

## Chief Executive's Report

### 1.0 Introduction

- 1.1 The Trust continues to work hard to address concerns and make improvements to the quality of care for the population we serve, embracing feedback from key stakeholders including patients, families and the CQC.
- 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.
- 1.3 We are continuing to restore some of the non-COVID19 urgent services that were temporarily paused. A significant proportion of our urgent and routine activity was either paused or provided by other partners so that we could create additional emergency and critical care capacity in both our hospitals. We are now working towards recovering those services and incorporating new ways of working where appropriate to meet our patients' needs.

### 2.0 Maternity Services and Ockenden Independent Review and Report by Royal College of Obstetricians and Gynaecologists (RCOG)

- 2.1 Donna Ockenden, Chair of the Independent Review into the Trust's Maternity Services has confirmed that the total number of families whose cases are being reviewed is 1,862 and has advised that her review was closed to new cases from 21 July, 2020. Early recommendations will be published at the end of the year.
- 2.2 In response to Donna Ockenden's announcement, as members of the Board of Directors are aware, I wrote an open letter, attached at appendix 1, to the communities we serve, recognising that we have let families down and confirming our commitment to learn lessons and improve care for families.
- 2.3 We are committed to listening to families, our community, and working with Donna Ockenden's review to ensure lessons are learned and to ensure that we have a service which the community and our patients can trust.
- 2.4 One of the things that we must be better at is listening to everyone who uses our services. Our opportunity to listen and learn should not be confined to the families involved in the Ockenden review and any family not included in the review can come to us at any time to share their experiences or raise any concerns.
- 2.5 Families can contact us by emailing [sath.maternitycare@nhs.net](mailto:sath.maternitycare@nhs.net) or by calling the Patient Advice and Liaison Service on 01952 641222, extension 4382.
- 2.6 In the meantime, we are working hard to deliver the high quality maternity services that the people in our communities rightly deserve.
- 2.7 A review by NHS Improvement's (NHSI) Investigation team into the handling of a report produced by the Royal College of Obstetricians and

Gynaecologists (RCOG) about our Maternity Services at SaTH was also published last week.

- 2.8 In relation to the review of the RCOG Report by NHSI, it makes a number of recommendations, particularly in relation to our governance processes which we shall be addressing. This review has been published on our website.
- 2.9 The challenges facing the Trust are complex and substantial and in order to achieve the improvements that we expect at pace, we need to remain focused on taking key actions to support the delivery of high quality safe care to patients and families.
- 2.10 We have a quality improvement plan in place along with a series of improvement workstreams and actions to drive positive changes, which we need to embed. This work is currently being pulled together into one overarching improvement plan which will set out the overall approach we are taking. This will enable us to monitor progress across the various domains in a more streamlined way, facilitate better scrutiny through internal and external assurance processes, embrace learning and improve effectiveness.
- 2.11 Also, support is being provided to the Trust by our local partners across Shropshire, Telford and Wrekin STP and NHSEI to accelerate our improvement journey, which is welcomed.

### **3.0 COVID-19 Pandemic**

- 3.1 The Trust continues to take actions with reference to the national guidance being regularly issued, to respond to and provide care and support for our patients, families and staff during the COVID-19 pandemic.
- 3.2 The number of cases is much reduced currently and the Trust is in the process of restoring services to ensure that as many patients as possible are able to receive care and treatment. As cancer and urgent activity becomes more stable, additional routine outpatient appointments, diagnostic tests and surgery is being re-established, at the SATH sites and using the independent sector. However, backlogs have built up and additional capacity is being sought to support the Recovery phase. The need to maintain social distancing and follow infection control and prevention guidance is central and we remain committed to operating our services safely for patients, relatives and staff.
- 3.3 To do this the Trust have set up eight task and finish groups - including Diagnostics and Screening, Outpatients, Innovation, Urgent Treatment and Cancer, Women and Children's and Workforce. These report to the Restoration and Recovery Steering Group. Services restored already include Fertility, Gynaecology, ENT, Maxillofacial, Bowel Screening, Breast Screening and Abdominal Aortic Aneurysm (AAA) screening. Capacity will remain a key challenge for the Trust, not only in terms of inpatient beds but also capacity

for diagnostics and outpatient services. We are planning carefully for the months ahead including winter.

- 3.4 Cancer screening, which is commissioned centrally, was delayed nationwide to protect people from COVID-19 and allow NHS staff who run screening programmes to support other services. While cancer treatment has continued, some patients have had their chemotherapy regimen adjusted in order to continue their treatment while reducing the risk of contracting COVID-19. Some planned cancer surgery was also delayed or with patient consent, alternative therapies have been provided. Most surgeries have now taken place, with plans in place to see outstanding patients as soon as possible. It is important to note that urgent cancer referrals were not stopped. Two week wait referrals continue to rise and are close to pre-Covid levels in many specialties. SATH performance is well over 96% for these patients. A programme of work is under way to complete diagnosis and treatment for all patients on a cancer pathway, including those designated low risk with an aim to reduce the backlog of >62 days by 20% by the end of August.
- 3.5 The Antibody test booking line system is now open to all staff. As at 14<sup>th</sup> July, over 5000 SATH staff had received their test. I am also pleased to report that 99.5% of BAME staff have received individual risk assessments.
- 3.6 Patients and staff at SaTH have played a key role in the trial of a drug which has been shown to reduce deaths amongst patients with severe respiratory complications caused by coronavirus. The Research & Innovation and Critical Care teams were involved in the clinical trial, run by Oxford University, of the steroid dexamethasone. Patients being treated in the Intensive Treatment Units (ITU) and on wards were recruited into the trial, which was led by Dr James Moon, Principal Investigator at SaTH.
- 3.7 It is now compulsory for face masks to be worn in our hospitals to help prevent the transmission of coronavirus.
- 3.8 The Trust's COVID-19 Assurance Committee established by the Board of Directors continues to meet fortnightly, attended by myself, Chairman and Dr David Lee and a number of my Executive Director colleagues to provide assurance to the Board of Directors on the approach being taken by the Trust to the pandemic. Also, there are mechanisms in place through the incident management process and STP, to ensure a joined up system approach is taken across health and care.
- 3.9 Clearly this is an unprecedented time, and I would once again like to thank all my colleagues across our organisation, in the hospitals and in community settings, along with partner organisations for their tremendous support in responding to the pandemic. I would particularly like to thank patients, families and our community for their incredible support and response, it is greatly valued by us all.

## 4.0 Strategic and Operational Issues

- 4.1 Work continues regarding the implementation of our key operational plan objectives - these were approved at our June Trust Board meeting. At the heart of this is the need to ensure we achieve the required progress against the Quality Improvement Plan and Maternity Improvement Plan. We are also continuing to develop our Maternity Transformation Plan and developing community engagement plans to ensure that we are seeking and listening to feedback from families and building on this to develop our maternity objectives and plans for the future.
- 4.2 As colleagues are aware, Values Listening Week took place from 15 June until 21 June to gather the views and ideas of staff, patients and external partners about our longer term priorities and our values. Nearly 500 surveys have been completed – with 74% of these being completed by our staff and 21 Focus Groups were held throughout the week, with 170 staff members taking part. An online chat forum was also created to support staff discussions and informal discussions also took place as part of many team meetings during that week.
- 4.3 I would like to thank everyone who took part for their contribution which has been invaluable in informing the review of our vision and values. The feedback has been consolidated and we aim to share the Trust's new vision and values in August. Once confirmed, a piece of work will be undertaken on the behavioural framework that sits beneath our values to set out expectations and examples of how we can live our values in our roles every day to support the provision of high quality safe compassionate patient care. We plan to co-design this framework with our staff, patients, families and our external partners and stakeholders in August and September so that this can be rolled out and embedded across the organisation.
- 4.4 From the last Board development session, we agreed that after this month, Board of Director meetings would take place on the first Thursday of the month wherever possible. This is to ensure that the Trust can use the most up to date information possible to scrutinise its performance and equally use this information to plan for the future. The new timings will also allow performance information to be fully considered by Care Groups and relevant operational committees prior to being scrutinised by the Board Assurance Committees and then the Trust Board itself.
- 4.5 The CQC recently published the results of its latest Adult Inpatient Survey, and we are looking at all aspects of this to see where we can improve. The results show that the majority of our scores have remained about the same as last year, however there are areas of improvement required. We are working with our Patient and Carer Experience Panel to learn from the

feedback, including: discharge home from hospital and quality and choice of hospital food.

- 4.6 Locum's Nest is the Trust's chosen staff bank management mobile platform that connects healthcare professionals to temporary work in NHS organisations. By improving transparency, digitising HR services, communications and financial processes, Locum's Nest will help the Trust improve retainment and engagement of our workforce, reducing agency spend.
- 4.7 When a vacancy is detected on the rota, the shift is published on Locum's Nest Match platform, which makes it immediately visible to 30,000 healthcare professionals via the free to use app. The applicants are reviewed by the medical staffing team who can then accept or reject if the applicant is not suitable. Once the shift is worked the applicant can submit an electronic timesheet which, once authorised following Trust policies, is sent digitally to payroll. This enables tracking of timesheets, visibility and transparency on rates paid, better understanding of vacancies and better planning for future workforce gaps.
- 4.8 Since launch in early June, registrations on the app by Shrewsbury and Telford doctors have been increasing daily and have to date reached over 300. There have been over 1,500 applications for shifts, and 38 external doctors requesting to join the Shrewsbury and Telford staff bank. We are on track to make significant savings in year one.

## **5.0 Digital**

- 5.1 Teams in SaTH are trialling 'Attend Anywhere' video clinics to provide patients with a virtual appointments, where appropriate, ahead of a Trust-wide rollout.
- 5.2 Video clinics for follow-up appointments have successfully trialled in Paediatrics, Diabetes, Therapies and Urology with other specialties to follow.
- 5.3 Using video clinics supports SaTH's coronavirus response by:
- Preventing the transmission of the disease by reducing the need for patients to attend a clinic setting;
  - Allowing clinicians to virtually meet with patients who may be at risk, self-isolating or have difficulties accessing appropriate transport;
  - Improving the patient experience by reducing unnecessary travel, car parking and time taken out of the day to attend a clinic setting.

## **6.0 Staff, Stakeholder and Public Engagement and Support**

- 6.1 As part of our commitment to be an inclusive and caring employer, we are establishing a network for staff with disabilities. The network will help to review and prioritise actions as part of our commitment against the Workforce Disability Equality Standard.
- 6.2 Star cards have been launched as a way for staff to recognise each other and to say thank you on an ongoing basis. Already hundreds of cards have been sent and we are exploring further ways to recognise the positive work and contribution of colleagues across the Trust. Saying thank you is a simple gesture but can mean so much at what has been a challenging time for colleagues during the pandemic.
- 6.3 The personal wellbeing of our staff is extremely important. Alongside providing counselling support and other wellbeing provision to our teams, MyOH Wellbeing', a wellness and engagement platform that inspires healthier lifestyles and offers personalised, clinically-validated, coaching and support has been provided.. You can create your own wellbeing dashboard, complete health assessments, track your activity levels, set yourself goals to achieve and access lots of useful resources to help stay motivated for long term lifestyle changes.
- 6.4 In July we celebrated Insulin Safety Week (July 6-12). Workshops were held to raise awareness of insulin safety in a bid to reduce insulin errors among healthcare professionals. The safe and effective management of diabetes whilst people are within our hospitals is vital and can have a huge impact on people's quality of life.
- 6.5 A new BAME staff network has been established. The most recent virtual meeting of the network took place on Thursday 16 July. The BAME staff network has been focussing on COVID-19 risk assessment work and supporting international nurses. Going forward the group will be reviewing the Workforce Race Equality Standard and identifying key priorities for SaTH.
- 6.6 Two colourful paintings have been donated to SaTH by pupils at a primary school in Telford. The children from St George's School wanted to show their support and appreciation to the NHS in the pandemic, by presenting artwork they created to SaTH. The first painting features a field of flowers and the other is artwork designed by the pupils; it includes the NHS logo, a rainbow and messages of gratitude. Both pictures are located in the control centre at PRH. Thank you so much!
- 6.7 Local resident Paula Wheatley has been putting her creative skills to use during the pandemic, making and donating items to SaTH to thank staff at our hospitals. All done in her free time, Paula has so far made over 100 knitted hearts, eight frontline angels, just over 100 face masks and baked cakes for our key workers.

- 6.8 We celebrated the NHS turning 72 years old by giving a birthday tea to staff and patients. On Sunday 5 July, patients were provided with individual party food boxes in place of their usual meal, while platters of sandwiches and cakes were delivered to staff on the wards. We also took time to reflect on the wonderful support from our local community who have done so much to help and value us during this pandemic and to whom we are really grateful.
- 6.9 A few weeks ago the Trust promoted Learning Disability Week by putting a focus on the 'Treat Me Well' campaign, which seeks to improve the way that the NHS treats patients with a learning disability in hospitals. Learning Disability Week was particularly poignant this year as a person with a learning disability may become anxious or distressed in a clinical environment, this may be further exacerbated by the use of face masks and PPE.
- 6.10 In June we celebrated National Biomedical Science Day by shining a light on the vital work carried out by its team of professionals. Whilst often not in front line roles, Biomedical Scientists ensure the people we serve receive the best care possible care — and their role has been pivotal in during the COVID-19 pandemic. Every blood test, COVID-19 swab, tissue biopsy or other sample is examined by a Biomedical Scientist, and 70% of diagnoses in the NHS are based on pathology results provided by laboratory services. They play an incredible role and it was fantastic to spend time recognising the difference that they make for our patients.
- 6.11 To celebrate Volunteers' Week we sent thank you cards to our volunteers and took to social media to highlight the wonderful work of the people that selflessly give their time to volunteer at our hospitals.

## **7.0 Charity update**

- 7.1 Charitable income for the 3 months to June 2020 is £222,712 compared to £118,813 in 2019. This figure represents the huge support the Trust has received from local people fundraising within their neighbourhood, local businesses and the national support from NHS Charities Together.
- 7.2 SaTH Charity is made up of a number of separate Trust Funds and in line with the updated SaTH Charity Policy the consolidation of charitable funds to enable more strategic expenditure has been progressed over the past quarter with a reduction of almost 30% in the number of funds from 104 to 72. There are now also charitable fund expenditure plans in place for over 60% of trust funds, which is a positive step forward compared last year.
- 7.3 SaTH Charity is supporting The Hamar Centre development which provides counselling and wellbeing, including psychological support, to patients who have life-changing or life-limiting conditions. The Centre is currently

undergoing a major redevelopment due to the generous support of several charities including MacMillan Cancer Support, SaTH Charity, the Lingen Davies Cancer Fund and the League of Friends RSH. The redesign of the centre will see the Macmillan Information service relocated to a larger, purpose-built area within the Centre, which will include a quiet room for patients and relatives. The construction of an extension to the building will provide more facilities for the counselling and group support services that are offered at the centre. The building is set to be completed by mid-August 2020.

7.4 SaTH Charity expenditure for the three months to June is £139,075 compared with £198,767 in 2019. Expenditure in July will reflect the change in income and will be in line with the increased available funds. Items recently purchased by NHS Charities Together funds include;

- 16 seating units across the Trust to support staff taking a quality break outside in the fresh air. These are made from recycled, sustainable materials and have been hugely appreciated by teams across the Trust
- 26 two-way radios to improve staff communication when working in PPE areas eg ITU.
- Dementia sensory trolleys supporting patients who are struggling with Covid19 related stress
- Over 40 portable hearing loops for use across the Trust to reduce the impact of sneeze screens and staff wearing face coverings for those patients who are hard of hearing.

Other Funds were used to purchase

- Cancer examination Trolleys to the value of £33,264. The trolleys will be provide improved patient comfort and support staff to provide treatment in an improved setting.
- Our Audiology dept. has benefited from lateral head impulse test equipment and supporting IT equipment purchased at a cost of £25,548. The test is a technique used to diagnose reduction in vestibular function which supports an Audiologist to understand the dizziness and balance issues a patient might be experiencing.

7.5 Further planned expenditure from NHS Charities Together includes a nurse-led physiological support programme, structured to engage and support staff through face-to-face conversations and debrief sessions. Working closely with Workforce there are also plans for a Covid19 Hamar Centre-based counselling service to support patients and staff impacted by the Covid19 pandemic. In addition the Charity is going to fund the production of a video highlighting different faiths as part of induction training and awareness for existing staff.

7.6 The Trust is also putting forward a further bid of £50,000 to NHS Charities Together which needs to focus on the impact of Covid on BAME staff and patients. The bid will include supporting changes to our Prayer and Reflection Rooms within the Trust to support and embrace the diversity of our patients and



staff. Currently our BAME staff make up 11% which will further increase with our commitment to recruit international doctors and nurses. The Trust's Equality, Diversity & Inclusion lead is supporting this work.

Funding is also being sought to support the understanding and implementation of cultural competence and unconscious bias best practice. A scoping project is currently underway with specialist training providers tasked with developing a bespoke programme for SaTH.

## **8.0 Black Lives Matter**

Finally, it is impossible to not have been affected by the recent international concern that followed the killing of George Floyd. It has importantly raised a range of issues about how fair and equitable our society is and the reality that there are deep seated societal issues that have direct bearing on our work. We have an obligation to carefully reflect on how we can go further to address these issues within the areas that we have influence. Diversity and inclusion is a core part of our newly agreed People Strategy and plan and we will bring further updates to future board meetings to report on engagement with colleagues and progress.