

TRUST BOARD IN PUBLIC		Date: 30th November 2017	
		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 Laura Warren Head of Communications	
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"> • Revision of the Single Oversight Framework 			
Local:			
<ul style="list-style-type: none"> • SASH Star Awards 2017 • Hot Topic Event – Dementia Care • Dementia Friends – numbers continue to grow • Service of remembrance • Children's isolation room makeover • Let's talk – Strategy 			
Recommendation:			
The Board is asked to note the report and consider any impact on the trusts strategic direction.			
Relationship to Trust Strategic Objectives & Assurance Framework:			
SO5: Well led - To be a high quality employer of choice and deliver financial and clinical sustainability around a patient centred, clinically led leadership 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 – 30th November 2017 CHIEF EXECUTIVE’S REPORT

1. National/Regional Issues

1.1 Revision of the Single Oversight Framework

NHS Improvement is responsible for overseeing NHS foundation trusts, NHS trusts and independent healthcare providers. We support these providers to give patients safe, high quality, compassionate care within local health systems that are financially sustainable.

NHSi strategic objectives set out their overarching aims for the trust sector across five themes:

Theme	Aim
Quality of care (safe, effective, caring, responsive)	To continuously improve care quality, helping to create the safest, highest quality health and care service
Finance and use of resources	For the provider sector to balance its finances and improve its productivity
Operational performance	To maintain and improve performance against core standards
Strategic change	To ensure every area has a clinically, operationally and financially sustainable pattern of care
Leadership and improvement capability (well-led)	To build provider leadership and improvement capability to deliver sustainable services

By focusing on these five themes, in 2017/18 NHSi aims to:

- help more providers achieve CQC ‘good’ or ‘outstanding’ ratings
- reduce the number of providers in special measures for quality
- help the sector achieve aggregate financial balance
- improve provider productivity
- help providers meet NHS Constitution standards, with a particular focus on the aggregate accident and emergency (A&E) standard.

The first version of the SOF was published in September 2016. This version has recently been updated to improve the structure and presentation of the document, and to clarify certain processes and definitions. These changes are based on feedback and lessons learned from the first year of operating the SOF.

A small number of changes have been made to the information and metrics that NHSi use to assess providers’ performance under each theme, and the indicators that trigger consideration of a potential support need. These updates reflect changes in national policy and standards, other regulatory frameworks and the quality of performance data, to ensure that oversight activities are consistent and aligned.

Table 1: Summary of changes to indicators and triggers monitored under each theme

Changes	Rationale
Quality of care	
+ Added <i>Escherichia coli</i> (<i>E. coli</i>) bacteraemia bloodstream infection (BSI) rates to quality indicators	New national commitment to reduce healthcare associated Gram-negative bloodstream infections by 50% by 2021
+ Added Meticillin-sensitive <i>Staphylococcus aureus</i> (MSSA) rates to quality indicators	Existing national priority to reduce rates, which are currently rising
- Removed Aggressive cost reduction plans metric from list of quality indicators	No specific metric available to track this.
- Removed Hospital standardised mortality ratio – weekend (Doctor Foster Intelligence) from list of quality indicators for acute providers	Indicator not yet sufficiently developed to inform identification of support needs
- Removed Emergency readmission rates from list of quality indicators for acute providers	No validated national metric available
Finance and use of resources	
+ Added Reference to new Use of Resources (UoR) framework, with explanation of how UoR assessments will be used under the SOF	To ensure consistency across oversight frameworks
Operational performance	
+ Added Dementia assessment and referral standards for acute providers	To maintain focus on existing national priority
+ Added Reduction of inappropriate adult mental health out-of-area placements as standard for mental health providers	New national priority to eliminate inappropriate out-of-area placements by 2021

Changes	Rationale
<p>- Removed Patients requiring acute care who received a gatekeeping assessment as standard for mental health providers</p>	<p>No longer considered a useful indicator of performance. New metric being developed</p>
<p>~ Amended <i>Data Quality Maturity Index (DQMI)</i> - Mental Health Services Data Set (MHSDS) Data score replaces previous standards for submitting 'priority' and 'identifier' metrics to MHSDS</p>	<p>Original measure of complete and valid metrics in the monthly Mental Health Services Data Set submissions not supported by NHS Digital.</p>
<p>~ Amended Where relevant, we will use performance against the national standard rather than Sustainability and Transformation Fund (STF) trajectories as the trigger of potential support needs in relation to operational performance standards</p>	<p>Consideration of support needs should be based on absolute performance. Progress against trajectories can be taken into account when confirming whether there is an actual support needs, and what form the support should take.</p>
<p>~ Amended Ambulance response time standards</p>	<p>Updated to reflect the new standards, indicators and measures that have been introduced for ambulance providers through the Ambulance Response Programme</p>
<p>Strategic change</p>	
<p>+ Added We will review the assessment of system-wide leadership in relevant sustainability and transformation partnership (STP) ratings when considering providers' performance under this theme.</p>	<p>To reflect developments in national policy regarding STPs</p>
<p>Leadership and improvement capability</p>	
<p>+ Added Reference to NHS Improvement and CQC's new, fully joint well-led framework and guidance on developmental reviews</p>	<p>To ensure consistency across oversight frameworks</p>

NHSi recognise that the challenges facing the health and care system require a joined-up approach and increased partnership between national bodies. They are committed to working more closely with the Care Quality Commission (CQC), NHS England and other partners at national, regional and local levels to ensure their activities are aligned.

The full document is available at:

https://improvement.nhs.uk/uploads/documents/Single_Oversight_Framework_update_Nov_2017_v2.pdf

2. Local Issues

2.1 SASH Star Awards 2017

The commitment and dedication of individuals and teams and the high quality care they provide to our patients was celebrated at our annual SASH Star Awards event held on 9 November.

The evening recognised the work of nurses, therapists, doctors, support staff and volunteers across SASH with awards presented in ten categories along with a number of long service honours for staff ranging from 20 – 45 years' service.

Every day I see the difference that individuals and teams make to the people we care for. I am incredibly proud of their professionalism, commitment and hard work and delighted that we were able to celebrate their achievements.

2.2 Hot Topic Event – Dementia Care

Dementia care at SASH was the subject of our recent Hot Topic event earlier this month. Hosted by Chris O'Connor, consultant nurse for dementia and older people, with support from Dr Natalie Broomhead, clinical lead for elderly care medicine; Dr Iain Wilkinson consultant orthogeriatrician and occupational therapy rehabilitation assistants, Warren Filmer; Luciana Condrat and Lucie Ward outlined the types of dementia and each detailed their shared role in caring for patients with dementia and the many ways we support them and their carers during their recovery.

Attending the event were some of our governors, members, patients, local stakeholders and our staff. It is estimated that 850,000 people are living with dementia in the UK and our dementia strategy, launched this year, details our continued improvements in dementia care as we work to become a dementia friendly organisation.

Sue Bass, who cares for her husband, and who spoke at our last Board meeting, also spoke at the event about her experience as a carer. Sue was joined by Alison, who is living with dementia following a recent diagnosis who gave further insight into living with dementia.

The evening was a great success with many people taking the opportunity to ask questions and speak to the team. Thanks go our guests and hosts and to the communications team who organised the event.

2.3 Dementia Friends – numbers continue to grow

This month saw the number of Dementia Friends at SASH reach over 2,000 - including members of staff, volunteers from across the organisation (including board members) who have completed the Alzheimer's Society Dementia Friends Awareness Sessions, which have been running at SASH since May 2016.

The sessions are led by Chris O'Connor, consultant nurse for dementia and older people, supported by a number of other champions who now deliver the sessions in their own areas as well as at our induction training for new members of staff.

The sessions highlight what it is like to live with dementia and how we can use this learning in the way we care for patients affected. People living with dementia and their carers have said how reassured they feel to see so many staff from across the organisation who wear their dementia friends badges.

Members of the public would like to find out more about dementia or attend a dementia friends session can find out more at: <https://www.dementiafriends.org.uk/>

2.4 Service of remembrance

Our bi-annual service of remembrance took place on 25 November. Organised by Elaine Edwards, lead nurse for palliative and end of life care and Vlada Rakin, hospital chaplain, and supported by The Brigette Trust, a local bereavement support charity, the remembrance service commemorates the lives of people who have died whilst in hospital.

Relatives and friends of those who have recently passed away are invited to attend a special non-denominational service, held in the Atrium of the Post Graduate Education Centre, to remember loved ones through readings and music. They are also given the option to lay a flower or pebble in the chapel as a token of remembrance.

The service was well received by guests who value the opportunity the quiet time to reflect on memories that are personal to them and to meet others who understand what it is to lose someone they love.

2.5 Children's isolation room makeover

George and the Giant Pledge is a fundraiser set up by the parents of George Woodall, aged 5, who is an oncology patient. Having been diagnosed with cancer in January he, like many other young local oncology patients, experiences post-chemotherapy infections and complications and is cared for by our children's team.

George's parents Vicki and James, through their fundraising efforts made a generous donation to Momentum charity to decorate and refurbish one of the isolation rooms in our children's ward and provide a more colourful room for very poorly children to stay in during their time with us. I was pleased to have the chance to meet George and his Mum and Dad and to thank them for helping to make a difference to the children we care for.

2.6 Let's talk – Strategy

SASH continues to evolve as an organisation and with our changing workforce and increasing demands on the care we provide, it is time to refresh our Trust strategy to reflect these changes.

To help us ensure that our strategy reflects the suggestions and views of our staff we have introduced Let's talk sessions. Running from this month, myself and members of the executive team join team meetings across the organisation to hear about what staff think about what we do well, what we need to do better and how

we need to shape things for the future to ensure that we continue to deliver high quality care to local people.

The meetings have given me a refreshing insight into the thoughts, views and suggestions of a wide range of staff and their commitment to people we care for.

3. Recommendation

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

Michael Wilson CBE
Chief Executive
November 2017