

Trust Board Meeting
03 November 2016

Title of the paper:	Chief Executive Report	
Agenda item:	08/42	
Lead Executive:	Katie Fisher, Chief Executive	
Author:	Jean Hickman, Trust Secretary	
Trust aims :	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	
Purpose:	The aim of this paper is to provide an update on items of national and local interest/relevance to the Board.	
Link to Board Assurance Framework (BAF)	All	
Previously discussed:		
Committee		Date
Trust Executive Committee		19 October 2016
Benefits to patients and patient safety implications		
Recommendations		
The Board is asked to note the report.		

Trust Board Meeting – 03 November 2016

Chief Executive's report

Presented by: Katie Fisher, Chief Executive

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

GENERAL UPDATE

Sustainability and Transformation Plan

- 2.1. Work is continuing to progress with partners across the system to develop the Sustainability and Transformation Plan (STP) for Hertfordshire and West Essex, which will offer collaborative solutions to support the sustainability of local services. The developing plan has a number of work streams established; one of which is acute service .
- 2.2. A Programme Board has been established to steer this work and oversee an initial four major initiatives with input from clinical colleagues across Hertfordshire and West Essex. The agreed initiatives are; i) preventing ill-health; ii) local integrated primary, community, mental health and social care; iii) the configuration of acute services; and iiiii) achieving financial balance.
- 2.3. Board members from the organisations involved in the Hertfordshire and West Essex STP met on 21 October 2016 to discuss the developing plan and the actions required to take this important work forward.

Your Care, Your Future strategy

- 2.4. The Your Care Your Future (YCYF) programme in west Hertfordshire is a long-standing piece of work that many people and organisations have contributed to, and which is now at an important and sensitive point as it starts to consider options. The STP will acknowledge the importance of YCYF, and the formal process that YCYF is undergoing will continue as planned.
- 2.5. Major steps were taken in the YCYF programme in October 2016 towards agreeing the future of hospital services in west Hertfordshire. Around 80 stakeholders, including patient representatives and local clinicians, met on 04 October 2016 to discuss the options that were being considered.
- 2.6. Following three years of detailed work, the Trust is taking forward proposals to develop services on the existing hospital sites at Watford and St Albans, with a likely mixture of new build and redevelopment.

- 2.7. Developing an entirely newly built hospital on the Watford site remains a possibility and will be explored further as the Trust develops a strategic outline case (SOC).
- 2.8. Some stakeholders were keen for the Trust to pursue the option of a new hospital on a 'greenfield' site near junction 20 of the M25; however this now seems extremely unlikely. Although work carried out so far suggests that this would not be the best way forward either in terms of costs or other benefits such as travel times, some additional analysis will be carried out over the coming weeks to review some of the data and costs in order to confirm that it is appropriate not to include this option in the next stage of the process.
- 2.9. The Trust will continue to work with stakeholders with different geographical, political and professional interests over the coming months to shape these options further.

National staff survey

- 2.10. Staff within the Trust are currently being asked to complete the national staff survey. The Trust is keen to encourage as many staff as possible to complete the survey as the results are aimed at informing local improvements in staff experience and wellbeing.
- 2.11. As well as being an invaluable tool that the Trust uses to understand how staff are feeling and identify any local improvements that are required, the results are used by NHS England to support national assessments of quality and safety and the Care Quality Commission uses the results to inform its Intelligent Monitoring work to help to decide who, where and what to inspect.
- 2.12. The results of the 2016 survey are expected to be published in Spring 2017.

Patient Advice and Liaison Service

- 2.13. In order to continue to provide a robust Patient Advice & Liaison Service (PALS) across the Trust, the service now operates five days a week only from Watford Hospital.
- 2.14. PALS support is provided to patients, their families and carers remotely at Hemel Hempstead and St Albans hospitals and information is available on the sites advising as to how the service can be accessed.

Access road to Watford Hospital

- 2.15. Work is now complete on the construction of the new access road to Watford Hospital and it will open to the public on 16 November 2016. It has been agreed that the new road will be named Thomas Sawyer Way after Captain Thomas Sawyer, a local man who gave his life serving his country in Afghanistan. Watford Borough Council will hold a ceremony on 15 November 2016 to officially open the road.

OPERATIONAL UPDATES

Operational planning 2017/18 – 2018/19

- 2.16. NHS Improvement has published planning guidance which sets out how planning and contracting processes are being changed to support sustainability and transformation plans and the financial reset. Two year contracts are expected to reflect two year activities, with workforce and performance assumptions agreed within each local STP.
- 2.17. A two year tariff and National Standard Contract will be issued for consultation, as well as two-year CQUINs.

- 2.18. The timetable for the agreement of contracts has been brought forward from Spring 2017 to December 2016 and a system of STP level financial control totals to complement organisational control totals will be introduced, together with revised arrangements for managing financial risk.
- 2.19. Moving into 2017, the Trust will focus on delivery of the next two years of its Sustainability and Transformation Plans.

Single oversight framework

- 2.20. A single oversight framework (SOF) came into operation on 01 October 2016. The Framework aims to help NHS Improvement (NHSI) identify potential support required by provider organisations across five themes:
- quality of care
 - finance and use of resources
 - operational performance
 - strategic change
 - leadership and improvement capability
- 2.21. NHSI proposes to publish the first formal segmentation of the sector in November 2016, using the first data collected under the SOF. A shadow segmentation has been carried out using current data and will be published for the whole sector in October 2016.

Additional NHSI Agency Guidance

- 2.22. Following new guidance from NHSI the Trust is being asked to introduced a number of additional measures to reduced agency linked spend. This includes increased monitoring and reporting and sign off by the Trust CEO on all agency shifts which breach price cap requirements. In addition the Board have been asked to complete an agency self-certificate, which confirms that the Trust is following best practice procedures in relation to the management of temporary staffing spend.
- 2.23. A steering group chaired and attended by a number of the trust's executive team will ensure that where new procedures are required to meet these new requirements that they are put into place

3. Regulations

Care Quality Commission update

- 3.1. The Care Quality Commission is on target to complete a comprehensive inspection baseline programme in all sectors by the 31 March 2017 and also continue to conduct responsive inspections and take enforcement action as required.
- 3.2. Following the completion of a trust programme, the CQC hospitals team will focus on completing ratings in the independent sector and re-inspecting high risk providers.

4. Recommendation

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

Katie Fisher
Chief Executive Officer

November 2016