

Meeting:	Brighton and Sussex University Hospitals NHS Trust Board of Directors
Date:	28th September 2015
Board Sponsor:	Chief Executive
Paper Author:	Chief Executive
Subject:	Chief Executive's Report

Executive Summary

This report updates the Board on progress with the 3Ts programme and strategic developments around our vanguard bid with Queen Victoria Hospital NHS Foundation Trust and the Sussex-wide review of stroke services.

The report also notes the operational and performance challenges which we currently face and the internal Turnaround programme which we are implementing to address those challenges.

On 1st September soft Facilities Management (FM) transferred from Sodexo to the Trust and the Board will have an opportunity to meet some of the staff who have joined the Trust and those who effected the safe and efficient transfer of the soft FM services.

In October we will be running a series of events which have been designed to Support, Hear, Inspire, Nurture and Encourage and help our people SHINE as part of the Values and Behaviours (V&B) programme.

Links to corporate objectives	This report focuses on <i>the delivery of the clinical strategy</i> , through the 3Ts programme and vanguard developments; and supporting <i>empowered skilled staff</i> through the Values and Behaviours programme
Identified risks and risk management actions	Key risks are aligned with the risks to the Trust objectives described in the Board Assurance Framework.
Resource implications	None specific to recommendations in this report
Report history	The Chief Executive reports formally to each Board meeting

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, 28th September 2015 Chief Executive's Report

1. Performance and finance challenges

The Board will discuss in detail the real and significant challenges in key areas of our performance which, despite the work done and some improvements made, we have not yet made sufficient progress in addressing. To give our recovery plans increased rigour and pace we have developed an internal Turnaround approach, the focus of which will be realistic and sustained improvement in three key areas: unscheduled care as measured by the four-hour A&E standard; scheduled care which includes the 18 week referral-to-treatment and cancer standards; and financial control.

This programme has been designed and delivered using our collective understanding of our own challenges and how to resolve them and will ensure that patient safety and quality is maintained as we address these challenges.

2. 3Ts Programme

We are continuing to provide further detailed information which is necessary to provide the approving bodies with the assurance that they need to be able to make the final approval for the project. As I noted last month, there has been additional requirements due to our current in year projected financial position.

We are working now to a final approval by mid-October. This still allows us to maintain the date of a substantive start on site for the main project in January 2016 as planned but final approval cannot move beyond that point without adding further to the capital costs through delays.

In order to achieve that, we have started some service diversion works on the site in early September, which were approved earlier this year as part of the continuing support for the design and decant programme. We will provide further information on this in the coming weeks to ensure that staff and patients are aware of these works.

The fit out of the Front of Site and Courtyard extension buildings continues and we are on track to allow occupation in early 2016 and late 2015 respectively.

3. Vanguard Bid

In conjunction with Queen Victoria Hospital NHS Foundation Trust, Brighton & Sussex University Hospitals submitted an application to be an Acute Care Collaboration Vanguard as part of the Five Year Forward View new models of care programme. The application proposes close clinical collaboration on plastics, burns, lower leg trauma and other services to help improve clinical care across both Trusts. The application was one of 29 nationally shortlisted, and all of the shortlisted applications were asked to present their case on 7/8 September. An announcement of which bids have been successful is

expected imminently. The collaboration programme is not contingent on being a successful Vanguard however; a detailed project plan is being produced and it is intended that this is submitted to both the BSUH and the Queen Victoria Boards in November for approval.

4. Stroke Services

The Sussex Collaborative (a body established by the seven CCGs in Sussex to facilitate collective commissioning) set up in 2014 the Sussex Stroke Programme Board, with a remit for the review of Stroke Services in Sussex, looking at all aspects of the care pathway. Work has been undertaken across Sussex looking at performance, the geographical spread of stroke patients and the current configuration of stroke services. As part of this review, the Programme Board has asked the South East Clinical Senate to undertake an independent clinical review of their evolving proposals for future acute stroke care in Sussex. The Senate have assembled an 'expert clinical review group' (ECRG), which will be overseen and report to the clinical senate council, which will be responsible for the final sign off of the ensuing report for the Programme Board. BSUH has been invited to present to the senate on Friday 16th October to give its perspective on the review and on the preferred options for stroke services in Sussex. The Board will be updated on progress with this review.

5. Soft Facilities Management (FM)

Following a successful mobilisation on the 1st of September of the soft FM services, the challenge is now to maintain momentum and introduce the innovation and changes required to ensure a sustainable, efficient and effective service.

Daily meetings with key operational areas continue across our sites to reviews services and discuss issues and concerns, which allows timely review and action to be taken.

A number of Sodexo managers did not transfer to the Trust and recruitment will take place to those positions as required. The payroll team continues to engage and work with staff to ensure the weekly and monthly pay runs are delivered.

Equipment training, asset tagging and distribution continues. For high value contracts a tender process is a high priority and this will cover linen, food and waste.

Ongoing discussions continue regarding the asset list supplied by the contractor, together with work to rectify those areas of the Trust left in an unsatisfactory state and the cost of this is part of those discussions.

6. Patient Led Assessments of the Care Environment (PLACE)

PLACE is a national system for assessing the quality of the patient environment, undertaken in collaboration with our local Healthwatch partners. The inspection assesses patients environments in respect of: cleanliness; food; privacy, dignity and well-being; condition, appearance and maintenance; and suitability for patients with dementia. The most recent report for the Royal Sussex County Hospital (RSCH),

Princess Royal Hospital (including the Sussex Orthopaedic Treatment Centre and Hurstwood Park), Sussex Eye Hospital (SEH), and Royal Alexandra Children's Hospital, have been received, and were broadly positive, and improved from last year, while reflecting the challenges of maintaining the quality of our older estate at RSCH and SEH. A number of areas for improvement are being addressed.

Our new Soft Facilities Management team will address those areas where improvements can be made and progress will be reported to the Quality and Risk Committee.

7. Support, Hear, Inspire. Nurture, Encourage (**SHINE**)

During October we are running a series of events which have been designed to Support, Hear, Inspire, Nurture and Encourage and help our people SHINE as part of the Values and Behaviours (V&B) programme.

These events are about staff telling us what impacts on their wellbeing at work, helping them recognise how stress and pressure affects their behaviour and performance and giving them some tools and techniques to help manage this

On Tuesday 13th and Thursday 15th hour-long engagement sessions will be running on both sites and open to all staff and on Wednesday 14th October there will be a Managers' event at the Amex for people who manage people.

8. Staff development

A number of our Band 7 leaders attended an away day earlier in the month week which was a rare opportunity to get as many nurse leaders as possible together away from work to reflect on their roles, spend time learning and networking and come up with some solutions to the issues they are facing. There were a number of speakers on the day, including myself and I updated the group of nurse leaders on Trust-wide and praised the reputation of BSUH nursing care, which has been recognised by the CQC.

Feedback from the day was positive, particularly about having the time to talk and debate difficult issues, clinical discussions, executive attendance and networking. It was clear from the event just how vital our nurse leaders are to the organisation for our patient care, effectiveness and reputation and the day was summed up nicely by a Ward Manager, who said it was all about the three P's – Pride, Professionalism and Passion. We are now looking to repeat the day in the future to ensure as many band 7 leaders have this opportunity.

Engaging new consultants in the first year of their appointment is something we have also recognised as being important. One of the ways we have been addressing this is to run a New Consultants Workshop approximately every six months. The last one was held on the 16th of September. This was attended by about 24 new consultants who had an opportunity to have a discussion with the CEO, Medical Director, Director of Education and HR and Safety and Quality teams. These workshops have received very good feedback. The CEO and medical director have also had frequent meetings

over the last 6 months with trainee doctors, particularly in general surgery to help support them in an area which has been challenged.

9. Safeguarding children

Safeguarding children and young people is both an organisational priority and the responsibility of us all. I was therefore very supportive of the Chief Nurse's recent briefing note to all staff, reminding them of our collective duties and responsibilities in this important area of work.

In light of the findings of the review into Jimmy Savile's involvement in certain NHS services, all NHS Trusts were asked to ensure that their children's safeguarding policies and procedures were robust. The Trust responded formally to the NHS Trust Development Authority (TDA) in respect of these recommendations, following discussion at the Board in June.

We also commissioned an independent review of our arrangements for safeguarding children and young people to provide further assurance of our safeguarding processes. All staff and partner agencies were appraised of this review and invited to contribute. The review is nearing completion and the findings will be reported to the Trust board in the next two months. I would like to register my thanks and appreciation to all staff and partner agencies who have contributed to this review and I look forward to discussing the findings with them.

10. Annual General Meeting

The Annual General Meeting (AGM) will take place on 24th September, when we formally present the Annual Report and Annual Accounts, but also recognise the achievements and contributions of our staff and volunteers and work with partners.

As always, we will have presentations at the AGM from teams working in our hospitals and this year we will hear about the site reconfiguration programme, our vascular network and *Staff Stories* which provides a safe space for multi-disciplinary teams to discuss a patient story.

Matthew Kershaw
Chief Executive
September 2015