

Trust Board – 28 November 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

Change NHS

Further to the independent review of the NHS by Lord Darzi, published in September 2024 Rt Hon Wes Streeting MP, Secretary of State for Health and Social Care, launched a national engagement exercise inviting the public and NHS staff to join a national conversation to help co-design the 10-Year Health Plan.

We shall be participating in the national conversation as a Trust and will also be supporting our patients and staff to do likewise.

Further information can be found here: [Change NHS \(https://change.nhs.uk/en-GB/\)](https://change.nhs.uk/en-GB/)

Urgent and emergency mental health care for children and young people: national implementation guidance

The NHS Long Term Plan set out that all children and young people experiencing a mental health crisis must be able to access timely age-appropriate crisis care 24 hours a day, 7 days a week. National guidance, published on 8 October 24, draws on new and innovative ways of working and up to date clinical advice to support Trusts in developing their own local services, working with service users and their families, carers and other partners. This latest publication provides guidance on four core functions:

1. Single point of access through NHS 111 'select mental health option' to crisis support, advice and triage.
2. Crisis biopsychosocial assessment in the emergency department and/or community settings.
3. Brief response in the emergency department and/or community settings, with children and young people being offered brief interventions in the home and/or community.
4. Intensive home treatment service for children and young people who might otherwise require inpatient care or intensive support that exceeds the normal capability of a generic children and young people's mental health community team in the home and/or community.

Further information can be found [here: \(https://www.england.nhs.uk/long-read/urgent-and-emergency-mental-health-care-for-children-and-young-people-national-implementation-guidance/#introduction\)](https://www.england.nhs.uk/long-read/urgent-and-emergency-mental-health-care-for-children-and-young-people-national-implementation-guidance/#introduction)

Mental Health Act Reform

The new Mental Health Bill has been introduced in Parliament by the government to reform the Mental Health Act 1983 (MHA). Modernising the bill will reform the existing Mental Health Act to better support our patients, address disparities, the changes will introduce statutory care and treatment plans, end the use of police and prison cells to place people experiencing a mental health crisis, and end the inappropriate detention of autistic people and people with learning disabilities

Further information can be found here: [Better care for mental health patients under major reforms - GOV.UK](#)

Waste reduction 'crackdown'

The government has launched a new strategy, The Design for life, with a view to reduce the number of single-use medical devices in the health service. The programme will seek to encourage innovative ways to safely remanufacture a wider range of products used throughout the NHS to reduce waste and achieve an NHS-wide move to sustainable alternatives. A new roadmap sets out 30 actions to achieve this shift - including how the government will work with companies to encourage the production of more sustainable products, along with training for NHS staff on how to use them.

Further information can be found here: [Major crackdown on NHS waste - GOV.UK](#)

General practice

Rt Hon Wes Streeting MP, Secretary of State for Health and Social Care Wes Streeting has announced the Governments plans to launch a red tape challenge to reduce bureaucracy within Primary Care. This will be led by NHS England's Director of Primary Care and Medical Director for Secondary Care. They will seek the views of GPs, hospitals, and integrated care boards (ICBs) as to what works well and what needs to change, before the feedback is considered by a review group made up of doctors in primary and secondary care and reported back in the new year to the health secretary and NHS England Chief Executive.

Further information can be found here: [Our ambition to rebuild general practice - GOV.UK](#)

COVID-19 and flu vaccinations

The first seasonal vaccination data released shows over 10 million Covid & Flu vaccinations have been delivered so far to those eligible. Staff are working hard across the country on innovative ways to

For the first time in NHS history, vaccinations against RSV were also kicked off on 1 September for pregnant women and older adults. Since the rollout, there have been 714,699 RSV vaccinations administered to date.

Further information can be found here [NHS England » Over 10 million Covid and flu jabs delivered as NHS ramps up protection ahead of winter](#)

Sexual Safety Charter

In September 2023, NHS England published the sexual safety in healthcare organisational charter, a document that was developed by NHS England, lived experience organisations, professional bodies, employers and partners across healthcare. This has been signed by all NHS Trusts and Integrated Care Boards (ICBs). In October 2024, the Sexual safety charter assurance framework was released which sets the outcomes for each principle within the charter and the associated actions that would assure delivery. October also saw the introduction of a new legal duty for employers to take reasonable steps to prevent sexual harassment under the new Worker Protection (Amendment of Equality Act 2010) Act 2023. This further strengthens protection from sexual harassment for all staff.

The Trust takes responsibility for protecting all staff and patients and offer safe spaces and routes for support. Like the wider NHS, we strive to be a safe space for staff and patients, a place in which sexual misconduct, violence, harassment or abuse will not be tolerated. The national policy, alongside our local policies, procedures and training for staff, will help us to ensure we are taking the right steps to recognise, report and prevent sexual misconduct at work.

Further information on the Worker Protection (Amendment of Equality Act 2010) Act 2023 can be found here - (<https://integratedcare.cmail20.com/t/d-l-slliidd-puiurlkkj-d/>)

Autumn Budget 2024

The Chancellor of the Exchequer, Rt Hon Rachel Reeves MP, delivered the new government's first budget on 30 October 2024.

Ms Reeves noted the state of the public finances the government had inherited and stated her intention to return to meeting public expectations, including an NHS that is there when needed and economic growth for all. She set out measures to lay the foundations for change by restoring economic stability.

The key announcements for health and care included:

- Day-to-day spending for the Department of Health and Social Care will increase by £22.6bn from 2023/24 to 2025/26. This is a two-year average real terms NHS growth rate of 4% – the highest since 2010 (excluding the years affected by the Covid-19 pandemic).
- Capital spending will increase by £3.1bn in 25/26 (compared to 2023/24 outturn) – rising to £13.6bn. This is a two-year average real terms growth rate of 10.9%, although it is still lower than the overall value of the maintenance backlog (£13.8bn). New capital funding commitments announced at the budget include £26m to establish new mental health crisis centres, alleviating pressure on A&E services.
- The budget outlines that the government will enhance local authority services with a real terms increase of approximately 3.2% in core local government spending power. This includes at least £600m in new grant funding to support social care. Additionally, there will

be an £86m boost to the Disabled Facilities Grant, enabling 7,800 more home adaptations for individuals with social care needs, aimed at reducing hospitalisations and extending independence.

National Staff Update

Sir Julian Hartley, CEO of NHS Providers will be leaving the organisation at the end of November 2024 to take up the position of CQC Chief Executive. Kate Terroni, Interim CQC Chief Executive, announced in October that she would be standing down and James Bullion will be acting up, into this role until the arrival of Sir Julian Hartley.

Saffron Cordery will become NHS Providers interim Chief Executive from December while plans for the recruitment of a permanent chief executive are agreed by the current and next Chair.

NHS England Chair Richard Meddings has announced that he will be standing down in March 2025. Richard will continue to play a key role in the creation of the 10-Year Health Plan until his departure. The Department of Health and Social Care will shortly advertise the role of chair to allow an open and competitive process to take place, as well as the necessary parliamentary approvals.

Ethnic minority communicators survey

The Taskforce for Diversity in NHS Communications recently completed a survey to capture the views and experiences of communications professionals from ethnic minority backgrounds. The survey will help identify barriers and suggest practical solutions to help NHS communications professionals and their executive teams improve diversity at all levels within the workforce, particularly in senior roles.

The survey data will be combined with a literature review and a series of interviews with senior NHS leaders to form a unique body of research into the disparities in access, experiences and outcomes from careers in NHS communications between staff from ethnic minority backgrounds and their white counterparts.

CQC Response to Dash Review

The CQC has set out its response to the review carried out by Dr Penny Dash in May 2024 into its operational effectiveness. The interim findings were released in July, followed by the full report in October. In its response the CQC has accepted the high-level recommendations from this report, as well as an independent review by Professor Sir Mike Richards. A summary of the immediate changes CQC will be making include the appointment of a new Chief Executive (see details above), reviewing longer-term improvements to the Single Assessment Framework and using technology to improve how assessments are carried out.

Details of the CQC's response to reviews can be found [here](https://www.cqc.org.uk/press-release/cqc-responds-reviews-dr-penny-dash-and-professor-sir-mike-richards) (<https://www.cqc.org.uk/press-release/cqc-responds-reviews-dr-penny-dash-and-professor-sir-mike-richards>)

A summary of the changes being made in response to the recommendations can be found [here](https://www.cqc.org.uk/news/re-building-trusted-approach-our-regulation) (<https://www.cqc.org.uk/news/re-building-trusted-approach-our-regulation>)

We welcome the opportunity to work closely with the CQC as they introduce these changes to ensure we continue to strive to provide high-quality and safe services for our patients.

CQC: State of health care and adult social care in England 2023/24

The CQC has published its annual state of care assessment of health care and social care in England. The report looks at the trends, shares examples of good and outstanding care, and highlights where care needs to improve.

The report is based on evidence from CQC's inspection activity, findings from CQC's national NHS patient survey programme, statutory reports, bespoke research into people's experiences, insight from key stakeholders, and other evidence collected by the regulator throughout the year. In line with findings from previous years, this year's report highlights significant issues around timely access to good care, and persistent inequalities in health and care access, experience and outcomes. While it recognises that getting the right care at the right time and in the right place is important for everyone, it acknowledges that children and young people, care for autistic people and people with a learning disability, black men's mental health, people with dementia and Deprivation of Liberty Safeguards (DoLS) are some of the areas of particular concern.

This year's report also considers local system responses, acknowledging that the poor care and poor access to care that some people experience is often influenced or caused by services not being joined up, or not working well together. It concludes that urgent and emergency care services in crisis are a symptom of complex system problems that need resolving, by providing more services for people away from hospitals

Further information can be found [here](https://www.cqc.org.uk/publications/stateofcare2324/easyread): [20231025_stateofcare2324_easyread.pdf](https://www.cqc.org.uk/publications/stateofcare2324/easyread)

NIHR research study into Care (Education) and Treatment Reviews (C(E)TRs)

Further to a call for research by The National Institute for Health and Care Research (NIHR), with input from NHS England, a project has received funding to explore Care (Education) and Treatment Reviews (C(E)TRs).

Across three-years, the researchers on this project will generate evidence about whether C(E)TRs are helpful for people with a learning disability and autistic people and their families, with the aim of producing recommendations and support tools that NHS England could use to increase the number of people that benefit from C(E)TRs, and the quality of C(E)TRs that take place.

During stage one of the work, researchers will complete online national surveys with people with a learning disability and autistic people, families and carers, C(E)TR panel members, and health and social care professionals.

Further information on the project can be found here <https://mentalhealthlda.cmail20.com/t/d-l-slrniy-juuibdtkl-e/>

Local Developments

The Bigger Picture – developing our strategy for 2025 and beyond:

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 which both come to an end in March 2023. We have undertaken phase one of an engagement exercise to develop a group strategy 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. We have now entered phase two, reflecting back what we've heard with a draft set of priorities, and a draft vision and mission. The final drafts will be considered in February 2025 and signed off for use from April 2025.

Celebrating Excellence Awards

We were pleased to celebrate the outstanding achievements of staff members, teams and volunteers from across our Trust for their outstanding achievements at a special, sponsored awards ceremony on Friday 11 October 2024.

Our staff and volunteers consistently provide compassionate care, often going above and beyond for our patients and service users. These awards are our opportunity to thank them for their outstanding commitment to the people who use our services, to our LPT family, and to the NHS.

We received over 260 nominations this year, and the award winners, nominated from 13 categories, were announced and awarded trophies for their commitment to the Trust's values of compassion, respect, integrity and trust. For details of all winners visit our website:

<https://www.leicspart.nhs.uk/news/nhs-stars-celebrated-for-their-excellence-at-annual-staff-awards/>

Thank you to the communications team and fundraising team for bringing the awards together.

Diana service celebrates 25 year anniversary

We marked 25 years of the Diana Service this October; a service which provides end of life care and specialist support for children and young people with life-limiting, ongoing and complex needs.

The event saw staff members from the service welcome past and present patients and their families, for an afternoon tea in the Secret Garden marquee at Glenfield Hospital.

For just over a quarter of a century, LPT's Diana Service has provided support to children with life-limiting and life-threatening conditions across Leicester, Leicestershire, and Rutland, including end of life care. It was set up in 1998, in honour of Princess Diana. Despite launching with only six members of staff, the team is now the largest of the three remaining services in the UK. It has grown to include over 100 dedicated professionals, including nurses, physiotherapists, play specialists and other specialist practitioners.

Over the years, the Diana Service nurses and health professionals have delivered compassionate care to thousands of children and young people in their own homes, allowing them to be with their

loved ones during the most challenging times. The service also provides emotional and psychological support to the entire family, helping siblings and parents to navigate through their pain and grief. A huge thank you to everyone who has been involved in the Diana Service over the last 25 years. A big thank you also to Raising Health for funding the afternoon tea and Build a Bear Foundation for donating 200 teddy bears for our young service users and their siblings.

[Better Mental Health for All event brings all partners together to focus on future key priorities](#)

One hundred partners from across the voluntary sector, NHS and local authorities came together on 15 October to focus on future key priorities as part of the Leicester, Leicestershire and Rutland (LLR) mental health collaborative; The Better Mental Health for All Partnership Network.

The conference, led by the voluntary and community sector (VCS) members of the Network, was focused on driving forward three key areas of mental health transformation taking place across LLR: children and young people's mental health, personality difficulties and suicide prevention.

Rob Melling, LPT's Mental Health Improvement and Transformation Lead said: "We are now directing more of our mental health funding to our VCS partners, so it only stands to reason that our design and planning of schemes is done in partnership. We will be taking all the findings from today to turn them into actions with partners"

Find out more on our website: [Better Mental Health for All event brings all partners together to focus on future key priorities - Leicestershire Partnership NHS Trust](#)

[Tracy Yole awarded Queens' Nurse accolade](#)

Congratulations to Tracy Yole who has been elevated to the ranks of nursing royalty. Tracy has earned the title of Queen's Nurse and has been admitted as a member of the Queen's Nursing Institute.

The accolade is reserved for those who work in community nursing and have "demonstrated a high level of commitment to patient care and nursing practice".

Tracy currently works as deputy head of nursing for our community health services - a professional lead for around 700 community nurses and healthcare assistants who work across Leicester, Leicestershire and Rutland, delivering care to patients in their own homes. Well done Tracy.

[Improving culture, leadership and inclusion](#)

We continue to ensure we are responding to staff feedback, building on the good results of our NHS staff survey from 2023. This includes progress against the Our Future Our Way culture change programme, which has prioritised improvements in four key areas: psychological safety, managing expectations, health and wellbeing spaces, and career development. Thank you to our change leaders for leading this work in partnership with staff across the Trust.

A series of leadership conferences have now been held as part of this work, supporting our leaders to create the best culture for our LPT family. The most recent one, held in October, focused on celebrating leadership and empowering a speaking up culture, with over 120 managers taking part. This complements the embedding of our Leadership Behaviours for All.

We continue our focus on equality, diversity and inclusion, particularly through our Group Together Against Racism programme, reinforcing our zero tolerance to abuse initiative, and record numbers participating in our Active Bystander programme and Reverse Mentoring programme, both of which are hosted across LLR in partnership with the ICS.

Relevant External Meetings attended since last Trust Board meeting

Chief Executive and Deputy Chief Executive external meetings

October 2024	November 2024
Weekly Urgent & Emergency Care meeting	Weekly Urgent & Emergency Care meeting
UEC Partnership	NHS LLR System Executive Development session
LRF Executive Board	LLR LHRP Meeting
ICB System Exec	Monthly Chief Operating Officer/Medical Director/Director of Nursing call
Midlands Regional Winter Risk Meeting	
EPRR Core Standards	Urgent & Emergency Care Workshop
LLR Midlands Active Bystander Programme Celebration	LLR NHS CEO Meeting's
Speak Up Month Webinar with National Guardians Office	East Midlands Alliance CEO Meeting's
Quality Review Meeting	East Midlands Alliance Lead
African Caribbean Centre	LLR Extraordinary Recovery and Sustainability Group Meeting
Together Against Racism Group	Chief Executive University Hospitals Sussex NHS Foundation Trust
CQC Engagement Meeting	Midlands Mental Health Quarterly Review NHSE
LLR NHS CEO Meeting	Counter Terrorism Awareness Adviser at East Midlands Police
Joint CQC Workshop with NHFT	NHS Providers Conference
East Midlands Alliance CEO Meeting	NHS LLR Integrated Care Board - Development session
	Islamophobia Awareness Event
LLR Recovery and Sustainability Group	*Midlands & East CEOs
Regional Director NHSE	*LLR & Northamptonshire NHS CEO Meeting
LLR Integrated Care Board Meeting	*UHN & UHL CEO
NHS LLR System Executive Development session	*Safety Landscape Review 2nd Advisory Board Meeting
LLR Quarterly System Review NHSE	*Rutland County Council Strategic Meeting
Director Metamorphosish Ltd	*LLR ICB CEO
LLR Finance with NHSE	*LLR Integrated Care Board System Executive Meeting
Nottinghamshire Healthcare NHS Foundation Trust CEO	*LLR Mental Health Shadow Collaborative Group
Management and Leadership Advisory Group NHSE	*NHSE Midlands CEOs Update
	*LLR Recovery and Sustainability Group
	*DCEO at Barnet Enfield and Haringey Mental Health NHS Trust and Camden and Islington NHS Foundation Trust

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:	18 th November 2024					
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*:	<table border="1"> <tr> <td>Great Outcomes</td> <td rowspan="4">All</td> </tr> <tr> <td>Great Care</td> </tr> <tr> <td>Great Place to Work</td> </tr> <tr> <td>Part of the Community</td> </tr> </table>	Great Outcomes	All	Great Care	Great Place to Work	Part of the Community
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) considerations:	None					
Positive confirmation that the content does not risk the safety of patients or the public	Confirmed					
Equality considerations:	None					