

Meeting:	Brighton and Sussex University Hospitals NHS Trust Board of Directors
Date:	25th January 2016
Board Sponsor:	Chief Executive
Paper Author:	Chief Executive
Subject:	Chief Executive's Report

Executive Summary

The Chief Executive's report describes the priorities and focus for the Trust over the next period - what we need to do and how we will do it – the challenges faced by the Trust, which will be discussed in detail at the Board, and our focus on getting the basics right and our people.

Links to corporate objectives	This report concerns all of the Trust corporate objectives
Identified risks and risk management actions	The key risks concern performance in unscheduled care and planned care and financial control, which are addressed in detail in the Board agenda
Resource implications	None specific to recommendations in this report
Report history	The Chief Executive reports formally to each Board meeting
Appendix	None

Action required by the Board

The Board is asked to note the Chief Executive's report and ask for further information or clarification as required.

Report to the Board of Directors, 25th January 2016 Chief Executive's Report

Introduction

I am incredibly proud to have been afforded the opportunity to lead Brighton and Sussex University Hospitals on an interim basis whilst the Board and the Trust Development Authority undertake the process of recruiting a substantive Chief Executive. Although my tenure as Chief Executive is on a temporary basis I will not be treating it as such because I am absolutely committed to leading BSUH with the energy and focus necessary to the requirements of the job. I am very much looking forward to working with the Board, our staff, patients, partners and stakeholders to deliver the period of immediate and significant action we need to transform the way we work and the quality of treatment and care we provide for our patients.

What we need to do

- Clearly and honestly articulate the significant challenges we have in unscheduled care, planned care and financial control and build on the work we already have underway to articulate clear and realistic plans to address these challenges and deliver real and sustainable improvements.
- Progress the £485 million redevelopment of the Royal Sussex County Hospital whilst managing and mitigating the impact of this on the day-to-day operational running of the hospital.
- Ensure we are ready to demonstrate the necessary progress and improvement and present ourselves in the best possible light to the Care Quality Commission inspection at the beginning of April 2016.
- Improve support for and the engagement of our staff; appraisal rates; uptake of statutory and mandatory training, and leadership development. In particular we will focus on clinical leadership, medical engagement and improving our Medical Engagement Score.
- Realign our corporate functions, capacity and capability to better support our most urgent challenges and the recovery of the organisation
- Proactively work with our partners and stakeholders to build strong, productive and collaborative relationships.

How we will do it

In the coming months we will focus on two things. The first is getting the basics right. By basics I mean ensuring we deliver realistic and sustainable improvements in key performance indicators; ensuring we communicate clearly and compassionately with our patients; provide efficient and timely care to the best of our ability with the resources available to us and continue to build on the work we are already doing to make each patient's journey through our hospital as smooth as it can be.

The second thing I want us to focus on in the coming months is our people. That includes the people for whom we provide services. By putting kindness, compassion and the needs of each of our patients, as individuals, at the centre of every decision we make we will improve their experience of coming into hospital.

It also includes our staff. There is a great deal of evidence which tells us that organisations in which people feel invested do better. For us that means improved flow, greater productivity and better management of our finances to get maximum benefit from the resources available to us. So I want us to focus on being good to each other; by which I mean being polite, professional and assuming good intention on the part of everyone – even if we disagree with what they are saying or doing – and if we do disagree then doing it constructively and fairly. We are all on the same

team and we want the same things. We are also all human beings who are fallible and make mistakes. I want us to stand tall, be proud of what we do, admit when we have got it wrong and work together to make everyone's experience of BSUH the best that it can be.

What this meeting will cover

The Board meeting will continue to focus on our immediate challenges in unscheduled care, planned care and financial control, starting with an important conversation with Liz Sergeant from the Emergency Care Improvement Programme (ECIP). Our performance challenges continue to bring significant external scrutiny, with a tripartite meeting called by the NHS Trust Development Authority (TDA) on 21st January, to discuss our trajectory and timescale for the planned care recovery programme. Prior to the Board meeting, we also have a finance summit with TDA to discuss our financial position and plans and the Board will be updated on the outcome of both of those meetings.

At the time of the Board meeting, the comprehensive CQC inspection which starts on 4th April will be 71 days away, and the Board meeting will discuss our plans for the inspection, progress against our CQC action plan, and the current risks.

Board members, both Executive and Non-Executive Directors visited a number of wards at the Royal Sussex County Hospital (RSCH) on 18th January and the report of those visits reflects both the positive team-working observed and good patient care, together with the challenges to patient flow across the hospital.

The national context

In a Board Seminar following the Board meeting, we will have our first discussion regarding, our Annual Plan for 2016/17 and the planning and financial assumptions which will underpin the final Plan, which will be submitted to the Board for approval in March.

This week we have received important new national guidance on the '*2015/16 Outturn and 2016/17 Plan including Sustainability and Transformation Fund (STF)*' which sets out the financial context for 2016/17; and the '*New framework arrangements to tackle agency costs and support staff back into substantive and bank roles*' which details new rules for agency staff, compliance with which is a core condition for securing STF funding in 2016/17.

The 2016/17 Annual Plan will sharpen the challenge for the Trust to align and utilise its assets more effectively and also for us to maximise our effectiveness as a Board, building on the important conversations we had in the Board Seminar last week in our discussion of the Well-Led framework. I will update the Board on our plans following the Seminar at the Board meeting.

Amanda Fadero
Chief Executive
January 2016