



In hospital and in the community

proud to make a difference

Sheffield Teaching Hospitals **NHS**
NHS Foundation Trust

Council of Governors

1 September 2015

Chief Executive's Report

1. PERFORMANCE

The Trust has made a good start to the year in the first quarter of 2015/16. The key aspects of Trust performance are set out at Appendix 1. This chart is an extract from the Integrated Performance Report which now forms part of the Board public agenda papers each month. The full report is available on the STH website (<http://www.sth.nhs.uk/about-us/official-publications/board-papers/2015/september>).

The highlights are as follows:

- Emergency Services Target – I am very pleased to report that the Trust achieved 95.3% against the Emergency Services target of 95% in quarter 1. This was a considerable achievement and all the staff involved are to be thanked for their efforts in doing so. The review of emergency services performance across the Trust is now coming to a close with the intention that the resulting action plan will have been implemented in time for the forthcoming winter.
- Safer Staffing – whilst challenging, the Trust continues to maintain safe staffing levels. In terms of the detailed position, the actual fill rate for day shifts for registered nurses was 91.6% and for other care staff against the planned levels was 100.4%. At night, these fill rates were 91.7% for registered nurses and 106.7% for other care staff. On a number of individual wards, the fill rate fell below 85% and the main reasons for this were vacant posts and sickness and parenting leave above the planned level. The fill rate for registered nurses at night continues to be carefully monitored. The Trust has offered 165 student nurses, qualifying in September 2015, posts as Staff Nurses. The Trust, in partnership with NHS Professionals, is interviewing 18 Spanish Nurses to work for a year on a bank only contract at the end of July 2015.
- 18 Weeks – I am pleased to report that, in line with the agreed plan, the admitted patient target was achieved in July 2015 at 90.07% against a target of 90%. When taken with the successful delivery of the non-admitted and incomplete performance targets, this means that this is the first occasion on which the Trust has hit all three targets since February 2014 and represents a very significant milestone for the organisation. Nevertheless, it is clear that the performance on the admitted target is extremely marginal and there is much further work, which is in train, to ensure that this can be achieved on a sustainable basis.
- Financial Position - the month 3 position shows a £3.5m (1.5% of turnover) deficit against plan. This represents a further £0.6m deterioration on the month 2 position but

the percentage overspend has reduced from 1.9%. Clearly, this is a matter of concern and action is being taken to rectify the position for the remaining months of the year. In particular, action on bank and agency spend has been agreed which, whilst maintaining safe services, will ensure that this aspect of expenditure is rigorously controlled for the remainder of the year. It is the intention to “shine the light” on this area of expenditure in each Directorate and to put in place enhanced approval mechanisms where agency staff in particular and bank staff more generally are required to ensure the delivery of a safe service.

- Complaints – 63.6% of complaints were responded to within 23 working days. This issue was the subject of the deep dive report in the full Integrated Performance Report.
- Delayed Transfers of Care – at any one time in June there were on average 60 patients whose discharge from hospital was delayed for non-clinical reasons compared to 49 in May 2015.
- Cancelled Operations – in June 2015, there were 77 operations cancelled on the day for non-clinical reasons, compared to 88 in March, 73 in April and 63 in May 2014. This is 0.68% of planned procedures. There was an average of 87 cancellations per month last year.
- Cancer – the Trust is currently on track to ensure that it achieves all the cancer targets in Q1 although this remains a very significant challenge given the continued difficulties with late referrals from District General Hospitals.

2. WORKING TOGETHER

The Working Together programme is progressing well with progress in a number of clinical specialities. In particular there has been good progress in Ophthalmology where out of hours services will be centred on two sites, Sheffield and the Mid Yorkshire Trust, under revised arrangements.

For the future, the Working Together partners have agreed a process to strengthen Working Together to enable it to be even more effective in securing good and cost effective services across the footprint covered by the partners in a way that is consistent with the delivery of each organisation’s clinical strategy whilst taking opportunity to bring together services across a wider footprint where there are clear patient benefits in doing so.

3. LISTENING INTO ACTION

Preparations for our Listening into Action (LiA) started in September 2014 and the starting point was to ‘pulse check’ staff with 15 questions on how they feel connected, motivated and engaged in their work and with leaders in the organisation. Over 3000 staff filled in this questionnaire. What this demonstrated was that STH has a better starting point than the other 53 Trust's that have embarked upon LiA, however it did show that there was room for improvement.

The Trust then embarked upon a series of 'Big Conversations' in which I heard from over 1000 staff what the barriers and solutions were to their everyday work.

Fifteen teams were identified who were prepared to be a pioneering LiA team who would work on a mission connected with 'what matters to staff' and the priorities of the Trust. They had 20 weeks to deliver an outcome and are supported and coached by the LiA team. All 14 of the schemes delivered outcomes that made a difference for staff and for patients.

The schemes finished at the end of July 2015 and a celebration was held for those staff involved. Stakeholders and phase 2 teams were also invited to the event which was a huge success.

In order to give staff the opportunity to see what our teams have done there will be an exhibition in RHH over lunch at the end of September 2015. The LiA team are also delighted to be supporting the Annual Members Meeting in September and will be running stalls with staff who have been involved in LiA.

4. MEDICAL STAFF

As Governors will be aware, the Government are currently seeking to renegotiate both the Consultant and Junior Doctors contract with the BMA. The negotiations on the Consultant contract have broken down over the issue of seven day working, in particular the payments to be made to Consultant staff for undertaking routine work at weekends as part of a seven day service. Under the current contract, Consultants can opt out of doing non-emergency work at the weekends.

In relation to the Junior Doctors, talks have broken down over 10 issues as identified by the BMA. NHS Employers are of the view that many of the recommendations leave considerable room for negotiation, and had the BMA chosen to negotiate, they could potentially have mitigated many of their concerns.

5. APPOINTMENTS

The Council of Governors is requested to note that following elections to the NHS Sheffield Chair of the Governing Body, Dr Tim Moorhead has been elected for a further three year period from 1 October 2015 to 30 September 2018.

A successor to Professor Philip Jones, Vice-Chancellor of Sheffield Hallam University, has been appointed. Professor Chris Husbands will be taking up the post in January 2016.

6. COMMUNICATIONS

STH has been identified as one of the top 100 best places to work in the NHS.

On the preparations for winter, staff identified over 30 improvement schemes, which were trialled in "Give it a Go Week". This was followed by over 40 schemes, similarly trialled, in a "Right Good Week" in August 2015. The successful schemes will be continued and incorporated into the winter plan.

The trust is preparing for the implementation of T3 (Transforming Through Technology) with 'go live' anticipated for the weekend of 24 to 27 September 2015. Staff engagement has been a major feature of the arrangements in combination with robust business continuity plans.

Andrew Cash
Chief Executive
20 August 2015