young People: Next Steps following The Cass Review

Following the independent review of NHS gender identity services for children and young people, commissioned by NHSE in 2020 (The Cass Review) an implementation plan has now been made available confirming how NHSE will take forward the recommendations made in the final report, a copy of this can be found [here](https://cass.independent-review.uk/home/publications/). - <https://cass.independent-review.uk/home/publications/>

As part of the implementation plan, up to six new specialist regional centres will be set up by 2026 with multi-disciplinary teams that will provide holistic assessment and tailored support for children and young people who need it, in line with Dr Cass' recommendations.

Further information regarding the NHSE Implementation plan in response to The Cass Review can be found [here](https://www.england.nhs.uk/long-read/children-and-young-peoples-gender-services-implementing-the-cass-review-recommendations/) - <https://www.england.nhs.uk/long-read/children-and-young-peoples-gender-services-implementing-the-cass-review-recommendations/>

Review into gender services for Adults

In response to the recommendation from the Cass Review for a review of the adult service specification, NHSE has determined it will conduct a review of the operation and delivery of the adult Gender Dysphoria Clinics. This review will examine the operating procedures in each service; the appropriateness of the service model for the presenting population; areas of concern, and any action being taken to improve quality. It will identify areas for improvement in relation to service quality, good practice that could be shared with other clinics, and any support that should be made available to services to assist improvement.

The key lines of enquiry will be designed in collaboration with current and former patients, clinicians and other key stakeholders.

Dr David Levy, Medical Director of Lancashire and South Cumbria Integrated Care Board, and previously NHS England's North West Regional Medical Director, will lead the review, supported by an expert panel of patients, clinicians experienced in the delivery of gender-related care, independent regulators and members of relevant professional bodies.

GP Collective Action

GP partners/contractors in England voted in favour of collective action concerning the GP contract for 2024/25. This began on Thursday 1 August for an indefinite period. The impact will vary across the country as individual GP practices determine which action to take from the list published by the British Medical Association's General Practice Committee (BMA GPC). We continue to work closely with the Integrated Care Board (ICB) and other system partners to understand and manage local impacts. More information is available on the NHSE website: <https://www.england.nhs.uk/long-read/collective-action-by-gps-supporting-guidance/>.

Delegation of Commissioning

NHSE has now outlined their next steps for the delegation of commissioning to ICB's, confirming its intention to complete specialised commissioning delegation in April 2025. Further plans are in place to delegate vaccination services and suitable elements of screening pathways and child health information services in April 2026. These plans will mean that local ICBs have greater control over the commissioning of these services in the future.

A copy of the correspondence confirming these intentions can be found [here](https://www.england.nhs.uk/long-read/nhs-commissioning-plans-to-april-2026/) - <https://www.england.nhs.uk/long-read/nhs-commissioning-plans-to-april-2026/>

NHS England Chief Nurse

Duncan Burton has been announced as Chief Nursing Officer for NHSE. Duncan has been in a nursing role for over 25 years, joining NHSE in 2019 as Chief Nurse for the South-East region. We look forward to working closely with Duncan and wish him all the best in this new role.

For more information please visit the NHSE website here: [NHS England » New chief nursing officer for England announced - https://www.england.nhs.uk/2024/07/new-chief-nursing-officer-for-england-announced/](https://www.england.nhs.uk/2024/07/new-chief-nursing-officer-for-england-announced/)

NHS 111 offering crisis mental health support

Patients will be offered access to a 24/7 full package of mental health crisis support through one single phone line, through the support of NHS 111. Adults and children who are in crisis can select the mental health option through 111 and speak to a trained mental health professional.

NHS staff can guide callers with next steps such as organising face-to-face community support or facilitating access to alternatives services, such as crisis cafés or safe havens which provide a place for people to stay as an alternative to A&E or a hospital admission.

Further information can be found here: [NHS England » NHS 111 offering crisis mental health support for the first time - https://www.england.nhs.uk/2024/08/nhs-111-offering-crisis-mental-health-support-for-the-first-time/](https://www.england.nhs.uk/2024/08/nhs-111-offering-crisis-mental-health-support-for-the-first-time/)

Local Developments

The Bigger Picture:

Having moved from a buddying partnership in 2019 to a formal Group that delivers on shared priorities, our Leicestershire Partnership and Northamptonshire Healthcare Group have a natural opportunity to reflect and refresh our respective strategies. We will be doing so by exploring a group strategy and what this looks like for our two separate but connected organisations, and how we ensure we deliver to the needs of our communities, service users, families and support our colleagues too.

East Midlands Alliance (EMA) Celebration Event

In September the CEOs, Chairs, Collaborative leads and other key professionals came together to discuss the successes so far, share learnings and to think about the priorities from the future. Each Collaboratives shared more about their programmes, and [you can find out more on the EMA website -https://www.eastmidlandsalliance.org.uk/](https://www.eastmidlandsalliance.org.uk/) They also heard engaging presentations from Dr Jacqui Dyer MBE, Chair of the Advancing Mental Health Equalities Taskforce and the Patient and Carer Race Equality Framework (PCREF) Steering Group, NHS England and Andy Bell, CEO for the [Centre for Mental Health - https://www.centreformentalhealth.org.uk/](https://www.centreformentalhealth.org.uk/) who both talked about the importance and value of collaboration and were extremely positive about what we have been achieving together in the East Midlands

Group anti-racist programme finalist in national APNA award

Our Together Against Racism initiative, alongside our Group partners Northamptonshire Healthcare NHS Foundation Trust (NHFT) has been recognised by the Asian Professionals National Alliance (APNA) NHS awards where we are finalists for the ‘Trust/ICB of the Year - Promoting ED&I Agenda’ award.

The Together Against Racism programme of work is one of our joint priorities across the Trusts and by working together, both Trusts have committed to developing an overarching vision to tackle racism and discrimination proactively, and with a joint approach to being actively anti-racist organisations.

Together Against Racism focuses work around three pillars: workforce; patients and service users; and community. Working groups for each of these pillars collaborate to develop and implement action plans. The pillars are committed to improving standards to levels suitable for organisations aspiring to be anti-racist.

All of this work could not have been achieved without the valuable input, support and feedback provided by both Trusts’ Race Equality And Cultural Heritage (REACH) staff networks. Whilst we are proud of the progress we have made so far, we are clear that our work is not done, and we will continue to progress towards anti-racism together.

Trip to Snowdon Summit

A group of mental health patients from Leicester and Leicestershire took part in a hiking trip to Snowdon to boost their self-confidence and social skills. The ten men and women, aged from their twenties to their fifties, spent three nights in Llanberis, Wales. Each member of the group was living with, or recovering from, varying mental health conditions. They were accompanied by five staff from our Trust’s Psychosis Intervention and Early Recovery team, and professional walking guides from Blackdog Outdoors.

Temporary ward closure at St Luke’s Hospital

Essential estates work is progressing in line with plans at St Luke’s Hospital, Market Harborough. This update includes new fire doors and a new roof. The work is planned to be completed in early December, and during this time Ward 3 at St Luke’s Hospital is closed and staff have been

redeployed to other areas. The work is being carried out by NHS Property Services, the owners of the building.

NHSE Visit to Emergency Care (UEC) mental health services

On Thursday 1 August, programme managers from NHS England visited our mental health Urgent and Emergency (UEC) services based in and around the Bradgate Mental Health Unit and Anstey Frith House at County Hall.

The visit, which was led by NHSE's adult mental health programme manager Modestas Kavaliauskas, sought to understand the functions of our UEC mental health services and how they work collaboratively and in partnerships with a broad range of stakeholders.

The visit provided useful insight into how our UEC mental health services pathway has evolved and expanded, whilst proudly working with a diverse range of system partners, and internal and external stakeholders, including the invaluable support of our patient/lived experience services.

The visit was a hybrid of site visits to our MH Central Access Point, MH Urgent Care Hub, MH Response Vehicle, and Crisis Resolution Teams, as well as virtual sessions with our MH Liaison Service. We proudly demonstrated our concerted efforts of simplifying our patients' journey, and ensuring seamless, high quality and compassionate experiences through our mental health services, with the patient at the heart of all care and taking into consideration their relatives' and carers' views.

We also shared our UEC mental health services' future vision, centred around continued collaborative and improved access to mental health services for our local people wherever they may present (including at home or in the community), whilst sustaining existing partnerships and building new relationships.

LLR annual health checks for people with a learning disability

A project run by the Leicester, Leicestershire and Rutland (LLR) Learning Disability and Autism (LDA) Collaborative, to boost the rate of physical health checks completed for people with learning disabilities, is the most successful in the Midlands and is one of England's top five best performing areas.

The LDA Collaborative is working to address the considerable health inequalities for people with learning disabilities. This includes life expectancy being up to 25 years shorter than for other people. Statistics such as these highlight the importance of annual health checks by GPs.

People with a learning disability aged 14+ are entitled to an annual health check (AHC) which helps to identify long-term conditions early and to improve the individual's health and wellbeing through a structured Health Action Plan.

NHS England requires a minimum of 75% of people with a learning disability to receive an AHC in any one year. Three years ago, LLR was one of the lowest performing areas in the country, but is now at 82.6%.

This success is thanks to the LDA Collaborative working across local health, social care and voluntary sector organisations. A primary focus has been on the support and training provided to primary care and social care partners – including GP practices – by Leicestershire Partnership NHS Trust’s Primary Care Liaison Nurses. The team have placed a particular focus on increasing the uptake of annual health checks for 14 to 19-year-olds and people who haven’t accessed their AHC for more than a year.

New digital mental health and wellbeing directory for children and young people

A new digital directory providing mental health and wellbeing support services for children and young people is now available. Commissioned by the Leicester, Leicestershire and Rutland Integrated Care Board (LLR ICB) and co-designed with young people, the directory aims to ensure that young people can find all the information they need in one place.

The directory, accessible through a QR code, offers connections to a huge number of local mental health and wellbeing services, in addition to selected national organisations and websites. Its development was driven by the insights and experiences of more than 400 local young people, who highlighted the need for something that was designed specifically for them

The project has been completed by local agency Documentary Media Centre (DMC) who led the engagement, co-production and testing with young people.

There are content links to find specific services and colour coded key category icons to help individuals to easily identify services, making the directory an invaluable tool for young people facing life challenges and mental health issues.

To maximise the directory’s reach, a range of promotional activities are taking place throughout August & September in collaboration with local community partners, voluntary sector organisations, retail destinations, GP surgeries, as well as schools, colleges and universities.

Relevant External Meetings attended since last Trust Board meeting

Chief Executive and Deputy Chief Executive external meetings

August 2024	September 2024
LLR Urgent & Emergency Care Meeting	Right Care Right Person Strategic Meeting
Leicester City Prevention and Health Inequalities Priority Setting Workshop	Joint CQC Workshop with NHFT
LLR Public Disorder – SCG	East Midlands Alliance Celebration Event
LLR Integrated Care Board Meeting	NHS Leadership Event (NHSE)
COO/MD/DoN NHSE Meeting	East Midlands Alliance Board
NHSE CEO meeting re Civil Unrest	NHS Providers & NHS England CEO Advisory Group
NHS CEOs	NHS Providers CQC Discussion
Interim CEO Ashford & St Peter’s Hospitals NHS Foundation Trust and CEO Royal Surrey County Hospital	REACH Network Leads with NHFT
REACH Network Leads with NHFT	Executive Workshop with NHFT
CQC Advisory Group Review Team DHSC	LLR Recovery & Sustainability Group

August 2024	September 2024
Together Against Racism Meeting with NHFT	East Midlands Alliance Celebration Event
MH CEO Working Group (NHSE)	Mental Health Trusts CEOs
Browne Jacobson	East Midlands Alliance Lead
NHSE Midlands CEOs	LLR ICB Confidential Board Meeting
LPT and NHFT Joint Working Group	LLR ICB Development Session
LLR Recovery & Sustainability Group	NHS CEOs
LLR ICB System Executive Meeting	LLR ICB System Executive Development
Notts Healthcare CEO and Improvement Director	CEO Notts Healthcare
East Midlands Alliance Lead	LLR CEOs & Chairs Winter Planning
	East Midlands Alliance CEO Meeting
	NHS Providers Chairs and CEO Network Event
	HSJ CEOs Roundtable
	Browne Jacobson

Proposal

It is proposed that the Board considers this report and seeks any clarification or further information pertaining to it as required.

Decision Required

The Board is asked to consider this report and to decide whether it requires any clarification or further information on the content.

Governance Table

For Board and Board Committees:		
Paper sponsored by:	Angela Hillery, Chief Executive	
Paper authored by:	Sinead Ellis-Austin, Senior Business Manager	
Date submitted:		
State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):	None	
If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:	n/a	
State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning	Routine board report	
STEP up to GREAT strategic alignment*:	Great Outcomes	All
	Great Care	
	Great Place to Work	
	Part of the Community	
Organisational Risk Register considerations:	List risk number and title of risk	
Is the decision required consistent with LPT's risk appetite:	Yes	
False and misleading information (FOMI)	None	

considerations:	
Positive confirmation that the content does not risk the safety of patients or the public	Confirmed
Equality considerations:	None