

# Public Board Meeting

# Report

**Subject:** Chief Executive's Report  
**Date:** 30<sup>th</sup> November 2016  
**Author:** Peter Herring, Chief Executive  
**Lead Director:** Peter Herring, Chief Executive

<b>Executive Summary</b>	
This is the Chief Executives Report as presented to the Board of Directors.	
The Board is asked to note the content of this paper.	
<b>Relevant Strategic Priorities (please mark in bold)</b>	
<b>Ensure the highest standards of safe care are consistently delivered by, and for, individuals, teams and departments</b>	<b>Ensure that patients experience the very best care, building on good practice and listening and learning from both negative and positive feedback and events</b>
<b>Provide timely access to diagnosis, treatment and care when people need it and safely reduce the time patients spend in hospital</b>	<b>Raise the level of staff engagement through strong leadership, communication, feedback and recognition</b>
<b>Reduce the scale of our financial deficit by reducing costs, improving utilisation of resources and productivity, and achieving best value for money</b>	<b>Work in partnership to keep people well in the community, and enable them to return as soon as they are ready to leave hospital</b>
<b>Develop and implement a programme of work in conjunction with Nottingham University Hospital NHST to create a new combined organisation</b>	

<b>How has organisational learning been disseminated</b>	N/A
<b>Links to the BAF</b>	N/A
<b>Financial Implications/Impact</b>	N/A
<b>Legal Implications/Impact</b>	N/A
<b>Partnership working &amp; Public Engagement Implications/Impact</b>	N/A
<b>Committees/groups where this item has been presented before</b>	N/A

## BOARD OF DIRECTORS – WEDNESDAY 30<sup>TH</sup> NOVEMBER 2016

### CHIEF EXECUTIVE'S REPORT

#### Positive CQC report and removal of special measures

Thanks to the hard work of everyone at the Trust over the past year, we have now been officially removed from special measures. The news follows the Trust's recent CQC inspection, which resulted in the Trust being rated as:

- **“Good”** in the area of Safety, which is two ratings higher than previously.
- **“Requires improvement”** in the Well-Led category, which reflects the need to fully embed and sustain the systems and processes that have been put in place over the past year.
- We remain rated as **“Good”** for Caring

Overall, we are now rated as **“Requires Improvement”** which is a major step forward from the **“Inadequate”** rating the Trust was given a year ago. We will now concentrate on sustaining these improvements with the focus on our goal of becoming an **“outstanding”** Trust.

With regard to our ambition of becoming outstanding, I am working with Executive colleagues to define our vision, mission and strategic priorities, which we will share with wider members of the Board for discussion in the coming weeks. Having a clear, shared focus will help to galvanise Trust staff towards achieving our overarching aims and priorities, which is essential if we are to build upon the momentum gained from the recent announcements.

#### Developing a stable leadership team

With the removal of special measures and the decision not to pursue a merger, the Trust is now in a position to be able to recruit substantively to key leadership roles. We have appointed Julie Bacon as substantive Director of HR and OD; and Barbara Beal has joined us as part-time interim Chief Nurse while we develop future plans for nursing leadership.

We are planning to advertise the substantive roles of Chief Executive, Chief Operating Officer and Chair in the next few weeks with a view to having the successful candidates in post from April 2017.

#### Recruitment Campaign

Work has been underway to develop a recruitment campaign to target areas where we have critical vacancies, including nursing and medical posts. We have seen significant interest in recent Programme Management roles advertised, and a drive to attract talented leaders to vacant Divisional General Manager posts and other leadership roles began on 22 November. Development of the overarching campaign is underway, and will be fully launched in the next few weeks. The Trust is trying new approaches to target clinical and other professionals with the right skills, values and behaviours to work at SFH, including extensive use of social and on-line media.

#### Nottinghamshire Sustainability and Transformation Plan (STP)

Following the decision not to pursue a full merger with Nottingham University Hospitals, I have been keen to focus on strengthening SFH's presence around the STP table as both a sovereign organisation and as an equal player. I am now a full member of the STP Executive team, together with Andy Haynes who is Chair of the Clinical Reference Group

and Peter Wozencroft who is a member of the STP Delivery Group. The STP plan was published on 24<sup>th</sup> November 2016.

### **Cyber Security Assurance**

There has been a recent spate of cyber attacks, and following the recent attack at Northern Lincolnshire and Goole NHS Foundation Trust, I asked Nottinghamshire Health Informatics Service (NHIS), who provide our IT services, to provide assurance that they have taken all appropriate measures to protect us from similar attacks. I was assured by their response, which will be formally reviewed by the Risk Committee at the next meeting.

**Peter Herring**  
**Chief Executive**