

Chief Executive's Report to the Trust Board

Part 1: Key activities and appointments

- Louise Barnett, our **newly appointed Chief Executive**, will start with us in February. Louise is currently the Chief Executive at The Rotherham NHS Foundation Trust, having joined them as interim Chief Executive in October 2013, prior to being appointed to the substantive position in April 2014.

In our Women and Children's Care Group, Janine McDonnell has moved to take up the post of Director, and Nicola Wenlock will join us in December as the new Head of Midwifery. We have also secured a couple of secondments to assist us as we move forward with various projects and improvements.

Angie Wallace will be joining us from Birmingham Community Healthcare Trust as Interim Deputy Chief Operating Officer to work alongside Sara Biffen in supporting Chief Operating Officer Nigel Lee in operational delivery.

I'd also like to welcome Rebecca Gallimore, who has joined us as interim Associate Director of IT. She's being seconded to us until the spring from University Hospitals of North Midlands (UHNM) to lead the implementation of the new ED system which is due to go live in February/March, and to help us shape our IT strategy.

- During November we had our latest **CQC inspection**. This included a three-day announced visit, staff focus groups and a series of unannounced visits.

We received some feedback on the inspectors' preliminary findings, which highlight a number of areas of good practice including staff going above and beyond their role to support patients' individual needs, great care and an engaged team in Outpatients, compassion in end of life care, positive and respectful care for children and young people and positivity and pride from our Maternity teams.

As you'd expect, the feedback also contains a number of areas for further improvement. We'll look closely at the feedback to ensure we're focusing on the right areas and work with our staff on those.

- Also in November we handled the media interest in a leak to a journalist about an e-mail status update from Donna Ockenden (lead of the independent **Ockenden review into maternity services** at SaTH) to NHS England.

I communicated that we are already working with the independent review into our Maternity services and will continue to do so. On behalf of the Trust I apologised to the families who have been affected and we sought to reassure all families using our Maternity services that we have not been waiting for Donna Ockenden's final report before working to improve our services. A huge amount of work has already been done to address the issues raised by previous cases. We shared our focus to make our maternity service the safest it can be. Acknowledging that we still have further to go, we are seeing some positive outcomes from the work we have done to date. We also communicated that we had not

seen or been made aware of any interim report or status update. We said we await the findings of Donna Ockenden’s report so that we can work with families, our communities and NHS England/Improvement to understand and apply all of the learning identified.

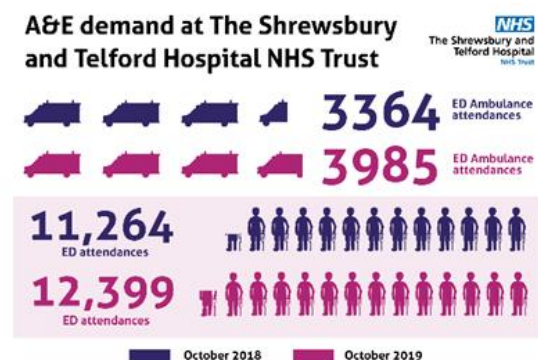
- The **hourly rate paid to Bank Nurses** working in a number of clinical areas increased as of Sunday 10 November.

On top of the Working Time Directive 12.07% uplift currently received, Bank Nurses taking up shifts in A&E and Intensive Care, as well as anyone opting for shifts on wards and departments highlighted as areas of concern for staffing, are now given an additional 12.93% extra per hour.

This is an uplift of 25% above Agenda For Change rates for every shift, and is comparable to the highest rate provided by any other local Trust. The decision to approve this enhancement comes as a result of direct feedback from our teams on the frontline. We hope to see the following benefits: Increase quality to patients within our care, potential improvements to skill mix, increase Bank fill rates, attract nurses from local areas to join our Bank and reduce costs by removing Tier 4 and 5 agency staff.

- Our **Emergency Departments (EDs) continue to see big increases in demand** and the recent cold snap has added to that.

Throughout the whole of October, we saw 12,399 ED attendances – 1,135 more than in October 2018 – with 3,985 ambulance arrivals – 621 more than this time last year. That is the equivalent of 37 more people and 20 more ambulances every day. That rise in emergency demand has continued into November, and many other hospitals in the region are experiencing the same pressures.



- Nearly **180 new nurses** are to join our hospitals to help improve the quality of care for patients.

The 176 nurses have been recruited from India and will start to arrive in the county from December.

The Trust has looked to overseas recruitment, through Health Education England’s (HEE) Global Learners programme, to help fill gaps in its substantive nursing and midwifery workforce. The HEE programme was implemented to meet the shortfall of over 270 Band 5 nursing and midwifery vacancies in the Trust and these appointments will help to improve the care we give to our patients.

- Recently the Trust received the **highest grade for infection control** following a recent inspection by NHS regulators – improving our position to ‘Infection Prevention Level Green’ - the highest of three assessment gradings - after a visit from NHS England & NHS Improvement.

We are proud to achieve the green rating from our regulators. This result is evidence that infection prevention procedures are in place and demonstrates the considerable commitment all staff have in working towards protecting patients, visitors and colleagues from avoidable infection.

We've worked really hard with the ward teams, matrons and head of nursing to put infection control at the top of the agenda and continue to ensure the improvements are embedded into daily practice.

- Women choosing to give birth at the Wrekin Midwife Led Unit (MLU) in Telford will move into state-of-the-art new facilities located next to Consultant-led facilities in the New Year. The move will improve the experience of mothers to be and the close proximity to the main block will mean a quicker transfer into the Obstetrician led service if required. It will also allow us to create **additional beds to ease pressure over the winter** months.
- Work to complete fire safety requirements is moving on well in the Copthorne building and be complete after Christmas. The **13-bed therapy-led ward**, with an adjoining discharge lounge, will help to free up acute beds over the winter months and is really exciting as it will be therapy team led.

Part 2: NHSI Improvement Provider News

Each week we receive a bulletin from our regulators at NHSI which provides us with an overview of national policy developments, key events and details of actions that we are required to take forward. Some key highlights from September's news include:

- On 5 November, a national **Patient Safety Alert** was issued an alert on the risk of depleted batteries in intraosseous (IO) injectors. The alert asks you to replace any IO devices without a battery power indicator light with ones with a display that shows how much power is remaining.
- Guidance has been published to support with the 2018/19 **electronic staff record** data collection process to help improve data quality and help boards better understand their medical productivity.
- A new learning tool, ActNow, has been developed to help you **prevent delayed transfers of care**. It can be used by nurses, allied health professionals and care staff to ensure patients have the best outcomes possible following care received in hospital.
- **Getting It Right First Time**: Supporting Ear, nose and throat (ENT) departments to treat more people as a day case, rather than having an overnight stay in hospital, will improve patient experience. The new ENT national report includes 23 recommendations for improvement, which should make ENT units more resilient to pressures on beds, and help trusts free up beds.
- A **change in the law** has been announced meaning more people will have the right to manage their care and support needs. The change will come into force on Monday 2 December and benefit people eligible for an NHS wheelchair, and people who require aftercare services under section 117 of the Mental Health Act.

- **Criteria-led discharge** (CLD) helps get patients home as soon as it's safe and appropriate, improves patient experience, and increases capacity for weekend discharges. The new guide to CLD supports managers to implement, sustain and spread CLD, as well as providing context and evidence around the process.
- The NHS Employers' guide outlines the optional local measures employers can take to support staff who are likely to be affected by **pension tax issues**. It outlines several routes employers can take during the 2019/20 financial year to support staff affected by current pension tax policies.
- The Care Quality Commission (CQC) has launched a survey that highlights patients' experiences of emergency department services. The findings of the **CQC's Urgent and Emergency Care Survey 2019** — previously known as the A&E Survey — reflect the experiences of patients across England who used services in September 2018. They cover experiences around waiting times, standards of care and dignity, patient safety, quality of discharge arrangements and more.

Part 3: Chief Executive's highlight report

3.1 CQC survey highlights great care shown to children and young patients

I am delighted with the findings of the latest survey carried out by the CQC which show that our hospitals continue to provide excellent, friendly care to children and young patients.

PRH and the RSH scored 8/10 or higher on more than 70% of the questions in the latest Children and Young People's Patient Experience Survey.

The results included scores of 9/10 or higher in children and young people (aged 8-15) feeling able to ask staff questions; staff answering those questions and staff talking through any worries that they had.

The Trust also scored 9/10 or higher for parents or carers of 0-15-year-olds saying staff gave them information about their child's care in a way they could understand and staff agreed a plan for their child's care with their involvement.



3.2 £7m investment in radiology – including a new CT scanner

A new CT scanner has arrived at PRH which will help improve patient care and experience.

Alongside the new scanner is a newly-created three-bedded bay which will be used for patients waiting for a CT scan, allowing them more privacy. The scanner and new bed bay are part of a £7 million investment in the Radiology department across SaTH.

The new scanner was delivered to the X-ray Department at PRH on Tuesday 12 November, and is expected to go live in December. It brings the number of scanners at PRH to two.

The additional scanner will help SaTH to ensure the sustainable and reliable delivery of emergency and urgent CT scanning, particularly for stroke and paediatric patients. Its superior technology will also allow for improved image quality and advanced imaging, such as cardiac.

3.4 More than half of front line staff have had their flu jab

Nearly 800 members of staff received their flu jabs during a 24-hour Jabathon in mid-November.

Jabathon clinics were held at PRH and RSH as part of SaTH's flu campaign which runs until March – and which has a music theme Don't Let Flu Become The No.1 Hit This Winter, and the hashtag #WeWillRockFlu.



Teams of peer vaccinators have been immunising their colleagues at static flu clinics and during walkabouts for those staff who are unable to leave their work areas. So far more than half of all frontline staff have been vaccinated – with all staff receiving a £3 coffee shop voucher to spend in the Trust's Caffé Bistros as a thank you.

3.5 SaTH has developed a programme for the detection and treatment of unwell newborn babies

SaTH has developed a national programme for the detection and treatment of unwell newborn babies.

The Midwifery Identification, Stabilisation and Transfer of the Sick Newborn (MIST) programme is aimed at midwifery and ambulance colleagues to support the treatment plan for newborn babies who are, or have the potential to become, unwell following delivery in a community setting.



The resources are designed to equip maternity and emergency teams with the knowledge required to extend care beyond the first minutes after birth, up to and including handover to the neonatal team.

The programme has been done in partnership with Health Education England's e-Learning for Healthcare (HEE e-LfH) and The Newcastle upon Tyne Hospitals NHS Foundation Trust.

3.6 Children undergoing treatment to be given bravery bags

Children undergoing treatment at RSH are being given bravery bags which have been created by young people following a fundraising drive.

The bags contains items such as toys, books and colouring pens and are being donated to patients at the Children's Outpatients Department at RSH.

The bags have been created by young people from the National Citizen Services – a programme which aims to teach life skills to 15 and 16-year-olds to get them ready for life beyond school.



As part of their 'social action' project, the young people involved in the project decided to raise money for the Dreamcatcher Children charity. They raised £500 through a charity quiz night and used the money to create the bags.

3.7 Rainbow badges launched at SaTH

We recently launched a new rainbow badge for staff to demonstrate that they are aware of the issues that lesbian, gay, bisexual, transgender (LGBT+) people can face when accessing healthcare.

The badge aims to make a positive difference by promoting a message of inclusion.

It is intended to be a simple visual symbol identifying its wearer as someone who an LGBT+ person can feel comfortable talking to about issues relating to sexuality or gender identity.



We are committed to providing an environment in our hospitals that is open, tolerant and inclusive for our LGBT+ staff, patients and volunteers, reducing barriers and inequalities thereby improving the care we provide.

3.8 Pet Passport launched by our End of Life Care team

An innovative new 'passport' which enables patients who are at end of life to spend precious time with their pets has been launched by our End of Life Care team.

The Pet Passport scheme enables friends and relatives to bring in pets to visit their owners who are patients receiving end of life care.

Relatives can show the passport, which is filled in beforehand by the End of Life Care team, on arriving at hospital. It removes the chance of them having what could potentially be upsetting conversations explaining why a pet is coming into the hospital.



3.9 Delivery Suite crowned with a diamond

The Delivery Suite at PRH has been awarded Diamond status as part of our Exemplar improvement programme.

The Delivery Suite becomes the fourth department at SaTH to be crowned with a diamond. The others being: The Postnatal Ward at PRH, Critical Care at RSH and Critical Care at PRH.

To achieve Exemplar Ward status, the team on a ward or department must meet high standards in a



number of key areas from caring, medicine management, leadership, nutrition and hydration to cleanliness, safety and record-keeping.

3.10 Two porters win the Ultimate Lifesaver award

Two of our porters won the Ultimate Lifesaver award at the recent The Sun's Who Care Wins Awards.

Nick Evans and Ruth Lowe sprang into action after Logan Clifford stopped breathing. His parents, Sarah and Mike were visiting a relative at PRH when they noticed Logan's lips had turned blue.

Sarah's screams alerted Ruth, who shouted for Nick. He grabbed Logan and performed CPR as he ran down the corridor to A&E.

Nick continued CPR until the resuscitation team at PRH took over – and the porters stayed by Logan's parents' side until they knew he was going to be OK.

