

Board of Directors Cover Sheet

Subject:	Chief Executive's Report	Date: 27 July 2017		
Prepared By:	Kerry Beadling-Barron, Head of Communications			
Approved By:	Richard Mitchell, Chief Executive			
Presented By:	Richard Mitchell, Chief Executive			
Purpose				
		Decision		
		Approval		
		Assurance X		
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job	To inspire excellence	To get the most from our resources	To play a leading role in transforming health and care services
X	X	X	X	X
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
			X	
Risks/Issues				
Financial				
Patient Impact				
Staff Impact				
Services				
Reputational				
Committees/groups where this item has been presented before				
Executive Summary				
<p>An update regarding some of the most important events and items over the past month from the Chief Executive's perspective:</p> <ul style="list-style-type: none"> • Welcome from the new CEO • 100 day plan • Update on overall SFH quality, access and finance • Wider SFH update including good news stories and conversations with regulators and commissioners • Wider NHS update • The next month at SFH 				

Chief Executive Report – July 2017

1.0 SFH Welcome

I joined Sherwood Forest Hospitals NHS Foundation Trust on 3 July 2017 and this is my first Chief Executive report to the Board of Directors. I have been delighted at the warm welcome I have received across the Trust and feel incredibly proud and delighted to be your Chief Executive. This report will evolve over the next couple of months and feedback about its content is greatly appreciated, but at the moment, the aim is to cover the following four topics each month:

- Update on overall SFH quality, access and finance
- Wider SFH update including good news stories and conversations with regulators and commissioners
- Wider NHS update
- The next month at SFH

In my first three weeks I have visited each of our three sites on at least three occasions and have met and listened to many staff, volunteers and patients and communicated with a wide number of staff through email and Twitter. I have implemented a weekly CEO blog and the fourth blog was emailed out to all Trust staff on Monday morning and I have written a personal letter to the 145 most senior leaders across our Trust. We also had the staff briefings last week and I am pleased that 243 staff attended them, representing about 5.5% of our staff. In order to get out to as many staff as possible, we are also extending the number of staff briefings at King's Mill Hospital, and possibly the other two sites. We will be asking all staff for their views on the timings and dates of the staff briefings going forwards and we are checking whether the content of the briefings is right.

It has been a busy start to my life at Sherwood Forest Hospitals and it has been a really enjoyable one. I have been struck by how friendly people are, how committed staff are to providing high-quality care to patients, how the Trust, across the three sites, feels like a community and how we all recognise we are on a journey, and whilst care has got better, this is only the beginning. I have been thinking a lot about what dedicated to outstanding care means to me. I will think more about this and want to get more opinions from other people but for me at the moment it means:

- Patients being at the centre of our decision making
- Providing a level of care that I would want for friends and family
- Recognising that we won't always get things right, but that we need to be open and honest about this and learn from this to make things better in the future
- Working as one team.

As your Chief Executive, I have been thinking about what I can offer the Trust to support us on our journey to outstanding. I am absolutely committed to being a visible senior leader and I will listen to all patients, volunteers and staff to form our opinions about what

we need to concentrate on. I also am consistent in my behaviours and process for decision making.

2.0 100 day plan

One of the reoccurring questions I have been asked is, 'what is your '100 day plan'?' Following conversations with our Chair, many patients, volunteers and staff including the executive team and the senior leadership team, the following represents the key areas where I will focus:

1. These are the three key areas I will personally focus on:
 - a. CQC visit and action plan – we need to mainstream this and have it at the centre of our decision making because we have a fantastic opportunity to evidence all of the great care we are providing and to be honest about the areas where we need to improve further
 - b. Emergency care/ winter planning – we need to have urgent planning conversations about this coming winter
 - c. Commissioner proposals for future service changes – as the new CEO, I want to be clear that we have followed due process and engaged with all staff, especially clinical staff to make sure we are well sighted to these plans and 'own them'
2. Relationship with external stakeholders – I will further work with the following, amongst others:
 - a. CQC
 - b. NHSI
 - c. CCGs
 - d. Social care
 - e. Nottinghamshire Healthcare Trust
 - f. GPs
 - g. Community groups
 - h. MPs
3. Exec team – I will work with my executive team to:
 - a. Think about our tone and behaviours – we set the standards for the Trust
 - b. Maximise team work including increased contribution in areas outside of our portfolios
 - c. Improve and increase our working with the senior leadership team especially clinical engagement – this was discussed at the senior leadership event last Thursday
 - d. Increase our individual and collective visibility
 - e. Ensure I have a close, positive working relationship with John MacDonald, our Chair
 - f. Make sure we have the strongest possible management function ready for the challenges of a modern NHS.
4. Strategic Direction – I will:

- a. Review and increase my awareness of our strategic direction especially with regards to the Alliance, STP and our role in the wider health system eg Accountable Care System
5. Assurance – I will understand the basis of the information I am presented with and be assured that what I am looking at is accurate and reflects true performance – ‘no surprises’. I will be clear on the following:
 - a. Quality and Safety
 - b. Access
 - c. Money
6. The SFH way – I will continue the work that I have begun to:
 - a. Write to the wider leadership team
 - b. Write to the consultant workforce
 - c. Visit every clinical environment at least twice
 - d. Implement #TeamSFH Looking Forward communication
 - e. Develop ‘The SFH way’ – for me this is about delivering transformation through staff engagement.

3.0 Overall SFH update

Overall care across the Trust continues to improve. As detailed in the recent staff briefings:

- Our mortality rate is lower than expected
- Emergency readmissions have been rising but have levelled off and are in line with the national average
- Following the dedicated campaign to attract more nursing staff to come and work for Sherwood Forest Hospitals, the Trust has seen a number of nursing vacancies being filled and more people signing up to be part of the Trust’s bank staff team. The last nursing recruitment assessment day was held at King’s Mill Hospital on 21 July and it is hoped that further vacancies will be filled.
- Friends and family scores in the Emergency Department and Outpatients are increasing
- We delivered the four hour emergency standard in June. We also delivered this for Q1 which puts us in a very select group of Trusts nationally that are doing this, and I personally believe that the four-hour standard is an important marker of care for patients on the emergency care pathway.
- We delivered the RTT standard and the diagnostic standard in June
- We delivered six of the nine cancer standards in May.
- At the end of Quarter 1 our financial position is £0.1m better than our control total. This delivery together with our ED performance has allowed access to quarter 1 Sustainability and Transformation Funding of £1.3m, in line with our plan. CIP has delivered to plan and agency spend continues to remain significantly below our trajectory, although is £0.5m above the NHSI agency ceiling.

4.0 Wider SFH News

As detailed above, engagement is incredibly important to me and as such I have been out and about across all the Trust sites, attending bed meetings, visiting ED and the UCC, some of our assessment units, wards, outpatient departments, and have met porters, radiologists and radiographers, the tissue viability team, physiotherapists and volunteers, to name a few. I have seen many examples of good care and some examples of outstanding care. As part of my visit to the outpatient treatment centre at King's Mill, I met Tom Frew who runs a therapy workshop involving woodwork, initially for patients who have hand injuries, but the patient group has grown. I have never seen an idea like this in a hospital and I thought it was brilliant and clearly provides outstanding integrated care to patients, enabling them to increase their motivation and independence.

Sherwood Forest Hospitals has been named as the best Trust in the region for recognising and treating patients who have had a stroke. The Trust has been given an A rating by the Sentinel Stroke National Audit Programme (SSNAP) for the way it handles patients suspected of having a stroke and has gone from being 27th in the country to eighth.

I have also seen the 2016/17 organ donation executive summary report for SFH. We have had another good year and it is pleasing to see the Donation after Brainstem Death referral rate maintained at 100% for yet another year and also the Donation after Circulatory Death (DCD) referral rate increasing to 92% this year. This shows the ongoing commitment of the SFH staff to organ donation. We have also had 13 patients receiving life-saving transplants as a result, which is fantastic.

At the time of writing, we have had more than 150 nominations for our Chief Nurse Awards, while we have also now set the date of Friday 10 November for our annual Staff Excellence Awards, and we also continue to see some great nominations for our Star of the Month award. Recognising and rewarding our staff is something that is very important to me at both a macro and micro level, and it is something that I will continue putting some thought into in the coming months.

I also want to extend my congratulations to Emma Finney, who works in Clinic Prep, on winning the Apprentice of The Year Award at a recent ProStart Training awards evening. Seventeen-year-old Emma was previously an apprentice with NHIS, where she worked towards achieving Level 2 in Business Admin, before securing a permanent role in Clinic Prep. The award recognises Emma's hard work and commitment as an apprentice and she was up against apprentices from many different business areas, not just health care.

I have also had two productive meetings with NHS Improvement, our regulators, and the Care Quality Commission, who have both been very complementary about the recent achievements at the Trust.

5.0 Wider NHS update

There has been an important national update on the NHS for winter planning this month which I wanted to bring to your attention. NHS Improvement has published its “Good practice guide: focus on improving patient flow” aimed at improving the waiting times for patients in A&E departments across the country. This focuses on core areas such as:

- Improving ambulance handovers so that ambulances can quickly get back out to respond to 999 calls
- Focusing on safe and timely discharges
- Developing better support for those who come to emergency department with mental health issues
- Keeping bed occupancy levels below 92%
- Working closer with local government colleagues.

Although we are fortunate to be one of the few Trusts across the country meeting the four hour target, we will be working with our partners across the region to see how we can further strengthen this ahead of the this winter.

6.0 Next month at SFH

Over the next month at the Trust we will be:

- Shortlisting the Chief Nurse Awards
- Continuing our challenge to train 1,000 staff in 100 days on our Red2Green campaign which aims to get patients up and moving to keep them mobile
- Starting our planning for the flu campaign to vaccinate our staff and help protect patients.