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| TRUST BOARD IN PUBLIC | | Date: 24th November 2016 | |
| | | Agenda Item: 1.6 | |
| REPORT TITLE: | | CHIEF EXECUTIVE'S REPORT | |
| EXECUTIVE SPONSOR: | | Michael Wilson Chief Executive | |
| REPORT AUTHOR (s): | | Gillian Francis-Musanu Director of Corporate Affairs | |
| REPORT DISCUSSED PREVIOUSLY: (name of sub-committee/group & date) | | N/A | |
| Action Required: | | | |
| Approval () | Discussion (√) | Assurance (√) | |
| Purpose of Report: | | | |
| To ensure the Board are aware of current and new requirements from a national, regional and local perspective and to discuss any impact on the Trusts strategic direction. | | | |
| Summary of key issues | | | |
| Regional/National: | | | |
| <ul style="list-style-type: none"> • Publication of the Sussex & East Surrey Sustainability & Transformation Plan • Developing People – Improving Care: A national framework for action on improvement and leadership development in NHS-funded services | | | |
| Local: | | | |
| <ul style="list-style-type: none"> • Trust hosted visits from Department of Health Permanent Secretary and a national Broadcaster • Unprecedented demand on emergency department led to BBC Radio Interview | | | |
| Recommendation: | | | |
| The Board is asked to note the report and consider any impacts on the trusts strategic direction. | | | |
| Relationship to Trust Strategic Objectives & Assurance Framework: | | | |
| SO5: Well led - Become an employer of choice and deliver financial and clinical sustainability around a patient focused clinical model | | | |
| Corporate Impact Assessment: | | | |
| Legal and regulatory impact | Ensures the Board are aware of current and new requirements. | | |
| Financial impact | N/A | | |
| Patient Experience/Engagement | Highlights national requirements in place to improve patient experience. | | |
| Risk & Performance Management | Identifies possible future strategic risks which the Board should consider | | |
| NHS Constitution/Equality & Diversity/Communication | Includes where relevant an update on the NHS Constitution and compliance with Equality Legislation | | |
| Attachment: N/A | | | |

TRUST BOARD REPORT –22nd December 2016 CHIEF EXECUTIVE'S REPORT

1. National/Regional Issues

1.1 Publication of the Sussex & East Surrey Sustainability & Transformation Plan (STP)

The Sustainability and Transformation Plan for Sussex and East Surrey was published on 25th November. The Board will be aware that our Trust is part of one of 44 areas, known as footprints, across the country asked by NHS England as part of the Five Year Forward View to produce a Sustainability and Transformation Plan (STP).

As chair of the STP footprint for East Surrey and Sussex, I am pleased to be able share our STP on behalf of all NHS organisations; public health and social care partners.

Our STP outlines how we will all work together to transform and integrate health and social care services to meet the changing needs of all of the people who live in our area. It is the first time that we have all worked together in this way and it gives us a unique opportunity to bring about positive and genuine improvement in health and social care delivery over the next five years.

Place-based plans

As our footprint covers a complex and large area we have agreed three defined geographical areas that will each lead on the development of place-based plans to deliver the STP, they are:

- Central Sussex and East Surrey Alliance - five CCGs including Brighton & Hove, High Weald Lewes Havens, Horsham & Mid Sussex, Crawley and East Surrey
- Coastal Care
- East Sussex Better Together

This means that each “place” will have a plan that meets their local health and social care needs. We will also be working across the footprint to identify areas where we can combine collective expertise and resources. Currently, we have identified three STP wide priorities across the area to develop and share the best models of care: -

- Urgent and emergency care
- Frailty
- Primary care

Each of the plans will build on existing engagement work with local stakeholders; including the public and patients and we will continue to engage and consult with the people living and working in the communities we serve as we look to shape and sustain our services for the future.

Meeting the challenge

This is a huge challenge however there is a pressing case for change. Many more people are living longer, there are more and better treatments available and this means that people want and need a different kind of care. Although most people get good care in the current system most of the time; services are not always good enough - for example people sometimes wait too long and we face challenges in recruiting staff.

At the same time, like many areas across the country, we are facing financial challenges too. Health and social care across East Surrey and Sussex has a budget of £4bn; without

change, potentially, we will be looking at a shortfall of £865m in our budgets by 2020-21. In addition, there are three organisations in the area in special measures or regulatory action.

As we approach the more difficult winter months it is essential that we ensure that we are offering the best and safest care for our population. In the short-term we are looking at making sure that there is enough hospital capacity to meet the increased need at this time of year. However, longer term, we know that our communities want us to develop a model of care that helps support people to live in their own homes and to access services closer to home when necessary and one that stops them becoming unwell in the first place.

Creating a better system for all, based on sustainable integrated person-centred care, could mean one of the most important social changes of our generation. It will have a profound impact on the health and well-being of society as a whole and our STP process provides us all with a unique opportunity that we must not miss.

The Trust has arranged a series of STP Team Talk briefings for staff and will continue the dialogue and sharing the content of the STP across the organisation. A full copy is available: <http://www.surreyandsussex.nhs.uk/about-us/about-the-trust/stp/>

1.2 Developing People – Improving Care: A national framework for action on improvement and leadership development in NHS-funded services

A national leadership framework which has been co-developed by the Care Quality Commission, Department of Health, Health Education England, Local Government Association, NHS Clinical Commissioners, NHS Confederation, NHS England, NHS Improvement, NHS Leadership Academy, NHS Providers, NICE, Public Health England and Skills for Care and been recently launched.

Changing demands on health and care services are creating different development needs among staff in NHS-funded services across England. We want to equip and encourage staff to deliver continuous improvement in local health and care systems and gain pride and joy from their work.

The vision is for team leaders at every level of the NHS to develop improvement and leadership capabilities among their staff and themselves which will help protect and improve services for patients in the short term and for the next 20 years.

The framework focuses on helping NHS and social care staff to develop four critical capabilities:

- **systems leadership** for staff who are working with partners in other local services on 'joining up' local health and care systems for their communities
- **established quality improvement methods** that draw on staff and service users' knowledge and experience to improve service quality and efficiency
- **inclusive and compassionate leadership**, so that all staff are listened to, understood and supported, and that leaders at every level of the health system truly reflect the talents and diversity of people working in the system and the communities they serve
- **talent management** to support NHS-funded services to fill senior current vacancies and future leadership pipelines with the right numbers of diverse, appropriately developed people

Full details of the framework are available at:

<https://improvement.nhs.uk/resources/developing-people-improving-care/>

2. Local Issues

2.1 Trust hosted recent visits from Department of Health Permanent Secretary and a national Broadcaster

On Friday 9th December I was delighted to welcome Chris Wormald, Permanent Secretary, from the Department of Health, to SASH and pleased for individuals and teams from across SASH to have the opportunity to speak to him about the SASH+ transformation work that they have been involved in.

It was great, to hear the enthusiasm and commitment to the developments and improvements that many members of staff have each contributed to and put in practise as a result of the rapid process improvement workshops (RPIWs) they have been part of. It was also an opportunity to share the importance that change makes to the high quality care that we provide to our patients and share staff achievements and successes, both at the round table discussion and also the walk around East Surrey Hospital and the East Surrey Macmillan Cancer Support Centre. Chris really valued his time at SASH and he has asked me to pass on his thanks to everyone involved.

This visit follows on from a similar visit on 30th November from broadcaster and commenter, Roy Lilley. I was delighted to read in his regular blog just what a positive impression he has of the people he met, our SASH+ successes and of SASH. My thanks to all our staff that made this possible.

2.2 Unprecedented demand on emergency department led to BBC Radio Interview

In a week that has seen unprecedented demand on our emergency department with a high number of very ill people, especially children; on behalf of the Board I want to thank each member of staff you for your hard work and commitment. I know that the challenges faced in ED during busy times are not just felt by the ED team but also by everyone across the hospital as we ensure that every patient is given the best care we can. Thank you to you all. I also know that the pressure and challenges we face are mirrored in every hospital, community, mental health and social care provider up and down the country.

In recognition of this pressure and the challenges we all face I accepted an invitation to take part in an interview on the BBC Radio 4 Today programme on 7th December. I was able to highlight that the unprecedented pressures we are all experiencing affects more than our emergency departments and that everyone in the NHS and social care is working extremely hard to care for patients and to support them with their ongoing care needs when they are well enough to leave hospital.

3. Recommendation

The Board is asked to note the report and consider any impacts on the trusts strategic direction.

**Michael Wilson CBE
Chief Executive
December 2016**