

<b>Report to:</b>	Trust Board (Public)	<b>Agenda item:</b>	<b>SFT4140</b>
<b>Date of Meeting:</b>	6 December 2018		

<b>Report Title:</b>	Chief Executive's Report			
<b>Status:</b>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>	<b>Approval</b>
	X			
<b>Prepared by:</b>				
<b>Executive Sponsor (presenting):</b>	Cara Charles-Barks, Chief Executive			
<b>Appendices (list if applicable):</b>	None			

<b>Recommendation:</b>
None

<b>Executive Summary:</b>
<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"> <li>• <b>Performance</b> – update on current performance</li> <li>• <b>Finance</b> – update on our financial recovery plan</li> <li>• <b>Workforce</b> – update on workforce situation</li> <li>• <b>Outstanding Experience for Every Patient</b> – progress on our CQC assessment of the Trust</li> <li>• <b>Transforming maternity services together</b> – public consultation on proposals to make changes to maternity services in the Local Maternity System, including proposals to introduce an alongside unit here</li> <li>• <b>Smokefree</b> – from 1 January 2019 Salisbury District Hospital will be a smokefree site</li> <li>• <b>Veteran Aware</b> - one of the first NHS trusts awarded 'Veteran Aware' accreditation</li> </ul>

## **Performance**

The Trust had a challenging time with the emergency pathway in October, which saw us only seeing 86.7% of patients within 4 hours, reflecting high attendances in our Emergency Department and pressure right across the hospital which has an impact on patient flow. We also failed to meet the diagnostics standard - a recovery plan has been implemented which is expected to show improvement for December.

In order to support the necessary improvement around the urgent care pathway we have had an external review by the NHSI Emergency Care Intensive Support (ECIS) Team in November. The south Wiltshire system has also appointed a Winter Director for a period of 6 months commencing in December. They will work between the hospital, primary care, community and social care to support consistent and improved delivery of urgent care services over winter.

Ensuring that we continue to deliver all required standards is a priority for the Trust. We are working closely with the wider system to ensure that we are able to work together to manage the expected increase in demand over winter.

It is essential that we continue to provide good quality safe care and we are performing well against our main infection control targets. We have sustained our low C difficile rate with no further reported cases. We did however have a second reported case of MRSA bacteraemia. We will renew our focus on infection prevention and control as we move closer to winter and internal pressures that can impact on infection control targets.

Further details our performance across all targets will be covered later in the Trust Board.

## **Finance**

The Trust position as at the end of October shows the Trust being £585k worse than our plan. As a result the Trust was unable to access any of the additional provider sustainability funding. Overall the position shows the Trust behind on its income plan, this is predominately in our planned work for both Daycase and Elective inpatient work. The Trust continues to focus on ensuring our pathways are as efficient as they can be. As described last month the biggest risk to the achievement of the financial plan remains the ability to deliver the improved productivity improvements within the Elective and Daycase pathways. All of which are placed under increasing pressure over the coming winter months. We continue to work with our partners across the system to ensure robust winter plans are in place, however this remains a live risk to the organisation.

## **Workforce**

We continue to organise recruitment events and campaigns, and have made 14 offers to student nurses due to qualify next year, following our recent RN recruitment event. Internationally we are making 68 job offers following events in the UAE, and continue to undertake Skype interviews with international nurses who have already passed the International English Language Testing System (IELTS). We have joined

the fourth wave of Trusts engaged in the NHSI Retention Programme, and are now active on LinkedIn to promote all of our vacancies. In November we will be introducing “stay conversations” for staff who are thinking about leaving the Trust. The Trust’s overall sickness absence rate has increased in the last month to 3.74%, above the 3% target, having had some success with long term absence, and we continue to focus on specific areas to proactively manage sickness absence with the aim of reducing it back below target to a sustainable level. Mandatory training, medical and non-medical appraisals are all above target.

### **Next CQC inspection – outstanding experience for every patient**

In November we welcomed the CQC as they undertook their unannounced inspection of our core services. We also completed our NHSI Use of Resources assessment which looked at how effectively we are using our resources - such as our finances, our workforce, estates and facilities, technology and procurement. These findings will also feed into our overall CQC rating. We are now preparing for the final element of our CQC inspection, our review under the well led domain which takes place on 4 and 5 December. This is a new element to the CQC review and focuses on leadership of the organisation.

We have much to be proud of and our staff have done an amazing job in facilitating the inspections to date and confidently showing the CQC all the great things we do - we are looking forward to seeing the CQC’s final report.

### **Transforming maternity services together**

On 12 November the NHS organisations that commission and provide maternity services across Bath and North East Somerset, Swindon and Wiltshire (the Local Maternity System) launched a 14 week formal public consultation to ask the public what they think about proposals to transform maternity services across the region. This includes a proposal to create an alongside unit at Salisbury District Hospital, providing more women the opportunity to have a midwife-led birth. These proposals are exciting and positive news for our hospital, enhancing our service so that we can provide more choice to mums in our area. We will be engaging our staff and our service users during the consultation period to make them aware of the proposals and to actively seek their views. Communications have been issued to staff and the hospital website has been updated with information on the consultation. We will also be engaging further with the public through social media, our membership newsletter which will be issued to 16,000 members in December and direct communications to our service users.

### **Smokefree Site 2019**

From 1 January 2019 Salisbury District Hospital will be a smokefree site. As part of a national initiative to promote healthy living and reduce the costs and impact of poor health on the NHS, all NHS organisations have to be smokefree.

This will mean that patients, visitors, contractors and staff will not be able to smoke anywhere on an NHS site, including Salisbury District Hospital and any other organisation’s facilities situated on our land. E-cigarettes and vaping will be allowed.

However, this will have to be carried out in designated external areas and not inside hospital buildings. We recognise that this will have an impact on our staff and our patients and we are putting plans in place to support and provide help where we can. Occupational Health (OH) will provide advice and guidance to staff who want to use this as an opportunity to give up smoking. Patients have been advised of the change through patient letters and our main hospital website, with clear signposting of where they can go to get help to quit and we are developing clear guidelines for our staff to help them to enforce the changes.

We understand that this may be a challenge for some, but it is the right thing to do to improve the long term health of our patients and our staff.

### **Veteran Aware**

As we marked the anniversary of the centenary of World War One, we were delighted to be one of the first NHS trusts awarded 'Veteran Aware' accreditation. We are one of the 24 acute hospital trusts accredited by the Veterans Covenant Hospital Alliance (VCHA) to lead the way in improving NHS care for veterans and members of the armed forces community. It is a great achievement to have been formally recognised as an exemplar of the best standards of care for the Armed Forces community. Our local community and the hospital has a strong track record with the Services, particularly with the Army. Given the sacrifices the servicemen and women make, it is vital that Salisbury Hospital continues to provide them with the best possible support.

**Cara Charles-Barks**  
**Chief Executive**