

<b>TRUST BOARD IN PUBLIC</b>		<b>Date: 25<sup>th</sup> February 2016</b>	
		<b>Agenda Item: 1.6</b>	
<b>REPORT TITLE:</b>		CHIEF EXECUTIVE'S REPORT	
<b>EXECUTIVE SPONSOR:</b>		Michael Wilson Chief Executive	
<b>REPORT AUTHOR (s):</b>		Gillian Francis-Musanu Director of Corporate Affairs	
<b>REPORT DISCUSSED PREVIOUSLY:</b> (name of sub-committee/group & date)		N/A	
<b>Action Required:</b>			
<b>Approval ( )</b>	<b>Discussion (√)</b>	<b>Assurance (√)</b>	
<b>Purpose of Report:</b>			
To ensure the Board are aware of current and new requirements from a national and local perspective and to discuss any impact on the Trusts strategic direction.			
<b>Summary of key issues</b>			
<b>National:</b>			
<ul style="list-style-type: none"> <li>Implementing the Forward View: Supporting Providers to Deliver</li> <li>2015 National Staff Survey Results</li> </ul>			
Local:			
<ul style="list-style-type: none"> <li>Visit of local MP</li> <li>Health Education England Film Crew</li> </ul>			
<b>Recommendation:</b>			
The Board is asked to note the report and consider any impacts on the trusts strategic direction.			
<b>Relationship to Trust Strategic Objectives &amp; Assurance Framework:</b>			
<b>SO5: Well led: Become an employer of choice and deliver financial and clinical sustainability around a clinical leadership model</b>			
<b>Corporate Impact Assessment:</b>			
<b>Legal and regulatory impact</b>	Ensures the Board are aware of current and new requirements.		
<b>Financial impact</b>	N/A		
<b>Patient Experience/Engagement</b>	Highlights national requirements in place to improve patient experience.		
<b>Risk &amp; Performance Management</b>	Identifies possible future strategic risks which the Board should consider		
<b>NHS Constitution/Equality &amp; Diversity/Communication</b>	Includes where relevant an update on the NHS Constitution and compliance with Equality Legislation		
<b>Attachment: N/A</b>			

## TRUST BOARD REPORT – 25<sup>th</sup> February 2016 CHIEF EXECUTIVE'S REPORT

### 1. National Issues

#### 1.1 Implementing the Forward View: Supporting Providers to Deliver

On 11<sup>th</sup> February 2016, NHS Improvement launched a report setting out the task and clear expectations of what needs to be delivered by NHS provider organisations. It brings together all the key requirements of the Forward View into one document, for the first time, while providing links to the detail. It also shows how NHS Improvement and arm's length bodies will provide support.

The report also highlights the key priorities for NHS provider organisations in delivering high quality health and care this year and beyond. The report is part of a series of planned roadmaps that draw on messages from the NHS shared planning guidance, and set out the key priorities for the organisations responsible for delivering high quality health and care this year and beyond.

Each roadmap reflects a shared vision for the health and care sector as set out in the Five Year Forward View about the challenges ahead, and the choices faced about the kind of health and care service we want and need in 2020.

The report:

- outlines the challenges and changes ahead
- describes a coherent set of activities for NHS providers in the coming years
- shows how providers across the country are beginning to deliver these
- outlines the support providers can expect from NHS Improvement

In summary report notes the challenge facing providers to 2020 is to deliver patient care of outstanding quality, regain NHS Constitution access standards, return to financial balance and eliminate unwarranted variation across all these areas, while at the same time making the transformation needed to ensure long-term sustainability. Getting the 'quality, access, finance' triangle right while transforming care adds up to an ambitious and stretching task. Provider boards will need clear strategies for achieving it, using the local Sustainability and Transformation Planning process to plan elements needing action across local health systems. Providers will also need to develop a new partnership with patients and their families.

**Quality:** The vision for 2020 is that the vast majority of NHS providers will have an 'Outstanding' or 'Good' CQC rating and no trusts will be in special measures. At the same time, all providers will have to make improvements specified by national taskforces in the priority areas of cancer, mental health, maternity, dementia, and urgent and emergency care. They will also have made significant progress in eliminating unwarranted variation in clinical performance. Patient safety will have to consistently improve and all providers will be required to deliver seven-day services in line with the priority clinical standards.

**Access:** The vision is that by 2020 all NHS providers will be delivering the agreed NHS Constitution access standards for urgent and emergency care, elective care and cancer care, and be meeting the new access standards for mental health services. Providers' recovery plans will need to include measures such as better demand and capacity planning, better use of better quality data, better operational management within providers and across local systems, and improved referral management, responding to patient choice.

**Finance:** The vision for 2020 is that all NHS providers will have balanced their books and released significant efficiency savings, maximising value for patients and improving the quality of care. Fortunately, quality and efficiency are two sides of the same coin in healthcare. To start with, providers will need to achieve the best possible outturn position in 2015/16 and develop a plan for 2016/17 based on agreed control totals. Providers are expected to become less reliant on temporary staff by sticking to recent guidance on agency staff controls.

Acute trusts will need to plan to achieve the savings of up to 10% of their expenditure identified in Lord Carter's recent report. All providers may need to take action to release the value in surplus NHS estate: for example, by co-locating primary and secondary care where possible.

**Transformation for sustainability:** The vision for 2020 is of providers joining up with other organisations to transform services in ways that best meet the needs of their local population. Providers will drive a shift of emphasis in NHS financial, regulatory and performance management processes from individual organisation performance to the performance of whole local health and care systems, recognising that the success of individual organisations remains important.

NHS Improvement and NHS England will support this shift by increasingly engaging jointly with local health and care economies, encouraging joint planning and collaboration across boundaries. All local health and care systems will need clear plans to move to new care models – such as the five the sector is currently testing – and to reconfigure services where required. Providers will play a big part in developing these plans, and a more prominent role in prevention, early intervention and improving life expectancy.

As a Trust we will review the key requirements and ensure these are incorporated into our plans and strategic direction.

A full copy of the report is available at:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/499664/Summary\\_provider\\_roadmap\\_11feb.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/499664/Summary_provider_roadmap_11feb.pdf)

## 1.2 2015 National Staff Survey Results

We have received the headline results from the 2015 National Staff Survey. Our response rate this year was 62% which is an improvement on the previous year (56 %). We have continued to increase our staff engagement score year on year for the past five years and both our response rate and staff engagement scores are in the top 20% nationally for 2015.

The Survey is based on 32 Key Findings – of these we are placed in the top 20% nationally for 17. This is a positive and fantastic achievement and shows how we continue to develop as an organisation.

Among our top scores staff told us that they:

- would recommend the Trust as a place to work and or receive treatment;
- are satisfied with the quality of work and patient care that we deliver;
- are motivated at work;
- are recognised and valued by colleagues and managers;
- recognise good team working
- are satisfied with the resourcing and support they receive
- feel confident in reporting unsafe clinical practice

- recognise the effective use of patient and user feedback.
- feel that management were interested in their health and well-being

The results also show that issues of work related stress at SaSH were lower than the national average.

These are all indicators we are proud of, however we recognise there are other areas we need to focus on to ensure a positive experience for all staff. These include managing violent or abusive interactions with patients, parents and visitors and staff confidence in reporting such issues.

Whilst the quality of appraisals scored in the top 20% nationally, the quantity was in the lowest quartile and we need to ensure that all staff have undertaken an appraisal in line with the Achievement Review schedule which is commencing in April.

We will now undertake more detailed analysis of the results and develop action plans to deal with issues you have raised and present a more detailed report to the Board in the next couple of months.

## **2. Local Issues**

### **2.1 Visit of Local MP**

On Friday 5<sup>th</sup> February East Surrey MP Sam Gyimah came to see our new expanded and improved Surrey and Sussex Heart Centre and our cancer support centre. Sam was impressed to see our growing health campus and the increasing number of facilities and support we can offer to people closer to home.

### **2.2 Health Education England Film Crew**

We recently had a film crew from Health Education England at the Trust who interviewed one of our physician associates, Moni Choudhury. HEE are producing a series of short films to highlight the variety of health roles across the country and SASH is great example of a trust using physician associates (PAs). Our 12 PAs are invaluable in helping us to support clinical staff and enhance patient care. More details will be available once the videos are published.

## **3. Recommendation**

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

**Michael Wilson**  
**Chief Executive**  
**25<sup>th</sup> February 2016**