

AGENDA ITEM 7

South Tees Hospitals 
NHS Foundation Trust

Meeting / Committee:	Council of Governors Meeting	Meeting Date:	Wednesday 20 May 2015
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Title:	Chief executive's report
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Purpose:	The purpose of this report is to provide the Council of Governors with an executive summary of our key strategic objectives, national policy and any organisational issues.
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Summary:	<p>This report highlights the following areas:</p> <ol style="list-style-type: none"> 1. Year-end performance summary 2. Reducing infection 3. Nightingale Awards 4. Short-stay paediatric assessment unit 5. Patient experience – Parkinson's programme wins innovation funding 6. Improve update 7. Trust flu campaign wins national award 8. NHS staff survey 9. Service developments
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Prepared by:	Prof Tricia Hart Chief executive & Amanda Marksby Head of communications	Presented by:	Prof Tricia Hart Chief executive
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Recommendation:	The Council of Governors is asked to note the contents of the paper.
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Implications (Please mark an X)	Legal	Financial	Clinical	Strategic	Risk & Assurance
	X	X	X	X	X

**CHIEF EXECUTIVE'S REPORT TO THE COUNCIL OF GOVERNORS MEETING
WEDNESDAY 20 MAY 2015**

1. YEAR-END PERFORMANCE SUMMARY

I wanted to start my report to governors on a positive note and reflect on the huge amount of collective effort and energy that staff from across the organisation have put in to help achieve this year's savings target.

The trust reported an underlying deficit of £7m at the end of the financial year 2014/2015 which was £11.4m better than our year-end plan. We also achieved a £26million cost improvement programme (£4.2m ahead of plan) of which £22.5million was recurrent – a level of recurring savings we have not seen in the trust for a number of years.

This has been down to everyone pulling together and tightly managing budgets in their own clinical and corporate centres alongside the transformational change work the organisation is doing.

It's also a testament to staff, particularly given the busy winter period we've had, that we were fully compliant against the 18-week referral to treatment times throughout the financial year (an area originally identified by Monitor) and our overall performance was strong in many areas.

I've also included a summary of our activity throughout the year for 2014/2015 compared to 2013/2014:

- 85,780 emergency admissions (86,282)
- 127,042 patients in accident and emergency (125,873) – including 104,808 at James Cook (102,786) and 22,234 at the Friarage (23,087)
- 28,490 through our urgent care centres (26,757) and 46,050 through the Resolution walk-in centre (41,475)
- 187,085 inpatient and daycase patients (186,172) in our acute hospitals and 1,906 in our community hospitals (2,142) (*both figures based on finished consultant episodes to allow a previous year comparator)
- 484,774 outpatient attendances - new and review (486,091)

2. REDUCING INFECTION

The current rate of Clostridium difficile infection across the organisation is our – and Monitor's – biggest current area of concern at the moment and a key patient safety priority for us.

We ended the financial year with 76 trust-attributed cases against an upper threshold of 49 for the year and this year our target has been set to have no more than 50 cases which means, collectively, we really need to strengthen all our practices to reduce our infection rate.

In April, we launched our 'further focus on five' campaign, led by the infection prevention and control team, which concentrates on a number of key areas:

- Use of the diarrhoea assessment tool and isolation of patients
- Hand hygiene
- Environmental cleanliness

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- Antibiotic prescribing
 - Communication

As part of the campaign, teams of senior staff including the Board, chiefs of service and heads of nursing, visited areas across the James Cook, Friarage and our community hospitals to discuss this important issue with staff and patients and observe practice and feedback is being shared widely with staff.

3. NIGHTINGALE AWARDS

Congratulations to staff nurse Sarah Brooks, who works on the neonatal unit at James Cook, who won this year's Nightingale award for her outstanding contribution to patient care. Sarah also took home the award for staff nurse of the year.

Matron Gill Hendry, assistant practitioner Annette Henderson and charge nurse Joe McGregor also picked up two awards each from the 15 categories this year.

Organised by the trust's nurse and midwifery consultants, these annual awards showcase those who make the extra effort and go that 'extra mile' in delivering exceptional patient care, over and above their duty. The category winners were:

- **Michael Jukes** - student of the year
- **Annette Henderson** - healthcare assistant of the year
- **Sarah Brooks** - staff nurse/midwife of the year
- **Joe McGregor** - charge nurse of the year
- **Gill Hendry** - senior nurse/midwife of the year
- **A&E at James Cook** - team of the year
- **Rosie Dawson** - midwifery award
- **Major Zoe Thompson** - military award
- **Jan Pearson** - The McCormack patients award
- **Joe McGregor** - Friends of the Friarage award
- **Annette Henderson** - community award
- **Cathy Brammer** - paediatric award
- **Dianne Robinson** - mentors award
- **Gill Hendry** - matron award
- **Angela Hall and Cheryl Honeyman** - poster winners

4. SHORT-STAY PAEDIATRIC ASSESSMENT UNIT

Following on from my last report to governors about our reluctant decision to temporarily reduce the opening hours of the short-stay paediatric assessment unit at the Friarage Hospital, I am pleased to say the opening times will be increased over weekends and Bank Holidays from the end of this month following the appointment of a new consultant.

From 23/24 May, the unit will extend its opening hours from 10am to 5pm to 10am to 7pm every Saturday, Sunday and Bank Holiday. Weekday opening hours will remain at 10am to 8pm for the time being.

Originally the unit had been open 12 hours a day, seven days a week, but to maintain that level of service required a rota of seven full-time paediatric consultants and, despite the trust's best efforts to recruit, a shortfall of staff due to a combination of vacancies and long-term sickness meant the temporary changes had to be made.

The appointment of a new consultant, who will join the paediatric team later this year, plus two members of staff returning to work from ill-health, has meant we can look again at the SSPAU's opening hours.

However we still have three vacant consultant posts on the paediatric rota so it is unlikely we will be able to move to 12-hour opening before September. I'd like to thank the existing consultant team, who have agreed to cover the extra hours, for their ongoing commitment and support.

5. PATIENT EXPERIENCE – PARKINSON'S PROGRAMME WINS INNOVATION FUNDING

The Parkinson's team at James Cook has been selected by the Health Foundation, an independent healthcare charity, to be part of its new £1.5 million 'Innovating for Improvement' programme.

The programme is supporting 17 healthcare projects in the UK, with the aim of improving healthcare delivery and the way people manage their own healthcare by testing and developing innovative ideas and approaches and putting them into practice.

One person in every 500 has Parkinson's disease. Hospital outpatient clinics struggle to meet the often complex needs of patients, particularly when it comes to symptoms such as falls, freezing episodes, hallucinations and dementia.

The James Cook team will set up a "Parkinson's advanced symptom unit" (PASU) based in a local community day hospital to provide rapid access, specialist care for people struggling with their symptoms so rather than seeing patients for 15 to 30 minutes, the PASU will offer half-day or all-day appointments, enabling a more complete assessment of complex issues, from a wide variety of team members.

The clinic will be open to referrals from patients and carers themselves, as well as primary care providers and community-based teams, and will function as a centre of excellence, offering training to doctors, nurses and allied health professionals who work in the region. It will be led by consultant neurologist Dr Neil Archibald supported by members of the Parkinson's team as well as Parkinson's UK and mental health specialists from Tees, Esk and Wear Valley NHS Foundation Trust.

6. IMPROVE UPDATE

From April, stroke rehabilitation services were brought together under one roof to create a centre of excellence at Redcar Primary Care Hospital which means stroke patients who previously would have gone to Carter Bequest or Guisborough Primary Care Hospitals also attend there for treatment.

The new specialist stroke unit brings together community inpatient stroke beds with specially trained nurses and rehabilitation services such as physiotherapy, occupational therapy and speech and language therapy.

As well as excellent inpatient facilities, stroke patients can now also receive rehabilitation at home instead of in hospital after the introduction of an early supported discharge (ESD) service which is expected to benefit up to 40% of patients admitted to hospital with a stroke.

The service is also supported by re-ablement teams from the Middlesbrough and Redcar and Cleveland local authorities, psychology, community nursing services and the Stroke Association.

Stroke rehabilitation has been highlighted as a priority area for South Tees Clinical Commissioning Group through its IMProVE programme (Integrated Management and Proactive Care for the Vulnerable and Elderly).

Other IMProVE initiatives include further enhancement of the rapid response service – initially launched as a nurse-led service to assess patients in their own homes – which is now led by the community matrons and is helping to reduce GP callouts and hospital admissions across Middlesbrough, Redcar and Cleveland.

Since their introduction GP referrals to the service, which runs from 8am to 11pm seven days a week, have increased from around three a month to around 16 a month. Eighteen community matrons cover the Middlesbrough, Redcar and Cleveland area and the service links in with the integrated community care team for patients who require long-term care.

7. TRUST FLU CAMPAIGN WINS NATIONAL AWARD

The trust achieved its best ever uptake for flu vaccination at 75.5% and has, subsequently, been named ‘best flu fighter team’ at the annual national NHS flu fighter awards run by NHS Employers which is terrific news.

A total of 5,880 vaccinations were given to staff working to support patients and families in our care with the breakdown as follows:

- Doctors – 699 (98%)
- Nurses, midwives and health visitors – 1,931 (68%)
- Other professionally qualified staff – 761 (72%)
- Support to clinical staff – 2,489 (79%)

A further 415 staff were vaccinated as part of the trust’s overall flu vaccination programme and the campaign’s success was attributed to the range of skills the flu team used across the organisation to encourage uptake – from the use of social media and technology, patient safety supporting governance, communications, pharmacy support, flu champions and pharmacy input.

The panel of judges, including the editor of Nursing Times magazine Jenni Middleton, said that the team’s ‘remarkable’ efforts’ would be promoted across the country to inspire similar work and they were particularly impressed with the team’s collaborative approach.

8. NHS STAFF SURVEY

The 2014 NHS staff survey results were presented to the Board of Directors in March and this year the trust undertook a sample survey achieving a 35% response rate, compared to an average of 44% nationally.

It has been noted nationally through staff feedback that many do not wish to be surveyed every year but all trusts are required to complete at least a sample survey. This is an important tool and one indicator of staff experience in the workplace.

I've outlined some of the key findings in terms of where we've done particularly well and where improvements can be made as follows:

Our best ranked scores were:

- Percentage of staff experiencing harassment, bullying or abuse in the last 12 months (lower scores are better – trust was 18% compared to 23% national average)
- Support from immediate managers
- Percentage of staff working extra hours (lower scores better – 66% compared to 71%)
- Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver (83% compared to average of 77%)
- Percentage of staff witnessing potentially harmful errors, near misses or errors in the last month (lower scores better – 29% compared to 34%)

Areas for improvement:

- Percentage of staff experiencing physical violence from staff in the last 12 months (4% compared to national average of 3%)
- Percentage of staff receiving health and safety training at work in the last 12 months (70% compared to 77%)
- Percentage of staff reporting errors, near misses or incidents witnessed (88% compared to 90% nationally)
- Percentage of staff having equality and diversity training (56% compared to 63%)
- Percentage of staff receiving job-relevant training, learning or development (81% which is the same as the national average)

Staff experience network leads will work with frontline staff, senior managers, staffside and HR colleagues on the results in each respective area of the trust and action plans will be produced on how we intend to make improvements.

9. SERVICE DEVELOPMENTS

Despite the challenges the organisation faces, our staff do continue to innovate and seek out ways to modernise and improve the services we provide to patients. I wanted to share some recent service developments below:

- The James Cook's radiotherapy department was the first in the country to use Catalyst technology to improve further the accuracy of radiotherapy delivered to breast cancer patients. Patient movement can sometimes occur during treatment affecting the precision of radiotherapy delivered but this innovative system – used for positioning and monitoring movement of patients before and during radiotherapy - provides a new level of treatment, quality and safety.

It is currently the only system of its type in the UK, meaning that patients across the Tees Valley are receiving one of the most cutting-edge treatments available – a level of service currently only available to breast cancer patients receiving radiotherapy at the trust. Donations of over £100,000 to the STAR fund and South Cleveland cancer research fund, both of which are part of South Tees Hospitals Charity, enabled the unit to buy the technology for local patients.

- The UK's first robotic diaphragm plication – a leading edge procedure using the trust's new da Vinci robot – was performed by cardiothoracic surgeon Joel

Dunning last month. James Cook is only the second hospital in the country to offer robotic thoracic surgery and is now the first to use it to carry out a diaphragm plication – an operation to repair a paralysed diaphragm, which can leave patients feeling breathless.

Normally, patients would need a big thoracotomy, which is very painful and can leave people out of action for up to six weeks, but with this endoscopic technique patients can be back home within two to four days. I am pleased to report the patient is doing well.

- The midwife-led maternity centre at the Friarage has been praised by UNICEF's UK baby friendly initiative, for the promotion of breastfeeding. The centre met all of the criteria relating to Stage 3 accreditation and now has the same level of accolade as the maternity unit at James Cook with staff commended for the efforts made in reaching this stage.

Feedback from the assessment team was that pregnant women and new mothers received a very high standard of care and almost everyone interviewed spoke very highly of the service.

- Our new purpose-built IVF unit is now open at James Cook, bringing all reproductive medicine services together in one place and includes its own theatre, lab, tank room, air quality control, recovery area, patient rooms, changing rooms, reception and waiting area.

As demand for fertility services across Teesside continues to grow, the development will ensure the hospital can continue to accommodate increasing numbers of patients. The unit offers both NHS and private fertility treatment to people in the North of England and has one of the best success rates in the country.

- The results of a five-year study led by Professor Amar Rangan, a clinical professor in trauma and orthopaedic surgery, to determine the best treatment for a broken shoulder – surgery versus no surgery – were published in the prestigious international Journal of the American Medical Association (JAMA) and could lead to significant financial savings for the NHS.

Together with researchers from Teesside University and the University of York, Prof Rangan secured over £1.25m funding from the National Institute for Health Research's Health Technology Assessment Programme in 2008 to lead the largest randomised clinical trial to-date on proximal humerus (shoulder) fractures. Researchers found no significant difference between having surgery compared to non-surgical treatment which could have major impact on future treatment in the NHS. The team intend to publish a separate paper on cost-effectiveness shortly.

- The trust's occupational health service has achieved SEQOHS - Safe Effective Quality Occupational Health Service - Accreditation (for five years subject to an annual assessment) and is now listed as accredited on the SEQOHS website. This is an excellent achievement for the team and I thank them for all their work in achieving this standard.
- The trust is the first in the country to receive five Macmillan quality awards – the latest being the Endeavour unit. MQEM awards have previously been presented

to ward 14, the chemotherapy day unit and the Macmillan information and support centre at James Cook and the Friarage Hospital.

- Eye (ophthalmology) outpatient clinics at Whitby Hospital began again in April after the trust was commissioned to provide an eye clinic by Hambleton, Richmondshire and Whitby Clinical Commissioning Group. Due to staffing pressures in 2014, previous providers York Hospitals NHS Foundation Trust stopped the clinics at the hospital, meaning patients had to travel to Scarborough or elsewhere for care. The trust is now providing a full-day clinic every alternate week, which will be run by four of our clinicians on a rotational basis.
- Eye outpatients' staff also launched a fundraising appeal to bring additional state-of-the-art equipment to James Cook to enhance patient care. The Retinal Development Appeal aims to raise £175,000 and the team would like to raise enough for an Optical Coherence Tomography (OCT) scanner which produces detailed cross-sectional and 3D images of the eye to help clinicians quickly diagnose sight threatening conditions such as macular degeneration, diabetic retinopathy and glaucoma. Further information is on the South Tees Hospital charity web pages.

PROF TRICIA HART - CHIEF EXECUTIVE