



Trust Board Meeting 01 October 2015

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| Title of the paper: | Chief Executive's report | | |
| Agenda item: | 08/30 | | |
| Lead Executive: | Jac Kelly, Chief Executive | | |
| Trust objective: | Tick as appropriate: <input checked="" type="checkbox"/> Achieving continuous improvement in the quality of patient care that we provide and the delivery of service performance across all areas; <input checked="" type="checkbox"/> Setting out our future clinical strategy through clinical leadership in partnership and with whole system working; <input checked="" type="checkbox"/> Creating a clear and credible long term financial strategy. | | |
| Purpose: | The aim of this paper is to update the Board on national and local announcements and activities. | | |
| Previously discussed and date for further review: | | | |
| Committee | | Date | |
| Trust Leadership Executive Committee | | N/A | |
| Committee | | N/A | |
| Benefits to patients and patient safety implications Increases the level of openness and transparency. | | | |
| Risk implications for the Trust N/A | | Mitigating actions (controls) N/A | |
| Links to Board Assurance Framework, CQC outcomes, statutory requirements N/A | | | |
| Legal implications (if applicable) N/A | | | |
| Financial implications (if applicable) N/A | | | |
| Recommendations (delete as appropriate) The Board is asked to note this report. | | | |

Trust Board Meeting – 01 October 2015

Chief Executive's report

Presented by: Jac Kelly, Chief Executive

1. Purpose

- 1.1. This report is to provide an update on key national and local announcements and activities.

2. National

Care Quality Commission inspection

- 2.1. I am disappointed to report that the Trust has been placed in special measures following the publication of the Care Quality Commission (CQC) report into our three hospitals. The CQC conducted these inspections in April this year.
- 2.2. Special measures are designed to aid service improvement by providing help and support where it is most needed.
- 2.3. The report highlighted a number of areas of outstanding practice, as well as those that required significant improvement. I am confident that the energy and focus of staff in continuing to deliver improvements that are already making a difference for patients, together with the support we will receive through special measures, means we will progress even faster.
- 2.4. A fuller report on what this means for the Trust will be discussed under a separate item on the Board meeting agenda.
- 2.5. If you would like to see the final published report, please go to the CQC website www.cqc.org.uk.

Reduced death rates: among best in country

- 2.6. The Trust has recently been recognised as one of just 17 hospitals in England to have a 'lower than expected' mortality rate. This means the Trust has moved from being in the worst 10% of hospitals in this country to being in the company of a small group of some of the best hospitals.
- 2.7. The figures, announced by the Government's Health & Social Information Centre, compared the number of patients that died in a hospital in 2014 with the number that would be expected to do so.
- 2.8. The report, which covers 137 hospitals nationally, shows that the Trust is in the best performing group. Eleven trusts had a 'higher than expected' mortality rate, with the remaining 109 having an 'expected' rate.

- 2.9. Clearly, this is extremely good news for our patients and demonstrates the work undertaken to improve patient safety in our hospitals and, in particular, the investment in additional consultants to allow a greater proportion of care for patients to be directly supervised by consultants.

Supporting National Transplant Week

- 2.10. The Trust's Organ Donation Committee supported National Transplant Week in September with displays in the main entrance and the Spice of Life restaurant at Watford Hospital. This event aimed to promote organ donation by offering information to patients, staff, visitors and volunteers and answering any questions they may have.
- 2.11. This year's campaign encouraged people to use National Transplant Week as the '7 days to say I do' encouraging people to have a conversation with their family and friends to say 'Yes I donate' and show their support for organ donation.
- 2.12. The Trust's Organ Donation Committee also launched a new internal intranet page to help staff across our hospitals to understand more about organ donation.
- 2.13. For more information on organ donation please visit the NHS Choices on www.nhs.uk/conditions/organ-donation.

3. Local

Changes to hip fracture treatment

- 3.1 Following the results of an audit in 2013 into the number of deaths within 30 days of a patient being treated for a fractured neck of femur, the Trust's orthopaedic team introduced a number of measures which have revolutionised the care provided to patients. These included the establishment of a dedicated hip fracture unit, an increase in the use of spinal anaesthesia, the employment of a dedicated nurse specialist and the introduction of an out-of-hours outreach service to support patients post operatively.
- 3.2 Patients admitted to hospital with fractured neck of femur or hip fracture, are often seriously ill, elderly and frail, resulting in poor outcomes.
- 3.3 I'm delighted to report that these measures have resulted in the mortality rates for patients with neck of femur fractures reducing from 12% in 2012/13 to 5.4% in 2014/15
- 3.4 Congratulations to our orthopaedic team for this fantastic work which has been shortlisted by the Health Service Journal for an award under the category of 'patient safety'. The winners will be announced on the 18 November 2015 at the Grosvenor House Hotel, London

AGM and Celebrating Excellence Staff Awards

- 3.5 I'm pleased to report that around 150 patients, staff, volunteers and members of the public gathered on Thursday 3 September 2015 for the Trust's combined Annual General Meeting and staff awards ceremony.
- 3.6 Our Annual Report, Annual Accounts and Quality Account were also published on 03 September 2015. These reports are available by visiting our website www.westhertshospitals.nhs.uk/annualreport.

- 3.7 Our Chair, Mahdi Hasan thanked the award winners for their hard work and commitment to the Trust and presented them with a prize and a certificate and.
- 3.8 I am pleased to announce that the winner of our September Celebrating Excellence Staff Award was Nata Ogoola, a midwife in our delivery suite. Nata was nominated by a very happy new mum who described her as a “ray of sunshine”.
- 3.9 I would encourage everyone to nominate a member of staff who they think has gone above and beyond the call of duty. The easiest way to do it is online via our website (www.westhertshospitals.nhs.uk/award). Nomination forms are also available on wards and in clinics across our hospital sites.

Outstanding volunteer receives award from the Prime Minister

- 3.10 Congratulations to Colin Stodel, a volunteer in our hospitals who has received the ‘Point of Light’ award from the Prime Minister. The award scheme recognises outstanding individual volunteers who are making a change in their community.
- 3.11 Colin is a longstanding volunteer on the Acute Admissions Unit (AAU) at Watford Hospital and is regularly shadowed by new volunteers starting in the AAU.
- 3.12 The ‘Point of Light’ award has been developed in partnership with the hugely successful Point of Light programme in the USA which was established by President George H. W. Bush.

The ‘perfect’ ward

- 3.13 The Trust has started a new programme of work which is looking at tackling some of the biggest challenges on its hospital wards. This programme is called the “perfect” ward”.
- 3.14 Staff have been asked for their thoughts on small changes that can be introduced which would make a big difference to how they work together to provide better care.
- 3.15 These improvements include changes to the time and location of ward rounds to improve communication between teams, increasing the number of volunteers working on wards, offering training to Healthcare Assistants on nutrition and physiotherapy and a number of measures to de-clutter wards.
- 3.16 These small changes can go a long way to improving things for patients and our staff and I look forward to updating you on this important programme over the coming months.
- 3.17 **Improving staff facilities**
- 3.18 Last year’s results of the National Staff Survey showed that our staff were keen to have better working facilities. In response, the Trust has consider what it might do to make improvements and developed a programme of work, which has already resulted in a number of changes being made.
- 3.19 The improvements include the creation of staff rest areas and a staff garden at Watford Hospital, the installation of water coolers and vending machines across all three hospitals and a pilot scheme to offer a cold food trolley service to staff in some key clinical areas, such as theatres, where staff are unable to get out to the restaurant.

- 3.20 There are also plans in place to create additional storage areas for clinical and domestic waste, which will free up space on the wards and make the working environment better for staff, as well as more pleasant for patients.

Changes to the Board

4. Recommendation

- 4.1 The Board is asked to note the report.

Jac Kelly
Chief Executive

October 2015