

Council of Governors

<b>Subject:</b>	Chief Executive's Report	<b>Date:</b> 15 August 2018		
<b>Prepared By:</b>	Kerry Beadling-Barron, Head of Communications			
<b>Approved By:</b>	Richard Mitchell, Chief Executive			
<b>Presented By:</b>	Richard Mitchell, Chief Executive			
<b>Purpose</b>				
To update on key events and information from the last month.		<b>Decision</b>		
		<b>Approval</b>		
		<b>Assurance</b>	X	
<b>Strategic Objectives</b>				
<b>To provide outstanding care to our patients</b>	<b>To support each other to do a great job</b>	<b>To inspire excellence</b>	<b>To get the most from our resources</b>	<b>To play a leading role in transforming health and care services</b>
X	X	X	X	X
<b>Overall Level of Assurance</b>				
	<b>Significant</b>	<b>Sufficient</b>	<b>Limited</b>	<b>None</b>
			X	
<b>Risks/Issues</b>				
<b>Financial</b>				
<b>Patient Impact</b>				
<b>Staff Impact</b>				
<b>Services</b>				
<b>Reputational</b>				
<b>Committees/groups where this item has been presented before</b>				
N/A				
<b>Executive Summary</b>				
<p>An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective:</p> <ul style="list-style-type: none"> <li>• Overall update</li> <li>• Wider SFH news</li> <li>• Wider NHS update</li> <li>• Next month at SFH</li> </ul>				








## Overall update

Please find the latest harm information below:

	Monthly figure	Year to date figure
C Diff	1	5
MRSA	0	0
Ecoli	3	7
Grade 4 avoidable Healthcare Associated Pressure Ulcers	0	0
Falls which cause moderate or severe harm	2	6
Never events	0	0

Further details about the latest harm information is included in the Single Oversight Framework Performance Report. I am pleased our access standards continued to improve and we met the 95% emergency care standard for quarter one as timely care is a key contributor to overall patient quality, safety and experience. This demonstrates how hard SFH staff and colleagues in partner organisations have worked after a very hard winter.

We reviewed our Trust, corporate and divisional risks in July's risk committee. Our overall risk profile remains stable and the principle risks in the BAF are below, with three risks currently rated as significant. These risk ratings have not changed in the last month.

Principle Risk	Current Risk Exposure	Tolerable risk
PR 1: Catastrophic failure in Standards of Care	High (12)  (no change)	Low (4)
PR2: Demand that overwhelms capacity	Significant (16)  (no change)	Medium (8)
PR3: Critical shortage of workforce capacity & capability	Significant (16)  (no change)	Medium (8)
PR4: Failure to maintain financial sustainability	Significant (20)  (no change)	High (10)
PR5: Fundamental loss of stakeholder confidence	High (12)  (no change)	Low (5)
PR6: Breakdown of Strategic Partnerships	Med (8)  (no change)	Low (4)
PR7: Major disruptive incident	High (10)  (no change)	Low (5)

In the committee we also escalated to the executive team meeting that assurances were received regarding treatment plans in place to address risks identified in relation to mattress decontamination and generic accounts.

The Trust continues to deliver against the Risk Management Strategy plan and will undertake a Risk Management Maturity Assessment both at Corporate and Divisional levels to ensure we are able to measure the strength of our risk management arrangements and provide structure and

focus to support our ambitions to continually engage, integrate and embed risk management into all of our activities.

The Board Assurance Framework was also reviewed by the Risk Committee and the areas of greatest strategic risk for us remain the shortage of workforce capacity and capability, financial sustainability and demand that overwhelms capacity.

## **Wider SFH news**

### **Care Quality Commission (CQC) inspection**

We have now received our draft report and are checking it for factual accuracies. Once this is completed and agreed with the CQC we will be in a position to publish the final results. We are aiming for this to happen in mid-August 2018.

As part of this I will be writing to Chris Hopson, Chief Executive from NHS Providers, Ian Dalton, Chief Executive at NHS Improvement and Dido Harding, Chair at NHS Improvement to invite them to visit us so we can explain the progress we have made at SFH and the steps we are taking, in collaboration with other partners, to further improve patient care in the future.

### **Learning Disability Review**

The executive team and other senior leaders received some excellent feedback on how our staff support people with a learning disability and/or autism when they come into hospital. NHS Improvement asked “Changing Our Lives” to review how we are doing and the feedback was truly inspiring. I would like to thank Ruth Harrison, Learning Disability Specialist Nurse, in particular for her work in this area.

### **East Midlands Leadership Academy**

I was delighted to be confirmed as the new Chair of the East Midlands Leadership Academy and I took over in the role in mid-June from Gavin Boyle who is Chief Executive of Derby FT. The East Midlands Leadership Academy is a membership organisation created in November 2009 aimed at developing leaders for NHS organisations in the East Midlands. Its central aim is to “Improve services to patients, carers and service users through inclusive, more effective leadership.” My reason for wanting to get involved in this was because I firmly believe the best possible patient care can only be provided by teams of highly engaged, well supported staff. Given financial and staffing pressures across the NHS, we need leaders with different skill sets, capabilities and beliefs to support these staff and I am excited about playing a role in shaping this across the East Midlands. I believe the work of EMLA can support the journey we are on at Sherwood.

### **Chief Nurse Awards**

It was my second time at the Chief Nurse Awards and it reminded me of everything good at Sherwood; huge individual effort, lots of smiling staff who were laughing and hugging each other, personalised patient care, safe care, great outcomes, loads of support and team work to name but a few. The full details of everyone who was shortlisted and won are contained in the Chair’s report

but I would like to say congratulations to everyone involved and in particular, I would like to recognise Penny Tindall, Lead Cancer Nurse, who won the overall Chief Nurse Award for 2018.

### **National Volunteers' Week**

National Volunteers Week in June was a great opportunity to recognise the positive impact our 650 volunteers have. Every hospital I have worked in has had volunteer support but I can honestly say I have never worked anywhere with a team of volunteers who are so dedicated, proactive and friendly. Thank you so much to Tracey Brassington and her team.

### **Paul Moore**

Paul Moore has a new substantive job as Director of Governance and Quality Improvement at Wirral University Teaching Hospital NHS Foundation Trust. Paul initially joined Sherwood in January 2016 and towards the end of 2016 he joined St George's for eight months before re-joining us in March 2017. Paul has done an excellent job at transforming our approach to and our understanding of risk and governance and I have personally learnt a lot from him in my time at the Trust. I know Paul will be an absolute asset to WUTH and I wish him lots of success in his new role. I will not be replacing Paul's role and instead, have divided Paul's portfolio between Andy Haynes, Medical Director/ Deputy CEO, Suzanne Banks, Chief Nurse and Shirley Higginbotham, Head of Corporate Affairs and Company Secretary.

### **Capital Bid for Theatres**

In our two year Forward View strategy, which we updated in March and April, we identified that improving the way we use technology and our estate, including targeted capital investment in theatres and intensive care at King's Mill Hospital, was a key part of delivering our fourth Key Strategic Priority: To get the most from our resources.

We have worked closely with local partners and submitted a bid to NHS Improvement (our regulators) to access capital for theatres and ICU at KMH. Our partners (including NUH) have jointly agreed theatres and ICU is one of the top two priorities for capital investment across Nottingham and Nottinghamshire. We know capital investment nationally is scarce, so we must be cautious about our ability to be successful in the next couple of months, but we are firmly committed as an organisation to upgrading theatres and ICU as soon as possible. One of the key determining factors about our chance of accessing capital will be us keeping our improvement journey going and this includes our CQC report, our staff engagement results, our quality metrics, our access standards and our financial performance.

### **NHS70**

July 5 was a special day when we had the opportunity to celebrate and reflect on all of the good things about the NHS over the last 70 years. I was at Newark at the beginning of the day for the first leg of the Newark to King's Mill walk led by Governor Keith Wallace in aid of the Gamma Scanner Appeal and I had the opportunity later on during the day to visit a couple of presentations and stalls, but nowhere near as many as I had hoped to visit. It was clear a huge amount of effort had gone into the day and I would like to thank our charity and volunteers, in particular, Unison and all the local businesses for supporting the events.

## **Staff rate SFH as one of the best Trusts in the East Midlands to work and receive treatment**

The Trust published results from its Q4 anonymous 'pulse' survey in April, and now the national results have been published for 223 Trusts, it is clear we compare very well both nationally and regionally.

The results show that, of the 1,164 staff who responded, 89% said they would recommend the Trust as a place to receive treatment, ranking us second in the East Midlands, and 77% said they would recommend us as a place to work, also ranking us second in the East Midlands. These are the best ever results for the Trust and both are considerably above the national averages of 80% and 63% respectively.

Both figures are up significantly from the annual NHS staff survey which was published in March 2018 (based on a survey in Q3 of 2017/18) when the figures were 78% and 70% respectively.

I'm pleased to see even more staff at SFH would be happy to recommend the Trust to both work and receive care. It's hugely positive that they have pride and confidence in the services we provide and also view the Trust as a good place to work. I do appreciate these high level results hide a variation in how staff view us either as a place to work or receive care and it is my intention to make SFH a place that all staff are proud to work for and recommend for treatment. We know we treat patients well and we always strive to treat patients as if they are a member of our own family. But it is also very important we remember to treat colleagues in the same way too. We are focusing on being kinder to each other because kindness, support and mutual respect within staff are essential elements for high quality care to all patients.

The data from the survey can be found on the NHS England website <https://www.england.nhs.uk/fft/staff-fft/data/>

## **Free wifi launched for patients**

Patients and visitors to King's Mill Hospital, Mansfield Community Hospital and Newark Hospital can now check social media, browse the internet and easily keep in touch with family and friends during their stay in hospital, thanks to the launch of free public WiFi throughout the hospital.

Patients here for an appointment or who are inpatients, as well as visitors, will now be able to take advantage of the free WiFi on their smartphones, tablets and laptops. It is hoped that it will help them to stay connected with friends and family, access latest news and manage their everyday lives from a waiting room or hospital bed.

This is a fantastic development for Sherwood Forest Hospitals and we are really pleased that we can offer our patients unlimited access to free WiFi during their stay in hospital. We know that many of our patients come to hospital with smartphones and tablets and this will help to make their hospital experience a more positive one. I would like to thank the IT team that has implemented this project for their hard work over the last few months.

## Wider NHS update

Key updates are:

- Jeremy Hunt has moved from his role as the Secretary of State for Health and Social Care to Foreign Secretary following resignations in the Cabinet. He was replaced by Matt Hancock MP who moved from his role as Secretary of State for Digital, Culture, Media and Sport.
- A report by the Institute for Public Policy Research (IPPR) says that machines could take over a wide range of tasks currently done by doctors, nurses, healthcare assistants and administrative staff. It found that widespread adoption of AI and the NHS embracing "full automation" could free up as much as £12.5bn a year worth of staff time for them to spend interacting with patients. The report goes on to say that there would not be significant job losses because unlike other settings, machines would work alongside human beings, not replace them.
- Spending on social care is 9% lower per person than a decade ago despite extra government funding and councils trying to protect services by switching money from other budgets, a report by the Institute for Fiscal Studies said.
- The government have announced the NHS England budget will increase by 3.4% a year on average over the next five years, starting in April 2019. That means by 2023 the budget will be £20bn higher than it is now, once inflation is taken into account. Currently, NHS England spends £114bn a year, but the plan does not include other parts of the wider health budget, such as training, stop-smoking clinics and other preventative services, so the overall "health" increase might be lower than 3.4%. The average annual rise since the foundation of the NHS in 1948 is 3.7%.
- As part of the NHS70 celebration, NHS England launched a multi-million pound advertising campaign to recruit thousands of new members of staff to the NHS, with a specific focus on nurses. The recruitment drive highlights the vast range of opportunities available in the health service, including mental health, learning disability and community and general practice nurses.
- NHS England is calling on the royal colleges to provide an action plan to encourage uptake of the flu vaccine among staff, after a clinical study made a direct link between vaccination and mortality rates. A letter sent from NHS England informed the Academy of Medical Royal Colleges, the Royal College of Nurses and others that it has commissioned Public Health England to advise on the flu risks to patients from unvaccinated staff.
- Analysis by Age UK shows 'bed blocking' is costing the NHS £550 per minute, due to a lack of social care availability. This equates to £290m a year. The analysis also shows that in just two years, the number of older people in England living with an unmet care need has risen by 19%, which translates to 1.4 million over 65s living with unmet care needs. Polling by Ipsos MORI shows people are more concerned about their mental health than dementia, obesity and heart disease as public concern about mental health doubles in the last year. More than two in three (68%) said urgent and emergency care such as A&E and ambulance services should be a priority for additional health and social care funding. Investment in mental health services was the next main priority (58%) for additional spending, followed by community and adult social care services (40%) and children's services (40%).
- Figures published by the Alzheimer's Society show there has been a 73% increase in potentially unnecessary hospital admissions among dementia patients for reasons including falls, dehydration and urinary tract infections. The charity believes that if there was increased support available outside of hospitals these admissions could be avoided.

**Next month at SFH**

We will publishing our CQC ratings, finalising our preparations for winter and beginning the engagement work which will enable us to update our strategy.