

To: Board of Directors

Date of Meeting: 26 July 2017

Agenda Item: 5

Title
Chief Executive's Report
Responsible Executive Director
Chief Executive
Prepared by
Chief Executive
Status
Public
Summary of Proposal
The report highlights the first meeting of the new oversight arrangements; the initial feedback from the CQC inspection; progress with the corporate and clinical structures; and the Executive and Board away days
Implications for Quality of Care
None applicable to this report
Link to Strategic Objectives/Board Assurance Framework
None applicable to this report
Financial Implications
None applicable to this report
Human Resource Implications
None applicable to this report
Recommendation
The Board is asked to NOTE the report
Communication and Consultation
Not applicable
Appendices
None

Report to the Board of Directors, 26th July 2017
Chief Executive's Report

1. A&E £30 million Redevelopment Approved

NHS Improvement has approved our business case for a £30 million redevelopment of the emergency department on the County site. This is a significant achievement which has taken a huge amount of work, turning the original idea into a persuasive plan that would secure NHSI's endorsement.

This much-needed reconfiguration will transform the layout of the department and provide 70 new short-stay beds. Thanks to the efforts of teams throughout the hospital, we have now seen five consecutive months of improvement in A&E waiting time figures. This extra capacity will enable us to do even more again to reduce waits and provide safer, better patient care.

2. Oversight Arrangements – Improvement Framework and Single Plan

We have agreed with the Trust's regulators that we will hold a monthly meeting to manage their oversight of progress at BSUH. The Oversight arrangements have been streamlined in order to reduce the level of data and information requests made of the Trust to free staff capacity to focus on other areas.

The first Quality Oversight Group meeting was held on 27 June. We shared with them our first draft of our BSUH Improvement Framework and Single Plan. This Plan will allow us to report just once to all of our stakeholders and we will be sharing this with senior managers and staff in due course. The Plan includes Patient First, our ambitious programme designed to empower all staff to deliver the changes they know will make the biggest difference to their patients' experience and outcomes.

The next Quality Oversight Group meeting is scheduled for 2 August.

3. Radiotherapy Services Update

The Radiotherapy Unit in Eastbourne opened its doors to patients for the first time on Monday 25th July, where two LINAC machines will allow BSUH to provide radiotherapy services much closer to home to patients in that part of East Sussex.

This is part of a programme to improve radiotherapy services in Sussex, as a whole 15 months ago BSUH had four LINACs, all of which were 12 years' old or older. By this September, we will have five new machines operational – the two tomotherapy machines at Preston Park, two LINACs at Eastbourne and a replacement LINAC at Brighton.

On 7th July, the West Sussex Health and Adult Social Care Committee (HASC) considered the provision of Radiotherapy services in West Sussex. Brighton & Sussex University Hospitals, in addition to NHS England (who commission Radiotherapy services), were in attendance to answer questions.

We reiterated our desire to provide a Radiotherapy Unit at St Richard's Hospital, and explained that we are actively working with Portsmouth Hospitals (who provide specialist cancer care at St. Richard's Hospital) to develop a case for funding which would then be submitted to NHS England for consideration and funding.

The West Sussex HASC were very supportive of the provision of Radiotherapy locally and have written to NHS England setting out their support.

4. Strengthened Management and Leadership arrangements

We have now completed the first round of new appointments in the revised leadership structure that will re-establish patient care as our top priority at BSUH.

Several functions are now being shared between BSUH and Western Sussex, meaning six of the new directors will work across both trusts.

These appointments follow our consultation on a new leadership structure which will support sustained improvements in performance and build on the many examples of good practice that are already in place across the trust. The new structure will speed up decision-making and make it easier for front line staff to get on with the job and act as agents for positive change.

This is an important first step in our adoption of a Patient First approach to bring about the improvements we all want to see.

We are now looking closely at staff feedback to our consultation on our proposals for strengthening clinical directorates, which has just closed

5. CQC Inspection – Report Due Soon

Following the CQC's inspection of BSUH in April 2017, we are now expecting their report to be published in the next month or so.

This will be their first report since last year's report which placed BSUH in special measures for finance and quality of care.

We are expecting the report to show that there have been some significant improvements over the past year in several areas, as staff have responded positively to the CQC's requirements and performance notices.

We nevertheless expect the CQC's overall verdict to say that BSUH will remain in special measures.

6. Royal Visit

On 19 July, we hosted a special visit by Her Royal Highness Princess Alexandra to commemorate 10 years since the 'new' Alex opened its doors to patients, and 50 years of the Rockinghorse Children's Charity. The princess spent time meeting staff, patients, and their families. The staff at the Alex do a wonderful job looking after our youngest patients, and their families, and is rated 'Outstanding' by the Care Quality Commission for children's services.

7. Channel 5 News Visit

Channel 5 News came to BSUH on 17 July following the publication of the Royal College of Paediatrics and Child Health's annual survey on recruitment. This survey suggests that nationally around one in five pediatric consultant vacancies are unfilled.

They heard direct from the parent of a baby being cared for in the Alex and interviewed Dr Ryan Watkins, our Children's Services Clinical Director. The piece is available online at:

<https://www.youtube.com/watch?v=cQuGnzLWk8A>

8. Booking Hub Improvements

The Booking Hub has had a very challenging few years so it was inspiring and impressive to hear about and see for myself the real improvements they have made to the efficiency of their service.

By recruiting more permanent staff, and ensuring these staff are properly trained, supported and developed in their roles, they have vastly reduced reliance on agency staff. This, alongside using recognised improvement tools to make their processes work better, has resulted in huge improvements to the telephone service they provide to patients and across everything else they do.

The Booking Hub receives on average 4,000 telephone enquiries and 3,000 referrals a week and there was a time when it was "dropping" around 60% incoming calls from patients. This week it dropped just 1% of calls and answered 95% of all telephone enquiries in two minutes. It now processes all referrals within 24 hours; the two-way texting project has helped reduce the Trust DNA rate from 10% to less than 7% on average; and the referral management digital project has reduced the time it takes to process a referral by 43%. From a previous eight day backlog, there is now no backlog at all. The team are now preparing to implement the NHS Digital E-Referral Service later this year.

By anybody's standards, they have been on a remarkable journey of improvement of which everyone involved should be really proud.

9. Prizes and Awards

Patient safety awards:

Our Children's Critical Care team was Highly Commended for Patient Safety in Critical Care & Trauma Patients at the annual Patient Safety Awards in Manchester on 4th July. The award was in recognition of their work into non-invasive ventilation as an emerging treatment for acute respiratory failure in children. Developments by the team continue to benefit many patients who could otherwise need intubation and transfer to a paediatric intensive care unit. This is a shining example of the great work and innovation being carried out by teams throughout the trust to deliver ever-better patient care.

Clinical prizes:

Congratulations to the BSUH Imaging and Nuclear Medicine Department, who in collaboration with peers from Brighton and Sussex Medical School (BSMS), the Clinical Imaging Science Centre, Sussex University School of Psychology, our Rheumatology Department, The Sussex Cancer Centre, The Sussex Kidney Centre and The Royal Alexandra Children's Hospital, had great success at the 45th British Nuclear Medicine Annual Conference in Birmingham last week.

They won two prizes and delivered seven invited talks, five oral paper presentations and four poster presentations. The most prestigious prize of the conference, the Young Investigator Prize, was jointly awarded to 4th year BSMS student Guglielmo La Torre and Aleksandra Maria Herman, a Neuroscience PhD Student at the University of Sussex. The team was also awarded the second prize for best oral presentation in molecular radiotherapy.

This type of national recognition enhances our reputation as a teaching hospital and helps us attract high calibre clinicians.

Marianne Griffiths
Chief Executive
July 2017