

Trust Board Meeting  
01 December 2016

<b>Title of the paper:</b>	Chief Executive Report	
<b>Agenda item:</b>	08/43	
<b>Lead Executive:</b>	Katie Fisher, Chief Executive	
<b>Author:</b>	Jean Hickman, Trust Secretary	
<b>Trust aims :</b>	Double click on the box to mark as appropriate: <input checked="" type="checkbox"/> To deliver the best quality care for our patients <input checked="" type="checkbox"/> To be a great place to work and learn <input checked="" type="checkbox"/> To improve our finances <input checked="" type="checkbox"/> To develop a strategy for the future	
<b>Purpose:</b>	The aim of this paper is to provide an update on items of national and local interest/relevance to the Board.	
<b>Link to Board Assurance Framework (BAF)</b>	All	
<b>Previously discussed:</b>		
<b>Committee</b>		<b>Date</b>
Trust Executive Committee		23/11/2016
<b>Benefits to patients and patient safety implications</b>		
<b>Recommendations</b>		
The Board is asked to note the report.		



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Trust Board Meeting – 01 December 2016

**Chief Executive's report**

Presented by: Katie Fisher, Chief Executive

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**1. PURPOSE**

- 1.1. The aim of this paper is to provide an update on items of national and local interest/relevance to the Board.

**2. LOCAL NEWS AND DEVELOPMENTS**

**Sustainability and Transformation Plan**

- 2.1. Partners across Hertfordshire and West Essex submitted a Sustainability and Transformation Plan (STP) within the national deadline of 21 October 2016. The plan aims to tackle the fundamental issues facing the local health and care system, resulting in an affordable, high quality service that is effective in meeting the needs of the local population into the future.
- 2.2. The submission focuses around four major initiatives to transform the way health and care services will be delivered to the population. These are:
- Prevention and self-care
  - Community and primary care
  - Acute services
  - Bridging the financial challenge
- 2.3. The Trust is starting a programme as part of its STP, in conjunction with East & North Herts, and Princess Alexandra hospitals to look at sharing best practices, with a view to reducing variation, learning from each other and being more efficient.

**New access road**

- 2.4. On 16 November 2016 the new access road to and from Watford hospital called 'Thomas Sawyer Way' opened to staff and the general public. From that time, the previous access route via Vicarage Road is only open for dropping patients off, disabled parking and for staff accessing specific car parks.
- 2.5. All patients with planned appointments were sent a letter to advise them of the changes and there has been additional communications to raise awareness about the new road, both internally and externally.
- 2.6. To manage any initial teething problems over the first few weeks, additional car parking staff have been on site to ensure staff and patients gets to the right place. Herts Highways have also unveiled new signage across the town that will help guide people to the right entrance when approaching the hospital.
- 2.7. The new road will help to improve the speed that emergency vehicles can access A&E. Over time it will also help to improve the flow of traffic on the roads surrounding the hospital and around Watford.

## **Watford Health Campus**

- 2.8. The High Court found in favour of Watford Council on 02 November 2016 in the judicial review over the future of the Farm Terrace allotments. The land that the allotments will now be included as part of the Watford Health Campus development.

### **New pathway for pregnancy emergency**

- 2.9. A three month trial was launched in early September to provide a new service to women with concerns about their pregnancies and gynaecological issues. The new gynaecology ambulatory care unit aims to prevent admissions and shorten the lengthen of stay by offering patients an on-the-spot assessment by a clinician, including scans and blood tests.
- 2.10. The new unit is open between 8am to 8pm on a Monday to Friday and is co-located with Elizabeth ward on level 1 of the Women's and Children's building at Watford Hospital.
- 2.11. At the end of the trial period, outcomes will be audited to see if the service has been effective in its aims.

## **OPERATIONAL UPDATES**

### **Agency self certification**

- 2.12. New guidance has been published by NHS Improvement (NHSI) which sets out additional requirements regarding agency spending. The new requirements include increased reporting, Chief Executive sign off on all shifts by individuals over a threshold of £120 per hour, any framework overrides above the price cap and new regulation around the signing of contracts with agencies.
- 2.13. The Trust has undertaken a self checklist in relation to compliance against the new guidance which concluded that overall good processes to management temporary staffing costs were in place. However, the checklist offered an opportunity to consider further improvements which are being implemented.

### **Flu vaccination programme**

- 2.14. The Trust continues to actively encourage staff to have a flu vaccination by offering daily drop-in sessions and going out to staff in areas where it is difficult to leave their posts.
- 2.15. A video has also been produced to highlight the importance of the vaccination.

### **Emergency preparedness**

- 2.16. The Trust has received confirmation from the local health resilience panel that it has met the assurance of all emergency planning and resilience requirements in line with the core standards and has achieved a confirmed rating of fully compliant.

### **New visible leadership programme**

- 2.17. A new visible leadership programme will begin from January 2017 to provide an opportunity for the senior leadership team and Non Executive Directors to visit areas of the Trust on a regular basis in order to provide assurance to staff, convey key messages and provide an opportunity for two-way communication.
- 2.18. The programme will be managed by the Communication Team and all services, clinical and non-clinical, across the three hospitals will be visited on a regular basis.

## **ICT transformation plan**

- 2.19. Wi-Fi is now available across all parts of Watford hospital with work continuing to make it fully available at Hemel Hempstead and St Albans by the end of November 2016.
- 2.20. In December 2016, shared drives will be migrated to off site data centres to resolve capacity issues. Further improvements are planned for 2017, including improvements to IT network connections and the roll out of new computers. Work is also ongoing to bring the digital world to the Trust's analogue telephone system and upgrading it to enable staff to send voice messages by email.

## **NHS staff survey**

- 2.21. The NHS staff survey is the largest survey of staff opinion in the UK. Each year NHS staff are offered the opportunity to give their views on their experience at work on questions grouped into four key areas namely:
- Appraisal and development
  - Health and wellbeing
  - Staff engagement and involvement
  - Raising concerns
- 2.22. Trust staff have received their survey either electronically and in paper copy dependent upon their role and have been actively encouraged to complete the survey as an opportunity to share their views about their job and the NHS.
- 2.23. Results of the staff survey are used both nationally and in the Trust to improve care for patients and working conditions for staff. As a result of last year's survey, the Trust has made a number of improvements to the working lives of staff, including improved and re-launched the e-learning platform to allow staff to complete their mandatory training from work or home, eased staffing pressures by reducing the band 5 nurse vacancy rate (from nearly 33% to below 7% in April 2016) and strengthened risk management processes.
- 2.24. The survey will be open until 02 December 2016 and is hosted by an external organisation, who anonymise the data before providing reports to the Trust.

## **Health roster system**

- 2.25. The Trust's health roster system will be updated on 28 November 2016. This will provide managers with full online access to staffing rotas, annual leave and other absences and enable paperless workforce management.

## **Medicine management**

- 2.26. The Trust has reported a reduction in the rate of missed medicine doses from 8.3% in October 2014 to 5.4% in August 2016.

## **Sentinel Stroke National Audit Programme**

- 2.27. The stroke service was assessed in April to July 2016 at a level A in the Sentinel Stroke National Audit Programme for achieving over 90% across the 10 assessed domains.

## **3. NATIONAL NEWS**

### **Financial performance**

- 3.1. The number of trusts reporting a year-to-date deficit at the end of the second quarter of 2016/17 was 142. This is 11 fewer than in the first quarter of the year and 40 fewer than this time last year. Providers made £1.2 billion of savings through cost improvement programmes, reducing total year-to-date expenditure by 2.9%.

- 3.2. Measures to curb excessive agency spend are also having an impact. Two thirds of NHS providers are saying that their agency controls have enabled them to save money. NHS providers estimate that they are on course to reduce their agency costs by around £900 million this year.
- 3.3. Financial performance shows providers to be on track to record a year-to-date deficit of £648 million in the first half of the year – just £22 million worse than planned – on an operating revenue of around £39 billion.
- 3.4. It is estimated that the NHS deficit could be brought down to £580 million if providers met their savings targets in full over the remaining half of the year.

### **Operational performance**

- 3.5. There has been a second successive quarter of positive financial performance despite continued unprecedented growth in demand for NHS services. Major accident and emergency departments saw a 4.1% rise in admissions, while bed availability continued to be an issue, with a 34.8% increase in bed days lost because of delayed transfers of care, compared with this time last year.
- 3.6. This increase in demand, at the same time as difficulty transferring patients into more appropriate forms of care, is severely hampering performance within the NHS. Despite this, 89.74% of the 5.44 million patients that attended an A&E department in Q2 were treated, admitted or discharged within four hours, an improvement on the performance in the first quarter of 2016/17.
- 3.7. Ambulance services have been suffering from similar increases in demand. There has been a 9.9% rise in the number of Red 1 (time-critical) calls received in the second quarter of 2016/17, and a 14.1% rise in the number of calls rated Red 2 (life threatening). This has been a significant factor in the ambulance services failing to meet any of the key response times during this quarter.
- 3.8. Sustained demand for emergency inpatient care has, when coupled with junior doctors strikes, led to the waiting list reaching its highest recorded level of 3.51 million.

## **4. COMMUNICATIONS UPDATE**

### **Media**

- 4.1. As expected the opening of the new hospital road created a lot of interest in the local media. This marks the end of the first phase of the Watford Health Campus scheme. The opening of the new road has been covered by lots of media outlets including the Watford Observer and the St Albans and Harpenden Review.
- 4.2. Please find some of other stories covered during October below:
  - Elected Mayor, Dorothy Thornhill tells [The St Albans Review](#) that redeveloping Watford General is both a credible and realistic plan
  - The [Hemel Hempstead Gazette](#) reports that Great British Bake Off winner, Nadiya Hussain brightens sick kids' day after visiting the children's ward at Watford Hospital
  - The [Watford Observer](#) tells the public not to be alarmed with a major evacuation exercise taking place at Watford Hospital.
  - Further to a Freedom of Information (FOI) request from the Royal College of Midwives, it was reported [locally](#) and nationally that the Trust had the highest midwife agency costs out of the 46 trusts who responded the FOI request. A report in the Watford Observer included a statement from the Trust's Associate Director for Obstetrics and Midwifery which said how well the Trust was doing with recruitment which will lead to a saving of more than half a million pounds on agency midwives compared with 2015.

October 2016	Positive Coverage	Neutral Coverage	Negative Coverage	Rebuttals/not run
Number of news stories produced	28			
National Media Coverage	2	1	5	0
Local Media Coverage (Watford)	7	1	6	0
Local Media Coverage (Dacorum)	0	0	9	0
Local Media Coverage (St Albans)	7	0	6	0
Media Coverage (Other)	18	0	54	0
Letters coverage in media	0	3	0	0

#### 4.3. Social media:

<b>Social media: Twitter</b>	Followers	Posts	Likes	Retweets
<b>October 2016</b>				
Twitter	5431(gained 69 new followers since September)	55	160	116

A tweet “We have also purchased recliner chairs for relatives or friends of very ill patients so they can stay overnight by their bedside” received the most overall engagement over the month received 6 re-tweets and 18 likes.

The next most popular tweet was “Great to see our medical director having the flu jab. Why not follow him and become a flu fighter” – received two re-tweets and 13 likes. This tweet was seen 1,479 times on Twitter.



**West Herts Hospitals**

@WestHertsNHS

We have also purchased recliner chairs for relatives or friends of very ill pts so they can stay overnight by their bedside #improvement

11:31am - 22 Oct 2016 - TweetDeck

Social media: Facebook	Followers	Posts	Likes	Reach
<b>October 2016</b>				
Facebook	718 (gained 19 new followers since September)	10	119	3508

The most liked post on Facebook related to two members of staff, Phil Tallboy and Andrea Hone, winning staff member of the month – 38 people liked the post and it reached 660 people.

 **West Hertfordshire Hospitals NHS Trust** added 2 new photos.

Published by westhertsns@gmail.com [?] · 25 October at 12:28 · 🌐

Congratulations to our staff member of the month winners - Phil Tallboy and Andrea Hone. Well done on your awards.

Phil's nomination said: "Phil is always willing to go the extra mile whether it's collecting the patients from the ward or making them comfortable with a cup of tea."

Andrea's nomination said: "Andrea is an excellent team player who has gone an extra mile to make Winyard one of the best wards in terms of patient care and their overall experience. She is a fantastic colleague who is always there for you. Her mannerism is extremely pleasant. She has brought in practical changes to the ward including a new doctors' office to carry out their clinical work efficiently."






4.4. **Website:**

Number of unique visitors to our website	Month's Figure 16/17 37,238 Oct 2016	Month's Figure 15/16 34,694 Oct 2015	Total Quarter 1 (April – June)	Total Quarter 2 (July – Sept)	Total Quarter 3 (Oct – Dec)	Total Quarter 4 (Jan – March)	Total 16/17	Total 15/16
Total Page Views	432,776	417,45	1,122,98	1,134,54			2,257,526	2,164,363
Top 5 pages visited	*							
No of NHS Choices Positive Comments	6							
No of NHS Choices Negative Comments	3							

\* Apart from the home page, these were the most visited pages.

- Watford wards and departments
- Contact Us
- Travel information / parking
- Travel information / Watford
- Our services

4.5. **Internal Communications:**

	Month's Figures 16/17	Month's Figures 15/16	Total Quarter 1  (April – June)	Total Quarter 2  (July – Sept)	Total Quarter 3  (Oct – Dec)	Total Quarter 4  (Jan – March)	Total 16/17	Total 15/16	Target 16/17
Number of news stories shared with staff on intranet				5	4			0	4
Number of staff e-newsletters produced (e-update)				9	9				
Number of Team Briefing events				1	1				
Number of Team Briefs (payslip update)				3	1				
Number of Herts & Minds Newsletters				1	1				

4.6. **GP Liaison**

	Month's Figures  16/17	Month's Figures 15/16	Total Quarter 1  (April – June)	Total Quarter 2  (July – Sept)	Total Quarter 3  (Oct – Dec)	Total Quarter 4  (Jan – March)	Total  16/17	Total  15/16	Target 16/17
One to one meetings with CCG Chair and Chief Locality Officers				5	2				
Number of CCG Meetings attended				5	1				
Number of GP e-newsletters produced				1	1				
Number of projects regarding issues raised by GPs or WHHT				4	3				

## **5. LEADERSHIP TEAM UPDATE**

- 5.1. Sally Tucker was appointed the permanent position of Chief Operating Officer on 8 November 2016. She had been acting up in the role since 25 April 2016.
- 5.2. Anne-Marie Williams has been appointed as the Divisional Manager for Surgery, Anaesthetics and Cancer. She replaces Mary Richardson who left at the end of November 2016.
- 5.3. Helen Brown, Director of Strategy and Corporate Services has been asked to take on the responsibility of Deputy Chief Executive.
- 5.4. Fran Gertler has been appointed to the new role of Director of Integrated Care. She will take up this position in February 2017.

## **6. RECOMMENDATION**

- 6.1. The Board is asked to note the report.

**Katie Fisher**  
**Chief Executive Officer**

December 2016