

Report to:	Trust Board (Public)	Agenda item:	SFT 4014
Date of Meeting:	12 April 2018		

Report Title:	Deputy Chief Executive's Report			
Status:	Information	Discussion	Assurance	Approval
	x			
Prepared by:				
Executive Sponsor (presenting):	Christine Blanshard, Deputy Chief Executive			
Appendices (list if applicable):	None			

Recommendation:
None

Executive Summary:
<p>This report provides an update for the Trust Board on some of the key issues and developments within this reporting period and covers:</p> <ul style="list-style-type: none"> • Staff response to major incidents – thank you to staff • Performance – update on current performance • Financial recovery – update on our financial recovery plan • Workforce – update on workforce situation • Staff survey – headlines from latest staff survey and communication plans • Site changes – update on the reconfiguration programme • Pride in Practice event – sharing best practice and achievements of nurses, midwives and therapists • Clinical psychology – life time achievement award for Professor Nigel North • Catering department – Soil Association Food for Life Award

Staff response to major incidents

Over the last month we have experienced intense local, national and international interest in the hospital as we responded to the major incident around the nerve agent attack in Salisbury. This followed a weekend of snow and disruption and another spell of icy weather several weeks ago that added to the ongoing pressure.

We have now stepped down from the major incident phase and moved to an “enhanced state of preparedness”. This has moved us away from the intensity of a major incident towards the recovery phase, where we will be working with all other agencies and partners to highlight all that our city has to offer, build confidence in the business economy and promote all that is good about Salisbury City as a place, to live, work and visit. This is a key part of what we will be doing over the coming months and we will have a pivotal role to play in this. As part of our response to the major incident our staff have been praised at the highest level and appreciation shared by many through feedback and visits from the Prime Minister, Home Secretary and Chief Medical Officer. Through her regular staff message, Cara Charles-Barks has acknowledged the incredible efforts of staff involved in the care of the patients exposed to the nerve agent and all staff across the Trust who have supported the hospital and our clinical teams in so many different ways. I’m sure our Trust Board and Governors would like to place on record their thanks to all our staff for their efforts throughout this period.

Performance

We have maintained good performance across a number of areas, including the main referral to treatment, diagnostic and two week cancer waiting times. We did see a drop in our 62 day cancer treatment target in January, although this has improved in February and March. We have seen some improvement in our A&E target, reflecting the hard work and efforts of our staff to maintain patient flow throughout the hospital in what has continued to be a busy period for the hospital. It is essential that we continue to provide good quality safe care and we are performing well against our MRSA target with no cases in February, with two C difficile cases – eight for the year so far against a target of 19. We had no falls that caused major or moderate harm. However, we are still asking staff to follow the falls interventions list to ensure that measures are in place to reduce the risk of falls in their areas.

Financial recovery

The Trust is just about to close down the accounts for year end. At this stage we are confident we will achieve the year end figure submitted to NHS Improvement of a £12m deficit. The outstanding year end issues include the ongoing dispute with Dorset Clinical Commissioning Group, where formal dispute resolution is likely. In addition, the Trust is working through identifying the costs of the recent major incident, but the Trust is anticipating these will be covered through additional national funding, so should not impact on our planned outturn position.

The budgets are being finalised for next year and will be approved by the Board of Directors this month. Next financial year will be as challenging as 2017/2018. We are continuing to work hard with our system partners to develop new pathways and models of care which can reduce overall costs to the health economy and will form a large part of the recovery plan as we move forward.

Workforce

We continue to organise recruitment events and campaigns, both domestically and internationally (Australia, India and UAE) and are increasing our social media presence (@SDHRecruitment Twitter account). We have been implementing a short term retention plan for nursing to reduce turnover levels and will be developing a longer term plan for all staff groups over the coming weeks. The Trust's overall sickness absence rate has reduced. We continue to support areas to proactively manage sickness absence with the aim of further reducing sickness absence to below target. Non-medical appraisal compliance is below target at 84.4%, mandatory training is above target at 85.5%, but needs action to ensure it stays above. Following the publication of our staff survey results we have been holding briefing sessions for staff during March to communicate the results and obtain feedback.

NHS staff survey

The NHS staff survey results were published last month and there was an improvement on the response rate from last year with 46% of staff completing the anonymous survey. Despite the pressures, our overall staff engagement levels are good and in the top 20% compared with trusts of a similar type. Staff motivation and ability to contribute to improvements at work remains a positive result and in the top 20%. However, the percentage of staff recommending the Trust as a place to work or receive treatment has declined. While it is still better than average for similar trusts, we need to understand why our scores have dropped. This and other areas for improvement will be covered in full later in this Trust Board. It's important that staff are fully sighted on the results and have the opportunity to feedback and get involved in improvements and a staff engagement group has already been set up. We have held one session in the Lecture Theatre and two more will follow on 23 April and 4 May. These will give staff more information about the staff survey results and an opportunity to ask questions.

Site changes update

We have completed the first phase of changes to improve the way we manage emergency and non-emergency patients in hospital. This included the relocation of our eye clinic, the Acute Medical Unit (AMU) and the move of the endocrine service to Whiteparish. We have also established a short stay surgical ward on Breamore. Work on level three in preparation for the move of the new Pembroke Ward and Suite is progressing and anticipated to be finished in late April. This will enable the Pembroke Ward and Suite to move up from level two in mid-May. The final remaining ward moves are due to be completed by the end of May.

Staff celebrate local achievements at putting pride into practice event

In the year that the NHS celebrates its 70th birthday, our nurses, midwives and therapists shared best practice, celebrated our achievements and highlighted improvements to patient care at the Putting Pride into Practice event. The event celebrated the contribution our nurses, midwives and therapists make to the delivery of our strategy in providing an outstanding experience for every patient. During the day there were eight team presentations that demonstrated excellence in care in

looking after people throughout their lives. There were over 30 posters that illustrated the commitment of staff in providing high quality patient care and what they have been doing to share best practice across the hospital. We also had two outstanding external speakers. Anthony Bennett shared his story about a life threatening viral infection which left him with a small chance of survival and the way in which NHS staff pulled him through. Professor Mark Radford talked about how staff should be proud to be a nurse, midwife or therapist.

Clinical psychologist receives lifetime achievement award

I want to congratulate consultant clinical psychologist, Nigel North, who has won a lifetime achievement award for his dedication to patients, mentoring of staff and his work in developing a nationally recognised clinical psychology department. The award by the Wiltshire Life magazine follows a number of nominations from grateful patients who highlighted his dedication to his patients, inspiration and ability to make everyone feel important as an individual. Since coming to Salisbury 25 years ago, Nigel set up and developed a new clinical psychology department, building and training a team of psychologists who provide additional support to patients to help with their treatment and recovery from a range of conditions and injuries. He has also attracted research funding for a wide range of projects such as the Engage programme, which uses trained volunteers who provide support for patients during their hospital stay. The Engage programme was honoured with the Queen's Award for Voluntary Service, the highest award a voluntary group can receive in the UK. It is now funded by the Stars Appeal

Catering department receives national award

Salisbury District Hospital has been awarded the Soil Association's prestigious 'Food for Life' Bronze Catering Mark for the food it serves to inpatients on the wards, as well as patients, staff and visitors in Springs Restaurant and Hedgerows Coffee Lounge. The Catering mark provides an independent endorsement for organisations that demonstrate a continued commitment to serving food that is seasonal, sustainable, free range, local, traceable and healthy. Organisations awarded with the mark must meet strict criteria and are regularly audited to ensure high standards are maintained.

Christine Blanshard
Deputy Chief Executive