

# Board of Directors Meeting

**Subject:** Chief Executive's Report  
**Date:** 5<sup>th</sup> November 2015  
**Author:** Karen Fisher, Acting Chief Executive  
**Lead Director:** Karen Fisher, Acting Chief Executive

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| <b>Executive Summary</b>   |   |
| This is the Chief Executives Report as presented to the Board of Directors.  |   |
| <b>Recommendation</b>  |   |
| The Board is asked to note the content of this paper and specifically where verbal updates will be given at the Board meeting. |   |
| <b>Relevant Strategic Priorities (please mark in bold)</b>   |   |
| <b>To consistently deliver a high quality patient experience safely and effectively</b>  | <b>To develop extended clinical networks that benefit the patients we serve</b>             |
| <b>To eliminate the variability of access to and outcomes from our acute services</b>  | <b>To provide efficient and cost-effective services and deliver better value healthcare</b> |
| <b>To reduce demand on hospital services and deliver care closer to home</b>   |   |

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| <b>Links to the BAF and Corporate Risk Register</b>   |     |
| <b>Details of additional risks associated with this paper</b> <i>(may include CQC Essential Standards, NHSLA, NHS Constitution)</i> | N/A |
| <b>Links to NHS Constitution</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>  |     |
| <b>Committees/groups where this item has been presented before</b>  | N/A |
| <b>Monitoring and Review</b>  | N/A |
| <b>Is a QIA required/been completed? If yes provide brief details</b>   | N/A |

## Chief Executive Report – October 2015

Since the last Board meeting there has been regular contact with Monitor and ongoing dialogue with the CQC. The executive team continues to focus on driving forward the activities necessary to sustain quality improvements and at the same time supporting the delivery of financial efficiencies.

Detailed below are highlights from this month:

### 1.0 Care Quality Commission (CQC) Quality Summit

The summit took place on Friday 30 October and was chaired by Professor Sir Mike Richards, Chief Inspector of Hospitals, CQC. There were more than 40 attendees from across the health economy including representatives from the CCG, Nottingham Healthcare, NHS England, Local Authority, Nottingham University Hospitals, EMAS and Monitor.

The tone and discussion of the meeting reflected the seriousness of the task ahead of us. Carolyn Jenkinson, the Head of Hospital Inspections for the CQC, recognised the Trust has responded positively to the reports and were determined to make the required improvements.

The Trust's presentation in response to the CQC findings focussed on demonstrating our understanding of why we had not achieved the required improvements and highlighting how things would be different in the future. The presentation also described the process leading to the development of a new single Quality Improvement plan (QIP), which will incorporate any outstanding actions from the previous CQC reports, the must and should do's from the June 2015 CQC reports, the Section 31 and 29A actions and the underlying issues that need to be addressed. Ten work streams (each with an Executive lead), have been identified:

- Leadership,
- Governance,
- Recruitment and retention,
- Personalised care,
- Safety culture,
- Timely access,
- Mandatory training,
- Staff engagement,
- Maternity
- Newark.

We are developing an extensive Quality Improvement Plan which will be finalised for Board approval on 26 November 2015. The executive team and the project teams within the workstreams will be working hard to populate, develop and move this forward at pace during November.

### 2.0 Monitor

Monitor announced they are strengthening and supporting the current leadership team here at the Trust by making a number of new appointments to support the executive team in delivering the required improvements.

The appointments include:

- **Peter Reading**, an experienced former NHS chief executive, who most recently delivered significant improvements at Peterborough and Stamford Hospitals NHS Foundation Trust. Peter has commenced at the Trust and is providing support and advice to the executive team.
- **Eric Morton** has been appointed as the new improvement director for the Trust. Eric is a very experienced improvement director who has worked with a number of special measures trusts who have successfully exited special measures. Eric will replace Gill Hooper, who leaves the Trust this week. Gill has supported us through a challenging quality improvement journey and we wish her well for the future.
- **Suzanne Banks**, who has a wealth of experience at senior levels within nursing, including in difficult clinical environments, such as Mid Staffordshire NHS Foundation Trust, has been appointed as the interim Chief Nursing Officer. Suzanne will work with us for two days a week during November and will join us full time in December.
- **Fiona Wise** has started to work at the Trust as the improvement director for maternity. Fiona was the improvement director at University Hospitals of Morecambe Bay NHS Foundation Trust. She has been appointed to undertake a programme of work to support improvements within our maternity unit.
- **Rob Walker** has started to work as the Trust's interim deputy chief operating officer to boost the operations team for three months. Rob will work alongside the new substantive post holder, Peter Watson, who joined the Trust on 2 November from his previous role as divisional general manager at Doncaster and Bassetlaw Hospitals NHS Foundation Trust.
- **Peter Weller** is an experienced Director of Governance and Quality at Tameside and will be overseeing the review and implementation of changes in relation to our risk and governance arrangements.

Monitor will shortly be announcing further appointments, including the result of the recruitment for a new CEO.

I will keep you updated as new colleagues join.

The next scheduled PRM with Monitor is 16<sup>th</sup> November

### 3.0 Oversight Group

The Oversight Group, chaired by the CCG will play a key role in the governance process regarding assurance of delivery of actions in relation to our Quality Improvement Plan. Fortnightly meetings have commenced which have initially focussed on the actions in relation to Sepsis and Maternity.

### 4.0 Junior Doctors

A strike ballot of junior doctors over a contract dispute will take place between 5<sup>th</sup> November to Wednesday 18<sup>th</sup> November. If the outcome of the ballot on industrial action is in favour, the BMA will then discuss what form of action it might take.

The Government announced it plans to impose a new contract on junior doctors, up to consultant level, next summer. The contract will reclassify doctors' normal working week to include Saturdays and up to 10pm every night of the week except Sunday.

## 5.0 Horizon Scanning Schedule

The Horizon scanning schedule is attached at appendix a. Arrangements have been put in place to ensure this is considered by the executive team weekly to ensure the team are sighted on issues arising and ensure actions is taken. Future chief executive reports will highlight the number of issues considered and actioned.

## 6.0 Star of the Month – August 2015

A total of 14 nominations were received for August's Star of the Month award. Helen Barker, Rotational Radiographer, nominated by Sally Ann Tomlinson, Occupational Therapist at Mansfield Community Hospital, was chosen as the winner for August. Sally Ann's nomination read:

"I would like to nominate Helen Barker who is a rotational radiographer who was working at MCH last week for Star of the Month. We in rehab had a patient attend for physiotherapy who looked like he had potentially broken some part of his wrist/hand. He was referred electronically to X-ray within minutes from his GP after a phone call from our senior physiotherapist.

## 7.0 Staff Excellence Awards 2015

The staff excellence awards took place on Friday 16 October. This was a great event at which we recognised the fabulous contributions made by our staff. A record 202 entries were received and the following winners were announced:

### Improvement Award

Sponsored by TMP Worldwide

#### **WINNER - Dr Colin Dunkley, Consultant Paediatrician, King's Mill and Newark hospitals**

Colin has made many improvements in Paediatric services, including being instrumental in changing the Open Access policy for children coming to the Paediatric ward and setting up the electronic care plan. He has initiated many changes in the handover room to improve care, and has started an "Epilepsy and Cake" lunchtime session for peer review of cases and as a learning tool for colleagues.

### Quality Care Award

Sponsored by Skanska

#### **WINNER - Kimberley Jenkins, Generic Therapy Assistant, King's Mill Hospital**

Colleagues say they could write a book about the care, compassion and commitment that Kim demonstrates in her daily work. She is always there for colleagues and treats patients with respect and dignity to provide the highest quality of care. She has a natural way of engaging with those who have had traumatic experiences after amputation.

### Community Involvement Award

Sponsored by Skanska

To recognise an impressive dedication to, and involvement in, supporting local community initiatives.

#### **WINNER - Julia Watchorn, Radiographer, Newark Hospital**

Julia put time and effort into delivering a presentation at Holy Trinity School on 'people who help'. She went along, armed with a skeleton & other interactive material, to promote and explain her

profession to the children. Portraying hospital work in such a positive light was excellent for building local community relationships.

### **Chris McFarlane Award**

Sponsored by TTM Healthcare

#### **WINNER - Lynsey Lord, Neonatal Intensive Care Unit, King's Mill Hospital**

Lynsey always works with a smile on her face and is keen to offer assistance to help others learn and develop. She has a link role in a variety of different areas, arranges student mentoring, and is a neonatal life support trainer who supports staff training and helps staff to train parents in resus. Lynsey constantly strives to ensure her knowledge is up to date, reliable and evidence based.

### **Unsung Hero Award - Clinical**

Sponsored by Medirest

For a member of staff who has not yet had their opportunity to shine and get the recognition they deserve for really making a difference to others and performing above and beyond the call of duty.

#### **WINNER - Sharon Taylor, Physiotherapy Assistant, King's Mill Hospital**

Sharon can motivate even the most reluctant of patients and is often able to engage those who other staff find challenging. She sits with patients who are confused, buys food/snacks for patients wanting something that is not on the menu, tracks down suitable books for individuals and has even sat on the floor for extended periods of time when a patient has fallen and cannot be moved immediately.

### **Unsung Hero Award – Non Clinical**

Sponsored by Medirest

For a member of staff who has not yet had their opportunity to shine and get the recognition they deserve for really making a difference to others and performing above and beyond the call of duty.

#### **WINNER – Catherine Wroblewski, Housekeeper, King's Mill Hospital**

Catherine is an absolutely fantastic housekeeper. She works so hard day in day out, is reliable and punctual and gives 100% throughout her whole shift. Patients love her just as much as all the staff members. Excelling in her role and highly motivated, she takes great pride in completing all jobs to the highest standards and is always enthusiastic about attending training sessions.

### **Team of the Year Award**

Sponsored by SOLOS

For a new or established group who can boast an impressive achievement through excellence in teamwork

#### **WINNER - Minster Day Case, Newark Hospital**

Minster has undergone a massive workforce change and all staff have faced this with dignity and the utmost professionalism. Throughout this time each member of the team has remained positive and been both caring, supportive and understanding towards colleagues. Staff use their extensive knowledge to benefit patients and enhance the efficient running of the ward.

### **Volunteer of the Year Award**

Sponsored by April Strategy

To recognise outstanding commitment by volunteers and fundraisers connected with the Trust.

#### **WINNER - Brian Shepherd, King's Mill Hospital**

Brian is a true gentleman, treating everyone he meets with genuine care and kindness. Recently celebrating a fantastic 20 years' dedicated service, Brian volunteers as a buggy driver, supports

new driver training and was instrumental in the new style buggy design. He also acts as storekeeper - maintaining stock levels for the Daffodil Café and the Ward Trolley Service.

### **The Chairman's Award**

Sponsored by Central Nottinghamshire Hospitals

To recognise an exceptional and inspirational contribution to the Trust by an individual or team. The winner is chosen exclusively by the Chairman.

### **WINNER - The Ward Hosts & Hostesses**

#### **(Working at King's Mill, Mansfield Community and Newark hospitals)**

The Chairman presented this award in recognition of the 130 Ward Hosts and Hostesses working across the Trust at King's Mill, Newark and Mansfield Community hospitals. They consistently demonstrate a high level of support to patients and ward staff by providing a professional and personal catering service. All of them work above and beyond their expected role to provide an exemplary level of care.

### **The People's Award**

Sponsored by Central Nottinghamshire Hospitals

For the seventh year, patients and carers were invited to nominate their NHS hero - that special member of staff who they feel provides exceptional service above and beyond the call of duty.

### **WINNER – Anne Kabia and the Day Case Team, King's Mill Hospital**

Six separate nominations were received from members of the public for Anne and her team, making them worthy winners of the award.

**Karen Fisher**  
**Acting Chief Executive**