

Board of Directors Cover Sheet

Subject:	Chief Executive's Report		Date: 31 August 2017	
Prepared By:	Kerry Beadling-Barron, Head of Communications			
Approved By:	Richard Mitchell, Chief Executive			
Presented By:	Richard Mitchell, Chief Executive			
Purpose				
			Decision	
			Approval	
			Assurance	X
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job	To inspire excellence	To get the most from our resources	To play a leading role in transforming health and care services
X	X	X	X	X
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
			X	
Risks/Issues				
Financial				
Patient Impact				
Staff Impact				
Services				
Reputational				
Committees/groups where this item has been presented before				
N/A				
Executive Summary				
<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"> • Overall update • Wider SFH news • Wider NHS update • Next month at SFH 				

Chief Executive Report – August 2017

1.0 Overall update

Following conversations and listening exercises with wide ranging groups of patients, staff, volunteers and health partners, my role is to provide help, support and guidance, so our staff are as motivated and energised as possible, to deliver safe, high quality care. Focussing on this will also deliver the access standards and the required financial improvements.

At a high level, the delivery of the above can be tracked through the attached performance infographics. As discussed with the Council of Governors on 16 August, I want the performance infographics to explain how we are doing as a Trust, but of course these measures must not be seen in isolation. They are to be coupled with the softer metrics that can be gained from high visibility leadership focussed on listening to and learning from staff. The attached is a first go at describing the workforce, quality, access and financial measures but we will work on them over the coming months to provide greater context and to ensure we are focussing on the right information.

We continue to do well. Our workforce and quality measures remain positive and we will also focus on culture, in the near future. At a high level, our access standards continue to do well. Diagnostics failed in July because of challenges related to an electrical outage and problems with our water supply but we will deliver the standard again from September. Emergency access was delivered in July but is touch and go in August, entirely linked to the availability of medics within ED. RTT was delivered in July and 62 day cancer was delivered in June but the latter is a particular focus of activity as we are forecasting up to five months of non-delivery whilst we reduce the backlog which has been growing for a number of months. We must manage our cancer performance more effectively. Our financial performance remains compliant with the trajectories we have agreed and the reduction in agency spend is pleasing.

2.0 Wider SFH news

Conversations took place this month with Commissioners, clinical staff and concerned members of the public on proposed service changes at Mansfield Community Hospital. We continue to update colleagues at Mansfield Community Hospital on the start dates of trials, the length of trials and the clinically led criteria used to ensure any changes are safe for patients. I feel we have been more effective at communicating changes to staff this month, and we must keep that going. We have also been engaging activity with Commissioners to shape the decisions to alter services within year. Again, I feel we have become to be more effective in the way we are working with partners and feel optimistic that we will have good plans in place for winter.

There will be a key change to the executive team as Chief Operating Officer Roz Howie has been offered the opportunity to work for the Nottinghamshire Health and Care Sustainability and Transformation Partnership (STP) focusing on delivering the transformational change required to improve care, health and wellbeing for people in Nottinghamshire. She will take up the position of Deputy Managing Director of the STP, working closely with Wendy Saviour from 4 September 2017. Under Roz's leadership, our Trust has continued to deliver the four hour standard, the referral to treatment standard, the diagnostic standard and the majority of the cancer standards. There are very few Trusts across the NHS achieving this level of performance and it is a testament to how Roz has approached her roles here and how she has worked with colleagues within the hospital and across the local health system. The interview for the new COO will take place on 22 September and we will advertise for the two vacant Divisional General Manager vacancies on 25 September with the interviews in mid-October. I expect a strong field for all three roles and we will have all posts filled by mid-January.

In early August, I was delighted to meet our new junior doctors who complimented the Foundation Year One doctors who joined us the previous week as part of their working rotation. I took the opportunity to meet all of our Governors at their Council of Governors meeting. Both these meetings were critical in highlighting the needs of two different but equally important stakeholders.

We also received a front page on the Nottingham Post as a multi-title triathlon winning dietitian at Sherwood Forest Hospitals who has undergone life-changing surgery is preparing to swim, run and cycle her way to a gold medal at next month's World Triathlon Championships. Michelle Willcocks, a Diabetes Specialist Dietitian at King's Mill Hospital, had major surgery six years ago, at just 25-years-old, resulting in the formation of a stoma with a pouch to collect body waste. She had been suffering from a condition called Ulcerative Colitis that causes inflammation and ulcers in the bowel. Not letting the surgery or stoma pouch hold her back, Michelle has gone on to qualify for the World Triathlon Grand Final, which will take place in Rotterdam in September. Michelle will compete in the Age Group World Championships Standard distance in the ITU World Triathlon Grand Final in Rotterdam on Sunday 17 September. Good luck Michelle!

3.0 Wider NHS update

CQC ratings to include financial efficiency from 2018

The HSJ reported that CQC ratings will take into account acute trusts' financial efficiency from next year. A response to a consultation on how to rate use of resources and leadership said that regulators "anticipate" the "use of resources" assessment will contribute to overall CQC rating from 2018. The consultation was carried out jointly by the CQC and NHS Improvement. The decision was made despite concerns from consultation respondents that aggregating the use of resources rating with the CQC's existing quality judgements would "dilute" the overall rating. The report went on to say respondents overall supported combining the ratings. Assessments will start from autumn for non-specialist

acute trusts. The assessments will be carried out by the NHS Improvement and will result in a rating of outstanding, good, requires improvement or inadequate which will then be passed to the CQC. The consultation report said: “Combining the ratings will give us a more complete picture to ensure that our health services can continue to deliver high quality, including safe, care in a sustainable way. Our overall approaches will therefore remain focused on quality; the addition of the use of resources assessment is about filling a gap to ensure we are overseeing trusts in a more rounded way.”

Medical Education

The Department of Health has published further details about plans to expand medical education places, which were originally announced last autumn. It has also said there will be funding for 10,000 additional training places for nurses, midwives and allied health professionals, some of which will be available to students in September. Health minister Philip Dunne also confirmed that an extra 1,500 doctors a year will be trained in the NHS by 2020.

4.0 Next month at SFH

Key areas of personal focus next month will be:

- Continuing with my commitment to visit all clinical areas, and most non clinical areas, at least twice by day 100 at SFH. Today is day 41. We have also offered all staff and volunteers the opportunity to meet me more informally by day 100. To be clear, the commitment to a high visibility leadership, will continue after day 100.
- Continue with the work to ensure the future plans for neuro-rehab are managed sensitively and effectively.
- Continue the close working with our commissioners on their commissioning intentions for the remainder of 2017-18.
- Having a ‘winter plan’ in place by the end of September that confirms the level of activity we expect to receive and how we will care for these patients.
- We need to be ‘CQC ready’ by 31 March 2018, which is 214 days away. This does not mean that the CQC will visit us on 1 April 2018, nor does it set unrealistic and possibly unhelpful expectations for delivering ‘perfect’ care by then, but it does give us a focal point in time for continuing on our journey to delivering outstanding care.