

<b>Report to:</b>	Trust Board (Public)	<b>Agenda item:</b>	5
<b>Date of Meeting:</b>	17 January 2019		

<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>	Summary Note STP Executive Meeting 14/12/18			

<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>Proud to be smokefree</b></li> <li>• <b>Flu Campaign</b></li> <li>• <b>NHS Long Term plan</b></li> <li>• <b>Service Improvement Awards</b></li> <li>• <b>Helpforce/Daily Mail Volunteering Campaign</b></li> </ul>

## Performance

The Trust has continued to experience challenges with the emergency pathway again in November, which saw us only seeing 87.7% of patients within 4 hours. Whilst we also failed to meet the diagnostics standard, we exceeded our projected trajectory and a recovery plan was implemented during November, which is expected to show improvement for December.

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

The newly appointed South Wiltshire System Director of Winter started in December and is working between the hospital, primary care, community and social care to support improved delivery of urgent care services over winter. A Multi Agency Discharge event, bringing together organisations from across the local system, took place at the hospital in December to help to discharge patients faster and improve patient flow. Following the success of this first event, a further event is taking place in January.

From a performance perspective, it is essential that we continue to provide good quality safe care and we are performing well against our main infection control targets. We had no C.difficile and Trust apportioned MRSA bacteraemia cases in November.

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

## **Finance**

The Trust position as at the end of November shows the Trust being £1,184k worse than our plan. As a result the Trust was unable to access any of the additional provider sustainability funding. Increased income relating to improvements in productivity for planned Elective and Day Case work were offset by a reduction in the number of women giving birth at the hospital, a pattern that is being seen nationally.

Despite the upturn in the period, the biggest risk to the achievement of the financial plan remains the ability to deliver the sustained productivity improvements within the Elective and Day Case pathways. All of which are placed under increasing pressure over the 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 12 offers to Nursing Assistants, following our recent NA recruitment event. Internationally we have made 73 job offers, increased from 68, 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 now introduced “stay conversations” for staff who are thinking about leaving the Trust, and are already receiving enquiries about these. The Trust’s overall sickness absence rate has increased slightly in the last month to 3.78%, above the 3% target, and long term absence is now almost 10% less than short term absence. 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.

## **Proud to be smokefree**

From 1 January 2019 we were proud to become a smokefree site. This means that patients, visitors, contractors and staff cannot smoke anywhere on our site. E-cigarettes and vaping is allowed in designated external areas and not inside hospital

buildings. A new policy and supporting questions and answers has been created to support our staff in helping them to enforce this policy. Staff who smoke have been offered support through our Occupational Health Team and Health Trainers from Wiltshire Council are also on site on 15 and 30 January to provide advice and guidance.

Signage across the site has been updated and patient information leaflets have been created. There have also been prominent messages on our hospital website, through social media and planned media activity over the Christmas period resulted in significant local media coverage, helping to promote the changes to our local community.

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. This is about creating a new normal, where people do not view a hospital as an appropriate place to smoke. As such, sustained communication activity is planned to continue throughout 2019.

### **Flu Campaign**

As we move further into the winter, comprehensive staff vaccination is critical in keeping our staff fit and reducing the risk of flu spreading across clinical areas and affecting vulnerable patients. Almost 57% of frontline staff have now been vaccinated (62% with opt outs). The reportable figure is calculated differently from previous years and is made up of all current substantive, agency, bank and student staff - as a result the percentage can fluctuate slightly as new staff join, and existing staff leave. We are making steady progress to reach the 75% target we need to meet if we are to receive additional Commissioning for Quality and Innovation (CQUIN) money from all of our three main commissioners at the end of the financial year, however sustained effort is still required. Peer vaccinators continue to be available to vaccinate staff inside and outside working hours and flu nurses are visiting areas.

### **NHS Long Term Plan**

The NHS Long Term Plan launched on 07 January, outlining the 10 year plan for the NHS - to make the NHS Fit for the Future. It outlines plans to use the latest technology, such as digital GP consultations for all those who want them, coupled with early detection and a renewed focus on prevention to stop an estimated 85,000 premature deaths each year. The NHS Long Term Plan also provides a new guarantee that investment in primary, community and mental health care will grow faster than the growing overall NHS budget. With staff and our local community we now need to shape what the Long Term Plan means for our hospital and to help develop our own strategy for the next five years, working in partnership with our colleagues in the STP and local health system.

### **Service Improvement Awards**

Our Service Improvement Awards, which showcase examples of outstanding practice, projects and improvements, will take place in April and entries are now open. The awards are open to all staff, at all levels and across all professions. This is a great way to publicly recognise and celebrate the achievements of our staff and

showcase improvements in the quality or efficiency of our services such as the redesign of patient pathways, new procedures, projects looking at patient experience and care, an awareness campaign, a new device or incorporation of a new technology into a service and cost-saving programmes.

### **Helpforce/Daily Mail Volunteering Campaign**

Our hospital featured significantly in the Daily Mail's Helpforce NHS Volunteering Campaign, to celebrate NHS volunteers and inspire more people to volunteer. The campaign which ran during December featured volunteers from our recycling centre, Odstock radio and the Engage Programme, showcasing the excellent and important work they, and all of our 700 volunteers do, to help to provide outstanding care for our patients.

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

