

Chief Executive's Report to Board, March 2017

Award-winning Trust

I am delighted that the excellent work of our staff is being recognised, once again, at a national level with two teams shortlisted in this year's Patient Safety Congress's Patient Safety Awards.

Our **Sepsis team** has been shortlisted as a finalist for the 'best patient safety improvement' award. This is testament to the hard work and dedication of the team as well as staff throughout the Trust who have transformed Sherwood Forest Hospitals into one of the best-performing Trusts in the country for managing and treating this potentially fatal condition.

Our **Infection Prevention and Control team** has been shortlisted in the 'Infection Prevention Control in Patient Safety' category for working collaboratively with other areas of the Trust. Their entry focuses on the improvements they have made to systems and processes to result in the reduction and improved management of infections, particularly C. Diff.

Overall winners will be announced at a ceremony in Manchester in July. I am sure the Board will join me in wishing both teams all the best, and to thank them for their outstanding work.

Staff survey shows overall improvement

Although this item is on today's Board agenda for discussion, I wanted to highlight the importance of this year's results. In 2015 our Trust survey results showed that staff satisfaction was below national average in most areas. This year, staff satisfaction is consistently above national average in most areas, including whether staff would recommend the Trust as a place to work or receive care. This upturn reflects the extensive improvements made over the past year and demonstrates that these improvements are not simply limited to performance, but also extend to staff engagement, morale and satisfaction. Embedding positive cultural change is key to achieving sustainable improvements, and this year's staff survey results suggest that we are achieving exactly that.

Appointment of Deputy Chief Operating Officer

As well as appointing substantively to Board-level positions, we have been focusing on stabilising the senior leadership team. I am pleased to report that we have appointed Denise Smith as Deputy Chief Operating Officer. Joining us in June, Denise has extensive experience of both primary and secondary care. She has held senior operations positions within a number of Trusts, including Aintree University Hospital NHS Foundation Trust and Northern Lincolnshire and Goole Hospitals NHS Foundation Trust.

Meetings with External Stakeholders

We now have an annual programme in place to meet with most key external stakeholders, which is already helping to develop and improve the Trust's relationships. This month Jo Yeaman, Director of Communications and I met with the Newark Advertiser, Healthwatch and Sir Alan Meale MP; and Andy Haynes, Medical Director, Roz Howie, Chief Operating Officer, and Jo Yeaman met with Gloria de Piero MP. These meetings are helping both to ensure that views of our Trust and our current

position are fair, balanced and accurate, and to improve access to senior officers who can address queries or perceptions proactively and expediently.

Achieving and Sustaining Performance

I am pleased to report that, not only has the Trust turned a corner with its performance over the past year, but evidence shows that we are also successfully maintaining our performance levels when benchmarked nationally. More detail is contained within this month's agenda item regarding the Single Operating Framework report, but I would like to highlight the following in particular:

- Achievement of the GP Referral to Treatment time (92% target) has been sustained for a number of months
- The DMO1 target (diagnostics undertaken within 6 weeks) was achieved in February 2017
- We are now meeting ALL nine of our cancer targets with the exception of the 31-day to drugs target (1 patient) and the 31-day to subsequent treatment target (3 patients), which we missed in December only because patients chose to delay their treatment until after the Christmas holiday period. The 62-day cancer referral to treatment has been achieved consistently from November 2016
- We remain among the top performing Trusts across England for our performance against the four-hour emergency care standard for seeing and treating patients. This is despite a significant increase in demand over the winter period
- Mandatory training compliance is at 92% and has remained above the 90% target since Summer 2016
- We remain on track to meet our financial plan for the year

This position could not have been achieved without the hard work and efforts of all staff across the Trust, as well as the leadership drive and support at Board, divisional and departmental levels. We have maintained the message that there is still more to achieve – and this is still the case. However, as we near the end of this financial year it does appear that we will have a great position from which to start the new financial year, and at the same time as we celebrate the final substantive appointments to the Board leadership team.

I would like to put on record my thanks to every member of staff across the Trust for the part they have played in achieving this position.

NHS Improvement's Midlands and East Chief Executives Network Event

I attended this event in Leicester on 15 March, where colleagues gathered to hear from a number of key national speakers. Kathy McLean, NHSI Medical Director, set out the quality and safety challenges for the year ahead followed by Dale Bywater, Executive Regional Managing Director, who focused on regional priorities. We also heard from various speakers about Accountable Care Organisations, New Care Models and Carter, and received presentations from representatives of other Trusts to share learning and best practice regarding mental health, group models, and managing challenged Trusts.