

Report to:	Trust Board (Public)	Agenda item:	G: H(%\$,
Date of Meeting:	4 October 2018		

Report Title:	Chief Executive's Report			
Status:	Information	Discussion	Assurance	Approval
	X			
Prepared by:				
Executive Sponsor (presenting):	Cara Charles-Barks, 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"> • Performance – update on current performance • Finance – update on our financial recovery plan • Workforce – update on workforce situation • Outstanding Experience for Every Patient – progress on our next CQC assessment of the Trust • Estates, Facilities and Procurement – update on Wholly Owned Subsidiary and decision to pause after consultation phase • Shwartz Rounds - structured forum for staff to discuss emotional and social aspects of working here • Carers' support in hospital – new dedicated carers' café to support staff who are carers themselves • Patient Led Assessment of the Care Environment (PLACE) – the Trust rated highly following latest assessment • South West NHS Military Challenge – Salisbury wins for third time in four years

Performance

We have continued to maintain good performance around our two week and 31 day cancer waiting times, reflecting the work we are doing through improvement programmes to ensure our patients get good quality, timely treatment on our cancer pathways. We still need to continue the work we are doing to review and improve on the 62 day wait target and this work is ongoing. Emergency Department performance has slipped, reflecting attendances in ED and pressure right across the hospital which has an impact on patient flow. The Trust executives are working closely with Wiltshire Council and other providers to improve hospital discharges. Over the coming weeks there will be a renewed focus on how we manage patient flow with a range of internal events, activities and campaigns. We have continued to maintain good performance on our 18 week referral to treatment target and also our six week diagnostic waiting time target. From a quality perspective we had one reported case of C.difficile making that one for the year against a target of no more than 19 by 31 March 2019. There have been no further Trust apportioned cases of MRSA bacteraemia since the one in May. It is essential that we continue to provide good quality safe care and good infection, prevention and control procedures form a key part of our plans. We will renew our focus on this area as we move closer to winter and internal pressures that can impact on infection control targets. We have seen an increase in falls resulting in major harm and reminded staff that they must follow the falls interventions list to ensure that measures are in place to reduce the risk of falls in clinical areas so that we can maintain performance in this area.

Finance

The financial climate remains extremely challenging for us. Following the success of us achieving £0.4m of funding in line with the national Provider Sustainability Funding (PSF) regime at the end of quarter 1, we have fallen slightly behind our financial trajectory over the summer months. Efforts to increase efficiency and productivity in elective care pathways has shown improvements over the year, but not to the levels that we had targeted. The Outstanding Every Time programme is supporting clinical and operational teams in identifying and resolving the issues that we have encountered. Continued pressure on emergency admissions is creating higher than planned levels of emergency activity, which in turn has meant that we have had to staff beds above planned costs. Work is ongoing with our partners to help manage the flow of patients, as we move towards the critical winter period. The challenges are complex, but our ambition is to meet our financial commitments in 2018/2019.

Workforce

We continue to organise recruitment events and campaigns, and domestically we have had success at recent events for radiology, registered nurses, and nursing assistants. Internationally we are attending events in Dubai and Abu Dhabi in November, and continue to undertake Skype interviews with international nurses who have already passed the International English Language Testing System (IELTS). We are carrying out specific campaigns in some areas, and in others, considering how we could be delivering care differently if we were unable to recruit to the current level of vacancies. We will be reporting to the Board next month on

results from our new exit interview process and 100 days questionnaire and continue to refine these processes. The Trust's overall sickness absence rate has increased to 3.42%, above the 3% target, and we continue to focus on specific areas to proactively manage sickness absence with the aim of reducing sickness absence back below target to a sustainable level. Surgery has had some good results and we will be looking at sharing practices across the other Directorates.

Next CQC inspection – Outstanding Experience for Every Patient

In August we received a Provider Information Request (PIR) from the Care Quality Commission (CQC) which was the first stage in the process for re-inspection and this was completed and sent back to the CQC within their deadline. Throughout September the CQC will have been reviewing the information we have sent them and will decide on whether we will have announced or unannounced visits. If they want to see four or more core services the visits will be announced and we will be told the week. This would be followed by some additional unannounced visits. If the CQC decide to see less than four services the inspections will be unannounced and could happen at any time. We will also receive a date for the specific review under the Well Led domain. It is essential that all staff are prepared and supported throughout the process and we have been holding a range of preparation events and activities for staff so that they are well supported, have all the information that they need and can provide the CQC with an accurate and honest assessment of where we have improved since our last inspection and where we still face challenges. As part of our preparations we have a dedicated staff website with a range of supporting information and materials. We are also holding staff open sessions and individual sessions with the core services. We will continue to keep the Board updated on developments through my CE report.

Wholly Owned Subsidiary

Earlier in the year the Board asked a project team to develop proposals for the formation of a wholly owned subsidiary, with the Trust as the only shareholder, to provide Facilities, Estates and Procurement services to the Trust. On September 3, we actively started seeking feedback from staff in these areas as part of a formal staff consultation process. Following national guidance published by NHS Improvement (NHSI) asking for trusts to pause any plans for the creation of a wholly owned subsidiary or change existing subsidiaries, we will pause on October 2 after the completion of the formal consultation process. This has been discussed with NHSI who has agreed that we can complete the consultation phase. The consultation enables us to gather useful feedback from staff in Facilities, Estates and Procurement about the proposal and the current services we provide. Not all staff have had an opportunity to engage with this process, which is why we are committed to completing this consultation phase and giving them every opportunity to provide their feedback within the timescales set out from the beginning. No decision will be taken on implementation until further guidance is issued.

Schwartz Rounds

There is a lot of work going on to support staff at work through our People's strategy. It is important that we continue to look at new and innovative ways of helping our

staff and, in addition to the programme of support we have identified through the strategy, we have now also launched Schwartz Rounds across the hospital. Schwartz Rounds are funded by the Stars Appeal and provide a structured forum where all our staff, clinical and non-clinical, can come together to discuss the emotional and social aspects of working here. We have received excellent feedback from the two events that we have already held and more are planned.

Carers' support in hospital

In Salisbury we recognise the challenges that all carers face and acknowledge the significant contribution that they make to our society and the support that they give to family, friends or people that need their help. We have a responsibility to identify carers, promote their health and wellbeing, provide staff with information that they need to help support carers in hospital and raise awareness of the challenges carers face. We link in to a range of services, activities and campaigns that support carers in hospital and give them information and signposting to additional external sources of support. We also hold a Carers' Café, which is funded by the League of Friends where carers have an opportunity to relax and unwind and seek relevant support, information and signposting to other services they may require. Without their support we would not be able to provide this valuable service. We know that many of our staff are carers themselves and staff have visited us at the Carers' Café for support and signposting. This has led to us to set up additional Staff Carers' Cafés. The Staff Carers' Café will be held monthly and the first one will take place on October 4.

Patient Led Assessment of the Care Environment (PLACE) Assessment

I am pleased to report that cleanliness, food quality and patient's overall experience of our hospital environment has again been rated highly in the latest national report on the Patient Led Assessment of the Care Environment (PLACE). The aim of the PLACE inspection is to provide an assessment of how an organisation is performing against a range of standards designed to assess the environment and how these impact on the patient experience of care. This includes cleanliness, the condition, appearance and maintenance of the hospital. It also covers other factors that support the delivery of care, with privacy and dignity, environmental conditions for people who have a disability or dementia and the quality and availability of food and drink.

In summary, we received the following scores:

- Cleanliness – **scored 99.7%** (national average 98.5%)
- Food – **scored 95.2%** (national average 90.2%)
- Privacy, Dignity and Wellbeing – **scored 86.4%** (national average 84.2%)
- Condition, maintenance and appearance – **scored 96.7%** (national average 94.3%)
- Dementia - supportive environment - **scored 86.2%** (national average 78.9%)
- Disability - supportive environment - **scored 88%** (national average 84.2%)

These are excellent scores that show how well our clinical and non-clinical teams across the hospital have delivered against these national standards.

Salisbury wins South West NHS Military Challenge

I want to use my CE report this month to congratulate “Team Salisbury” who won this year’s South West NHS Military Challenge on Dartmoor. Our team of nine completed against 15 other trusts in a number of challenges, including the training course led by the Royal Marines, physical and mental tests, as well as the delivery of care and the building of communication systems under fire. It was a really useful exercise as our team working and leadership was really put to the test under pressure and through the most extreme conditions. This is the third time in four years we have won the event, so well done to the team and the way in which they have responded to the challenge.

Cara Charles-Barks
Chief Executive

Report to:	Trust Board (Public)	Agenda item:	SFT4108
Date of Meeting:	04 October 2018		

Report Title:	BSW Sustainability and Transformation Programme –Update to System Partners			
Status:	Information	Discussion	Assurance	Approval
	X			
Prepared by:				
Executive Sponsor (presenting):	Cara Charles-Barks, Chief Executive			
Appendices (list if applicable):	BSW Sustainability and Transformation Programme – August Update Stop Press newsletter			

Recommendation:
To note the August update provided by the BSW Sustainability and Transformation Programme (STP)

Executive Summary:
<p>The BSW STP are producing a regular update for system partner Boards (or equivalent) to brief partners on the BSW STP. A copy of the Stop Press newsletter is also attached.</p> <p>These briefings will enable all partners' Boards to be updated in a consistent way.</p> <p>This first report provides an update on:</p> <ul style="list-style-type: none"> • The sponsoring Board • STP workshop • Interim Senior Responsible Officer appointment • Diabetes prevention programme update • Highlight of recent news

Board Assurance Framework – Strategic Priorities	Select as applicable
Local Services - We will meet the needs of the local population by developing new ways of working which always put patients at the centre of all that we do	<input checked="" type="checkbox"/>

Specialist Services - We will provide innovative, high quality specialist care delivering outstanding outcomes for a wider population	<input type="checkbox"/>
Innovation - We will promote new and better ways of working, always looking to achieve excellence and sustainability in how our services are delivered	<input checked="" type="checkbox"/>
Care - We will treat our patients, and their families, with care, kindness and compassion and keep them safe from avoidable harm	<input type="checkbox"/>
People - We will make SFT a place to work where staff feel valued and are able to develop as individuals and as teams	<input type="checkbox"/>
Resources - We will make best use of our resources to achieve a financially sustainable future, securing the best outcomes within the available resources	<input checked="" type="checkbox"/>

BSW Sustainability and Transformation Programme - August Update to System Partners

Purpose

The purpose of this report is to provide a board (or equivalent) level briefing to system partners on the BSW STP. (a copy of the Stop Press newsletter is also attached)

Sponsoring Board:

- The Delivery and Financial Recovery Plan was approved as a working draft.
- The main areas for near term are: the delivery of individual cost improvement programmes, stretch targets for Length Of Stay and accelerated delivery of 'quick wins' in other programmes.
- The financial recovery plan needs to be delivered without losing sight of quality and longer term strategy.
- The plan identifies three strategic risks which are being addressed: **Cultural and organisational system development; Clinical Strategy including social care and prevention** and **Management Capacity and Capability** – important management capabilities are dispersed between 3 CCGs, an STP programme, a CSU, two regulators and providers.
- Clinical strategy deemed a priority within the next 6 to 12 months
- There will be an annual review of governance arrangements during September.

STP Workshop:

- There was positive and engaging feedback from the workshop facilitated by Dame Angela Pedder drawing from experience in Devon
- This is intended to promote more integrated working, system wide moving forward

Tracey Cox appointed as Interim Senior Responsible Officer:

- Following approval at last Friday's STP Executive meeting, Tracey Cox has been appointed as Interim Senior Responsible Officer for BSW STP
- Tracey will work for three days a week in the new position and will also retain her position as Accountable Officer for BaNES CCG
- Tracey's appointment follows the recent departure of previous SRO Chris Bown

Diabetes Prevention Programme Update:

- Following its roll out earlier this year, the STP wide Diabetes Prevention Programme has been gaining traction
- So far over 2,700 people at risk of developing the condition throughout BSW have had an initial assessment and are booked to attend programmes in their local areas
- 745 of those referred came as a result of a trawl through GP systems
- This is a key piece of work for our Prevention work programme and it's encouraging that real progress is being made

In the news this week:

- The Royal Pharmaceutical Society has written to all 44 STPs highlighting how pharmacists working in care homes across the UK could save the NHS an estimated £135m a year
- Formal consultation over plans to amalgamate A&E services in Central Lancashire as part of a move to an integrated care system will start in January



New plan for BaNES, Swindon and Wiltshire underlines vision to integrate care

The BSW STP has set its sights on the future with a plan designed to underline its commitment to improve health across the region through prevention and promoting independence, improving the quality of health services and delivering value for money.

The *Delivery and Financial Recovery Plan 2018-2021*, which has been approved as a working draft by the STP sponsoring board, acts as a solid base on which to build a strong and sustainable future.

The plan outlines a number of priorities for the coming years including moving towards an integrated care model – which would see more joined up working between different parts of the health and social care system - reducing the length of time people stay in hospital and closer working between hospital trusts in Bath, Swindon and Salisbury. A clinical strategy is also currently under development.

The plan outlines a three year strategy to ensure the STP is in as strong a financial position as it possible as it faces future challenges and begins to implement and deliver its objectives.

Mike Wood, Director of Transformation at BSW STP, said the plan presented a significant opportunity to build on the solid work already carried out in developing a more joined up approach to health and care provision across the local area.

“The pressures that already exist throughout the health and care system both nationally and locally are mounting and will not be going away anytime soon.

The *Delivery and Financial Recovery Plan* represents a real step forwards in terms of addressing these pressures and sets out a clear pathway for working in a more collaborative and joined up way to solve some of the big problems we all face in terms of health and care provision, quality of service and finance. The plan is a dynamic document and will be further developed in the coming months.”

Find out more!

You can find out more about how BSW STP is working to improve health and wellbeing across the region at www.bswstp.nhs.uk

Inside this issue of **STOP PRESS**:

New leader looks to next chapter for STP

How red bags are making it easier for care home residents to get to hospital

Diabetes prevention programme helps those at risk

Mental health improvement initiative in place

New leader looks to next chapter for STP



A newly appointed leader is looking to move the BSW STP onto the next exciting chapter in its development.

Tracey Cox moves into the position of Interim Senior Responsible

Officer for BSW STP on a three day a week basis and will also continue with her position as Accountable Officer for Bath and North East Somerset CCG.

It will be Tracey's role to oversee the STP's on-going plans for local care and health organisations from BaNES, Swindon and Wiltshire to work together to improve health and well-being, transform quality of care delivery and ensure sustainable finances.

The appointment follows the departure of Chris Bown, who recently stepped down as Senior Responsible Officer for BSW STP to take over as Interim Chief Executive as Barking, Havering and Redbridge University Hospitals.

Tracey said she was delighted to be taking up her position.

"This is a crucial time in the development of joint working arrangements among NHS, local authority and health and care organisations

across BaNES, Swindon and Wiltshire with the aim of improving people's health and well-being while driving up the quality of services and delivering financial stability. We have a working draft of our *Delivery and Financial Recovery Plan* and the STP is ready to move forward to the next chapter in its development. I'm looking forward to overseeing this next exciting period.

We have a number of key priorities, in particular the transformation of services to ensure the well-being of older people, the transformation of mental health provision and a sound financial plan to ensure we can deliver savings whilst sustaining services."

The changes follow a move to strengthen the team leading the development of the STP with the recent appointments of Director of Financial Recovery Paul Goodwin and Director of Transformation Mike Wood.

The STP has also recently welcomed Shelina Jetha and Dom Hall to the team. Shelina joins as Programme Manager with an overview of multiple projects going on throughout the STP. Dom joins as Communications and Engagement Manager and will ensure stakeholders understand more about future plans for local health and care services and how they can share their views.

Mental Health improvement initiative in place throughout STP

CCGs, councils, local charities and other groups across BSW STP have been working together to help improve the mental health and wellbeing of people throughout the region.

Provided through a new Year of Mental Health initiative, the organisations will be working together to provide information and resources about the range of local services.

Cllr Vic Pritchard, BaNES Council's Cabinet Member for Health & Wellbeing, said: "It is really important that people know how to access mental health services when they need them. But we also want to move towards a more prevention-focussed approach to mental health so that people know how to improve their own mental health and how to recover during periods of mental health difficulty."



Red bags improve hospital admissions for care home residents across STP region

Care home residents in the BaNES, Swindon and Wiltshire STP area have been able to get to hospitals with all of their personal belongings, medication and care notes in one place thanks to an innovative new scheme currently being trialled.

The new Red Bag initiative means care home residents going into hospital travel with their personal belongings, medication and health notes together in one bag. The purpose-made bags can contain standardised information about a patient's general health and information about medication they are taking. They also include items such as a change of clothes for discharge, glasses, dentures, hearing aids and regular medication.

Trials of the scheme in other parts of the country found that residents with a Red Bag spent an average of four days less in hospital than patients without them and also helped save money in terms of replacing lost personal belongings.



Countdown to smoke free sites continues

Plans across BSW STP for all NHS sites within the region to become smoke free by 1 January 2019 are continuing to be put in place.

With just over four months to go before the smoking ban comes into effect, health providers across BaNES, Swindon and Wiltshire are continuing to prepare for the smoke free deadline.

The STP-wide initiative will mean staff, patients and visitors - including contractors and suppliers - will no longer be able to smoke anywhere on NHS sites, including the grounds and gardens or in vehicles and car parks.

All NHS providers Across BaNES, Swindon and Wiltshire are committed to no tobacco use on site. Many, including the Avon and Wiltshire Mental Health Partnership (AWP) NHS Trust, have already started to provide support to staff and patients to either stop smoking or manage their nicotine dependency while at work or during their stay in hospital.

"Since our policy was introduced we have seen a number of positive outcomes," said AWP's Associate Director for Nursing and Quality Alan Metherall. "Many of our service users have been able to reduce the amount they smoke as well as their reliance on cigarettes during challenging periods."

Local people taking control of diabetes thanks to prevention programme



People at risk of developing Type 2 diabetes have been grasping the opportunity to take control of their health thanks to a new support programme recently rolled out across BaNES, Swindon and Wiltshire.

The National Diabetes Prevention Programme is a free, nine-month course designed to help people become more active and enjoy a healthier way of living targeted at those at risk of developing diabetes.

Latest figures from across the region show that

over 2,700 people at risk of developing diabetes have had an initial assessment and are booked or are attending programmes in their local areas. Many attended initial assessments after being proactively invited to do so by their GP surgeries.

The programme aims to reduce the number of people developing the condition. Diabetes currently accounts for approximately 10 per cent of all NHS spending and as many as 60,000 people across the STP region are estimated to be at risk.

The new programme offers a chance to join a local group, each of which can support up to 25 people. Currently the course can be accessed by those aged 18 and over who have not already been diagnosed with diabetes, are not pregnant and are physically able to take part in the course.

More information: www.england.nhs.uk/diabetes/diabetes-prevention/

STOP PRESS: back on track

This is the first issue of *STOP PRESS* produced by the BSW STP since April, following the departure of Communications and Engagement Manager Stephanie Mounsey for a new role with Avon and Wiltshire Mental Partnership NHS Trust.

Following the appointment of Dom Hall as a new Comms and Engagement Manager, we're pleased to say that you'll once again be able to

catch up with all of the latest news and developments from around the BSW STP on a monthly basis.

"I'm delighted to be joining at such a crucial time," Dom said, "it's so important that we effectively communicate developments within the STP and I'm really looking forward to passing on news about the great work being carried out."

Tell us what you think!

We always value feedback from the people who matter: you! Get in touch with us today and let us know how you feel about the work of your STP.

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