

Cover page	
Meeting	Board of Directors
Paper Title	Chief Executive's Report
Date of meeting	28 May 2020
Date paper was written	22 May 2020
Responsible Director	Chief Executive
Author	Louise Barnett, Chief Executive
Executive Summary	
A report from the Chief Executive providing an update regarding key priorities.	
Previously considered by	N/A

The Board (Committee) is asked to:			
<input type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input type="checkbox"/> Note	<input type="checkbox"/> Take Assurance
To formally receive and discuss a report and approve its recommendations or a particular course of action	To discuss, in depth, noting the implications for the Board or Trust without formally approving it	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

Link to CQC domain:

Safe

Effective

Caring

Responsive

Well-led

Link to strategic objective(s)

Select the strategic objective which this paper supports

- PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare
- SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care
- HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities
- LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions
- OUR PEOPLE Creating a great place to work

Link to Board Assurance Framework risk(s)

Are any Board Assurance Framework risks relevant to the paper?

Equality Impact Assessment

- Stage 1 only (no negative impact identified)
- Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)

Freedom of Information Act (2000) status

- This document is for full publication
- This document includes FOIA exempt information
- This whole document is exempt under the FOIA

Financial assessment

Is there a financial impact associated with the paper?

Chief Executive's Report

1.0 Introduction

- 1.1 The focus over the last few months has been to respond to the Covid19 Pandemic, whilst continuing to progress actions to drive improvement in quality, building on progress already made, tackling areas where we still need to make positive changes and incorporating feedback from the recently published CQC reports.
- 1.2 This report provides a brief summary of the key priorities that the Executive Team and operational teams have been focused on, much of which is summarised in a number of reports presented to the Board this month.

2.0 Covid19 Pandemic

- 2.1 The Trust continues to take actions with reference to the national guidance being regularly issued, to respond to and provide effective support to patients and staff during the Covid19 pandemic.
- 2.2 During the initial phase, we, alongside other NHS organisations, reduced or paused a number of services to ensure we freed up maximum capacity to deal with the anticipated surge in the cases during the pandemic. Currently the picture is more stable and the Trust is in the process of restoring a number of services to ensure that as many patients as possible are able to receive care and treatment, particularly in terms of cancer and urgent care pathways. Risk assessment to ensure that we respond in a prioritised way to the needs of our patients is central to this approach, in accordance with the guidance which we have received from a number of national bodies. We are also alert to changes in the number of covid19 cases to ensure that we are able to respond accordingly in terms of staffing, capacity, PPE and so on.
- 2.3 This is a complex process which we are working through alongside our local system health and care partner organisations to ensure that all aspects of care, both in, and out of hospital and considered during this restoration phase. Plans focus on the prioritisation of services to restore, patients needs and ensuring the appropriate care for patients who are; confirmed to have or not have Covid19, and those patients treated as suspected to have covid19. We are following the approach outlined in the Operating Framework and guidance issued.
- 2.4 We have significantly changed the way that we work in a number of areas, for example moving to telephone and virtual follow-up outpatient appointments where this is appropriate. Early feedback suggests that many of these changes have been positively received by both patients and staff. We are looking to embrace the positive changes that we have made going forward and to build these into our restoration plans, whilst keeping changes under close review to determine the impact.

- 2.5 As colleagues are aware, as a result of the pandemic we made temporary changes to the Phlebotomy (blood taking) service, to ensure we have sufficient staff to provide a safe service and to minimise the risk to both patients and staff coming in to contact with others who may have the virus, hopefully encouraging those people that need to attend, to attend. To facilitate social distancing the Drop-In Phlebotomy Service at PRH, RSH, Bridgnorth Community Hospital and Whitchurch Community Hospital no longer provide a walk-in service for patients at this time. However, blood tests are still be provided where there is an essential need and by appointment. These arrangements will be kept under review.
- 2.6 A number of services have now resumed including, the Shropshire & Mid-Wales Fertility Centre, which has now re-opened its services on 18 May 2020, for local families in line with national guidance. Fertility treatments across the UK had previously been put on hold until the extent of the current Coronavirus pandemics known.
- 2.7 A steering group has been established to oversee our 'Restoration and Recovery' programme; with a series of task and finish groups established to work through particular aspects. Infection prevention and control is one of the most critical aspects of this approach.
- 2.8 We continue to work in partnership with our local partners including the Robert Jones and Agnes Hunt NHS Foundation Trust, the Nuffield Hospital, and our community trust, councils and commissioners to achieve this for the community we serve.
- 2.9 The Trust Covid19 Committee established by the Board continues to meet weekly, attended by myself and a number of my Executive Director colleagues to provide assurance to the board on the approach being taken. Also, there are mechanisms in place through the incident management process and STP, to ensure a system approach is taken across health and care.
- 2.10 In terms of research, the Trust's Research & Innovation and Clinical Trials team is actively supporting a number of studies, including patient involvement in clinical research at both PRH and RSH.
- 2.11 Clearly this is an unprecedented time, and I would once again like to thank all my colleagues across our organisation, in the hospitals or in community settings, along with partner organisations for their tremendous support in responding to the pandemic.

3.0 Strategic and Operational Issues

- 3.1 Work continues regarding the development of the Trust Five Year Plan and annual operational objectives (including Covid19 plans and Quality Improvement Plans). In addition, I am putting in place an annual planning cycle, the first part of which will include a review and update of the Trust Vision, Mission and Values. This will seek input from staff and stakeholders to secure views to support the way forward. Ensuring that we continue to listen to feedback and address issues to provide high quality care first time every time to all our patients is at the heart of this approach.
- 3.2 We are currently on track in terms of progress against our Quality Improvement Plan targets for May. Whilst we have some significant way to do, this is encouraging. The Executive Team have overhauled the governance and leadership arrangements in place to support the operational oversight of this plan delivery, ensuring the full commitment of all care groups and this dovetails with the board assurance processes. In addition, we have scrutiny mechanisms at system level, ensuring issues can be escalated and that improvement actions requiring support from partners can be progressed and achieved. The system governance has been reviewed and strengthened to support this process. Also we provide reports to CQC and NHSI/E on progress.
- 3.3 In terms of planning, the development of the five year plan is a significant piece of work, as outlined in the paper presented to the board this month. This outlines the process in further detail. The development of the Outline Business Case for the Hospital Transformation Programme will be an integral part of this work, ensuring the provision of estates, facilities and clinical pathways, to support the delivery of high quality care for the future. The Digital Strategy will also be pivotal, and form a part of this work.
- 3.4 The innovation and learning arising during the pandemic will be built into our future plans and strategies to optimise models of care for patients and our community going forward and to support our workforce.

4.1 Digital

- 4.1 Some positive progress has been made regarding digital improvements.

The Trust was announced as a Digital Aspirant Trust in March 2020, which secured funding of £6m over three years. This funding enables the Trust to commence planning across a number of areas including:

- Advanced Patient and Clinical Systems
- Core Patient System
- Core Technologies
- Core Clinical Systems
- Reporting and Analytics

- Enabling Capabilities
- 4.2 The NHS response to COVID-19 has necessarily impacted the digital programme and resulted in the pausing of the Advanced Patient and Clinical Systems projects due to COVID -19 clinical considerations (e.g. Emergency Department System Implementation) but has accelerated requirements to address Core Technologies such as Windows 10 to facilitate transformational ways of working such as outpatient virtual consultations and to enable mobile and remote working. In particular:
- The Trust has implemented an outpatient virtual consultation solution, which is being rolled out in a pilot across specialties through the Clinical Care Groups. This will become the default method of outpatient clinic appointments where clinically possible.
 - This will bring transformation opportunities to utilise resource and estate differently, reduce paper based records and to support delivery of new ways of working. This is being managed through the Trust Restoration and Recovery Group.
 - Home working technology is now in place supporting 300 members of staff working from home.
 - Microsoft Teams has been rolled out across the Trust as a replacement for face to face meetings and supporting the delivery of whole departmental meetings.
 - Windows 10 programme to replace ageing, slow devices is being accelerated
- 4.3 Other initiatives are being accelerated including the development of an Integrated Care Record at an STP level with system partners. Further Office 365 will be potentially coming to the Trust which will facilitate automating workflow management, planning tools and integration with Microsoft Teams at a system level
- 4.4 Despite the pausing of Advanced Patient and Clinical Systems EPR Programme planning has been progressing, team resource is being secured to mobilise the programme mid June 20
- 4.5 ED Vitals, Sepsis, Paediatrics and Medway ED projects that were recently paused, will similarly recommence as soon as is possible
- 4.6 New data warehouse development continues and dashboard development has commenced, a review of performance management tools is underway

5.1 Staff, Stakeholder and Public Engagement and Support

- 5.1 I am pleased to report that we celebrated International Day of the Midwife on Tuesday 5 May, Internal Nurses Day on Tuesday 12 May 2020 and National Operating Department Practitioner (ODP) Day on Wednesday 13 May. These provided a fantastic opportunity to recognise some of the great work that our teams are undertaking at the Trust but also the incredible role of these colleagues across the world.
- 5.2 I have attended (virtually) a series of meetings with stakeholders across the system in relation to Covid19, to support the response to and planning for the ongoing management and effective restoration of services. This included the Shadow ICS Board which took place this week, supported by system partners and briefing meetings with local stakeholders. Also meetings have taken place regarding the Quality Improvement Plan including engagement with regulators.
- 5.3 At the start of May the Trust launched a two-week improvement fortnight to improve patient experience in the emergency department, improve patient flow and communication and support between teams, and ensure people are discharged as soon as they are medically fit to leave. The Emergency Care Intensive Improvement Weeks were supported by ECIST (Emergency Care Improvement Support Team) and builds on our continuous improvement programme, as well as supporting the development and implementation of actions to manage demand during the coronavirus pandemic.
- 5.4 Feedback so far from frontline teams at both hospitals and from ECIST has been really positive and we have seen a further small improvement in performance against a number of quality standards. Whilst there is more to go, and we are yet performing against all measures, this is encouraging. We will continue to build on this progress, driven by clinical teams, to make positive changes for the benefit of patients and colleagues.
- 5.5 The new purpose-built Wrekin MLU at PRH opened at the end of April, and replaces its predecessor that was 30 years. This was funded as a result of the Trust securing £4million of capital funding from the Department of Health. The scheme was developed with input from the Maternity Voices Partnership, who assisted with design features and equipment choice from a service user perspective.
- 5.6 Located next to the Obstetric Unit, this unit supports mums wanting a midwife-led birthing experience, while enabling closer access to the consultant-led unit should it be required. The modular unit consists of three spacious en-suite birthing rooms, each with a pull-down double bed to enable partners to rest

and two of which also have a birthing pool, outpatient facilities with five consultation rooms.

- 5.7 One of our midwives has won a national award for her work in helping colleagues to support each other. Rebeccah Davies, Labour Ward Coordinator, was named the Gabby Dowds-Quinn Members' Champion at this year's Royal College of Midwives (RCM) annual awards, held on International Day of the Midwife.
- 5.8 We have marked Deaf Awareness Week in May with the introduction of badges to support people who are hard of hearing. These badges, which are now available in the Wellbeing Rooms at each site, support patients and staff who have hearing loss and may be struggling more than usual within the present climate due to the use of face masks which may be making it more difficult for them. The aim of the badges is that people will be instantly aware that the person they are talking to struggles with their hearing and they can then take appropriate measures to ensure effective communication. Some videos and communication tools are available to support staff in how they can be more effective in supporting patients and colleagues.
- 5.9 Our Medical Director, Dr Arne Rose, has recently featured in a video alongside sporting stars such as Gary Lineker, Monty Panesar and Chris Kamara, to call for racism to be given the red card in the NHS. This supports our OD work to ensure we treat each other with respect and promote an inclusive approach.
- 5.10 During COVID-19 we have seen an overwhelming amount of support from our local communities, through the donation of items for staff and also individuals coming forward to volunteer during this challenging time. Over 340 people have expressed an interest in volunteering at the Trust during COVID-19, and of those who are able to volunteer we are processing 112 new volunteers.
- 5.11 Through the Trust's Redeployment Workforce team we have matched 39 volunteer placements which include portering assistants, mask fit-testers, pharmacy runners, stock takers and couriers, and cleanliness assistants. We are very grateful to everyone for their ongoing support, particularly at this time.
- 5.12 A businessman who "owes his life to the NHS" has had hundreds of bright yellow T-shirts made with the slogan 'We Love Our NHS Heroes' and is selling them to raise money to stock the Staff Wellbeing Rooms.
- 5.13 Rival football teams - Shrewsbury Juniors and Instones United - put rivalries aside to raise £2,000 to create seven hampers full of coffee, tea, sweets, biscuits, hand creams, lip balms, bath bombs and other items to show their gratitude to the key workers at SaTH.

- 5.14 Shropshire Council and Telford & Wrekin Council have painted messages of support on the roads. This has really given our staff a lift and a wonderful gesture by our colleagues in the councils to support health and care workers. Telford & Wrekin Council also donated kindles to our Women and Children's Centre as part of their Kindle Kindness campaign.
- 5.15 The Wrekin was lit up blue to show support our staff and all other key workers and last week, PRH was lit up in rainbow colours to show support to our staff and other key workers and a procession of vintage vehicles, all bearing messages of support, took place around RSH one Thursday evening during clap for carers.
- 5.16 The Maxillofacial and Orthodontic Laboratory team, and redeployed staff from the Trust's Audiology department, used their knowledge, skills and equipment to develop the visors which were in much demand. They created more than 18,000 single use visors to be used by frontline colleagues looking after patients being treated for COVID-19.
- 5.17 Lots of businesses and organisations have donated items to our hospitals. A range of food has been supplied for our staff, as well as toiletries, uniform bags, Easter eggs and lots of knitted items and, children have made beautiful thank you cards. Messages of support, letters and phone call with offers of help and support continue to arrive every day. We are privileged to receive this level of support and extremely grateful to everyone who continues to support our teams as they work hard to care for our patients at this time.

6.0 Charity update

- 6.1 Musician Paul Bailey has written a Coronavirus-inspired song called 'Stay at Home' with all the proceeds going to SaTH Charity and farm vet John Hemmingway, who has a passion for music, is using his talent to raise funds for those on the frontline by 'singing his way through the alphabet' – covering a different song for 26 consecutive days.
- 6.2 A Shrewsbury mum who had successful fertility treatment at SaTH organised a three-day online festival to raise money for SaTH Charity and primary school pupil Olivia Harris aged 10, has spent lockdown learning the trade of a DJ and then performed a live set on social media to raise money for SaTH Charity. She goes by the stage name of DJ Livi.
- 6.3 A pair of teachers who ran a marathon around their six metre garden have raised thousands of pounds for SaTH Charity. Dan Pritchard and Liam Deery's incredible feat was the highlight of a weekend of activity as fundraisers sought to fill the charity gap left by the postponement of this year's London Marathon. Others chose to cycle, swim, or do their own take on a marathon.

- 6.4 Welshpool Rugby Club raised more than £2,000 for SaTH Charity by calling on its members to run the distance of Welshpool to the Stade De France - the venue for the 2023 World Cup Final - and back in just seven days.
- 6.5 Harry George, a second year student nurse, raised more than £500 ahead for SaTH Charity by shaving his hair off and Sharon Perrins, who works in the Catering Department at PRH, spent 20 hours making an amazing cake of a teddy bear wearing scrubs. She raised £177 for SaTH Charity through a raffle at work.