

## AGENDA ITEM 7

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| <b>SUMMARY REPORT</b>                  |   | South Tees Hospitals  |
| <b>Council of Governors</b>            |   | NHS Foundation Trust   |
|  |   | 21 July 2015   |
| Subject                                | Chief Executive's Report  |  |
| Prepared by                            | Prof Tricia Hart – Chief Executive<br>Amanda Marksby – Head of Communications |  |
| Approved by                            |   |  |
| Presented by                           | Prof Tricia Hart – Chief Executive  |  |
| Name of meeting considered/approved by |   |  |

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| <b>Purpose:</b><br>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. | Decision    |   |
|  | Approval    |   |
|  | Information | ● |
|  | Assurance   | ● |

| Executive Summary   |
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| <p>This report highlights the following areas:</p> <ol style="list-style-type: none"> <li>1. Care Quality Commission</li> <li>2. Workforce review</li> <li>3. Trust to offer advanced radiotherapy to wider range of patients</li> <li>4. Patient experience – national inpatient survey</li> <li>5. Patient experience – national children's survey</li> <li>6. MRI scanner appeal</li> <li>7. GMC national training survey results</li> <li>8. Service developments and other news</li> </ol> |

| Next Steps   |
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| The Council of Governors is asked to note the contents of the paper. |

| Supports Trust Strategy Map in the following areas |   |                                  |   |                                     |  |  |   |
|--|---|----------------------------------|---|-------------------------------------|--|--|---|
| quality & patient safety                           |   | business sustainability          |   | operational excellence              |  | organisational capability              |   |
| deliver integrated care                            |   | improved cost control            |   | improved patient flow               |  | improved information                   |   |
| forefront of clinical innovation                   | ● | increased productivity           | ● | improved innovation processes       |  | continuous service improvement culture |   |
| specialised services development                   | ● | increased revenue & market share |   | strong governance & risk management |  | workforce development                  | ● |
| service quality and safety                         | ● | enhanced services                | ● |                                     |  | strong partnerships & engagement       |   |

| If a key risk(s) has been identified, please describe below |
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## **CHIEF EXECUTIVE'S REPORT TO THE COUNCIL OF GOVERNORS MEETING TUESDAY 21 JULY 2015**

### **1. CARE QUALITY COMMISSION**

In June, England's chief inspector of hospitals Professor Mike Richards published his report on the quality of care provided by the trust following the Care Quality Commission's four-day inspection in December 2014.

Disappointingly, the trust was given an overall rating of 'requires improvement' for providing safe and effective care although inspectors found services were caring, responsive and well led.

In total, 89 out of the 105 individual ratings were either good or outstanding (84%) and a number of areas of excellent practice were also identified, particularly in paediatric and maternity services. The overall breakdown was as follows:

- Community services – good
- James Cook and Friarage hospitals – requires improvement
- End of life care (on both acute sites) – requires improvement
- All other core services – good

We are now working with our staff, commissioners and other partners on a plan of action and recommendations based on the inspection's teams findings, although progress has already been made in each of the key areas identified in the report. Director of quality Ruth James will cover this work in more detail in today's agenda.

### **2. WORKFORCE REVIEW**

This month, we have further tightened our controls on filling staff vacancies as we begin a trust-wide workforce review which is a key issue not only for our organisation but for the NHS as a whole.

Over the last few years many of our services have reviewed the staffing they need to operate effectively, but we have never carried out a full scale review and some services are facing real problems recruiting people with the skills they currently need.

There is also a growing push to move services out of hospital and into the community – and we have to have the right workforce to be able to support that drive – and as we continue with our transformation programme, it is inevitable that we will need to look at whether we are always making the most effective use of all our workforce.

The review will start with staff in managerial roles and then work throughout the organisation, so we are implementing a tighter control on vacancies to ensure we are not increasing our staffing levels – and costs.

These are expected to be in place until at least March 2016 and until then, we will only fill posts where there is a significant risk to the quality of patient care, or where there is external funding for the roles. Inevitably, such a major review will prompt concerns among some staff about their jobs and long-term future with the trust and to help address that, we will be providing staff with regular updates on how the work is going as well as keeping our union colleagues briefed.

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### **3. TRUST TO OFFER ADVANCED RADIOTHERAPY TO WIDER RANGE OF PATIENTS**

The trust has been chosen as one of 17 centres in England to be able to offer SABR – stereotactic ablative radiotherapy - to a wider range of patients as part of NHS England's latest national evaluation programme.

NHS England has invested £15million over three years to assess the use of SABR through its Commissioning through Evaluation initiative, which will allow up to 750 new patients a year nationally to access the treatment.

SABR is a modern, more precise delivery technique of radiotherapy which delivers high doses of radiation while causing less damage to surrounding healthy tissue than conventional radiotherapy.

At The James Cook University Hospital, we have already successfully delivered SABR to 200 patients to treat tumours in the chest – predominantly lung cancer - but now we can extend provision to treat oligometastatic tumours (cancer that has spread to less than five other sites within the body).

As well as being more effective than conventional radiotherapy, SABR is also much more convenient for patients as it requires fewer visits. It is typically delivered in three to five treatments compared to the 20 to 30 treatments of conventional radiotherapy.

NHS England's investment in the Commissioning through Evaluation programme is in addition to its pledge to fund up to £6million over the next five years to cover the NHS treatment costs of SABR clinical trials funded by Cancer Research UK.

### **4. PATIENT EXPERIENCE – NATIONAL INPATIENT SURVEY**

The Care Quality Commission's annual survey of inpatients was carried out in-year which asked people to give their opinions on the care they received, including information provided by staff, whether they were given enough privacy, the cleanliness of their wards, and their discharge arrangements.

Responses were received from 425 patients aged 16 and above who had stayed in hospital at least overnight, a response rate of 52% which was higher than the national average (47%). Results were around the same as last year and, again, the organisation was rated highly for patients' overall views and experiences during their time with us with quite a number of areas scoring in the top 20% of performing trusts. There were three specific questions – out of 70 – where we fell into the bottom 20%:

- Patients did not share a sleeping area with patients of the opposite sex - 73% (the threshold for the lowest scoring 20% of all trusts was 79%)
- Patients did not share a bathroom/shower with patients of the opposite sex – 79% (the threshold for the lowest scoring 20% of all trusts was 83%)
- Patients did not feel threatened by other patients or visitors during their stay – 96% (the threshold for the lowest scoring 20% of all trusts was 96%)

Clearly we need to look at the report in more detail, particularly around the mixed gender rooms, bathrooms and bays, and consider why patients still perceive these to be in use and also at the 4% of our patients interviewed who said they felt threatened by other patients.

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## **5. PATIENT EXPERIENCE – NATIONAL CHILDREN’S SURVEY**

The first national children’s survey conducted by the Care Quality Commission was published this month, representing the experiences of nearly 19,000 children and young people who received inpatient or daycase care in 137 acute NHS trusts in 2014.

At the trust questionnaires were sent to children and young people aged 8-15 with extra questions for their parents or carers. Where a child was younger than eight, a questionnaire was sent directly to their adult.

In total, 206 responses were received from the trust and, overall, children and their parents or carers reported good experiences of care.

The majority of children and young people said they were happy with the care they received, felt safe on the wards, thought staff did everything possible to control their pain and they understood the information given to them by staff. We also scored better than the national average for hospital food. The report is now being shared with the women and children’s centre and a detailed action plan will be developed.

## **6. MRI SCANNER APPEAL**

Cricketing legend Sir Ian Botham has added his support to bring an MRI scanner to the Friarage Hospital by officially launching South Tees Hospitals Charity’s raffle to win a new car, which is the latest initiative to get the appeal closer to its £2million target. The charity - in partnership with the Friends of the Friarage – is hoping to sell as many tickets as possible at £2 each with the chance to take home a Peugeot 208.

With Sir Ian’s support we hope to give the appeal that further push towards reaching the target and further raise the profile of this important campaign which is also supported by Simon Bailes Peugeot in Northallerton. The prize draw will take place in their Northallerton branch on Friday 18 December 2015 and for further details are available from the charity team on 01609 764936.

## **7. GMC NATIONAL TRAINING SURVEY RESULTS**

Health Education North East, which is responsible for ensuring that local education, training and workforce development drives the highest quality public health and patient outcomes, has recently shared the results of the GMC national training survey.

Not only did our area have an excellent response rate at 92.7%, we have been ranked number one for educational supervision (for the fifth year in a row) and also scored highly in areas such as overall satisfaction, feedback, local teaching and supportive environment.

While we await trust-specific feedback, this information will be used to further raise standards for postgraduate medical education and training in the North east and Cumbria. Further information is available on the HENE website <http://ne.hee.nhs.uk/gmc-nts-survey-results/>.

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## 8. SERVICE DEVELOPMENTS AND OTHER NEWS

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:

- Patient Robert Hunt and vascular surgeon Ian Nichol have been raising the profile of the AAA – abdominal aortic aneurysm – screening programme. Robert's life was saved when, after receiving a letter inviting him to go for screening, technicians found his aorta was enlarged and at risk of rupturing. He had no symptoms and no idea there was a problem.

Robert then had regular check-ups over the next three years to check its size and eventually had to be referred to Ian at The James Cook University Hospital. He is the 100th man to have been referred for treatment by the regional screening programme run from the Queen Elizabeth Hospital, Gateshead, and opted to have open surgery to have his aneurism repaired. His story has been featured in the media, and a video is available on the trust's and Gateshead's website, to encourage more men to take up screening, which is free.

- In May, we welcomed Cathy Warwick, the chief executive of the Royal College of Midwives, to officially open the Friarage maternity centre as staff and midwives held an open-event to showcase and promote the excellent services that are still available for women and their babies.

The centre has been a midwifery-led unit since last October and to-date we've had around 200 births there. It was a really good afternoon with a great turnout and hopefully events like these will continue to raise the profile of the unit. A video was also been produced with the team, featuring mothers and babies who have used the centre, and this can be viewed on the trust's website.

- To help improve literacy in the Tees Valley area, the trust has teamed up with the National Literacy Trust hub in Middlesbrough and Middlesbrough Council to hand out 3,000 free reading packs to new mums and their babies as well as children who are inpatients at The James Cook University Hospital. The reading packs each contain a story book, activity book and colouring pencils, as well as tips for parents on carers on how to support their child's literacy development, and will be given out to the parents of babies and children admitted to wards 21 and 22.
- We're still looking for nominations for this year's Star Awards which recognise the work of the trust's staff volunteers and fundraisers in both community and hospital settings. Members of the public, as well as staff, can put forward nominations in ten categories and the closing date for entries is Friday 31 July. More information is available at [southtees.nhs.uk/about/awards/star/](https://southtees.nhs.uk/about/awards/star/).
- Sam Taylor, a member of the therapeutic care administration team, was awarded VQ Learner of the Year for the North East. Sam has a first class degree in performing arts but had struggled to find a job so began the work programme (PROSPECT) with the trust, initially volunteering at The James Cook University Hospital before going on to secure full-time employment. Judges commented on Sam's dedication and commitment to her studies, saying she was an excellent example of the success that can be achieved through vocational qualifications.

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- The Trinity Holistic Centre was shortlisted for the national patient safety cancer care award for the work it has done in transforming support for patients with cancer and other long-term conditions over the last year. More information about the centre, which is funded entirely by charitable donations, is available on the trust's website.
  - Finally can I add my thanks for the lovely comments I've received on being named as one of the HSJ's top 100 clinical leaders for 2015 and also on receiving an honorary degree at the University of Nottingham – the Degree of Doctors of Science *honoris causa* – this month.

**PROF TRICIA HART - CHIEF EXECUTIVE**